

Public Document Pack



TRAFFORD COUNCIL

AGENDA PAPERS FOR SCRUTINY COMMITTEE MEETING

Date: Wednesday, 18 November 2015

Time: 6.30 p.m.

Place: Committee Rooms 2 & 3, Trafford Town Hall,
Talbot Road, Stretford, M32 0TH.

A G E N D A	PART I	Pages
1.	ATTENDANCES To note attendances, including Officers, and any apologies for absence.	
2.	MINUTES To receive and, if so determined, to agree as a correct record the Minutes of the meeting held on 1 October, 2015.	1 - 4
3.	DECLARATIONS OF INTEREST Members to give notice of any interest and the nature of that interest relating to any item on the agenda in accordance with the adopted Code of Conduct.	
4.	BUDGET PROPOSALS - PRESENTATION To receive a presentation of the Leader of the Council.	Verbal Report
5.	ANNUAL DELIVERY PLAN 2015/16 - SECOND QUARTER PERFORMANCE REPORT To receive a report of the Executive Member for Transformation and Resources.	5 - 48
6.	LOCAL GOVERNMENT OMBUDSMAN ACTIVITY FOR 2014/15 To receive a report of the Director of Legal and Democratic Services.	49 - 52

Scrutiny Committee - Wednesday, 18 November 2015

7. **UPDATE ON IMPACT OF ICT AND FINANCE BUDGET SAVINGS**
To receive a report of the Corporate Director Transformation & Resources and the Executive Member for Transformation and Resources. 53 - 60
8. **TOWN CENTRES - UPDATE ON ACTIVITY, ACHIEVEMENTS TO DATE AND FUTURE WORK PROGRAMME**
To receive a report of the Executive Member for Economic Growth and Planning. 61 - 76
9. **UPDATE ON THE IMPLEMENTATION OF THE COMMUNITY ASSET FRAMEWORK**
To receive a report of the Executive Member for Economic Growth and Planning. 77 - 86
10. **SAFER TRAFFORD PARTNERSHIP UPDATE**
To receive a report of the Corporate Director Transformation and Resources and the Executive Member for Communities & Partnerships. 87 - 94
11. **SCRUTINY COMMITTEE WORK PROGRAMME 2015/16 - UPDATE**
To receive a report of the Democratic and Performance Services Manager. 95 - 96
12. **URGENT BUSINESS (IF ANY)**
Any other item or items (not likely to disclose "exempt information") which, by reason of special circumstances (to be specified), the Chairman of the meeting is of the opinion should be considered at this meeting as a matter of urgency.

THERESA GRANT

Chief Executive

Membership of the Committee

Councillors J. Coupe (Chairman), M. Cordingley (Vice-Chairman), S.K. Anstee, R. Bowker, C. Boyes, C. Candish, K. Carter, L. Dagnall, Mrs P. Dixon, D. Hopps, D. Western, J. Lloyd (ex-Officio).

Co-opted Member: Sister P. Goodstadt.

Further Information

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

Chris Gaffey, Democratic & Scrutiny Officer,

Tel: 0161 912 2019

Email: chris.gaffey@trafford.gov.uk

Scrutiny Committee - Wednesday, 18 November 2015

This agenda was issued on **Tuesday, 10 November 2015** by the Legal and Democratic Services Section, Trafford Council, Trafford Town Hall, Talbot Road, Stretford, M32 0TH.

Any person wishing to photograph, film or audio-record a public meeting is requested to inform Democratic Services in order that necessary arrangements can be made for the meeting.

Please contact the Democratic Services Officer 48 hours in advance of the meeting if you intend to do this or have any queries.

This page is intentionally left blank

SCRUTINY COMMITTEE

1 OCTOBER 2015

PRESENT

Councillor J. Coupe (in the Chair).

Councillors M. Cordingley (Vice-Chairman), R. Bowker, C. Boyes, C. Candish, K. Carter, L. Dagnall, Mrs P. Dixon, D. Hopps, D. Western, J. Lloyd (ex-Officio)

Also Present

Sister P. Goodstadt (Co-Opted Member)

In attendance

J. Pearce	Acting Corporate Director, Children, Families and Wellbeing
P. Forrester	Democratic and Performance Services Manager
C. Gaffey	Democratic and Scrutiny Officer

APOLOGIES

Apologies for absence were received from Councillors S.K. Anstee

9. MINUTES

RESOLVED: That the Minutes of the meeting held on 17 June 2015 be agreed as a correct record and signed by the Chairman.

10. DECLARATIONS OF INTEREST

No declarations of interests were made by Members.

11. PROPOSED EDUCATION SCRUTINY TOPICS FOR 2015-16

The Committee received a report of the Acting Corporate Director, Children, Families and Wellbeing, outlining the proposed education topics for the Scrutiny Committee to consider over the coming year. These topics had been suggested and discussed during an earlier meeting with the Chairman and Vice-Chairman.

The report highlighted two topics which featured regularly when discussing education in Trafford. 'Closing the Gap' (aiming to reduce educational inequalities within the Borough), and 'School Funding' (Trafford being one of the lowest funded local authorities on a per pupil basis, which was beginning to have a significant impact on many schools within the Borough).

The Democratic and Performance Services Manager addressed an error in the report, explaining to Members that no Education Scrutiny Committee or Sub-Committee existed in Trafford. It was explained that the Scrutiny Committee considered education topics and any other matters not relating to Health (these were covered by the Health Scrutiny Committee). The reference to a 'Sub-Committee' was in relation to the Task and Finish Groups that would be formed to investigate the suggested topics. The Task and Finish Groups would consider the matter and would prepare a report for the Committee to consider prior to referral to the Executive.

Scrutiny Committee
1 October 2015

The Acting Corporate Director, Children, Families and Wellbeing answered questions from Members regarding out of Borough school attendees and school admission processes.

It was agreed that the two topics would be considered separately, one after the other. A Task and Finish Group would be formed to discuss 'Closing the Gap' as the first topic. Once the investigation into this topic had concluded, a new Task and Finish Group would be formed to discuss 'School Funding'. Members were asked to register their interest with Democratic Services if they wished to be a part of the Task and Finish Groups, as they would coordinate with the Chairman and Vice-Chairman on forming and organising the Groups.

The Acting Corporate Director, Children, Families and Wellbeing confirmed Officers within the Directorate would assist with the inviting of head teachers to be part of the Task and Finish Groups.

RESOLVED:

- (1) That the two topics outlined in the report be agreed as areas for the Scrutiny Committee to investigate.
- (2) That the approach suggested in the report be agreed, incorporating the above comments.

12. HOME TO SCHOOL TRANSPORT - TASK AND FINISH GROUP REPORT

The Committee received a report of the Vice-Chairman of the Scrutiny Committee detailing the findings of the Home to School Transport Task and Finish Group.

Scrutiny of Home to School Transport was instigated as a result of difficulties encountered in late summer 2014 as a result of a reorganisation and revised procurement arrangements. Following an initial report on 26 November, 2014, the Vice-Chairman wanted to revisit the topic to see if the situation had improved. This report detailed the findings from a visit to Pictor School on 23 June, 2015, as well as discussions with Trafford Parents' Forum.

The report highlighted a big improvement in the situation since the issues encountered in the previous year, and it was felt that the problems arose more from how the changes were implemented as opposed to the nature of the changes themselves. However, following the school visit and discussions with Trafford Parent's Forum, eight recommendations were identified, which would be taken to the relevant Executive Member for a response.

The Acting Corporate Director, Children, Families and Wellbeing answered questions from Members. It was confirmed that the local authority had a statutory requirement to provide transport to children of statutory school age (5-16). Transport would only be provided to children outside of that age range in exceptional circumstances.

Scrutiny Committee
1 October 2015

It was confirmed that drivers were required to have enhanced DBS checks every three years. The responsibility of obtaining these DBS checks was the drivers' employers', which mirrored the process followed across the council when using outside agencies.

The Democratic and Performance Service Manager confirmed the report would go to the next Executive meeting. The relevant Executive Member would be required to prepare a response to the report and its recommendations to bring back to the Committee.

RESOLVED:

- (1) That the contents of the report be noted by the Committee.
- (2) That the Committee endorse the recommendations set out in the report for referral to the Executive Member.

13. BUDGET SCRUTINY - PROCESS FOR 2016/17

The Committee received a report of the Democratic and Performance Services Manager outlining the proposed arrangements for Scrutiny to review the Executive's budget proposals for 2016/17.

Members were advised that the only significant change to last year's process was that discussions would be split into themes as opposed to separate discussions for each Directorate.

RESOLVED:

- (1) That the approach to budget scrutiny be endorsed and that arrangements be circulated to Members when more information was available.
- (2) That authority to finalise the Budget Scrutiny Report be delegated to the Democratic & Performance Services Manager in consultation with the Chairman and Vice-Chairman of this Committee.

14. ANNUAL DELIVERY PLAN 2015/16 - Q1 PERFORMANCE REPORT

The Committee received the report of the Acting Corporate Director, Transformation and Resources to the Executive which provided a summary of performance against the Council's Annual Delivery Plan 2015/16 for the period 1st April 2015 to 30 June 2015 (quarter 1).

The Democratic and Performance Services Manager advised work was being done to improve profiling and trend data for future reports.

The Committee agreed that it was useful for them to receive the ADP monitoring reports and the Chairman reported that he had spoken to the Leader about Executive attendance at Scrutiny meetings to answer any questions about performance. The Leader had indicated that he would arrange this.

Scrutiny Committee
1 October 2015

RESOLVED: That the report be noted.

15. SCRUTINY COMMITTEE WORK PROGRAMME 2015/16 - UPDATE

The Committee received a report of the Democratic and Performance Services Manager detailing the updated work programme for the 2015/16 municipal year.

Members requested that the Provision of Leisure within Trafford be added to the work programme, which was agreed by the Chairman.

RESLOVED:

- (1) That the update work programme be noted.
- (2) That Provision of Leisure within Trafford be added as an item on the work programme.

The meeting commenced at 6.30 pm and finished at 7.45 pm

TRAFFORD COUNCIL

Report to: Executive
Date: 16 November 2015
Report for: Information
Report of: Executive Member for Transformation and Resources

Report Title

Annual Delivery Plan 2015/16 (Second Quarter) Performance Report

Summary

The attached draft report provides a summary of performance against the Council's Annual Delivery Plan, 2015/16. The report covers the period 1 June 2015 to 30 September 2015.

Recommendations

That the report be noted.

Contact person for access to background papers and further information:

Name: Peter Forrester
Extension: 1815

Background Papers: None

Relationship to Policy Framework/Corporate Priorities	The Annual Delivery Plan 2015/16 Quarter 2 Performance report summarises the Council's performance in relation to the Council's Corporate Priorities.
Financial	Not Applicable
Legal Implications:	None
Equality/Diversity Implications	None
Sustainability Implications	None
Staffing/E-Government/Asset Management Implications	None
Risk Management Implications	None
Health and Safety Implications	Not applicable

1.0 Background

- 1.1 The report provides a summary of performance against the Council's Annual Delivery Plan 2015/16 and supporting management information, for the period 1st June to 30th September 2015.
- 1.2 This covers the Council's six Corporate Priorities:
 - Low Council Tax and Value For Money
 - Economic Growth and Development
 - Safe Place to Live – Fighting Crime
 - Services Focused on the Most Vulnerable People
 - Excellence in Education
 - Reshaping Trafford Council

2.0 Performance Update

- 2.1 The ADP has 41 indicators. To date, 32 of these have been reported in the second quarter and a further 9 are annual indicators that will have no result until later in the year.
- 2.2 There are 20 Green indicators (on target), 8 Amber and 4 Red. 14 have improved since last period, 7 have stayed the same and 10 have worsened since last period and one indicator has no direction of travel. One green indicator is currently an estimate.
- 2.3 The following indicators are rated as green (on target):
 - Reduce the level of sickness absence (Council wide excluding schools).
 - The percentage of Council Tax collected.
 - Take –up of Benefits online.
 - Number of third sector organisations receiving support.
 - Percentage of Trafford Residents in Employment.
 - Major planning applications processed on time.
 - The number of housing units for full planning consent granted.
 - 2015/16 Highway Maintenance Capital Programme.
 - The percentage of relevant land and highways assessed as Grade B or above (predominantly free of litter and detritus).
 - Average achievement of Customer Care PIs (AMEY).
 - A reduction in repeat in the number of repeat victims within the super-victim cohort.
 - Community confidence in partnership working has improved in Urmston and Altrincham.
 - Indicators relating to the reduction in the number of incidents for vulnerable young people.
 - Trafford's position in relation to crime in Greater Manchester.
 - Trafford pupils educated in a Good or Outstanding school.
 - Low level of NEET 16-18 year olds.
 - Permanent admissions of older people to Residential / Nursing care (ASCOF 2Aii)
 - Increase in retained Business Rate income to support 2015/16 Budget
 - Procurement savings target

2.4 The following are below target and exception reports have been produced:

- The ground floor vacancy rate
- The percentage of business rates collected
- The number of housing units started on site
- Percentage of household waste arisings which have been sent by the Council for recycling/composting
- The number of housing completions per year (gross)
- The percentage of eligible population aged 40-74 offered an NHS Health Check who received an NHS Health Check
- Children in Care Long Term Placement Stability
- Percentage of Highway safety inspections carried out in full compliance with the agreed programme
- Delayed Transfers of Care attributable to Adult Social Care per 100,000 pop 18+ (ASCOF 2Cii)
- Increase community confidence in partnership working within our town centres by 5% (Stretford and Sale)
- Delivery of efficiency and other savings and maximise income opportunities

Finance Officer Clearance *ID*
Legal Officer Clearance *JL*

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

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

This page is intentionally left blank



TRAFFORD COUNCIL

**ANNUAL DELIVERY PLAN 2015/16
Quarter 2
Performance Report (DRAFT)**

1. Purpose and scope of the report

The report provides a summary of performance against the Council’s Annual Delivery Plan (ADP) 2015/16 and supporting management information for the period 1st July to 30th Sept 2015 (Quarter 2).

This covers the Council’s six Corporate Priorities

- Low Council Tax and Value For Money
- Economic Growth and Infrastructure
- Safe Place to Live – Fighting Crime
- Health and Wellbeing
- Supporting Young People
- Reshaping Trafford Council

Quarterly data and direction of travel is provided, where data is available.

All measures have a Red/Amber/Green assessment of current performance. This is based on actual data or a management assessment of expected Quarter 2 performance (Section 4). The dashboard dials provides a clear picture of where current performance is relative to the RAG rating and more information is provided on subsequent pages.

For Corporate Priority indicators, where actual or expected performance is red or Amber an Exception Report is included in the commentary (Section 5) .

2. Performance Key

G Performance meets or exceeds the target	↑	Performance has improved compared with the previous period
A Performance is within the agreed % of the target	↔	Performance is the same compared with the previous period
R Performance is more than the agreed % of the target	↓	Performance has worsened compared with the previous period

Where data is shaded, this indicates an estimated result and an assessment of performance by the Strategic Lead.



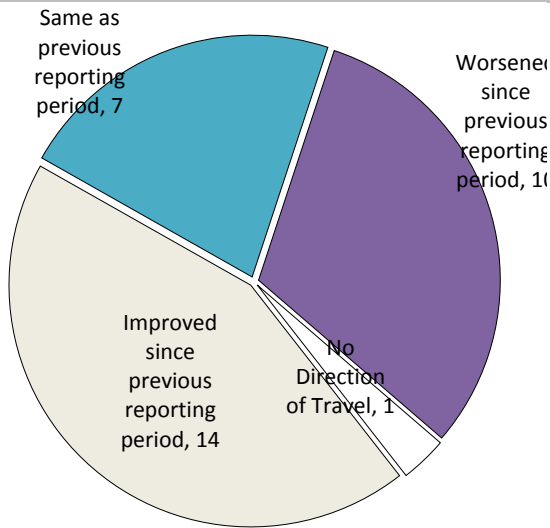
3. Performance Results

3.1 Performance Summary

Performance Indicator RAG Status by Corporate Priority

	All Indicators	G, 19	G(est), 1	A, 8	R, 4	Annual, 9	
	Low Council Tax and Value for Money	G, 5		A, 3			
ADP Theme	Economic Growth and Infrastructure	G, 6		A, 3	R, 1	Annual, 3	
	Safe Place to Live - Fighting Crime	G, 5		R, 2		Annual, 2	
	Health and Wellbeing	G(est), 1		A, 2		R, 1	
	Supporting Young People	G, 2		Annual, 3			
	Reshaping Trafford Council	G, 1		Annual, 1			

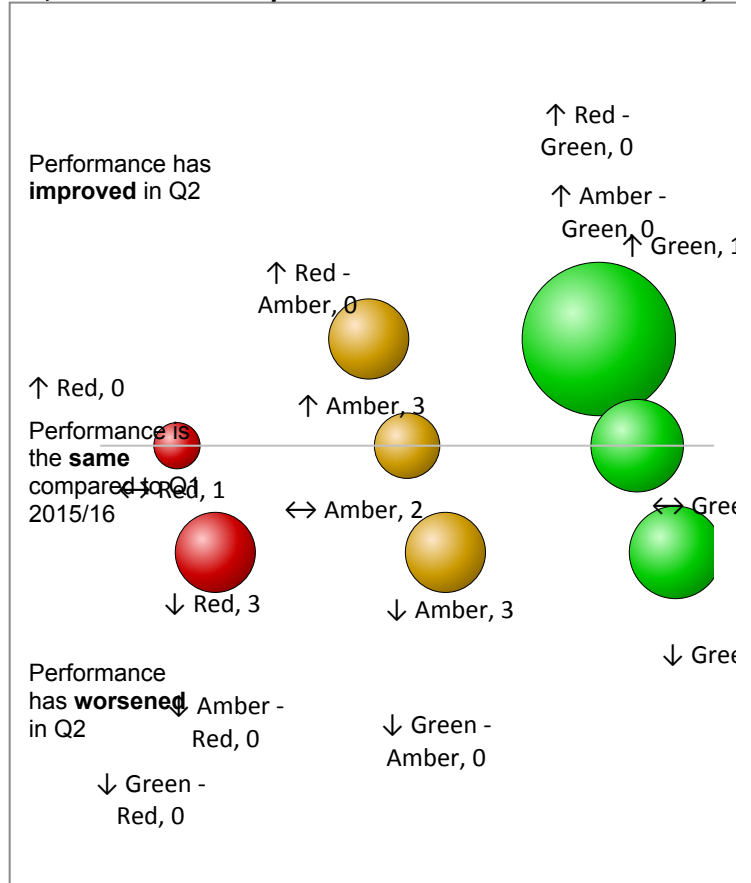
Direction of Travel of all Performance Indicators



The ADP has 41 indicators. To date, 32 of these indicators have been reported in the second quarter and a further 9 are annual targets which will have no results until later in the year.

There are 20 Green indicators (on target), 8 Amber and 4 Red. 14 have improved since last period, 7 have stayed the same and 10 have worsened since last period. 1 indicator has no direction of travel.

Direction of Travel and RAG status (Position in relation to central line indicates direction of travel in Q2; size of bubble represents the number of indicators)



3.2 Performance Exceptions

The following indicators have a RED performance status at the end of second quarter.				Report Attached Y/N?
Corporate Priority	REF	DEFINITION	DOT Q1	
ECONOMIC GROWTH AND INFRASTRUCTURE	NEW	The number of housing units started on site	↓	Y
SAFE PLACE TO LIVE – FIGHTING CRIME	NEW	Increase community confidence in partnership working within our town centres by 5% (Stretford)	↓	Y
SAFE PLACE TO LIVE – FIGHTING CRIME	NEW	Increase community confidence in partnership working within our town centres by 5% (Sale)	↓	Y
HEALTH AND WELLBEING		Delayed Transfers of Care attributable to Adult Social Care per 100,000 pop 18+ (ASCOF 2Cii)	↓	Y

The following indicators have an AMBER performance status at the end of second quarter.				Report Attached Y/N?
Corporate Priority	REF	DEFINITION	DOT Q1	
LOW COUNCIL TAX AND VALUE FOR MONEY	NEW	Percentage of Business Rates collected.	↓	Y
LOW COUNCIL TAX AND VALUE FOR MONEY	NI179	Delivery of efficiency and other savings and maximise income opportunities	↔	Y
ECONOMIC GROWTH AND INFRASTRUCTURE	EG2	% of ground floor vacant units in town centres	↔	Y
ECONOMIC GROWTH AND INFRASTRUCTURE		The number of housing completions per year (gross)	↑	Y
ECONOMIC GROWTH AND INFRASTRUCTURE		Percentage of Highway safety inspections carried out in full compliance with the agreed programme	↓	Y
HEALTH AND WELLBEING		Increase the percentage of eligible population aged 40-74 offered an NHS Health Check who received an NHS Health Check in the financial year	↑	Y
HEALTH AND WELLBEING		Children in Care Long Term Placement Stability	↓	Y
LOW COUNCIL TAX AND VALUE FOR MONEY	New (prev.CA 08)	Improve the % of household waste arisings which have been sent by the Council for recycling/composting	↑	Y

*Exception reports start on page 18

Section 4 – Performance Information

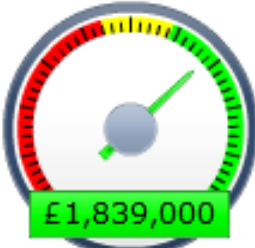
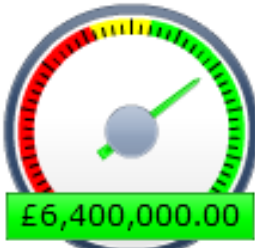
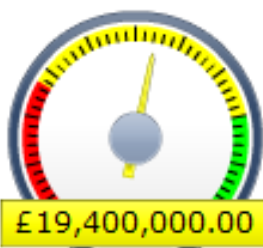
ANNUAL DELIVERY PLAN 2015/16 Quarter 2 Performance Report

LOW COUNCIL TAX AND VALUE FOR MONEY

Metric type		D.O.T
<p>Improve the % of household waste arisings which have been sent by the Council for recycling/ composting</p> <p>Q2 Target - 64.50%</p>	<p>A circular gauge chart with a needle pointing to 62.18%. The gauge has a red section (0-20%), a yellow section (20-40%), and a green section (40-100%). The needle is in the yellow section.</p>	↑
<p>Reduce the level of sickness absence (Council wide excluding schools)</p> <p>Q2 Target - 9 days</p>	<p>A circular gauge chart with a needle pointing to 8.6. The gauge has a green section (0-8), a yellow section (8-9), and a red section (9-10). The needle is in the green section.</p>	↑
<p>Percentage of Business Rates collected</p> <p>Q2 Target - 56.62%</p>	<p>A circular gauge chart with a needle pointing to 55.90%. The gauge has a red section (0-20%), a yellow section (20-40%), and a green section (40-100%). The needle is in the yellow section.</p>	↓
<p>Maintain take up of online claims for Housing Benefit and Council Tax benefit</p> <p>Q2 Target - 100%</p>	<p>A circular gauge chart with a needle pointing to 100%. The gauge has a red section (0-20%), a yellow section (20-40%), and a green section (40-100%). The needle is in the green section.</p>	↑
<p>Percentage of Council Tax collected</p> <p>Q2 Target - 56.62%</p>	<p>A circular gauge chart with a needle pointing to 58.60%. The gauge has a red section (0-20%), a yellow section (20-40%), and a green section (40-100%). The needle is in the yellow section.</p>	↓

ANNUAL DELIVERY PLAN 2015/16 Quarter 2 Performance Report

LOW COUNCIL TAX AND VALUE FOR MONEY

Metric type	D.O.T
<p>Increase in retained Business Rate income to support 2015/16 Budget.</p> <p>Q2 Target - £1.811M</p>	 <p>↑</p>
<p>Procurement savings target</p> <p>Q2 Target - £6.141M</p>	 <p>↑</p>
<p>Delivery of efficiency and other savings and maximise income opportunities</p> <p>Q2 Target - £20.5m</p>	 <p>← →</p>

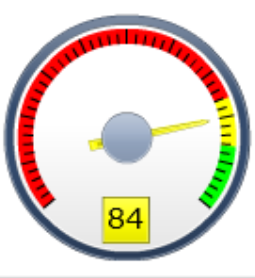
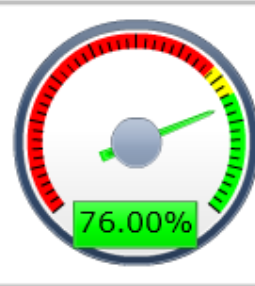
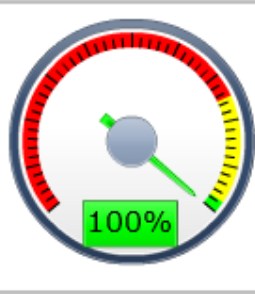
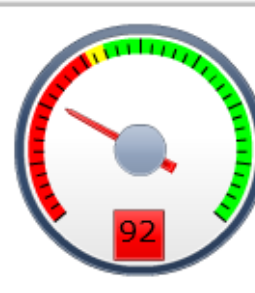
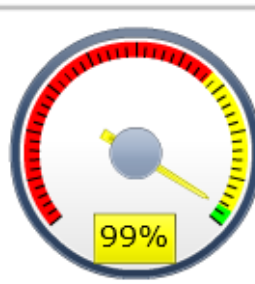
ANNUAL DELIVERY PLAN 2015/16 Quarter 2 Performance Report

ECONOMIC GROWTH AND INFRASTRUCTURE

Metric type		D.O.T
Percentage of ground floor vacant units in town centres Q2 Target - 15%		← →
Percentage of major planning applications processed within timescales Q2 Target - 70%		↓
The number of housing units for full planning consents granted Q2 Target - 150		↑

ANNUAL DELIVERY PLAN 2015/16 Quarter 2 Performance Report

ECONOMIC GROWTH AND INFRASTRUCTURE

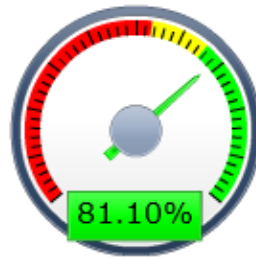
<p>The number of housing completions per year</p> <p>Q2 Target - 90 units</p>		<p>↑</p>
<p>Percentage of Trafford Residents in Employment</p> <p>Q2 Target - 75%</p>		<p>↑</p>
<p>Deliver the published 2015/2016 Highway Maintenance Capital Programme</p> <p>Q2 Target - 100%</p>		<p>← →</p>
<p>Metric type</p>	<p>D.O.T</p>	
<p>The number of housing units started on site -</p> <p>Q2 Target - 150 units</p>		<p>↓</p>
<p>Percentage of Highway safety inspections carried out in full compliance with the agreed programme</p> <p>Q2 Target - 100%</p>		<p>↓</p>

ANNUAL DELIVERY PLAN 2015/16 Quarter 2 Performance Report

ECONOMIC GROWTH AND INFRASTRUCTURE

The percentage of relevant land and highways assessed as Grade B or above (predominantly free of litter and detritus).

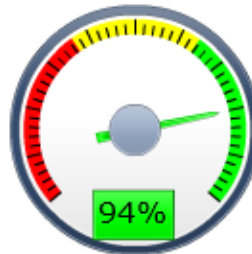
Q2 Target - 80%



↑

Average achievement of Customer Care PIs (AMEY)


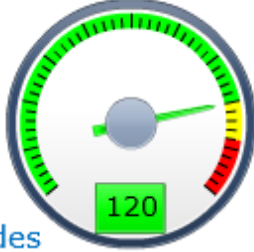

Q2 Target - 90%



NEW

ANNUAL DELIVERY PLAN 2015/16 Quarter 2 Performance Report

SAFE PLACE TO LIVE – FIGHTING CRIME

Metric type	D.O.T
<p>Maintain the position of Trafford compared to other GM areas in terms of Total Crime Rate.</p> <p>Q2 Target - 1st</p>	 <p>← →</p>
<p>To work collaboratively to reduce the number of incidents and public service resources committed to missing from home (MFH) for vulnerable young people.</p> <p>Q2 Target - < 120 missing episodes</p>	 <p>↓</p>
<p>To work collaboratively to reduce the number of incidents and public service resources committed to missing from care (MFC) for vulnerable young people.</p> <p>Q2 Target - < 110 missing episodes</p>	 <p>↓</p>

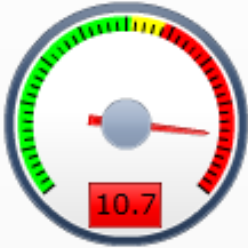
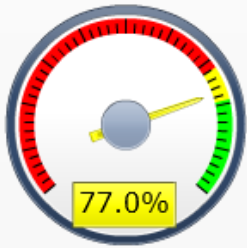
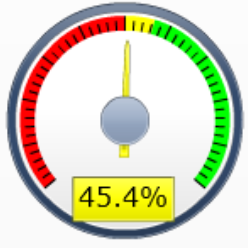
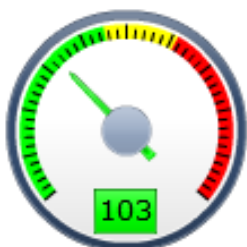
ANNUAL DELIVERY PLAN 2015/16 Quarter 2 Performance Report

SAFE PLACE TO LIVE - FIGHTING CRIME

Metric type		D.O.T
<p>Increase community confidence in partnership working within our town centres by 5%</p> <p>Q2 Target - 79%</p>	<p>Stretford</p> 	↓
<p>Increase community confidence in partnership working within our town centres by 5%</p> <p>Q2 Target - 83%</p>	<p>Urmston</p> 	↑
<p>Increase community confidence in partnership working within our town centres by 5%</p> <p>Q2 Target - 91%</p>	<p>Sale</p> 	↓
<p>Increase community confidence in partnership working within our town centres by 5%</p> <p>Q2 Target - 62%</p>	<p>Altrincham</p> 	↑

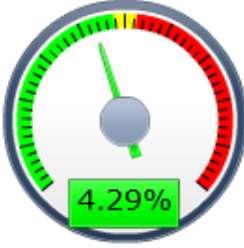
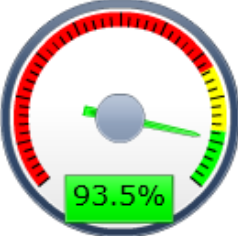
Please note that these 4 indicators all have separate target percentages based on 14/15 outturn, please see indicator below for more details

HEALTH AND WELLBEING

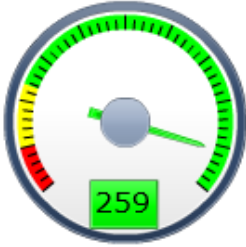
Metric type		D.O.T
<p>Delayed Transfers of Care attributable to Adult Social Care per 100,000 pop 18+ (ASCOF 2Cii)</p> <p>Q2 Target - 7.9 rate per 100,000 population (18+)</p>		<p>↓</p>
<p>Children in Care Long Term Placement Stability</p> <p>Q2 Target - 80%</p>		<p>↓</p>
<p>Increase the percentage of eligible population aged 40-74 offered an NHS Health Check who received an NHS Health Check in the financial year</p> <p>Q2 Target - 50%</p>		<p>↑</p>
<p>Permanent admissions of older people to Residential / Nursing care (ASCOF 2Aii)</p> <p>Q2 Target - 124</p>		<p>↑</p>

ANNUAL DELIVERY PLAN 2015/16 Quarter 2 Performance Report

SUPPORTING YOUNG PEOPLE

Metric type		D.O.T
Maintain the low level of 16-18 year olds who are not in education training or employment (NEET) in Trafford Q2 Target - 5.3%		↑
Percentage of Trafford pupils educated in a Good or Outstanding school. Q2 Target - 93.4%		← →

RESHAPING TRAFFORD COUNCIL

Metric type		D.O.T
Number of third sector organisations receiving intensive support Q2 Target - 180		↑

LOW COUNCIL TAX AND VALUE FOR MONEY

Ensure that the Council can demonstrate that it provides efficient, effective and economical, value for money services to the people of Trafford.

For 2015/16 we will:

Make effective use of resources;

- Ensure the delivery of 2015/16 budget savings of £21M
- Update the Council's financial forecasts in line with the forthcoming spending review and identify savings to meet the 2016/17 to 2018/19 budget gap
- Deliver a balanced budget in line with statutory responsibilities and Council priorities
- Continue to collaborate on efficiency projects with other local authorities and other partners
- Continue to work effectively with partners to improve service quality and value for money
- Ensure greater commercialisation of traded services to maximise best use of resources, improve customer service and to provide value for money.
- Implement the new CRM system and the remaining elements of the customer strategy
- Actively investigate allegations of benefit fraud and ensure that this includes a focus on targeting more serious abuses
- Minimise increases in the Waste Disposal Levy through increased waste recycling and reuse of materials.

Key Policy or Delivery Programmes 2015/16

- Medium term Financial Plan
- GM Municipal Waste Management Strategy

Ref.	Definition	Freq	14/15 Actual	15/16 Target	2015/16 Q2			Status
					Actual	Target	DOT	
CAG 08	Improve the % of household waste arisings which have been sent by the Council for recycling/ composting	M	61.9% G	62%	62.18%	65.50%	↑	A
See exception report below								
	Improve take up of online claims for Housing Benefit and Council Tax benefit	Q	100% G	98.5%	100%	100%	↔	G
Note - All claims for housing benefit and council tax are online								
NI 179	Delivery of efficiency and other savings and maximise income opportunities	Q	£13.8m G	£21.5m	£19.4m	£20.5m	↔	A
See exception report below								
BV 12i	Reduce the level of sickness absence (Council wide excluding schools)	M	10.77 Days R	9 days	8.6 days	9 days	↑	G
BV9	Percentage of Council Tax collected	M	97.8% G	98%	58.60%	56.62%	↓	G
Council Tax collection continues to improve enabling focus to be directed on the collection of previous years' arrears. The data presented shows performance against the target for this stage of the financial year.								

Ref.	Definition	Freq	14/15 Actual	15/16 Target	2015/16 Q2			
					Actual	Target	DOT	Status
	Increase in retained Business Rate income to support 2015/16 Budget.		£1.710M	£1.811M	£1.839m	£1.811M	↑	G
New	Procurement savings target		New	£6.141M	£6.4M	£6.141M	↑	G
	Percentage of Business Rates collected		97.4%	97.5%	55.90%	56.62%	↓	A
See exception report below								

ECONOMIC GROWTH AND INFRASTRUCTURE

To promote economic growth and increase levels of investment, housing and jobs in Trafford; to improve the local environment and infrastructure thereby enhancing the attractiveness of the borough as a place to live, work and invest in.

For 2015/16 we will

- Deliver strategic development projects as identified in the Local Plan and maximise investment in the Borough.
- Support our Town Centres to be vibrant and dynamic places to benefit residents, businesses and visitors.
- Deliver and enable investment and growth through effective planning processes and frameworks.
- Invest in the highway infrastructure, support the Metrolink expansion and improve sustainable travel choices to access jobs, services and facilities within and between communities.
- Support business growth and attract inward investment into the borough.
- Maximise the potential of the Borough's assets, including international sporting facilities and visitor attractions, to lever in further investment.
- Encourage and support businesses, communities and individuals to take more ownership and responsibility for their environment in line with the Be Responsible campaign.
- Maximise the use of the Council's portfolio of assets to help support the delivery of council objectives.
- Develop housing, growth and maximise investment in Trafford through the Greater Manchester Housing Investment Fund.
- Maintain and improve the environment around our public spaces, highways and neighbourhoods.

Key Policy or Delivery Programmes 2015/16

- Master Plans for: Old Trafford, Trafford Park, Stretford (and Altrincham Strategy)
- Trafford Local Plan
- Community Infrastructure Levy
- Flood Risk Management Strategy (in partnership with Manchester and Salford)
- Economic and Housing Growth and Prevention of Homelessness strategies
- Land Sales Programme
- Transport Asset Management Plan
- GM Housing Investment Fund
- GM Minerals Plan

Ref.	Definition	Freq	14/15 Actual	15/16 Target	2015/16 Q2			Status
					Actual	Target	DOT	
EG2	Percentage of ground floor vacant units in town centres	Q	15.9%	15%	16%	15%	↔	A
See exception report below								
	Percentage of major planning applications processed within timescales	Q	81.8%	70%	94%	70%	↓	G
	The number of housing units for full planning consents granted	Q	New	500	328	150	↑	G

Ref.	Definition	Freq	14/15 Actual	15/16 Target	2015/16 Q2			Status
					Actual	Target	DOT	
	The number of housing units started on site	Q	New	350	92	150	↓	R
See exception report below.								
NI 154	The number of housing completions per year	Q	245	300	84	90	↑	A
See exception report below.								
New (EG8)	Total Gross Value Added <i>(The total value of goods + services produced in the area)</i>	A	£6.04 billion	£6.2 billion	Annual Indicator Dec 15			
	Value of major developments obtaining planning consent (based on Council tax and rateable value)		New	£800k	Annual Indicator			
	Value of major developments completed (based on Council tax and rateable value)		New	£700k	Annual Indicator			
New (EG4.1)	Percentage of Trafford Residents in Employment	Q	73.9%	75%	76%	75%	↑	G
BRP02	Deliver the published 2015/16 Highway Maintenance Capital Programme	M	100% G	100%	100%	100%	↔	G
	The percentage of relevant land and highways assessed as Grade B or above (predominantly free of litter and detritus).	Q	78.8% A	80%	81.10%	80%	↑	G
	Percentage of Highway safety inspections carried out in full compliance with the agreed programme	Q	95%	100%	99%	100%	↓	A
See exception report below								
	Average achievement of Customer Care PIs (AMEY)	Q	New	90%	94%	90%	NEW	G

SAFE PLACE TO LIVE – FIGHTING CRIME

Aim to be the safest place in Greater Manchester, and to have the highest level of public confidence and satisfaction in the action we take to tackle Crime and Anti-Social Behaviour.

For 2015/16 we will

- Address the underlying causes of crime and anti-social behaviour by taking early action, working with local communities to prevent crime and improve public perception and confidence, and by working with partners to support and intervene at individual, family and community level, targeting resources where they are most needed.
- Improve public access to services offered by the Integrated Safer Communities team and through strong case management implement a collaborative and risk led approach to tackling Anti-Social Behaviour.
- Continue to develop and deliver innovative and effective interventions to address the behaviour of those involved in crime.
- Deliver responsive and visible justice by undertaking robust enforcement action and turning the tables on offenders to make sure they are held accountable for their actions, and that criminal assets are recovered.
- Continue to work effectively with partners and our communities to implement the national Prevent Strategy and to raise awareness and reduce the risks of radicalisation.
- We will, with our partners such as the police, identify the best methods for people to keep their property secure and launch a Trafford wide campaign to provide advice and highlighting best practice.
- We will work with Greater Manchester Police to ensure that we recruit more Trafford citizens to the role of Special Constable to be active within Trafford

Key Policy or Delivery Programmes 2015/16 63%

- Crime Strategy 2015-2018 (currently being refreshed)

Ref.	Definition	Freq	14/15 Actual	15/16 Target	2015/16 Q2			
					Actual	Target	DOT	Status
STP1	Maintain the position of Trafford compared to other GM areas in terms of Total Crime Rate.	Q	1 st G	1 st	1 ST	1 ST	↔	G
	Reduce the number of repeat victims by 20% within the super-victim cohort (43 identified super victims)	Q	NEW	20%			Annual Indicator	
	Increase community confidence in partnership working within our town centres by 5% from the 14/15 outturn.	Q	Stretford 73%	Stretford 78%	63%	79%	↓	R
			Urmston 77%	Urmston 82%	85%	83%	↑	G
			Sale 85%	Sale 90%	75%	91%	↓	R
			Altrincham 56%	Altrincham 61%	87%	62%	↑	G
See exception report below								

Ref.	Definition	Freq	14/15 Actual	15/16 Target	2015/16 Q2			
					Actual	Target	DOT	Status
	To work collaboratively to reduce the number of incidents by 10% and public service resources committed to missing from home (MFH) and missing from care (MFC) for vulnerable young people.	Q	MFH: 247	MFH: 222	120	120	↓	G
		Q	MFC: 206	MFC: 230	110	102	↓	G
	To increase the number of perpetrators of domestic abuse we work with and who successfully complete the programme by 20% in order to reduce the risk of re-offending	Q		78/60	Annual			
			Worked/Completed 65/50					

HEALTH AND WELLBEING

To commission and deliver quality services that encourage people to lead healthy and independent lives, enhancing wellbeing across Trafford with a particular focus on our vulnerable groups

For 2015/16 we will

CFW Transformation Programme

- Transform the CFW delivery model with innovative approaches focused on the most vulnerable people in Trafford in line with Reshaping Trafford.

Health and Wellbeing

- Work with the CCG and local health providers to support delivery integrated commissioning and delivery of health and social care for Trafford
- Implementation of the GM Health and Social Care devolution in line with the Memorandum of Understanding
- Reduce health inequalities for our vulnerable groups and localities through the Health and Wellbeing Action plan
- Reduce alcohol and substance misuse and alcohol related harm
- Support people with long term health, mental health and disability needs to live healthier lives
- lives
- Promote healthy lifestyles and access to sport and leisure opportunities

Promoting resilience and independence

- Enable people to have more choice, control and flexibility to meet their needs
- Ensure that people in Trafford are able to live as independently as possible, for as long as possible
- Implement the Care Act
- Support communities to promote their health and wellbeing by fostering enhanced social networks and by supporting an asset based approach to delivery community based solutions to improve health and wellbeing

Safeguarding vulnerable adults and children and young people

- Ensure that vulnerable children, young people and adults at risk of abuse are safeguarded through robust delivery and monitoring of commissioned and internally delivered services
- Continue to focus on improving the quality of early help and social work practice, taking into account new legislation and government guidance
- Be an active partner in the leadership and development of both the TSCB and Adult Safeguarding Board and ensure coordinated working across both Boards.
- Ensure clear visibility and appropriate responses to the risks of Child Sexual Exploitation and radicalisation to protect children and young people

Close the gap for vulnerable children, families and communities

- Embed early help and prevention across all aspects of work using learning from evidenced based models
- Continue to improve outcomes for children in care
- Improve support for families facing difficult times through locality working
- In partnership with public services, the Voluntary and Community sector and young people, develop a Youth Trust model for the delivery of first class youth provision in Trafford

Market management and quality assurance

- Ensure that services are available within Trafford to meet the needs of the population by helping to develop market capacity.
- Monitor service providers so any safeguarding issues or potential provider failure is identified at the earliest stage.

Key Policy or Delivery Programmes 2015/16

- CFW Transformation Programme
- GM Health and Social Care Devolution
- Better Care Fund programme
- Care Act Implementation
- Health and Wellbeing Strategy
- Stronger Families programme
- Welfare Reform delivery
- Crime Strategy 2015-18
- Youth Trust model

Ref.	Definition	Freq	14/15 Actual	15/16 Target	2015/16 Q1			
					Actual	Target	DOT	Status
	Delayed Transfers of Care attributable to Adult Social Care per 100,000 pop 18+ (ASCOF 2Cii)	Q	7.9	7.9	10.7	7.9	↓	R
Figure is taken from August as full quarter not available until 12 th Nov, the full quarter figure will still be reflective of August's actual. See exception report below.								
	Permanent admissions of older people to Residential / Nursing care (ASCOF 2Aii)	Q	250	250	103	124	↑	G
This is an estimated figure								
	Increase the percentage of eligible population aged 40-74 offered an NHS Health Check who received an NHS Health Check in the financial year	Q	47.8%	50%	45.4%	50%	↑	A
See exception report below								
	Children in Care Long Term Stability	Q	78% A	80%	77.0%	80%	↓	A

SUPPORTING YOUNG PEOPLE

Ensure that young people are well prepared to achieve in adulthood by creating an environment in which they can thrive.

For 2015/16 we will

Improve the life chances of all children and young people

- Work with schools to maintain the 'Trafford family of schools' to support educational excellence
- Broker school to school support and quality assure interventions in line with national policy
- Provide effective system leadership across the Trafford Education system to support ongoing delivery of high quality education.
- Increase the number, range and take up of apprenticeships
- Provide monitoring, challenge and intervention for schools to ensure sustained high standards

Close the gap in educational outcomes across our vulnerable groups

- Implement the outcomes of review of provision and support for children with special educational needs
- Implement the SEND reforms set out in the 2014 Children and Families Act
- Establish a 'Closing the Gap' Strategy for Education Standards
- Increase the percentage of care leavers in Education, Employment and Training
- Sustain the very high levels of two year olds in receipt of targeted nursery education

Establish a Youth Trust

- Work with partners to co-ordinate youth activity and establish new investment and income streams to create sustainable youth provision
- Create a 'Youth Trust' with clear governance arrangements that can set strategic directions and lead commissioning of youth provision in Trafford
- Provide opportunities for young people across Trafford to access high quality youth provision that is fit for purpose in the 21st century
- Transition current provision to the new model supporting community groups and new providers to establish sustainable provision
- Establish a framework agreement that provides a structure for future commissioning once the Shadow Board of the Youth Trust is in place

Key Policy or Delivery Programmes 2015 – 16

- CYP Strategy 2014-17
- Trafford Schools Causing Concern Protocol
- Trafford SEND Policy
- Trafford Closing the Gap Strategy (to be developed)

Ref.	Definition	Freq	14/15 Actual	15/16 Target	15/16 Q1	2015/16 Q1			
						Actual	Target	DOT	Status
New	% of pupils achieving 5 A*-C GSCE including English and Maths	A	72.2% G	72.5%	N/A	Annual Indicator- Due Q3			
CGV 2c	% of pupils on Free School Meals (FSM) achieving 5 A*-C GSCE including English and Maths	A	47% A	48%	N/A	Annual Indicator- Due Q3			
	% of pupils achieving Level 4 in Reading Writing and Mathematics at Key Stage 2	A	87% G	88%		Annual Indicator- Due Q3			

Ref.	Definition	Freq	14/15 Actual	15/16 Target	15/16 Q1	2015/16 Q1			
						Actual	Target	DOT	Status
LCA 2	Maintain the low level of 16-18 year olds who are not in education training or employment (NEET) in Trafford	M	3.97% G	4%	4.13%	4.29%	5.3%	↑	G
New	Percentage of Trafford pupils educated in a Good or Outstanding school.	A	93.4% G	93.4%	93.5%	93.5%	93.4%	↔	G

RESHAPING TRAFFORD COUNCIL

Continue to develop relationships with residents, local businesses and partners to ensure that we all work together for the benefit of the Borough. Internally, to reshape the organisation to ensure the Council embrace is a fit for purpose and resilient organisation.

For 2015/16 we will

- Continue to develop the organisational model to ensure sustainability of Council services with the Core Council comprising of strategy, commissioning, quality assurance and place shaping.
- Review services and identify alternative delivery models that can sit alongside the Core to enable the Council to manage the financial challenges and support the change required to deliver the Reshaping Trafford agenda
- Develop arrangements to share services across agencies in Greater Manchester, to secure greater efficiencies including shared use of buildings
- Develop manager and staff skills to support the alternative delivery models.
- Ensure there are robust business continuity plans as we manage the transition programme
- Prepare staff, residents and local businesses for the transition to the new organisation model taking into account our responsibilities under the Public Sector Equality Act.
- Ensure that residents are consulted on and well informed about how the Council spends its budget and the standards of service that they can expect from us
- Build up the InfoTrafford platform, and continue to develop the partnership intelligence hub to support service re-design.
- Adopt Public Service Reform principles across the Trafford Partnership through the identification of cross cutting challenges and development of alternative delivery models
- Embed a new approach to locality working through locality planning, supporting Locality Working to facilitate community engagement and consultation and to lead the development and implementation of Locality Plans, so as to create stronger and empowered communities that are safer, cleaner, healthier and better informed.
- Provide dedicated support to the Voluntary and Community Sector
- Integrate working with our Partners to pursue joined up services in local communities to provide better services for the future
- Review the Customer Pledge to focus on key standards, which customers will be able to expect, to ensure customers are at the centre of what we do.

Greater Manchester Strategy

- Engage fully in the devolution of Health and Social Care
- Continue to support Public Service Reform through key workstreams i.e. Stronger Families and Employment and Skills

Transform Children, Families and Wellbeing to;

- Establish an all-age integrated structure for health, social care and education
- Clarify the social care offer
- Develop a new Early Help approach

Key Policy or Delivery Programmes 2015 – 16

- Customer Services Strategy
- Transformation Programme
- Reshaping Trafford Blueprint
- Collaboration Programmes (e.g. GMP, Strategic Procurement Unit)
- Third Sector Strategy; Volunteering Strategic framework; Locality Working Programme
- Digital Strategy

Ref.	Definition	Freq	14/15 Actual	15/16 Target	15/16 Q1	2015/16 Q1			
						Actual	Target	DOT	Status
	Number of third sector organisations receiving intensive support	Q	300 G	350	144	259	180	↑	G
	Identify savings to meet the 2016/17 gap	M	£17.45m G	£21.1m		Annual Indicator			

5. Exception Reports

5.1 Low Council Tax and Value for Money

Theme / Priority:	Low Council Tax and Value for Money		
	Environmental Services		
Indicator / Measure detail:	Improve the percentage of household waste arisings that have been sent by the Council for recycling or composting		
Baseline:			
Target and timescale:	Annual target of 63% Q2 Target of 65.5%	Actual and timescale:	Q2 Performance 62.18%
Why is performance at the current level?			
<ul style="list-style-type: none"> • Is any variance within expected limits? • Why has the variance occurred? • Is further information available to give a more complete picture of performance? • What performance is predicted for future periods? 			
<p>This indicator is particularly affected by weather patterns, due to Trafford residents being able to present a high volume of garden waste for composting, compared to other Local Authorities (weekly free collection in a 240 litre bin) A colder start to the year meant that green waste tonnages fell considerably (11% less in June, for example). In addition there is a continuing national trend of less paper production, meaning the available weight of pulpable materials collected (blue bin) is also declining. Residual waste is seeing a slight increase.</p>			
What difference does this make – the implications of not meeting target?			
<ul style="list-style-type: none"> • Impact on service users/public. • Impact on corporate priorities and plans. • Impact on service/partner priorities. • Impact on equalities, sustainability or efficiency <p>Can we move resources to support this or other priorities?</p>			
<p>It is possible that a mild winter could help bring the indicator back to green but it is highly unlikely that the 63% target will be met this financial year.</p> <p>Current projections suggest that a target of around 60% is more realistic, unless significant measures are put in place quickly to capture more recycling. There is a financial impact on the One Trafford Partnership if residual waste tonnages increase beyond what has been predicted, leading to reduced recycling performance. At the moment the GMWDA have predicted an additional cost of £10K in 15/16 but this could increase if the current trend continues.</p>			
How can we make sure things get better?			
<ul style="list-style-type: none"> • What activities have been or will be put in place to address underperformance? Make specific reference to action plans. • When performance will be brought back on track? • Assess the need for additional resources/funding/training/investment. • Identify the source of additional resources/funding/training/investment. • Consult with other services, staff, managers, relevant Members and partners. 			
<p>The One Trafford Partnership are tracking other waste tonnages carefully and have planned to launch a number of campaigns to increase the capture of recycling from the home, as residual waste has also increased slightly in the last 6 months. Initiatives include the “bin it to win it” campaign targeting 5000 households in the Urmston area, and a proposed Christmas campaign. Amey have proposed to continue the green waste collection service over Christmas to underpin the importance of recycling at Christmas, especially food waste. In previous years this service stopped for a week. All households will be delivered new calendars in November and from January, the One Trafford Partnership will have the IT capability to capture extensive data (e.g. when and how often households participate in recycling) that will enable us to target education and awareness where it will have the most impact. A funding bid has also been submitted to the Waste Resource Action Programme (WRAP) for £40K that aims to improve recycling participation in terraced housing areas. Trafford Council’s bid has been shortlisted.</p>			

It is unlikely that all these initiatives will bring performance back on track by the year end but the more that is implemented now, the more likely the One Trafford Partnership will hit the 16/17 target. Discussions are already being held with the Greater Manchester Waste Authority and Amey as to the scope of the “behaviour change” initiatives that we need to undertake.

A report as to how the One Trafford Partnership will increase recycling performance will be shared at the next Strategic Partnering Board meeting.

One initiative that could have the greatest and immediate impact of diverting waste from the residual bin is a borough wide delivery of caddy liners and campaign around food waste.

In the longer term, analysis of participation data and waste composition analysis of the residual waste stream will be fundamental in determining future provision and policy around this service area, in order to continue to increase performance.

Theme / Priority:	Low Council Tax and Value for Money		
	BV10		
Indicator / Measure detail:	The percentage of Business Rates collected by the Authority in the year		
Baseline:			
Target and timescale:	56.62% (Sept 15)	Actual and timescale:	55.90% (Sept 15)
Why is performance at the current level?			
<ul style="list-style-type: none"> • Is any variance within expected limits? • Why has the variance occurred? • Is further information available to give a more complete picture of performance? • What performance is predicted for future periods? 			
The main factor contributing to the shortfall is that there is a large amount of unpaid debt currently being challenged through the courts. This is in relation to rates avoidance cases with a value in excess of £1m.			
What difference does this make – the implications of not meeting target?			
<ul style="list-style-type: none"> • Impact on service users/public. • Impact on corporate priorities and plans. • Impact on service/partner priorities. • Impact on equalities, sustainability or efficiency Can we move resources to support this or other priorities?			
Cash Flow			
How can we make sure things get better?			
<ul style="list-style-type: none"> • What activities have been or will be put in place to address underperformance? Make specific reference to action plans. • When performance will be brought back on track? • Assess the need for additional resources/funding/training/investment. • Identify the source of additional resources/funding/training/investment. • Consult with other services, staff, managers, relevant Members and partners. 			
We are working with other authorities and joint legal action is currently taking place for recovery of a portion of the unpaid debt.			

Theme / Priority:	Low council tax and value for money		
	All Services		
Indicator / Measure detail:	Delivery of efficiency and other savings and maximise income opportunities		
Baseline:			
Target and timescale:	Annual target £21.5m Q2 target £20.5m	Actual and timescale:	Q2 performance £19.4m
Why is performance at the current level?			
<ul style="list-style-type: none"> • Is any variance within expected limits? • Why has the variance occurred? • Is further information available to give a more complete picture of performance? • What performance is predicted for future periods? 			
<p>The savings target of £21.5m is the largest in the history of the Council. Variations in performance during the year are not unexpected.</p> <p>The monthly budget monitoring report includes a forecast savings figure for 2015/16 for each initiative.</p> <p>The latest forecast for the year is that the overall savings target will be achieved, with variations on a limited number of individual savings measures.</p>			
What difference does this make – the implications of not meeting target?			
<ul style="list-style-type: none"> • Impact on service users/public. • Impact on corporate priorities and plans. • Impact on service/partner priorities. • Impact on equalities, sustainability or efficiency <p>Can we move resources to support this or other priorities?</p>			
At this stage of the year there is no impact on the Council's financial position.			
How can we make sure things get better?			
<ul style="list-style-type: none"> • What activities have been or will be put in place to address underperformance? Make specific reference to action plans. • When performance will be brought back on track? • Assess the need for additional resources/funding/training/investment. • Identify the source of additional resources/funding/training/investment. • Consult with other services, staff, managers, relevant Members and partners. 			
Savings continue to be actively monitored by individual budget holders, the CFW transformation programme team and the Transformational Board to ensure the end of year target is achieved.			

5.2 Economic Growth and Infrastructure

Theme / Priority:	Economic Growth and Infrastructure		
Indicator / Measure detail:	The Number of housing Units Started on Site		
Baseline:	New 2015/16 Indicator		
Target and timescale:	Q2 100 units	Actual and timescale:	Q2 28
Why is performance at the current level?			
<ul style="list-style-type: none"> • Is any variance within expected limits? • Why has the variance occurred? • Is further information available to give a more complete picture of performance? 			

<ul style="list-style-type: none"> • What performance is predicted for future periods?
<p>This is a new indicator for 2015/16, it details that the Council has recorded 28 units starting on site during Qtr 2, with a total of 92 units after six months.</p> <p>This activity suggests that development activity has dropped across the borough over the second quarter. It suggests performance in relation to this indicator in Quarter 3 & 4 will not be sufficient to meet the overall annual target.</p>
<p>What difference does this make – the implications of not meeting target?</p>
<ul style="list-style-type: none"> • Impact on service users/public. • Impact on corporate priorities and plans. • Impact on service/partner priorities. • Impact on equalities, sustainability or efficiency <p>Can we move resources to support this or other priorities?</p>
<p>The main implication of not meeting this target is that it is the impact on our ability to meet relevant corporate priorities and plans, especially in relation to creating housing stock required to meet local housing needs. It also impacts on the Council's regeneration aspiration, continuing inequality in access to new housing and providing new growth in sustainable locations.</p> <p>Low delivery of housing also impacts on the receipt of New Homes Bonus and new Council Tax and drawing down the GM Housing Investment</p>
<p>How can we make sure things get better?</p>
<ul style="list-style-type: none"> • What activities have been or will be put in place to address underperformance? Make specific reference to action plans. • When performance will be brought back on track? • Assess the need for additional resources/funding/training/investment. • Identify the source of additional resources/funding/training/investment. • Consult with other services, staff, managers, relevant Members and partners.
<p>Improvements in data collection methods and the introduction of new indicators have been made and are contributing to the availability of more up-to-date information being available to monitor housing development in the borough.</p> <p>A process of more regular site surveys has also been introduced to ensure the Council has a comprehensive understanding of the current housing situation in terms of what is in the pipeline (with planning permission) and what developments have been completed.</p> <p>As reported elsewhere in the monitoring report, the Council granted planning permission for 249 units in Q1 and 328 in Q2 monitoring periods. Together this equates to 577 units with planning permission in the first 6 months of the year. When compared against the annualised housing land target of 578 units per annum (set in the adopted Trafford Core Strategy), suggests that the number of sites with extant planning permissions cannot be viewed as an impediment to the delivery of new residential development</p> <p>The Council continues to work with GM Place and GM Housing Fund to identify opportunities for funding of schemes, with approval already in place for two Trafford sites (subject to planning permission. The Council also continues to work in partnership with Himor and Peel to bring forward the development of, respectively, the Carrington and Trafford Waters strategic development sites. The Strategic Growth Team will be reviewing extant planning permissions to identify impediments to delivery and to support developers to bring sites forward.</p>

Theme / Priority:	Economic Growth and Infrastructure		
Indicator / Measure detail:	The number of housing completions		
Baseline:	New 2015/16 Indicator		
Target and timescale:	Q2 90 units (2015/16 Target – 300)	Actual and timescale:	Q2 84
Why is performance at the current level?			
<ul style="list-style-type: none"> • Is any variance within expected limits? • Why has the variance occurred? • Is further information available to give a more complete picture of performance? • What performance is predicted for future periods? 			
<p>This indicator details that the Council has recorded 84 residential units completed during Qtr 2, with a total of 135 completions after six months.</p> <p>This activity, together with the reduction in starts on sites (see separate indicator) suggests that development activity across the borough has concentrated on completions over the second quarter. It suggests performance in relation to this indicator in Quarter 3 & 4 will continue and could therefore be sufficient to meet the overall annual target.</p>			
What difference does this make – the implications of not meeting target?			
<ul style="list-style-type: none"> • Impact on service users/public. • Impact on corporate priorities and plans. • Impact on service/partner priorities. • Impact on equalities, sustainability or efficiency <p>Can we move resources to support this or other priorities?</p>			
<p>The main implication of not meeting this target is the impact on our ability to meet relevant corporate priorities and plans, especially in relation to creating housing stock required to meet local housing needs. It also impacts on the Council's regeneration aspiration, continuing inequality in access to new housing and providing new growth in sustainable locations.</p> <p>Low delivery of housing also impacts on the receipt of New Homes Bonus and new Council Tax and drawing down the GM Housing Investment Fund</p>			
How can we make sure things get better?			
<ul style="list-style-type: none"> • What activities have been or will be put in place to address underperformance? Make specific reference to action plans. • When performance will be brought back on track? • Assess the need for additional resources/funding/training/investment. • Identify the source of additional resources/funding/training/investment. • Consult with other services, staff, managers, relevant Members and partners. 			
<p>Improvements in data collection methods and the introduction of new indicators have been made and are contributing to the availability of more up-to-date information being available to monitor housing development in the borough.</p> <p>A process of more regular site surveys has also been introduced to ensure the Council has a comprehensive understanding of the current housing situation in terms of what is in the pipeline (with planning permission) and what developments have been completed.</p> <p>As reported elsewhere in the monitoring report, the Council granted planning permission for 249 units in Q1 and 328 in Q2 monitoring periods. Together this equates to 577 units with planning permission in the first 6 months of the year. When compared against the annualised housing land target of 578 units per annum (set in the adopted Trafford Core Strategy), it suggests that the number of sites with extant planning permissions cannot be viewed as an impediment to the delivery of new residential development</p>			

The Strategic Growth Services is to carry out work over the coming months, as a priority, to identify impediments to the delivery of extant planning permissions. This work to bring forward more sites in Trafford over the coming months will include the identification of opportunities for the funding of new housing schemes through the GM Place and GM Housing Investment Fund initiatives.

Theme / Priority:		Economic Growth and Infrastructure	
Indicator / Measure detail:	Percentage of Highway safety inspections carried out in full compliance with the agreed programme		
Baseline:			
Target and timescale:	100%	Actual and timescale:	99%
Why is performance at the current level?			
<ul style="list-style-type: none"> • Is any variance within expected limits? • Why has the variance occurred? • Is further information available to give a more complete picture of performance? • What performance is predicted for future periods? 			
Performance for the first month of Q2 was slightly below target at 96% however performance in both August and September was back to 100%.			
What difference does this make – the implications of not meeting target?			
<ul style="list-style-type: none"> • Impact on service users/public. • Impact on corporate priorities and plans. • Impact on service/partner priorities. • Impact on equalities, sustainability or efficiency 			
Can we move resources to support this or other priorities?			
There is a very low risk that missed inspections could result in a reduced ability to defend third party highway claims in the relevant period.			
How can we make sure things get better?			
<ul style="list-style-type: none"> • What activities have been or will be put in place to address underperformance? Make specific reference to action plans. • When performance will be brought back on track? • Assess the need for additional resources/funding/training/investment. • Identify the source of additional resources/funding/training/investment. • Consult with other services, staff, managers, relevant Members and partners. 			
The performance is now back at target level for the final two months of Q2.			

Theme / Priority:		Economic Growth and Infrastructure	
Indicator / Measure detail:	% of ground floor vacant units in town centres		
Baseline:			
Target and timescale:	15% By End March 16	Actual and timescale:	16% End Sept 15
Why is performance at the current level?			
<ul style="list-style-type: none"> • Is any variance within expected limits? • Why has the variance occurred? • Is further information available to give a more complete picture of performance? 			

• What performance is predicted for future periods?

The vacancy rate for the second Quarter 2015/2016 (16.09%) is only 0.05% higher than the last quarter (16.04%). The vacancy rate will fluctuate in accordance with market conditions and the demands and financial circumstances of individual retailers. Although a general decrease over time would be the aspiration, it would be expected that the vacancy rate would sometimes rise.

During the last quarter, the vacancy rate has fallen slightly in Altrincham and risen slightly in Urmston. However, Sale and Urmston still have a much lower vacancy rate than the latest reported North West average vacancy rates for retail and leisure (16.4%, September 2015).

	Vacancy Rate (%) June 15	Vacancy Rate (%) Sept 15
Altrincham	17.8	17.1
Sale	11.6	11.6
Stretford	33.8	33.8
Urmston	6.7	8.2
	16.0	16.0

The current average vacancy rate has shown a decrease compared to the same period in period in 2014 (i.e. 17.3%), and improved performance has been shown in all of the town centres.

	Vacancy Rate (%) Sept 14	Vacancy Rate (%) Sept 15
Altrincham	17.7	17.1
Sale	10.6	11.6
Stretford	43.4	33.8
Urmston	6.8	8.2
	17.3	16.0

There are a number of new openings expected in the next quarter and recent investment in Altrincham (improvements to the public realm and the Stamford Quarter), Sale (School Road improvements) and Stretford (new units created in the indoor market area) should attract additional business openings.

The Council has continued to run the Town Centre Loan Scheme which offers interest-free loans of up to £10,000 (sometimes £20,000 for certain Altrincham properties) to businesses who occupy vacant units in the town centres. There were 5 new loan scheme openings in the last quarter with at least three further openings expected in the next quarter as a result of the scheme.

What difference does this make – the implications of not meeting target?

- Impact on service users/public.
 - Impact on corporate priorities and plans.
 - Impact on service/partner priorities.
 - Impact on equalities, sustainability or efficiency
- Can we move resources to support this or other priorities?

It is important to the sustainability of the town centres that the long term trend is one of an increase in occupancy levels, which will represent increased business growth and spend in the town centres.

The vacancy rate for the end of September 2015 is 1.09% above the target for the end of March 16 but the market, and overall economic conditions, dictate fluctuations in the retail sector and the subsequent impact on the take-up and vacancy rates.

Altrincham's vacancy rate in particular has fallen significantly in the past few years and it is hoped that this trend will continue driven by the new investment in the Stamford Quarter and Public Realm, the impact of the Market House and the work of the Town Team. New ownership and new investment in Stretford, including the opening of Aldi in 2016 and openings of newly constructed units in the Indoor Market area. It is also hoped the recent investment in environmental improvements in Sale and Urmston will have a positive impact.

The Council will continue to invest significant resources into the town centres and coordinated support mechanisms such as the Altrincham Town Team and the Town Centre Partnerships will continue. For example, the Town Centre Investment Fund was established and financed by the Council to improve the environment and reduce vacancy rates across all the town centres. Also, the work being carried out by the Town Centre Partnerships, including events and promotion, aims to bring in extra visitors into the town centres and support existing and new businesses.

How can we make sure things get better?

- What activities have been or will be put in place to address underperformance? Make specific reference to action plans.
- When performance will be brought back on track?
- Assess the need for additional resources/funding/training/investment.
- Identify the source of additional resources/funding/training/investment.
- Consult with other services, staff, managers, relevant Members and partners.

5.3 Safe Place to Live – Fighting Crime

Theme / Priority:		Safe Place to Live – Fighting Crime	
Indicator / Measure detail:	Increase community confidence in partnership working within our town centres by 5%		
Baseline:	85% SALE TOWN CENTRE		
Target and timescale:	91% Q2	Actual and timescale:	75%
Why is performance at the current level?			
<ul style="list-style-type: none"> • Is any variance within expected limits? • Why has the variance occurred? • Is further information available to give a more complete picture of performance? • What performance is predicted for future periods? <p>The trend over the last 12 months has been stable or upwards, and exceeded the target by 6% in quarter 1. Liaison with the police integrated neighbourhood team and our Safer Communities officers has not yet offered any single explanation for the drop this quarter. Incidents of note are being reviewed.</p> <p>The sample was low this quarter and the external company conducting the Perception survey reports that for Sale the variance was at 12%.</p>			
What difference does this make – the implications of not meeting target?			
<ul style="list-style-type: none"> • Impact on service users/public. • Impact on corporate priorities and plans. • Impact on service/partner priorities. • Impact on equalities, sustainability or efficiency <p>Can we move resources to support this or other priorities?</p> <p>At this stage we remain confident the target will be reached.</p>			
How can we make sure things get better?			
<ul style="list-style-type: none"> • What activities have been or will be put in place to address underperformance? Make specific reference to action plans. • When performance will be brought back on track? 			

<ul style="list-style-type: none"> Assess the need for additional resources/funding/training/investment. Identify the source of additional resources/funding/training/investment. Consult with other services, staff, managers, relevant Members and partners.
The quarterly perception surveys are monitored by one of the sub-groups of the Safer Partnership and so these latest figures will be discussed at the next meeting and any relevant partnership actions will be implemented.

Theme / Priority:	Safe Place to Live- Fighting Crime		
Indicator / Measure detail:	Increase community confidence in partnership working within our town centres by 5%		
Baseline:	78% STRETFORD TOWN CENTRE		
Target and timescale:	79%	Actual and timescale:	63%
Why is performance at the current level?			
<ul style="list-style-type: none"> Is any variance within expected limits? Why has the variance occurred? Is further information available to give a more complete picture of performance? What performance is predicted for future periods? 			
<p>The trend over the last 12 months has been stable or upwards, with a slight dip in Q1. Liaison with the police integrated neighbourhood team and our Safer Communities officers have not yet offered any single explanation for the drop this quarter. Incidents of note are being reviewed. The sample was low this quarter and the external company conducting the Perception survey reports that for Stretford the variance was at 13%.</p>			
What difference does this make – the implications of not meeting target?			
<ul style="list-style-type: none"> Impact on service users/public. Impact on corporate priorities and plans. Impact on service/partner priorities. Impact on equalities, sustainability or efficiency <p>Can we move resources to support this or other priorities?</p> <p>At this stage we remain confident the target will be reached.</p>			
How can we make sure things get better?			
<ul style="list-style-type: none"> What activities have been or will be put in place to address underperformance? Make specific reference to action plans. When performance will be brought back on track? Assess the need for additional resources/funding/training/investment. Identify the source of additional resources/funding/training/investment. Consult with other services, staff, managers, relevant Members and partners. 			
The quarterly perception surveys are monitored by one of the sub-groups of the Safer Partnership and so these latest figures will be discussed at the next meeting and any relevant partnership actions will be implemented.			

5.4 Health and Wellbeing

Theme / Priority:	HEALTH AND WELLBEING		
Indicator / Measure detail:	Delayed Transfers of Care attributable to Adult Social Care per 100,000 pop 18+ (ASCOF 2Cii)		
Baseline:			
Target and timescale:	<7.9	Actual and timescale:	10.7
Why is performance at the current level?			
<ul style="list-style-type: none"> • Is any variance within expected limits? • Why has the variance occurred? • Is further information available to give a more complete picture of performance? • What performance is predicted for future periods? 			
<p>There is a historical pattern of high delayed discharges from University Hospital South Manchester (UHSM) that is due to a range of complex factors. We also know during the summer period there are spikes and this variance is typical of the same period of time last year and in previous years. Data is outside of an expected tolerance limit but it is not unusual and or specific to Trafford as South Manchester also experienced similar difficulties.</p> <p>The spike is attributed to a number of factors as listed below:</p> <ul style="list-style-type: none"> • Some homecare providers make insufficient provision for business continuity to cover the summer holiday period when a large proportion of the workforce take leave. This leaves them with poor staffing levels and a very limited ability to take new packages putting further stress on an already limited workforce. We are working with providers to resolve this and bringing additional providers into the market. • The population demography in Trafford makes it difficult for providers to recruit to homecare vacancies, as there is less of a supply of residents seeking this type of job and pay. • Restructure of the Council's reablement service have resulted in additional patient packages going out to the external market for the Stabilise and Make Safe (SAMS) pilot. This is a pilot at this stage and although evaluation has been very good it was not operating at full capacity through the transitional period. We expect the new services to have a significant positive impact over the 2nd half of the year. • A review has shown that the flow of Trafford patients from acute settings, and expectations of future service established by clinicians in hospitals, are not always appropriate or sustainable. An action plan is in place with UHSM to resolve this issue. • There is an ongoing lack of intermediate care beds in Trafford which we believe is putting additional pressure on other types of care package and increasing delayed discharges. This is recognised by Trafford CCG and we are working with them on a pilot to increase capacity from October. <p>In totality the factors that result in a delayed discharge are complex and start almost at the point of admission. There is no one set of data that definitively indicates where the problem can be solved therefore there is no one definitive solution. There have also been substantial challenges with recording in line with national definitions, in particular at UHSM.</p> <p>Significant work is underway with UHSM and Trafford CCG to review the processes in place from admission onwards and that requires the acute providers to look at their own processes as well as medical bed capacity. A full action plan is in place with UHSM and Trafford CCG, and all Council actions are in progress with several concluded.</p> <p>The full data for August 2015 actually shows a downward trend for delayed discharges, so whilst there have been key periods of significant demand within the year to date the overall trend is downward with delays returning to a normal range. Analysis of a three month period shows significant variability in performance so it is likely that whilst significant improvement has been</p>			

made in recently, it is likely that unpredictable performance will continue until all partners have bedded in required changes.
What difference does this make – the implications of not meeting target?
<ul style="list-style-type: none"> • Impact on service users/public. • Impact on corporate priorities and plans. • Impact on service/partner priorities. • Impact on equalities, sustainability or efficiency <p>Can we move resources to support this or other priorities?</p> <ul style="list-style-type: none"> • Patients remain in hospital longer than necessary which may impact on their independence and recovery. • The reputation of the organisation is affected negatively • The delays contribute to pressures on bed availability during this period although it should be noted that the hospital have reduced the bed availability over the last 12 months. • The acute providers ability to maintain NHS targets is compromised <p>Remedies have been put in place in the short term to improve flow and two new homecare providers were awarded contracts though a quotation exercise and all previously delayed packages of care have now been let.</p> <p>Pennine Care continues to support and facilitate discharge for some patients via their Health care support workers to expedite discharge where possible.</p>
How can we make sure things get better?
<ul style="list-style-type: none"> • What activities have been or will be put in place to address underperformance? Make specific reference to action plans. • When performance will be brought back on track? • Assess the need for additional resources/funding/training/investment. • Identify the source of additional resources/funding/training/investment. • Consult with other services, staff, managers, relevant Members and partners. <ul style="list-style-type: none"> • Additional capacity has been brought to the homecare market with a significant improvement in access in recent weeks. It is anticipated that the situation will continue to improve and reduce the number of delayed transfers towards the target. • Further procurement is underway for additional winter capacity • A full agreed action plan is in place as described to address findings from a review conducted in June of delays in the system. This is monitored and updated weekly. • There is a new additional role of Contact Officer been recruited to reduce the number of inappropriate referrals into the social work team within hospitals. • There are 2 additional re-ablement staff based within the team at UHSM to improve and co-ordinate the appropriate flow of service users into the Stabilise and Make Safe service to reduce the burden on homecare. • The planned GM pilot of joint work with Manchester and Stockport Social Care colleagues has commenced to develop an integrated cross-border model and greater peer review. • A Head of Independence has been recruited to support the implementation of transformation projects within operational services. One of their priorities will be the implementation of changes within the hospital SW team. • A review of intermediate care capacity has recommended substantial growth in availability. We are working closely with the CCG on a pilot due to start in October.

Theme / Priority:	Health and Wellbeing		
	Increase the percentage of eligible population aged 40-74 who received an NHA Health Check in the financial year.		
Indicator / Measure detail:	The percentage of eligible population aged 40-74 offered an NHS Health Check who received an NHS Health Check in the financial year		
Baseline:	47.9% 2014 / 2015		
Target and	50% of those offered then	Actual and	45.4% at Q2 (Sept 15)

timescale:	taking up a Health Check by March 2016	timescale:	
Why is performance at the current level?			
<ul style="list-style-type: none"> • Is any variance within expected limits? • Why has the variance occurred? • Is further information available to give a more complete picture of performance? • What performance is predicted for future periods? 			
<p>In Q2 54.8% of those offered an NHS Health Check took up that offer. However, performance year to date is at 45.4%. The YTD performance is higher than Q2 YTD in 2014/15 which was 41.9%. A high number of invitations are sent out by GP practices in Q1 which means that this is usually the lowest uptake. If Q3 & Q4 uptake matches 2014/15 the overall uptake for 2015/16 will reach the 50% target.</p>			
What difference does this make – the implications of not meeting target?			
<ul style="list-style-type: none"> • Impact on service users/public. • Impact on corporate priorities and plans. • Impact on service/partner priorities. • Impact on equalities, sustainability or efficiency <p>Can we move resources to support this or other priorities?</p>			
<p>By not delivering more health checks, less of the population can be informed of their cardiovascular risk and take action to reduce their risk of cardiovascular disease and other diseases which cause premature death in Trafford.</p> <p>The NHS Health checks programme is a mandatory service for local authorities.</p> <p>By picking up risk factors and disease earlier, both the NHS and social care can save resources downstream. Also this can reduce premature mortality and a healthier working age population which in turn supports the local economy.</p> <p>It is particularly important to deliver the NHS Health Check programme in areas of social deprivation where the risk factors for and the prevalence of disease is likely to be higher.</p>			
How can we make sure things get better?			
<ul style="list-style-type: none"> • What activities have been or will be put in place to address underperformance? Make specific reference to action plans. • When performance will be brought back on track? • Assess the need for additional resources/funding/training/investment. • Identify the source of additional resources/funding/training/investment. • Consult with other services, staff, managers, relevant Members and partners. 			
<p>We are eight months into a 12 month pilot offering NHS Health Checks in community pharmacy to patients in Urmston that is showing good results and high patient satisfaction so far. We are exploring the possibilities for extending the providers of NHS Health Checks to include other community pharmacy venues throughout Trafford. We are discussing the options with the Local Pharmaceutical Committee and the Local Medical Committee. The IT set up costs for each additional provider to ensure the results can be directly inputted onto the NHS patient record are £1,000 per provider. Within the additional NHS Health Check budget we could only afford to roll this provision out slowly. A one-off investment could mean we could expand this scheme more quickly with a greater and more immediate impact on the uptake rate.</p>			

Theme / Priority:	Health and Wellbeing
	Children in long term care: Placement stability
Indicator / Measure detail:	Proportion of children in care aged under 16 who have been in care for at least 30 months and in their current placement for at least 24 months.
Baseline:	

Target and timescale:	80%, March 2016	Actual and timescale:	77.0% at Q2 (Sept 15)
Why is performance at the current level?			
<ul style="list-style-type: none"> • Is any variance within expected limits? • Why has the variance occurred? • Is further information available to give a more complete picture of performance? • What performance is predicted for future periods? 			
<p>Performance in this area continues to be very positive and is above the last published national average which is 67%.</p> <p>The adverse variance relates to 27 children who have changed placement. An analysis of the this cohort of children indicates that 22 % of the placement changes were planned moves which were in keeping with the child's long term care plan. However the majority of the placement changes were associated with complex and or challenging behaviour. As part of the families together project a review will be undertaken of the support services provided to children whose placements are at a risk of disruption with a view to strengthen the support to those children and therefore increasing overall placement stability. This transformation project is being led by Catherine Rooney (Acting Joint Director- Children social care).In addition to the above a review of Trafford's placement strategy is planned and this may lead to the development of improved placement options for children with complex or challenging behaviour</p> <p>It is predicted that performance is likely to remain around the 77% to 80% figure for future periods of the financial year pending the impact of the above 2 projects.</p>			
What difference does this make – the implications of not meeting target?			
<ul style="list-style-type: none"> • Impact on service users/public. • Impact on corporate priorities and plans. • Impact on service/partner priorities. • Impact on equalities, sustainability or efficiency <p>Can we move resources to support this or other priorities?</p>			
<p>The outturn for this indicator continues to be very positive when compared to statistical neighbours. The provision of stable long-term placements is central to the individual success of children in care and is a key priority of Trafford's Placement strategy.</p> <p>Progress against this indicator is monitored at both the Corporate Parenting Board and at the Monthly Directors Safeguarding meeting. The provision of long term stable placements to children in care is a priority which is shared by the whole Council.</p>			
How can we make sure things get better?			
<ul style="list-style-type: none"> • What activities have been or will be put in place to address underperformance? Make specific reference to action plans. • When performance will be brought back on track? • Assess the need for additional resources/funding/training/investment. • Identify the source of additional resources/funding/training/investment. • Consult with other services, staff, managers, relevant Members and partners. 			
<p>As part of the families together project a review will be undertaken of the support services provided to children whose placements are at a risk of disruption with a view to strengthening the support to those children and therefore increasing overall placement stability. This transformation project is being led by Catherine Rooney (Acting Joint Director- Children social care). In addition to the above a review of Trafford's placement strategy is planned and this may lead to the development of improved placement options for children with complex or challenging behaviour</p> <p>A key area of placement development activity is the recruitment of more foster carers for both older children and sibling groups. A targeted foster care recruitment campaign was launched in May and it is hoped that this will enhance Trafford's capacity to provide long term stable foster placements to this cohort of children.</p>			

This page is intentionally left blank

TRAFFORD COUNCIL

Report to: Scrutiny Committee
Date: 18 November 2015
Report of: Director of Legal & Democratic Services

Report Title

1. Local Government Ombudsman activity for 2014/15

Summary

This report seeks to update members on the complaints made to the Local Government Ombudsman (LGO) about Trafford Council for the year ended 31 March 2015

Recommendation(s)

1. To note the contents of the report.

Contact person for access to background papers and further information:

Name: Habib Khan
Extension: 4879

Background

1. The purpose of this report is to advise members of Scrutiny on the complaints made to the Local Government Ombudsman (LGO) for the year ended 31 March 2015. Each year the Council receives an annual letter from the LGO which sets out the complaints made to the LGO in the previous year.
2. Following consideration of the letter by the Corporate Management Team it was agreed that the letter should be reported to Scrutiny Committee to provide more transparency and opportunity for Member oversight of this important areas. This would align with LGO recommendations as to good practise.

The Report

3. The total statistics supplied by the LGO for the year can be found at Appendix 1. The data provided shows the complaints and enquiries the LGO have recorded, along with the decisions they have made.
4. The figures demonstrate that there were 81 complaints and enquiries received in 2014/15. There were 75 decisions made in 2014/15 but only 6 complaints upheld in the same year. In none of upheld cases has the LGO sought to issue a public interest report. A summary of the issues in the upheld cases and the outcomes is set out at Appendix 2.
5. The LGO recognise that the total number of complaints will not, by itself, give a clear picture of how well those complaints are being responded to. Over the coming year the LGO will be gathering more comprehensive information about the way complaints are being remedied so that in the future their annual letter focuses less on the total numbers and more on the outcomes of those complaints.
6. The LGO considers it good practise to report this in to the Committee to allow for member oversight of LGO matters. There will also be an annual report to Council.
7. Members of Scrutiny are therefore asked to note the contents of the report.

APPENDIX A

Local authority report – Trafford C

For the period ending – 31/03/2015

For further information on interpretation of statistics click on this link to go to <http://www.lgo.org.uk/publications/annual-report/note-interpretation-statistics/>

Complaints and enquiries received

Local Authority	Adult Care Services	Benefits and tax	Corporate and other services	Education and children's services	Environmental services and public protection	Highways and transport	Housing	Planning and development	Total
Trafford C	14	21	0	16	13	4	5	8	81

Decisions made

Local Authority	<u>Detailed investigations carried out</u>					Total	
	Upheld	Not Upheld	Advice given	Closed after initial enquiries	Incomplete/Invalid		Referred back for local resolution
Trafford C	6	13	2	21	1	32	75

APPENDIX 2

OMBUDSMAN DECISIONS

2014/15 – Upheld Cases

Area	Description	Outcome
Planning	Failure to identify residential property adjacent to development	Range of proposed options suggested to remedy: still under consideration
Waste management	Uncertainty re bin replacement process	Apology
Revenues / Benefits	Calculation of deductions from benefits	Maladministration found, but no injustice to complainant
Planning	Failure to notify amended plans	Review of procedures / compensation payment
Education / Childrens	Delay in assessment / complaint handling	Improved monitoring / compliance systems; time & trouble payment
Adult care	Lack of clarity in historic procedures / documentation re s.117 hospital discharge	Maladministration found, but no injustice to complainant

TRAFFORD BOROUGH COUNCIL

Report to: Scrutiny Committee 18 November 2015
Report for: Information
Report of: Corporate Director Transformation & Resources and
Executive Member for Transformation and Resources

Report Title

Update on Impact of ICT and Finance Budget Savings

Summary

The report updates Members on the management and impact of the service reorganisations of Finance and ICT services as part of the 2015/16 budget proposals.

Recommendation(s)

Members are asked to note the content of the report.

Contact person for access to background papers and further information:

Name: Ian Duncan / John Callan
Extension: 1886 /

Background Papers - None

Background

1. In the 2015/16 budget, savings of £0.64m and £0.75m were agreed for Finance and ICT respectively. As part of the Scrutiny Committee's review of the budget, Members agreed that they would follow up the impact on these savings as part of the Scrutiny work programme for the year.

Finance Service

2. By way of a reminder the savings in Finance were as follows:
 - Financial Management service £0.300m plus a further £0.208m as a consequence of the One Trafford partnership agreement;
 - Savings of £0.219m in Exchequer Services plus £0.063 from the transfer of adults income and assessment team into Exchequer Services;
 - Savings of £0.054m in the Audit and Assurance service.
3. The new structures in Financial Management and Exchequer services were consulted upon and agreed and posts have been filled in the new structure. In Financial Management 11 posts were deleted from an establishment of 53, whilst in Exchequer Services there was a reduction of 18.43 posts out of 117.43. No compulsory redundancies were required.
4. In the past 7 months both teams have achievements they can celebrate. In Exchequer Services:
 - successful integration of adults team;
 - implementation of the Controcc IT system which, through interfacing with the adult social care system, can now produce accurate budget monitoring, inform the assessment team of changes in real time which results in more accurate payments to providers and billing of charges. It also introduces for the first time an automated process for debt recovery;
 - proactive approach to collection of historical debt – performance managed with £400k of dormant debt collected within the first 6 months of the new policy being agreed
 - continued high collection of Council Tax, as well as increased income gained through proactive exercises, such as the empty homes review
 - high collection of Business Rates, along with the continued challenge of alleged tax avoidance schemes
 - The in-year collection rates of corporate debts and Housing Benefit overpayments also continue to perform well, despite the rise in the amount of debt raised, success in obtaining grant funding to support

proactive identification of changes in Housing Benefit and Council Tax Support

- a further successful bid resulted in the creation of a Counter Fraud and Enforcement team to tackle corporate fraud and is already showing positive results with extra income obtained for the authority in areas such as Council Tax with the single person discount review and the first prosecution in relation to Adult Social Care fraud.
 - leadership in improving P2P performance and training of staff in directorates
 - changed the method of paying personal budgets, which sees the client contribution amount deducted before being paid, which means less billing and debt recovery.
 - successfully delivered the Universal Credit Delivery Partnership agreement, which included a procurement exercise for the provision of personal budgeting support, which is being accessed by the wider Universal Credit partnership pilot, which is focused on a joined up approach to troubled families.
5. In Financial Management the savings were achieved against the backdrop of the budget monitoring investigation outcomes and a major change programme in the form of the procurement of the One Trafford partnership. Again, the service has achieved a great deal since April, including:
- carried out budget monitoring training which saw all 150 budget holders in the Council each having to attend two separate events covering general awareness of financial management and budget holders responsibilities and a more detailed course offering practical assistance in understanding and interpreting monitoring reports, and forecasting income and expenditure. This required 18 sessions in all over 6 weeks. The training programme was designed by staff within the team and the team was nominated as finalists in the recent staff recognition awards;
 - development of budget holder guide and intranet site for advice, information and guidance on a consistent approach to budget monitoring;
 - significant activity has been undertaken with respect to implementing improvements into the Council's budget monitoring arrangements; in particular
 - The Financial Management team has provided specific support to the Business Delivery Group (BDG) within Adults' Services to aide their understanding of the compilation of their budgets and their role and responsibilities so they are equipped to challenge any assumptions being made.

- A complete review of all budgets headings, including the identification of a named budget holder and extensive Risk Assessment to ensure regular monitoring is focused appropriately on those budgets with the higher levels of complexity i.e. demand-led
 - Supporting the implementation/development of the Liquid Logic/Controcc adults social care system;
 - improvements in performance management systems across the Finance Service to ensure that mechanisms such as regular one-to-ones and PDR's are in place to enable support and challenge at all levels;
 - a skills audit was undertaken resulting in a number of professional qualification requests being progressed, together with a range of generic training requirements;
 - revised budget monitoring timelines have been established; these timelines extend the window of time available between the development of the budget monitor and the production of the outturn report for Members;
- completion of Statement of Accounts and Whole of Government Accounts on time and with Auditors stating a high standard and only one presentational amendment required;
 - preparation of budget proposals for 2016/17 on time;
 - innovative savings proposal on the Council's financing arrangements generating £1.4 million of capacity in the Council's revenue budget;
 - investigation and research into CCLA property fund which has resulted in £5 million being invested in the Fund generating approximately £170k in additional interest;
 - evaluation of bids and negotiations with Amey over financial arrangements for One Trafford partnership which will contribute over £3 million in savings;
 - The small insurance team has:
 - saved over £0.240m by direct investigation and robust challenge of third party claims;
 - After the serious fire at Altrincham Market, a speedy response between the insurance and asset management teams and our loss adjusters resulted in the market being reopened after only 5 weeks;

- With support from the Health and Safety Team, coordinated fire and security training for Trafford schools.
 - A new banking contract was implemented successfully in February 2015 which involved council wide publicity about the changes and complex system interface development and testing;
 - Supported major transformational initiatives around the public service reform agenda including the expansion of the working well and troubled families programme.
6. It is fair to say the Financial Management team has faced competing calls on its service in important areas at various times throughout the past months, for example One Trafford Partnership, mandatory training of budget holders, preparation of draft 2016/17 budget , closure of accounts, budget monitoring. This was at a time when the team had to adjust to the new structure; a number of posts were filled on a temporary basis as the service moved through the transition from the old structure to the new.
 7. The restructuring took place at the same time as rolling out training and revised procedures which ensured budget holders took more direct responsibility for budget monitoring. Finance staff have also held one-to-one sessions with budget holders where appropriate; to give support in the early months of service based staff, being more self-sufficient in monitoring their budgets.
 8. In line with our strategy to work smarter and more efficiently, in relation to the monthly budget monitoring process, it is proposed that we implement a new IT system that automates the formulation of templates and integrates the monthly returns into the Council's main finance system, SAP. Site visits to review options have taken place and a procurement exercise will be undertaken in February 2016 in this regard. In addition discussions are taking place at CMT to review the monthly reporting arrangements given the reduced capacity both in Finance and service areas, any revised arrangements in this regard will require discussion and agreement with the Executive.
 9. In addition all budgets have been RAG rated according to their complexity and volatility, which will determine where finance support should be focused. One option will be for red rated budgets e.g. care packages, to be monitored more frequently than a green rated budget e.g. a predominantly staffing related budget.
 10. The restructured leaner financial management team has operated effectively since April however, we will continue to keep progress under review given that in a number of areas some staff have only recently left the Council and therefore the full impact of the reductions may not become apparent for a few months.

11. For the Audit & Assurance service one post was deleted from an establishment of nine. As reductions have been made responsibilities and plans have been reviewed and revised to ensure that Audit continues to meet its core responsibilities.
12. The Service has continued to support the Council ensuring statutory section 151 responsibilities are met including reporting on Audit plans and work undertaken on a regular basis through the year to CMT and the Accounts and Audit Committee. The Service also provides support to the Council in meeting statutory responsibilities through facilitation of the production of the Annual Governance Statement and updating of the Council's strategic risk register.
13. In addition, the Service has continued to support the Council to contribute to a number of other activities to promote improvements in governance, internal control and risk management. This included:
 - contributing to the corporate budget monitoring investigation including significant input to the review carried out in 2014 and subsequent monitoring of the Action Plan in 2015;
 - provision of guidance and awareness raising such as presentations to schools and updates of the Audit and Assurance Service site on the intranet;
 - meeting new demands of Audit which has included increased input to the checking of certain grant claims;
 - providing support to corporate projects and initiatives including contribution to project groups e.g. within Adult Social Care; and liaison with the STAR shared Procurement Service to provide input to the review of the Contract Procedure Rules.

ICT Service

14. The Head of ICT left the Council to take up a new role shortly after the reorganisation of ICT in April 2015, since this time the service has been led by an experienced Interim Head of ICT, focused on providing stability and developing critical areas of the business, whilst considering longer term options for the delivery of ICT services, against a background of delivering efficiencies and making best use of resources.
15. Trafford has one of the best IT infrastructures in GM however, like other organisations we struggle to retain 'specialist' staff for which the market is very buoyant and would therefore benefit from economies of scale in areas such as the service desk, data centres, network security SAP and enterprise architecture.

- 16.** We are therefore, in line with our strategy for collaboration and working in partnership exploring whether there are opportunities with GM colleagues, which will ensure we are able to invest and retain both our staff and the excellent ICT provision we currently have in Trafford
- 17.** Trafford have experience of developing strong partnerships with others which can be demonstrated by our STAR Procurement Service and our work with GMP on a HR shared service. These partnerships have built solid capability and intellectual capacity which can be capitalised upon, especially in relation to identifying a possible partner. There may also be scope to drive further efficiencies and create future value.
- 18.** In addition to the strategic activity mentioned above ICT has continued to support the Council's major Transformation Programs including:
- Deployment of new Canon Multifunctional Device Printers across all of the Corporate Sites replacing the outdated printer estate
 - Supporting the digital strategy by rolling out new tablet devices to elected members phasing out the need for paper reports at Council meetings
 - Replacing the Blackberry mobile phone estate with a new Windows mobile
 - Working with the Transformation Program teams to support the delivery of a new Customer Relationship Management System, the new Children's and Adults platform Liquid Logic and the Shared HR Service with GMP both due for completion during 2016
- 19.** ICT also has maintained its core responsibility for Service Delivery ensuring:
- High Availability of all core ICT Services with Trafford operating on a supported Windows 7 platform on its approx. 3000 desktop/laptop estate.
 - Continuing to maintain service support to 25 schools taking our network service and full ICT Service support
 - Trafford is protected from any potential Cyber-attacks by ensuring a strong Perimeter protection preventing denial of services and malware. In addition ICT ensure Security is externally assessed by ethical security reviews and an Internal Audit plan to continually assess risks
 - Trafford maintain their responsibility for Public Services Network (PSN) compliance and support the Finance requirement for Payments Cards Industry (PCI) compliance

- ICT Consumers can access Service Desk support to help with problems ranging from forgotten passwords to answering 'how do I?' queries

TRAFFORD COUNCIL

Report to: Overview and Scrutiny Committee
Date: 18th November 2015
Report of: Executive Member for Economic Growth and Planning

Report Title

Town Centres – Update on Activity, Achievements to Date and Future Work Programme

Summary

This report provides an update on the activities taking place in Altrincham, Sale, Stretford, Urmston and Partington centres.

Recommendation(s)

To note the contents of the report.

Contact person for access to background papers and further information:

Name: Martin Ledson

Extension: 4137

Background Papers: N/A

Financial Impact:	Not applicable
Legal Impact:	Not applicable
Human Resources Impact:	Not applicable
Asset Management Impact:	Not applicable
E-Government Impact:	Not applicable
Risk Management Impact:	Not applicable
Health and Safety Impact:	Not applicable

1. INTRODUCTION

1.1 Trafford's main town centres as defined in the Trafford Core Strategy – Altrincham, Sale, Stretford and Urmston – and Partington, a key local centre, provide five unique centres which complement each other, offering the people of Trafford a range of facilities and services right on their doorstep. Supporting and regenerating the town centres is a major priority and focus for the Council as they are an important part of the social and economic fabric of the Borough. They provide employment, retail, leisure and other essential services to meet the needs of local communities.

1.2 The Council has taken a strategic and coordinated approach to the sustainability and regeneration of the town centres in partnership with local stakeholders and residents. This includes: The Stretford Masterplan and Movement and Public Realm Study; the Sale and Urmston Improvement Plans, the Altrincham Strategy; and upcoming Altrincham Business Neighbourhood Plan. This report provides a comprehensive update on recent and future activity in each of the Borough's town centres.

1.3 Performance Monitoring

The current average vacancy rate of 16.0% has shown a decrease compared to the same period in 2014 (i.e. 17.3%), and improved performance has been shown in Altrincham and Stretford town centres. Although Sale and Urmston have risen slightly, both are still below the north-west averages.

	Vacancy Rate (%) Sept 14	Vacancy Rate (%) Sept 15
Altrincham	17.7	17.1
Sale	10.6	11.6
Stretford	43.4	33.8
Urmston	6.8	8.2
	17.3	16.0

1.4 Town Centres Loan Scheme

To date 20 Town Centres Loan Scheme applications have been approved, with a four further applications currently being processed (Altrincham and Urmston). Applications approved to date are summarised below:

Over £190,000 has now been awarded, over £850,000 of private sector funding has been levered in and over 80 jobs created. A full list of approvals is shown in Appendix 1.

1.5 Communications

Communications activity has been ongoing in all of the town centres. Regular newsletters are produced (2 per year in Sale, Stretford and Urmston plus 6 in Altrincham) and frequent updates are posted through social media for Sale, Urmston and Altrincham (Sale and Urmston are updated by volunteers). Town

Centre Websites are updated with events and businesses listings. Information on communications activity in Altrincham is highlighted in Section 5.7

2. STRETFORD

2.1 Background and Vision

Securing the successful regeneration of Stretford Town Centre is a key priority for Trafford Council. The Stretford Town Centre Masterplan was approved by the Executive in January 2014. It provides a bold vision for delivering transformational change and sets out a route to securing a sustainable economic future for the Town Centre with lasting improvements to its vibrancy.

The overarching aim of the Masterplan is to secure the successful regeneration of Stretford Town Centre and provide a prosperous, vibrant, attractive and safe destination. Over the last 12 months activity has taken place in a number of areas to deliver the objectives of the Masterplan. The continued implementation of the Masterplan will enable Stretford Town Centre to maximise the opportunities provided by its key assets and create a strong and attractive town centre that is a destination of choice for local people.

2.2 Stretford Masterplan Development

The Stretford Working Group and Stretford Panel have been established to help oversee the implementation of the Masterplan and co-ordinate activity. Chaired by the Executive Member for Economic Growth and Planning, the Working Group is a Council Member and Officer body established to oversee the Masterplan and make recommendations to the Executive for decisions on proposals for its delivery. The Stretford Panel, which includes both business and community representatives from Stretford, has been established to support the delivery of the Masterplan and act as a consultative body to the Working Group.

The Stretford Working Group and Panel have continued to meet to oversee the delivery of the Masterplan . A joint meeting of the Working Group and the Panel was held on 21st July 2015 specifically to discuss the emerging movement and public realm proposals.

2.3 Movement and Public Realm Improvements

The Council commissioned Gillespies/WSP to prepare a Movement and Public Realm Study in to provide a clear strategy for improving movement for pedestrians/cyclists and providing an enhanced public realm and physical environment. The draft study was completed in July 2015 and public consultation was held in September/October 2015 which generated over 300 responses.

A number of potential opportunities for change have been identified at key locations including:

- **Chester Road/Edge Lane Gateway:** Removal of three of the existing subways and provision of surface level pedestrian crossings. Retention of the subway between the Essoldo and Stretford Public Hall to provide a

choice of crossing method. This will release land for new development or new public space.

- **A56/Chester Road:** Provision of signature lighting columns and higher quality paving to signal to motorists that they are entering the town centre. The opening up of the external frontages of Stretford Mall to provide greater street animation and land made available for public realm improvements around the Mall entrance. Structural tree planting to define the road corridor.
- **New King Street:** Creation of a street environment along Kingsway with road narrowing to one lane of traffic in each direction. Reconnection of the Stretford grid across New King Street with new development and new public space utilising land from the removal of the subway.
- **Chester Road South Gateway:** Enhancement of gateway/arrival point by removing the gyratory and releasing land for new landmark development. Improvement of crossing facilities for pedestrians and cyclists.

All comments made during the consultation period are currently being analysed and used to inform amendments to the initial proposals. The completed study will provide a basis for the Council to take forward a future tender(s) to provide the outline and detailed design works necessary to deliver identified priority public realm and movement projects.

The next steps will be to complete an assessment of the consultation responses and revise the proposals accordingly by the end of 2015. A phasing plan will then be developed in accordance with the current project funding profile prior to the completion of detailed design works for Phase 1 in 2016. Phase 1 of the improvements could then potentially come forward in 2017, subject to funding.

2.4 **Lacy Street**

In order to progress the delivery of the Lacy Street site in Stretford, which has been identified as a catalyst for the wider delivery of the Masterplan, feasibility and delivery study for the site was completed in February 2015. The Lacy Street site comprises three separate parcels; the Council owned car park site; the Royal Mail Sorting Office site and the Probation Office site.

Public consultation was held in March/April 2015 in relation to the potential for a residential led mixed use scheme on the Lacy Street site that could open up access to the Bridgewater Canal with broadly positive feedback received. The proposed option comprised:

- Residential development of c75 residential units.
- A potential café/bar unit fronting onto the Bridgewater Canal
- A four-storey budget hotel with a ground floor food operator.
- Car parking to support the new residential and hotel uses.

This option assumes that the adjacent pedestrian subway is removed and replaced with a surface level crossing. Further discussions will be required with the Royal Mail and Probation Service to clarify their willingness to relocate as part of any proposed scheme and their specific requirements.

Whilst the Royal Mail does not have any current plans to relocate or close this facility it is recognised that it is not currently 'perfectly fit for purpose'. If the existing Royal Mail Sorting Office site is to be redeveloped the Council and/or a future delivery partner may need to come to an agreement with this landowner regarding relocation/re-provision of the facility. Initial engagement with the Royal Mail has indicated that there may be an opportunity for the consolidation of the Stretford Delivery Office with another existing facility as part of the rationalisation of their estate. In house consultations are currently considering the potential of this option. As with the Royal Mail Sorting Office site if the Probation Office site is to be redeveloped the Council and/or a future delivery partner will need to come to an agreement with this landowner regarding relocation/re-provision of the facility. Initial engagement with the Probation Service has suggested that they are considering options to consolidate their current portfolio of sites.

The delivery of any future development on the site will be timed to run in parallel with the delivery of the proposed public realm improvement works, ensuring a comprehensive approach. The future delivery of the Royal Canal Works site, on the opposite bank of the Bridgewater Canal, will be considered in light of the emerging proposals for the Lacy Street site.

2.5 Stretford Mall

Regular meetings have taken place with the managing agents (and co-owners) M&M Asset Management and their retail consultants Barker Proudlove to discuss their future plans and how the Council can provide support. These discussions have explored how the Mall can link effectively with other development activity proposed in the town centre including: movement and public realm improvements; the proposed development of the Lacy Street site; and the emerging plans for Stretford Public Hall.

Construction work has commenced on the 16,500 sq. ft. Aldi food store at Stretford Mall, which incorporates the former Wilkinson's unit, and is scheduled to open in June 2016. Pep & Co, a new national low-cost retail chain, has now opened in the unit formerly occupied by Internacionale. A review of the existing car parking arrangements at the Mall is underway.

Pure Gym opened in June 2015 and numbers have been far in excess of those expected. As a consequence Pure Gym is seeking planning consent to extend into the remainder of the vacant former Argos unit. Other recent openings along the Chester Road elevation of the Mall include a crèche, barbers and beauty salon.

A £30,000 investment by the owners of Stretford Mall has been made to the indoor market area and 16 new units opened in August 2015. These units offer flexible and affordable accommodation focused on the requirements of start-up businesses.

St John Ambulance has opened a pop-up training centre in the unit previously occupied by Stretford Hive. The ambition is to train around 1,000 community members at a free or heavily discounted rate.

Stretford Mall has signed the Trafford Pledge and is committed to using local labour. The Mall Manager is acting as an ambassador to get other retailers within the Mall to sign up to the Pledge.

2.6 **Stretford Public Hall**

Stretford Public Hall was declared surplus by the Council in 2014 when the last remaining occupiers moved out of the building and it was subsequently included in the Land Sales Programme approved by Executive in September 2014. Following an application by the Friends of Stretford Public Hall, the building was placed on the Register of Assets of Public Value in April 2014.

An initial marketing exercise for the disposal of the Public Hall was held in May 2014 after which 15 parties were invited to submit full tenders. Executive approved the disposal of the Public Hall to the Friends of Stretford Public Hall on 18th February 2015 as part of this tender process. The Friends of Stretford Public Hall have now taken ownership of the building and are working up proposals for its reuse. The Council is continuing to engage with the group to provide them with support, where possible, in bringing forward their proposals.

3. **SALE**

3.1 **Sale Town Centre Improvement Plan**

To build on the strategic work carried out as part of the Sale Town Centre Road Map, a further phase of strategic work has been developed with a greater focus on the physical aspects of the town centre. The Plan will assist the Council and key stakeholders to identify and realise the opportunities which exist within the town centre over the next 5 years to secure the successful regeneration of Sale town centre and provide a prosperous, vibrant, attractive and safe destination. The objectives of the Plan are:

- 1) To bring forward sustainable development and encourage private sector investment, including residential development.
- 2) To improve the overall quality of the town centre and improve its retail, leisure and services offer, particularly the evening economy.
- 3) To reduce the percentage of vacant properties within the town centre and develop unused, under-used or derelict properties for a mix of uses.
- 4) To promote the town centre shopping and leisure offer and increase footfall, dwell time and spend.
- 5) To create a strong sense of place within the town centre and improve key town centre gateways.
- 6) To provide clear signage throughout Sale town centre and improve pedestrian and cycle accessibility through the area.
- 7) To promote the commercial offering in Sale.
- 8) To encourage town centre businesses and other stakeholders to work together to deliver change.

The Town Centre Partnership will be asked to endorse the Plan and the Framework will become part of the work plan to be picked up by the new Town Centres Team.

3.2 **Environmental Works**

Environmental improvement works have been completed in Sale town centre. A section of School Road, between Boots and Aldi, has been repaved and landscaping works have been completed including the refurbishment of planters, benches and litter bins. Most of the planters are now adopted and maintained.

3.3 **Work with Sale Town Partnership**

The Sale Town Partnership is a not for profit group that helps to tackle everyday issues that affect the area and to promote Sale. The Sale Town Partnership Action Plan 2013-15 sets out the following vision for the town centre:

“To ensure that Sale is a prosperous and vibrant town that offers a diverse range of activities in an attractive, clean and safe environment for the enjoyment of the local community and visitors alike”

The overall objective of the Partnership is to ‘ensure that Sale is a prosperous and vibrant town that offers a diverse range of activities in an attractive, clean and safe environment for the enjoyment of the local community and visitors alike’. The Partnership works to do this through promoting and raising the profile of Sale as a place to shop, relax and enjoy; creating an environment to be proud of and a safe and secure town centre.

Events are one of the ways in which the Partnership aims to increase footfall to the Town Centre, including Farmers’ markets, Christmas and Summer. The Sale Festival took place on Saturday 6th June 2015. The event included a farmers market along School Road and live entertainment in the Square from local community groups.

3.4 **Make Sale Smile**

Individuals and groups in Sale were invited to apply for up to £10,000 as part of the Make Sale Smile initiative. Two activities in the town centre were awarded funding. These are:

- Sale Arts Trail created a grotto in the Sale Square Shopping Centre
- Sale Safari Footprint Trail, was based on The Zoo as founder of Chester Zoo, George Mottershead, lived in Sale. Participants followed “animal footprint” trails and collected stamps from retailers.

4. **URMSTON**

4.1 **Urmston Town Centre Improvement Plan**

To build on the strategic work carried out as part of the Urmston Town Centre Road Map, a further phase of strategic work has been developed with a greater focus on the physical aspects of the town centre. The Plan will assist the

Council and key stakeholders to identify and realise the opportunities which exist within the town centre over the next 5 years to secure the successful regeneration of Urmston town centre and provide a prosperous, vibrant, attractive and safe destination. The objectives of the Plan are:

- 1) To encourage private sector investment that realises the full potential of Urmston town centre.
- 2) To improve the overall quality of the town centre and improve its retail, leisure and services offer, particularly the evening economy.
- 3) To maintain the percentage of vacant properties within the town centre below the regional average and develop unused, under-used or derelict properties for a mix of uses.
- 4) To promote the town centre shopping and leisure offer and increase footfall, dwell time and spend.
- 5) To create a strong sense of place within the town centre and improve key town centre gateways.
- 6) To encourage town centre businesses and other stakeholders to work together to deliver change.

The Town Centre Partnership will be asked to endorse the Plan and the Framework will become part of the work plan to be picked up by the new Town Centres Team.

4.2 **Environmental Works**

The environmental improvements are now complete including: the planting of fifteen new trees; installation of two new bins; and eleven new planters, which will be maintained by local businesses. A community noticeboard has also been installed on Flixton Road which will be managed by the Urmston Partnership.

Parking improvements were implemented on Higher Road, including 1 hour and 2 hour Traffic Regulation Orders, which has increased the available parking for visitors to local businesses. Changes to lining and signage have also been made.

A draft for improvements to the play area in Goldenhill Park has been drawn up, the recently formed Friends Group are now looking to source match funding to expand these proposals. The Group carried out a consultation at the recent Food Festival to gauge what local residents aspirations are for the future of the park. They are now considering these responses and will be including them in their Action Plan.

4.3 **Work with the Urmston Partnership**

The Urmston Partnership is a non-profit, self-funding organisation formed to actively engage in improving Urmston and in promote the town as a place to visit. The Urmston Town Centre Partnership Action Plan 2015-16 sets out the following vision for the town centre:

“To achieve a prosperous and vibrant town centre offering a diverse range of activities in an attractive, clean and safe environment for the enjoyment of the local community, businesses and visitors alike”

The Partnership focuses on promoting the existing businesses in the town, encouraging new businesses and planning events and activities to increase footfall in the town centre. It involves local businesses (including major retailers and independents) developers and landowners, residents, community groups, schools, representatives from Trafford Council and other statutory organisations. The Urmston Partnership's three overall aims for 2015-16 include:

1. To promote and raise the profile of Urmston as a place to live, shop, relax and enjoy to increase footfall in to the town centre
2. To assist existing businesses in maintaining and improving their business performance whilst encouraging new businesses in to the area
3. Ensure Urmston town centre is a clean, safe and accessible place for visitors and residents

The Partnerships and Communities Team supports the organisation of an annual schedule of events including Spring, Halloween, Christmas and a food festival. A Spring Fayre took place on 9th May 2015 which included entertainment, food/gift stalls and a fun fair on Golden Hill Park.

The Urmston Partnership is developing a town centre map to highlight key attractions in Urmston and promote "Dementia Friendly" businesses. Members of the Urmston Partnership have been invited to advertise on the town centre map for a small fee.

5. ALTRINCHAM

5.1 Background and Vision

Altrincham Forward initiative brings together the town's key stakeholders in a single partnership to drive forward change. The core Altrincham Forward Board, which meets quarterly, is supported by three Task & Finish groups (working under the themes of People, Place and Economy) made up of people with a personal and professional interest in Altrincham and specific expertise to contribute to the project. Local traders, residents, landlords, property developers and community groups plus Altrincham & Sale Chamber of Commerce, Altrincham & Bowdon Civic Society and Transport for Greater Manchester are all represented alongside Trafford Council.

The Altrincham Forward vision for Altrincham town centre is for an attractive, bustling modern market town with a distinct and bold identity. It will offer a balanced mix of retail, leisure, cultural, commercial and social provision to meet both the day to day needs of local people and the aspirations of an affluent and discerning residential sector.

5.2 Business Improvement District (BID)

Following extensive consultation with businesses, the full BID Business Plan was published in mid-September 2015. Canvassing of affected businesses took place between July and November 2015. The Business Plan sets out the budget, projects, governance and rules for the BID, including which businesses

are eligible to pay. Projects include marketing and promotion, parking initiatives, events and joint procurement.

A Baseline and Operating Agreement was drafted which defines the principles and processes for collecting the levy and enforcing the payment of the Levy etc. and sets out the basic services to be provided in the town centre (including street cleaning, emptying bins, graffiti removal, street lighting etc.).

Communications included a BID Website giving access to all the key documents, information and contact details. Banners and posters promoting the BID were produced and vinyl window stickers (“I’m voting yes”) were produced for businesses to display to show their support. A business engagement event took place on the evening of 21st September 2015, led by the BID Steering Group, and included a presentation from the Chief Executive of Chester BID and a Q&A session with members of the Steering Group.

The ballot took place from 9th October to 5th November 2015 and the result was announced on 9th November. Businesses voted to establish a BID with a 68% majority and 74% by rateable value. The turnout was 44% which was above the national average for a BID ballot.

The immediate steps are to form the BID Board and the BID Advisory Group. The Membership will be discussed at the next BID Steering Group meeting in mid-November and an open call will be issued for any required places that need to be filled. Once formed, the Board will appoint a Chair and the BID Company will be registered with Companies House.

The advertisement for a BID Manager will be published in December 2015 with interviews and appointment to take place in January 2016. A bank account will set up in January 2016. Office space will be identified for the BID Company and the lease will run from 1st April 2016, the BID start date. The BID will run until 31st March 2021.

The future role and structure of AF is to be reviewed in light of the BID outcome. This will be a key item of discussion at the next AF Board Meeting on 8th December 2015.

5.3 Public Realm Works/Parking and Access Strategy

The Council completed a Public Realm and Movement Strategy for Altrincham Town Centre in 2013/14 to guide targeted investment in public space in the town centre. The Strategy is focused on providing a better environment for pedestrians and cyclists in order to support the local economy and provide an environment appropriate for a modern market town. The two identified priority public realm projects are:

- Phase One: the route from Shaws Road to Cross Street and Goose Green.
- Phase Two: the section of Stamford New Road (between Altrincham Interchange and Regent Road), Railway Street (between Regent Road and The Downs junction), and Moss Lane (between Stamford New Road and Oakfield Road).

The technical design work required to enable delivery of the first phase of public realm works was prepared in 2014/15.

Goose Green was completed in August creating a new high quality public space surrounded by outdoor eating and drinking space. The Deputy Chief Executive is exploring opportunities for the future use of the space to maximise its potential. A series of meetings with traders has taken place to discuss the traders forming a Federation to work together and manage the space.

The remaining phase 1 Public Realm works were completed in November with the finishing touches being put to Shaws Road, Cross Street, George Street and Stamford New Road. Discussions will take place in late 2015 about the phasing of Phases 2a and 2b which will be linked to the timing of funding becoming available. The proposals also include an Access and Parking Strategy that considers parking facilities and improvements to car park directional signage and pedestrian way finder signage.

5.4 **Great British High Street**

Altrincham was shortlisted for a national Great British High Street award run by the Department for Communities and Local Government. Altrincham was recognised in the 'Town Centres' category alongside Rotherham and Tamworth as 'a vibrant town centre fighting to restore the high street'. Altrincham was up against 230 other High Streets to win a share of a prize pot worth £80,000 and support and training from Google's training taskforce for one hundred shops, bars and restaurants. Judges from DCLG and, main sponsor, the Post Office, visited on 20th October 2015 and were taken on a tour of the town centre. They were very positive about the partnership working and community work being done through Altrincham Forward.

The scoring was split 50/50 between a judge's visit and a public vote which ran for 6 weeks up to 13th November. The vote was well publicized through the town centre and through partner organisations, including press, posters, and social media campaigns.

5.5 **Developments Update**

- **Stamford Quarter** – Phase 1 of the improvement works which includes recladding frontages along George Street and improvements to gateway areas of the Stamford Quarter shopping centre fronting George Street, Cross Street and Stamford New Road is scheduled to start in the New Year. Car park improvement works are underway with bridge works to be completed by 20th November 2015.
- **Clarendon House, Stamford New Road - Conversion to Residential Use**
Work on this landmark site on Stamford New Road to create c42 apartments is due to start in 2016.

- **Old Hospital Site** – In August, City branch held a two-day exhibition of proposals. Feedback will inform the development of the plans before a formal planning application is made. It is proposed that Potts Road will be pedestrianised and replaced by a paved public square. The building will incorporate a new, relocated Altrincham Library as well as a cafe and a pharmacy. It will also incorporate a new community health hub called the Altrincham Health and Wellbeing Centre, providing public health services, enhanced community facilities and GP provision. There are also plans for 100 underground visitor parking spaces.
- **Altair** – Nikal have appointed Eric Wright Construction as the main contractor for phase 1 of the £70m mixed-use leisure and residential scheme. Plans for phase one include the construction of an iconic contemporary building opposite the Tesco superstore. The building will provide 59 one and two bedroom apartments with leisure and retail space on the lower floors. It will link to the new interchange via a public walkway. Integrated into the scheme is a new grand entrance for the ice rink and new landscaped public realm to include outside seating for a new café. Subject to planning, it is hoped that phase 1 will be on site in May 2016 with a 14 month build period.

Further phases of construction are planned for Altair, which will bring additional new homes plus high quality contemporary spaces suitable for bars, restaurants and retail outlets and leisure uses.

5.6 **Fab Lab**

A Fab Lab is a fully equipped fabrication workshop to stimulate the conversion from ideas and concepts into a manufactured prototype or product. The main beneficiaries of a Fab Lab are the local community of all ages who can use the facility for free. Entrepreneurs and businesses are also a key market for a Fab Lab to support product design, prototype development and manufacture. It is also anticipated that schools and colleges will use the facility. There is a national and global network of Fab Labs that Altrincham will become part of.

The ground floor of Clarendon House has been identified as the location for the Fab Lab due to its central position in the town centre, and its adjacency to the new Interchange. The Altrincham Fab Lab will contain the standard tried and tested equipment found in other Fab Labs including: 3D printer, lasercutter, vinyl cutter, milling machines and electronics assembly. It will be opening in January 2016.

A pop-up Fab Lab is to be set up in the Altrincham Forward Offices on November 14th 2015 and December 5th 2015 which will give people the opportunity to try the equipment such as the laser cutter to create personalised Christmas Tree decorations. This is being done so residents and businesses can experience the Fab Lab and to increase interest and attract users when it opens.

5.7 **Communications**

Highlights of recent communications activity has included:

- Social media following has grown on Twitter (total followers up from 2,850 in May 15 to 3,500 by end October 15) and Facebook (total followers up from 943 in May 15 to 1,175).
- The Altrincham BID Website was launched in early September 2015.
- A 'Summertime in Altrincham' leaflet was produced to highlight the wide range of retail and leisure activities taking place over the summer period.
- AF Newsletters were produced in April, June, July/August and November 2015 covering initiatives such as the Festive 50 campaign, Altrincham in Bloom, updates on the public realm works, events, the BID Altrincham Business Learning Exchange (ABLE) and details of the new Pubwatch scheme.
- Links are strong with local media and recent press. Support has been given to the Sale & Altrincham Messenger providing content for their monthly 'Rediscover Altrincham' feature. Print coverage has also included front cover lead stories in the Hale & Altrincham Independent and features in Visit Manchester MCR15 and Business Vision.
- An 'Altrincham Food Trail' leaflet was produced to highlight Altrincham's full food offering to coincide with the Altrincham Festival of Food & Drink. This was distributed during the festival and subsequently from the Tourist Information Centre at Altrincham Library and via local hotels.

5.8 Retail Skills Programme Development

The Economy Group and Retail and Leisure forum identified the need for start-up businesses and retailers to gain training on important aspects of setting up and running a business, to increase the chance of success and provide ongoing mentoring to avoid some of the common business pitfalls.

Work has taken place with Altrincham and Sale Chamber of Commerce and Trafford College to develop a 'Business Academy' for Altrincham, called ABLE (Altrincham Business Learning Exchange) offering free workshop sessions. Sessions are held monthly from September 2015-March 2016.

The launch event was on 23rd June, followed by Legal, Finance and Marketing sessions, hosted at Altrincham Forward. Promotion has been via ASCC database/website, Trafford College and AF website and email to database and town centre loan scheme enquirers, plus a joint PR/social media campaign.

5.9 Business in the Community

A successful application was submitted to the national Business in the Community (BITC) 'Healthy High Streets' initiative which was launched in April 2014 to provide support from multiple businesses who act as High Street Champions over a three year period. The aims of the initiative are to boost footfall, reduce vacancies, create new jobs and return civic pride. Altrincham was one of 33 towns in the first year to successfully apply to be part of the project. An action plan is in place which includes support towards the development of the BID and the proactive involvement of BITC multiple retailer members such as Boots, Marks & Spencer, Santander, the Co-op, EE and Greggs in the work of Altrincham Forward to increase footfall, dwell time and spend. The BITC Team meets quarterly to discuss the Action Plan. The current focus is on the BID and BITC members have been particularly effective at securing support on George Street. The Healthy High Street project leader has

reported that nationally footfall is down -2.46% whereas all the BITC project towns are tracking at least 1% less than this.

5.10 Altrincham Market Update

The Market opened following a refurbishment and investment by the Council. It is going from strength to strength serving over 6,000 people each week. The Market is acting as a catalyst for businesses opening in the nearby Market Quarter and beyond, including some businesses which have been assisted by the Town Centres Loan Scheme. Altrincham Market was awarded the highly coveted accolade of 'Best Market' at the Observer Food Monthly awards in October 2015.

5.11 Employment

To support local businesses and match local people to vacancies, a Jobs Fair took place on 2nd November 2015 at Altrincham Town Hall and was organised in response to the difficulties some local businesses had faced in filling their available roles. This was organised in partnership between Altrincham Forward, Trafford Council, Job Centre Plus, National Careers Service and Trafford College. A variety of full time, part time and seasonal job opportunities were offered and employers offering vacancies included Marks & Spencer, Trafford Council, Domino's Pizza, Stamford Van Hire, Greggs and McGoff & Byrne, alongside many other smaller businesses. The range of available jobs included front line staff, managerial posts and technical vacancies.

5.12 Business Rates

Following discussions with the Valuation Office Business Rates reductions were agreed to take into account both an increase in void levels within the town centre and disturbance from the transport interchange works and will apply up to March 2017. The allowances vary depending upon location including: George Street (10%), Stamford New Road (8%), Cross Street (10%), Railway Street (8%), Shaws Road (pedestrianised (8%), lower Regent Road (8%), Grafton Mall (8%).

Assessments are currently taking place for the 2017 ratings list.

5.13 Business Neighbourhood Plan

Proposals for a Business Neighbourhood Plan are being developed for Altrincham town centre by the Altrincham Business Neighbourhood Forum, a group of community volunteers, chaired by Tony Collier. The plan would seek to define the various uses to which land can be allocated and will influence the policies that will determine the size and design of future buildings and spaces. It will also guide where private and public sector investment takes place. After the different stages of the consultation process, residents and businesses will be given the opportunity to vote for or against the plan. If they vote for it, Trafford Council will adopt the plan and use it as the basis for all their town centre planning decisions from 2015 up until 2030.

Following a Forum meeting on the 9th November 2015 to agree the draft final plan, the final Stage 3 public consultation (also the Regulation 14 statutory

consultation) is due to commence in mid-January 2016 for 6 weeks with publication of the full plan later in 2016.

6. PARTINGTON

6.1 Environmental Works

Following the opening of the Shopping Centre, plans were drawn up about how the £20,000 allocation from the Town Centres Improvement Fund (which has been used to fund environmental improvements/public realm works and the Town Centres Loan Scheme in the other town centres) can be utilised to help improve the centre of Partington. This includes trees, planting, bins and painting benches. The works are partially complete.

6.2 Canalside Residential Scheme

Following the decision by Peel not to draw down funding from the HCA due to viability issues, dialogue is continuing with them to explore options, with partner developers, to bring the development forward.

7. Conclusion

7.1 Significant progress has been achieved within the town centres over the past 12 months and the focus on the town centres is set to continue led by the establishment of a Town Centre team to focus on Sale, Stretford, Urmston and Partington and the Business Improvement District will provide the platform for a sustainable, and business focussed Altrincham town centre.

7.2 The strategic approach is set to continue in the coming months with the development of Movement and Public Realm proposals for Stretford, the delivery of Improvement Plans for Sale and Urmston and the development of a Business Neighbourhood Plan for Altrincham.

APPENDIX 1. APPROVED TOWN CENTRE LOANS

Business	Town Centre	Status
Bell's Fitness - Boxing Gym	Altrincham	Opened Dec 2013
Vintage Angel - Vintage inspired and handmade giftware / Florist (2 businesses)	Altrincham	Opened Sep 2014
Shop4Supplements – Health and Nutritional Supplements	Altrincham	Opened Sep 2014
Angela Quayle Interiors Design	Altrincham	Opened Dec 2014
Velo Espresso – Café with cycling theme	Altrincham	Opened Oct 2014
Baby Bumkins – Children's Wear	Altrincham	Opened Jan 2014
AnTEAque – Antiques and Tea Room	Altrincham	To open end 2015
Old Post Rooms - includes a number of different tenants and a café/tea room. Tenants include: a maternity wear boutique; The Pudding Club; luxury sleepwear and lingerie company, Silk Drawer; former Emporium tenants, Little House Interiors; Plum and Pigeon; Steve Entwistle Photography; The Odd Glass, and, ladies boutique, Madam Butterfly.	Altrincham	Opened Aug 2015
Ombak Furniture	Altrincham	Opened Sep 2015
Runway Pilates	Altrincham	Opened Sep 2015
Fresh to Death – Café (Healthy Foods)	Altrincham	Opened Aug 2015
Cheshire Beauty Sculpt – Beauty Salon	Altrincham	Opened Nov 2015
Idaho – Homeware and Gifts	Altrincham	Opened Sep 2015
Craftsman – Bar	Altrincham	In principle, subject to planning approval.
Luminer – Lighting and Chandeliers	Urmston	Opened Jan 2014
Cheeky Cherubs - Soft Play Area (Social Enterprise / Not for Profit)	Urmston	Opened Jul 2014
Anytime Fitness - Gym	Urmston	Opened Sep 2014
Prairie Schooner – Micro Pub	Urmston	Opened Oct 2014
Suya – Café and Grill	Stretford	Opened Jan 2014
Flexi-minder – Child minding service	Stretford	Opened Aug 2015

TRAFFORD COUNCIL

Report to: Overview and Scrutiny Committee
Date: 18 November 2015
Report of: Executive Member for Economic Growth and Planning

Report Title

Update on the implementation of the Community Asset Framework

Summary

The report summarises the work carried out to date on the implementation of the Community Asset Framework, in particular on progress with Community Asset Transfers (C.A.T) and on the registration of any Assets of Community Value (A.C.V.).

Recommendation(s)

To note the contents of this report and progress made to date.

Contact person for access to background papers and further information:

Name: Charlotte Cordingley
Extension: 4232

Background Papers:

- Report to Executive 24th June 2013 – Trafford Community Asset Strategy, Community Asset Transfer Strategy and Community Right to Bid Procedure

1.0 Background

In June 2013 the Executive approved an approach to implementing the Council's Community Asset Framework. This included approval of:

- The implementation of a Community Asset Strategy
- An approach to Community Asset Transfer
- A procedure for managing the Community Right to Bid process

2.0 Introduction and context for the update on the implementation of the Community Asset Framework

- 2.1 The June 2013 Executive Report (Section 10) set out a number of principles for the Council's approach to formalising agreements with community groups for occupation of Council premises. It was established that all groups should, as a minimum, cover costs excluding rent, and where a rent grant should be applied if the group met the approved criteria for rent subsidy. Complimentary processes were also put in place for where these reviews led to further discussions about either asset transfer (if the groups were in a position to take over the premises), or for registration of assets as Assets of Community Value under the Right to Bid legislation if such an application were made. Together, these policies and procedures formed the Community Asset Framework.

3.0 Action Plan for the Community Asset Strategy

- 3.1 The June 2013 report to Executive set out an action plan for reviewing the existing property agreements between community groups and the Council, which was key to the implementation of the Community Asset Strategy.
- 3.2 In October 2013 a report to the Scrutiny Committee detailed progress with the review of agreements to date. The Committee were informed that negotiations had completed on new agreements for 4 properties at that stage.
- 3.3 Since then, reviews have been completed on a further 33 premises (see Appendix 1) which in the majority of instances has resulted in new arrangements being put in place. Where in place, these new agreements have ensured that the premises can continue to be used by the community on a sustainable basis and have resulted in revenue savings to the Council.
- 3.3 Although the reviews have progressed well, there remains a number of properties where agreements need to be formalised. Many of these properties are subject to the review of leisure assets currently underway (see section 4.2). The One Trafford Partnership with Amey will give new impetus to the completion of these reviews as monitoring the progress of these will form part of the performance reporting requirements for the contract. Premises where the occupants are holding over (ie where the agreement has expired) will be prioritised.

4.0 Community Asset Transfer (C.A.T.)

4.1 Process

The policy and procedure document approved at Executive in 2013 contained a table showing details of the processes and timescales involved for assessing requests for transfer. (attached as Appendix 2)

4.2 Leisure assets - current position.

The Council will consider and actively promote asset transfers as an alternative to a new lease or licence where the group is in a position to take over the premises. The review of existing premises referred to above has in some cases therefore led to further discussions about potential asset transfer.

Below are examples of where discussions have taken place with the groups with a view to asset transfers. The review of leisure assets will be taken into account before discussions are concluded.:

- **Hale Moss Bowling Club** – 2 bowling greens, 1 pavilion.
- **Friends of Ashton Park** – 2 bowling greens, 2 pavilions, 1 disabled public toilet
- **Altrincham Junior Football Club** – football pitches, fields, within Longhey Park
- **Urmston Football Club** – (Pennybridge lane FC) football pitch, arena, stand, changing room & bar area – portakabin
- **Friends of Woodheys Park** – mini golf course, pavilion, community centre
- **Davyhulme Bowling Club** – 2 bowling greens, 1 pavilion.

The current review of all leisure assets following the transfer to Trafford Leisure Community Interest Company, combined with the approach to property agreements and asset transfer now provides an excellent opportunity for the Council to ensure that its assets can better meet the future sporting and leisure needs of the whole borough in a sustainable, community led way.

5.0 Registration of Assets of Community Value – Right to Bid

5.1 Summary and Legislation

The Community Right to Bid (Assets of Community Value in legislation) is one of a range of measures introduced in the Localism Act 2011. The Community Right to Bid allows local voluntary and community groups and parish councils to nominate publicly and privately owned buildings and land for listing by the local authority as assets of Community Value. An asset can be listed if its main use furthers (or has recently furthered) the social well-being or cultural, recreational or sporting interests of the local community and is likely to do so in the future. Examples could include community centres, libraries, parks, village shops, markets or pubs.

When a listed asset comes to be sold, a moratorium on the sale of up to six months may be invoked to enable community groups to raise finance, develop a business plan and make a bid to buy the asset on the open market.

A register of successful nominations and unsuccessful nominations is published on the Council website.

For Community Groups to nominate an asset for registration they must be one of the following :

- Parish councils or neighbouring parish councils.
- Unincorporated groups with a membership of 21 local people.
- Neighbourhood forums as defined within the Localism Act 2011.
- Community interest groups with a local connection that are:-
- A charity.
- A Community Interest Company.
- A company limited by guarantee.
- A non-profit distributing industrial and provident society.

5.2 Assets nominated and registered in Trafford to date

The two assets that have been registered in Trafford Borough as Assets of Community Value to date are as follows:

- **Manchester United Football Club** - nominated by Manchester United Supporters Trust – July 2013

- **Stretford Public Hall** – nominated by Friends of Stretford Public Hall – April 2014. The sale of the hall to the group is now being concluded.

5.3 Further asset nominations in Trafford

The Council are now in receipt of two further nominations:-

- **Altrincham Town Hall** (former) – by Altrincham & Bowdon Civic Society.
- **The Old Market Tavern** Public House, Altrincham - by Campaign for Real Ale (CAMRA)

The above Applications are currently being processed in accordance with the Procedures approved by the Executive. (Attached as Appendix 3)

Following the completion of the Consultation process, a report will be prepared for the Strategic Lands Group (SLG) who will make a recommendation on the application. The recommendation is then presented to the Asset of Community Value (ACV) Panel, which is made up of members and officers who make the final decision as to whether to approve the application for nomination, taking into account all relevant submissions and the criteria within the strategy.

6.0 Consultation

Ward members are consulted on individual cases and, where appropriate, the views of the Local Community Groups are sought.

7.0 Reasons for report recommendation(s)

Maintaining progress with the Community Asset Framework is key to developing a transparent and consistent approach to the Council's support to voluntary and community sector's accommodation requirements.

COMPLETED / NO FURTHER ACTION			
EGP	Family Contact Centre (Former Darby & Joan Club)	FAMILY CONTACT LINE	LEASE
CWB	Bowfell	GM WEST MHT WITH 2x CHURCH & BAND USE MANAGED BY VCAT, also NEW WAY FORWARD	MGMT AGREEMENT WITH CWB - TO BE DISPOSED OF MANAGEMENT AGREEMENT
EGP	Park House	VARIOUS	VARIOUS LEASES NOW OUT TO INFORMAL TENDER
ETO	Denzell Gardens	CAB	REOCCUPIED
EGP	Chapel Road Sale (73)		
OTHER	Flixton Pond, Ambleside Road	URMSTON ANGLING ASSOCIATION	LEASE
OTHER	Riverside Drive, Flixton	URMSTON & DISTRICT RIDING ASSOCIATION	LEASE
OTHER	Larkhill Centre	LARKHILL COMMUNITY ASSOCIATION	LEASE
OTHER	Lesley Road, Stretford	STRETTFORD CRICKET CLUB	LEASE
OTHER	Altrincham	ALTRINCHAM KERSAL RUGBY CLUB	LEASE
OTHER	Ashton on Mersey	MERSEY VALLEY SPORTS CLUB	LEASE
OTHER	Hawthorn Lane, Ashton on Mersey	A ON M RUFC	LEASE
OTHER	Smiths Field, Timperley	UNICORN ATHLETICS JFC	LEASE
OTHER	Lees Field Davyhulme	URMSTON MEADOWSIDE JFC	LEASE
OTHER	Shawe Road, Flixton	TRAFFORD FOOTBALL CLUB	LEASE
OTHER	Valley Road, Flixton	FLIXTON FOOTBALL CLUB	LEASE
OTHER	Clay Lane Bowdon	BOWDON RUFC	LEASE
OTHER	Cecil Avenue, Sale	OLD SALIANS RUFC	LEASE SURRENDERED
OTHER	Timperley	TIMPERLEY SPORTS CLUB	LEASE
OTHER	Moss Lane Altrincham	ALTRINCHAM FC	LEASE
OTHER	St Georges Road, Altrincham	HEYES GROVE TENNIS CLUB	LEASE
OTHER	Ridgeway Road, Timperley	STOCKPORT COUNTY	LEASE
OTHER	Altrincham Golf Course, Driving Range	PRIVATE LEASE	BEING REVIEWED AS PART OF LEISURE REVIEW WITH TRANSFORMATION
ETO	Walton Park Leisure Centre	ASSOCIATION	OWNED BY USERS
EGP	Washway Road, Sale (9/13)	CAB LEGAL TEAM	NO LEASE IN PLACE - CAB MOVE TO SALE WATERSIDE BUILDING AND LAND NOW SOLD
EGP	17 Regent Road, Altrincham	CHAMBER OF COMMERCE	LEASE COMPLETED
EGP	The Beacon Centre, Firwood	CHURCH	LEASE 99 YEARS
EGP	The Hub Pownall Road	CHURCH	LEASE 25 YEARS
ETO	Crossford Bridge	ASSOCIATION - CBMA	MANAGEMENT AGREEMENT
ETO	Stretford Stadium	ASSOCIATION	OWNED BY A.C.
ETO	Stretford Stadium	ASSOCIATION	MANAGEMENT AGREEMENT
ETO	Timperley Athletics Stadium	ASSOCIATION	MANAGEMENT AGREEMENT
ETO	Leigh Road Tennis Courts	ASSOCIATION - CLUB	LEASE

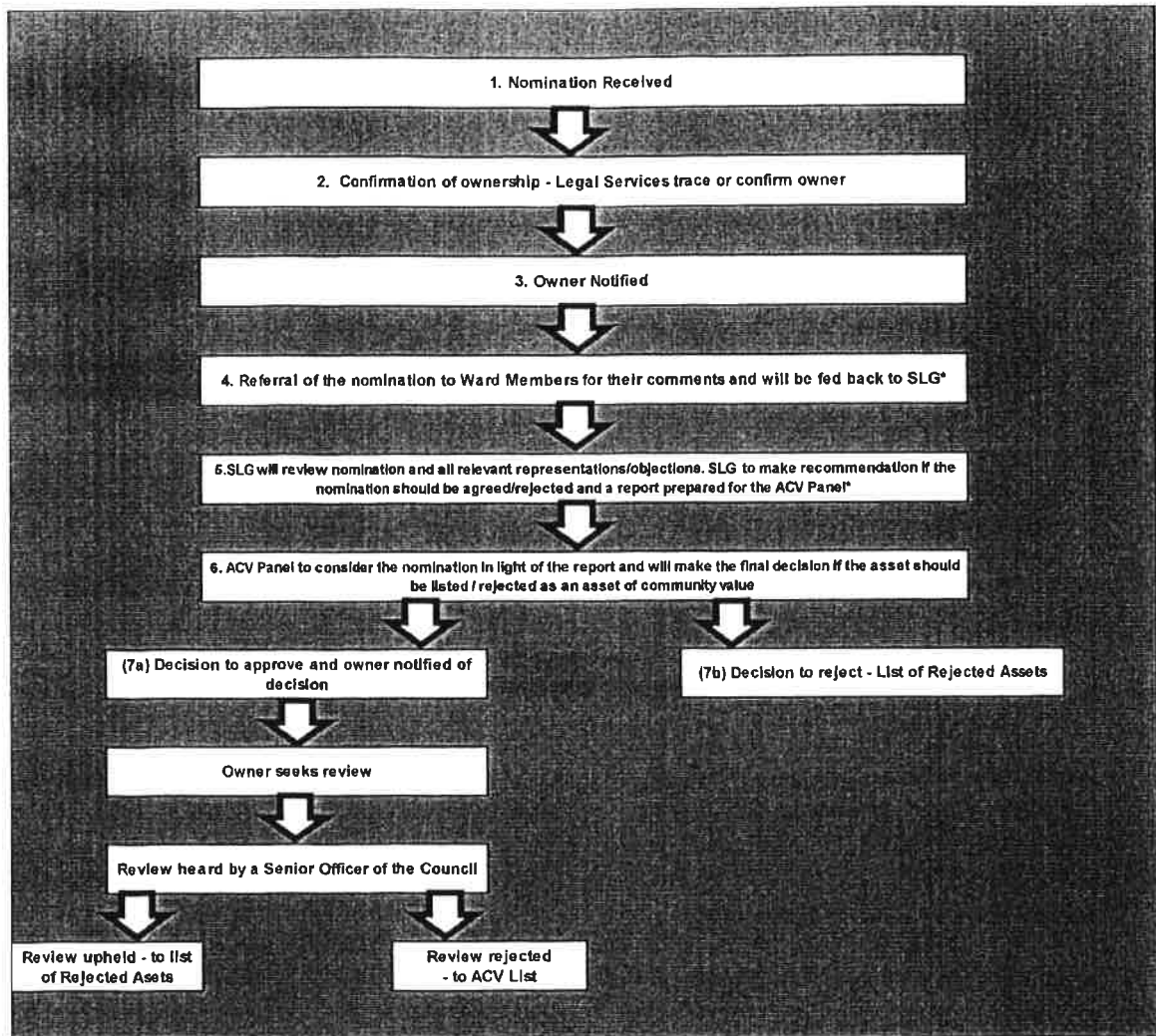
Timescales involved in a Community Asset Transfer		
<p>1. Request</p> <p>Requests for a transfer could come from either a voluntary and community organisation or a Council Service.</p> <p>If the transfer request comes from a VCSO the organisation will be sent a copy of this 'Guide to how to apply for Community Asset Transfer' which summarises the process and will be directed towards completing an initial Expression of Interest (EOI) providing details about the organisation and identifying the building proposed to be transferred.</p> <p>The Single Point of Contact will liaise with the Directorate responsible for the asset to ensure they are happy for the disposal of the asset to go ahead</p> <p>If the Asset is unavailable the single point of contact will inform the voluntary and community organisation concerned as to the reasons why the transfer cannot go ahead</p> <p>At that point the request will be referred to the Strategic Lands Group for endorsement for the transfer to be taken to the next stage.</p> <p>The market / fair value of the community asset proposed to be transferred will be assessed and the next stage of the process will be dictated by the value of the asset is set out below:</p>	<p>2 months</p>	
<p>For assets of a lower values (less than £100,000) the next stage of the process will be :</p>		
<p>2. Building the case</p> <p>If the Asset is available, a business plan and feasibility study will be requested from the voluntary and community organisation identifying their plans for the building and identifying any local support for the proposal amongst local members and the local community. The voluntary and community organisation will have to demonstrate that their proposals have real community benefit and can help the Council achieve its corporate targets.</p> <p>This will be presented to the Strategic Lands Group for discussion and if approved submitted for final approval</p>	<p>3 months</p>	<p>Total – 7 months</p>
<p>3. Report to Corporate Director – Economic Growth & Prosperity</p> <p>Final report recommending transfer and outlining the terms and conditions to be approved by the Executive Members for EGP and the relevant service area, with consultation with relevant Ward Members.</p>	<p>2 months</p>	
<p>4. Transfer</p> <p>Transfer may be immediate. However, the Council recognises that there may be significant advantages to a phased handover – especially if the Council will be running it as an operational asset prior to the voluntary and community organisation taking possession.</p>	<p>2 months</p>	

Timescales involved in a Community Asset Transfer

For assets of a higher value (more than £100,000) the next stage of the process will be :

<p>2. Sponsoring Service</p> <p>The Sponsoring Service would be the Council service with most appropriate links to the organisation requesting an asset transfer.</p> <p>Work may also need to be undertaken to verify the credentials of the voluntary and community organisation.</p>	<p>2 months</p>	<p>Total – 13 -17 months</p>
<p>3. Report to Strategic Lands Group</p> <p>The report will detail relevant information which the Group will need to decide whether to proceed 'in principle'. The report will include the views of the Ward Councillors and include information on the organisation, the asset and importantly the community benefit potential of an asset transfer</p> <p>If the transfer request has been made by a Council Service the Lead Service will be seeking permission to promote the opportunity to the wider voluntary and community sector or will be seeking permission to take forward the transfer in partnership with a specific voluntary and community organisation.</p>	<p>2 months</p>	
<p>4. In principle decision</p> <p>The decision to proceed (if support for the transfer is obtained) will be 'in principle'.</p> <p>It will represent a decision to proceed with exploring the feasibility of the transfer as a voluntary and community organisation/Council partnership. Therefore is will be subject to a viable business plan and associated business development process, which will determine level of market discount, length and condition of lease, etc.</p>	<p>1 month</p>	
<p>5. Detailed development stage</p> <p>This phase will enable the substantial development work to be undertaken towards a viable business plan with the voluntary and community organisations maintaining regular contact with the Council. The Council will also provide information required to make the development process as straight forward as possible. During this time the Council and the voluntary and community organisation will also be making in principle agreements around heads of terms, levels of discount, length of lease, etc.</p>	<p>4 – 8 months</p>	
<p>6. Report to Exec Member – Economic Growth & Prosperity for decision</p> <p>The Corporate Director will produce a final report recommending transfer and outlining the terms and conditions.</p>	<p>2 months</p>	
<p>7. Legal documentation</p> <p>Transfer may be immediate. However, the Council recognises that there may be significant advantages to a phased handover – especially if the Council will be running it as an operational asset prior to the voluntary and community organisation taking possession.</p>	<p>2 months</p>	
<p>8. Transfer completed</p>		

**2 (a) Assets of Community Value – Community Right to Bid
Application Process from asset nomination received to decision
(8 weeks)**



TRAFFORD COUNCIL

Report to: Scrutiny Committee

Date: 18th November 2015

Report of: Corporate Director Transformation & Resources and Executive Member for Communities & Partnerships

Report Title

Safer Trafford Partnership Update

Purpose and Summary

A report on the Safer Trafford Partnership including:

Performance

Refresh of the Trafford Crime Strategy

Tackling Anti-Social Behaviour

Key strategic programmes of work: Domestic Abuse;

PREVENT;

Hate Crime;

Locality Working and community resilience

Restorative Justice;

Complex individuals and families

Challenges and Opportunities

Recommendation(s)

Report to be noted

Contact person for further information:

Name: Kerry Purnell Extension: 2115

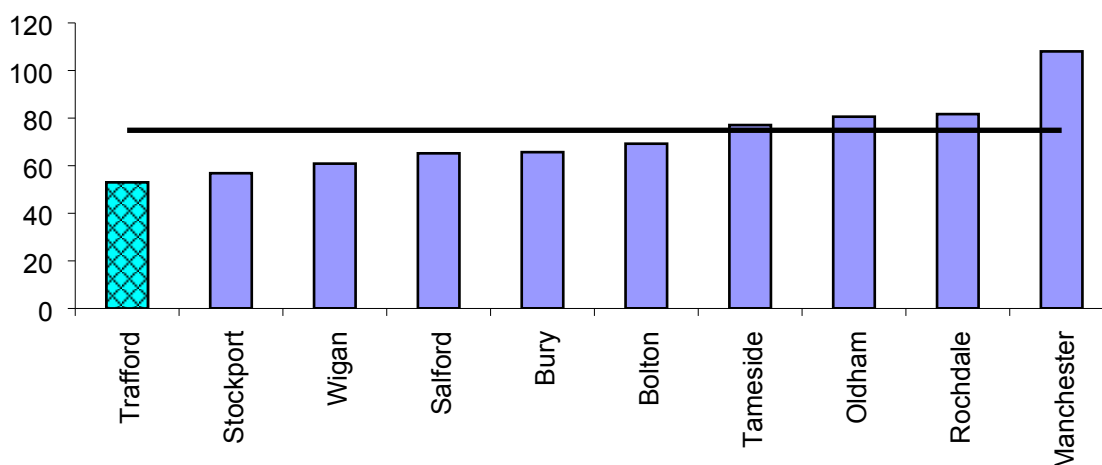
1 Safer Trafford Partnership

- 1.1 The Safer Trafford Partnership is the statutory Community Safety Partnership as defined within the Crime and Disorder Act 1998.
- 1.2 It involves key partners including, but not exclusive to, Trafford Council, Greater Manchester Police, Greater Manchester Fire and Rescue Service, National Probation Service; Community Rehabilitation Company; Trafford Clinical Commissioning Group, Public Health; Trafford Housing Trust; GM West Mental Health Trust and also works closely with Third Sector providers across the borough.
- 1.3 The Safer Trafford Partnership Board is responsible for delivering the Trafford Crime strategy which has been refreshed this year, and is awaiting finalisation. It has sub-groups working on particular priorities and task and finish groups are established to deliver specific service reform projects related to the Public Service Reform agenda. The structure is currently under review in readiness for implementation of the new Crime Strategy.

2 Performance

- 2.1 Trafford remains the safest place in Greater Manchester with the lowest number of crimes per 1000 head of population than that any other Borough. Despite reductions in police officer numbers and a prioritisation on offences involving personal harm, Trafford is currently seeing year to date comparison reductions in the following property offences: Burglary Dwelling, Burglary Other, Drugs offences, Theft from the person, Vehicle Offences, and Pedal Cycle Theft.
- 2.2 Public confidence surveys measured on a quarterly basis provided some of the following headlines for 2014/15: **95%** of residents believe that the police are doing a good or excellent job; **97%** of residents agreed that, taking everything into account, they have confidence in the Police and they treat you with respect; **93%** of residents would feel safe outside after dark (an increase from 91%). Only **1%** of residents perceive a high level of anti-social behaviour in their local area.

**iQuanta Bar Chart Force (12 months) - Crimes per 1000 Residents
Trafford
Crimes
01 May 2014 - 30 Apr 2015**



Rank	CSP	Crimes / 1000 Pop
1	Trafford	52.994
2	Stockport	56.836
3	Wigan	60.868
4	Salford	65.197
5	Bury	65.690
6	Bolton	69.239
7	Tameside	77.077
8	Oldham	80.594
9	Rochdale	81.675
10	Manchester	108.031
	Force Average	74.884

Trafford remains the safest place in Greater Manchester. The rolling 12-month average is 52.994 crimes per 1000 residents to the end of April 2015.

- 2.3 However overall crime numbers are increasing (but below the Greater Manchester average

increase). The rise in overall crime is comparable with all other Boroughs in GM although some have had a slower rise due to innovative pilots around domestic abuse (now being rolled out GM-wide, see below). The rise in crime is a national trend, partly due to a further change in crime recording standards: whereas the police used to investigate to verify an allegation of crime before recording it, now all reports are recorded to investigate.

- 2.4 Without a doubt there has been a shift in focus for police resources in recent times to harm related incidents and increasingly the police are dealing with a wide range of social issues within society. On a typical day, it may only be around 10 - 40% of GMP Trafford's workload is directly linked to criminality. Vulnerability, safeguarding and protecting people at risk of harm is a major part of their work. This presents itself in many different ways on members of our community – whether it is the impact of drugs and alcohol, mental ill health, the impact of worklessness, domestic abuse, people trafficking, prostitution or child sexual exploitation. This shift is reflected in the key strategic programmes of work being undertaken by the Safer Trafford Partnership.

3 A refresh of the Trafford Crime Strategy (2015-18)

- 3.1 The Safer Trafford Partnership has responsibility for the development and delivery of an overarching Crime Strategy.
- 3.2 The draft refreshed strategy for 2015 -2018, developed in partnership over the last 6 months, has 3 priorities:
- Manage crime and anti-social behaviour and increase the community's confidence in the way that the partnership responds to these issues.
 - Protect vulnerable people.
 - Lead through innovation, and by integrating service delivery, provide holistic and collaborative approaches wherever possible.
- 3.3 It is currently being finalised and will then be published.
- 3.4 Whilst the emphasis will continue to be on prevention, early and targeted intervention and effective enforcement, all through collaborative problem solving across partners, we will increase efforts through our Locality Working model on engaging communities in co-producing solutions which prevent crime, build resilience and improve perceptions of safety within our neighbourhoods.

4 Tackling Anti-Social Behaviour

- 4.1 There was a 5.1% reduction in ASB recorded incidents in the financial year 2014-15 compared to 2013-14 which continues the 5 year downward trend. The role of the Integrated Safer Communities team has been key to this achievement. Based at Stretford police station, Council, Housing and police officers are able share information and intelligence on a daily basis in order to use evidence and analysis to enable the development of a problem-solving approach, and the targeting of resources towards the areas of greatest need, at the times of greatest risk. Operation Stay Safe, a partnership between the Youth Offending Service, Police, Fire Service and Phoenix Futures continues to work together to tackle ASB hotspots across the borough.
- 4.2 We are constantly seeking to improve services offered and are exploring further integration of services ahead of the implementation of an expanded Multi-Agency Safeguarding Hub (MASH) in the borough. We are also planning to adopt Liquid Logic as case management system, which will improve our customer service standards, allow for better monitoring of performance and make information sharing across the Council easier.
- 4.3 Most ASB referrals currently come from GMP. The Council's Safer Communities team is introducing an on call duty rota and will be undertaking more publicity both internally and with the public and partners to raise awareness of the service offered. We expect that this will increase the number of ASB incidents reported and result in some residents reporting

direct to the Council rather than the police. However, it will provide the opportunity to intervene earlier to prevent issues escalating and to reduce demand on services in the longer term.

- 4.4 The Anti-Social Behaviour, Crime and Policing Act 2014 came into force on 20th October 2014. The Act replaced nineteen behaviour specific powers with six new ones, intending to be streamlined, simple and flexible.

Existing Power		New Powers
Anti-Social Behaviour Order Anti-Social behaviour Order on Conviction Drink Banning Order Drink Banning Order on Conviction Anti-Social Behaviour Injunction Individual Support Order Intervention Order		Criminal Behaviour Order Civil Injunction
Litter Clearing Notice Street Litter Clearing Notice Defacement Removal Notice Designated Public Place Order Gating Order Dog Control Order Noisy Premises Closure Order S161 Closure Order Premises Closure Order Crack House Closure Order		Community Protection Notice Public Space Protection Order Closure Power
S30 Dispersal Order S27 Direction to Leave		Dispersal Power

- 4.5 The Act also introduced measures designed to give victims and communities a say in the way in which anti-social behaviour is dealt with. The **ASB Case Review** allows victims (or a person acting on their behalf) the right to request a review of their case. Agencies including Councils, the Police, local health teams and registered providers of social housing have a duty to consider a case review when someone requests one and the case meets a locally defined threshold (3 or more incidents of anti-social behaviour within a six month period).
- 4.6 The Safer Communities team ran workshops and training sessions for staff across the partnership and developed new processes. As a result we have led the way in the use of some of the new powers. We held our first ASB Case review in March. The process resulted in a positive outcome for the residents involved but also demonstrated that in some cases teams and agencies are working in silo and that there are training needs across council teams related to certain crime and community safety issues. This has resulted in a Training Needs Analysis being undertaken. The Safer team is conducting a series of road shows with other council departments to promote their services and a training offer is being developed with Workforce Strategy.
- 4.7 In June 2015 we obtained 5 emergency Injunctions against youths following a violent incident at Sale Waterpark. There were subsequently two further incidents at Firs and Gorse Hill park and we obtained a further three emergency Injunctions against youths. All eight Injunctions are now full Orders with conditions which forbid further ASB in the GM area, restrict association with other young people (except for agreed purposes) and exclude them from defined areas. The Injunctions also include positive requirements to engage the Stronger Families programme and with specialist outreach services so that enforcement is combined with assessment and intervention to encourage behaviour change.

5 Key Strategic Programmes of Work

5.1 **Domestic Abuse:** Safer Trafford commissions a number of support services to higher risk and repeat victims of Domestic Abuse including one to one support and refuge services. The commissioning outcomes and framework was refreshed in 2014. The current services commissioned until 31st March 2018 are:-

Provision	Service Commissioned	Brief Description of Service
Community Based Services	IDVA x 3	The IDVA is a trained specialist whose goal is the safety of domestic abuse victims over 16 years referred to MARAC. The IDVA's job is to be a bridge between victims and the MARAC meeting and provide on-going support. One of the IDVA positions will primarily focus to support the BME community.
	IRISx1	IRIS is a GP practice-based domestic violence training, support and referral programme for primary care staff. It is a targeted intervention for female patients aged 16 and above experiencing current or former DVA from a partner, ex-partner or adult family member. IRIS provides care pathways for all patients living with abuse as well as information and signposting for male victims and for perpetrators.
	Information and Advice Line/Brief Intervention	The Information and Advice Line supports people who have a significant local connection with Trafford who are experiencing or have experienced domestic abuse. The service supports service users throughout the process of making decisions around their legal and social choices.
	Support Worker.5	The Domestic Abuse Support Worker provides advocacy and support to male and female victims of domestic violence. This involves offering follow up support in reported cases of DV, discussing the range of suitable options available and arranging practical measures to increase personal safety, undertaking risk assessments, encouraging reporting incidents to the police and ensuring early signposting to other agencies, e.g. child safeguarding referrals to social services, potential homeless referrals to refuge and housing providers.
	Children/Families Worker .5	Works with children and young people for whom there is DVA in the family setting.
Refuge and Floating Support	Refuge and Floating Support	Provides support to users of the Refuge and a Floating Support units.

5.1.2 We have very recently submitted a bid to the Home Office with the other GM boroughs to allow for increased refuge provision.

5.1.3 Alongside of the other 10 GM boroughs, using Home Office Innovation Funds and sponsored by the Police Crime Commissioner's Office, we are also developing a new service for victims of domestic abuse who report to the police for the first time. Where there is not a criminal justice outcome and where the responding police officer assess the risk as standard or low, PCSOs and trained volunteers will be used to conduct follow up visits and offer bespoke support to families who otherwise would not necessarily be getting the help they need and are therefore likely to present again to the police or other services in the future. The project will run until March 2017 and is being externally evaluated.

5.1.4 We have streamlined the DA governance structures in line with an overarching review of the Trafford Partnership. The DA Programme Delivery Board remains in place and reports to the Protecting Vulnerable People sub-group of the Safer Trafford Board.

- 5.2 **PREVENT:** The Counter Terrorism and Security Act introduced in July 2015 conferred a new Prevent duty on specified authorities. This includes responsibilities for preventing violent extremism, preventing radicalisation and safeguarding through the Channel referral, assessment and holistic intervention processes aimed at those children and adults identified as being vulnerable and at risk of radicalisation.
- 5.2.1 The purpose of the Prevent duty is to ensure a broadly consistent and common approach across different sectors and areas of the UK at a time when the terrorist threat makes Prevent even more important. It clarifies the role each sector has:
- **Local Authorities** should be the key coordinators for much Prevent work, with an overall action plan, Prevent coordinator(s) and key role in Channel.
 - **Higher and Further education** are dealing directly with people in a key age range, need to understand the support available and how their premises can be abused to facilitate radicalisation.
 - **Schools** have become increasingly important because of the direction of the threat; and need to understand how and why radicalisation may happen (notably on-line) and what to do next. .
 - **The health sector** can be critical in dealing with drivers of radicalisation and supporting the Channel process; and in enabling Channel referrals.
 - **Prisons** are at very high risk of radicalisation, will have programmes to handle TACT prisoners and those who may be vulnerable to their activities.
 - **Police will support all aspects of Prevent;** but Prevent is not a ‘police programme’.
- 5.2.3 In Trafford we have established a strategic Prevent Forum which will develop a Prevent Action Plan for the borough to include how we operate Channel processes, raise awareness amongst our communities and train our workforce through a comprehensive online and face to face training package.
- 5.2.4 Accountability for the Prevent programme sits jointly with the Safer Trafford Board and the two Safeguarding Boards.
- 5.3 **Hate Crime:** In July 2015 we launched the ‘We Stand Together’ campaign for Trafford. We Stand Together is a national campaign to unite communities, celebrate our differences, reduce hate crime and build a safer and stronger United Kingdom.
- 5.3.1 The event, held at Hotel Football, saw over 100 stakeholders; including public services, voluntary and community organisations and interested residents attend. While Trafford is recognised as a safe, tolerant and diverse borough, with strong communities and local pride, everyone agreed it was important to join the We Stand Together campaign, celebrate our diverse, cohesive communities and encourage and demonstrate a sense of unity. Those attending looked at the current causes of hate crime and intolerance in their area and were asked what they knew about the steps being taken to deal with these. They also had the chance to put forward their ideas and make pledges on how issues could be tackled locally. These pledges have been used to inform a refresh of the Trafford Hate Crime Action Plan.
- 5.4 **Locality Working and community resilience:** Our locality working model is a way to work collaboratively and innovatively to make best use of the assets we have in our local area. This means bringing together everyone, from individual residents, businesses, community and faith groups, councillors, community leaders and public sector bodies, to work in partnership to share resources and enable new ideas to develop and deliver a clear outcome , making full use of the physical and human assets, financial resources and community spirit that thrives within our localities. It applies equally to crime prevention and community safety issues which were the subject of much discussion at our 4 Locality Working Stakeholder launch events held in June this year.
- 5.4.1 Emerging locality working projects include resident Home Watch Co-ordinators leading a Junior Neighbourhood Watch scheme with a primary school in Sale, a project which has received positive attention from the Police and Crime Commissioner, and residents in the

South locality expanding a 'Know Your Street' capable guardianship project using social media.

- 5.4.2 In addition the Partnership continues to support Crucial Crew, a multi-agency safety event aimed at Year 6 primary school children designed to provide children with life skills that will, in the future, help to keep themselves and others safe.
- 5.4.3 We are committed to scaling local place based initiatives which work and to taking partnership action in the areas of Trafford which are most affected by environmental crime, criminal damage, deliberate fires and Anti-Social Behaviour. By developing campaigns such as "Be Responsible" and "Be Bold" to encourage social responsibility amongst communities and make Trafford a cleaner, greener place to live and to keep individuals and their homes and vehicles safe.
- 5.4.4 As such we are planning to deliver a small grant initiative in each locality in the next few months to seed-fund innovative ideas residents may have about how to improve feelings of safety in their neighbourhoods or increase awareness about how people can better protect themselves and their property.
- 5.5 **Restorative Justice:** The Partnership are working with ROC Restore to deliver Community Restorative Meetings where they use trained community volunteers to bring victims and offenders together using restorative justice techniques to provide satisfactory resolution to minor crimes, anti-social behaviour and neighbourhood disputes.
- 5.6 **Complex individuals:** Safer Trafford was shortlisted for a national APSE Innovation and Demand Management award for its introduction of a dedicated Specialist Mental Health Practitioner from Greater Manchester West Mental Health NHS Foundation Trust to co-locate within the Safer Communities Team. The role of the Practitioner is to triage emerging risk cases; and to engage with individuals who are presenting demands on services, supporting the development of a multi-agency intervention plan. Although the pilot was originally devised as a key means of reducing demand on Police resources, it has demonstrated a much wider potential to reduce demand on other emergency services, and independent evaluation has demonstrated it has the potential to achieve demand reductions worth in excess of £150k per annum. The pilot has now been mainstream funded by the CCG and Trafford have been asked to develop a proposal for how it can be rolled out across GM.
- 5.6.1 Analysis by GMP earlier this year identified a cohort of repeat victims of crime (more than 3 incidents in a 12 month period) which placed a high demand on police resources. Safer Trafford have therefore commissioned a new pilot in conjunction with the Community Rehabilitation Company to work with the top 40 identified repeat victims of crime across the borough to reduce their vulnerability and the number of incidents of repeat victimisation. Early indications are that this pilot has the potential to make a big difference.
- 5.6.2 Trafford Child Sexual Exploitation Practice is fully embedded within Greater Manchester's Phoenix Project. The Phoenix risk measurement tool is integrated into practice and all children/young people at risk of CSE are risk assessed using this tool. All cases where there are CSE concerns are referred through MARAT and assessed by a social worker and a police officer experienced in child protection and CSE. All cases assessed as medium or high risk are open to children's social care. If a case assessed as medium or high was not open to social care the risk assessment would trigger referral to social care. All high and medium risk cases are transferred to the appropriate area team. For the small number of low risk cases not open to social care an early help package is put in place at the Sexual Exploitation and Missing (SEAM) panel.
- 5.6.3 In 2014-15 Safer Trafford commissioned CCF (Community Change Foundation) to deliver a set number of Intensive Resilience Model Mentoring hours with at risk young people referred by the SEAM panel. The CCF end of year report evidence that 11 young women received a service and there was an 89.52% engagement rate. 100% of those who engaged improved in one or more of the outcome domains. Managing mental health was the most successful outcome resulting in 100% success rate.

5.6.4 A review of provision for CSE across the risk spectrum identified the need to broaden the offer to young people at medium as well as high risk of sexual exploitation by providing counselling alongside mentoring services. The Safer Partnership has recently commissioned Pennine Care and 42nd Street to deliver the new services.

6 Challenges and Opportunities

6.1 The Safer Trafford Partnership has seen further reductions in Community Safety funding since peaking in 2008/9, with £210,000 being allocated by the Police and Crime Commissioner's office in 2014/2015 and £200,000 for 2015/16. This is likely to further reduce in 2016/17. There have also been reductions in staff and funding across all key partners.

6.2 However the PCC's Office has recently developed a new Commissioning Framework for GM which provides opportunities for the Partnership, and in collaboration with residents, to bid for funds for innovative projects which reduce demand, improve community resilience and transform services. Trafford has a good track record for attracting innovation funds, such as for the Mental Health project and currently has a bid in to deliver a different approach to how we deal with young people who go missing from home. In the new Crime Strategy the Safer Partnership pledges to collectively recognise emerging risks and maximise opportunities for further service integration and commissioning pilot projects and initiatives which seek to address them. A SWOT analysis has been introduced at each Board meeting, to which all partners contribute, to inform and support this process.

TRAFFORD COUNCIL

Report to: Scrutiny Committee
Date: 18 November 2015
Report for: Information
Report of: Democratic and Performance Services Manager

Report Title

Scrutiny Committee Work Programme 2015/16 – Updated.

Purpose

This report sets out the updated work programme for the 2015/16 municipal year.

Recommendations

That the updated work programme be noted.

Contact person for access to background papers and further information:

Name: Chris Gaffey, Democratic & Scrutiny Officer.

Phone: x2019

Scrutiny Committee Work Programme – 2015/16 - Updated

Date of Meeting	Topic
17 June, 2015.	<ul style="list-style-type: none"> • 2015/16 Scrutiny Committee Work Programme • JVC Update • Contract Procedure Rules (CPRs)
1 October, 2015.	<ul style="list-style-type: none"> • Education (Children) • Home to School Transport • Budget Scrutiny - Process for 2015/16 • ADP Report (Quarter 1)
18 November, 2015.	<ul style="list-style-type: none"> • Budget Presentation by the Leader • ADP Report (Quarter 2) • Ombudsman Report • Management of Impact of Reductions in Financial and ICT Support Services • Town Centres – Update • Community Asset Framework • Update on Community Safety Initiatives - (including Doorstep Crime, Domestic Abuse, Safer Trafford Partnership)
27 January, 2016.	<ul style="list-style-type: none"> • Cycling Review – Progress • Feedback from Executive on Budget Scrutiny Report • JVC Progress Update • Universal Credit Update • ADP Report (Quarter 3)
16 March, 2016.	<ul style="list-style-type: none"> • School Crossing Patrols • Provision of Leisure within Trafford

Possible additions to the programme:

- Library Closures.