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TRAFFORD COUNCIL

AGENDA PAPERS FOR EXECUTIVE MEETING

Date: Tuesday, 3 December 2013

Time: **5.00 pm**

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

PLEASE N.B. START TIME AND VENUE

AGENDA	PART I	Pages
1. ATTENDANCES		
To note attendances, including officers, and any apologies for absence.		
2. 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.		
3. MINUTES		1 - 4
To receive and, if so determined, to approve as a correct record the Minutes of the meeting held on 28 th October 2013.		
4. MATTERS FROM COUNCIL OR OVERVIEW AND SCRUTINY COMMITTEES (IF ANY)		
To consider any matters referred by the Council or by the Overview and Scrutiny Committees.		
(a) Review Of Scrutiny Topic Group C: Dignity in Hospital Care		5 - 20
(Pages 5 - 20)		
To consider a report of Councillor Mrs. P. Young, Topic Group Chairman.		
[Note: Councillor Mrs. Young will be in attendance to introduce the report.]		

- (b) **Scrutiny Topic Group - Review of Environmental Enforcement** To Follow
To receive feedback from the Scrutiny Topic Group on Environmental Enforcement Budget Proposals 2013/14. (Item 5 below refers.)
5. **ENVIRONMENTAL ENFORCEMENT SERVICE - IMPLEMENTATION OF BUDGET PROPOSAL 2013/14 BUDGET** 21 - 40
To consider a report of the Executive Member for Highways and Environment.
6. **TRAFFORD LOCAL PLAN: LAND ALLOCATIONS - CONSULTATION DRAFT** 41 - 50
To consider a report of the Executive Member for Economic Growth and Prosperity.

[PLEASE NOTE: Owing to the extent of the appendices and background papers connected to this report, they are subject to limited hard copy circulation. All papers are being made available on the Council's website; and hard copies are available for Members, on request if required, from the Strategic Planning team, x 4475.]
7. **PROPOSED CHANGES TO STAFF TERMS AND CONDITIONS** To Follow
To consider a report of the Executive Member for Finance.
8. **CAPITAL INVESTMENT PROGRAMME AND PRUDENTIAL INDICATORS 2014-17** To Follow
To consider a report of the Executive Member for Finance and Director of Finance.
9. **TREASURY MANAGEMENT 2013-14 MID-YEAR PERFORMANCE REPORT** 51 - 60
To consider a report of the Executive Member for Finance and Director of Finance.
10. **ANNUAL DELIVERY PLAN 2013/14 SECOND QUARTER PERFORMANCE REPORT** 61 - 82
To consider a report of the Executive Member for Transformation and Resources and Corporate Director, Transformation and Resources.
11. **TRAFFORD DEMENTIA KITEMARK** To Follow
To consider a report of the Executive Member for Adult Social Services.
12. **TRAFFORD ASSIST - SIX MONTH UPDATE** To Follow
To consider a report of the Executive Member for Community Health and Wellbeing.

13. DECISIONS MADE BY THE GREATER MANCHESTER COMBINED AUTHORITY AND AGMA EXECUTIVE BOARD

- | | |
|--|---------|
| (a) Greater Manchester Combined Authority 25/10/13 | 83 - 88 |
| (b) AGMA Executive Board 25/10/13 | 89 - 90 |

14. URGENT BUSINESS (IF ANY)

Any other item or items which by reason of:-

- (a) Regulation 11 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, the Chairman of the meeting, with the agreement of the relevant Overview and Scrutiny Committee Chairman, is of the opinion should be considered at this meeting as a matter of urgency as it relates to a key decision; or
- (b) 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.

15. EXCLUSION RESOLUTION

Motion (Which may be amended as Members think fit):

That the public be excluded from this meeting during consideration of the remaining items on the agenda, because of the likelihood of disclosure of "exempt information" which falls within one or more descriptive category or categories of the Local Government Act 1972, Schedule 12A, as amended by The Local Government (Access to Information) (Variation) Order 2006, and specified on the agenda item or report relating to each such item respectively.

THERESA GRANT
Chief Executive

COUNCILLOR MATTHEW COLLEDGE
Leader of the Council

Membership of the Committee

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

Further Information

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

Jo Maloney, 0161 912 4298
Email: joseph.maloney@trafford.gov.uk

This agenda was issued on **Thursday 21st November 2013** by the Legal and Democratic Services Section, Trafford Council, Trafford Town Hall, Talbot Road, Stretford M32 0TH.

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Agenda Item 3

EXECUTIVE

28 OCTOBER 2013

PRESENT

Executive Member for Finance (Councillor S. Anstee) (in the Chair),
Executive Member for Community Health and Wellbeing (Councillor Dr. K. Barclay),
Executive Member for Supporting Children and Families (Councillor Miss L. Blackburn),
Executive Member for Education (Councillor M. Cornes),
Executive Member for Safe and Strong Communities (Councillor J. Coupe),
Executive Member for Economic Growth and Prosperity (Councillor M. Hyman),
Executive Member for Highways and Environment (Councillor A. Mitchell),
Executive Member for Transformation and Resources (Councillor A. Williams).
Executive Member for Adult Social Services (Councillor M. Young).

Also present: Councillors Adshead, Bowker, Brotherton, Chilton, Cordingley, Fishwick, Lloyd, Procter, Ross, Sharp, Shaw and A. Western.

In attendance:

Corporate Director, Economic Growth and Prosperity (Mrs. H. Jones),
Corporate Director, Transformation and Resources (Mrs. W. Marston),
Corporate Director, Environment, Transport & Operations (Mr. P. Molyneux),
Director of Finance (Mr. I. Duncan),
Director of Legal & Democratic Services (Ms. J. Le Fevre),
Deputy Corporate Director, Children Families and Wellbeing (Ms. L. Harper),
Director of service Development – Children, Family and Education (Mr. J. Pearce),
Senior Democratic Services Officer (Mr. J.M.J. Maloney).

APOLOGIES

Apologies for absence were received from Councillor M. Colledge

53. MINUTES

RESOLVED: That the Minutes of the Meeting held on 23rd September, 2013, be approved as a correct record.

54. DECLARATIONS OF INTEREST

No declarations were made by Members of the Executive.

55. MATTERS FROM COUNCIL OR OVERVIEW AND SCRUTINY COMMITTEES (IF ANY)

(a) Joint Health Scrutiny Committee: "A New Health Deal for Trafford"

Executive

Councillor Lloyd, as Chairman of the Health Scrutiny Committee, briefed the Executive on the proceedings of the recent Joint Health Scrutiny Committee (Manchester and Trafford), and the ongoing monitoring of the situation which would be undertaken by Scrutiny.

RESOLVED: That the content of the oral update be noted.

56. PROPOSAL FOR A STRATEGIC PARTNERSHIP AGREEMENT FOR INTEGRATED DELIVERY OF HEALTH AND SOCIAL CARE BETWEEN TRAFFORD COUNCIL AND PENNINE CARE NHS FOUNDATION TRUST

The Executive Members for Supporting Children and Families, Adult Social Services and Community Health and Wellbeing submitted a joint report seeking the Executive's approval for a proposal to enter into a Strategic Partnership Agreement for the Integrated Delivery of Health and Social Care between Trafford Council and Pennine Care Foundation Trust.

RESOLVED: That approval be given to enter into a Strategic Partnership Agreement for the integrated delivery of Health and Social Care services with Pennine Care NHS Trust for the period up to 31st March 2016 on terms to be agreed by the Director of Legal and Democratic Services in consultation with the Corporate Director, Children, Families and Well-being.

57. PROPOSAL FOR A STRATEGIC PARTNERSHIP AGREEMENT FOR INTEGRATED COMMISSIONING OF CHILDREN'S HEALTH AND SOCIAL CARE SERVICES BETWEEN TRAFFORD COUNCIL AND TRAFFORD CLINICAL COMMISSIONING GROUP

The Executive Members for Supporting Children and Families and Community Health and Wellbeing submitted a joint report seeking the Executive's agreement to a proposed Strategic Partnership Agreement for Integrated Commissioning of Children's Health and Social Care Services between Trafford Council and Trafford Clinical Commissioning Group (CCG).

RESOLVED: That approval be given to enter into a Strategic Partnership Agreement for the integrated commissioning of Children's Services with Trafford CCG for the period up to 31st March 2016 on terms to be agreed by the Director of Legal and Democratic Services in consultation with the Corporate Director, Children, Families and Well-being.

58. REVENUE BUDGET MONITORING 2013/14 - PERIOD 5 (APRIL - AUGUST 2013)

The Executive Member for Finance and Director of Finance submitted a report setting out the outcomes of ongoing monitoring of the Council's 2013/14 revenue budget.

Executive (28.10.13)

RESOLVED: That the latest forecast and planned actions be noted and agreed.

59. DECISIONS MADE BY THE GREATER MANCHESTER COMBINED AUTHORITY AND AGMA EXECUTIVE BOARD 27/9/13 - FOR INFORMATION

The Executive received for information details of decisions made by the Greater Manchester Combined Authority and the AGMA Executive Board at their meetings held on 27th September 2013.

RESOLVED: That the content of the decision summaries be noted.

The meeting commenced at 6.30 pm and finished at 6.45 pm

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TRAFFORD COUNCIL

Report to: Executive
Date: 3 December 2013
Report of: Councillor P Young ,
Chairman of Scrutiny Topic Group C

Report Title

Review of Scrutiny Topic Group C: Dignity in Hospital Care

Summary

The above review was selected by Scrutiny Members to be undertaken during the 2012/13 and 2013/14 municipal years.

The following report outlines the Topic Group's findings and recommendations.

Recommendations

- 1. That the Executive note and consider the recommendations set out in the report;**
- 2. That the Executive Member for Community Health and Well-being coordinate a response to be considered by the Health Scrutiny Committee.**

Contact person for access to background papers and further information:

Name: Peter Forrester
Extension: 1815

Background Papers:

None

Dignity in Hospital Care

Report of Health Scrutiny Topic Group C

November 2013

Scrutiny Review of Dignity in Hospital Care

Executive Summary

The purpose of this report is to present the findings of Topic Group C from a scrutiny review into dignity practices at NHS hospitals. The focus of our review was on the services provided at Trafford General, Salford Royal and Wythenshawe Hospitals.

Overall we found evidence of good practice and many examples of how Trusts ensure the dignity of patients whilst in hospital care. All the Hospitals we visited demonstrated high levels of commitment to provide an environment that respects and delivers good quality care.

We were assured that there are a variety of measures in place to ensure that these objectives are being met. Staff check wards on a frequent basis to see how patients are and has formal systems in place to monitor performance – for example, the use of performance dashboards and the display of performance information. Schemes such as Ward Accreditation support the culture of improvement and care. All the Trusts take complaints and feedback seriously. They have clear procedures and take action to learn from feedback.

There are a number of good examples of patient centred provision. For example, the “This is me” handbook and the “What matters most to me” initiatives. There are good standards of food provision and schemes to ensure that hospitals meet the specific needs of patients.

There are different approaches to discharge. Some use lounges whilst others provide support on wards. There are procedures to ensure that people are not discharged late in the evening and that they are given appropriate clothing. We were told of examples of how hospitals had dealt with cases where these standards had not been met. Procedures are kept under review so that they remain fit for purpose.

However, we did identify worrying areas for concern in practice. We carried out a survey of care homes and received a small number of letters from the public about care in the hospitals. We also visited two care homes to talk to managers about issues they had raised. Many did refer to excellent standards of care but also highlighted a number of areas for improvement. These include

- Problems with discharge procedures
- Weaknesses in communication with carers which has resulted in key information not being passed onto the hospital or recorded incorrectly. For example, information sent to hospitals with patients not following patients through the hospital system.
- Weight Loss and examples of vulnerable patients not being assisted sufficiently with feeding.
- Decrease in mobility in residents discharged from hospital.
- Residents returning home with hospital gowns on and/or not in appropriate attire. There are a small number of examples of residents coming back without dentures or glasses.
- Residents returning home without any medication or not sent in a timely manner.

The Trusts have systems to deal with performance and complaints and so we are assured that problems can be put right. However, each Trust needs to be vigilant in identifying problems and taking appropriate action. We were pleased to find that the Trusts are committed to taking action to continue to improve services for patients and their families.

Recommendations

Our recommendations are as follows:

1. That the Trusts ensure that they are taking all steps to deliver high quality care for elderly patients and review and amend their practice by
 - Ensuring that they are implementing recommendations 236 to 243 of the Francis report (see appendix 2)
 - Continuing to review policies and procedures in light of feedback from patients and carers.
 - Sharing and Identifying best practice to improve services for elderly and vulnerable patients.
 - Regularly checking that staff are implementing discharge procedures.
2. That Commissioners carry out an annual survey of Residential and Nursing Home managers to track progress in the delivery of high quality care for elderly patients.
3. That Commissioners consider establishing a meeting of Residential and Nursing Home managers with the Hospital Discharge Managers to discuss any issues raised by this survey exercise.
4. That the Care Quality Commission and the local Healthwatch are made aware of the report and recommendations.
5. That the Health Scrutiny Committee conducts a follow up review in 18 months' time.

I would like to thank my colleagues on the Topic Group for their work, insight and contribution. The Topic Group comprised of Councillors Brophy, Harding, Lamb, Proctor and Sophie Taylor. All members played a full and active role in this review and contributed fully to its findings.

I would like to make particular reference to the leadership and work carried out by Councillor Dylan Butt. I became Chairman of the Group midway through the review and am exceedingly grateful for the excellent work done by Councillor Butt, who prior to him being elected as Mayor of Trafford Council, developed and shaped the review.

I would also like to thank the managers and staff at hospitals and care homes for their open, honest dialogue with myself and the Topic Group members.

Councillor Patricia Young
Chairman Topic Group C
November 2013

1. Background

This review was included in the Health Scrutiny Committee's work programme at an event in October 2012. The purpose of the review was to explore how elderly residents were looked after whilst in the care of NHS hospitals.

Using the recent report from the Parliamentary and Health Service Ombudsman (PHSO) *'Care and Compassion?: A Report of the Health Service Ombudsman on ten investigations into NHS care of older people'* the Topic Group identified a series of key themes in which to frame their investigations. These were:

- Hospital Acquired Infection;
- Nutrition and Hydration;
- Discharges;
- Pain relief;
- Good nursing practices.

In addition to the use of the PHSO's comprehensive report, Members were also aware that the review would also touch upon the key themes arising from the Francis Review into the Mid Staffordshire NHS Trust. The failings at this Trust have been well documented and Members of the Topic Group were keen to undertake the review in the spirit of the recommendations made by Sir Robert Francis; specifically, in relation to ensuring good patient care and safety.

'The events at Stafford Hospital were a betrayal of the worst kind. A betrayal of the patients, of the families, and of the vast majority of NHS staff who do everything in their power to give their patients the high quality, compassionate care they deserve.'

Rt. Hon. Jeremy Hunt MP, Secretary of State for Health

Being admitted to hospital can be a distressing time for patients as well as their families and carers. It is often an unfamiliar environment which may lack the comforts which we are all used to and value highly. This may include eating and sleeping at a time to suit or even preparing refreshments in a particular way. Therefore, it is essential that patients are treated with respect and dignity in order to enable them to retain as much independence as possible whilst receiving care.

'We should never allow the needs of an institution take over the needs of an individual's care.'

Rt. Hon. Jeremy Hunt MP, Secretary of State for Health

Since the appalling treatment of patients at Mid Staffordshire NHS Trust, ensuring patient dignity and safety as well as promoting a positive patient experience has been a key issue for the Department of Health. It is with this in mind that the Topic Group wished to explore the issue of dignity with NHS Trusts and examine patient experience in more detail.

2. Scope of the Review

As Trafford residents are able to receive care at a number of sites across the country, the Topic Group agreed to focus their efforts on three hospital sites which are used by Trafford residents:

- Trafford General Hospital (Part of Central Manchester University Hospitals Foundation Trust);
- University Hospital of South Manchester Foundation Trust;
- Salford Royal Foundation Trust.

Members were keen to see, at first hand, how these hospitals delivered patient care. In order to do this, site visits were scheduled to all three hospitals between April and July 2013. Facilitated by Chief Nurses, their deputies and appropriate staff, Members witnessed the delivery of care and questioned NHS staff and patients on the approach to upholding the dignity of patients and their experiences respectively.

Lastly, in order to obtain the views of the public in relation to care they or their loved ones had received at these hospitals, a press release was circulated via the Councils communications team and key partners to stimulate a public response. Additionally, letters and a questionnaire were dispatched to care home managers requesting information relating to the care of elderly residents in hospital.

The Topic Group also discussed emerging findings with Senior Nursing representatives of the three Trusts and visited two nursing homes to get a better understanding of the issues raised.

By combining the information gathered as well as undertaking background research, this report documents the Topic Group's findings.

3. Engagement with Local Trusts

University Hospital of South Manchester Foundation Trust

Members were assured that staff, especially nursing staff, had the confidence to report issues of concern and that Senior Management undertook walkabouts to see for themselves the standard of care delivered. Members welcomed the clear processes for escalating nursing related issues and that system included, where necessary, the Chief Nurse.

The Topic Group welcome the use of intentional hourly/two hourly visits to all patients, known at the Trust as 'Care and Communication Rounds'. These rounds enable nursing staff to monitor the '4P's' of pain, position, patient needs and possessions. Members felt that this was a good example of a uniform approach to ensuring all patients are attended to on a regular basis.

'It's about looking at the situation from a patient's eyes – sometimes we have our nurse's eyes on'.

The Trust uses the safety thermometer to document their performance figures in relation to patient harms and harm-free care. This is a Government scheme to ensure

patient safety and Members noted that the safety thermometer is a reasonable method to establish the care of the elderly given that the performance indicators relate to areas which impact on the elderly the most.

The standards of nutrition and hydration are good. Food surveys have been undertaken with patients and the outcome of these has led to changes in the way in which menus are designed to meet the needs of patients. For example, there is less of an emphasis on two large meals at lunch and dinner and a higher emphasis placed on the provision of snacks and light refreshments. Members felt it was of a good standard with a good level of choice for different palates and cultural needs.

Members also saw the 'red tray' system in which patients who need their food intake monitoring are delivered their meals on a red tray to ensure that nursing staff can monitor food intake.

Members also explored the level of flexibility associated with the catering operation and found that this was also good. The menus are changed every two weeks to ensure variation. Patients on the maternity wards have a more flexible system and patients with cystic fibrosis have a specialised chef due to the unique needs their diet commands. However, they found that whilst snack boxes were available 24/7 they could only be ordered between the hours of 7.45am – 7.30pm.

The Trust is keen to ensure that arrangements are in place to enhance services and that complaints are dealt with in a timely and effective manner. A dedicated Matron with responsibility for patient experience is in place to oversee this. There are a variety of ways in which patients can complain such as via dedicated leaflets or through the website. Bedside Booklets are to be updated shortly which feature ways in which to complain. There are systems in place to ensure that each complaint is dealt with appropriately. Members were impressed that, in the Trust's words, one 'horror story' is being used to educate staff via DVD. It was also reported to the Topic Group that patient experience is considered by the Trust Board on a quarterly basis.

Members enquired what the most common complaints were and were told that this related to communication and the use of clinical jargon. The Trust is attempting to resolve this through communications training for staff who correspond with patients. Clinical incidents are also a feature of their most popular complaints and Members were advised that there had been 24 Serious Untoward Incidents (SUI's) in the last 12 months. Members were assured that there was a Trust-wide approach to dealing with SUI's and overseeing the changes to clinical practices, where appropriate.

Members visited the discharge lounge to see how the process of releasing patients back home and to other residential settings was being managed. Generally, this is effective. There is an integrated team who deal with the discharge process across Manchester and Trafford. A clothes bank exists for patients to access if they have required urgent care and their clothes are damaged as part of their treatment.

However, the Topic Group found areas for improvement. It was noted that not all patients are discharged through the lounge and that there can be delays. Whilst observing the lounge in operation at around 1pm in the afternoon, Members heard that one elderly lady had been waiting for transport home since 8am.

USHM have indicated that they are aware of issues with discharges and are taking corrective action. Members were advised that UHSM are monitoring the performance of the new patient transport provider. A copy of the discharge policy was made

available to Members, as was the Trust's Discharge Lounge Guidance. The Trust have stated that all new policies are sent to all ward managers who are responsible for disseminating the information and implementing the policies.

Trafford General Hospital

The Topic Group were pleased with the overall standards of care at Trafford General Hospital. Members note the recent CQC inspection in which Trafford General met all 7 standards reviewed. In particular, the inspectors has praise for the way in which the patients they spoke with 'felt they were treated with respect and dignity and were involved in making decisions about their care, treatment and support during their stay in hospital'.

The ward accreditation process promotes a culture of continuous improvement, environment of care, communication about and with patients. Good nursing processes must be evident before wards are given a white, bronze, silver and gold award.

The Trust uses an in-patient quality dashboard in which a series of performance indicators monitor issues such as the achievement of a clean environment; ensuring pain is managed effectively. This demonstrates that monitoring quality is of importance to the Trust. It also highlights that mechanisms are in place to provide a snapshot of patient experience and that this information is used to make improvements to patient experience.

The Trust has developed shared care plans and a 'This is Me Handbook' in which individual needs and preferences of patients are noted and used to enable patients to retain as much independence as possible. Members also saw the 'forget me not system' in which the picture of the flower is placed next to patients with dementia. The cards contain key information about the person's tastes and preferences so that hospital staff can help them feel as at home as possible during their time on the Ward.

To assist patients with dementia, the Trust is in the process of installing memory pods and producing distraction boxes which have a 1950's/60's themed environment which is used to provide comforting surroundings to patients. One of the wards is undertaking a dementia pilot to improve and enhance the ward environment for patients with cognitive impairment. Patients and carers have been involved during the planning stages.

Catering Services at the Hospital are good. Members observed the lunchtime service and sampled the food which was to be served to patients. Meals are prepared on site and there is flexibility in meeting the patients dietary requirements. It was noted that there is a good deal of choice, food was piping hot and that the portions were plentiful. The Trust has received excellent feedback on the food it serves to patients and the results of a dining audit are soon to be announced. The Red Tray system (for patients who struggle to eat independently or need to eat required calories) is also in operation.

Topic Group Members were assured that patient experience is a priority for the hospital. The complaints process is effective and staff have an excellent grasp of the requirements of the system. There is awareness that at different stages of a person's life they are more likely to complain themselves or have someone complain on their behalf.

'If someone raises a concern in hospital, when they are in a most vulnerable state, it must be serious'.

The Topic Group also heard that there is a clear system of complaint escalation on the ward and complaints are dealt with as close to the source as possible. It was also raised that the Trust has an expectation that any learning arising from the resolution of a complaint is undertaken within the clinical divisions. Members also received a case study in relation to an incident of day case surgery which did not go as planned. Members were advised that there were clear learning points arising from the incident and demonstrated the value which the Trust puts on experiential learning.

Discharges are managed effectively and Members discussed the arrangements at the Hospital with patients and staff. There is no waiting area or discharge lounge, patients stay on the wards until they are discharged. Members were advised that discharge is a complex process which involves communication and coordination between relatives, carers and a range of clinical and allied health professionals. Members were assured that there existed a clear awareness that discharges late at night were not appropriate. The discharge policy is clear on this and states that that 'unless there is a wish to do so by the patient it is not advised to discharge patients back into the community after 8pm'. Members were assured that the hospital recognised the need for patients to be transported in comfortable clothing and where appropriate this should include day clothing with appropriate footwear.

At the time of the visit, the Trust was in the process of revisiting its hospital discharge processes as part of a piece of work called 'Evidence Based Design' and are working closely with a number of different stakeholders such as social care and other agencies.

It was noted that family engagement in the discharge process can be low and that this can have a negative impact on the overall timeliness of the discharge process. A hand held patient discharge booklet is being developed which aims to improve patient and carer involvement in the discharge process from the point of admission.

Salford Royal Hospital

The Topic Group found a number of good examples of good practice at the Trust and was assured about the quality of care given to patients. Systems are in place to ensure that standards are met. The Trust operates the Nursing Assessment and Accreditation System (NAAS) which measures the quality of nursing care delivered by ward teams. This performance assessment framework is based on the Trust's Safe, Clean, Personal approach to service delivery and combines Key Performance Indicators and Essence of Care standards.

Each ward is assigned a red/amber/green rating and three consecutive green assessments over a 24-month period enables a ward to be considered for Safe, Clean and Personal (SCAPE) status. This category enables the ward sister to be promoted to ward matron and for the ward to operate with a higher level of autonomy. A ward with consecutive red ratings will have targeted support and subsequent failure to improve will result in a review of the ward's leadership.

Members were advised that intentional hourly rounding is in place with records kept to demonstrate that the needs of patients have been met by nursing staff.

Open visiting times are in operation at the Trust, with relatives and carers able to visit patients at any reasonable times of the day except meal times as these are protected. However, if patients struggle to eat independently, family and friends can visit during mealtimes to assist.

Members were also advised that there are 'What matters most to me' signs above patient's beds which document the one 'thing' which is really important to the patient. This is used by staff, including consultants, on ward rounds to identify if patients needs are being met.

Ward performance information is clearly displayed in all wards in a simple and easy to understand format for staff, patients and visitors. This information includes staffing levels, both required and actual, as well as how many days the ward has been free from hospital acquired infection, falls and pressure sores. Members were very impressed by the performance levels they witnessed as well as the effort on the Trust's part to be open and transparent.

Members were also advised of a 'what matters to you clinic'. The example given by the Trust related to a patient with Crohn's disease who wanted to be symptom-free for a year and negotiated the management of her illness, with consultants, with the use of steroids.

In order to enhance the environment for dementia patients, 'memory pods' are being erected in the hospital in order to create safe and familiar areas. Work is being undertaken to explore whether wards could be opened up to allow dementia patients to wander in a safe environment.

Members were very impressed with the Trust's intention to move towards an a la carte menu for all patients, and were piloting the approach at the time of the visit. The approach would enable patients to choose what food they wanted from a lengthy menu of options at a time to suit them. Orders are telephoned though and food is served hot, on custom-made serving plates, within 45 minutes. Vulnerable patients are supported well and work is underway to offer a finger buffet to patients with dementia. The Trust also advised Members that food is available 24/7 for patients that need it.

Complaints arrangements are good. There are posters and leaflets on all wards promoting the service as well as posters above patient's beds for friends/family to call the HELP phone (Hospital Empowerment of Loved Ones) and patients (A telephone number with a direct line to senior manager on site) if they are worried about the care of their loved one. The Trust are forensic when it comes to investigating complaints and take them very seriously, inviting patients and their relatives to meetings in order to discuss complaints and highlight what the outcome of their complaint has had on the wider organisation. The Trust receives roughly 300 complaints per year and they relate to staff attitude, nursing care and medical treatment. The Board receive six monthly reports on complaints which allows for the identification of trends.

The Patients Association were working with the Trust on a project which examines their approach to addressing complaints. The most common complaints are communication, clinical care/diagnosis and cancelled operations.

Members visited the discharge lounge and were advised that a long stay would be in the region of 3 hours and that an average stay would be 1.5 hours. The Trust

highlighted that the lounge is still a clinical area with medicines being delivered there as well as some clinical procedures being undertaken. To enhance the discharge process, the Trust had commissioned a private ambulance, had their own vehicle and a contract with a local taxi firm.

The Trust provided Members with their discharge policy and procedure. The clear message from the policy is that the planning of discharge starts as soon as is possible 'discharge must be planned for at the earliest opportunity between the primary care providers, the hospital and social care providers, ensuring that patients and their carers understand and are able to contribute to care planning decisions as appropriate'. It is also noted that within all inpatient areas an estimated discharge date will be agreed by the admitting consultant team within the first 48 hours of admission or sooner for shorter stay patients'.

Members were assured that this was a concerted effort on the Trust's part to recognise that hospital stays should be as short as possible and that a discharge was only required when the patient is medically fit to do so.

At the time of the visit, the Trust was trialling a calling card for discharged patients which featured the name and contact number of the Ward Sister and patients who had any questions/difficulties within 2 days of discharge could call for assistance. The card also featured the contact details of Age UK.

4. Patient Experiences

In addition to visiting the Trust sites and talking to senior staff, the Topic Group also wished to get information about patient experiences and these are set out below. It is clear from the limited feedback obtained, that despite the often good procedures in place at local Hospitals, problems still occur. These problems result in a great deal of stress for elderly and sick people and their carers.

The Topic Group issued a press release about the review and asked for feedback from recipients of services or their carers. The Council's Market Management and Safeguarding Team also carried out a survey of all Residential and Nursing Homes in Trafford to gather information about the overall experience of resident's hospital in-patient care and discharges. 10 responses from 34 care homes were received. We also met with senior managers at two Care Homes to allow them to expand on comments they sent through.

The scale of responses was quite low are not statistically valid. In addition, whilst reference was made to all the hospitals, most of the examples given related to Wythenshawe and Trafford General Hospital as these are the main providers for Trafford residents and so cannot provide a full picture. However, we feel that the examples are relevant to all providers and suggest that they should regularly check that their procedures are implemented fully and that patients get the care that they are entitled to.

A small number of local people shared their experiences with us. Some referred to "excellent" standards of care whilst others referred to problems where they felt care had fallen below the level expected. A summary of the main issues that they raised are set out below:

- Long waits in discharge lounges.

- Patients being discharged in pyjamas or dressing gowns in the middle of Winter or in the evening.
- Weaknesses in liaison with carers which resulted in key information not being passed onto the hospital or recorded incorrectly.
- Examples of poor care which patients or carers felt led to infections, non-recording of accidents and food being left out of reach. Other examples included lack of responsiveness to requests or loss of property.

Some of these issues were also highlighted by visits to care homes and in the survey. There were a number of positive experiences reported including the majority of clinical care and a broadly caring approach.

However, a number of areas for improvement were raised and are summarised below.

- **Communication** - Communication between hospital staff teams and the homes that completed the questionnaire were highlighted as needing improvement. Care Home Managers complain that when residents go into hospital they are accompanied with comprehensive and detailed information. However, this information sometimes doesn't get transferred from A&E to the wards or from ward to ward, resulting in numerous telephone calls to the homes requesting information.
- **Weight Loss** - Out of approximately 170 hospital admissions referred to in the survey responses, at least 43 (one in four) of these residents have reportedly experienced significant weight loss. There were some examples of vulnerable patients not being assisted sufficiently with feeding.
- **Function and Ability** - Some providers noted that there is a general decrease in mobility in residents discharged from hospital. One home has had several complaints from families that residents have not been out of bed whilst in hospital and that many residents had been catheterised. One said that almost every resident's mobility was significantly worse after a stay in hospital.
- **Discharges** – examples of concerns about discharge including problems because equipment has not been provided, evening discharges, especially from A and E services, transportation and communication problems with families and clothing.
- **Possessions** - Generally residents returned home with their own belongings. Some homes noted that residents come back with hospital gowns on and/or not in appropriate attire. There are a small number of examples of residents coming back without dentures or glasses.
- **Medication** - The survey highlighted cases where residents returned home without any medication or where it is not sent in a timely manner. One home reported that they had to phone the hospital to confirm medication times and doses because they had not received detailed information.

Nine of the ten homes took some form of action as a result of issues arising from the residents stay in hospital. These ranged from making safeguarding referrals, submitting incident forms or complaints to the hospitals.

Appendix 1 - Evidence Gathered

Document Review

The Topic Group reviewed a number of documents as part of the review including national best practice, the Francis report, inspection reports and documents provided by the Trusts.

Visit to Wythenshawe Hospital – April 2013

The Topic Group met with a number of senior staff including the Chief Nurse, Matron for Patient Experience and the Heads of Nursing for Scheduled Care, Unscheduled Care and Infection Control and Prevention for an initial briefing on the Trust's approach to ensuring dignity, patient safety and a approach to handling complaints. Members also visited two wards at Wythenshawe Hospital, including Urology, and spoke directly with patients and staff.

Visit to Trafford General Hospital – May 2013

The Topic Group met with the Head of Nursing, Associate Director for Surgery and Access, Lead Nurse for Quality, Directorate Manager Medicine, Complaints/PALS Manager and the Clinical Head of Division for briefings on the Trust's approach to ensuring dignity, patient safety and handling complaints. Following this, Members visited wards and spoke directly with patients and staff.

Visit to Salford Royal – July 2013

The Topic Group met with the Executive Nurse, Divisional Director of Nursing, Assistant Director of Patient Safety, Lead Nurse, NAAS and the Assistant Director of Nursing for an initial briefing. Following this, Members visited wards and spoke directly with patients and staff.

Response from the Public – Summer 2013

The Topic Group received eleven responses to the press release from people who have had care at the hospitals or relatives of patients.

Joint Meeting with Representatives of the Trusts – September 2013

The Topic Group met senior representatives of the Trusts to discuss the initial findings in a joint meeting.

Visits to Care Homes – September 2013

Discussions were held with Managers at two care homes in Trafford.

Questionnaire of Residential or Nursing Homes

Survey of 34 homes in Trafford Borough in October 2013. 10 responses were received.

Appendix 2

Caring for the elderly – Recommendations 236 to 243 from the Francis Report

Approaches applicable to all patients but requiring special attention for the elderly

236 Identification of who is responsible for the patient

Hospitals should review whether to reinstate the practice of identifying a senior clinician who is in charge of a patient's case, so that patients and their supporters are clear who is in overall charge of a patient's care.

237 Teamwork

There needs to be effective teamwork between all the different disciplines and services that together provide the collective care often required by an elderly patient; the contribution of cleaners, maintenance staff, and catering staff also needs to be recognised and valued.

238 Communication with and about patients

Regular interaction and engagement between nurses and patients and those close to them should be systematised through regular ward rounds:

- All staff need to be enabled to interact constructively, in a helpful and friendly fashion, with patients and visitors.
- Where possible, wards should have areas where more mobile patients and their visitors can meet in relative privacy and comfort without disturbing other patients.
- The NHS should develop a greater willingness to communicate by email with relatives.
- The currently common practice of summary discharge letters followed up some time later with more substantive ones should be reconsidered.
- Information about an older patient's condition, progress and care and discharge plans should be available and shared with that patient and, where appropriate, those close to them, who must be included in the therapeutic partnership to which all patients are entitled.

239 Continuing responsibility for care

The care offered by a hospital should not end merely because the patient has surrendered a bed – it should never be acceptable for patients to be discharged in the middle of the night, still less so at any time without absolute assurance that a patient in need of care will receive it on arrival at the planned destination. Discharge areas in hospital need to be properly staffed and provide continued care to the patient.

240 Hygiene

All staff and visitors need to be reminded to comply with hygiene requirements. Any member of staff, however junior, should be encouraged to remind anyone, however senior, of these.

241 Provision of food and drink

The arrangements and best practice for providing food and drink to elderly patients require constant review, monitoring and implementation.

242 Medicines administration

In the absence of automatic checking and prompting, the process of the administration of medication needs to be overseen by the nurse in charge of the ward, or his/her nominated delegate. A frequent check needs to be done to ensure that all patients have received what they have been prescribed and what they need. This is particularly the case when patients are moved from one ward to another, or they are returned to the ward after treatment.

243 Recording of routine observations

The recording of routine observations on the ward should, where possible, be done automatically as they are taken, with results being immediately accessible to all staff electronically in a form enabling progress to be monitored and interpreted. If this cannot be done, there needs to be a system whereby ward leaders and named nurses are responsible for ensuring that the observations are carried out and recorded.

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TRAFFORD COUNCIL

Report to: Executive
Date: 3rd December 2013
Report for: Decision
Report of: Executive Member for Highways and Environment

Report Title

**Environmental Enforcement Service – Implementation of budget proposal
2013-14 Budget**

Summary

A report was approved by Executive on 24th June 2013, recommending the disestablishment of the Environmental Enforcement Team. The role and function of the Team was considered as part of the Council's on-going budget review process and it was determined in the context of that process that this service was too costly to deliver if it was not capable of being self-funding.

That decision was subjected to call in and was considered by a Scrutiny Topic Group. Following extensive engagement with Scrutiny Members the proposals have been amended as a result of their comments and now include provision for the retention of an additional 1 FTE post to work alongside the retained manager to assist and support during the transition period.

The new approach will ultimately see up to 100 frontline staff and partners being the eyes and ears of the Council, empowered to challenge anti-social behaviour that is harmful to the environment. Additionally, CCTV cameras will be used to gather intelligence to inform the new approach to change the behaviour of Trafford residents. Education and publicity, combined with the involvement of Trafford's Locality Partnerships, will be key elements in promoting wider environmental awareness and responsibility. A number of staff are to be trained to issue FPN's; these will be issued where challenge and education fails to bring about a change in behaviour.

This report seeks the approval of the Executive to proceed with the implementation of the proposals so that some budget savings can be delivered as planned in 2013-14; as a result of this further review not all of the planned savings are now achievable .

Recommendation(s)

That the Executive approve the proposals in relation to the Environmental Enforcement Service as set out in the report subject to the there being no significant issues arising out of the further formal consultation detailed in Para. 5.13 of the report. In particular the Executive agrees to:

- **the disestablishment of the Environmental Enforcement Team;**
- **the retention of two posts for a period of 12 months to manage the transition to the proposed new way of working;**
- **a further review of the service after 12 months;**
- **the proposals for partnership working and community engagement as set out in the report and as will be further defined in the proposed Environmental Strategy.**

Contact person for access to background papers and further information:

Name: Iain Veitch

Extension: 4174

Background Papers: None

Relationship to Policy Framework/Corporate Priorities	Low Council Tax and Value For Money
Financial	The amendment to the original proposals following Scrutiny call in will reduce the final delivery of the agreed budget savings, and savings for 2013/14 have not been realised due to the delays in agreeing a way forward.
Legal Implications:	It will be necessary to ensure that due process is followed in terms of the redundancy situation. It will also be necessary to ensure that provision continues to be made for any statutory duties which may previously have been covered by this team
Equality/Diversity Implications	None as a result of this report
Sustainability Implications	None as a result of this report
Staffing/E-Government/Asset Management Implications	The proposals set out in this report will result in a number of staff being displaced and potentially facing a compulsory redundancy situation. In line with Council policy, every effort will be made to seek alternative employment opportunities for these staff via the redeployment process. In addition, staff will be offered outplacement support as well as emotional support through the Council's occupational health provider. Where alternative employment cannot be found then individuals will receive redundancy notice and payments, in line with their contractual entitlements.
Risk Management Implications	During the implementation of the proposals any adverse impact on environmental crime or community safety will be monitored.
Health & Wellbeing Implications	None as a result of this report
Health and Safety Implications	None as a result of this report

1.0 Introduction

1.1 The proposal to implement a new approach to deal with a range of environmental enforcement issues was developed as part of a Council-wide Review of Enforcement Services.

1.2 The original proposal was approved by Executive, subject to consultation, as part of the 2013-2014 budget savings for Environment, Transport & Operations.

1.3 Following an extended period of staff consultation a report was brought to Executive for a final decision on 24th June 2013. The report was approved for implementation.

1.4 Following this approval, the Executive decision of 24th June was subject to call in by Scrutiny Committee and on 17th July 2013 it was agreed by the Executive Member for Highways and Environment that the proposal would be considered by a Scrutiny Topic Group who would report back to the Executive at a later date.

2. Background

2.1 A Council Wide Review of Parking and Enforcement services commenced in 2011 and as part of its deliberations produced three reports to the Council's Transformation Board, these reports included a wide range of alternative proposals for consideration including:

- An in-house combined Civil Enforcement Service (Parking and Environmental enforcement)
- A fully externalised combined Civil Enforcement service (Parking and Environmental Enforcement)
- In-house Parking Enforcement and separate Environmental Enforcement service

2.2 All of these options were fully explored and evaluated in terms of cost, effectiveness and deliverability but were considered not to be suitable. Finally, a proposal was agreed, for the disestablishment of the Environmental Enforcement team and a move towards a new approach to dealing with litter and dog fouling particularly.

2.3 Under the new proposals the emphasis would be on education and raising the awareness of residents and businesses in respect of a range of environmental issues, rather than relying entirely on the use of Fixed Penalty Notices (FPN's) or other enforcement methods, which have little impact beyond the group of individuals who are caught breaking the law.

2.4 However, a further review has identified that enforcement of other offences beyond dog fouling and litter had not necessarily been considered fully as part of the move to an alternative delivery model.

2.5 The overall proposal relies upon much greater engagement with the public and partners through a larger and wider network of employees, partner agencies and local groups with the aim to change behaviour and encourage social responsibility. Three case studies that show how the new approach will be implemented can be found at Appendix 4.

2.6 In addition to the education enabling aspect of the final proposal, the review team proposed a number of other initiatives to support the proposal to move away from enforcement to education and reinforcement of individual responsibilities. These were:

- Groundforce, Highways and other frontline staff to become the 'eyes and ears' of the authority. These staff would be trained and supported to spot and engage with people littering or allowing dog fouling in parks and other public areas and ask them to change their behaviour. They would not be expected to issue Fixed Penalty Notices.
- Discussions with GMP have established that training and advice will be given to Police and Community Support Officers (PCSO's) to help them engage with people littering or allowing dog fouling. These officers are already trained and equipped to

issue Fixed Penalty Notices. However we do not foresee PCSOs issuing many FPNs unless it is appropriate as part of their normal day to day duties. Changing behaviour remains the key to tackling these issues.

- The practice of securing Enviro-Crime stickers on dumped rubbish prior to collection will cease, instead it will be referred directly to Environmental Services for immediate removal.
- There will be increased engagement with other partner agencies and groups to develop a more intelligence led approach to areas requiring interventions.
- CCTV cameras will be used to gather intelligence to inform the new approach to change the behaviour of Trafford residents.
- As in the original proposal there is provision for a post to remain for a period of twelve months to manage the interim change from enforcement to education including the development and implementation of the new measures. In addition we are now proposing to retain an additional Band 5 post to work alongside the Manager and services during the transition and implementation phase.

2.7 In addition, an Environment Working Group would be established with officers, partner agencies and community representatives to develop, monitor and review the effectiveness of the new approach and to explore other low cost interventions to support these measures.

3. Consultation

3.1 The proposal to disestablish the Environmental Enforcement Team was agreed as part of the ETO budget proposals for 2013/14 and as a consequence consultation with affected staff began on 11 March and ended on 24 May 2013, following an extension to the original consultation period, to ensure a thorough and proper consultation process had been undertaken. A large number of questions were raised by staff and trade unions during the consultation period and alternative proposals were submitted by Environmental Enforcement and Parking Services staff.

3.2 Those alternative proposals were considered as part of the consultation process and a change to the original proposal was agreed to include an increase in the number of Parking Services Assistants proposed from 3.1 to 4.1 full time equivalents (FTE) on the basis that the reduction to 3.1 FTE posts would risk a reduction in Penalty Charge Notice (PCN) income.

3.3 In summary, following the staff consultation, the final proposed staffing changes to the service areas were:

- Delete the two vacant posts within the Environment Enforcement Structure
- Delete the remaining 9 Safer Communities Patrol Officer posts

- Ring-fence the Safer Communities Patrol Team Manager to the Civil Enforcement Project Manager post (fixed term 12 months)
- Increase the number of band 3 posts in the new structure from the proposed 3.1 to 4.1 FTE
- Ring-fence the Prosecution Support Officer and Parking Assistant posts to the new Enforcement Support Assistant posts
- Assimilate the Senior Parking Assistant post to the Enforcement Support Officer post
- Assimilate the post of Parking Manager into the role of Parking Enforcement Support Manager

3.4 A report detailing the final proposal following consultation was approved by the Council's Executive on 24 June 2013. That decision was subsequently subject to call in and at the Overview and Scrutiny Meeting on 17 July it was agreed that the budget proposal for Parking and Environmental Enforcement would be referred to a Scrutiny Topic Group, chaired by Councillor John Reilly, for consideration.

3.5 As a result of the Scrutiny process a number of questions were received from Scrutiny Members and other Members. The responses provided to these questions are attached at Appendix 1. In addition quantitative data on enforcement activity was requested and is attached as Appendix 2.

4. Further review of Proposals

4.1 The Council Wide Review of Enforcement Services that identified that the Council's Environmental Enforcement Team was no longer sustainable is still supported. It cannot be operated on a self-funding basis, and the high and escalating cost of providing this non-statutory service is unaffordable in the current financial climate (Appendix 3).

4.2 The initial review identified a range of measures that the Council would put in place as an alternative to the penalty notice and other enforcement driven approach currently in operation. The proposed approach would not only deliver a considerable saving but would also be potentially more effective in some areas, e.g. parks and green space, where an enforcement-driven approach has had little impact on public behaviour. (See case studies at Appendix 4)

4.2 As a result of reviewing these proposals with the Scrutiny Topic Group, it is clear that the drivers set out in 3.1 are still very relevant and that the proposal should remain to move from a position of enforcement to education and community engagement/ownership and reinforcement of individual responsibilities.

4.3 However, it is accepted that the original proposals did not give full consideration to the wider range of enforcement activities that are undertaken or a considered approach to implementation that would continue to support some enforcement activity whilst new systems and processes were embedded alongside a campaign and education programme.

4.4 It is therefore, considered appropriate that we retain a further 1FTE resource at Band 5 to support the retained Manager to be engaged particularly around transitional enforcement activity. This proposal is detailed further below.

5. Implementation

5.1 The fundamental drive for these proposals is to make it much more socially unacceptable to engage in littering, dog fouling or other environmental crimes in Trafford. The aim is to change the role of the Council from one of enforcement to educator/campaigner through a programme of engagement and inclusion, the outcome being that many more people will be challenged to change their anti-social behaviour.

5.2 Work has started to prepare for the implementation of this new way of working and as well as involving a large number of Council employees, other key partners have indicated that they are keen to get involved and support us in this new approach. We will firm up and build on these partnerships following approval of these proposals.

5.3 The proposal will also see an initial sixty Council staff trained in customer engagement and a total of twelve staff identified from Highways, Public Protection and Groundforce who will be trained to issue FPN's when appropriate. It is not envisaged that a significant number of penalty notices will be issued in future, this will only occur as a last resort when informal approaches have been repeatedly ignored. A protocol for these enforcement procedures will be fully developed prior to implementation.

5.4 As well as significantly reducing operating costs, a key driver for this proposal is that under the current enforcement arrangements (due to shifts and leave, etc.) there is only ever a maximum of 6 officers working in the Borough at any one time. As set out in 4.3 these revised proposals will ensure that at any onetime up to 60 employees will have the potential to interact with the community and individuals and therefore increases the chances of detection and engagement.

5.5 When these proposals were initially developed the new Locality Boards were at an early stage of development and therefore were not considered as a channel for supporting and developing this new way of working. However, it is clear that environmental improvements will be an ambition of all neighbourhoods and it is therefore intended that proposals will be developed to ensure officers work with the Locality Boards to coordinate their efforts and to help them develop their own local initiatives to clean up their environment. In order to support this new way of working, and to support communities wanting to get involved, toolkits and awareness campaigns will be developed and made available.

5.6 An Environment Strategy for Trafford will be completed by December 2013 in conjunction with the Trafford Environmental Partnership. It will set out the Council's ambition and intentions in relation to a wide range of environmental issues, including cleaner neighbourhoods, recycling, clean air, neighbourhood noise, carbon reduction and sustainability.

5.7 The Environment Strategy will become integral to the Council's existing governance arrangements; the implementation and delivery will be monitored by the Environmental Partnership. The strategy will provide clarity to the public, local businesses, partner

agencies about the Council's aims and objectives for environmental issues and will support the delivery of a cleaner, greener borough.

5.8 In addition, to support the new ways of working, the retained post of Service Manager will be focussed on the development and delivery of the new initiatives as well as developing and organising local and borough wide campaigns and education programmes with partners and communities (e.g. the current Anti-Dog Fouling campaign). The retained Band 5 post will also support some enforcement on the ground as we shift behaviours and expectations.

5.9 The retained manager role will be key to supporting the engagement of our staff, communities and partners and providing the training and education to enable engagement to be made safely and effectively. It is envisaged that this role may carry out some limited enforcement duties to maintain the momentum as we embed the new ways of working. Such enforcement will be limited and targeted at measures which will secure the Council's objectives as defined in the Environment Strategy.

5.10 As a result of revisiting the original proposals with the Scrutiny Topic Group and in particular through reviewing further the current range of enforcement activities undertaken (beyond dog fouling and littering) it is accepted that there needs to be a retention of an additional resource to support the implementation arrangements.

5.11 As set out earlier it is proposed to retain a further 1 FTE post at Band 5 to work alongside the retained Manager focussing on supporting the implementation arrangements including the transfer of functions where appropriate. A review of the revised structure will be undertaken in 12 months when the continued need for the two posts will be considered.

5.12 The Scrutiny Topic Group will also report back to the 3rd December meeting of the Council's Executive.

5.13 Should the revised proposals be approved, given the time that has elapsed and the changes that have been made to the original proposals, it is necessary to formally consult with staff again. However it should be noted that there has been extensive staff involvement in the review process which has helped to inform the new proposals. During the formal consultation period with affected staff it is also intended to conduct informal consultation with other staff, groups and partners who will be involved in delivering the new approach to customer engagement.

6. Conclusion

6.1 The change in approach and emphasis will not only deliver a considerable saving to the Council but will also be potentially more effective in some areas, e.g. parks and green space, where an enforcement focused approach has been both costly in terms of staff time and has not been particularly effective if measured by the relatively small number of fines which have been secured. The new approach aims to make the public more aware of the consequences of their actions and change their behaviour for the good of the community.

6.2 The retention of 2FTE is considered appropriate to underpin the change from a full enforcement regime to the revised arrangements of campaigns, education and community engagements/ownership.

6.3 The 2013/14 ETO budget for Environmental Enforcement has been reduced in line with the previously agreed budget proposal as it relied upon the earlier implementation of the original proposals. The proposal to retain an additional Enforcement Officer (Band 5) for 12 months and the retention of all the existing staff beyond April 2013 has created a significant budget pressure that will need to be met within the service budget.

Key Decision (as defined in the Constitution): Yes

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



[CORPORATE] DIRECTOR'S SIGNATURE (electronic).....
 To confirm that the Financial and Legal Implications have been considered and the Executive Member has cleared the report.

Appendix 1

Responses to Scrutiny Topic Group questions

<u>SCRUTINY TOPIC GROUP</u> <u>3/10/13</u>	<u>Response to Scrutiny Topic Group</u> <u>Question</u>	ACTIONS
1. Implications of the fact that the proposed Environment Strategy, which the Group understands will be a key agenda-setting document in this area, is not yet available, and yet the Enforcement decision is currently scheduled to take place in its absence.	The new Environment Strategy currently being developed through the Environmental Partnership will be a high level document that sets out a wide range of objectives for the council and our partners. It will specifically include a commitment to promote wider ownership and involvement of staff, community groups and the public in caring for the streets and green spaces of Trafford. We will continue with existing and future planned operations whilst this strategy is developed further. The strategy will be completed by	

	<p>November when the draft will be circulated for consideration and approval. Although the strategy is a key document taking the new approach forward there is no reason to delay the implementation of the necessary changes until the strategy has been adopted.</p>	
<p>2. Arrangements for training, etc. during the transitional period (given the numbers involved) the fact that only one manager will be retained during this period, and that there could be a significant loss of expertise across a wider range of functions currently undertaken by the team.</p>	<p>Arrangements are in place for the training of 12 ETO staff in the issuing of fixed penalty notices. The staff who will be trained are from Groundforce, Highways and Public Protection.</p> <p>The service manager is currently working with HR training staff to develop this training course as well as a course for frontline staff in how to avoid conflict and confrontation when dealing with members of the public.</p> <p>The training will be delivered in November by the service manager and HR training. The course will be half day duration and all staff will be trained by the end of November.</p> <p>If the Executive agree to accept the proposals, it is likely that the enforcement staff will still be engaged in their period of notice or in the redeployment process at this time. The service manager has expertise across the full range of functions currently carried out by the team as well as the skills and experience to lead on the development and roll out of the new proposals.</p> <p>In addition as a result of this further review it is proposed to retain an additional Band 5 FTE.</p>	
<p>3. The apparent stress in the Executive's proposals on the issues of litter and dog-fouling :</p> <p>Whilst these are perhaps the most visible, the group is aware of a</p>	<p>On the 3rd of October it was agreed at the meeting of the Scrutiny Topic Group that details of how the full range of tasks currently dealt with by the enforcement team would be tackled in the future. It was made clear at the meeting that the</p>	

<p>number of other important functions carried out by the team, with potentially significant implications for the environmental integrity and in some cases public health; and the group has not yet seen any detail of how these functions will be accommodated for under the new arrangements.</p>	<p>new approach was to move away from regulation and involve our wider group of staff, partners and community groups in spotting and challenging minor anti-social behaviour.</p> <p>It is also proposed that litter and fly-tipping will be cleared up as soon as possible after it is reported.</p> <p>The further review as part of the scrutiny process has identified that we need to retain a further band 5 FTE to support the transition of arrangements outside of dog fouling and litter.</p>	
<p>4. The group has requested, and was promised, an analysis of arrangements for these functions both before and after the implementation of the Executive's proposals; it is difficult to reach an informed view until this information is made available.</p> <p>On a related issue, the Group was promised further information on the number of warning notices issued in a representative period. The Group expressed the view that this might be an important, but largely invisible function, since by definition if the service of the notice is successful, no further action will result. Again, an informed view is not possible until this information is made available.</p>	<p>On the 3rd of October it was agreed at the meeting of the Scrutiny Topic Group that details of how the full range of tasks currently dealt with by the enforcement team would be addressed in the future.</p> <p>There is no database where this information is held, so it will be difficult to provide accurate information. Details of how this will be dealt with in the future will be included in the information above.</p> <p>The number of warning notices is not readily available but it is estimated that 40% of the 1601 cases reported last year received a warning notice (640 notices).</p>	
<p>5. A key element of the proposal is enhanced collaboration with partners, including, significantly, Social Landlords. The Group felt that there are grounds for believing that in some cases this process might take longer to bed in than envisaged in the current timetable. As such, we would</p>	<p>Our current time table for the launch of the proposed initiative is December 2013. Initially we will invite a limited number of partner agencies and council staff to our new Environment Working Group.</p> <p>It is planned that Greater Manchester Police, Trafford Housing Trust as well as staff from Groundforce, Highways, Waste</p>	

<p>welcome more information on who these partners are, and the extent to which they are engaged with, and committed to, the proposed approach. This information should cover both financial and manpower opportunities/contributions.</p>	<p>Management and Public Protection will be members of the working group from the start. Once we have established how we will work with Trafford Housing Trust we will seek to bring in other social landlords.</p> <p>Our initial estimates are that about 60 front line staff will participate in the programme when it launches in December 2013.</p> <p>We have spoken to managers within the council, Greater Manchester Police and Trafford Housing Trust and they have all shown interest in working with us on this project. It is planned that a monthly briefing will be issued to all front line staff and partners following the monthly meeting of the Environment Working Group. The specific requirements for front line staff will vary on a monthly basis, e.g. If the focus was on dog fouling in Urmston parks staff working in that area would be briefed and additional resource may be deployed.</p> <p>Alternatively a rogue trader alert would cover the whole borough and all staff might be asked to look out for a vehicle or individuals.</p> <p>For the proposal to be successful it is not necessary to get a specific manpower or financial commitment from partners at this stage. As soon as a decision in relation to these proposals is made we can proactively engage with partners. Any staff members who agree to take part in the proposal are only being asked to be aware of low level anti-social behaviour issues and to engage with people when and if they come across them as they go about their day to day work. It is not a major commitment in resources from any service.</p> <p>The proposal to involve front line council staff and the retained enforcement staff</p>	
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	<p>is sufficient to deliver this proposal from day 1 whilst wider partnership involvement is confirmed following a decision on these proposals.</p>	
<p>6. The proposed approach is based in part on utilising spare capacity of existing staff. The Group would welcome further reassurance that this capacity exists both now, and in an environment where in the future the Councils own resources may further reduce. Concerns were raised particularly regarding the administration of legal proceedings; particularly in cases of those offenders (commercial waste, etc) who might have significant financial incentives to break the rules.</p>	<p>This proposal is not about using spare capacity within any service; the proposal will work because the new approach will involve a large number of staff and partners as they go about their day to day work, being the eyes and ears of the council on these and a wide range of issues. It is not envisaged that occasional engagement with members of the public will take up a significant amount of time; however by involving large numbers of staff and partners the aim is to make a lasting change in individual behaviour.</p> <p>The retained capacity to issue fixed penalty notices will be used in cases where businesses dump rubbish for commercial gain. Any such action will be widely publicised as a deterrent to other businesses.</p>	

Appendix 2

Environmental Enforcement Team Activities Logged		2012-13	
Business Trans. Type	Reason Code	All CRM activities logged	All Activities logged by Team
Local Environment	A Boards	110	87
	Abandoned Vehicle	275	195
	Dog Fouling	504	386
	Waste Commercial	306	297
	Waste Domestic	1,071	1,019
	Litter Clearance Notice	47	34
	Litter on Private Land	177	81
	Nuisance Parking	62	16
	Litter Offence	85	30
	Fly Posting	295	283
	Request for Dog Fouling Sign	68	23
	Shopping Trolley	69	59
	Education - Leo	100	100
	Tool Library - Leo	19	19
	No Reason in List	172	137
	LEO Review	147	146
Result	3,507	2,912	
FPN Litter /Fly Tip	Abandoned Vehicle	?	195
	Litter Offence from Vehicle	1,905	1,905
	Litter Offence	81	77
	Small Scale Fly Tipping/Dumped Refuse	393	377
	Dog Fouling Offence	30	29
	Result	2,409	2,583
Local Patrol Log	Anti Social Behaviour Patrol - CSP	1,559	1,550
	Anti Social Behaviour	293	293
	Dog Fouling Patrol - CSP	1,571	1,571
	Litter Patrol - CSP	1,228	1,228
	Low Level Nuisance	11	11
	Low Level Nuisance Patrol -CSP	6	6
	Result	4,668	4,659
Street Cleaning	Dog Fouling	466	197
	Side Waste - Refuse/Recycle Collection	161	142
	Fly Tipping General	1,857	836
	Result	2,484	1,175
Overall Result		13,068	11,329

FPN Activities											
2012-13	Activities created by SCP Team	FPN's issued	% FPN's issued to activities	FPN's paid	% FPN's Paid	FPN income	% of total Income	Successful Prosecutions	Withdrawn Prosecutions	Court fines	Court costs awarded
Abandoned Vehicle	195	9	4.6%	1	11%	£200	0.2%	1	3	£200	£75
Litter Offence from Vehicle	1,905	1,125	59%	1,220	108%	£91,500	88%	71	51	£12,898	£7,940
Litter Offence	77	73	95%	37	51%	£2,775	3%	8	3		
Small Scale Fly Tipping/Dumped Refuse	377	364	97%	108	30%	£8,100	8%	24	18	£5,300	
Dog Fouling Offence	29	29	100%	19	66%	£950	1%	2	1	£300	£155
Total	2,583	1,600	62%	1,385	87%	£103,525		106	76	£18,698	£8,170

Appendix 3 Budget Details

	Environmental Enforcement			Car Parking			Combined Total		
	Current Cost/ (Income) £000	Option 1 Cost/ (Income) £000	Cost/ (saving) £000	Current Cost/ (Income) £000	Option 1 Cost/ (Income) £000	Cost/ (saving) £000	Current Cost/ (Income) £000	Option 1 Cost/ (Income) £000	Cost/ (saving) £000
	Expenditure								
Staffing	436	30	(406)	182	182	0	618	212	(406)
Running costs	37	0	(37)	957	1,018	61	994	1,018	24
Gross Controllable Expenditure	473	30	(443)	1,139	1,200	61	1,612	1,230	(382)
Income									
Parking income (pay & display etc.)	0	0	0	(661)	(661)	0	(661)	(661)	0
Fines (SPN/PCNs)	(110)	0	110	(838)	(838)	0	(948)	(838)	110
Gross Controllable Income	(110)	0	110	(1,499)	(1,499)	0	(1,609)	(1,499)	110
Net Controllable Exp/(Income)	363	30	(333)	(360)	(299)	61	3	(269)	(272)
Summary of Above								Target Saving	(272)
								(Over)/Under achieved	0

- Environmental Enforcement has a net budget of £289k and is overspending by £74k, therefore current cost is £363k.
- Savings target of £272k addresses current overspending of £210k plus established Enforcement Review savings target of £62k.
- This target is net of staffing reductions £(406)k, increased running costs £24k, and a reduction in income £110k.
- This option will deliver the financial benefit target in full.

Scenario 1

Litter dropped by a member of the public – current enforcement approach

One of four Environmental Enforcement Officers operating in the Borough is patrolling in Sale town centre at lunchtime when they notice a young woman eating a sandwich who then throws away the packaging into the street. The officer (who is in uniform) walks up to the woman and identifies themselves. They then inform her that having witnessed her dropping litter, which is an offence, dealt with by way of a FPN and that non-payment could lead to a maximum £2,500 fine on prosecution in the Magistrates Court.

The young woman protests and says that she thought that the packaging had gone into a nearby litter bin. She is informed that the packaging did not go into the litter bin and she is now required to provide her name and address and date of birth so that the notice can be issued. She then offers to pick up the litter and dispose of it properly, she is informed that an offence has already been committed and a FPN must be issued.

At first she refuses to give her details but the officer informs her that if she fails to provide them the police will be called. At this point the young woman changes her mind and gives her details to the officer who then enters and verifies them on their hand held device and then prints out the FPN. The young woman then asks the officer what will happen if she does not pay the £75 FPN, she is informed that under those circumstances she could be prosecuted and the fine could be more than the FPN charge. The size of the fine is at the discretion of the Magistrates. The officer hopes that she will pay the FPN otherwise the prosecution will involve them spending a morning at the Magistrates Court giving evidence, instead of being out on patrol with their colleagues.

The uniformed officer continues to patrol Sale and Altrincham town centres and later witnesses an elderly man walking his dog who discards a cigarette into the gutter. As this is the second enviro-crime of the day a second fixed penalty notice is issued.

Litter dropped by member of the public – proposed new approach

One of the Council's street cleaning operatives is working in Sale town centre. As they sweep up leaves and litter they notice a young woman throwing away her sandwich wrapper. The street cleaner approaches her and politely informs her they work for Trafford Council and that their job is to sweep up litter left around the town. They then ask the young woman if she'd mind going back and picking up her sandwich wrapper and putting it in the nearby bin.

By now she is somewhat embarrassed by being caught littering and she agrees to pick it up and drop it into the bin. The sweeper carries on with their work and hopes that she will now be one more person who thinks twice before throwing away their litter in the street. The whole exchange takes less than two minutes and it is the fourth time they had spoken to a member of the public that day. When the operative finishes their shift a tally sheet is given to his supervisor showing that four members of the public had been challenged that day.

Local intelligence is gathered this way and is fed into the monthly environment working group meeting to see if there are any patterns that can be identified or hot spot areas developing.

Scenario 2

Dog fouling current enforcement approach

Two of a total of six Environmental Enforcement Officers operating in the Borough are patrolling in Longford Park at 8:30 AM when they notice a young man who allows his dog to defecate on the path then walks off without cleaning up the mess.

The Environmental Enforcement Officers approach the man and show their Council identity cards. They are not wearing uniforms as they find it harder to catch offenders when they are easily identifiable as Council Officers. They inform him that they have witnessed him failing to clean up after his dog and that it is an offence, which will be dealt with by way of a FPN (£50) and that non-payment could lead to a maximum £1000 fine on prosecution in the Magistrates Court.

The man argues and says that he normally carries plastic bags and he has just realised that he has none in his pocket; he offers to get some newspaper from a nearby bin and clear it up with that. The officers inform him that as an offence has already been committed they must issue him with a FPN and that he is required to provide his name and address and date of birth so that the notice can be issued. Failure to do so will result in the police being called.

The man then gives his details to the officer who enters and verifies them on a hand held device and then prints out the FPN and tells the man it must be paid within 14 days. If the notice is not paid the case will be processed for prosecution and one or both officers will then have to make an appearance in court.

The officers continue to patrol the park and surrounding streets but do not witness another dog fouling offence on that shift.

Dog fouling – proposed new approach

A member of the Groundforce Team is working in Longford Park at 7:00 AM with five other colleagues. The operative recognises a young man who is there nearly every morning walking his dog.

The young man has his dog on a leash and stops while it defecates on the path, he then walks off without clearing up the mess. The Groundforce operative has recently received training on how to safely approach a member of the public and challenge certain types of anti-social behaviour including dog fouling and littering.

When the operative first approaches the young man he is initially defensive and a bit aggressive. The operative then explains that he has worked in the park for over ten years and that he and his colleagues, working nearby, take great pride in their work and the appearance of the park. It is explained to the dog owner how dog fouling spoils the appearance of the park and the operative offers him a couple of plastic bags from his pocket and asks the owner to act responsibly and clear up after his dog. Somewhat reluctantly the young man walks back to where his dog has made a mess and uses the bag to clear up. It is clear to the Groundforce operative that the dog owner is not

happy about clearing up and that he is a bit embarrassed by the whole episode. The dog owner then walks off and drops the bag into a nearby bin.

Two days later the operative and a colleague are pruning shrubs in the park when he notices the young man and his dog walking towards them, he has the dog's leash in one hand and a full plastic bag in the other.

The following week the team are advised that Longford Park has been identified as a dog fouling 'hot spot' and that morning additional Groundforce staff are directed to the park along with their supervisor to do an ad hoc clean up and to talk to local dog owners.

Whilst there they notice a dog walker allowing his dog to foul and not clearing up after them, one of the operative advises his supervisor that this individual has been spoken to previously about this issue.

The supervisor therefore approaches the individual and advises him he has been made aware that it is an offence not to clear up after his dog.

He informs him that since he has again been seen failing to clean up after his dog and that it is an offence it will be dealt with by issuing him with a FPN (£50) and that non-payment could lead to a maximum £1000 fine on prosecution in the Magistrates Court.

Scenario 3

Dealing with dumped business waste - current enforcement approach

A complaint about fly-tipping is received from a local resident in Old Trafford. It is relayed to the Environmental Enforcement Team for investigation via the Council's Access Trafford call centre. Two officers who are patrolling the area in one of the teams video surveillance vans are asked to investigate.

When they arrive at the location they find five black bags, some that have been opened, in a heap in a back alley behind a row of shops. It is clear that the contents of the bags contain empty food containers and large quantities of waste food of the type that could originate from a hot food take away around the corner. The officers look into the bags and examine the contents to try to find evidence (such as an address label) that could link it to the shop; unfortunately they cannot find any evidence. The officers then attach yellow enviro-crime stickers to the bags to inform local residents that they have been in the area to investigate. Later that day they will inform colleagues in Groundforce to attend and clear up the bags.

The officers then go around the corner to the take away premises and speak to the owner who is just opening up. They identify themselves and ask to see evidence that there is a contract in operation for the disposal of trade waste. The owner produces paper work that is over two years old and admits, when asked, that he no longer has a contract with the waste contractor. The owner informs the officers that he now bags up all waste from the business and takes it home with him where he puts it in his own domestic bin. The officers inform him that it is not legal to dispose of his business waste in that way. They then inform him that they will issue a notice that requires him to make proper arrangements for the legal removal and disposal of the waste from the business. The owner is informed that if he fails

to make and maintain these arrangements then he could be issued with a FPN notice for £100.

A local Groundforce clean up team arrive two days after the enforcement visit to remove the dumped bags. In the intervening time a mattress, an arm chair and an ironing board have been added to the pile of bags despite the enviro-crime stickers that were placed on the bags by the officers.

The officers re-visit the premises two weeks later and establish that the owner now has a twelve month contract with a reputable waste removal company. Further checks will be made to ensure that the contract is not subsequently terminated within a few weeks of the officers' visit to check the documentation.

Dealing with dumped business waste – proposed new approach

A complaint about fly-tipping is received by Access Trafford and is referred directly to Groundforce to be removed by a local street cleaning team. If the complaint is received in the morning there is a possibility that it will be removed by a local team the same day, if not the team will visit the next day and remove the rubbish that has been dumped. By removing the rubbish as soon as possible operatives have found that other opportunistic additional fly-tipping is less likely to occur. The team arrive on site within 24 hours of the call being received and remove the fly-tipping and two other black bin bags they find nearby.

If the Groundforce operatives find identifying items associated with a nearby business in the waste then they will report it back to their supervisor who will ensure the information is fed into the intelligence information which is shared with the Environmental Working Group. In addition arrangements will be made to send out a standard letter to local businesses reminding them of the law and the legal requirement to dispose of their waste with a licenced waste company.

Where repeat complaints are received via Access Trafford or there are concerns about a local business, the environmental working group will prioritise the case which will then be given to the Council's Waste Management team for further investigation and appropriate action including checking commercial waste disposal arrangements are in place or commence enforcement notices.

TRAFFORD COUNCIL

Report to: Executive
Date: 03 December 2013
Report for: Decision
Report of: Executive Member for Economic Growth and Prosperity

Report Title

Trafford Local Plan: Land Allocations – Consultation Draft

Summary

This report presents the draft Trafford Local Plan: Land Allocations Development Plan Document (DPD) to the Executive as a basis for further public consultation.

The Land Allocations Plan has been developed to support the delivery of the Trafford Local Plan: Core Strategy and upon adoption will set out new site allocations for housing, employment and other purposes as well as identifying areas to be safeguarded from development for environmental, or other reasons.

Recommendation(s)

That the Executive:

1. Approve the Trafford Local Plan: Land Allocations Consultation Draft, the Policies Map and supporting documents for consultation;
2. Delegate responsibility for approving any minor amendments to the wording and/or layout of all consultation material including the draft Land Allocations Plan document, the draft Policies Map and supporting documents to the Corporate Director Economic Growth and Prosperity, prior to commencement of public consultation.

Contact person for access to background papers and further information:

Name: Rob Haslam (Head of Planning)
Extension: 4788

Background Papers:

Trafford Local Plan: Land Allocations Consultation Draft - Sustainability Appraisal (November 2013).

Trafford Local Plan: Land Allocations Consultation Draft – Flood Risk Sequential Test (November 2013).

Trafford Local Plan: Land Allocations Consultation Draft - Habitat Regulations Assessment Screening Report (November 2013).

Trafford Local Plan: Land Allocations Consultation Draft - Consultation Statement (November 2013).

Relationship to Policy Framework/Corporate Priorities	The Land Allocations DPD contributes to a number of Corporate Priorities, in particular: Economic Growth and Development; Safe Place to Live - Fighting Crime; Services Focussed on the Most Vulnerable People; Excellence in Education.
Financial Implications	The preparation of the Land Allocations DPD is funded from the existing Strategic Planning & Developments budget within the EGP Directorate's overall budget.
Legal Implications:	The Plan is being produced in accordance with the requirements of the Town and Country Planning (Local Development) (England) Regulations 2012 and the Environmental Assessments of Plans and Programmes Regulations 2004. Once adopted, planning decisions must be taken in accordance with the Trafford Local Plan (of which the Land Allocations DPD will form part), unless material considerations indicate otherwise. Until adoption, the draft Land Allocations Plan will be a material consideration in planning decisions. The weight to be given to this Consultation draft will be limited, however, although its materiality will increase as it progresses through the Preparation and Publication stages.
Equality/Diversity Implications	The Core Strategy Equality Impact Assessment has been applied to the preparation of this Consultation Draft Plan and is considered to be compatible to the work to be carried out under the Land Allocation Plan on the basis that the purpose of the Land Allocations Plan is to deliver the objectives and policies of the Core Strategy.
Sustainability Implications	The underlying principle of the Land Allocations DPD is to ensure that development in the borough is sustainable. It will ensure that land within the Borough is allocated for sustainable development.
Staffing/E-Government/Asset Management Implications	None / None / Some allocations are proposed on land or property owned by the Council
Risk Management Implications	The Land Allocations DPD is a key document that supports the Council's Core Strategy and Development Management function. If the DPD is not progressed it would undermine the delivery of the Trafford Core Strategy. It would also mean that development control decisions will continue to be made with regard to existing policies which are becoming out-of-date making them more likely to be successfully challenged.
Health and Safety Implications	None.

1.0 Background

- 1.1 The Trafford Local Plan: Land Allocations Development Plan Document (the Land Allocations Plan) provides detailed, site-specific guidance for the development of allocated sites and areas and is accompanied by a Policies Map. Once adopted, it will supersede the majority of the remaining “Saved” Revised Unitary Development Plan policies except for those that relate to allocations within Altrincham Town Centre. These will be replaced by the proposed Altrincham Town Centre Business Neighbourhood Plan being produced by Altrincham Forward.
- 1.2 The Plan must be in conformity with the Trafford Local Plan: Core Strategy and government guidance, in particular the National Planning Policy Framework (NPPF) and associated Planning Practice Guidance.
- 1.3 The Land Allocations Plan designates and protects land for a range of uses to support the vision, strategic objectives, place objectives and policies of Trafford’s Core Strategy. It contains sites for development including housing and employment. It also allocates transport infrastructure and land designations for environmental and heritage protection.
- 1.4 Together with the Trafford Core Strategy, the Plan establishes the planning policy framework for the Borough for the period through to 2026. It will provide increased certainty and guidance for developers and members of the public on both the location of development and design and sustainability principles that development will achieve. The Land Allocations Plan’s Vision and Objectives are shared with those of the Core Strategy given that its main purpose is to deliver the strategy. In terms of spatial distribution and levels of development, the Core Strategy has already established a number of broad parameters, such as the provision of over 12,000 new homes and 190ha of employment development over the next 15 years, which must be adhered to in the Land Allocations Plan.

2.0 Land Allocations - Shaping the Plan

- 2.1 In 2007, the Council carried out its first “call for sites” in relation to the Land Allocations Plan, however, following advice from Central Government, efforts were concentrated on securing the adoption of the Core Strategy. Following the adoption of the Core Strategy in January 2012, the Council resumed work on the Land Allocations Plan and undertook a consultation upon the scope of the proposed Plan in August/September 2012.
- 2.2 This consultation consisted of 2 parts:
 - A scoping document to stimulate discussion as to what the Land Allocations DPD should cover, including a renewed ‘call for sites’ invitation to give local people and stakeholders the chance to suggest land for development and/or protection in their neighbourhoods;
 - A supporting Sustainability Appraisal Scoping Report (Consultation Draft) which set out the way in which it is proposed the Council will assess potential allocations and policies in the plan to ensure that the Plan is sustainable. The amended Sustainability Appraisal Scoping Report that supports the draft Land Allocations Plan was approved by the Executive in March 2013;
- 2.3 In total, the Council received approximately 110 comments on the Scoping the Plan document from over 20 individuals or organisations. In addition, approximately 60

individual sites were put forward through the Call for Sites bringing the total number of sites submitted to the Council from both 2007 and 2012 to approximately 170.

- 2.4 A variety of positive comments were made, covering issues such as proposals for regenerating the Borough's town centres; additional detail relating to the development of the Strategic Locations and Davenport Green; support for the Council's approach to Conservation Area boundaries, the protection of green infrastructure and open space; etc. A variety of sites for housing, employment and mixed use development were put forward, along with a number of proposals to protect existing areas of open space.
- 2.5 Some also suggested new uses for land in the borough for both employment and housing uses including proposals for the release of land in the Green Belt.
- 2.6 These comments have been considered during the preparation of the draft Land Allocations Plan and appraisals of the comments made and sites submitted in terms of their potential sustainability and deliverability has been undertaken. Additional site proposals and policies have also been assessed against the framework set out in the Core Strategy and associated evidence base. Full details of the site selection process will be set out within the material that will support the public consultation on this draft.

3.0 Draft Land Allocations Plan

- 3.1 The draft Land Allocations Plan does not identify sites for waste management or mineral extraction. These are set out in the GM Joint Waste DPD (Adopted April 2012) and the GM Joint Minerals DPD (Adopted April 2013) respectively. Together with the Core Strategy and Land Allocations Plan, these other parts of the Local Plan for Trafford will be shown on the Policies Map.
- 3.2 The full consultation draft of the Land Allocations Plan setting out the proposed policies can be found in Appendix B of this report. The consultation draft Policies Map, to which the policies relate, can be found in Appendix C. All documents and background papers are available through the Council website. Paper copies have been produced for Executive Members and key Council Members. Further paper copies for other Council Members will be made available on request from the Strategic Planning service.
- 3.3 In summary, the key elements of the draft Land Allocations Plan are as follows:
 - 3.3.1 The plan identifies sufficient land to deliver the indicative supply of 12,210 **residential** units up to 2026, as set out in the Core Strategy. In doing this, the Council has positively considered the potential of land within the identified Strategic Locations, existing employment sites and other previously developed land within the urban area. Greenfield sites for housing within the urban area, based on their proximity to amenities and transportation links, were also considered. However, as the development of these sites would result in further deficiencies in open space within the local area, none of these potential sites have been allocated in the draft Land Allocations Plan. The Council has not considered the release of Green Belt sites or the protected open land south of Partington or Carrington because this would not be consistent with the adopted Core Strategy.
 - 3.3.2 **Gypsy & Traveller:** it is proposed that the existing Stones Meadow Caravan Park, Manchester Road, Carrington be formally allocated for Gypsy and Traveller needs.

- 3.3.3 **Employment:** The need for new employment land will be met through allocations at the Strategic Locations and at Trafford Park Core, Broadheath, Davenport Green, and existing employment areas in Old Trafford, Sale and Altrincham.
- 3.3.4 **Town Centres:** The Land Allocations Plan identifies shopping areas, development sites and public realm improvements in order to protect and enhance Sale, Stretford and Urmston Town Centres. The Stretford Town Centre allocations derive from the emerging Stretford Town Centre masterplan, and will be amended as necessary to reflect the outcome of the recent consultation.
- 3.3.5 **Open space and Cemeteries:** It is proposed the Strategic Locations will meet their own need for new open space, sports facilities and allotments with new on-site provision, including a new Town Park at Carrington and new Neighbourhood Parks at Pomona and Trafford Quays. In addition, Dainewell Park in Sale will be designated as a new Neighbourhood Park.
- 3.3.6 **School provision:** Evidence supporting the Core Strategy indicated that a one form entry primary school is required to support development at the Strategic Locations of Pomona Island, Wharfside and Lancashire County Cricket Club. A one form entry primary school will also be required to be identified at the Carrington Strategic Location, within the Stretford area and within the Altrincham area. The Council will engage with the community and stakeholders during the proposed consultation to explore solutions for delivering the required school provision.
- 3.3.7 **Trafford Park Metrolink:** The route of the proposed Metrolink extension through Trafford Park is proposed to be safeguarded in the draft Plan and will be shown on the consultation draft Policies Map following the formal agreement of the route by TfGM in December 2013.

4.0 Sustainability Appraisal / Habitat Regulations Appraisal

- 4.1 The preferred option for policies and sites that is set out in this draft Plan is supported by the outcomes of a Sustainability Appraisal, which measured the effects of the plan against a set of social, environmental and economic objectives. Further details can be found in the Sustainability Appraisal Report.
- 4.2 In addition, this Plan has been subject to a Habitats Regulations Assessment (HRA) screening report, as required under European and UK regulations. This assessed the impacts of the proposed policies against the conservation objectives of the Manchester Mosses Special Area of Conservation that lies within the boroughs of Warrington and Wigan. Further details can be found in the Habitat Regulations Assessment – Screening Report.

5.0 Deliverability and CIL

- 5.1 In order to satisfy the requirements of the NPPF, the Land Allocations Plan must show that sites are deliverable, which includes the consideration of viability. It has been concluded that non-speculative development would be sufficiently viable to withstand the introduction of the Trafford Community Infrastructure Levy. The draft Land Allocations Plan does not anticipate speculative development, consequently, it follows that the work supporting the CIL demonstrates that the development proposed within the draft Plan is economically viable and therefore deliverable.

6.0 Duty to Cooperate

6.1 Section 110 of the 2011 Localism Act places a legal duty on local planning authorities to cooperate with other bodies in the preparation of development plan documents so far as they relate to strategic cross boundary matters. Local planning authorities must demonstrate how they have complied with the duty at the independent examination of their Local Plans. Therefore, upon commencement of consultation on the draft Land Allocations Plan, the Council will seek to formally cooperate with a number of defined bodies such as neighbouring authorities, GMCA, Highways Agency, Environment Agency, GM Local Enterprise Partnership, etc. in the further preparation of its Land Allocations Plan.

7.0 Next Steps

7.1 This draft of the Land Allocations Plan should be considered as the starting point of the conversation with communities and stakeholders about which sites and areas will be allocated for which uses. Whilst it shows a preferred option for the development of land in Trafford that is, in principle, sustainable and deliverable, it is essential that the Plan is tested and revised in consultation with communities and stakeholders to ensure it is fit for purpose.

7.2 Consultation on the draft Land Allocations Plan will run for a period of 6 weeks from Monday 20th January 2014 until Monday 3rd March 2014. The Draft Land Allocations Plan and supporting documentation will be made available online and in libraries across the borough in accordance with the Council's Statement of Community Involvement.

7.3 Letters will be sent to key stakeholders ahead of the consultation and officers will formally engage with the Trafford Partnership through the Strong Communities Board, Thematic Partnerships and at the round of Locality Partnership meetings in January 2014. In addition, the consultation will be widely publicised through local and social media and comments will be gained through exhibitions and other public events. It will be open to all to submit their comments on the proposed allocations in Trafford. All submissions will be available for public inspection following the closure of the consultation period.

7.4 Following on from this consultation stage, the comments received will be analysed, and the findings will then be used to prepare a Proposed Submission version of the Land Allocations Plan prior to further period(s) of consultation before it is submitted to the Secretary of State for Examination and Adoption in 2015. Further details of this timetable can be found in Appendix A.

Other Options

An alternative would be to revisit the Core Strategy and produce a Local Plan, but at the moment, evidence does not support this and the Core Strategy is robust, compliant with NPPF and up to date. To not progress the Trafford Local Plan: Land Allocations risks greater uncertainty and delay in delivering sustainable growth in Trafford, particularly in view of the status of the Revised Trafford Unitary Development Plan following the publication of the NPPF. The Council considered and thoroughly appraised other options for land allocations in developing its preferred approach as set out in this draft Land Allocations Plan.

Consultation

The details of the proposed consultation at this draft stage are set out in the main body of the report and in the supporting Consultation Statement.

Reasons for Recommendation

To approve the draft Land Allocations Plan document and Policies Map for consultation purposes.

Key Decision

This is a key decision currently on the Forward Plan: Yes

Finance Officer Clearance	PC
Legal Officer Clearance	JLF

John Jones

CORPORATE DIRECTOR'S SIGNATURE

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

Appendix A - Timetable for the Production of the Trafford Local Plan: Land Allocations

TIMETABLE		
Reg. 18	Initial consultation on the Preparation of Allocations Local Plan	August 2012 – September 2012
	Preparation of draft Land Allocations Plan	October 2012 – December 2013
	Consultation on draft Land Allocations Plan	January 2014 – March 2014
	Preparation of Proposed Submission Plan	March 2014 – August 2014
Reg. 19	Publication of Proposed Submission Plan	September 2014
	Consultation on Proposed Submission Plan	September 2014 – October 2014
Reg. 20	Consideration of Consultation Responses	November 2014 – December 2014
Reg. 22	Submission to Secretary of State	January 2015
Reg. 26	Adoption	July 2015

Appendix C – Trafford Local Plan: Land Allocations Plan - Policies Map Consultation Draft

TRAFFORD COUNCIL

Report to: Accounts & Audit Committee – 20 November 2013
Executive – 3 December 2013

Report for: Decision

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

Report Title

Treasury Management 2013-14 Mid-Year Performance Report

Summary

In accordance with the CIPFA Code of Practice adopted by the Council, this report provides an update on the progress of the treasury management activities undertaken for the first half of 2013/14.

- **Debt Activity:-**

No new borrowings to finance the capital programme were taken and due to unfavourable market conditions no debt restructuring exercises were undertaken. At 30 September the Council's external debt was £100.4m.

- **Investment Activity:-**

The priorities when undertaking any investment continue to be security first, liquidity and then rate of return. During the first half of 2013/14 the annualised investment rate of return from proactive cash flow management was 0.71% with income generated from investment interest currently on target to meet the 2013/14 budgeted provision of £(0.5)m. The level of return is 0.35% or £(145)k above the comparable performance indicator of the average 7-day London Interbank **BID** interest rate. At 30 September the Council's level of investments was £64.m.

- **Prudential Indicators:-**

During the first half of 2013/14 the Council complied with its legislative and regulatory requirements, including compliance with all treasury management prudential indicators.

Recommendations

That the Accounts & Audit Committee & Executive be requested to:

1. Note the Treasury Management activities undertaken in the first half of 2013/14.

Contact person for background papers:
Graham Perkins – Technical Accountant Extension: 4017

Relationship to Policy Framework/Corporate Priorities	Value for Money
Financial	The Council did not encounter any cash flow liquidity difficulties and all investment income was received on time.
Legal Implications:	No legal implications arising from this report
Equality/Diversity Implications	Not applicable
Sustainability Implications	Not applicable
Staffing/E-Government/Asset Management Implications	Not applicable
Risk Management Implications	The monitoring and control of risk underpins all treasury management activities. The main risks are of adverse or unforeseen fluctuations in interest rates and security of capital sums.
Health & Wellbeing Implications	Not applicable
Health and Safety Implications	Not applicable

1. BACKGROUND

1.1 Each year in order to comply with the requirements of both the CIPFA Code of Practice on Treasury Management (the Code) and the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code), the Accounts & Audit Committee together with the Executive will receive the following reports:

- annual treasury strategy for the year ahead (February)
- mid-year update report (November i.e. this report)
- annual report describing the activity undertaken compared to the strategy (June).

For information, Full Council receives the annual strategy and activity report for approval.

1.2 The Council operates a balanced budget from which the treasury management operations ensures that day to day cash flow events are adequately planned, with surplus monies being invested in low risk counterparties ensuring that cash flow requirements are met whilst optimising the investment return.

1.3 Another function of the treasury management service is the management of longer term cash by either arranging long or short term loans or using longer term cash flow surpluses and restructuring existing debt to meet Council risk or cost objectives.

1.4 Treasury management in this context is defined as:
“The management of the local authority’s investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”

1.5 This mid-year report has been prepared in compliance with CIPFA’s Code of Practice on Treasury Management, and covers the following:

- Economic Update (section 2)
- Treasury Position (section 3)
- Debt Activity (section 4)
- Investment Activity (section 5)
- Risk Benchmarking (section 6)
- Prudential and Performance Indicators (section 7)
- Other Activity Update (section 8)
- Recommendations (section 9)

2. ECONOMIC UPDATE

2.1 During the first half of 2013/14, the main economic headlines were as follows:

UK

- a triple dip recession was avoided and predictions of continued gloom and doom have evaporated with a number of prominent organisations, among them the Bank of England and OECD, raising their growth projections for this year and beyond,
- economy showed signs of recovering as demonstrated by growth of 0.3% and 0.7% in quarters 1 and 2 of 2013 respectively;
- industrial output is recovering;
- household spending rose during the summer from increases in retail sales, mortgages, house prices and new motor registrations in spite of squeezed incomes;
- the 3 month unemployment average to July fell from 7.8% to 7.7% when compared to the previous quarter;
- Government deficit is starting to reduce;
- Consumer Price Inflation (Government target is 2%) grew slightly from 2.4% in April to 2.7% in September;
- The Monetary Policy Committee (MPC) maintained both the Bank Rate at 0.5% and the level of quantitative easing at £375bn;

- under the guidance of the new Bank of England's Governor Mark Carney, the MPC in August provided forward guidance that the Bank Rate will only be reviewed when unemployment falls to 7% which is not expected to occur until mid-2016;
- The Bank of England extended its Funding for Lending scheme into 2015, thereby encouraging banks to increase its lending to small and medium size businesses;
- the housing market was given a boost with the launch of the Government's Help to Buy scheme which is aimed at first time buyers by providing equity loans to borrowers;
- whilst talk of a house price bubble is already being discussed, the Bank of England has been instructed to take evasive action if it believes lending levels become problematic.

Eurozone

- a return to growth was reported in quarter 2, the first time in 6 quarters although the economy still remains in a fragile situation;
- currency pressures and sovereign debt uncertainties continue and could re-emerge after the German election.

US & Rest of the World

- the US Federal bank has suggested that it may reduce its asset purchase (quantitative easing) scheme earlier than anticipated however no date has been announced for this;
- US Congress passed a bill to raise the federal debt limit on 16 October, just hours before the nation risked default;
- US unemployment rate has fallen from a high of 8.1% to 7.3%;
- the US housing market is starting to show signs of recovering;
- Growth in the US is struggling to establish above 3%, a level considered critical in ensuring recovery becomes self-sustaining;
- China might have recovered from its growth deceleration it is still too early to be certain;
- India is submerged in a currency crisis;
- Brazil's recovery appears to have faltered.

2.2 Economic forecasting continues to remain difficult to undertake as a result of so many external factors influencing the UK economy (volatility in bond yields, continual movement in investor confidence and fears between favouring more risky assets, equities, or safer bonds). The economic outlook for the next 6 months currently forecasts the following major events;

UK

- positive growth encountered in the first 2 quarters of the year is set to continue;
- Bank Rate is unlikely to rise until mid-2016;
- CPI is forecast to fall to 2.0% in 2015;
- economy is still vulnerable to overseas markets.

Eurozone

- growth will remain weak although most Eurozone countries are now starting to see a return to growth;
- European Central Bank is to maintain its central policy rate at 0.5%;
- Greece will probably need another, but smaller bailout in the near future;
- concerns over the Spanish economy remain;
- the consequences from the bail out in March 2013 has done huge damage to the Cypriot economy and many commentators now consider it is only a matter of time before either another bailout is needed or the country leaves the Euro.

US & Rest of the World

- the passing of a US Federal budget for the new financial year starting on 1 October and raising of the debt ceiling in mid-October proved to be problematic with numerous government departments temporarily closing until the issue was settled;
- it is unlikely that US interest rates will increase until at least mid-2015;
- concerns remain around an unbalanced economy in China;

2.3 Interest rate forecasts are provided by the Council's treasury management advisors Capita and the table below outlines the latest situation as at mid-September 2013:

	2013-14 Original Forecast%	2013-14 Revised Forecast%	2014-15 % Revised Forecast%	2015-16 % Revised Forecast%
UK Bank Rate	0.50	0.50	0.50	0.50
Investment Rates				
3 month	0.50	0.40	0.40	0.40
1 Year	1.00	0.80	0.80	1.00
PWLB Loan Rates				
5 Year	1.65	2.20	2.30	2.70
25 Year	3.80	4.25	4.45	4.85

2.4 As a result of the economic position the Council will continue to take a cautious approach to its treasury management strategy.

3. TREASURY POSITION

3.1 The Council's debt and investment position at the beginning and midway through the current financial year is as follows:

	31 March 2013			30 September 2013		
	Principal (£m)	Total (£m)	Interest Rate (%)	Principal (£m)	Total (£m)	Interest Rate (%)
DEBT						
Fixed rate:						
- PWLB	44.5			44.4		
- Market	25.0	69.5	5.55	25.0	69.4	5.55
Variable rate:						
- PWLB	0.0			0.0		
- Market	31.0	31.0	4.58	31.0	31.0	4.58
Total debt		100.5	5.25		100.4	5.25
INVESTMENTS						
- Fixed rate	32.4			52.5		
- Variable rate	19.8			11.5		
Total Investments		52.2	0.88		64.0	0.84
NET ACTUAL DEBT		48.3			36.4	

Net actual debt = Total debt less Total Investments

3.2 When reviewing the table above, it is important to note that the investment figures fluctuate daily, reflecting funds that were available on a temporary basis due to timing issues such as precept payments, receipt of grants and progress on the capital programme.

4. DEBT ACTIVITY

- 4.1 The Council, at 31 March 2013, was under borrowed by £47m, as its total capital financing requirement (CFR), underlying need to borrow for capital purposes, is higher than its actual level of external debt, £147.6m compared to £100.5m respectively and this situation is set to continue for the foreseeable future.
- 4.2 The Council's under borrowed position reflects historical decisions taken to fund its borrowing requirement from its own funds (cash supporting its reserves & balances) rather than taking on any new debt. This prudent approach, which has been widely adopted by other councils, is due to the high "cost of carry" i.e. the difference between long-term debt interest rates (4.5%) and the average return available from short term investments (0.84%).
- 4.3 For 2013/14 the Council's (CFR) position, will fall by £(1.3)m reflecting the difference between the level of new capital expenditure financed by borrowing compared to the statutory minimum revenue provision, which reduces indebtedness.
- 4.4 However given that the Council's CFR is higher than the actual level of external debt, there is no need for the Council to prematurely reduce its levels of debt, by the value of £(1.3)m. This course of action would incur additional costs from early breakage payments.
- 4.5 In the current economic climate, debt rescheduling opportunities have been limited due to the high breakage penalty (premium) costs which would need to be incurred. Therefore during the first half of the year no debt restructuring has been undertaken.
- 4.6 For reference the maturity structure of the debt portfolio has not changed significantly from that previously reported in the 2012/13 Outturn report.

5. INVESTMENT ACTIVITY

- 5.1 The investment strategy, in accordance with the Code of Conduct, stipulates that the Council's priority when undertaking any investment is to ensure that the security of funds is the first consideration with liquidity and appropriate level of return consistent with this approach is achieved.
- 5.2 In order to ensure the security of funds is maintained, a "voluntary" internal action was taken prior to 2013/14, not to directly place investments with any Euro zone institution whilst the current economic uncertainty continued. This is despite certain Euro zone banks meeting the minimum credit criteria stipulated by the Council. This course of action will remain in place until it is considered that conditions have improved from their current state.
- 5.3 As highlighted at Section 2, the investment market continues to be very difficult. Earning the level of interest rates seen in previous decades is impossible as investment rates are low and in line with the 0.5% Bank rate. Indeed the introduction of the Funding for Lending scheme has reduced market investment rates even further and it is widely acknowledged investment returns are likely to remain low for some time.
- 5.3 The Council's temporary investments at 30/09/2013 were £64.0m and were invested in the following categories;

Sector	Country	Value (£m)
Banks	UK	41.7
Money Market Funds	UK	0.8
Local Authority	UK	5.0
Banks	Rest of World	16.5
Total		64.0

The maturity structure of the investment portfolio was as follows:

	31 March 2013 (£m)	30 September 2013 (£m)
Instant Access	19.8	11.5
Under 1 year	32.4	47.5
Under 3 years	0.0	5.0
Total	52.2	64.0

5.4 During the first half of the year, a total of 171 temporary investments were undertaken by the Council's in house treasury management team in an environment of historically low interest rates. The table below details the results of these activities, which clearly illustrates the Council outperforming the 7day LIBID benchmark, a recognised market performance indicator, by 36 basis points whilst ensuring that all risk was kept to a minimum. Currently the performance for investment interest to be earned for 2013/14, is in line with the budget of £0.5m.

Average temporary Investment (£m)	Average interest rate earned %	Average 7 day LIBID rate %	Additional interest earned (£k)
82.2	0.71	0.36	145

- 5.5 None of the institutions in which investments were placed had any difficulty in repaying and the list of institutions in which the Council invests is kept under continuous review.
- 5.6 During the first half of the year the Council had no liquidity difficulties due to proactive cash flow management and no temporary borrowing was undertaken.
- 5.7 A breakdown of the Council's investments, as at 30 September 2013 is provided at Appendix A for reference.

6. RISK BENCHMARKING

- 6.1 In accordance with the Code of Practice and Department for Communities and Local Government Investment Guidance, appropriate security and liquidity benchmarks are used by Officers to monitor the current and future potential risk conditions and undertake any corrective action to the operational strategy if required.
- 6.2 These benchmarks are simple guides to maximum risk (not limits) and so may be breached from time to time, depending on movements in interest rates and counterparty criteria.
- 6.3 During the first half of 2013/14 the Director of Finance can confirm that no benchmarks, which were set in the Strategy report in February 2013, were breached as shown from the information below;
- **Security** – This table shows the benchmark for the Council's investment portfolio for each individual year and reflects the level of potential default when compared to the historic default rates.

	1 year	2 years	3 years
Original maximum default rate	0.09%	0.04%	0.14%
Position at 30.09.13	0.01%	0.00%	0.13%

- **Liquidity** – In respect of this the Council set liquidity facilities/benchmarks of:

Bank overdraft - £0.5m
Liquid short term deposits of at least £20m available with a week's notice.

Weighted Average Life (WAL) benchmark expected to be 6 months, with a maximum of 3 years.

For the first half of 2013/14 the above liquidity arrangements were complied with and at 30 September 2013 the WAL of its investments was 4.8 months.

- **Yield** - The local measure of the yield benchmark is to achieve a return above the 7 day LIBID rate.

For the first half year of 2013/14 the investment interest return averaged 0.71%, against a 7 day LIBID rate of 0.36%.

- **Origin** – This stipulated that no more than 40% of the Council's total investments to be directly placed with non-UK counterparties at any time.

For the first half of 2013/14 the maximum level during this period was 29%.

7. PRUDENTIAL AND PERFORMANCE INDICATORS

- 7.1 In accordance with CLG Guidance, the CIPFA prudential Code and the CIPFA Code of Practice on Treasury Management, the Council has in place a total of 11 prudential indicators ensuring that the Council's capital expenditure plans and borrowing remain robust, prudent and sustainable.
- 7.2 These indicators were originally set in February 2013 for the forthcoming year and have been updated to reflect new major capital schemes i.e. Local Authority Mortgage Scheme added to the Council's capital programme since this date.
- 7.3 All indicators are monitored on a monthly basis and during the first half of 2013/14 it can be reported that no breaches occurred.
- 7.4 The Council's Audit & Assurance Service, as part of their 2012/13 audit plan, undertook a review of the treasury management function. The objective of the review was to provide assurance on the operation of the key controls within the treasury management system. For the 8th year in succession a report was issued stating that the treasury management service offered a High Level of Assurance and for the 5th successive year there were no recommendations required to be implemented as a result of their audit.

8 OTHER ACTIVITY UPDATE

- 8.1 In the Treasury Management 2012/13 Outturn report, Members were provided with an update on the position of the Council's banking services provider, The Co-operative bank, following its credit rating downgrade to sub investment levels by all 3 Credit rating agencies in May 2013.
- 8.2 Since this date, the bank have announced a number of measures it intended to put in place aimed at resolving its long term funding capital gap of £1.5bn which included the Co-operative group putting in capital of £1bn with the balance of £500m coming from its bond and preference shares holders. The bank would then have been floated with the Co-operative Group holding a 70% share.

- 8.3 The bank's creditors led by 2 US hedge funds rejected this plan and a revised deal was finally agreed on 21 October 2013 which enabled the Co-operative Group to remain the single largest stakeholder with 30% control of the bank.
- 8.4 The bank's short and medium term funding levels continue to remain strong and liquid.
- 8.5 The current banking services contract is due to expire on 31 March 2014 and in accordance with the terms and conditions of this agreement, it has been extended by a further 12 months to 31 March 2015.
- 8.6 By adopting this course of action it will enable the Council to undertake a bank tender exercise with at least 2 other Greater Manchester Councils in 2014/15 thereby potentially achieving a more cost effective outcome than if this exercise was to be completed alone.
- 8.7 The Council's Treasury Management advisors are Sector which were part of the Capita group. As a result of a comprehensive review by Capita Plc of all of its brands, it was decided that all businesses within the group should be branded Capita going forward. So, accordingly, Sector's brand changed on Monday 9 September to Capita Asset Services – Treasury Solutions.

9 RECOMMENDATIONS

- 9.1 **That the Accounts & Audit Committee & Executive be requested to;**
- **note the Treasury Management activities undertaken in the first half of 2013/14.**

Other Options

This report has been produced in order to comply with Financial Regulations and relevant legislation and provides an overview of transactions undertaken during the first half of 2013/14.

Consultation

Information for the period 1 April 2013 to 30 September 2013 was obtained from Capita, the Council's external consultants.

Reasons for Recommendation

The report meets the requirements of both the CIPFA Code of Practice on Treasury Management and the CIPFA Prudential Code for Capital Finance in Local Authorities. The Council is required to comply with both Codes through Regulations issued under the Local Government Act 2003.

Finance Officer Clearance ...ID.....

Legal Officer Clearance MJ.....

Director's Signature **[Appended in hard copy.]**

Breakdown of Investments as at 30 September 2013

Counterparty	Amount £k	Amount £k
UK Institution		
Local Authority		
Greater Manchester Waste Disposal Authority	5,000	5,000
Banks		
Barclays	5,000	
Lloyds	20,000	
Royal Bank of Scotland - Ulster Bank (Belfast)	14,700 2,000	41,700
Money Market Funds		
Federated	370	
Goldman Sachs	50	
Ignis	210	
Morgan Stanley	120	750
Total UK Institutions		47,450
Non UK Institutions		
National Australia bank	5,000	
National Bank of Abu Dhabi	5,000	
Development Bank of Singapore	2,500	
United Overseas Bank	4,000	16,500
Total Non UK Institutions		16,500
Grand Total		63,950

TRAFFORD COUNCIL

Report to: Executive
Date: 3rd December 2013
Report for: Discussion/Information
Report of: Executive Member for Transformation and Resources/
Corporate Director Transformation and Resources

Report Title

Annual Delivery Plan 2013/14 Second Quarter Performance Report

Summary

The attached report provides a summary of performance against the Council's Annual Delivery Plan, 2013/14.

Recommendation(s)

That Executive notes the contents of the Annual Delivery Plan Second Quarter Performance Report.

Contact person for access to background papers and further information:

Name: Jayne Stephenson
Extension: 1231

Background Papers: None

Relationship to Policy Framework/Corporate Priorities	The Annual Delivery Plan 2012/13 Quarter 4 Performance report summarises the Council's performance in relation to the Council's Corporate Priorities for 2012/13.
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 2013/14 and supporting management information, for the period 1st July to 30th September 2013.
- 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 Quarter 2 results

- 2.1 The ADP has 25 indicators. At the end of second quarter, 20 of these have been reported, of the remaining five indicators, there are 2 Education indicators that are reported annually; three more indicators have no RAG status, as these are new, and are being benchmarked during this year.
- 2.2 Of the 20 indicators reported up on 18 are on target. Of the 18 green indicators, 10 are improving against quarter 1 including – recycling rates, ground floor vacant units, number of people in receipt of Telecare, Delivery against the Highway maintenance programme, residence employment, percentage of service users / carers eligible to receive personal budgets.
- 2.3 There are a number of indicators which have either improved significantly or show excellent performance, the first being breast feeding rates for which achievement against this measure remains very good this year and significantly above what was seen at the same time last year and remains on track to achieve a challenging target. It reflects work done with and by midwives and Health Visitors to support women to both initiate and continue breastfeeding. Extra support and training has been targeted towards lower achieving areas, and figures, particularly in the West, have improved significantly. Whilst this is an encouraging start, it must be noted that the breastfeeding figures can be very volatile with significant changes, quarter on quarter.
- 2.4 The latest benchmarking data (September 13) for Children in Care – long term stability shows Trafford's 3 year average for this measure to be the 4th highest in the country. This is an important indicator and the provision of long term stable placements to children in care provides the foundation on which children can grow and achieve positive outcomes.
- 2.5 Ground Floor vacant units were amber in quarter 1 however it was acknowledged that there were a number of initiatives underway to improve the results and the impact of these are starting to show with quarter 2 figures now in the 'green':
 - Business rate appeals
 - Loan Scheme
 - Landlords Forums

- Town Centres Investment Fund
- Public Realm Strategy – Altrincham

2.6 Finally in terms of good news, support to third sector organisations has significantly improved as a result of the Thrive Trafford, or third sector infrastructure support service contract which has recently completed a very successful first year (since October 2012), meeting all targets, including supporting over 200 local groups, attracting over £400,000 of external investment and delivering improved participatory budgeting events. The year 2 delivery plan is currently being finalised.

2.7 There are two indicators that are outside target for Q2: both red (more than 10% outside target). One has deteriorated from green in Q1 (Reduce the percentage of 16-18 year olds who are not in education, training or employment (NEETs)); the other was red in first quarter, but performance has deteriorated slightly (Safe Place to Live – Fighting Crime). Where performance targets have not been met, Exception Reports, completed by the relevant Heads of Service, are attached to the report.

2.8 Whilst the NEETs indicator is classified as red, this appears to relate to an increase in the young people with destination recorded as unknown for which this classification is reliant on information from other Local Authorities. When the actual number of NEET young people is looked at there were 207 compared to 255 young people at the same time last year. The full details are listed in the exception report.

2.9 In terms of the Anti-Social Behaviour indicator the monthly trends are in line with last year, however there has been an overall increase of 16% in ASB in the first 6 months of 2013/14, from the same time last year. As reported in quarter one there continues to be an increase in the highest volume aspect of ASB - Rowdy and Inconsiderate Behaviour. Longford West is now an area of investigation as there has been a noticeable increase in Neighbour complaints in second quarter.

In quarter 1 it was reported that there had been an increase in the number of Hoax Calls to Emergency Services and Malicious/Nuisance Communications, with a significant number attributable to one individual in Partington, these incidents have declined significantly in second quarter, as a result of multi-agency action to targetting both the individual but also the top 10 addresses in Trafford in relation to repeat reports of ASB and Neighbour Nuisance.

It is worth noting that Trafford still has the lowest volume of ASB incidents in GM and the increase in ASB is similar to the increases which are being experienced across Greater Manchester.

Finance Officer Clearance *(type in initials)* **ID**
Legal Officer Clearance *(type in initials)* **MJ**



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

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

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TRAFFORD COUNCIL

**ANNUAL DELIVERY PLAN 2013/14
Quarter 2
Performance Report
(Final)**

1. Purpose and scope of the report

The report provides a summary of performance against the Council's Annual Delivery Plan (ADP) 2013/14 and supporting management information for the period 1st July to 30th September 2013 (Quarter 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

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 1 performance.

For Corporate Priority indicators, where actual or expected performance is red (more than 10%) or Amber (within 10% below the expected level of performance) an Exception Report is included in the commentary.

2. Performance Key

G Performance meets or exceeds the target	↑	Performance has improved compared with the previous period
A Performance is within 10% of the target	↔	Performance is the same compared with the previous period
R Performance is more than 10% below 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.



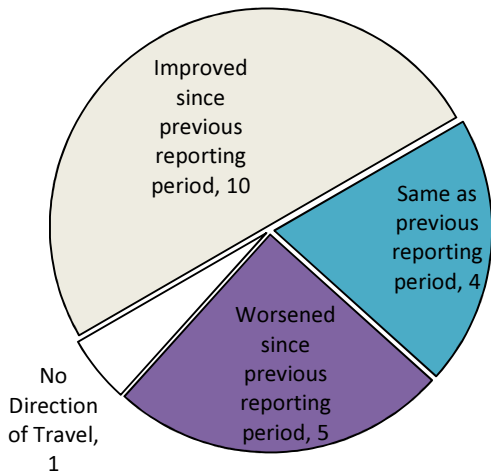
3. Performance Results

3.1 Performance Summary

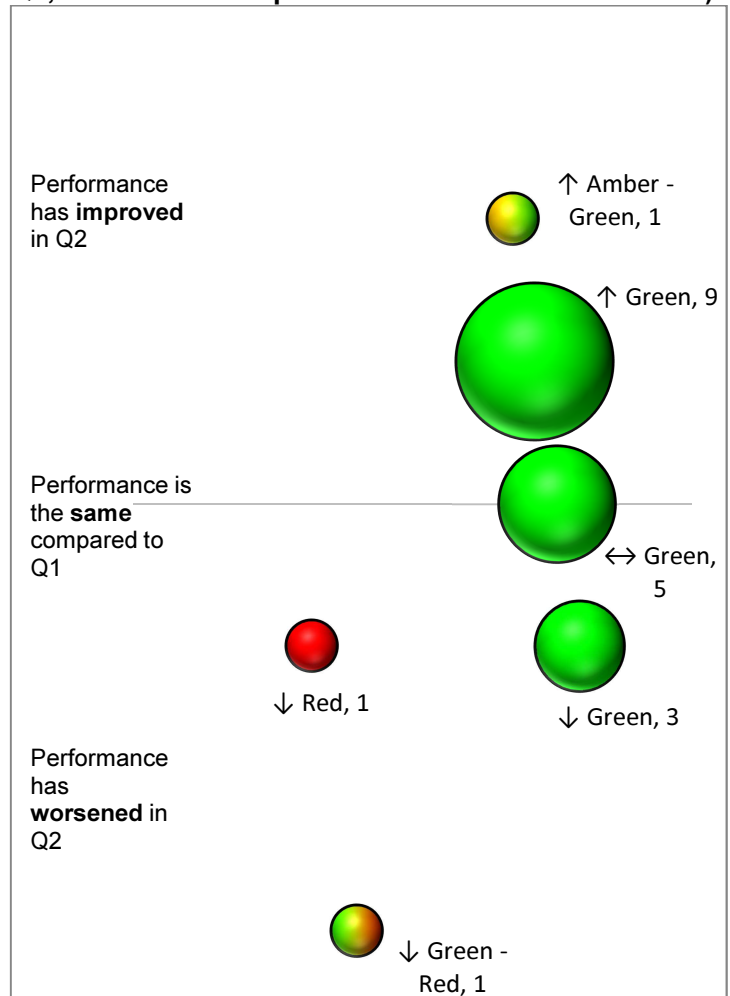
Performance Indicator RAG Status by Corporate Priority

ADP Theme	Performance Indicator RAG Status			
	Green (G)	Green (est) (G(est))	Red (R)	No data
All Indicators	16	2	2	3
Low Council Tax and Value for Money	3	1	0	1
Economic Growth and Development	4	0	0	1
Safe Place to Live - Fighting Crime	2	0	1	0
Services Focused on the Most Vulnerable People	4	1	0	0
Excellence in Education	1	0	1	2
Reshaping Trafford Council	2	0	0	1

Direction of Travel of all Performance Indicators



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)



The ADP has 25 indicators. At the end of second quarter, 20 of these have been reported, and 18 are on target. Of the 18 green indicators, 10 are improving (including one from amber to green).

5 indicators have worsened since Q1, including 3 that have remained green, one which has remained red and one that has deteriorated from green in Q1.

One indicator has no Direction of Travel in the report, as it is a Q1 result, reported a quarter in arrears. This is shown as being the same as the previous reporting period on the bubble graph.

Of the 5 indicators that have not been reported, 2 are annually reported and 3 are new indicators, that are being benchmarked during this year.

3.2 Performance Exceptions

The following indicators have a RED performance status at the end of second quarter				Exception Report (Page)
Corporate Priority	REF	DEFINITION	Q2	
Safe Place to Live - Fighting Crime	STP13	Reduce Anti-Social Behaviour	↓	10
Excellence in Education	LCA2	Maintain the low level of 16-18 year olds who are not in education training or employment (NEET) in Trafford	↓	15

No indicators have an AMBER performance status at the end of second quarter

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 2013-14 we will:

Make effective use of resources

- Ensure delivery of £18.685m savings as set out in the medium term financial plan
- Continue to collaborate on efficiency projects with other local authorities
- Continue to support the AGMA Procurement Hub
- Continue to work effectively with partners to improve service quality and value for money
- Minimise increases in the Waste Disposal Levy through increased recycling, including the introduction of weekly food and green waste collections
- Reduce Street Lighting energy costs, by investment in LED lanterns
- Ensure effective use of assets through the adoption of a Corporate Landlord approach
- Identify savings to meet the 2014/15 budget gap, seeking to minimise impact on front line services

Deliver the Council's Transformation Programme

- Complete and deliver a portfolio of Transformation Projects delivering identified benefits including financial savings
- Introduce new ways of working, putting customers at the heart of what we do and understanding what we need to do
- Structuring ourselves more effectively and working with partners to achieve excellent value for money services
- Develop the capacity and skills of managers and staff.
- Deliver a balanced budget in line with statutory responsibilities and Council priorities

Key Policy or Delivery Programmes 2013 – 14

- Medium term Financial Plan
- Land Sales Programme
- GM Municipal Waste Management Strategy

Ref.	Definition	Freq	12/13 Actual	13/14 Target	13/14 Q1	2013/14 Q2			
						Actual	Target	DOT	Status
CAG 08	Improve the % of household waste arisings which have been sent by the Council for recycling/ composting	M	48.6% G	52%	53.05% (Est) G	57.59% (Est)	52%	↑	G
<p>The data shown above is the estimated cumulative result to the end of August. Data for September will not be available until late October. All results have to be validated by DEFRA, which is usually a quarter in arrears.</p> <p>In May 2013 the frequency of collections for grey and green bins changed. We now collect the grey bins (general waste) fortnightly instead of weekly and the green bins (garden and food waste) weekly instead of fortnightly. We have also provided residents with caddies and a roll of compostable liners to encourage them to recycle their food waste in the green bins. We anticipate an increase in the recycling rate because of this.</p>									
NI 179	Delivery of efficiency and other savings	Q	£12.2m G	£18.5m	£18.5m G	£18.5m	£18.5m	↔	G
BV 12i	Reduce the level of sickness absence (Council wide excluding schools)	M	10 days R	9 days	7.84 days G	8.69 days	9 days	↓	G

Ref.	Definition	Freq	12/13 Actual	13/14 Target	13/14 Q1	2013/14 Q2			
						Actual	Target	DOT	Status
BV9	Percentage of Council Tax collected (* reflects major changes to council tax from 1 April 2013)	M	98.1% G	97.4%*	30.79% G	58.75%	58.75%	↑	G
New	Identify savings to meet the 2014/15 gap	M	N/A	£1.93m	N/A	N/A	N/A	N/A	N/A

Significant progress has been made to identify additional savings to bring the 2014/15 budget into balance. Savings proposals are soon to be announced as part of the budget process.

ECONOMIC GROWTH AND DEVELOPMENT

Ensure the most strategic and effective use of the Council's assets and infrastructure, to enhance the attractiveness of Trafford as a place to invest; resulting in increased levels of economic growth, investment, housing and jobs in Trafford.

For 2013-14 we will:

- Deliver strategic development projects and maximise investment in the Borough, e.g. Town Centres, Trafford Park, Carrington
- Deliver investment and growth through effective planning processes and frameworks
- Support business growth and prosperity
- Develop and deliver the Council's asset strategy
- Deliver housing and economic growth, develop safe and secure neighbourhoods and grow opportunities for the residents of Trafford
- Deliver new affordable housing and work with Registered Social Landlords, the housing options service and other partners to meet local housing need
- Effective utilisation of long term investment to ensure the delivery of the highways investment programme
- Maintain the Highway network
- Deliver the infrastructure needed to support economic growth and prosperity and the development of safe, secure and attractive residential neighbourhoods
- Ensure businesses and individuals comply with legislation, to stimulate fair trade, and enhance environmental quality in our town centres and communities
- Improve maintenance and design of our parks, open spaces and streets, to foster safe, secure and attractive neighbourhoods
- Support the development of excellent leisure facilities across the Borough, to help improve the health and wellbeing of residents and the attractiveness of the Borough

Key Policy or Delivery Programmes 2013 – 14

- Support the development of excellent leisure facilities across the Borough, to help improve the health and wellbeing of residents and the attractiveness of the Borough
- Master Plans (Old Trafford, Trafford Park)
- Trafford Economic Alliance work programme
- Town Centres Development, incl Altrincham Forward plan
- Corporate Landlord; Asset Strategy, Greenspace Strategy
- Community Infrastructure Levy
- Housing Strategy
- Highway Maintenance Capital Programme
- Transport Asset Management Plan

Ref.	Definition	Freq	12/13 Actual	13/14 Target	13/14 Q1	2013/14 Q2			
						Actual	Target	DOT	Status
New (EG 2)	Percentage of ground floor vacant units in town centres	Q	18.8% G	17.3%	18.3% A	17.6%	18.05%	↑	G
NI 154	The number of housing completions per year	Q	305 G	300	105 G	199	150	↓	G
BRP 02	Deliver the published 2013/14 Highway Maintenance Capital Programme	M	100% G	100%	0% G	25%	25%	↑	G

There are 28 schemes which form the Highway Structural Maintenance programme. To date 7 schemes have been completed, 2 schemes are in progress on site and another 7 schemes have been

Ref.	Definition	Freq	12/13 Actual	13/14 Target	13/14 Q1	2013/14 Q2			
						Actual	Target	DOT	Status
programmed for a start late October to mid-November.									
New (EG 4)	Residence Employment (working age residents in employment) (000's)	Q	97.6 G	97.8	99.7 G	101.6	97.8	↑	G
New (EG 5)	Additional business rates generated (EG5)	Q	New	N/A	N/A	Data collection process being established in year			

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 2013-14 we will:

- Address the underlying causes of crime and anti-social behaviour by working with partners to support and intervene at individual, family and community level, targeting resources where they are most needed
- Develop a collaborative and risk led approach to tackling Anti-Social Behaviour
- Take early action and work directly with local communities to prevent crime, including the use of the Consumer Alert System.
- 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 monitor public spaces CCTV cameras to improve the safety of residents by directing Police resources on the ground to incidents and also to provide recorded evidence which supports convictions

Key Policy or Delivery Programmes 2013 – 14

- Crime Strategy 2012-15

Ref.	Definition	Freq	12/13 Actual	13/14 Target	13/14 Q1	2013/14 Q2				
						Actual	Target	DOT	Status	
STP 1	Maintain the position of Trafford compared to other GM areas in terms of Total Crime Rate.	Q	1 st G	1 st	1 st G	1 st	1 st	↔	G	
<p>Trafford remains the safest place in Greater Manchester, and total crime rate continues to improve. The crime rate in Trafford is 47.5 crimes per 1000 residents, for the rolling 12-month average to the end of August. The Greater Manchester average is 66.1, although the crime rate in Trafford has fallen at a slower rate (7.7%) than the GM average (9.4%) in this period.</p> <p>However, there has been an element of crime rates “plateauing” across GM over the last 6 months. Apart from Bolton, where there has been a drop of 13 crimes per 1000 residents (18%) in the last 12 months, most authorities in GM (and many of Trafford’s most similar comparator group) have seen crime rates level off. In fact crime rates have increased in four areas in the last quarter: Bury, Stockport, Tameside and Manchester.</p>										
STP 3	Reduce total recorded crime	M	10,995 G	10,995	2667 G	5339	5471	↓	G	
<p>Crime is down by 2.4% for the first six months of 2013/14, compared to the same time last year. Theft is down 4% compared to Q2 in 2012/13, although Serious Acquisitive Crime is just above last year’s level. Trafford Retail Community is still the highest crime beat, with a sharp increase in Shoplifting offences in September.</p> <p>Vehicle Crime is down by 6.5% for the year to date, with significant improvements in Thefts from Motor Vehicles in Brooklands and Hale in Q2, compared to Q1.</p> <p>There have been small drops for the year to date in violent crimes (2.3%), despite a small increase in Q2; and criminal damage (2.7%), although crimes have doubled in Partington in Q2. However, Domestic Burglary is up 9%. The high crime numbers in Hale Barns have continued, and Clifford South and Longford East have seen significant increases from first quarter. There were 60 fewer non-domestic burglaries compared to first quarter.</p> <p>Serious Sexual Offences have almost doubled compared to last year to date, although many of these are historical offences, relating to Operation Yewtree. The total of 102 crimes for the year to date is</p>										

Ref.	Definition	Freq	12/13 Actual	13/14 Target	13/14 Q1	2013/14 Q2			
						Actual	Target	DOT	Status
just 14 crimes fewer than in the whole of last year, mainly due to a spike in July.									
STP 13	Reduce anti-social behaviour incidents	M	5985 G	5985	1830 R	3802	3278	↓	R
See Exception Report below									

Exception Report (STP 13)

Why is performance at the current level?

- 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?

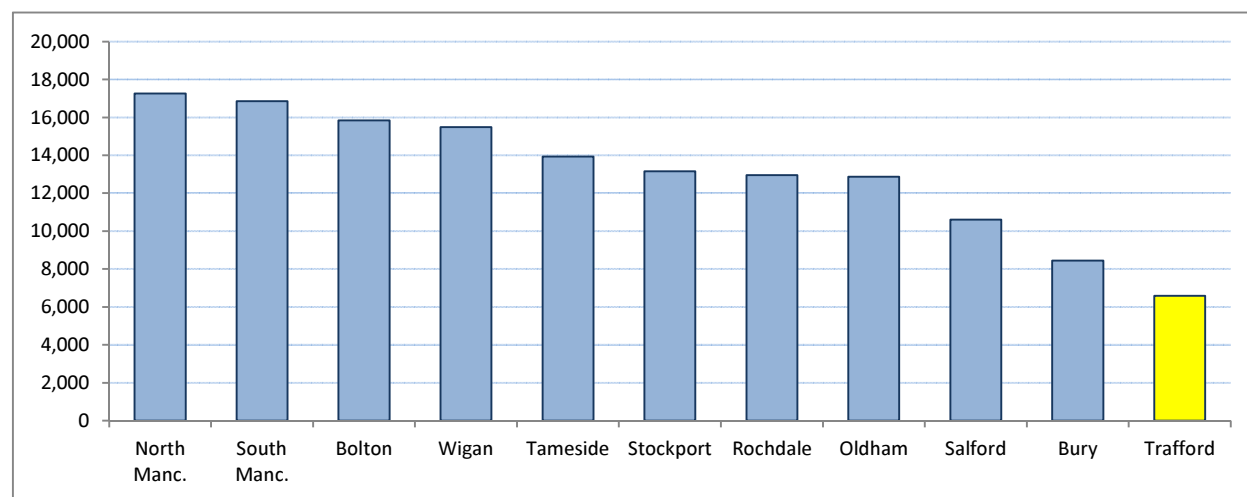
Anti-Social Behaviour has followed the same monthly trend as last year. However, there has been an overall increase of 16% in ASB in the first 6 months of 2013/14, from the same time last year. ASB reached its highest level for almost 2 years in July, although it has fallen since then.

There has been an increase in the highest volume aspect of ASB - Rowdy and Inconsiderate Behaviour, particularly in Partington and Longford West, where there has also been a noticeable increase in Neighbour complaints in second quarter.

Partington accounts for over 12% of all ASB incidents in the Borough, which is significantly more than any other neighbourhood. The 469 incidents in Q1 and Q2 represent a 43% increase on 2012/13. However, more than half of these incidents (278) have been Hoax Calls to Emergency Services and Malicious/Nuisance Communications. This is already 115 more than for the whole of last year, but these incidents have declined significantly in second quarter, as a result of multi-agency action to target the top 10 addresses in Trafford in relation to repeat reports of ASB and Neighbour Nuisance.

Upon analysis it is also clear that a small number of addresses continue to contribute a disproportionate amount of repeat demand and multi-agency action is being taken to address this issue.

However, Trafford still has the lowest volume of ASB incidents in GM. The graph below shows ASB Incidents for the rolling 12 month period to the end of September (1st October 2012 to 30th September 2013)



This equates to 17 incidents per 1000 residents which is significantly below the GM average.

The increase in Trafford has reflected a wider increase of 15.9% across Greater Manchester.

It is also worth noting that within the latest GMP Neighbourhood Survey, only 1% of local residents perceive ASB to be a problem in their neighbourhood. This is the lowest figure ever recorded in Trafford, and the lowest in GM by some distance.

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?*

An increase in anti-social behaviour obviously has a direct impact on victims, and potentially has a negative effect on communities. There is no evidence a small increase such as this that this will have any additional negative impact on equalities or specific communities.

This is a key priority for GMP, and the wider Partnership. Failure to meet the target could have a direct impact on the reputation of the Partnership, and individual partners within it. This may possibly have a bearing on STP 2 (confidence in crime agencies in Trafford), and affect Trafford's position within Greater Manchester.

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.*

Ongoing analysis has been undertaken to identify repeat demand addresses in Trafford in relation to repeat reports of ASB and Neighbour Nuisance and a multi-agency plan of action drawn up and delivered for each of these.

There is also ongoing enforcement action taking place in relation to a core of persistent offenders and it is anticipated that this will have an impact in Q3 and Q4.

A multi-agency operation (Operation Redondo) is also currently taking place in Partington to address some of the specific issues that are occurring within that locality.

SERVICES FOCUSED ON THE MOST VULNERABLE PEOPLE

Enable people to have more choice and control over the support they receive. We also want to provide quality services that encourage people to lead healthy, independent lives and support children and young people to be safe and to aspire and succeed.

For 2013-14 we will:

Personalisation

- People to have more choice, control and flexibility in meeting their needs

Health improvement

- People to receive the best possible health and social care services delivered efficiently, effectively and in a co-ordinated way to reduce health inequalities
- Reduce alcohol and substance misuse and alcohol related harm
- Support people with long term health, mental health and disability needs to live healthier lives

Promote resilience and independence

- To ensure that people in Trafford are able to live as independently as possible, for as long as possible

Safeguard vulnerable adults and children and young people

- To ensure that vulnerable adults at risk of abuse are safeguarded through robust monitoring of commissioned services
- Implement the Munro recommendations (national guidance to improve safeguarding)
- Development of the Safeguarding Children Board (revised national expectations)

Market management and quality assurance

- To stimulate the market in Trafford ensuring there is a diverse choice of quality services that meet individuals' needs

Improve the health and well-being of the most vulnerable children and young people in the borough

- Increase the number of Health visitors and improve our school nursing service
- Continue to deliver programmes to reduce childhood obesity
- Improve emotional health support for children and young people

Close the gap for vulnerable children and families

- Introduce personal budgets for children with complex and additional needs
- Provide joined up assessment and support for children with special educational needs

Close the gap for children and families based on localities

- Improve support for families facing difficult times including joint agency working
- Introduce early help for families before issues become problems

Support those affected by the Welfare Reform changes through the development and delivery of a multi-agency work programme

Key Policy or Delivery Programmes 2013 – 14

- Stronger Families programme
- Health and Wellbeing Strategy
- Welfare Reform delivery programme

Ref.	Definition	Freq	12/13 Actual	13/14 Target	13/14 Q1	2013/14 Q2			
						Actual	Target	DOT	Status
New	Number of people in receipt of Telecare in year	M	1792	2000	1518 G	1851	1600	↑	G

September position = 1851 against a target of 1600

This is a further increase of 116 since August.

End year projection still of 2400 = 20% above target

At the same time last year we reported a figure of 1350.

This figure continues to be positively affected by the introduction of the "Trafford Telecare Pledge" for those people aged over 80. Significant progress is also being made with people aged 18-64, the number of new users in year currently projecting to be 17% above target.

Ref.	Definition	Freq	12/13 Actual	13/14 Target	13/14 Q1	2013/14 Q2			
						Actual	Target	DOT	Status
ASC OF 1Ci	% of eligible service users / carers to receive Personal Budgets in year	M	70.1% A	75%	62.7% G	65.6%	61%	↑	G
<p>65.6% represents 3,236 people receiving Self-directed support out of 4,935 users and carers receiving community based services (excluding professional support). This is a slight increase on the overall figure since August. Since the start of the year, the overall figure has increased by an average of 1.5% points a month. If this rate of progress were to continue, it would allow us to reach target of 75% by year end. Although currently reporting as on target, we still need to be mindful that there are currently over 1600 people receiving services that should be eligible for SDS that are not classed as having received it.</p>									
New	Maintain % of eligible population aged 40-74 who received an NHS Health Check in the financial year	Q	10.5%	10.5%	N/A	2.97%	2.6%		G
<p>This is figure for Q1. Q2 not available until November. 2.97% equates to 1985 people offered a health check, of an eligible population of 66,819. Of those being made the offer, 1049 (52.8%) had a check. On a straight trajectory this measure is on track to meet target.</p>									
New	Breastfeeding rate at 6-8 weeks: difference from Trafford average of the lowest areas, by Medical Centre catchment	Q	-16.3%	-15.5%	-6.9% G	-5.06%	-15.5%	↑	G
<p>Achievement against this measure remains very good this year and significantly above what was seen at the same time last year and remains on track to achieve a challenging target. The figure for the quarter was 54.59%. It reflects work done with and by midwives and Health Visitors to support women to both initiate and continue breastfeeding. Extra support and training has been targeted towards lower achieving areas, and figures, particularly in the West, have improved significantly. Whilst this is an encouraging start, it must be noted that the breastfeeding figures can be very volatile with significant changes, quarter on quarter.</p>									
New	Children in Care Long Term Stability	Q	78.8%	80%	81.4% G	82.0%	80%	↑	G
<p>Latest benchmarking data (September 13) shows Trafford's 3 year average for this measure to be the 4th highest in the country. This is an important indicator and the provision of long term stable placements to children in care provides the foundation on which children can grow and achieve positive outcomes.</p>									

EXCELLENCE IN EDUCATION

Ensure that children are well prepared to achieve in adulthood through high quality learning and development.

For 2013-14 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
- Establish a new delivery model to provide support to schools in line with national policy
- 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

- Undertake a full review and redesign of provision and support for children with Special Educational Needs
- Use the SEN Pathfinder as an approach to support educational progress of children with Special Educational Needs
- Increase the percentage of care leavers in Education Employment and Training

Close the gap in educational outcomes across the borough based on the different localities

- Targeted support through the revised Children's Centres outreach services following implementation of the Children's Centre Review
- Work with AGMA on the Early Years strand of Public Sector Reform to support targeted interventions
- Targeted support for young people through the Area Family Support Teams to maintain low levels of NEET (Not in Employment, Education or Training)

Key Policy or Delivery Programmes 2013 – 14

- CYP Strategy 2011-2014

Ref.	Definition	Freq	12/13 Actual	13/14 Target	13/14 Q1	2013/14 Q2			
						Actual	Target	DOT	Status
New	% of pupils achieving 5 A*-C GSCE including English and Maths	A	71.9%	73%	N/A	Annual Indicator			
CGV 2c	% of pupils on Free School Meals (FSM) achieving 5 A*-C GSCE including English and Maths	A	41.5% G	43%	N/A	Annual Indicator			
LCA 2	Maintain the low level of 16-18 year olds who are not in education training or employment (NEET) in Trafford	M	4.45% G	4.4%	4.53% G	5.16%	4.4%	↓	R
See Exception Report below									
New	Maintain Trafford's position within the Top quartile of authorities nationally, with regard to the rate of persistent absence from School	A	Top G	Top	N/A	Top	Top	↔	G
Data based on 2 terms (Autumn 12, Spring 13) released 15/10/13, shows Trafford to have maintained its position in the top quartile of authorities with regard to the rate of persistent absence.									

Theme / Priority:	Preserving Educational Excellence		
Indicator / Measure:	LCA2		
Indicator / Measure detail:	Performance Indicator (Reduce the percentage of 16-18 year olds who are not in education, training or employment)		
Baseline:			
Target and timescale:	4.4% Upper target 4.84% Lower target September 2013	Actual and timescale:	5.17% September 2013
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 NEET percentage is arrived at from a national formula which takes into account the number of young people whose destination is "Not Known". The Not Known figure for September 13 was higher than expected which therefore has an impact on the NEET figure. When the actual number of NEET young people is looked at there were 207 compared to 255 young people at the same time last year.</p> <p>Connexions is responsible for tracking the destination of all 16 – 19 year olds and has a process in place which includes receiving enrolment and progression data from schools and colleges to update the current destination of young people. This year it has been more difficult than in previous years to get this information from some schools and colleges, mainly from those in other Greater Manchester local authority areas. There have been changes to the way that some neighbouring local authority areas are tracking young people, which has had an effect in Trafford. The usual practice is that the Connexions/LA where the FE / sixth form is based will receive enrolment data for all students and will then share this with the students home LA via the national CCIS website. Where neighbouring LAs have not progressed with this as in previous years this has left a larger number of students to be followed up by phone call or home visits.</p> <p>Trafford Connexions is using a new database to track and record destinations of young people. The new system automatically moves a young person to "Not Known" at the end of their course. This means that some young people will be classed as Not Known in September as their Year 12 course has finished, but they have not yet been recorded as starting on a Year 13 course. The most accurate picture of NEET, Not Known and In Learning will not be seen until all enrolment lists have been updated.</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 impact is that the most accurate NEET percentage is not available and appears to partners that there are more young people still waiting to be placed in education or training than in effect there are.</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. 			

Connexions and Partnerships and Performance are actively contacting FE colleges, schools and sixth forms to get enrolment lists.

Connexions Advisers are actively phoning young people and where necessary making home visits to ascertain their current destination.

It is expected that an accurate "Not Known" figure will be available at the end of November which will then show a more accurate NEET percentage.

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 embraces innovation and new ways of working.

For 2013-14 we will:

- Develop Citizens' Charter which will describe what agencies and residents will do to share the responsibility for making Trafford an outstanding place in which to live, grow up and prosper
- Establish Locality Partnerships to create stronger and empowered communities that are safer, cleaner, healthier and better informed
- Create Locality profiles to assess need and support the development of evidence based priorities and action plans
- Provide dedicated support to the Voluntary and Community Sector
- Deliver the Customer Strategy, including a review of complaints management process and implementation of an improved system to enable easier access to the Council
- 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
- Develop arrangements to share services across agencies, where it is efficient to do so, including shared use of buildings
- Working together with our colleagues across Greater Manchester to secure greater efficiencies
- Integrated working with our Partners to pursue joined up services in local communities to provide better services for the future
- Continue to implement the "Sustainable Trafford" and Climate Change Adaptation strategies
- Secure alternative funding streams to use directly or commission others to run services on our behalf e.g. Social Impact Bonds
- Investigate the creation of an independent company which will trade with existing customers and seek new opportunities to grow its market share
- Integrate Adults, Children's Services and Public Health to create a Children, Families and Wellbeing Directorate

Key Policy or Delivery Programmes 2013 – 14

- Customer Services Strategy
- Collaboration Programmes (e.g. GMP, SWITch, Strategic Procurement Unit)
- Third Sector Strategy; Volunteering Strategic framework
- Sustainable Trafford Action Plan

Ref.	Definition	Freq	12/13 Actual	13/14 Target	13/14 Q1	2013/14 Q2				
						Actual	Target	DOT	Status	
New	Citizens' Charter developed	Q	N/A	N/A	N/A	Annual Indicator				
A proposal has been drafted for discussion with the Locality Partnership Chairs, regarding a "Care for Where You Live" campaign, which would focus on environmental and social outcomes in each locality, to promote the principles of a Citizens' Charter.										
New	Locality partnerships operational	Q	N/A	N/A	G	N/A	N/A	N/A	G	
Our four Locality Partnerships have identified their key themes, including child obesity, town centre regeneration and social isolation, and are now bringing a range of partners together with councillors and residents to explore the issues and develop innovative solutions.										

Ref.	Definition	Freq	12/13 Actual	13/14 Target	13/14 Q1	2013/14 Q2			
						Actual	Target	DOT	Status
New	Number of third sector organisations receiving intensive support	Q	New	115	70 G	187	85	↑	G

Thrive Trafford, or third sector infrastructure support service, have completed a very successful first year (since October 2012), meeting all targets, including supporting over 200 local groups, attracting over £400,000 of external investment and delivering improved participatory budgeting events. We are currently finalising their year 2 delivery plan.

DECISIONS MADE BY THE GREATER MANCHESTER COMBINED AUTHORITY MEETING HELD ON 25 OCTOBER 2013

Decisions published on 29 October 2013 and will come into force from 4:00pm on the 5 November 2013, subject to call-in, except for any urgent decisions.

The process for call in of decisions is set out as an Appendix to this note, extracted from the Greater Manchester Combined Authority (GMCA) Constitution. The address for the purposes of the schedule is that of the GMCA Secretary, c/o Manchester City Council, PO Box 532, Town Hall, Manchester, M60 2LA; or by contacting k.bond@agma.gov.uk

The reports detailed in this note can be accessed at the AGMA website via the following link: - <http://www.agma.gov.uk/calendar/index.html>. Any report not available on the web site will be available for Scrutiny Pool members from the GMCA Secretary on request, on a private and confidential basis.

1. WORK PROGRAMME LEAVERS (agenda item 6)

The Combined Authority received a report presented by Mike Emmerich, Chief Executive New Economy seeking approval for Greater Manchester to test a place-based pilot for people who leave the Work Programme ('Work Programme Leavers'). This programme will help long-term Employment Support Allowance claimants to move into sustained work. If successful, there will be significant fiscal and economic benefits to both GM and Government. The programme has been co-designed with and jointly funded by Government to reflect that many of the financial benefits of success flow to Treasury and the Department for Work and Pensions.

The Combined Authority AGREED:

1. to endorse in principle the implementation of the Work Programme Leavers across Greater Manchester and the next steps as set out in Section 5 of the report.
2. to note that the Districts will be asked to fund £2.882m of the programme cost and £150k evaluation costs across 2013/14 to 2015/16 as set out in Appendix A of the report.
3. to note that the £1.441m of the District contribution will be funded from the 2014/15 ESF programme.
4. that more detailed information be provided in relation to the funding model which lies behind the costs and subject to this information being provided, authority be given to Councillors Smith and McMahon to approve final costs.
5. that subject to the action in recommendation 4 above districts be requested to:
 - a. ensure that the appropriate approvals are in place to fund and progress this programme.
 - b. agree that Salford City Council will provide the lead authority role for the procurement process.
6. that a paper be requested for consideration by Leaders when they next meet in November in relation to the funding costs/implications to Districts arising from the work of the Greater Manchester Combined Authority/AGMA to enable this to be taken into account by districts when developing budgets.

2. THE ALLIANCE PROJECT – FUTURE WORK AND MANAGEMENT (agenda item 8)

The Combined Authority received an update report from Mike Emmerich on progress of The Alliance Project that was established to examine the potential for repatriating textiles manufacturing to the UK, the report includes an outline business case, details of the three areas of activity, funding required and a programme of activity.

The Combined Authority AGREED:

1. to confirm the governance and management structure as outlined below
2. to note the need for continuing funding up to £150k during 2014/5 to secure the leadership and capacity of the project and to delegate to the Chair of WLT and Treasurer of GMCA to bring forward detailed funding proposals as part of the forthcoming Budget.
3. to keep the project under six monthly review.

3. METROLINK SECOND CITY CROSSING AND METROLINK TRAFFORD PARK SCHEME (agenda item 9)

The Combined Authority received a report from Sir Howard Bernstein, Chief Executive, Manchester City Council and Jon Lamonte Chief Executive TfGM updating members in relation to the Metrolink Second City Crossing and Metrolink Trafford Park schemes.

The Combined Authority AGREED:

1. to note the recent award of Transport and Works Act powers to operate the Metrolink Second City Crossing (2CC).
2. to note that some works elements which would be delivered under the 2CC programme, including access and enhancements works at Deansgate Castlefield, are the subject of an ERDF funding bid (the ERDF works).
3. to approve the works required to deliver the 2CC programme, which have a total cost of approximately £165 million (earmarked within the capital programme); and delegate authority to the Chief Executive and the Finance and Corporate Services Director of TfGM, in consultation with the GMCA Treasurer, to progress contractual arrangements for 2CC and, subject to demonstrating value for money, the award of contracts to deliver the works, excluding the ERDF works, unless ERDF funding is subsequently secured for those works. The contractual and delivery arrangements will reflect the proposals within the ERDF bid.
4. to note that the GM Transport Fund includes allowances for the 2CC works, including allowances for risks and issues, within the overall Metrolink programme budgets, including the programme contingency. The detailed budgets will be updated in subsequent capital monitoring reports.
5. to note that following the previous CA approval to commit up to £5 million from the GM Transport Fund, work has been ongoing to progress the Trafford Park Metrolink scheme outline business case, procure tram “long lead” items and develop a phasing strategy for the works recognising the critical importance of

establishing a stable funding resource from the Earnback formula and associated revenues in order to make a robust decision about further large scale infrastructure enhancements.

6. to note that the proposed phasing strategy for the Metrolink Trafford Park scheme is to progress public consultation and an application to obtain TWA powers which are required to build and operate the extension; and to procure the 10 Light Rail Vehicles (LRVs) required for the scheme. These activities will develop the scheme such that it is "shovel ready".

7. to note the additional cost and funding requirement to progress the Trafford Park Metrolink scheme, including the cost of the additional LRVs, is £31.9 million; and to authorise the inclusion of this sum within the capital programme.

8. to approve the costs and funding for the works required to progress the proposed phasing strategy for the Metrolink Trafford Park scheme; and delegate authority to the Chief Executive and the Finance and Corporate Services Director of TfGM, in consultation with the GMCA Treasurer, to progress the contractual arrangements, including the procurement of the 10 Light Rail Vehicles (LRVs) required for the scheme.

9. to delegate authority to the GMCA Treasurer and the TfGM Finance and Corporate Services Director to determine the optimum financing strategy to fund these costs within the existing resources available within the Transport Fund, pending the definition of a stable funding resource from Earnback to support the further capital investment.

10. that the Chief Executive of TfGM be asked to bring a paper to a future meeting in relation to capacity and numbers of trams for the Greater Manchester network to ensure we are planning sufficiently.

4. REVENUE BUDGET MONITORING 2013/14 (agenda item 10)

The Combined Authority received a report from Richard Paver, GMCA Treasurer informing members of the 2013/14 forecast revenue outturn position as at the end of September 2013.

The Combined Authority AGREED:

1. to note the contents of the report and that the latest revenue forecast for 2013/14 is currently projecting a contribution to general reserves of £135,000 arising primarily from additional income.

2. to note and approve the revised budget as detailed in paragraph 1.6 in relation to the Regional Growth Fund grant.

5. CAPITAL BUDGET MONITORING 2013/14 (agenda item 11)

The Combined Authority received a report from Richard Paver, GMCA Treasurer informing members of the 2013/14 forecast capital outturn position as at the end of September 2013.

The Combined Authority AGREED:

1. to note the actual expenditure as at September 2013 and the current 2013/14 forecast compared to the 2013/14 capital forecast reported to GMCA in July 2013.

2. to note that a separate report is scheduled on the agenda for this meeting in relation to the Metrolink Second City Crossing and the Metrolink Trafford Park extension. It should be noted that the figures presented in this report do not

include the Metrolink Trafford Park extension.

3. to note the current position for the Growing Places Fund and Regional Growth Fund as described in paragraphs 6.1 – 6.5.

ITEMS CONSIDERED UNDER PART B OF THE AGENDA

6. GREATER MANCHESTER BROADBAND UPDATE (agenda item 15)

The Combined Authority received a report from report from Jon Lamonte and Eamonn Boylan providing an update on GM's revised approach to delivering the GM Broadband Programme including detail of the roll-out and an update on Manchester and Salford's Urban Broadband Fund award.

The Combined Authority AGREED:

1. to support the GM Broadband Programme and the contribution of £2.65million match funds on an equal share basis (£312,500 per district).
2. to note the outcome of the re-scoped UBF submission and the agreement to participate in a pilot voucher scheme.

7. GREATER MANCHESTER INVESTMENT FRAMEWORK & CONDITIONAL PROJECT APPROVAL (agenda item 16)

The Combined Authority received a report from Eamonn Boylan seeking seeks GMCA's approval for the DataCentred Phase 2 and BeauLily investment projects.

The Combined Authority AGREED:

1. that the project funding application by DataCentred (loan of £4,750,000) and BeauLily (loan of £1,200,000), be given conditional approval and progress to due diligence.
2. to delegate authority to the Combined Authority Treasurer and Combined Authority Monitoring Officer to review the due diligence information and, subject to their satisfactory review and agreement of the due diligence information and the overall detailed commercial terms of the transactions, to sign off any outstanding conditions, issue final approvals and complete any necessary related documentation in respect of the loans at 1) above.
3. to note that a report would be prepared for a future meeting detailing the profiling of the GM Investment Fund and projected timeline for reinvestment.

EXTRACT FROM THE GMCA CONSTITUTION

PART 5B - SCRUTINY ARRANGEMENTS FOR GMCA, TFGMC AND TFGM

5. Call in of decisions

5.1 Call in of decisions of GMCA and TfGMC

- (a) Members of the Scrutiny Pool appointed under this Protocol will have the power to call in:-
 - (i) any decision of the GMCA;
 - (ii) any major or strategic decision of the TfGMC which is taken by the TfGMC in accordance with the delegations set out in Part 3 Section B II of this Constitution.

5.2 Publication of Notice of Decisions

- (a) When:-
 - (i) a decision is made by the GMCA; or
 - (ii) a major or strategic decision is made by the TfGMC in accordance with the delegations set out in Part 3, Section B II of this Constitution;

the decision shall be published, including where possible by electronic means, and shall be available normally within 2 days of being made. It shall be the responsibility of the Secretary to send electronic copies of the records of all such decisions to all members of the Scrutiny Pool within the same timescale.

- (b) The notices referred to at subparagraph 5.2(a) above will bear the date on which they are published and will specify that the decision will come into force, and may then be implemented, as from 4.00 pm on the fifth day after the day on which the decision was published, unless 5 members of the Scrutiny Pool object to it and call it in.

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ASSOCIATION OF GREATER MANCHESTER AUTHORITIES

DECISIONS MADE BY THE AGMA EXECUTIVE BOARD MEETING HELD ON 25 OCTOBER 2013

Decisions published on 29 October 2013 and will come into force from 4:00pm on the 5 November, subject to call-in, except for any urgent decisions.

The process for call in of decisions is set out as an Appendix to this note, extracted from AGMA's constitution. The address for the purposes of the schedule is that of the AGMA Secretary, c/o GMIST, Manchester City Council, P.O. Box 532, Town Hall, Manchester, M60 2LA; or by contacting k.bond@agma.gov.uk

The reports detailed in this note can be accessed at the AGMA website via the following link:- <http://www.agma.gov.uk/calendar/index.html>. Any report not available on the web site will be available for Scrutiny Pool members from the GMCA Secretary on request, on a private and confidential basis.

1. REVENUE BUDGET MONITORING REPORT 2013/14 (agenda item 6)

The AGMA Executive Board received a report from Richard Paver, AGMA Treasurer informing members of the 2013/14 forecast revenue outturn position as at end September 2013.

The Executive Board AGREED:

1. to note the report and the current revenue outturn forecast for 2013/14 which is projecting an underspend of £369,000.

EXTRACT FROM THE GMCA CONSTITUTION

PART 5B - SCRUTINY ARRANGEMENTS FOR GMCA, TFGMC AND TFGM

5. Call in of decisions

5.1 Call in of decisions of GMCA and TfGMC

- (a) Members of the Scrutiny Pool appointed under this Protocol will have the power to call in:-
 - (i) any decision of the GMCA;
 - (ii) any major or strategic decision of the TfGMC which is taken by the TfGMC in accordance with the delegations set out in Part 3 Section B II of this Constitution.

5.2 Publication of Notice of Decisions

- (a) When:-
 - (i) a decision is made by the GMCA; or
 - (ii) a major or strategic decision is made by the TfGMC in accordance with the delegations set out in Part 3, Section B II of this Constitution;

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