

# Public Document Pack



## TRAFFORD COUNCIL

### AGENDA PAPERS FOR EXECUTIVE MEETING

Date: Monday, 16 March 2015

Time: 6.30 pm

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

<b>A G E N D A</b>	<b>PART I</b>	<b>Pages</b>
1.	<b>ATTENDANCES</b>	
	To note attendances, including officers, and any apologies for absence.	
2.	<b>DECLARATIONS OF INTEREST</b>	
	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.	<b>MINUTES</b>	
	To receive and, if so determined, to approve as correct records the Minutes of the meetings held on 21/1/15 and 26/1/15.	
	(a) Special Executive Meeting Minutes 21/1/15	1 - 2
	(b) Executive Meeting Minutes 26/1/15	3 - 6
4.	<b>TRAFFORD ADULT SAFEGUARDING BOARD ANNUAL BRIEFING</b>	7 - 18
	To receive a report of the Chair of the Adults Safeguarding Board.	
5.	<b>MATTERS FROM COUNCIL OR OVERVIEW AND SCRUTINY COMMITTEES (IF ANY)</b>	
	To consider any matters referred by the Council or by the Overview and Scrutiny Committees: Feedback on Scrutiny Review of Joint Venture proposals is listed under Item 6 below.	

**Executive - Monday, 16 March 2015**

6. **RESHAPING TRAFFORD: ECONOMIC GROWTH AND ENVIRONMENT INFRASTRUCTURE** 19 - 54
- To consider a report of the Executive Members for Environment and Operations and for Economic Growth and Prosperity.
- Feedback from the Scrutiny review of the proposals is also appended for the Executive's consideration.
- (Note: a related report is to be considered in Part II of this agenda – Item 18 refers.)
7. **ESTABLISHMENT OF "FAIR PRICE FOR CARE" IN RELATION TO ADULT SOCIAL CARE COMMISSIONED SERVICES FOR THE 2015-16 FINANCIAL YEAR** To Follow
- To consider a report of the Executive Member for Adult Social Services and Community Wellbeing.
8. **TRAFFORD SPECIAL EDUCATIONAL NEEDS AND DISABILITY (SEND) POLICY** To Follow
- To consider a report of the Executive Member for Children's Services.
9. **EXPANSION OF OLDFIELD BROW PRIMARY SCHOOL - FINAL APPROVAL** 55 - 72
- To consider a report of the Executive Member for Children's Services.
10. **RELOCATION AND EXPANSION OF BRENTWOOD COMMUNITY SPECIAL SCHOOL - FINAL APPROVAL** 73 - 80
- To consider a report of the Executive Member for Children's Services.
11. **DELIVERY PARTNERSHIP AGREEMENT FOR UNIVERSAL CREDIT** 81 - 88
- To consider a report of the Executive Member for Finance and Director of Finance.
12. **GREATER MANCHESTER SPATIAL FRAMEWORK JOINT DEVELOPMENT PLAN DOCUMENT** 89 - 96
- To consider a report of the Executive Member for Economic Growth and Planning.
13. **REVENUE BUDGET MONITORING 2014/15 PERIOD 10** To Follow
- To consider a report of the Executive Member for Finance and Director of Finance.
14. **ANNUAL DELIVERY PLAN 2014/15 Q.3 MONITORING REPORT** 97 - 124

## **Executive - Monday, 16 March 2015**

To consider a report of the Executive Member for Transformation and Resources and Acting Corporate Director, Transformation and Resources.

### **15. GM COMBINED AUTHORITY / AGMA FORWARD PLANS / DECISIONS**

To receive the following, for information:

(a)	GMCA Decisions 30/1/15	125 - 132
(b)	Joint GMCA / AGMA Decisions 30/1/15	133 - 136
(c)	GMCA Forward Plan March - June 2015	137 - 140
(d)	Joint GMCA / AGMA Forward Plan March - June 2015	141 - 144
(e)	GMCA Decisions 27/2/15	145 - 150
(f)	Joint GMCA / AGMA Decisions 27/2/15	151 - 154

### **16. 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.

### **17. 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.

**Executive - Monday, 16 March 2015**

**18. RESHAPING TRAFFORD: ECONOMIC GROWTH AND ENVIRONMENT INFRASTRUCTURE 155 - 288**

To consider a report of the Executive Members for Environment and Operations and for Economic Growth and Prosperity. (Note: a related report is to be considered in Part I of this agenda – Item 6 refers.)

**19. EDUCATION AND EARLY YEARS CAPITAL PROGRAMME 2015 To Follow**

To consider a report of the Executive Member for Children's Services.

**THERESA GRANT**  
Chief Executive

**COUNCILLOR SEAN ANSTEE**  
Leader of the Council

Membership of the Committee

Councillors S. Anstee (Chairman), M. Cornes, M. Hyman, J. Lamb, P. Myers, J.R. Reilly, A. Williams and M. Young (Vice-Chairman)

Further Information

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

Jo Maloney, 0161 912 4298  
Email: [joseph.maloney@trafford.gov.uk](mailto:joseph.maloney@trafford.gov.uk)

This agenda was issued on Thursday 5<sup>th</sup> March 2015 by the Legal and Democratic Services Section, Trafford Council, Trafford Town Hall, Talbot Road, Stretford M32 0TH.

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## EXECUTIVE

21 JANUARY 2015

## PRESENT

Leader of the Council (Councillor S. Anstee) (in the Chair),  
Executive Member for Adult Social Services and Community Wellbeing (Councillor M. Young),  
Executive Member for Children's Services (Councillor M. Cornes),  
Executive Member for Communities and Partnerships (Councillor J. Lamb),  
Executive Member for Economic Growth and Planning (Councillor M. Hyman),  
Executive Member for Finance (Councillor P. Myers),  
Executive Member for Transformation and Resources (Councillor A. Williams).

Also present: Councillors Adshead, Baugh, Bowker, Brophy, Brotherton, Fishwick, Harding, Mitchell, Ross, Shaw, A. Western and Mrs. Young.

In attendance:

Chief Executive (Ms.T. Grant),  
Corporate Director, Children, Families and Wellbeing (Ms. D. Brownlee),  
Corporate Director, Economic Growth and Prosperity (Mrs. H. Jones),  
Acting Corporate Director, Transformation and Resources (Ms. J. Hyde),  
Director of Finance (Mr. I. Duncan),  
Director of Legal & Democratic Services (Ms. J. Le Fevre),  
Democratic and Scrutiny Officer (Mr. J.M.J. Maloney).

## APOLOGIES

Apologies for absence were received from Councillor J.R. Reilly.

## 64. DECLARATIONS OF INTEREST

No declarations were made by Executive Members.

## 65. CHANGES TO THE COUNCIL TAX SUPPORT SCHEME FOR 2015/16

The Executive Member for Finance and Director of Finance submitted a report setting out proposed amendments to the Council's Council Tax Support Scheme for 2015/16.

RESOLVED: That it be recommended that Full Council adopts the Council Tax Support (CTS) scheme currently in operation with the inclusion of the amendments detailed below for 2015/16:

- 1) That the applicable amounts are increased by 1% to keep them in line with inflationary increases to Housing Benefit and other welfare benefits (Appendix 1 to the report)
- 2) That the non-dependant deductions are frozen at their current rate (Appendix 2 to the report).

## **Executive**

- 3) That the remaining funding allocated to the CTS discretionary fund when it was first introduced in April 2013 is rolled over into 2015/16. This is estimated to be approximately £20k by the end of the year.

The meeting commenced at 5.30 pm and finished at 5.36 pm

## EXECUTIVE

26 JANUARY 2015

## PRESENT

Leader of the Council (Councillor S. Anstee) (in the Chair),  
Executive Member for Adult Social Services and Community Wellbeing (Councillor M. Young),  
Executive Member for Children's Services (Councillor M. Cornes),  
Executive Member for Communities and Partnerships (Councillor J. Lamb),  
Executive Member for Economic Growth and Planning (Councillor M. Hyman),  
Executive Member for Finance (Councillor P. Myers),  
Executive Member for Transformation and Resources (Councillor A. Williams).

Also present: Councillors Boyes, Brotherton, Cordingley, Fishwick, Mitchell, A. Western and Whetton.

In attendance:

Chief Executive (Ms.T. Grant),  
Corporate Director, Children, Families and Wellbeing (Ms. D. Brownlee),  
Corporate Director, Economic Growth and Prosperity (Mrs. H. Jones),  
Acting Corporate Director, Transformation and Resources (Ms. J. Hyde),  
Director of Finance (Mr. I. Duncan),  
Director of Legal & Democratic Services (Ms. J. Le Fevre),  
Democratic and Scrutiny Officer (Mr. J.M.J. Maloney).

## APOLOGIES

Apologies for absence were received from Councillor J.R. Reilly.

## 66. DECLARATIONS OF INTEREST

No declarations were made by Executive Members.

## 67. MINUTES

RESOLVED – That the Minutes of the Meeting held on 1st December and of the Special Meeting held on 15<sup>th</sup> December 2014 be approved as correct records.

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

a) Overview and Scrutiny Review of the Executive's Draft Budget Proposals for 2015-16

On behalf of the Scrutiny Committee, Councillor Mitchell introduced a report which presented for the Executive's further consideration issues and recommendations arising from the Committee's review of the Executive's Draft Budget Proposals for 2015-16.

RESOLVED -

- (1) That the content of the report and the recommendations made be noted.
- (2) That a response be incorporated within the Budget report to be considered by Executive and Council on 18<sup>th</sup> February 2015.
- (3) That it be noted that the Scrutiny Committee and Health Scrutiny Committee are intending to follow up work on a number of areas as part of their future work programmes.

#### **69. TRAFFORD HOMELESSNESS STRATEGY 2015 - 2018**

The Executive Member for Economic Growth and Planning Submitted a report setting out the outcome of consultation on, and seeking approval for, the updated Trafford Homelessness Strategy 2015-18.

RESOLVED -

- (1) That the content of the report and the outcome of the consultation be noted.
- (2) That the Trafford Homelessness Strategy be approved and adopted.

#### **70. AMENDMENTS TO TRAFFORD'S NATIONAL NON-DOMESTIC RATES DISCRETIONARY RATE RELIEF POLICY FOR 2015/16 AND 2016/17**

The Executive Member for Finance and Director of Finance submitted a report which sought approval to amend the Council's National Non-Domestic Rates Discretionary Rate Relief Policy to maximise government funding available, and to extend the transitional relief scheme to 2016/17.

RESOLVED -

- (1) That the content of the report be noted.
- (2) That approval be given for the Retail Rate Relief to be increased to up to £1,500 for 2015/16 for all occupied retail properties with a rateable value of £50,000 or less (as per the policy). Such increase to apply from 1 April 2015 to 31<sup>st</sup> March 2016.
- (3) That approval be given for the Transitional Relief scheme, to apply from 1 April 2015 to 31<sup>st</sup> March 2017.
- (4) That the existing National Non-Domestic Rates (NNDR) Discretionary Rate Relief Policy be amended as set out at Appendix 1 to the report to reflect the increased Retail Rate Relief amount and introduction of the Transitional Relief scheme.

#### **71. UPDATE ON BUDGET CONSULTATION PROPOSALS 2015/16**



*Executive (26.1.15)*

The Acting Corporate Director of Transformation and Resources submitted a report which provided an overview of the budget 2015/16 consultation process and an update on the outcomes of the consultations to date.

RESOLVED – That the content of the report and the consultation process, and the outcomes to date, be noted.

**72. PROVISIONAL LOCAL GOVERNMENT FINANCIAL SETTLEMENT 2015/16**

The Executive Member for Finance and Director of Finance submitted a report which provided details of the provisional Local Government Finance Settlement 2015/16, and noted that the final settlement would be announced in February 2015.

RESOLVED – That the report be noted and the grant settlement taken into account by the Executive in setting the budget in February 2015.

**73. REVENUE BUDGET MONITORING 2014/15 PERIOD 8**

The Executive Member for Finance and Director of Finance submitted a report which informed Members of the position regarding the monitoring of the current year's revenue budget, to the end of November 2014 (period 8).

RESOLVED - That the latest forecast be noted and agreed.

**74. SIX MONTH CORPORATE REPORT ON HEALTH AND SAFETY - 1 APRIL TO 30 SEPTEMBER 2014**

The Executive Member for Transformation and Resources submitted a report which provided information on Council-wide health and safety performance and trends in workplace accidents, and provided a summary of other key developments in health and safety over the 6-month period ending 30<sup>th</sup> September 2014.

RESOLVED –

(1) That the content of the report be noted.

(2) That the report be referred to Council at its meeting on 25<sup>th</sup> March 2015

**75. TO NOTE DECISIONS MADE BY GREATER MANCHESTER COMBINED AUTHORITY AND AGMA EXECUTIVE BOARD, AND FORWARD PLANS**

The Executive received for information details of decisions taken by the Greater Manchester Combined Authority, and by the Joint GMCA and AGMA Executive, on 28<sup>th</sup> November and 19<sup>th</sup> December 2014, and of the GMCA and Joint GMCA and AGMA Executive Forward Plans.

RESOLVED – That the content of the decision summaries and forward plans be noted

The meeting commenced at 1.00 pm and finished at 1.32 p.m.

## TRAFFORD COUNCIL

**Report to:** Executive  
**Date:** 16 March 2015  
**Report for:** Information  
**Report of:** Gina Lawrence, Chief Operating Officer and Chair of Trafford Adult Safeguarding Board, NHS Trafford CCG

### Report Title

**Trafford Adult Safeguarding Board Annual Briefing 2013/14**

### Summary

**The Executive are asked to note the attached briefing and its contents**

### Recommendation(s)

**None**

Contact person for access to background papers and further information:

**Name:** Gina Lawrence, COO, Trafford CCG  
**Extension:** 0161 873 9692

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# Trafford **Adult Safeguarding** Board Annual Briefing

**2013 – 2014**

**“A year of consolidation”**



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# No single agency can deal with adult safeguarding alone...

The image displays a collection of logos for various partner organizations. On the left, there are several NHS logos: NHS England, NHS Trafford Clinical Commissioning Group, Central Manchester University Hospitals NHS Foundation Trust, University Hospital of South Manchester NHS Foundation Trust, Cheshire & Wirral Partnership NHS Foundation Trust, Greater Manchester West Mental Health NHS Foundation Trust, and North West Ambulance NHS Trust. In the center, there is the Trafford Council logo and the Greater Manchester Police logo. On the right, there are logos for Phoenix Futures (Ending dependency, transforming lives), National Probation Service (Greater Manchester), Trafford ageUK, Trafford Housing Trust, and Trafford CYPS.

# Foreword



**By the Chair, Trafford Safeguarding Adults Board**

*I am delighted to write a few words on introduction to this year's annual report of the Trafford Adult Safeguarding Board.*

*Following on from our "Year of Transformation", this has been a "Year of Consolidation", in the adult safeguarding arena and across public services, be they statutory, independent sector or voluntary sector based.*

*Locally, our adult safeguarding panel hearings continue to be hugely successful and feedback from professionals, service users and their relatives and friends who have been involved in these panels remains overwhelmingly positive. We have transformed the role and function of the Strategic Adult Safeguarding Board, which I am privileged to Chair, and we have created a functional Operational Adult Safeguarding Board. We have written a comprehensive set of documents to support the work of the Boards and are well placed to implement the changes required by the introduction of the Care Act, 2014, which will become law in 2015. These documents are available on the Council ["My Way" web pages](#) and the [NHS Trafford CCG web pages](#).*

*Nationally, we have seen an increasing number of stories in the national media regarding terrorism and the radicalisation of vulnerable adults during the past year. Her Majesty's Government has implemented the national [Prevent Strategy](#) and the Department of Health has decided that counter-terrorism and preventing the radicalisation of vulnerable adults should be mainstreamed within local safeguarding structures. We have been taking steps to ensure that safeguarding system in Trafford is ready, responsive and adapting quickly to these new requirements and we will begin Prevent training for local authority, NHS and Independent sector staff in 2014/15. Colleagues from criminal justice agencies have already completed their Prevent training.*

*At the end of this "Year of Consolidation" we are able to look forward to 2014/15, a "Year of Opportunity". The new Care Act will provide us with the opportunity to build on our existing systems, process and practices and allow us to continue, to ensure we remain "fit for purpose" and that we continue, through our multi-agency partnership "Team Trafford", to grasp those opportunities to improve, to challenge and to continue to work together to safeguard and protect vulnerable adults.*

**Gina Lawrence**

**Gina Lawrence**  
**Chair, Trafford Adult Safeguarding Board**



# 1. Introduction

*The Adult Safeguarding Board is a partnership which provides a framework within which agencies and professionals collectively share a responsibility for the welfare and protection of vulnerable adults in Trafford.*

*We work together as a Board of Commissioners and Providers to ensure, and seek assurances, that we have effective, fit for purpose services, which place citizens at their heart.*

*The Board has comprehensive representation from agencies across Trafford, and recognises that our partnership and multi-agency approach is essential to ensure the delivery of effective outcomes for vulnerable people who have been subjected to harm or radicalisation or those who have experienced crime or abuse.*

*This is the seventh annual report from Trafford Adult Safeguarding Board and this year it takes the form of a briefing report. As such, it is a brief record of the work of the agencies that form the Board. This work has led to the strengthening of safeguarding adults' functions and associated services across Trafford.*

*This report covers the developments from the period April 2013 – March 2014 and has been produced for the purpose of informing the public, users of services, member agencies and the wider Greater Manchester health and social care economy of achievements over this period. It provides local information within the national context of Safeguarding adults.*

*This year the work of the Board has focused on six key priorities:*

- 1. Reducing the levels of neglect, harm and exploitation by putting in place ways of avoiding it happening*
- 2. Increasing the levels of public awareness across the Borough*
- 3. Improving the ways in which agencies respond to reports of harm*
- 4. Improving the skills and knowledge of all those involved in dealing with adult safeguarding*
- 5. Improving the levels of resources allocated for safeguarding vulnerable adults*
- 6. Improving the links between adult and children's safeguarding*

## 2. New Safeguarding Adults Procedures

*The Adult Safeguarding Procedures are now well embedded and are functioning well. They will be further revised in 2014/15 to ensure they remain current, relevant and “fit for purpose”.*

*There has been excellent feedback given on the procedures which have increased transparency and placed service users in the driving seat of the safeguarding process and support service users to get the outcomes **they** want from the process.*

## 3. Making Safeguarding Personal

*Trafford Adult Safeguarding Board has been participating in the “Making Safeguarding Personal” programme run by the Association of Directors of Adult Social Services. This has been a really positive experience and has confirmed for us that locally, we have taken the right steps and made great strides toward ensuring that we are outcome focused and delivering on our promises to “make safeguarding personal.”*

## 4. Increasing community engagement

*We have, as part of the reform of the Adult Safeguarding Board, considered how we can increase community engagement in adult safeguarding. We have established a series of engagement groups which include members of the public, alongside practitioners and managers from a range of public services. These engagement groups will help shape, form and influence the future development of adult safeguarding in the Borough.*

*We are opening up the Adult Safeguarding Board to public attendance, in the same way that Council, NHS Board meetings and Health & Well Being Board meetings are accessible. By doing this, we aim to improve transparency and engagement with the Adult Safeguarding Board.*

## 4. The Deprivation of Liberty Safeguards

The has been a small increase in the use of the Deprivation of Liberty Safeguards across public services, where they apply. The Adult Safeguarding Board has ensured, through its member agencies, that the use and application of both the Mental Capacity Act and the Deprivation of Liberty Safeguards remains high on the local adult safeguarding agenda.

## 5. Safeguarding Children

We have continued to strengthen our relationship with Trafford Children’s Safeguarding Board and have established a joint children and adult safeguarding committee. This committee addresses issues common to both boards e.g. Prevent, transitions between children and adult safeguarding and domestic abuse. This joint committee is beginning to significantly improve connections between adult and children’s health, social care and criminal justice services and is another way in which we in Trafford are approaching our “think family” agenda.

## 3. Incidence and outcomes data

Our introduction of “five harms” has been very positive and enabled us to focus our attention on low and moderate level harm, supporting our prevention agenda, while focusing the finite statutory resources required for complex investigations definitions of harm where they are needed most.

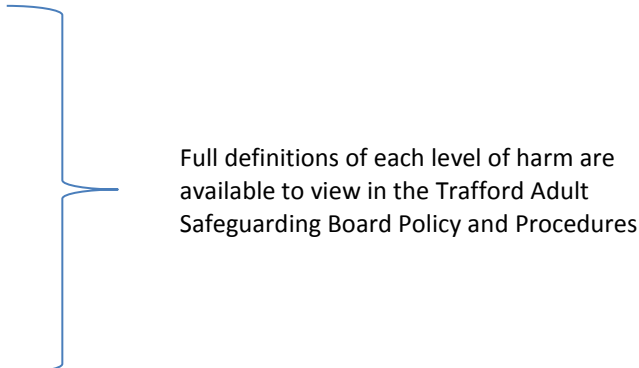
Level 1 Harm – Low level harm

Level 1 Harm – Moderate harm

Level 3 Harm – Serious harm

Level 4 Harm – Significant harm

Level 5 Harm – Catastrophic harm



Full definitions of each level of harm are available to view in the Trafford Adult Safeguarding Board Policy and Procedures

Using our five levels of harm has resulted in an increase in effective screening and proportionate responses to the levels of harm identified. There were 167 referrals that went on into the investigation stage at in 2013/14. This is a net decrease of 89 cases based on 2012/13 figures.

The introduction of the five levels of harm has been supported by comprehensive workforce development activity, including the continued training of Root Cause Analysis methodology to undertake investigations.

In this year’s report we are again presenting headline data. We have used the data collated in 2013/14 to inform workforce development needs, support Commissioning and contract monitoring arrangements and to seek assurance from individual member agencies.

**For all adults – abuse by category:**

1	Neglect	101
2	Physical abuse	36
3	Financial abuse	21
4	Emotional abuse	8
5	Sexual abuse	12
6	Institutional abuse	4

**NB: Some episodes of abuse will have more than one category; therefore the total will be greater than the total number of episodes for the year.**

**Of the 138 safeguarding episodes that have been concluded:**

Department of Health Outcome Indicator	Episodes
Substantiated	21
Partially Substantiated	3
Not Substantiated	19
Inconclusive	14
Investigation ceased at individuals request	1

**Substantiated** – all of the allegations of abuse are substantiated on the balance of probabilities.

**Partially Substantiated** – This would apply to cases where it has been possible to substantiate some but not all of the allegations made on the balance of probabilities. For example *‘it was possible to substantiate the physical abuse but it was not possible to substantiate the allegation of financial abuse’*.

**Not Determined/Inconclusive** – This would apply to cases where it is not possible to record an outcome against any of the other categories. For example, *where suspicions remain but there is no clear evidence*.

**Not Substantiated** – It is not possible to substantiate on the balance of probabilities any of the allegations of abuse made.

## Outcomes

As a result of multi-agency adult safeguarding intervention, the outcomes for adults who have experienced harm, exploitation or abuse are:

Outcome for adults involved in adult safeguarding process	Number
Increased Monitoring	21
Adult removed from property or service	4
Community care assessment and service provision	2
Application to Court of Protection	1
Referral to counselling / training	1
Moved to increase / alternative care provision	8
Management of access to finances	6
Guardianship/Use of Mental Health Act	1
Restrict/mgmt. of access to alleged perpetrator	2
Other	17
No further Action	75

(NB: there can be more than one outcome per safeguarding episode)  
The outcomes for the perpetrators are as follows:

Perpetrator Outcome	Number of Records
Criminal Prosecution	1
Police Action	4
Community Care Assessment	4
Removal from property	3
Management of access	1
Referred to DBS	2
Disciplinary Action	14
Continued Monitoring	25
Counselling/Training	22
Exoneration	2
No Further Action	60
Not Known	5
Action by contract compliance	3

A full breakdown of activity is available on request, in a variety of results and formats. Please see rear of document for whom to contact.

## Summary

*It is clear from the information contained within this report that the Board, through the offices of its member agencies, has achieved a significant amount in the year 2013/14. However, there is still much left to do and we must not rest on our laurels.*

*The 2015/16 year will be our “Year of Opportunity” and will bring with it new and different challenges, both financial and operational. There will be new statutory responsibilities for the Board to consider and implement and new requirements for member’s agencies to meet.*

*The introduction of new legislative requirements, ushered in by the Care Act, 2014 will bring new challenges, new opportunities and new ways of working across public services.*

*Whatever the challenges are that we face in the future, we will face them with a solid foundation, a clear direction of travel and the commitment to succeed. We will seize the moment and take those opportunities which arise to continue to work to safeguard the people of Trafford and Greater Manchester.*

# Team Trafford

Produced by  
NHS Trafford Clinical Commissioning Group  
on behalf of the Trafford Adult Safeguarding Board  
Trafford Town Hall  
Greater Manchester  
M32 0TH

## TRAFFORD COUNCIL

**Report to:** Executive  
**Date:** 16<sup>th</sup> March 2015  
**Report for:** Discussion  
**Report of:** Chairman of Scrutiny Committee

### Report Title

**SCRUTINY COMMITTEE – RESPONSE TO JOINT VENTURE PROPOSALS**

### Summary

The Scrutiny Committee met on the 26<sup>th</sup> February 2015 to consider a further update on whether the desired outcomes have been achieved to engage private sector partners for the delivery of a range of environmental, highways, professional, technical and infrastructure services. The Committee were provided an update on the procurement process prior to the report being issued to the Executive.

This report sets out the findings of the Committee for the Executive's consideration as part of its decision making around the Joint Venture proposals.

### Recommendation(s)

**That the Executive note the comments of the Scrutiny Committee and provide a response on the matters raised.**

Contact person for access to background papers and further information:

Name: Peter Forrester  
Extension: 1815

Background Papers:

None

### **1.0 Background**

On 26 February 2015, the Scrutiny Committee convened to discuss the upcoming decision on the awarding of the Joint Venture Contracts as part of the 'Reshaping Trafford' strategy.

The Committee had also met on 29 October to receive a presentation on the latest position and also made some comments as part of the Budget Scrutiny report. The Committee welcome the opportunity to discuss and comment on the proposals ahead of the decision.

The Committee felt that the presentation by the Director of Growth and Regulatory Services at the meeting on the 26 February was informative and alleviated several of the Committee's concerns as far as is possible prior to the final arrangements of the successful bids.

However, the Committee feels there are still some areas arising from the presentation and reports that they would bring to the Executive's attention.

- (1) **Social and Community Engagement** - The Committee are disappointed by the apparent lack of explicit incentives for contractors to engage with local communities. The Committee acknowledge that, whilst the need to engage with local communities is recognised, there need to be clearer incentives to encourage contractors to engage with residents to develop innovative ways to improve services.

The Committee would also welcome confirmation about the proposed arrangements for on-going Member involvement in any processes of community engagement.

- (2) **Budget Pressures** - The Committee are unclear whether the proposed savings are achievable (in particular in Lot 3). The Committee are concerned that the proposed savings target in year 1 would not be met which raises concerns that this will impact on current and future budgets.

- (3) **Contractor Failure** - The Committee would welcome greater clarity about what would happen in the event of contractor failure. For example, the steps that will be put in place if the contractor's performance falls significantly below the agreed service levels resulting in the contract being terminated. The Committee would also welcome confirmation of what would happen if a contractor ceased to exist.

The Committee ask the Executive to consider the above comments when making their final decision and to provide information to the Scrutiny Committee Members to alleviate these concerns.

The Scrutiny Committee will be tracking the delivery of any Joint Venture contracts as part of their future work programmes.



## TRAFFORD COUNCIL

**Report to:** Executive  
**Date:** 16<sup>th</sup> March 2015  
**Report for:** Decision  
**Report of:** Executive Member for Economic Growth and Planning  
and Executive Member for Environment and Operations

### Report Title

**RESHAPING TRAFFORD: Economic Growth, Environment and Infrastructure**

### Summary

The report provides an update on progress on the procurement of a Service Provider to deliver a range of Highways, Environmental, Professional, Technical and Infrastructure services. The report sets out the results of the evaluation of tenders received and makes recommendations with regard to the award of the contract and the replacement of existing street lighting luminaires with LED luminaires.

### Recommendation(s)

It is recommended that:

- 1) Approval is granted to proceed to the contract award stage for the procurement of Environmental, Highways, Professional, Technical and Infrastructure Services;
- 2) Approval is granted:
  - a. To proceed to the contract award stage for street lighting maintenance including the replacement of existing street lighting luminaires with LED luminaires;
  - b. That “neutral” and “warm” LED luminaires be used for the street lights, as set out in paragraph 6.1.11;
  - c. That a Central Management System is installed as part of the replacement programme.
- 3) That authority be delegated to the Deputy Chief Executive in consultation with the Director of Legal and Democratic Services to finalise contract terms and enter into the contract with the preferred bidder(s) for each Lot as identified in paragraph 5.6 in the Part II report.

Contact persons for access to background papers and further information:  
 Richard Roe, Director of Growth and Regulatory Services and Dianne Geary, Senior  
 Business Change Manager.  
 Extensions: x4265 and x1821

Background Papers:           Trafford LED Street Lighting HIA Update Report  
   Equality Impact Assessments

This report supports the following Corporate priorities;

Relationship to Policy Framework/Corporate Priorities	<ul style="list-style-type: none"> <li>• Low Council Tax and Value for Money</li> <li>• Reshaping Trafford Council</li> </ul>
Financial implications:	<p>The Council at its meeting on 18<sup>th</sup> February 2015 approved budget proposals for 2015/16, which included a saving of £2.25m from this procurement exercise. The award of this contract will result in these savings being achieved in full. The total cost of the recommended contract award across all lots is included in the Council's approved budget for 2015/16. This excludes any potential savings from energy or maintenance costs from the replacement of street lights with LED luminaires. As part of the contract award, the provider will commission and undertake capital schemes in respect of Highways, Street Lighting Greenspace and Property. The annual value of this work will vary according to the provision included in the annual capital programme. The total cost of the LED street lighting programme is £8.0m, and provision exists in the recently approved capital programme. The Council will also be responsible for the condition of street lighting columns, which is no change to the existing position. A provision of £1.3m is included in the capital programme for street lighting columns to support the installation of LED luminaires where required. The project management and procurement costs are expected to be £450,000, as reported at the Executive in September 2014.</p>
Legal Implications:	<p>The procurement exercise has been handled in accordance with statutory requirements, EU regulations and Trafford's Contract Procedure Rules.</p>

	Robust governance arrangements have been established to ensure effective Contract Management. These arrangements include appropriate roles for members in future governance
Equality/Diversity Implications	Equality Impact Assessments have been carried out and have identified no impact. These continue to be reviewed and updated and a copy of the latest assessment is available on the Council website.
Sustainability Implications	All bidders have submitted bids which provide sustainable solutions.
Staffing/E-Government/Asset Management Implications	There are significant staffing implications associated with this report as set out in section 12. The Lot 3 provider will be responsible for management of the Council's property portfolio including the commissioning and delivery of revenue and capital works. Carrington Depot will be managed and operated by the successful Lot 1 provider.
Risk Management Implications	<p>A risk management log has developed as part of the overall governance for the Reshaping Trafford project, and is reviewed and updated on a regular basis. Any project of this scale carries risks in terms of achieving key deliverables, specifically savings aspirations and timing. These risks need to be set in the context of the overall financial challenge facing Trafford.</p> <p>Bidders have included Risk Management Plans as part of their final tenders.</p>
Health & Wellbeing Implications	<p>These will be identified and addressed as part of the mobilisation project plan.</p> <p>All proposals for LED have been accompanied by health and safety assessments and are compatible with Trafford Health Impact Assessment and the follow up Health Impact Assessment</p>
Health and Safety Implications	All bidders have addressed how they will manage Health and Safety of staff delivering services as part of their final tenders. There are no additional Health and Safety implications associated with this report.

## 1. BACKGROUND

- 1.1 Trafford faces substantial financial pressures and the budgets for 2015 to 2018 require innovative savings provisions to be considered. This has involved a number of different approaches including reducing contract costs through improved procurement, commissioning of services, managing demand and partnership working.
- 1.2 Trafford is taking these different approaches forward through its 'Reshaping Trafford' programme and is identifying potential alternative delivery models, opportunities for increasing income and efficiencies across the full range of our services.
- 1.3 A range of services across the Economic Growth, Environment and Infrastructure directorate were identified as being appropriate for delivery through an alternative model. This built on the experience of contracting out the delivery of the domestic and commercial waste services. The services being considered under this exercise are Trafford's Environmental Services, including Commercial Waste, Domestic Waste, Street Cleaning and Grounds Maintenance; plus Highways Services, including Winter Maintenance, Bridges, Traffic and Transportation, Road Safety, Street Lighting and Furniture; Drainage; Greenspace Strategy; the Let Estate; Corporate Landlord; and Major Projects teams. Contracts will be required to be in place from July 2015.
- 1.4 In addition, to deliver efficiencies in procurement, Manchester City Council's environmental services, including Domestic Waste and Street Cleaning, have been included as a specific sub-Lot. The budgeted value for the Manchester services in 2014/15 is £20m. Trafford Council are the overall procurement lead, but evaluation of bids has been carried out independently by officers from Trafford and Manchester for relevant services.
- 1.5 The Executive set four high level desired outcomes to be delivered through this procurement exercise, specifically:
  - **To deliver a minimum of 20% savings against the net budget from contract commencement.** In cash terms, 20% savings means that we are looking for an initial minimum saving in the region of £2.25M for 2015/16 (part year) along with on-going efficiency savings throughout the life of the contract;
  - **To deliver further, future efficiency savings through continuous improvement and innovation in service provision through the contract life.** Although the day to day operations would be managed by a third party Service Provider who would also look to grow and invest in the service, the Council would have a continuing strategic role and responsibility to ensure the partnership continues to deliver efficiencies and savings;
  - **To have flexibility, recognising the challenging financial climate facing local authorities at the moment.** Trafford Council is undergoing change and this process includes exploring alternative options to see how the Council can

operate in the changing financial climate. The successful Service Provider(s) should bring additional expertise and resources to work in collaboration with the Council and respond to the on-going budget pressures; and

- **Protect jobs and maintain service standards in so far as practicable.** Since austerity began the Council has already saved circa £75m, however we still have significant savings to make. Our priority remains to make sure we can identify sustainable levels of service delivery to the Trafford community and also protect jobs. This will potentially open up different opportunities for staff and further encourage and support the involvement of community groups in service delivery.

1.6 In the last three years the Council has delivered nearly £4m in savings and additional income, for the services in scope, as set out in the table below:

<b>Services</b>	<b>Savings/income 2012/13 to 2014/15 (£m)</b>
Environmental Services	1.6
Highways	1.5
Property and Development	0.7
<b>Total</b>	<b>3.8</b>

- 1.7 Trafford is recognised for lean and efficient services and has the foundations in place to build and develop for the future. The ‘Reshaping Trafford’ approach which has been adopted provides exciting opportunities to work with market leader(s) in the industry to build innovation and resilience for the years to come.
- 1.8 The Executive in March 2014 approved the publication of an Official Journal of the European Union (OJEU) notice for specified services, authorised the Corporate Director of Economic Growth, Environment and Infrastructure to extend the current Veolia waste contract by up to 12 months and provided delegated authority to approve the final service specifications, tenderer selection and evaluation criteria to be published with the OJEU notice, including moving services between Lots.
- 1.9 The Executive in September 2014 approved the next stage of the procurement process for the shortlisted bidders, the Invitation to Submit Detailed Solutions.
- 1.10 A briefing was delivered to Scrutiny Committee on 29th October 2014, explaining the desired outcomes, procurement process to date, next steps and key issues, followed by an explanation of the detailed solutions evaluation criteria.
- 1.11 The Executive in December 2014 received a report on progress to date following competitive dialogue in achieving the desired outcomes of the procurement exercise, before the Invitation to Submit Final Tender was issued on 23<sup>rd</sup> January 2015.

- 1.12 A report and presentation was delivered to Scrutiny Committee on 26th February 2015 to provide an update on the procurement process prior to the report being issued to Executive. A report from Scrutiny Committee is an agenda item for Executive on 16<sup>th</sup> March 2015.

## **2. SERVICES IN SCOPE**

- 2.1 This new arrangement has combined a number of environmental and technical services within one procurement exercise with the aim of achieving better value for money and providing alternative sustainable delivery options for those services.
- 2.2 The contracts have been procured through a single procurement exercise, based upon competitive market dialogue, with services being offered in three Lots, including two sub-Lots. Potential Service Providers have been able to tender for any combination of Lots (and sub-Lots), being:

### **Lot 1: Environmental Services:**

#### Lot 1a: Trafford Environmental Services

Domestic waste;  
Commercial waste;  
Grounds maintenance; and  
Street cleansing.

#### Lot 1b: Manchester Environmental Services

Domestic waste; and  
Street cleansing.

### **Lot 2: Highways & Street Lighting (operational):**

#### Lot 2a: Highways:

Highways;  
Winter maintenance; and  
Gully cleansing.

#### Lot 2b: Street Lighting

Street lighting infrastructure;  
LED street lighting project; and  
Street furniture.

### **Lot 3: Technical Services:**

Highways and Bridges (engineering etc.);  
Professional Services including Engineering Design; Asset, Project and Contract Management; and Developers Interface;

Building Professional Services including Major Building Projects; Structural Engineering; Mechanical and Electrical Engineering; Landscape Architects; Operational Estate/Asset Management for the Corporate Estate and Schools; Property Development; and Land Sales; Management of Trafford's Investment Estate; Major Projects Team (Capital Build Team); and Capital Development Team.

- 2.3 The annual current value of direct costs incurred in relation to these Trafford services in 2014/15 is £15.5m plus c£10m capital expenditure (excluding schools), which is variable dependent on Council activity. The breakdown of this total budget by Trafford lot is as follows:

<b>Lot: Description</b>	<b>Revenue Budget 2014/15 (£m)</b>
Lot 1a: Trafford Environmental Services	9.6
Lot 2a: Highways	2.4
Lot 2b: Street Lighting	0.6
Lot 3: Technical Services	2.9
<b>Total</b>	<b>15.5</b>

- 2.4 A further c£9.3m of capital (over the two years 2015/16 and 2016/17) has been identified to support the potential rollout of LED street lighting, subject to Executive approval based on a positive business case, demonstrated through the procurement process and acceptable mitigation of any potential impacts.
- 2.5 The Council has a successful record of delivering services in partnership. The domestic and trade waste elements of Lot 1a have been delivered through a private sector provider since 1992, and the budget for the current financial year for these services is £4.9m. The service has developed and improved over the period of the contract as demonstrated by the increase in recycling rates from 48% March 2013 to 58% March 2014. The average for Greater Manchester for 2013/2014 is 44.5% so Trafford is already a leader in this area. Trafford waste contract accounts for around a third of the total value of the three Lots.
- 2.6 The Council will continue to provide strategic oversight and retain responsibility for setting strategy, policy and agreeing service standards, supported by robust contract management throughout the life of the contract.

### **3. PROGRESS TO DATE**

- 3.1 The OJEU notice for Trafford was issued on 10th April 2014 (in collaboration with Manchester City Council), followed by the release of the Pre-Qualification Questionnaire (PQQ) on 1<sup>st</sup> May 2014 to all organisations who had expressed an interest.
- 3.2 Sixteen Pre-Qualifying Questionnaires were received on 2nd June 2014 and were evaluated by Council officers and a shortlist of ten bidders across the Lots was selected to proceed to the next stage.
- 3.3 The shortlist to the Invitation to Participate in Dialogue/Invitation to Submit Outline Solutions (ITPD/ISOS) was released on 27th June 2014, followed by competitive dialogue meetings during July. One bidder withdrew from the process during the competitive dialogue phase. Outline solutions were submitted on 28th July 2014 and evaluated by Council officers.
- 3.4 Following approval at Executive on 1<sup>st</sup> September 2014, the shortlist to the Invitation to Submit Detailed Solutions (ISDS) was released on 9<sup>th</sup> September 2014. Further competitive dialogue ensued during September and October. Three bidders withdrew from the process during the competitive dialogue phase. The remaining bidders submitted Detailed Solutions for a range of Lots on 31<sup>st</sup> October 2014.
- 3.5 The shortlist for Invitation to Pursue Further Competitive Dialogue (IPFCD) was released on 13<sup>th</sup> November 2014. Further dialogue commenced 24<sup>th</sup> November 2014 and was closed on 22<sup>nd</sup> January 2015.
- 3.6 The Invitation to Submit Final Tender (ISFT) was released on 23<sup>rd</sup> January 2015. The Invitation to Submit Final Tender (ISFT) marks the final stage of the OJEU bidding process for procuring services under the competitive dialogue procedure.
- 3.7 The purpose of the ISFT was to invite Bidders to submit their Final Tender incorporating the detailed feedback that has been provided during the competitive dialogue stages. Once submitted, bidders cannot make any further changes to their Final Tender other than in response to a formal request by the Authority to clarify some aspect of their Final Tender submissions.
- 3.8 This ISFT sets out an explanation of the process and the conditions applying to the submission of Final Tenders and conclusion of the tender process.
- 3.9 The ISFT submissions were received on 2nd February 2015. The names of the bidders who submitted a final tender are below:

**Lot 1a:**

- Amey LG
- Veolia ES (UK) Ltd



**Lot 2a:**

- Amey LG
- Balfour Beatty Living Places
- Kier MG Ltd

**Lot 2b (incl. potential LED project):**

- Amey LG
- Balfour Beatty Living Places
- Kier MG Ltd

**Lot 3:**

- Amey LG
- Kier MG Ltd

3.10 In the remainder of this report, and in the related Part II report, the names of the bidders have been anonymised. This includes summaries of bidders' tenders and prices and the results of the evaluation of bids. This is to ensure that the decision as to whether to accept the recommendation to award the contract is based on the results of the evaluation, and that all bidders are advised on the final decision through the appropriate procurement channels.

**4. DOCUMENTATION**

4.1 During the procurement exercise bidders have received a number of key documents, generic and Lot specific, to review and comment.

4.2 Generic Documents include:

- **Partnership Agreement:** the contract to be entered between Trafford and the preferred bidder(s) containing terms, conditions and schedules. This is now in a form which has been considered by all bidders such that the principal terms are agreed, but will require some further limited amendment before finalisation.
- **Invitation to Submit Final Tender (ISFT):** tender document issued to the bidders in accordance with the competitive dialogue procedure and containing the questions, evaluation criteria and scoring mechanism for the final procurement stage.
- **Performance Payment Mechanism:** sets out how the payment shall be calculated and adjusted in the event of changes in the volume and performance delivered by the preferred bidders) and details the fee at risk in relation to under-performance.
- **Position Papers:** sets out the Council's current position on specific functions and the available options for bidders.

#### 4.3 Lot Specific Documents include:

- **Specifications:** sets out the description of the minimum requirements, output based, required by Trafford for each service area.
- **Special Conditions:** details the individual obligations for each Lot in addition to the specifications.
- **Key Performance Indicators (KPIs):** Service standards and performance targets which will have to be met by the service provider.
- **Financial Submission and Evaluation Templates:** details costs and assumptions of each bidder relating to their financial data included as part of the final tender.
- **Cost Quality Matrices:** details Trafford's costs and KPIs in delivering the existing service.
- **Commentary Tables:** sets out the specific clauses, bidder specific, that were discussed during the competitive dialogue phases which will be incorporated in the partnership agreement.

4.4 Throughout the competitive dialogue phases a document library containing background information including volumetrics, policies and procedures, was updated regularly and information supplied to bidders.

## 5. EVALUATION CRITERIA AND OUTCOME

5.1 The ISFT contains the questions, evaluation criteria and scoring methodology for the final procurement stage. Completion of the scoring and evaluation determines the preferred bidder. The seven evaluation criteria are governance and contract management, contract delivery, social value, savings and income, growth and commercialisation, performance payment mechanism and contract delivery.

5.2 The Council indicated that it would reject (Fail) any Final Tender which was evaluated such as to receive a "Deficient" score to any of the individual quality related criteria or where the aggregate score for the quality related criteria was less than 50% of the total score available for those specified elements.

5.3 A summary of the criteria and scoring principles are below:

Reference	Criterion	Trafford Points (Weightings)
<b>Group 1: Criteria in common</b>		
C1 (Quality)	Governance and contract management	100 (10%)
C2 (Quality)	Contract delivery: Common to all Lots	100 (10%)
C3 (Quality)	Social value	50 (5%)
<b>Group 2: Criteria specific to individual Lots</b>		
C4 (Price)	Savings and existing income to be transferred	350 (35%)
C5 (Price)	Growth and commercialisation	100 (10%)
C6 (Price)	Price Performance Mechanism	50 (5%)
C7 (Quality)	Contract Delivery: Lot specific	250 (25%)

5.4 The commercially sensitive aspects for each Bidder have been advised as part of the ISFT. As a result all final tender responses (financial and quality criteria) are deemed commercially sensitive and covered in Part II of this report. However, a summary of the general proposals for questions 1, 2 and 3 are outlined below.

5.5 The identities of the bidders will not be released at this time due to the commercially sensitive nature of this information at this stage in the procurement process. Subject to Executive approval, the identities of the bidders will be released once the bidders themselves have been notified the outcomes of the tender evaluation process and the procurement process completed.

5.6 For question1, Governance, bidders were asked to provide their proposals with regard to the recommended governance arrangements. Responses have included:

- Tiered governance structures led by Strategic Partnership/Strategy Boards meeting on either a quarterly or six month cycle; and
- Operational Boards and a variety of supporting groups and forums to underpin the work of the main governing boards.

5.7 For question 2, Contract Delivery, bidders were asked to detail their proposals with regard to managing the transition, managing risk and business continuity. Responses have included:

- Mobilisation – the period from award of contract to contract commencement. Detailed mobilisation plans from all bidders; covering issues, such as staffing, plant/vehicles, ICT, depots and communications.

- Transition – the first 100 days from contract commencement. Detailed transition plans received for transition covering service transformation;
- Proposals with regard to risk management and business continuity; and

5.8 For question 3, Social Value, bidders were asked to provide details on generating employment and training opportunities for young people and unemployed, commitment to disadvantaged communities, promoting supply chain opportunities and increasing benefits to the economy. Responses have included:

- Commitments to local employment and training opportunities, including Apprenticeships, work placements and programmes for NEETs
  - Evidence of joint working with local partners (e.g. Trafford College / JCP / Thrive / Trafford Leisure Trust) to deliver local outcomes (e.g. local job creation, support to third sector, etc.)
  - Commitment to staff volunteering time in support of local community projects
- A range of innovative projects in relation to increasing benefits for the economy, fuel poverty and support to local charities

5.9 Bids have also been considered in relation to the four high level outcomes set by the Executive, and responses are summarised below:

<b>Desired Outcomes</b>	<b>Bidders Summary</b>
<p>To deliver a minimum of 20% savings against the net budget from contract commencement.</p> <p>(Covered in Questions C4 and C5)</p>	<p>In cash terms, 20% equates to a £2.25m saving for year 1 (July 2015 to March 2016) along with on-going efficiency savings throughout the life of the contract.</p> <p>The 20% savings against the net budget for all services covered by this procurement would be achieved in year 1 with further efficiencies and income guaranteed from year 2 and over the life of the contract. In addition, proposals have been received to deliver future savings and income growth. The Council would also work with the provider to explore new opportunities for savings and income in line with the Council's funding and service delivery requirements.</p> <p>For Lot 3, significant investment is required in technology and staff to maintain and improve the service and therefore the savings profile for this particular Lot is different to that for Lots 1a, 2a and 2b.</p>

<p>To deliver further, future efficiency savings through continuous improvement and innovation in service provision through the contract life.</p> <p>(Covered in Questions C5, C6 and C7)</p>	<p>A range of potential opportunities to generate further efficiency savings have been identified in bids.</p> <p>Through the governance proposals the Council would continue to have a strategic role and responsibility to ensure the partnership continues to deliver efficiencies and savings.</p> <p>Evidence has been provided in bids to demonstrate that a variety of supporting groups and forums would underpin the work of the main governing boards.</p>
<p>To have flexibility, recognising the challenging financial climate facing local authorities at the moment.</p> <p>(Covered in questions C1 and C4)</p>	<p>The bidders have demonstrated that additional expertise and resources would be available to work in collaboration with the Council and respond to the on-going budget pressures.</p> <p>The service providers would be required to work with the Council in developing annual budget proposals in line with the Council's budget setting and consultation processes.</p>
<p>Protect jobs and maintain service standards in so far as practicable.</p> <p>(Covered in questions C4 and C7)</p>	<p>Three of the bidders confirmed that there would be no redundancies and that new opportunities would potentially be available to the staff.</p> <p>Service standards have been maintained in line with current levels, with service improvements identified in a number of service areas.</p>

## **6. TRAFFORD'S STREET LIGHTING and LED APPROACH**

- 6.1 Trafford have a Street Lighting Strategy and Maintenance Policy. The vision of the Street Lighting Strategy is to provide appropriate street lighting in an efficient and cost effective way that seeks to minimise any adverse impact on the built and natural environment, taking advantage of any opportunities to deliver improved street lighting design, and ensuring safety for road users, pedestrians and communities.
- 6.2 The objectives of the strategy are focussed on the quality and effectiveness of the street lights, the safety for road users, pedestrians and the wider community whilst recognising specific requirements such as conservation areas and providing appropriate lighting to minimise any adverse impacts. Other objectives in the strategy concentrate on efficiency and reducing carbon emissions whilst reducing maintenance and operational costs and giving due consideration to public health issues.
- 6.3 To achieve the vision and objectives of the Strategy, new street lighting and improvement schemes within the Borough are expected to be undertaken in accordance with key guiding principles which consist of safety, prevention of crime/fear of crime, limiting negative environmental impact, conserving energy, delivering value for money, improving and increasing the life expectancy of the assets.
- 6.4 The street lighting strategy is also aligned with Trafford's Environmental Strategy 2014 - 2017, Sustainable Strategy 2013 - 2020 and Community Strategy 2010 which sets out Trafford's vision for 2021 by responding to the challenge of climate change, reducing carbon emissions, supporting a stronger economy and reduction of crime.
- 6.5 In June 2013 the Trafford LED Street Lighting Programme Health Impact Assessment (HIA) report was issued. This report was commissioned by Trafford. A Trafford LED Street Lighting HIA 2014 Follow Up Review Report has also been produced. This report is a review and follow up of the June 2013 Trafford LED Street Lighting Programme HIA report. Both reports are available as background documents to this report.
- 6.6 The aim of the follow up report was to provide an update to the findings of the 2013 HIA report in light of new scientific reviews and/or journal articles as well as any other material that has been identified by Trafford Council since the 2013 HIA report was published. In addition, consideration was given to whether there were any potential health impacts arising out of the ad hoc replacement of standard luminaires with LED luminaires (which had taken place to a limited extent as part of the Council's street lighting maintenance practices) and whether there was any justification for the removal of existing LED luminaires on the grounds of potential human health impacts.
- 6.7 The review concluded that there was no scientific evidence that LED street lighting, including 'cool' white and blue-rich white LED street lighting, has any

additional health and wellbeing effects beyond that found for artificial lighting in indoor or outdoor settings in general.

- 6.8 The review also concluded that any proposed introduction of LED street lighting in Trafford, and ad hoc replacement of existing lighting, has, overall, no (neutral) or a minor positive health and wellbeing impact for the residents, workers and visitors of Trafford compared to the non-LED type of street lighting currently being used.
- 6.9 It further concluded that no recommendations on the specific design, types or levels of LED street lighting would be appropriate given the lack of evidence that LED street lighting has any adverse health impacts.
- 6.10 Both the original HIA and the Review document were made available to Bidders.
- 6.11 Evidence from experience of LED lighting elsewhere suggests a preference for neutral or warm LED luminaires which is perceived to provide a safer and more natural light.
- 6.12 LED luminaires provide a more directional source of light, reducing spillage and light pollution which is a further environmental benefit.
- 6.13 There are a number of different lighting regimes, the main ones currently in use in Trafford being:
- SOX is 'low-pressure' sodium light source introduced in the 1960's. This lantern/light source emits the 'yellow' light at night. Trafford have 8,658 in total across the borough. The SOX luminaires have now ceased being manufactured by the street lighting luminaire suppliers, although the lamps will be provided for the foreseeable future.
  - SON is 'high-pressure' sodium light source introduced in the 1980's. This lantern/light source emits the 'pink' light at night and Trafford has 16,890 across the borough. A similar scenario to the SOX luminaire exists in that the manufacturers are gradually halting manufacture of certain SON luminaires. The lamps will be provided for the foreseeable future, although the price may increase over time.
  - Luminaire/Lantern both have the same meaning; lantern is the older name given to what is now call the luminaire. The luminaire is the name given to any lighting fitting we install on the highway which may contain a lamp or more than one lamp as on some major route schemes. The luminaire is the 'housing' which contains the equipment to allow the emission of the light (flux). It would house the lamp, lamp-holder, ballast, capacitor, wiring, photo-cell base, etc. to allow the luminaire to function. The original, pre LED, better quality luminaires can survive functionally for 15-20 years, but require regular maintenance and cleaning. Currently the luminaire manufacturers are claiming LED luminaires should survive for 20+ years.

## **7. LED EVALUATION CRITERIA AND OUTCOME**

- 7.1 Proposals have been submitted by bidders replace 24,000 conventional SOX and SON luminaires (which are the traditional street lamps currently used in Trafford) with LED luminaires over a two year programme, throughout Trafford. This conversion could provide over 60% saving in electrical energy per luminaire, and a reduction in associated carbon emissions.
- 7.2 As part of their final tender, bidders have submitted street lighting proposals for both the delivery of a current routine maintenance and replacement service (Lot 2b option 1) and for the roll out of a LED replacement programme (Lot 2b option 2) alongside maintenance and replacement. It is noted that savings vary across different types of lighting and all potential impacts have been considered in order to ensure that Trafford are able to achieve the Street Lighting objectives stated above.
- 7.3 In relation to a LED roll out bidders have provided prices for a range of different lighting regimes and separately for the use of a central management system which would allow the control and management of all street lights from a single central point. Final tenders have been assessed against both routine maintenance and replacement programme options and approval for the LED rollout is being sought from Executive.
- 7.4 There are three different types of LED luminaire. These emit either “warm”, “cool” or “neutral” white light. There are also three different forms of control option that could be adopted, defined as:
- Photocell (automatic switch on and off based on light levels) on each column;
  - Photocell on each column which would allow the future implementation of a fixed dimming regime; and
  - Central Management System which would enable future variable dimming.

Consideration has been given to Residential, Traffic Routes, Town Centres and Conservation Areas.



7.5 Bidders have been provided with a combination of options and hybrid options to form baseline scenarios against which to price. The bidders have also submitted a custom scenario where they have proposed their ‘best fit’ option for LED. The options are as follows see Appendix 1 for more detail of the specification for each of these options:

	<b>Option 1</b>	<b>Option 2</b>	<b>Option 3</b>	<b>Option 4</b>
<b>Residential</b>	Cool White	Warm White	Neutral White	Neutral White
<b>Traffic Routes</b>	Cool White	Warm White	Neutral White	Neutral White
<b>Town Centres</b>	Cool White	Warm White	Neutral White	Warm White
<b>Conservation Areas</b>	Cool White	Warm White	Neutral White	Warm White

7.6 Bidders have been asked to consider any potential health or environmental impacts of each option as well as outlining the LED roll out installation duration, the manufacturers to be utilised and detailing the electrical testing and inspection requirements.

7.7 The evaluation has considered the capital cost of installation, maintenance costs, and reduction in utility costs. Details of the bids received and the evaluation are set in in the related Part II report.

7.8 Based on the financial evaluation as set out in the Part II report and having considered potential health impacts and environmental aspects it is concluded that

- The installation of LED luminaires reduces costs to the Council and contributes to meeting sustainability objectives through reduced energy usage; and
- That the use of a combination of neutral and warm LED luminaires best meets the objectives of the Council’s Street Lighting Strategy.

## **8. CONTRACT MANAGEMENT**

8.1 Key Performance Indicators (KPIs) Performance Indicators (PIs) and the Performance Payment Mechanism (PPM) would support the management of the contract.

8.2 There is a suite of KPIs covering the whole range of required service delivery outcomes and the customer care standards. Each KPI has a SMART target and a minimum acceptable level (monitored annually or monthly). Bidders

have agreed to these KPIs and are aware of the current baseline performance that is being achieved. There is also a suite of performance Indicators (PI)s which will be monitored for service management information purposes.

- 8.3 Performance below the SMART target will result in financial penalties to the provider via deductions from the monthly payments. Repeated performance below the SMART targets will result in an increasing rate of penalisation, until the contract default mechanism is triggered i.e. for serious breach of contract. Performance below the minimum acceptable level commences default proceedings.
- 8.4 The PPM sets out how the Payment will be calculated and adjusted in the event of changes in the volume and standard of the Services delivered by the successful bidder(s) whilst also providing a method to share any financial gains from improved performance. The Payment Mechanism is intended to incentivise a successful bidder's delivery of services, to give a transparent view on performance as well as informing the Council's strategic decision making process. The below summarises the total number of KPIs and PIs in each Lot to give an indication of their coverage.

<b>Lot</b>	<b>KPIs / PIs</b>	<b>Areas covered in the KPIs include</b>
1a	24 / 50	The recycling rates, missed collections and the Waste Disposal Authority Levy, street cleaning, parks, graffiti, grass length and fly tipping
2a	11 / 8	The safety inspections, defect rectification, emergency incidents, winter maintenance and highway claims
2b	7 / 8	Routine and reactive maintenance, emergency incidents and productivity
3	16 / 33	Reactive maintenance, asbestos, legionella and utilities consumption.

Full copies of the whole range of KPIs are included as an Appendix in Part II of the report.

8.5 During the procurement exercise, the issues below have been subject to dialogue and have been addressed and resolved satisfactorily in the final stages to deliver the desired outcomes:

Issue	Mitigation	Final Tender Resolution
<p>There are contractual arrangements which may not be transferrable by agreement to the incoming Service Provider(s) e.g. vehicle and plant contract hire arrangements.</p>	<p>Discussions have been completed with the current vehicle provider to vary the current contract to enable transfer to the new service providers. Further details were shared with bidders prior to the Call for Final Tender.</p>	<p>All existing contractors have been contacted to inform them of potential changes to contractual arrangements.</p> <p>Following analysis, Trafford are satisfied with the position in relation to each contract and as to how service continuity will be assured i.e. novate, terminate, extend.</p>
<p>A balance will need to be drawn between the contract savings and the Council's Waste Disposal Levy obligation. The mechanism for setting the Levy means that disposal costs for Trafford could increase if other Greater Manchester authorities increase their recycling rates and Trafford's remains static. However,</p>	<p>During dialogue and financial consequences of increasing the current high recycling rates has been explored. Evaluation has taken account of the net financial effect of proposals, both in terms of direct contract costs and the Waste Disposal Levy.</p>	<p>Bidders have submitted their solutions taking into account Council requirements. Proposals to mitigate this risk include the following:</p> <ul style="list-style-type: none"> <li>• Increases in recycling performance</li> <li>• Additional materials for recycling</li> <li>• Use of incentive schemes, communication and work with third sector to improve recycling performance and re-use</li> <li>• Proposals to increase income through growth of commercial waste service</li> </ul>

there could be additional direct costs associated with increasing recycling rates.		
Ensuring the transfer of the management and financial responsibility for insurance claims to ensure a joined up highways solution and mitigate financial risk to the Council.	Various options have been considered during the procurement stages, with the bidders indicating their preference. Options were presented for the Call for Final Tender.	The Payment Performance Mechanism has been drafted to reward contractors for improved claims repudiation and contains penalties if the value of successful claims increases.  Trafford will manage the insurance claims.
The Service Provider (s) role in enforcement activities needs to be fully developed to support the in-house service and provide additional resilience and sustainability.	This requirement has been set out in documentation provided to bidders during the procurement stages and was included as part of the dialogue.	The requirement for an 'engage and educate' approach has been included in relevant documentation, which bidders have agreed to.  Bidders are proposing to utilise front-line staff as the 'eyes and ears' of the Council as well as assisting with engagement, education campaigns to look to modify behaviours of residents and visitors in agreement with the Council.
Additional opportunities for savings or new income development	In so far as is possible, risk and investment requirement will be transferred to the partners.	There has been no change to this mitigation.

<p>could be supported through invest to save / invest to grow. This could be delivered with investment funding from prudential borrowings in order to maximise benefits to the Council.</p>	<p>Prudential borrowings will be considered on a case by case basis and only pursued where there is both a clear additional benefit and security of repayment of principal to the Council in so doing. This potential option was included during the procurement stages and was discussed during the financial dialogue meetings.</p>	
<p>The Council will need to ensure that there are appropriate mechanisms in place to monitor performance and flex contractual arrangements in response to changing circumstances.</p>	<p>The contract progressed with both internal and external legal support during the detailed dialogue stages and in preparation for the final tender stage. The contract includes robust performance management mechanisms including formal mid-term review(s) to ensure market competitiveness, value for money and demonstrate service delivery quality. It is the intention that these formal reviews will include the ability for the Council</p>	<p>Bidders have submitted their solutions taking into account Council requirements. Proposals to mitigate this risk include the following:</p> <ul style="list-style-type: none"> <li>• Mid-term review proposed</li> <li>• Performance management regime agreed</li> <li>• Annual service planning process</li> <li>• Contract change mechanisms agreed</li> <li>• The Council will retain responsibility for setting strategy and policy</li> <li>• Learning lessons from experience elsewhere</li> </ul>

	<p>to terminate the contract in certain circumstances dependent on the outcome. Specific legal sessions were completed during dialogue prior to the call for final tender.</p>	
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## **9. PROCUREMENT PROCESS OVERVIEW**

- 9.1 The process has been managed by the STaR, (Stockport, Trafford and Rochdale), Shared Procurement Service. The procurement route was a Competitive Dialogue process that has been undertaken in full compliance with EU, UK and Council procurement guidelines and regulations, supported by both internal and external legal advice where appropriate. This has ensured we can demonstrate both fairness and transparency whilst delivering best value for the Council.

## **10. SCRUTINY COMMITTEE REPORT FEEDBACK**

- 10.1 A report and presentation was delivered to Scrutiny Committee on 26th February 2015 to provide an update on the procurement process prior to the report being issued to Executive. The report received from Scrutiny Committee highlights three areas for consideration, and the response to these areas is set out below:

- Social and Community Engagement:

All bidders have submitted detailed proposals for social and community engagement; including specific proposals for Member engagement. This includes information gathering to gain an overview of the current service and shape any future service and also methods by which to keep customers, residents, community groups and Members abreast of any potential service initiatives.

The proposals for full engagement involve different channels, tailored depending on the audience. Examples of the types of engagement, in no particular order, include:

- A neighbourhood approach to service delivery, with face-to-face engagement;
- Community sessions open to the public;
- Residents tailored communications depending on recipient including different languages; and
- Surveys and feedback from CRM and social media and from contacts with residents on-site being used to drive service improvement.

Bidders have also proposed governance strategies, in which Member engagement is detailed. This includes Executive Member representation at Strategic Board level and compliance with the Council's budget setting requirements through an annual service planning process.

Throughout the Procurement process, the importance of social and community engagement was discussed. The Service Specifications produced for each Lot detailed the requirements for engagement, including Method Statements for specific Lots, which bidders completed as part of their Final

Tender. Examples of the types of requirements for engagement detailed within the Specifications are as follows:

- Where appropriate, the Service Provider shall provide an appropriate managerial member of Personnel to attend meetings with Elected Members to discuss the Services;
- Produce a customer satisfaction survey;
- Liaise with any stakeholders, Council members, members of the public or third party bodies who express a concern in respect of the Highway Network; and
- Consult with and inform Elected Members in relation to certain areas i.e. Street Naming and Numbering applications.

In addition, clause 1.6 of the partnership agreement outlines the approach required from the Service Provider (s) to social value issues which includes social and community engagement.

- Budget Pressure

The savings outlined in the desired outcomes are achievable and will meet the savings target required in the budget for 2015/16. Future efficiency savings are expected through continuous improvement and innovation in service provision through the contract life cycle. In addition to delivering direct budget savings, the award of the contract(s) will also provide cost avoidance, particularly in relation to Lot 3. As set out later in this report, were the Council to retain the services covered by Lot 3. Significant investment would be required in ICT systems and staff in order to effectively manage and maintain the Council's property estate at current service levels. The Council also faces particular challenges in the resilience in some specialist technical service areas, which without mitigation could lead to additional budget pressure to 'buy-in' external expertise.

- Service Provider (s) /Contractor Failure

The Partnership Agreement contains a number of measures to protect the Council's interests in the event of contract failure, either due to the provider(s) delivery of services or should the provider(s) cease trading or otherwise abandon the contract. More information is provided in the related Part II report, but these measures include:

Step-in rights: This provides the Council with the ability to take over delivery of services for a short period of time in the event of specific service failures;

Provision of a Parent Company Guarantee/Bond: Provides the Council with financial protection in the event a subsidiary company ceases to trade or otherwise abandons the contract. The level of financial protection would be sufficient to enable the Council to take over delivery of services in the short



term and procure an alternative provider (if this is deemed the most appropriate route at that time)

## 11. NEXT STEPS

- 11.1 Subject to Executive approval, the proposed timetable through to contract commencement is as follows:

<b>Indicative Date</b>	<b>Deliverable</b>
March 2015	Executive report and approval to award the contract
March 2015	Award of contract
April 2015 onwards	Contract mobilisation
July 2015	Contract commencement

- 11.2 Bidders have been asked during the competitive dialogue phases to submit mobilisation plans for the period following contract award until end of June 2015. Mobilisation plans have been included in the final tender process to allow Trafford the opportunity to ensure sufficient planning and continued service delivery would be in place during the transitional period.

## 12. STAFFING

- 12.1 The majority of staff directly employed by the Council in the services outlined in this report (c 250), plus those employed by Veolia on the current Trafford waste contract (c 100), would transfer to the relevant new Service Provider (s), with their length of service and terms and conditions protected under the Transfer of Undertakings (Protection of Employment) (TUPE) Regulations. In relation to pensions, the Council will support an application for admitted body status to the Greater Manchester Pension Scheme for the duration of the contract scheme.
- 12.2 Trafford's preferred solution is for Service Provider (s) to become an Admitted Body for Greater Manchester Pension Scheme (GMPS). The scheme would be a closed admission scheme, meaning any new staff employed by the Service Provider (s) in future would not be able to join the GMPS (instead they would be required to be offered membership of the Partners standard pension scheme). From the date of transfer, subject to obtaining Admitted Body Status, the Service Provider (s) would assume all the responsibilities of a scheme employer provided for in the regulations.
- 12.3 The staff that would transfer to the relevant new Service Provider (s) would benefit from developing their existing as well as acquiring new skill sets and receive the necessary training and development to enhance their continued learning and development. Operational teams requiring investment in technology would utilise the new Service Provider (s) systems to enhance operational efficiency. New Service Provider (s) would also be able to offer

career opportunities to potentially broaden the type of work and knowledge to develop long term sustainable employment.

### **13. ALTERNATIVE OPTIONS CONSIDERED**

- 13.1 The alternative options were originally set out in the March 2014 Executive report and further information as detailed below.

#### **Do Nothing:**

The current waste contract ends September 2015. As this service is a statutory requirement, it would be necessary to procure the future delivery of this service independently. This would not allow the Council to maximise the potential benefits from procuring the waste collection as part of a wider procurement.

For other services in the Economic Growth, Environment and Infrastructure directorate savings targets have been consistently met over recent years. However, given the need for forward thinking, medium term practical solutions and for continuous service provision together with the need to provide significant future savings, to do nothing would mean that it would be difficult to continue to deliver services and the range of services which could be delivered and the quality of those services would be affected.

Without significant investment the services will not be sustainable nor be able to deliver future efficiencies over the medium and longer term.

Economic growth requires change and to do nothing by remaining static will prevent Trafford from achieving its long term ambitions and the Trafford Vision 2021. Investment and development of the services involved in the procurement is a key part of growth and regeneration and working in collaboration with Service Provider (s) to deliver services to Trafford residents requires change to existing delivery models.

Significant investment for services in Lot 3 would be required should the contract(s) not be awarded.

The Property Service's systems need completely updating in order to improve operational delivery, ensure the linkages with Planning and Regeneration priorities are in place and to ensure that opportunities for income generation from the investment estate are maximised. This would require significant investment in terms of systems, software and resources.

In addition, investment would need to be made in staff capacity and development to meet the future needs of the services. The ability to access key specialist advice is now limited and this specialist technical advice would have to be bought in on an ad-hoc basis which would be a costly and an inefficient approach. Sustainability is required by utilising the wider pool of people that Service Provider(s) would offer.

### **Bring in house:**

For the waste contract, to bring this in house is not a financially viable option due to the capital spend which would be required. This was considered in the original Waste procurement business case and discounted.

### **Collaboration with other Local Authorities:**

There are different time and financial pressures facing other AGMA authorities and partners. Trafford needs to address its own challenges in the next 12 months. However, the procurement route other authorities would be able to join the contract at a later date.

With due consideration of the above options and the need to deliver of the desired outcomes, the approach recommended is still considered to represent the best option.

## **14. CONSULTATION**

- 14.1 Meetings were held earlier in the year with the Trade Unions and as part of the staff budget consultation. Further consultation will take place with affected staff and their union representatives during the latter stages of the procurement process i.e. post contract award. This has been incorporated at appropriate stages in a comprehensive communications strategy.
- 14.2 Bidders met with the Trade Unions in February 2015 to provide an overview of their organisation, experience of staff transfers, involvement with Trade Unions, experience of mobilisation and supporting their staff, tripartite arrangement and facilities agreement.
- 14.3 A separate meet and greet session with the bidders and staff took place at Trafford Town Hall and Carrington Depot in February 2015 to allow staff, prior to contract award, to have the opportunity to meet informally with the prospective Service Provider (s).
- 14.4 Further engagement with staff, and the successful Service Provider (s), will also take place once the contract is awarded.
- 14.5 Two meetings have been held with the friends of parks groups to discuss proposals particularly in relation to the maintenance of parks. Where appropriate or required to meet Trafford's duties in this regard, there will be further consultation with residents, community groups and stakeholders.

**15. REASONS FOR RECOMMENDATION**

- 15.1 Bids received have demonstrated the ability of the preferred bidder to meet the high level outcomes set by the Executive. The recommendation will enable officers to proceed to award the contract for the delivery of services is set out in paragraph 2.2.
- 15.2 The replacement of street lights with LED luminaires will provide significant financial savings to the authority through reduced energy costs, and will reduce CO2 emissions. The proposed use of neutral and warm light luminaires meets the objectives set in the Council's Street Lighting Strategy, and provides the best mix of light type and energy reduction.
- 15.3 Therefore, approval is sought to proceed to the contract award stage for the procurement of Highways, Environmental, Professional, Technical and Infrastructure services.

**Key Decision:** Yes

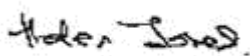
**If Key Decision, has 28-day notice been given?** Yes

**Finance Officer Clearance** ID

**Legal Officer Clearance** JLF

**DEPUTY CHIEF EXECUTIVE'S SIGNATURE**

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



## APPENDIX 1

### PROJECT SPECIFIC LUMINAIRE REQUIREMENTS

*[Note: one option to be chosen by Council prior to appointment of preferred bidder]*

All LED Luminaires Installed must comply with the requirements of this Appendix 1.

#### Option 1

Apparatus	Requirements
<b>LED Luminaires -</b>	
Colour Rendering Index (CRI)	> 60
Correlated Colour Temperature (CCT)	Residential areas – Max 5700K (Cool White) Traffic Routes – Max 5700K (Cool White) Town Centres – Max 5700K (Cool White) Conservation Areas – Max 5700K (Cool White)
Lumen Maintenance (minimum)	L70 at 80,000 hours
Luminous Intensity Class (minimum)	Residential areas – G2 Traffic Route / Conflict Areas – G3 Town Centres – G2
Ingress Protection	IP66 minimum
Mounting Arrangement	The luminaire must be capable of allowing either Side Entry and Post Top mounting within the same body. Varying tilt up to $\pm 10^\circ$ Side Entry Spigot diameters: 34, 42, 60mm Post Top Spigot diameters: 60, 76mm
Construction	Modular – to facilitate future upgrades in LED arrays Various colour options
Control (The Council reserves the right to select the method of control.)	Option A – Luminaires shall operate with photocell / mini cell control; or  Option B – Luminaires shall operate with photocell / mini cell control and control gear capable of delivering a fixed dimming regime; or  Option C - Luminaires shall incorporate a node / CMS communication device with Constant Light Output functionality.
Warranty	Each luminaire should be covered by a warranty providing a minimum 20 year operating life, details of which are to be provided by the Service Provider and novated to the Council on the completion of the LED Replacement Programme

## Option 2

Apparatus	Requirements
<b>LED Luminaires -</b>	
Colour Rendering Index (CRI)	> 60
Correlated Colour Temperature (CCT)	Residential areas – 3000K (Warm White) Traffic Routes - 3000K (Warm White) Town Centres - 3000K (Warm White) Conservation Areas – 3000K (Warm White) *3000K or thereabouts to warrant the description warm
Lumen Maintenance (minimum)	L70 at 80,000 hours
Luminous Intensity Class (minimum)	Residential areas – G2 Traffic Route / Conflict Areas – G3 Town Centres – G2
Ingress Protection	IP66 minimum
Mounting Arrangement	The luminaire must be capable of allowing either Side Entry and Post Top mounting within the same body. Varying tilt up to $\pm 10^\circ$ . Side Entry Spigot diameters: 34, 42, 60mm Post Top Spigot diameters: 60, 76mm
Construction	Modular – to facilitate future upgrades in LED arrays Various colour options
Control (The Council reserves the right to select the method of control.)	Option A – Luminaires shall operate with photocell / mini cell control; or  Option B – Luminaires shall operate with photocell / mini cell control and control gear capable of delivering a fixed dimming regime; or  Option C - Luminaires shall incorporate a node / CMS communication device with Constant Light Output functionality.
Warranty	Each luminaire should be covered by a warranty providing a minimum 20 year operating life, details of which are to be provided by the Service Provider and novated to the Council on the completion of the LED Replacement Programme

### Option 3

Apparatus	Requirements
<b>LED Luminaires -</b>	
Colour Rendering Index (CRI)	> 60
Correlated Colour Temperature (CCT)	Residential areas – 4000K (Neutral White) Traffic Routes – 4000K (Neutral White) Town Centres - 4000K (Neutral White) Conservation Areas – 4000K (Neutral White) *4000K or thereabouts to warrant the description neutral
Lumen Maintenance (minimum)	L70 at 80,000 hours
Luminous Intensity Class (minimum)	Residential areas – G2 Traffic Route / Conflict Areas – G3 Town Centres – G2
Ingress Protection	IP66 minimum
Mounting Arrangement	The luminaire must be capable of allowing either Side Entry and Post Top mounting within the same body. Varying tilt up to $\pm 10^\circ$ Side Entry Spigot diameters: 34, 42, 60mm Post Top Spigot diameters: 60, 76mm
Construction	Modular – to facilitate future upgrades in LED arrays Various colour options
Control (The Council reserves the right to select the method of control.)	Option A – Luminaires shall operate with photocell / mini cell control; or  Option B – Luminaires shall operate with photocell / mini cell control and control gear capable of delivering a fixed dimming regime; or  Option C - Luminaires shall incorporate a node / CMS communication device with Constant Light Output functionality.
Warranty	Each luminaire should be covered by a warranty providing a minimum 20 year operating life, details of which are to be provided by the Service Provider and novated to the Council on the completion of the LED Replacement Programme

#### Option 4

Apparatus	Requirements
<b>LED Luminaires -</b>	
Colour Rendering Index (CRI)	> 60
Correlated Colour Temperature (CCT)	Residential areas – 4000K (Neutral White) Traffic Routes – 4000K (Neutral White) Town Centres - 3000K (Warm White) Conservation Areas – 3000K (Warm White) *3000K/4000k or thereabouts to warrant the description warm/neutral
Lumen Maintenance (minimum)	L70 at 80,000 hours
Luminous Intensity Class (minimum)	Residential areas – G2 Traffic Route / Conflict Areas – G3 Town Centres – G2
Ingress Protection	IP66 minimum
Mounting Arrangement	The luminaire must be capable of allowing either Side Entry and Post Top mounting within the same body. Varying tilt up to $\pm 10^\circ$ Side Entry Spigot diameters: 34, 42, 60mm Post Top Spigot diameters: 60, 76mm
Construction	Modular – to facilitate future upgrades in LED arrays Various colour options
Control (The Council reserves the right to select the method of control.)	Option A – Luminaires shall operate with photocell / mini cell control; or  Option B – Luminaires shall operate with photocell / mini cell control and control gear capable of delivering a fixed dimming regime; or  Option C - Luminaires shall incorporate a node / CMS communication device with Constant Light Output functionality.
Warranty	Each luminaire should be covered by a warranty providing a minimum 20 year operating life, details of which are to be provided by the Service Provider and novated to the Council on the completion of the LED Replacement Programme



### Option 5 (Contractors Own Option)

Apparatus	Requirements
<b>LED Luminaires -</b>	
Colour Rendering Index (CRI)	> 60
Correlated Colour Temperature (CCT)	Residential areas – ?K (? White) Traffic Routes – ?K (? White) Town Centres - ?K (? White) Conservation Areas – ?K (? White) ?K or thereabouts to warrant the description warm, neutral or cool
Lumen Maintenance (minimum)	L70 at 80,000 hours
Luminous Intensity Class (minimum)	Residential areas – G2 Traffic Route / Conflict Areas – G3 Town Centres – G2
Ingress Protection	IP66 minimum
Mounting Arrangement	The luminaire must be capable of allowing either Side Entry and Post Top mounting within the same body. Varying tilt up to $\pm 10^\circ$ Side Entry Spigot diameters: 34, 42, 60mm Post Top Spigot diameters: 60, 76mm
Construction	Modular – to facilitate future upgrades in LED arrays Various colour options
Control (The Council reserves the right to select the method of control.)	Option A – Luminaires shall operate with photocell / mini cell control; or  Option B – Luminaires shall operate with photocell / mini cell control and control gear capable of delivering a fixed dimming regime; or  Option C - Luminaires shall incorporate a node / CMS communication device with Constant Light Output functionality.
Warranty	Each luminaire should be covered by a warranty providing a minimum 20 year operating life, details of which are to be provided by the Service Provider and novated to the Council on the completion of the LED Replacement Programme

Tenderers are invited to submit alternative tenders, based on a different combination of LED luminaires other than that shown in options 1 to 4; clearly identifying the benefits and costings of supporting such a proposal within an agreed business case format.

For each of the above Options the Service Provider will, for each proposed luminaire provide a Manufacturer's data sheet (or equivalent) to confirm the following data:-

- 1 Rated input power (in W)
- 2 Rated Luminous flux (in lumens)
- 3 LED luminaire efficacy in (lm/W)
- 4 Luminous Intensity Distribution
- 5 Photometric Code
  - a. Correlated Colour Temperature (CCT in K)
  - b. Rated Colour Rendering Index (CRI)
  - c. Rated Chromacity co-ordinated values (initial and maintained)
  - d. Maintained luminous flux
- 6 Rated life (in h) of the LED module and the associated rated lumen maintenance (Lx)
- 7 Failure fraction (Fy), corresponding to the rated life of the LED module in the luminaire
- 8 Ambient temperature (ta) for the luminaire
- 9 Power Factor
- 10 Intensity Distribution
- 11 Drive Current
- 12 Risk Group (Control of Artificial Optical Radiation at Work Regs 2010)

## TRAFFORD COUNCIL

**Report to:** Executive  
**Date:** 16<sup>th</sup> March 2015  
**Report for:** Decision  
**Report of:** Executive Member for Education

### Report Title

Expansion of Oldfield Brow Primary School – Final Approval

### Summary

The report seeks final approval for the expansion of Oldfield Brow Primary School.

The Council has a statutory duty to provide sufficient school places in its area. To support the achievement of this duty and to meet any risks in relation to school conditions and access, the Council have received allocated capital funding of £18.85 million for the two years up to 2015. The expansion of Oldfield Brow primary school is required in order to address some of the capacity demands. Following the decision of the Executive Committee (E/24.06.13/19), taken on 24<sup>th</sup> June 2013 and the decision of the Executive Member for Education (M/09.07.14/CS) taken on 9th July 2014 all the required consultation processes for the expansion of the School have now been completed.

### Recommendation(s)

That the proposals to expand Oldfield Brow Primary School are approved.

### Contact person for access to background papers and further information:

Name: Marilyn Golding  
Extension: 912 1853

Background Papers: None

### *Implications:*

Relationship to Policy Framework/Corporate Priorities	Preserving and improving education excellence
Financial	In June 2013 Trafford's Executive Committee agreed £1,500,000 basic need funding to take Oldfield Brow from 1FE to 1.5FE.  In July 2014 The Executive Member for Education approved a further £2,800,000 to increase the intake from 1FE to 2FE.
Legal Implications:	The expansion of schools is subject to statutory processes, which will need to be adhered to as

	appropriate for the scheme. In addition, the LA has statutory duties in relation to the provision of school places, including using its planning powers to secure provision.
Equality/Diversity Implications	Schools are subject to current legislation about equality and diversity. The equality and diversity implications have been considered as part of the overall process.
Sustainability Implications	School buildings are procured requiring successful contractors to meet required sustainability criteria.
Staffing/E-Government/Asset Management Implications	Expanding schools requires additional staff and ICT provision, which is a matter for the School's Governing Body.
Risk Management Implications	Failure to provide sufficient school places will find the Council in breach of its statutory duty.
Health & Wellbeing Implications	Providing suitable school places within a reasonable distance from home for children resident in the Altrincham area.
Health and Safety Implications	All school building work is subject to appropriate current Health and Safety/CDM regulations.

## 1. Background

Appendix A of the Education and Early Years Capital Programme, approved by the Executive Committee on 2<sup>nd</sup> June 2014, provided statistical details of pupil place predictions and capacity. The data indicated that the demand for places in Trafford schools would continue to increase through to 2016 and beyond. Altrincham was identified as one of the areas where demand will exceed current capacity through to 2016. Oldfield Brow showed a particular shortfall in places and therefore, the Report recommended the expansion of Oldfield Brow Primary School subject to the completion of statutory processes.

### 1.1 Need or demand for additional places

There are several factors contributing to the growth in demand for primary school places in the Altrincham area and in Trafford as a whole;

#### i) Birth Rate

The birth rate in Trafford has been steadily rising since 2003-04 when 2606 births were recorded. Figures are now approaching 2900 births/year, similar to levels last experienced in 1989-1992 (an increase of 11%). Out of the 5 planning areas Altrincham, Partington, Sale and Stretford have experienced the largest increase in births. Comparing this to number of Reception age children; Altrincham, Sale, Stretford and Urmston have followed a similar pattern and have increased considerably since 2007-8.

#### ii) Housing Developments

There have been some considerable developments in the Borough. The Stamford Brook Development continues to impact on the Altrincham area. Smaller developments across the borough are also affecting demand.

#### iii) Outstanding Schools

Primary Schools in Trafford are among the best in the country and comparative information is easily available for parents. Excellent schools combined with housing developments and good transport links are attracting families moving to the Greater Manchester area for work.

#### iv) Recession

With the economic downturn and as people consider how to reduce their costs, there is the likelihood that families who might otherwise have considered places in the independent sector might seek places in the excellent local state schools. In addition the downturn has resulted in families who are unable to move up the property ladder residing in smaller properties with bigger families.

#### v) Shortage in Current Capacity

In the 2014 admissions round, there were insufficient places in the Altrincham area to meet the needs of the residents in that area. In addition to 30 additional places provided through the expansion of Bowdon C.E. Primary School, the Council was also required to create 45 additional places as an emergency measure. 30 of these places were provided at Oldfield Brow Primary School. Sufficient temporary accommodation has been provided for the 30 additional pupils in 2014 and for an additional 30 pupils in September 2015. Predictions indicate that numbers will continue to increase further in the future. Since the proposal is made to meet the expected increase in families living in the local area, it is not anticipated that the expansion will adversely affect any other schools within the area.

### 1.2 Detail of the Proposal

In order to provide facilities for a two form entry school at Oldfield Brow Primary School, the Council proposes to add 8 new classrooms, 2 specialist spaces, extend the Hall, add a new larger school kitchen and extend the 2 infant classrooms next to the Nursery. There will be an enclosed courtyard within the new building, the playground will be extended to the perimeter shared with the park and the Nursery external play space is planned to be extended around the front of the school.

This will ensure the school has sufficient accommodation to meet the growing pupil population with some modern, fit for purpose facilities. Other key changes include;

- It will ensure the hall is large enough to meet the DfEs Baseline Design standards.
- It will replace the double mobile classroom with permanent build.
- It will mean local families will have sufficient places for their children and future siblings.
- It will be done in phases to ensure minimal disruption to the pupils
- It will improve the teaching environment for the pupils both internally and externally.

The proposed development meets the School Premises Regulations 2012. However, the School site is considered a constricted site, therefore steps have been taken to maximise the outdoor facilities such as ;

- The new building is 1-2 storey to limit its external footprint.
- The Foundation stage external play area has been doubled in size across the front of the school.
- The hard play area has been extended and includes a MUGA – Multi-Use-Games-Area
- There is an internal courtyard to accommodate an outdoor classroom and for recreational play.
- The playing field will remain so all grassed sport can continue.
- Access to the adjacent community sports field will be made easier for occasional use.

In this way the School Premises Regulations have been met for outdoor space.

## 2. Statutory Framework

The LA has a general duty under section 14 *Education Act 1996* to ensure that there are available in its area, sufficient schools in number, character and equipment to provide for all pupils the opportunity of appropriate education (s. 14 (2)). This general duty has been characterised as a target duty in *Meade v London Borough of Haringey* [1979], rather than absolute, though the LA must be able to show a reasonable cause i.e., an emergency, as to why it cannot fulfil the duty and it must take all statutory steps to overcome obstacles to its fulfilment (*R v Inner London Education Authority ex parte Ali and Another* [1990] COD 317).

In addition, the Education and Inspections Act 2006 amends section 14 of the 1996 Act by inserting a new subsection (3A) to require LAs in England, when exercising their powers on the provision of schools in their area, under that section, to do so with a view to securing diversity in the provision of schools and increasing opportunities for parental choice.

The School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2013 set out the process which must be followed where the LA proposes the physical expansion of a school.

The statutory process has four stages:

Stage 1	<b>Publication</b>	Statutory Proposals published – 28 <sup>th</sup> January 2015.
Stage 2	<b>Representation (formal consultation)</b>	Must be 4 weeks, as prescribed in regulations.
Stage 3	<b>Decision</b>	The decision-maker (usually the LA) must decide proposals within 2 months of the end of the representation period or decision defaults to Schools Adjudicator (OSA). Any appeal to the adjudicator must be made within 4 weeks of the decision.
Stage 4	<b>Implementation</b>	No prescribed timescale, but must be as specified in the published statutory notice, subject to any modifications agreed by the decision-maker.

## 3. Consultation

Although there is no prescribed ‘pre-publication’ consultation period for prescribed alterations, there is a strong expectation on schools and LAs to consult interested parties in developing their proposal, prior to publication, as part of their duty under public law to act rationally and take into account all relevant considerations.

In light of this expectation, an open consultation evening was held at the School and all comments and responses received during the consultation process were published on Trafford’s website and included in the Complete Proposal. Consultees were advised that any comments received during the development of the proposal would be considered in the final stage of the decision making process. The comments and the responses provided are included in Appendix 1

Following the completion of informal consultation and the required Town and County Planning process, the Executive Member for Education considered a Report: Expansion of Oldfield Brow Primary School – Approval of Complete Proposal for Publication (as attached to this report). The Proposal contained the required information laid out in the School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2013.

The Executive member approved the publication of the Complete Proposal and the Statutory Notice and the LA instigated the statutory processes; publishing a full proposal for the expansion of Oldfield Brow Primary School on 28<sup>th</sup> January 2015.

The Statutory Notice of the publication of the Complete Proposal was published in the Trafford Advertiser, on Wednesday 28<sup>th</sup> January 2015. Copies of the proposals were sent to the Board of Governors of Oldfield Brow Primary School and were published on Trafford's website. Hard copies of the proposal were available on request to any individual.

The publication of the proposal began a 4 week representation period in which consultees and other interested parties were invited to submit comments or objections. The Council received comments from 1 consultee. Those comments and the responses provided are included in Appendix 2 (attached).

The School Admissions Code also requires that LAs must consult at least the governing body of the school where it proposes either to increase or keep the same published admission number (PAN). Following consultation with the Governing Body an original proposal to increase the school to 1.5 form entry was amended to increase the School to a 2 form entry school. Trafford LA extends the consultation on increasing PANs to consult all state funded schools in Trafford and publishes its proposals in a local newspaper and on its website to ensure that all interest parties can be aware of its arrangements and make their views known to the LA.

A planning application was submitted (Planning Application Ref 84118/FULL/2014) on 7<sup>th</sup> November 2014 and the closing date for comments was 28<sup>th</sup> November 2014. The planning application was approved on 20<sup>th</sup> January 2015.

**4. Other Options**

There are 16 infant/primary schools in the Altrincham area, serving 15 defined areas (catchment areas) across Altrincham. In proposing expansions, all schools are considered for their relevance to the provision of places within the relevant area. The feasibility of the current building and the suitability of the site are also considered. As a result of these deliberations, Trafford has already completed the expansion of 7 schools in the Altrincham area. 3 of the 16 schools already admit 90 children into each year group and would not be considered suitable for further expansion. Oldfield Brow Primary school serves a community where access to alternative schools may prove difficult for some families. Therefore the LA considers that these proposals represent the only suitable options to meet the needs of families in the Altrincham area, and in particular those families living in the Oldfield Brow catchment area, in the future.

**5. Reasons for Recommendation**

The reasons are as set out in this report. The demand for primary school places in the Altrincham area has increased substantially and is predicted to continue increasing. This proposal is made to ensure that the LA can meet some of the demand for places in the Altrincham area from 2015 onwards.

**Key Decision** Yes

**If Key Decision, has 28-day notice been given?** Yes

**Finance Officer Clearance** (PH).....

**Legal Officer Clearance** HAK

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



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

## **OLDFIELD BROW PRIMARY SCHOOL – CONSULTATION FEEDBACK**

The School held a consultation evening on Wednesday 11 June 2014 where parents, pupils, staff and neighbours were invited to look at the proposed plans.

The evening was well attended and generally positive. The comments were collated and were displayed with responses from the Governing Body and Trafford Council on Trafford's website.

### **Consultation Comments**

#### **Comment 1**

I would like to complain about the letter dated 11 April sent from the Governors and Mr Merrell. Specifically about the manner in which the letter was distributed and the contents of the letter.

The content of the letter has very serious implications for my family and for the school. It was casually handed out by the nursery teachers on Friday afternoon with no warning of the serious message it contained. It was handed out on the last day of term with a two week break for Easter so a lot of parents have been left very frustrated and upset by the news that there will be a second Reception class in September 2014. The Reception places for Trafford are to be formally announced on 15 April so I do not believe for one moment that the School and Trafford only made the decision to add a second Reception class to the school on 11 April.

There has been months of speculation about the expansion proposals and I even asked Mr Merrell specifically about the proposals on 20 March to which he replied he could not categorically confirm there would not be a second Reception class in September but as far as he knew there would not be.

As far as playground speculation was concerned, the expansion was due to begin in September 2015 after a formal legal consultation.

I have today reviewed the Trafford Local Government Website and I can see the information posted about Oldfield Brow.

I can also see that the School Admission Code specifically sets out that where the Published Admission Number (PAN) for the school (which for Oldfield Brow is currently 210 pupils, being a 1 form entry) is proposed to be increased the Local Authority must consult parents and the community on the proposals.

The Trafford Website also quotes the Enlargement of the School Premises Regulations which sets out specific consultation requirements for enlarging the school.

The Trafford Website also states that in the Autumn term 2013 Trafford consulted with the schools and the parents that are affected by the plans to expand.

As far as I am concerned, the letter dated 11 April is the first communication I or any other parents have received about the expansion.



I am also very concerned about the plans to expand the school from September 2014 without any formal consultation process. To quote the letter of 11 April "Trafford have requested that in September 2014 there will be a second reception class. To this, we have agreed".

I am concerned that such a decision could have been made by Trafford Local Authority, the Governors and School without any prior consultation with the parents.

I should therefore be grateful if you could provide me with copies of the legal authority that allows the Governors/School/Local Authority to make such a decision without any prior notification and/or consultation to the parents.

This decision has a huge impact on the school and I think it is only fair that parents should have the right to comment before such decisions are made.

On 15 April I predict that 60 places are going to be offered to Reception pupils. This will increase the pupil intake at Oldfield Brow to 240 pupils. In my opinion this is too many pupils for the current school facilities.

I have no objection to school expansion taking place as long as it is done following the proper legal and legislative process with full consultation and within proper timescales. If schools can be legally expanded as easily as with Oldfield Brow suddenly offering a second Reception Class with effect from September 2014 then in my opinion the current legislation needs to be readdressed.

### **Response 1**

The LA has a duty to provide sufficient places for all the children in its area. Families in the Altrincham area, and in the Oldfield Brow Primary School area in particular, have been disadvantaged by the shortage of places in the area. Last year at least 6 children, living in the catchment area of Oldfield Brow Primary School, and 4 children with older siblings attending Oldfield Brow Primary School, could not be allocated places at the School. The impact on these families was significant and distressing. A number of other children living in the surrounding area had also applied for places at the School but could not be accommodated. With very few vacancies in the surrounding schools, and with the number of applications predicted to continue to increase into the future, the LA is duty bound to make arrangements for these families. This year, 54 children wanted places at Oldfield Brow Primary School although only 30 places were available.

As a result of the shortfall of places, the LA has approached 3 other schools, where expansion proposals are also underway, to request that those schools also make a temporary increase this year, with a view to making that increase permanent through the statutory processes. Those schools are; Bowdon CE Primary School which has agreed to admit a further 30 pupils in 2014 (90 in total), and Broadheath Primary School and Willows Primary School which have agreed to admit an additional 15 pupils in 2014, 60 and 45 respectively. This has allowed the LA to allocate places for all the children resident in the Altrincham area to a school of their choice, or, at least, to another school in the Altrincham area.

You will know that the Local Authority (LA) is currently proposing the phased expansion of Oldfield Brow Primary School. Currently, the School has capacity to admit 30 children in each year group; 210 children in total. Initially, the LA proposed the physical expansion of the School to allow for the admission of 45 children in each year group beginning in September 2015, with a total admission by 2021 of 315 children. However, following discussion with the Governing Body, the LA will now propose the physical expansion of the School to accommodate 60 children in each year group. This will result in the phased admission of 420 children over 7 years. Where the LA proposes an enlargement to the premises of the School that would increase the capacity of the school by more than 30 pupils and by 25% or 200 pupils (whichever is the lesser), then it must follow a statutory process which is detailed in Regulations 4 and 5 of the Prescribed Alterations Regulations 2013. The proposal to expand Oldfield Brow Primary School will represent an increase of more than 30 pupils; 210 pupils ( or 50%) in the 7th year, thereby triggering the statutory process, although it is expected to be completed well before this deadline.

In the meantime, a total increase in the number of pupils from 210 to 240 in 2014 represents a temporary enlargement of 30 pupils in total (14%) in the first year, so does not trigger the requirement to follow the statutory process. The admission of another 30 pupils in 2015 would represent a temporary enlargement of 60 pupils in total. Although this increase represents 29% of the total number of pupils on role, it is less than the 200 pupils (which is the lesser) that is required to trigger the statutory process. This temporary enlargement would then be succeeded by the proposed permanent enlargement to be completed by September 2016. In the unlikely event that the permanent enlargement is not approved, then the temporary enlargement would continue through the school as two year groups of 60 with a total number on role of 270.

The statutory process, which will be implemented for the 2016 admission round, has four stages:

Stage 1 Publication Statutory Proposal published – 1 day.

The LA intends to publish the proposal in line with the submission of a planning application.

Stage 2 Representation

(formal consultation) Must be 4 weeks, as prescribed in regulations, and will begin on the date that the statutory proposal is published.

Stage 3 Decision The decision-maker (usually the LA) must decide proposals within 2 months of the end of the representation period or decision defaults to Schools Adjudicator (OSA).

Any appeal to the adjudicator must be made within 4 weeks of the decision.

Stage 4 Implementation No prescribed timescale, but must be as specified in the published statutory notice, subject to any modifications agreed by the decision-maker.

Although there is no longer a prescribed 'pre-publication' consultation period, the LA is in consultation with the School and the Governing Body to formulate an expansion plan that is most effective for the School and for the benefit of local children. The LA also seeks the views of

interested parties in developing a meaningful proposal prior to publication and, to that end, the LA and the Governing Body have announced a consultation evening, to be held at the School on 11 June 2014.

In relation to the published admission number, the School Admissions Code requires only that the LA, (as the admission authority for the School) must consult at least the governing body of the school, where it proposes either to increase or keep the same PAN. This increase has, of course, only been possible through consultation with the Governing Body, to ensure that the additional pupils will not impact negatively on those pupils already attending the School and for the success of those additional pupils admitted to the School.

Section 86 of the School Standards and Framework Act 1998 provides that the admission authority for a maintained school, Trafford LA in the case of Oldfield Brow Primary School, must comply with any preference expressed by a parent except where to do so would prejudice the provision of efficient education or the efficient use of resources. Trafford LA is committed to meeting the needs of its residents wherever possible and, since it has a duty to provide school places for these residents, seeks to expand schools where that expansion will meet the needs of local families.

## **Question 2**

I have a child at the Oldfield Brow Primary school ( and another one due to join in a couple of years time). As such I've been quite interested in the proposed extension plans.

I would like to know the following:

- Number of pupils the new school will hold (at capacity)
- Proposed sqm of grassed play space -
- Proposed sqm of hard play space
- Proposed sqm of inside space
- Current sqm of hard play space
- Current sqm of grassed play space
- Current sqm of inside space

If you could also supply me with the current legislations space per pupil recommendations.

Finally I would like to know how the school plans to take on an extra class next year when the planning process hasn't been approved (bar some new temporary classrooms)?

## **Response 2**

- Number of pupils the new school will hold (at capacity)  
420 plus Nursery
- Proposed sqm of grassed /soft play space - 3571
- Proposed sqm of hard play space - 2527
- Proposed sqm of inside space - 2510
- Current sqm of hard play space - 1296

- Current sqm of grassed /soft play space - 5405
- Current sqm of inside space - 1281

As you appreciate the school is proposed to double in size from 210 pupils (+Nursery) to 420 (+Nursery) – although the Nursery intake will remain the same. The new accommodation is based on the Government's revised accommodation guidelines for mainstream schools contained within Building Bulletin 103. Here you will find the recommended areas for different types of teaching spaces.

For Sept 2014 there has been a tremendous demand for school places in the Altrincham area and a number of schools have been asked to accept an extra intake much earlier than planned. At Oldfield Brow Primary School 54 pupils wanted a place at the school although only 30 places were available, hence the school were asked to accept an extra Reception class in Sept 2014.

This can take place quite separately from the main planning application which refers only to the physical expansion of the school as it is classed as a temporary increase this year with a view to making that increase permanent through the statutory process. The statutory process is triggered where the LA proposes an enlargement to the premises of the School that would increase the capacity of the school by more than 30 pupils and by 25% or 200 pupils (whichever is the lesser), then it must follow a statutory process which is detailed in Regulations 4 and 5 of the Prescribed Alterations Regulations 2013. In the meantime, a total increase in the number of pupils from 210 to 240 in 2014 represents a temporary enlargement of 30 pupils in total (14%) in the first year, so does not trigger the requirement to follow the statutory process. The admission of another 30 pupils in 2015 would represent a temporary enlargement of 60 pupils in total. Although this increase represents 29% of the total number of pupils on role, it is less than the 200 pupils (which is the lesser) that is required to trigger the statutory process. This temporary enlargement would then be succeeded by the proposed permanent enlargement to be completed by September 2016. In the unlikely event that the permanent enlargement is not approved, then the temporary enlargement would continue through the school as two year groups of 60 with a total number on role of 270. The two double mobile are going to be used to accommodate these extra classes until the building is complete in 2016.

### **Comment 3**

Proposals sound great, especially with the phasing of the building. Our concerns are all based on the teaching and welfare of the children, which have been answered. One thing which only time will tell is how a school, so good at dealing with the number of children they have had, will now deal with bigger numbers.

### **Comment 4**

Personally I feel that the proposal is superb and will greatly enhance and modernise the school, further offering the pupils better facilities. My one concern would come from the school run prospective which is already very congested. Incorporation of secure bicycle sheds to encourage

parents/pupils to leave the car would help as well as a one way drop off/collection point to ease congestion.

#### **Comment 5**

Concerned about parking on both sides of road during drop off and pick up times. Double yellow lines or any other traffic measures essential. Please take care of the neighbours - school or council responsibility?

#### **Comment 6**

Concerns about extra traffic from parents at drop off/pick up times - is there any possibilities/plans for speed cushions and/or possibility of redirecting bus route away from school?

The expansion plans look excellent; it will be a great school. My concerns are about the road widths especially as it is a bus route and buses pass at drop off and pick up times. Some of the grass verges are becoming uneven due to people parking partly on them. This could become a trip hazard.

#### **Comment 7**

I am very concerned about the current situation in the mornings regarding parents parking on the pavement. There are no parking restrictions on Stokoe Ave and parents literally drive on the pavement in front of the school gates. It is so dangerous. I have seen children have to move out of the way as cars mount the pavement. If the area is still to be used as an entrance parking restriction on the school side of the road need to be put in place. There is also a bus route down that road that is often delayed due to double parking. I think in addition to parking restrictions the council need to discuss re-routing it down Taylor Road as the bus stopping right outside is very dangerous for children crossing.

#### **Comment 8**

As a parent I am very concerned about the pupil entrance on Stokoe Avenue. Cars are a problem in the mornings, parents who park on the pavement and the grass verges, making it very dangerous for pupils.

#### **Comment 9**

The plans look absolutely fine to me - as long as the building is in keeping with original structure I'm happy! My only concern is of traffic and the bus route - I think the bus route may need to change due to their being lots of potential traffic at pick up and drop off times! Other than that it looks fab!

#### **Comment 10**

Pleased to have a good school in the community but very concerned that school traffic which is already a big concern will get worse. I can on occasion not park anywhere near my home during

school drop off/pick up times and have had parents being rude when I do attempt to park. Concern about pupil safety too, due to volume of traffic currently. Any plans to apply some joined up planning with community centre/rowing club to share car parking with school?

Dropping off plans (This has been an issue with local residents).

Parking area/gates: will this lead to further congestion on Stokoe Ave?

Vehicle access needs to be taken into consideration, as the roads get easily blocked currently at 9:00 a.m. to 3:15 p.m., and at other busy times - school show etc. The bus (13/14) also needs consideration as this can get blocked at these times.

### **Response 10**

When the final design is submitted for planning permission, the Highways and Traffic teams will be consulted. They will look at the school's travel plan and strategies for reducing the traffic at the beginning and end of the school day. They may insist on traffic calming measures such as a 20mph zone, a school crossing, one way drop off/collection system to ease congestion or double yellow lines.

As part of the planning application process, the school will be required to update their Travel Plan, which looks at ways the school can reduce the number of cars at drop off and pick up times. In addition, there will be provision for scooter and cycle storage to encourage more pupils to travel to school in alternative ways.

When the proposed community centre/rowing club development is available then the car park can certainly be used by parents at drop off and pick up times.

### **Comment 11**

Great plans really looking forward to seeing the new school.

### **Comment 12**

Looks very positive, pleased to see the original school is being kept.

### **Comment 13**

Love the idea of the internal courtyard/breakout spaces for little group of children to work in. Only concern is with the size of the hall - it is a squeeze at maximum capacity now (all children/parents watching assemblies) and not sure the allocated space (is it double? I think it should be more) is big enough. Will there be a stage, as now? or bigger stage? Thinking there will be more children to fit on it. Will there be air conditioning in the hall?

### **Comment 14**

I am worried that the school hall is not big enough and the odd shape will make assemblies and school shows hard to see. Also the tarmacked play area and field will not be big enough. School hall should incorporate a stage area - high enough for children to be seen.

**Response 14**

The existing hall will be significantly extended and with bi-fold doors will give the school more flexibility with teaching and whole school events. The total overall area of the Hall will exceed the Department for Education recommendations for a 2FE school.

The addition of a stage will enable assemblies and school shows to be visible for all pupils and other attendees. Air conditioning is not currently being provided as the existing passive ventilation will be maintained.

The playground area will be increased to replace the loss of playground under the new buildings. There will also be an enclosed courtyard – which could be used as an outdoor teaching area or another playspace as well as an extended early years playspace to be shared by Nursery and two Reception classes. The existing playing field will remain to cater for more formal outdoor sports and recreation.

**Comment 15**

School should consider extending current junior classrooms out towards the back (into corridor) to make classrooms bigger and more in line with extensions elsewhere. i.e. new reception classes - extended into corridor.

**Response 15**

The expansion plans do not currently allow for extending the existing junior classrooms.

**Question 16**

My main concern is the lack of green space?

**Response 16**

The loss of some playground area has necessitated the need to replace grassed area with tarmac, however the main playing field will remain intact where all formal sports can take place.

**Question 17**

Are there any plans for the younger children to have a secure area to be collected from at home time?

**Response 17**

The plans allow for two separate entrances for infant and junior drop off and collection to help ease congestion at these times. The foundation unit (Nursery and Reception classes) may have a separate arrangement for secure collection but this will be determined by the school.

**Question 18**

The proposals look very good. I have complete faith in Mr Merrell and the staff at the school to help all the children through the process in 2014-2016. The reduction in grass area is worrying, is there consideration for extending the playing area out into the external playing fields?

**Response 18**

The external playing fields are not part of the school grounds and therefore there are no plans to extend the playing area into them. However, there is no reason why the school cannot use the community playing fields when they wish to.



## APPENDIX 2

### Expansion of Oldfield Brow Primary School – Representation Comments and Questions

#### Comment 1

Firstly, may I record that I did not receive any notification of this proposed work although I live close to the School. Others may also not have received notification and I am concerned that they may not therefore be aware and had a chance to comment. A large number of residents, including me, are very concerned about the effect that increased traffic volume is having on the amenity for residents living near the School. The situation is already quite unacceptable and the head teacher has had to write to parents several times asking them not to park on the verges in Stokoe Avenue, as they have been reduced from grass to rutted mud filled strips, making life very difficult for residents and creating an eyesore. There is a separate development proposal to build a community hall and parking area in the protected open space (Cow Field) adjacent to the School. I believe the current ambition at Trafford Council is that the parking area for the community hall will provide a drop off area for the school. But this development would take 35% of the protected open space and is being strongly opposed by residents (87 objections to 1 supporting). A Friends of Cow Field group has formed out of this and is beginning to discuss with Trafford Housing Trust (THT) what development alternatives might minimise the loss of protected space. One alternative proposal that looks likely to gain local support is that a community hall could be built on Cow Field alongside the northern perimeter of the School premises. If a community hall was built alongside the school, it could host services of great value to the school (pre-school classes, after-school activities, health visitor sessions etc). And its parking area (sited on the eastern end of the community hall site and adjacent to current proposed school parking space) could double as a drop off area for school parents. The School could thus incorporate the cost of the enlarged parking/drop-off area into the expansion project costs with the business case being the benefits it would derive from this arrangement as well as its social obligation towards preserving the amenity of residents. Seamons Moss Community Association hold funds in trust for the building the community hall itself. The community in Oldfield Brow needs and wants to keep as much as possible of Cow Field for development as green space for its health and wellbeing. You will be aware of best practice guidance on the subject. One guide of special relevance, because it is supported by the National Housing Federation, of which THT is a member, can be read at

[:http://www.neighbourhoodsgreen.org.uk/upload/public/documents/webpage/Greener-neighbourhoods-weblinks-2110.pdf](http://www.neighbourhoodsgreen.org.uk/upload/public/documents/webpage/Greener-neighbourhoods-weblinks-2110.pdf) 

You can follow the discussion on Cow Field development, and see pictures of the severe effect the cars dropping off at the School have had on the verges in Stokoe Avenue, by visiting our community page at

[www.facebook.com/OldfieldBrowCowField](http://www.facebook.com/OldfieldBrowCowField) 

I would be grateful for a prompt reply confirming receipt of this email. Could you also advise me whether local residents were notified by post about this prescribed alteration. I would also welcome any considered reply that the Council feels able to give me concerning the points I have raised above.

## **Response 1**

I have consulted the Planning Department regarding the consultation and they inform me that 68 local residents were notified by letter regarding Oldfield Brow School planning application (84118/FULL/2014). You were not notified directly by letter as you do not live close enough to be consulted. By law they are only required to notify properties directly adjoining the site (in this instance one property) but they went well beyond that requirement in notifying 68 people to ensure the wider community were aware. A site notice was also posted and the application was also publicised in the Sale and Altrincham Advertiser newspaper. Although you were not notified directly, you did comment on the application before it went to Committee (comment received on 28 November 2014). The points raised (Including the highways impacts) were fully considered by the LHA and Committee members.

I understand your concerns about the increased traffic which is a common issue at most schools. All schools are required to develop a travel plan, the aim of which is to reduce car travel to school. As part of this development to enlarge the school, cycle/scooter storage racks will be installed to encourage more pupils to travel by alternative means.

You refer to the car park beside the proposed community centre on the adjacent field, which could be used by parents for drop off and pick up purposes and it would certainly help alleviate the problem on the roads around the school but the Oldfield Brow expansion is not dependent on this car park and does not expect to contribute towards it.

I understand that THT intend to carry out another consultation with the local community which may lead to a revised scheme.

I hope this helps to answer some of your questions.

## **Comment 1(a) further comment from Consultee**

Thank you for coming back so quickly..... I should be grateful if you could pass back the following statement to whoever is responsible for ensuring that Trafford MBC act in a co-ordinated and concerted fashion, or else advise me who I need to send it to.

Today we have heard the national news headlines, saying how Manchester is to be given control of its share of the NHS budget in an initiative aimed at reducing the siloed management of health and community wellbeing. The funds will be administered by local councils in Greater Manchester.

Similarly, the development of Oldfield Brow School should not be considered in a silo separate from other local developments when each will impact upon the other. And local education should not be considered in isolation from local health and wellbeing and community cohesion. Members of our community seem too often to be bounced from silo to silo when they attempt to challenge (constructively) a specific proposal. That the traffic and parking situation around the Oldfield Brow School is (and has been for some time) completely unacceptable would not be argued by anyone who is impacted by it. I have lived close to other schools, and I would suggest the problem at Oldfield Brow school is much worse than the norm. Nor it seems has anything substantial ever been done about it. Even the provision of a product like grasscrete to protect the grass verges could have given some inexpensive relief. It is not enough then to be told that in proposing to double the size of the School that the situation was 'fully considered by the LHA and Committee members'. The community seek assurance that something is being done beyond the occasional admonitory letter to parents from the head teacher and the token provision of cycle/scooter racks for children of primary

school age (do the Council seriously believe that children of primary school age will travel to school in significant numbers from outside Oldfield Brow using this cycles/scooters?).

The National Planning Policy Framework discusses sustainability as the 'golden thread' running through the planning process. This principle is completely breached by a proposal to double the size of Oldfield Brow School without making any practical provision for the increase in car journeys and drop-offs, and without apparently acknowledging other development opportunities that would engage the support of the community as well as benefiting the school and local residents. On behalf of our community, I urge the Council to make planning and project connections between the School expansion and other developments in Oldfield Brow. Specifically, the results of a recent residents' survey suggest that a community centre and drop-off parking sited next to the School would get strong community support. It would also be of great benefit to parents and children attending the school, and to school related activities. Seamons Moss Community Association have significant funds available for its construction, and we ask the Council to think creatively over how any funding shortfall might be made up from other sources, including NHS funding. We might then produce something really special in Oldfield Brow, which will in every way be to the long term benefit of development in Trafford.

I should be grateful for a reply to this statement, and I know residents of Oldfield Brow (who have now formed a residents group) would welcome an opportunity to engage further with the Council over how we might work with them to resolve the issues surrounding Oldfield Brow School and the planned expansion.

P.S. I remain puzzled by TMBC consultation strategy but would prefer to focus on the business of trying to get this development right!

#### **Response 1(a) – Response from Planning and Building Control**

The Planning Department has to consider the proposals that are submitted to them. In this instance the application was considered at full Planning Committee and was approved. Conditions relating to traffic issues were attached as a result of consultations that took place with the Local Highways Agency (provision of Traffic Regulation Orders, updated Travel Plan etc). It is also noted that despite the extensive neighbour consultation undertaken only 3 objections were received in relation to the proposals. I can't add any more as the decision has been made and issued and cannot now be revoked. Whether the School implement it in this form or submit a revised application at a future date is a matter for them.

#### **Response 1(a) – Response re School Expansion Process**

It is important to note that this is a statutory consultation phase in relation to the expansion of the School and the requirement for additional school places to meet the Council's statutory duty on sufficiency of places. A separate planning process has been undertaken, also in line with statutory requirements, and planning permission granted – it is that process that would consider issues relating to traffic/congestion and the impact on surrounding areas. Trafford Council must follow the national guidance and whilst it may appear that the two processes and the wider issues referenced around the school site are not being considered in co-ordinated way, the Council is being directed by legislation.

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## TRAFFORD COUNCIL

**Report to:** Executive  
**Date:** 16<sup>th</sup> March 2015  
**Report for:** Decision  
**Report of:** Executive Member for Children's Services

### Report Title

RELOCATION OF BRENTWOOD SPECIAL SCHOOL – FINAL APPROVAL

### Summary

The Council has a statutory duty to provide sufficient school places in its area. This includes provision for special school places. To support the achievement of this duty, and to meet any risks in relation to school conditions and access, we have received allocated capital funding of £18.85 million for the two years up to 2015.

The SEN Review March 2013 highlighted the growth in overall school place demand for learners with SEN as well as the increasing need for special school places. The number of statements for Trafford children has increased by 30% in the period since 2010. Brentwood School has a site capacity for 88 pupils and currently has 108 pupils on roll. This is projected to grow to 120 by 2018. The review recommended an expansion of Brentwood on a new site at Cherry Manor.

In March 2014 an update report concerning the recommendation went to Trafford Executive Committee who accepted the recommendation for a complete new build on the Cherry Manor site to accommodate Brentwood School.

Following the decision of the Executive Committee (13.03.14) all the required consultation processes for the expansion of the School have now been completed.

### Recommendation(s)

That the proposals to relocate Brentwood school to a new purpose built school based at Cherry Manor be approved.

Schedule 3 of The School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2013, requires that any determination must be made within the period of two months of the end of the representation period. The grant of planning permission under Part 3 of the Town and Country Planning Act 1990(1) is prescribed in the Regulations as a specified event which (if the approval is expressed to take effect only if they occur) must occur by a date specified in the approval.

Contact person for access to background papers and further information:

Name: Marilyn Golding  
Extension: 912 1853

Background Papers: None

*Implications:*

Relationship to Policy Framework/Corporate Priorities	Preserving and improving education excellence
Financial	Total budget for the Brentwood School Capital project is £10.5 million. This includes a significant contribution of £1.6 million from the school (£700K towards the new build and £900K towards the Hydrotherapy pool). There is also a 214k contribution from the EFA. Total commitment from Trafford School Capital fund is £8.7m  In March 2014 Trafford's Executive committee agreed funding from the schools capital basic need combined with some prudential borrowing to fund the proposal.
Legal Implications:	The expansion and relocation of special schools is subject to statutory processes, which will need to be adhered to as appropriate for the scheme. In addition, the LA has statutory duties in relation to the provision of school places, including using its planning powers to secure provision.
Equality/Diversity Implications	Schools are subject to current legislation about equality and diversity. These have been considered as part of this process.
Sustainability Implications	School buildings are procured requiring successful contractors to meet required sustainability criteria.
Staffing/E-Government/Asset Management Implications	The new school building (in particular new hydrotherapy provision) and its increased capacity will require additional staff, facilities and ICT provision. These will be a matter for the School's Governing Body.
Risk Management Implications	Failure to provide sufficient school places will find the Council in breach of its statutory duty.
Health & Wellbeing Implications	Providing suitable school places to meet the special school requirements of the Children and Young People from across the borough.
Health and Safety Implications	All school building work is subject to appropriate current Health and Safety/CDM regulations.

**1. Legal Position**

It is important to note that the LA has a general duty under section 14 *Education Act 1996* to ensure that there are available in its area, sufficient schools in number, character and equipment to provide for all pupils, the opportunity of appropriate education (s. 14 (2)). This general duty has been characterised as a target duty in *Meade v London Borough of Haringey* [1979], rather than absolute, though the LA must be able to show a reasonable cause i.e., an emergency, as to why it cannot fulfil the duty and it must take all statutory steps to overcome obstacles to its fulfilment (*R v Inner London Education Authority ex parte Ali and Another* [1990] COD 317).

In addition, the Education and Inspections Act 2006 amends section 14 of the 1996 Act by inserting a new subsection (3A) to require LAs in England, when exercising their powers on

the provision of schools in their area, under that section, to do so with a view to securing diversity in the provision of schools and increasing opportunities for parental choice.

The School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2013 set out the process which must be followed where the LA proposes the physical expansion of a school.

The statutory process has four stages:

Stage 1	<b>Publication</b>	Statutory Proposals published – 28 <sup>th</sup> January 2015.
Stage 2	<b>Representation (formal consultation)</b>	Must be 4 weeks, as prescribed in regulations.
Stage 3	<b>Decision</b>	The decision-maker (usually the LA) must decide proposals within 2 months of the end of the representation period or decision defaults to Schools Adjudicator (OSA). Any appeal to the adjudicator must be made within 4 weeks of the decision.
Stage 4	<b>Implementation</b>	No prescribed timescale, but must be as specified in the published statutory notice, subject to any modifications agreed by the decision-maker.

## 2. Background

The SEN Review March 2013 highlighted the growth in overall school place demand for learners with SEN as well as the increasing need for special school places. The number of statements for Trafford children has increased by 30% in the period since 2010. Brentwood School has a site capacity for 88 pupils and currently has 108 pupils on roll. This is projected to grow to 120 by 2018. The review recommended an expansion of Brentwood on a new site at Cherry Manor.

Following the approval of the recommendation a feasibility study was undertaken by Keir Construction to assess the capacity of the current Brentwood site and also of the suitability of the existing buildings on the Cherry Manor site. The feasibility study reported back that the existing buildings at Cherry Manor would not be suitable for conversion to a special school and gave a number of costed options for comparison. This was reported back to the Executive Committee on 13.03.14. and approval was gained for a complete new build school on the Cherry Manor site for a school with capacity for 150 pupils. The construction should also allow provision for post 19 Further Education in the future.

There were originally two site constraints within the Cherry Manor site which needed to be worked around:

- The site contains a football pitch which has community use. Consultation with sport England and Sale Football club who use the pitch on Saturdays has established that the pitch will continue to be used by the club at least until the current contract expires. Alternative facilities have been found for the club during 2015/16 while construction is taking place.
- The original recommendation held that the existing administration block on the Cherry Manor site would be retained for the use of Trafford Complex and Additional Needs Service. However site investigation during the planning phase (summer/autumn 2014) deemed this prohibitive. Alternative accommodation for the affected staff has been found at Sale Waterside. The admin block will therefore be demolished to allow for the new school building.

Following the approval of the recommendations, the LA instigated the statutory processes and published a full proposal for the expansion of the School. The proposal contained the required information laid out in the School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2013 and can be viewed through Trafford's website.

The proposed development meets the School Premises Regulations 2012.

### **3. Other Options**

A feasibility study was commissioned in Autumn 2013 to provide a series of costed options for the expansion of secondary special school provision at Brentwood. The options put forward were considered by the Executive in March 2013. The options explored in the study were:

- The potential to expand the existing school on its current site
- The potential of the school operating a split site between its existing site and the Cherry Manor site as part of a phased development
- A development and expansion of the existing buildings on the Cherry Manor site
- A complete new build relocation to allow for expansion

It was recommended that the most cost effective and least educationally disruptive option was for a full new build and relocation on the Cherry Manor site. The recommendation was accepted in March 2014 by the council Executive

### **4. Consultation**

Although there is no longer a prescribed 'pre-publication' consultation period for prescribed alterations, there is a strong expectation on schools and LAs to consult interested parties in developing their proposal, prior to publication, as part of their duty under public law to act rationally and take into account all relevant considerations.

In light of this expectation, a series of consultation events were held both at the current Brentwood school and also at Cherry Manor in Sale to engage with the local community. All comments and responses received during the consultation process were published on Trafford's website and included in the full proposal. Consultees were advised that any comments received during the development of the proposal would be considered in the final stage of the decision making process.

The Statutory Notice of the publication of the full proposal was published in the Trafford Advertiser, on Wednesday 28<sup>th</sup> January 2015. Copies of the proposals were sent to the Board of Governors of Brentwood Special School and were published on Trafford's website. Hard copies of the proposal were available on request to any individual.

The publication of the proposal began a 4 week representation period in which consultees and other interested parties were invited to submit comments or objections.

During this period there were no objections although two comments were submitted. One comment was positive about the proposal and expressed support, the second listed a number of queries about the proposal such as extended school hours, outdoor space use, trampolining and cycle track facilities. These comments and the feedback to the second are contained in annex 1 to this document.

### **5. Reasons for Recommendation**

The LA has a general duty under section 14 of the Education Act 1996 to secure in its area sufficient schools in number, character and equipment to provide all pupils the opportunity of appropriate education (s. 14 (2)). The demand for special school places for children and



young people with severe and profound and multiple learning difficulties has increased significantly across the Borough and is predicted to continue increasing. The proposals are made to ensure that the LA can meet the demand for key stage three, four and five special school provision for the foreseeable future.

**Key Decision** Yes

**If Key Decision, has 28-day notice been given?** Yes

**Finance Officer Clearance** *(type in initials)*.....PH.....

**Legal Officer Clearance** HAK

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



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

## **Annex 1 – Comments From Statutory Notice Period.**

### **Comment 1**

*As a parent of a child currently attending Brentwood I would like to offer my support to the above consultation to relocate Brentwood School to the Cherry Manor site.*

*I feel that the current building on Brentwood Avenue in Timperley is inadequate. The building is too small for the numbers of pupils and there is very limited outside space. The current provision at Brentwood does not have the capacity to meet demand for places due to the limitations of the site. Brentwood is a fantastic school, my daughter attends there and it would be beneficial for other children with SEN to be able to access the excellent provision on offer at Brentwood.*

*I have looked at the plans for the proposed new purpose built facility for the school. The new school will have enhanced accommodation to meet the growing demand for specialist provision, with modern fit for purpose facilities. This will improve the teaching environment for the pupils both internally and externally. My daughter is very excited at the prospect of moving to a 'new' Brentwood and we fully support the plans and proposals.*

### **Comment 2 (response from Trafford Council in bold)**

*Q1. Re. Section 5, question 1: relating to the lack (non-existence) of after school care. The answer is...it has been forwarded to the relevant department. Can you tell give me the contact details of whoever heads up this department and how this issue has been addressed please.*

***This matter had been referred to Adrian Leach, the council's 16-19 Manager with lead responsibility for the SEN review. He has advised that the council does not have a statutory responsibility to provide after school care. However the existing Brentwood School does provide extended school hours, including after school care and current arrangements will remain in place. Please contact the school to discuss their existing arrangements and their plans to replicate these at the new school.***

*Q2. Also, I would like to formally raise a concern about the amount of outdoor space, it appears that a large proportion of the outdoor space is taken up by the football pitch which will be for community use. When will the community use this pitch?*

***The areas around the school designated as daily recreational spaces are adequate for the schools population needs – playgrounds have been zoned to include facilities that are personal to the individual user's needs. For example there will be sensory garden for pupils who are at a sensory curriculum level and possibly a sunken outside trampoline within the autistic provision. Consequently, the council and other statutory agencies do not have concerns about the amount of outdoor space at the site.***

*Q3. Only weekends or possibly for additional time?*

***The site fully belongs to the school. Sports facilities including the use of the football pitch and the all-weather games court will be fully open to the school. It is proposed that the community use will be during week-ends and possibly via holiday use only.***

*Q4. Would the Brentwood students be able to use this pitch space during their school day or will it be sectioned off?*

***Yes, teachers will decide when and how the pitch might be used during the day. The health and safety of the pupils at the school is paramount, therefore community use will be limited to out of school times. The use of any school facility will be managed by the school.***

*Q5. There is talk of using the school for some respite, this would inevitably involve students staying at weekends, how would the community accessing the pitch potentially affect this?*

**Respite facilities/supported independent living is linked to the school house at the existing school. It is hoped that this facility will be replicated closer to the new school site, via the sale of the present house and the purchase of an alternative house in closer proximity to the new school. Therefore the community use of school grounds should not compromise this facility.**

Q6. My son loves trampolining, as do many ASD students, will this be part of the facilities?

**The school and Trafford Council are considering the possibility of providing trampolining facilities within the school grounds. This will be subject to affordability.**

Q7. The talk of a cycle path is much supported by parents of Brentwood children, if fund raising was successful would the council perhaps match the funds raised? What is the procedure to see if this is a feasible possibility?

**The school would wish to have a cycle track and it is within its long term plans to explore/consider this provision as soon as funds become available. The school will explore a variety of funding routes including fund raising by the school as well as local/national grants.**

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**Report to:** Executive  
**Date:** 16<sup>th</sup> March 2015  
**Report for:** Decision  
**Report of:** Report of the Executive Member for Finance and the Director of Finance

## **Report Title**

Delivery Partnership Agreement for Universal Credit – 2015/16

## **Summary**

This report seeks approval to enter into a Delivery Partnership Agreement for Universal Credit for the period 1<sup>st</sup> April 2015 to 31<sup>st</sup> March 2016.

The Department of Work and Pensions (DWP) implemented Universal Credit on a specified category of claimants in Trafford from 23 June 2014. Trafford Council, as requested by the DWP, agreed to provide certain activities as part of the roll-out and subsequently a Delivery Partnership Agreement (DPA), was entered in to covering the period 23 June 2014 to 31<sup>st</sup> March 2015.

The DWP has asked the Council to continue to provide these services in 2015/16, although due to the numbers of claimants not being as high as expected, the funding available has reduced. A new DPA agreement is therefore required if the Council's is to continue providing this service. The DPA protects the Council's position by outlining the expected tasks and funding arrangements for 2015/2016. It also provides for termination of the Agreement should it be necessary.

## **Recommendation(s)**

That the Council enters into a Delivery Partnership Agreement with the DWP to continue to support the implementation of Universal Credit in Trafford for the period 1<sup>st</sup> April 2015 to 31<sup>st</sup> March 2016.

Contact person for access to background papers and further information:

Name: Louise Shaw  
Extension: 3120  
Background Papers: None

## **Implications**

Relationship to Policy Framework/Corporate Priorities	The policy will support the Council's corporate priority of services focussed on the most vulnerable people.
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Financial	None as the services to be provided are fully funded by the DWP.
Legal Implications:	The Council has power to enter into the agreement under section 1 of the Localism Act 2011. The Delivery Partnership Agreement outlines the parties obligations and confirms the Council's willingness to participate. The risks are as set out in this report.
Equality/Diversity Implications	It is not considered that there are any adverse impacts on equality issues arising from this report.
Sustainability Implications	None
Staffing/E-Government/Asset Management Implications	None

## 1 Background

- 1.1 One of the main elements of the Welfare Reform Act 2012 was the introduction of Universal Credit (UC) to provide a single streamlined benefit. Universal Credit includes child tax credit, working tax credits, Employment Support Allowance (ESA), Job Seekers Allowance (JSA), Income Support and Housing Benefit. Applications will only be received on-line and will be assessed by the Department of Work and Pensions (DWP). The DWP has administered UC from April 2013 and will continue to do so until UC is rolled out nationally on a phased basis through to the end of 2017.
- 1.2 UC has been live in Trafford since 23 June 2014 for single people. This has recently been extended to include couples and families.
- 1.3 On 6 June 2014 the Council agreed to enter into a Delivery Partnership Agreement with the DWP to support the implementation of Universal Credit with agreed funding of £81,236 plus VAT.

## 2 Introduction

- 2.1 On 23 June 2014 the DWP began its North West expansion of UC. The roll-out was linked to postcodes within jobcentres and the implementation was introduced in Trafford from this date as Altrincham and Stretford Jobcentres were the first of the live UC sites. The remaining Trafford associated jobcentres, Wythenshawe, Alexandra Park and Chorlton went live later in 2014.
- 2.2 The activities that the DWP asked the Council to undertake in 2014/15 were as follows:
  - Provide expertise to UC Service Centre staff on complex housing issues;
  - Support claimants to get on-line and stay on-line;
  - Process Council Tax Support (CTS) for UC claimants using manual processes;
  - Support claimants with complex needs and those that require personal budgeting;
  - Work with the UC Programme in preparing landlords for the introduction of UC.
- 2.3 The Council recruited staff and commissioned CAB Trafford to fulfil these requirements based on the volumetric data provided by the DWP.

- 2.4 The demand that has been placed on the Council with regards to these activities has been extremely low (see Appendix A) and the funding provided by the DWP has covered the cost.
- 2.5 The DWP has invited the Council to provide the services they require to support UC in 2015/16 and will again provide funding to meet all of the Council's costs.
- 2.6 The purpose of the DPA is to formalise the agreement to work with DWP on UC activities. The DPA includes the management information to be collected on UC, data protection and freedom of information requirements, outlines the tasks expected to be undertaken by both parties, funding arrangements and termination arrangements should this be necessary by either the Council or the DWP.

### **3 Local Authority Role 2015-16**

- 3.1 The activities that the DWP have asked the Council to undertake in 2015-16, are included in the DPA are the same as set out at paragraph 2.2 above with the exception of working with the UC Programme in preparing landlords for the introduction of UC.
- 3.2 Not everybody will be able to make a claim for UC. The introduction of families took effect on 26 January 2015, however, the eligibility criteria means that the only people who can make a claim are working age individuals who make new claims and have been assessed as being fit for work. Thus, the most complex claimants and/or their families will not be eligible to claim UC under the current criteria.
- 3.3 The DWP has estimated that the number of UC applications expected to fit the above criteria will range around 172 to 254 per month.
- 3.4 The majority of these claimants will not require the support or additional activities listed in the DPA. The majority of claimants do make their claim on-line either at home or in local jobcentres with relatively few coming to the Council to make their UC application. It is expected that no more than 5% of UC claimants in Trafford will require either online support or personal budgeting support. A full breakdown of estimated numbers from April to December can be found at Appendix A.

### **4 Trafford's Proposed Activities**

- 4.1 Included within the DPA is the funding available for providing activities to support the UC roll-out for 2015/2016 which is £45k plus VAT. All activities listed will be fully funded by the DWP.
- 4.2 Within Exchequer Services, the expertise is available to provide support to the UC Service Centres. The service will also be able to carry out the manual processes required for the CTS claims received from UC claimants. The DWP funding will allow the additional demand to be met. From October 2015 the DWP has advised that there will be an automated solution in place for CTS data transfer which is why the funding ceases from that date.

- 4.3 Trafford already offers on-line access to its residents through a variety of access points across the borough. It is proposed that existing resources will be utilised to provide online support to residents who require assistance.
- 4.4 Personal Budgeting Support (PBS) will be provided by an external provider and a procurement exercise will follow if the DPA is approved. With the increasing complexities that the roll-out expansion will bring with the inclusion of families, the Council believes this service will be best provided by one of its existing partners.

## **5 Risks**

- 5.1 A potential risk to the Council is reputational damage if the scheme does not work as expected. However, the Council is not directly administering payment of UC as that is the responsibility of the DWP. While every effort will be made by our staff to work with DWP to make the scheme a success, there are termination provisions within the DPA should significant problems arise which cannot be resolved. Under the DPA one month's notice is required for either party to terminate the arrangement. Clearly, this would only be used where serious and fundamental issues emerge in the processing or payment of UC claims which could not be resolved.
- 5.2 Online access to both make the initial UC claim and to maintain the UC claim will be required (self-reporting, UC Jobmatch, searching for work). For the purposes of the DPA, additional online public access is expected to be minimal. The figures for 2014/2015 were lower than expected with only 1 member of the public requiring assistance. If the required support increases above the expected levels then the Council can either terminate the DPA in accordance with the termination clause or request additional funding to meet the costs of the unexpected demand.

## **6 Recommendations**

- 6.1 That the Council enter into a DPA with the DWP to support the continuing implementation of Universal Credit from 1<sup>st</sup> April 2015 to 31<sup>st</sup> March 2016.

### **Other Options**

Universal Credit is a central Government policy which is now live across the North West and will be soon be rolled out nationally. The Council could choose not to provide the activities requested, however, it would not have the opportunity to support residents and prepare future claimants and stakeholders for this major policy change.

### **Reasons for Recommendation**

Universal Credit became live in Trafford on the 23<sup>rd</sup> June 2014. In order to support the continuing implementation of Universal Credit the Council is obliged to enter into a Delivery Partnership Agreement with the Department of Work and Pensions.



**Key Decision:** Yes

**If Key Decision, has 28-day notice been given?** Yes

**Finance Officer Clearance** *ID*

**Legal Officer Clearance** *HK*

**CORPORATE DIRECTOR'S SIGNATURE**

A handwritten signature in blue ink that reads "James Hyde". The signature is written in a cursive style with a large initial 'J' and 'H'.

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

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**APPENDIX A – MANAGEMENT INFORMATION UC DPA ACTUAL DEMAND 23 JUNE 2014 TO 31 MARCH 2015 AND EXPECTED DEMAND 1 APRIL 2015 TO 31 MARCH 2016**

Online Support	April	May	June	July	August	September	October	November	December
<b>Estimated 14/15</b>	0	0	7	29	14	18	19	19	19
<b>Actual</b>	0	0	0	0	1	0	0	0	0
<b>Estimates 15/16</b>	12	9	12	13	12	14	16	9	11

CTS Manual Processing	April	May	June	July	August	September	October	November	December
<b>Estimated 14/15</b>	0	0	13	59	57	73	75	76	74
<b>Actual</b>	0	0	0	0	0	15	9	15	27
<b>Estimates 15/16</b>	47	34	49	51	47	55	63	0	0

PBS	April	May	June	July	August	September	October	November	December
<b>Estimated 14/15</b>	0	0	7	29	15	19	19	19	19
<b>Actual</b>	0	0	0	0	11	4	1	0	0
<b>Estimates 15/16</b>	12	8	12	13	12	13	16	9	11

UC Service Centre Support	April	May	June	July	August	September	October	November	December
<b>Estimated 14/15</b>	0	0	33	146	128	164	169	171	167
<b>Actual</b>	0	0	0	0	2	35	33	44	33
<b>Estimates 15/16</b>	47	34	49	51	47	55	63	37	42

## TRAFFORD COUNCIL

**Report to:** Executive  
**Date:** 16th March 2015  
**Report for:** Decision  
**Report of:** Executive Member for Economic Growth and Planning

### Report Title

**Greater Manchester Spatial Framework Joint Development Plan Document:  
Decision Making Process**

### Summary

The Greater Manchester Combined Authority (GMCA) agreed that the ten districts should bring forward a Spatial Framework focusing on identifying Greater Manchester's (GM) future housing and employment land requirements based on an analysis of forecasted economic activity.

GM leaders at the Association of Greater Manchester Authorities (AGMA) Executive Board meeting on the 29 August 2014 agreed to the production of a statutory joint Greater Manchester Spatial Framework Development Plan Document (GMSFDPD) for GM. This report considers the necessary resultant steps required in relation to the decision making process and the impact of the preparation of the Trafford Local Plan: Land Allocations document (LAP).

### Recommendation(s)

That the Executive: -

1. Note the decision of the AGMA Executive Board (Joint Committee) to produce a Greater Manchester Spatial Framework (GMSF), covering housing and employment land requirements and associated infrastructure,
2. Recommends to the Council that it delegates responsibility for all stages in the production of the GMSFDPD, other than publication/submission and adoption (which will remain the responsibility of each individual GM Council), to the AGMA Executive Board (Joint Committee),
3. Agrees a delay in the production of the LAP until such time that the production of the GMSF is further advanced together with an amendment to the Trafford Local Development Scheme (LDS) indicating this; and
4. Agree the proposed amendment of the LDS to include reference to the production of the GMSFDPD (as set out in Appendix A).

Contact person for access to background papers and further information:

Name: Rob Haslam (Head of Planning Services)

*Implications:*

Relationship to Policy Framework/Corporate Priorities	The GMSF contributes to a number of corporate themes, particularly Corporate Priority: Economic Growth and Development.
Financial	Work is underway to identify the level of resource required to undertake the preparation of the GMSF. It is likely that there will be a call on district resources (through either financial and/or staff secondees) to support the small central resource within the AGMA core team, charged with preparing the plan. Additional resources will be required to procure external capacity for specific pieces of work together with costs associated with the consultation and examination stages. At present it is envisaged that these costs will be met through existing resources, but a review may be necessary should AGMA funding not be forthcoming.
Legal Implications:	The GM authorities procured legal advice that detailed the GMSF should be produced as a statutory development plan document. Although a non-statutory document would have some material weight, as a written agreement between the 10 authorities, it would not have been independently tested and would therefore be at risk of challenge. It was also considered that there would be a significant risk that the evidence base underpinning the GMSF would be subject to challenge and scrutiny at each individual district's local plan examination. Therefore, in order to manage the scale and distribution of development collectively, to maximise delivery, it is agreed that the most secure route to achieve this would be the preparation of a joint Development Plan Document. Not proceeding with the LAP could increase the risk of challenge in relation to the Council's ability to demonstrate a 5 year housing land supply and consequential pressure for development from landowners.
Equality/Diversity Implications	An Equality Impact Assessment will be applied to the preparation of the GMSF.
Sustainability Implications	In accordance with Government Guidance and individual district priorities, the underlying principle of the GMSF will be to ensure that development in the conurbation will be sustainable. It will ensure that sufficient land is allocated across Greater Manchester to allow the City Region to develop sustainably. GMSF will also be subjected to independent sustainability appraisal.
Resource Implications e.g. Staffing	Work is underway to identify the level of resource

/ ICT / Assets	<p>required to undertake the preparation of the GMSF. It is likely that there will be a call on district resources to support the small central resource capacity which may include secondment(s) from the Council's Strategic Planning Team.</p> <p>The GMSF will be available to view electronically via the AGMA website.</p> <p>The Plan will not include specific site allocations although may identify broad areas of search; therefore there will be minimal direct impact on land or property owned by the Council or the delivery of its Land Sales' Programme.</p>
Risk Management Implications	<p>The GMSF DPD will be a key document in the Trafford Local Plan, providing Greater Manchester's future housing and employment land requirements. If the DPD is not progressed collectively, and in a timely manner, it may impact on the scope and delivery of the Trafford Local Plan Review.</p>
Health & Wellbeing Implications	<p>The level of new growth to be proposed in the Plan will need to be supported by the provision of sufficient community infrastructure, including the provision, where necessary of new health and education facilities.</p>
Health and Safety Implications	<p>Not applicable</p>

## 1.0 Background

- 1.1 GM has a long history of collaboration through AGMA. This has been strengthened by the establishment of the Greater Manchester Combined Authority, Local Enterprise Partnership (LEP), and Transport for Greater Manchester (TfGM) and the GM Combined Authority Devolution Agreement. Policy making is underpinned by the shared ambition to increase the prosperity of the people of GM. Over time GM has become increasingly interconnected, including labour, housing and retail markets, transport networks, cultural attractions, education and training opportunities and the provision of public services. It is becoming increasingly clear from work connected with the Growth Deal and One North that the ability to manage GM's land supply in an effective way is a key lever to maximise growth potential, and in particular to drive housing supply across GM.
- 1.2 It is within this context that the GMCA agreed that a Spatial Framework should be prepared for GM, focusing on identifying future housing and employment land requirements based on an analysis of forecasted economic activity. There needs to be a clear spatial and sectoral understanding of current and emerging occupier demand to support a market facing strategy for housing and employment growth. The Spatial Framework would provide the basis for an informed and integrated approach to spatial planning across the city region, through a clear understanding of the role of our places and the relationships and connections between them.
- 1.3 The GMSF will ensure an appropriate supply of land to meet the market requirements of GM's growth sectors and will support the market to deliver, as well as providing the context districts need to progress their Local Plans. It is clear that there is a need to go

beyond establishing purely the overall housing and economic targets and identify the type of housing and jobs needed, and how, over time, the housing which is provided will retain and attract the skilled workforce needed for the businesses providing the future jobs.

- 1.4 Initially the GMSF was to be prepared as an informal, non-statutory document because of the relative ease of its initial production and future updates. However, legal advice has been received that whilst the evidence base would be appropriate as a framework for future Local Plan work at the district level, and would have “weight” as a written agreement between the 10 authorities, it would be subject to challenge and scrutiny at each district’s examination; this could undermine the GMSF over time. As such given that GM wants to manage the scale and distribution of development collectively, the advice is that the most secure route to achieve this would be the preparation of a joint Development Plan Document. Consequently the AGMA Executive Board has agreed to the production of a statutory joint Greater Manchester Spatial Framework Development Plan Document.
- 1.5 Although the document will be produced collaboratively across GM, with the approval of documentation for the initial consultation stages delegated to the AGMA Executive Board (Joint Committee), the responsibility for the Publication and Submission versions of the GMSF and its ultimate Adoption, will remain the responsibility of each individual Greater Manchester Council. This will ensure the timely production of the plan, but also importantly the ability of each individual Council to retain control over the contents of the GMSF.

## **2.0 Scope**

- 1.1 The GMSF will express the long term spatial vision for GM and be a pro-active tool for managing growth, providing the ‘roadmap’ for the type of place(s) to be created.
- 1.2 There is a balance to be struck between what is needed at the GM strategic level to support growth and reform objectives and which matters are best addressed at the local level.
- 1.3 It is not possible or desirable to be entirely prescriptive about the scope at this stage. It may be necessary to expand, or reduce, the scope of the GMSF as work progresses, depending on the results of technical assessments, consultation and stakeholder engagement.
- 1.4 At this stage it is proposed that the following principles should underpin the production of the GMSF and as such it should:
  - Address strategic planning and infrastructure matters
  - Add value
  - Leave locally specific /detailed issues to individual district Local Plans
  - Make sense as a standalone document
  - Set out a coherent, understandable spatial strategy, providing clarity regarding GM’s future development
  - Support the delivery of agreed strategic priorities
- 1.5 In addressing matters of strategic importance the GMSF will provide Trafford with an overall structure within which to review its Local Plan; it will enable many of the complex issues, once dealt with at the regional level, to be resolved at the City Region level in collaboration with the other nine GM districts.



## 2. Resources

- 2.1 Work is underway to identify the level of resource required to undertake this work. It is likely that there will be a call on district resources to support the small central capacity but also there will be a requirement to procure external capacity for specific pieces of work, and there will be costs associated with the consultation and examination processes. Currently, it is envisaged that this resource will be met from the existing Strategic Planning budget (see section 5.0).

## 3. Timescale

- 3.1 The following timetable assumes that there are no significant delays.

Stage	Timetable
Initial consultation on the objectively assessed development need (stage completed)	September – November 2014
Consultation on SHMA/principles to underpin option development	July 2015
Consultation on full draft GMSF and period for representations	July 2016
Publication of the GMSF and period for representations	May 2017
Submission of the GMSF to the Secretary of State	September 2017
Examination in public	January 2018
Adoption of the GMSF by GMCA/AGMA	September/October 2018

## 4. Implications for the Trafford Local Plan: Land Allocations

- 4.1 Before the announcements around the GMSF, work was well advanced in Trafford on the LAP, and it had been anticipated that the second draft of the LAP would be published for public consultation in January/February 2015. Following the clarification of the scope and role of the GMSFDPD, legal advice was sought to understand the risks of proceeding with the LAP, given the production of the GMSFDPD.
- 4.2 It is considered that there is a possible procedural issue in the Council actively promoting two development plan documents that may be based on different levels of growth, particularly given that it is anticipated that the LAP is scheduled for Examination at a time that the GM DPD would be reaching its pre-submission stage. The advice is that any discrepancy between levels of growth is likely to bring into question the land targets set out in Policy L1 and W1 of the Core Strategy, which form the basis from which the LAP is derived and ultimately that there may be a risk of the LAP being found unsound by the Planning Inspector. This view has been reached in the context of recent decisions in Cheshire East and Doncaster council's.
- 4.3 Not proceeding with the LAP will mean that the Council will not have a complete and up to date development plan and that there would need to be a continued reliance on the Trafford Core Strategy (2012) and those remaining aspects of the Revised Trafford Unitary Development Plan (2006), until such time that the development plan is comprehensively reviewed. It should also be noted that advice suggests it would not be appropriate to publish a first consultation draft of a Revised Trafford Local Plan in advance of the GMSF being "published", prior to its submission for independent examination. The above timetable would suggest this would be around mid-2017.

- 4.4 Not proceeding with the LAP should not prevent development taking place in the Borough until such time that a Local Plan review can take place. The Trafford Local Plan: Core Strategy provides a strategic framework within which decisions can be determined in relation to the five strategic locations, (Pomona, Wharfside, Lancashire County Cricket Ground, Trafford Centre Rectangle (Trafford Quays) and Carrington); Trafford's town centres and its priority regeneration areas, together with other key policies such as affordable housing. Indeed, much of the work carried out to date, in relation to the LAP, particularly that relating to matters such as the Sustainability Appraisal (SA) and transport modelling will have value in determining planning applications in advance of a revised Trafford Local Plan being produced and will provide a good foundation for both the GMSF DPD and a revised Trafford Local Plan.
- 4.5 Not proceeding with the LAP at this stage would also enable Trafford to resource and play a much more active role in the preparation of the GMDPD, which is considered to be vital to ensure that that Plan meets all the Council's expectations and will therefore be deliverable at the local level. At present it is anticipated that the cost of producing the GMSF will be met from the existing Strategic Planning budget, however should additional work be required or funding identified then this position will need to be revisited.
- 4.6 Should Executive agree to the production of the GMSF, procedurally it will be necessary to amend the Trafford Local Development Scheme (LDS), as proposed in Appendix A of this report, detailing the proposed timetable for the production GMSF DPD. Similarly, the LDS will be revised to indicate the position in relation to the production of the LAP.

### **Other Options**

The following alternative options have been considered:

- Continue work on the Trafford Local Plan: Land Allocations based on the targets established within the Trafford Local Plan: Core Strategy alongside the preparation of the GMSF. It is considered that there is possible procedural issue in the Council actively promoting two development plan documents that may be based on different levels of growth and as such there is a possible risk of the LAP being found unsound. This approach would see the LAP prepared following the housing requirement contained within the Core Strategy whereas the Greater Manchester DPD would represent an up-to-date assessment of the full, objective assessment of housing need in accordance with Paragraph 47 of NPPF.
- Carry out a review of the Trafford Local Plan outside, and separate to, the framework of the GMSF. It is considered that undertaking a unilateral review of the Trafford Local Plan would not demonstrate that the authority is meeting its requirements under the duty to cooperate and would also undermine the extensive joint working and collaboration to date across GM. Additionally it is considered that because Trafford has a number of housing market areas within it, crossing district boundaries, to identify the borough's objectively assessed in isolation would undermine the robustness of the LAP and therefore the consideration of its soundness at the examination.
- Support the preparation of the GMSF as an informal planning document. Although this would require fewer resources than the production of a statutory DPD, the legal advice was clear that it would be subject to challenge and scrutiny at each district's examination into their Local Plan DPDs.

### **Consultation**

As detailed in section four of this report, an initial consultation has been held in relation to the objectively assessed development need (both economic and residential). There will be a number of additional periods of consultation prior to the consideration of the Plan by an independent examiner. Although these periods of public consultation will need to comply with regulations governing the production of DPDs, a GM wide statement of consultation on joint development plans is to be produced by the GM Planning and Housing Team. As appropriate/necessary elements of the GM wide consultation statement will be incorporated into Trafford's Statement of Community Involvement, to ensure a proportionate and consistent approach to consultation and engagement on the GMSF across GM.

**Reasons for Recommendation**

To enable the AGMA Executive Board (Joint Committee) to proceed with the preparation of the draft GMSF DPD up to the point of publication and submission to DCLG.

**Key Decision** Yes


**If Key Decision, has 28-day notice been given?** Yes

Finance Officer Clearance ... PC.....

Legal Officer Clearance ... JL.....

**[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

### GMSF - PROPOSED WORDING FOR TRAFFORD'S LOCAL DEVELOPMENT SCHEME

<b>Role and subject</b>	<p>The GMSF will:</p> <ul style="list-style-type: none"> <li>• set out the long-term spatial vision for the sub region (up to 2035) and the overall strategy for delivering the vision;</li> <li>• identify the overall level of housing and employment development that is envisaged and the geographical distribution of that development;</li> <li>• define the sub region's hierarchy of regional, city and town centres;</li> <li>• identify the main improvements in infrastructure that are required to support that scale and distribution of development;</li> <li>• set out the strategic spatial policies for the sub region;</li> <li>• set out the main development management policies for the sub region, and</li> <li>• support the delivery of other key strategies and plans</li> </ul>
<b>Coverage</b>	Greater Manchester wide
<b>Status</b>	DPD
<b>Conformity</b>	With NPPF and having regard to the Greater Manchester Strategy, Greater Manchester Growth and Reform Plan.

Stage	Timetable
Initial consultation on the objectively assessed development need	September – November 2014
Consultation on SHMA/principles to underpin option development	July 2015
Consultation on full draft GMSF and period for representations	July 2016
Publication of the GMSF and period for representations	May 2017
Submission of the GMSF to the Secretary of State	September 2017
Examination in public	January 2018
Adoption of the GMSF by GMCA/AGMA	September/October 2018

## TRAFFORD COUNCIL

**Report to:** Executive  
**Date:** 16<sup>th</sup> March 2015  
**Report for:** Information  
**Report of:** Executive Member Transformation and Resources

### Report Title

Annual Delivery Plan 2014/15 (Third Quarter) Performance Report

### Summary

The attached report provides a summary of performance against the Council's Annual Delivery Plan, 2014/15.

### Recommendations

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

Contact person for access to background papers and further information:

Name: Peter Forrester  
Extension: 1815

Background Papers: None

Relationship to Policy Framework/Corporate Priorities	The Annual Delivery Plan 2014/15 Quarter 3 Performance report summarises performance in relation to the Council's Corporate Priorities.
Financial	Not Applicable
Legal Implications:	None
Equality/Diversity Implications	None
Sustainability Implications	None
Staffing/E-Government/Asset Management Implications	None
Risk Management Implications	None
Health and Safety Implications	Not applicable

## 1.0 Background

- 1.1 The report provides a summary of performance against the Council's Annual Delivery Plan 2014/15 and supporting management information, for the period 1<sup>st</sup> October to 31<sup>st</sup> December 2014.
- 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 3 results

- 2.1 The ADP has 25 indicators. To date, 23 of these have been reported in third quarter and a further 2 are annual indicators that will have no result until later in the year.
- 2.2 There are 16 green indicators (on target), and 7 below target for the year. Of the 16 indicators that are on target, 12 have improved compared to the second quarter, with one: Maintain the low level of 16-18 year olds who are not in education, employment or training (NEET) in Trafford - improving from amber to green.
- 2.3 Several other indicators have shown significant improvement in the third quarter:
  - The overall percentage of ground floor vacant units in Trafford's town centres has fallen from 17.3% to 15.4% in third quarter. The most significant reduction in vacant units has been in Stretford where 13 vacant units in the Mall have become occupied by businesses during the past 3 months, including the winner and runner-ups in the 'Win a Shop' competition. The Town Centre Loan Scheme helped one business to open in Urmston and one in Altrincham, helping to also reduce the vacancy rates slightly in those town centres.
  - The number of anti-social behaviour incidents has fallen by 6.8%, from 3,756 to 5,580. In December anti-social behaviour fell to its lowest monthly total for two years.
  - The percentage of streets assessed as predominantly litter-free has increased from 76% to 77.8% during the third quarter, as new working practices start to bed in.
  - The latest employment rate (to the end of first quarter) of 75.2% in Trafford represents a 1.2% increase from the previous quarter, which is already above the year-end target for the employment rate. This compares to the national employment rate of 72.1%, and 69.1% in the North West.

2.4 Seven indicators are outside target, with one indicator deteriorating from amber to red during the third quarter. Exception reports are attached within the body of the report. Four indicators were red for the quarter:

- Sickness levels are deteriorating across most Directorates, with Council-wide sickness rising from the second quarter position of 9.68 days, to 10.3 days per member of staff at the end of December.
- 125 homes have been completed in Quarter 3 of 2014/15. This is a significant increase on quarter 2 completions (61) and can be attributed to both an increase in building rates in the borough and also a comprehensive review that was undertaken of the data collected during this reporting review. It is anticipated that this improved level of completions will continue during Q4 as there have been a number of properties that have started to be built in Q2 and Q3.
- Total recorded crime has increased by 12.5% between April and December 2014 when compared to the same period in 2013/14. However, Trafford remains the safest place in Greater Manchester. Performance has improved slightly for this quarter as the increase reported in the second quarter was 15.4%. In the last 6 months the partnership has been very reactive to sudden changes in performance, for example: education events addressing bicycle security; shared intelligence in the retail sector to tackle shoplifting in town centres and seasonal campaigns will target specific crime during the third quarter.
- The proportion of those offered a NHS Health Check that went on to actually receive one is at 43.3% year-to-date. Achievement in Q3, at 46.5%, was lower than the 50% in Q2 but much improved compared to Q1 (36%). Feedback from primary care in Q3 is that a number of practices struggled to provide enough capacity due to exceptional levels of demand for urgent appointments this winter.

**Finance Officer Clearance**            *ID*  
**Legal Officer Clearance**            *JLF*

**CORPORATE DIRECTOR'S SIGNATURE**



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 2014/15  
Quarter 3  
Performance Report**

## 1. Purpose and scope of the report

The report provides a summary of performance against the Council's Annual Delivery Plan (ADP) 2014/15 and supporting management information for the period 1<sup>st</sup> October to 31<sup>st</sup> December 2014 (Quarter 3).

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 3 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

<b>G</b> Performance meets or exceeds the target	↑	Performance has improved compared with the previous period
<b>A</b> Performance is within 10% of the target	↔	Performance is the same compared with the previous period
<b>R</b> Performance is more than 10% below the target	↓	Performance has worsened compared with the previous period

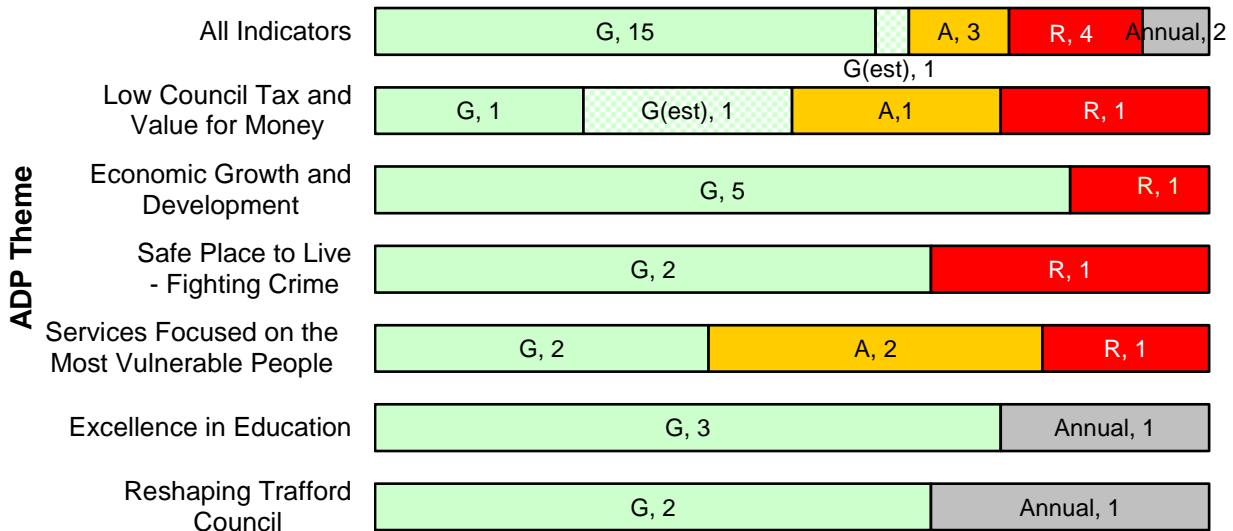
Where data is shaded, this indicates an estimated result and an assessment of performance by the Strategic Lead.



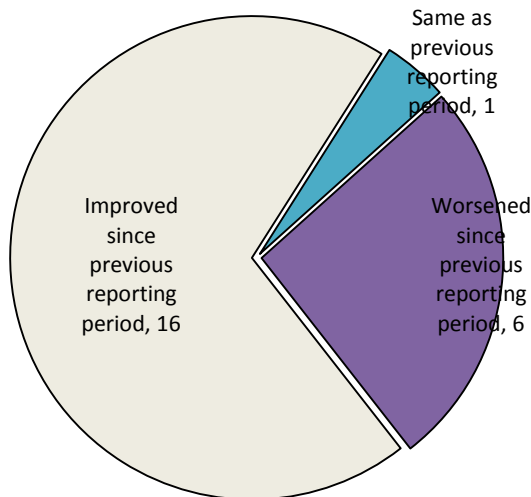
### 3. Performance Results

#### 3.1 Performance Summary

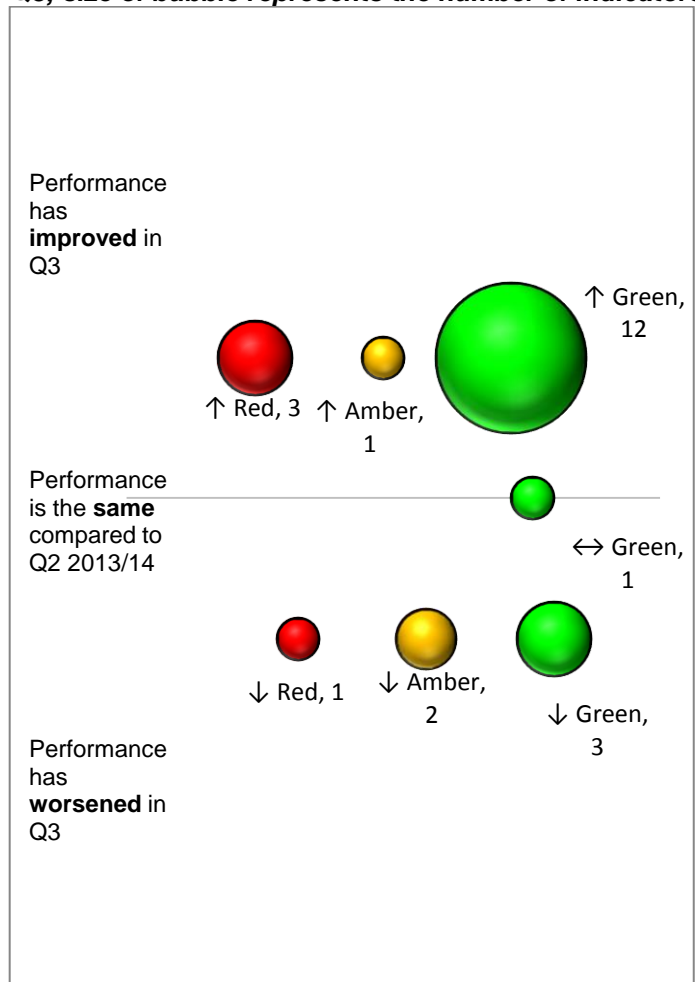
##### Performance Indicator RAG Status by Corporate Priority



##### Direction of Travel of all Performance Indicators



**Direction of Travel and RAG status (Position in relation to central line indicates direction of travel in Q3; size of bubble represents the number of indicators)**



The ADP has 25 indicators. 23 of these have been reported to the end of the third quarter. A further 2 are annual indicators that will have no result until later in the year.

There are 16 green indicators (on target). Sixteen indicators have improved compared to second quarter and one indicator has remained the same. Performance has worsened for six indicators in terms of direction of travel, one of which has gone from amber to red.

Seven indicators are outside target (3 amber and 4 red). See exception reports below for more information regarding these indicators that are outside target.

### 3.2 Performance Exceptions

The following indicators have a RED performance status at year-end/the end of third quarter				Exception Report (Page)
Corporate Priority	REF	DEFINITION	DOT Q3	
Low Council Tax and Value for Money	BV12i	Reduce the level of sickness absence	↓	6-7
Economic Growth and Development	NI 154	The number of housing completions per year	↑	9-10
Safe Place to Live – Fighting Crime	STP3	Reduce total recorded crime	↑	12-13
Services Focused on the Most Vulnerable People	New	NHS Health Check	↑	16-17

The following indicators have an AMBER performance status at year-end/the end of third quarter				Exception Report (Page)
Corporate Priority	REF	DEFINITION	DOT Q3	
Low Council Tax and Value for Money		Delivery of efficiency and other savings	↑	See Financial Monitoring report
Services Focused on the Most Vulnerable People	New	Overall Breastfeeding rate	↓	18-19
		Children in Care Long Term Stability	↓	20

## 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 2014/15 we will:

### Make effective use of resources

- Ensure delivery of £13.659m 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 waste recycling and reuse of materials.
- Identify savings to meet the 2015/16 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 2014/15

- Medium term Financial Plan
- GM Municipal Waste Management Strategy

Ref.	Definition	Freq	13/14 Actual	14/15 Target	14/15 Q2	2014/15 Q3			
						Actual	Target	DOT	Status
CAG 08	Improve the % of household waste arisings which have been sent by the Council for recycling/ composting	M	58.32% G	60%	64.9% (Est) G	63.17% (Est)	60%	↓	G
We would expect to see a slight decrease in the recycling rate over the 3rd and 4th quarter due to less garden waste being recycled in the winter months. Validated national outturn figures for 2013/14 have now been published. Trafford had the 16 <sup>th</sup> highest recycling and composting rate of 352 English authorities last year, and performance has improved by 5 percentage points compared to this time last year.									
	Delivery of efficiency and other savings	Q	£18.5m G	£13.8m	£12.4m A	£12.7m	£13.8m	↑	A
The Financial Monitoring Report will be presented to Executive briefing on 2 <sup>nd</sup> February									
BV 12i	Reduce the level of sickness absence (Council wide excluding schools)	M	10.26 days R	9 days	9.68 days A	10.30 days	9 days	↓	R
See Exception Report below.									
BV9	Percentage of Council Tax collected	M	97.74% G	97.6%	58.6% G	86.4%	86.28%	↑	G

**Exception Report (BV 12i)****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?*

At the end of June 2014, absence levels fell back to 9.89 days and at the end of September, this further reduced to 9.68 days. The quarter ending December typically sees an increase in absence levels due to the time of year and there being a general increase in illnesses such as coughs and colds. This pattern is reflected in the figures as at the end of December 2014, with absence levels increasing to an average of 10.3 days per employee, per annum. This is above the target of 9 days average per employee.

Whilst this pattern ordinarily increases during the winter months, it typically falls back by the end of Quarter 4. However, given the level of change across the organisation, this may potentially have an impact on sickness levels. Changes were made to reducing the Council's sick pay scheme from 1<sup>st</sup> April 2014 and initial, high-level analysis has evidenced a slight reduction in long-term sickness absence as a result. More detailed analysis is planned to identify the full impact of this change.

**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?*

If sickness absence levels are high, then this has a significant impact on service delivery and costs at a time when the Council has to manage with limited resources. High absence levels also carry the indirect cost of increased workload pressure on employees of absent colleagues.

**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.*

An analysis of the absence data indicates that short term absences continue to be the main cause for concern although there remain a number of long term absences, which are being actively managed within services and with the support of HR and Health management and also through the introduction of the new sick pay scheme.

The HR Service delivered over 20 management briefings in 2014 and these continue to be delivered on a targeted basis, as required. HR Business Partners also continue to work with managers to identify strategies for hot spot areas.

In addition, an HR dashboard of key HR information has recently been developed, which is shared with senior management on a regular basis. This dashboard provides details such as the top reasons for absence by directorate and will further assist managers to develop high level strategies for addressing the types of absence that are prevalent in some service areas.

It is anticipated that this dashboard of HR performance information will form part of senior management meeting agendas, which will then cascade down and form part of general performance

management meetings.

Member Challenge sessions continue across directorates as these provide a constructive forum for Elected Members to take part in the process and challenge and support the management of absence.

As referred to earlier, the recent changes to the sick pay scheme in terms of the reduction in sick pay benefits may have an impact on absence levels and further analysis is planned into this area. In respect to the level of change faced by staff, a Change Management Strategy is in place to provide a wide range of support, including regular communications and training and development. Collective and individual consultations have been held with affected staff and counselling support is available.

## ECONOMIC GROWTH AND DEVELOPMENT

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

For 2014/15 we will:

- Deliver strategic development projects and maximise investment in the Borough, e.g. in Town Centres, Old Trafford, Trafford Park and Carrington.
- Deliver investment and growth through effective planning processes and frameworks.
- Invest in the highway infrastructure, and improve sustainable travel choices to access jobs, services and facilities within and between communities.
- Support business growth, inward investment and opportunities in the borough.
- Encourage and support businesses, communities and individuals to take more ownership and responsibility for where they live and work.
- Maximise the use of the Council's portfolio of assets to help support the delivery of council objectives.
- Develop housing and economic growth and grow opportunities for the residents of Trafford.
- Maintain and improve the environment around our public spaces, highways and neighbourhoods.
- Implement the Trafford Council Sport and Leisure Strategy 2013-17 to improve the quality of life for Trafford residents through increased participation and access to sport, leisure and physical activity.

### **Key Policy or Delivery Programmes 2014/15**

- Master Plans for: Old Trafford, Trafford Park, Stretford (and Altrincham Strategy)
- Trafford Local Plan: Land Allocations
- Community Infrastructure Levy
- Flood Risk Management Strategy (in partnership with Manchester + Salford)
- Housing Growth and Prevention of Homelessness strategies
- Land Sales Programme
- Transport Asset Management Plan
- Highway Maintenance Capital Programme;
- Trafford Council Sport and Leisure Strategy 2013-17

Ref.	Definition	Freq	13/14 Actual	14/15 Target	14/15 Q2	2014/15 Q3			
						Actual	Target	DOT	Status
EG2	Percentage of ground floor vacant units in town centres	Q	19% A	17.3%	17.3% G	15.4%	17.7%	↑	G
The overall percentage of ground floor vacant units in Trafford's town centres has fallen from 17.3% to 15.4% in third quarter. The most significant reduction in vacant units has been in Stretford where 13 vacant units in the Mall have become occupied by businesses during the past 3 months.									
NI 154	The number of housing completions per year	Q	246 R	300	61 R	186	240	↑	R
See Exception Report below.									
New (EG 4.1)	Percentage of Trafford Residents in Employment	Q	72.9%	73.9%	74% G (Q1)	75.2%	73.7%	↑	G
These figures are for the percentage of people aged 16 – 64 that are in employment. Data is released quarterly, a quarter in arrears, by the Office for National Statistics. The latest data release was in mid-January, for second quarter (July 2014 – Oct 2014).									
New (EG 8)	Total Gross Value Added (The total value of goods + services produced in the area)	A	£5.87 billion	£6.04 billion	N/A	£6.6 billion	£6.04 billion	↑	G



Ref.	Definition	Freq	13/14 Actual	14/15 Target	14/15 Q2	2014/15 Q3			
						Actual	Target	DOT	Status
In the January 2015 release of the Greater Manchester Forecasting Model the Gross Value Added (GVA) figures were rebased to 2011 prices based upon the implementation of the 2010 European System of Accounts (which also now includes capital receipts from criminal activities including illegal drug sales & prostitution). The forecasted GVA figures are now increased as a result.									
BRP 02	Deliver the published 2013/14 Highway Maintenance Capital Programme	M	100% G	100%	0% G	28%	25%	↑	G
The Highway Maintenance Capital Programme commenced in October. 8 of the 30 schemes have been completed to the end of December. £0.33m of the £1.16m budget has been spent to date, but the size and nature of this year's programme means that it will be possible to complete the program in the last 3 months of the year.									
New	The percentage of relevant land and highways assessed as Grade B or above (predominantly free of litter and detritus).	Q	New	80%	76% G	77.8%	77.5%	↑	G
Only 60 inspections have been possible in 3 <sup>rd</sup> quarter, due to leaf fall during the autumn. 50 of these sites surveyed were B grade or above, and hence performance has improved from 76% to just below 78%, 0.3% above the Q3 target. This is a new indicator for 14/15 with a stretch target of 80% for the year. The increasing targets for successive quarters reflect the expectation that performance will continue to improve, as new working practices and reallocation of resources bed in, and regular operations recommence following leaf clearance.									

<b>Exception Report (NI 154 - number of housing completions per year)</b>																
<b>Why is performance at the current level?</b>																
<ul style="list-style-type: none"> <li>• Is any variance within expected limits?</li> <li>• Why has the variance occurred?</li> <li>• Is further information available to give a more complete picture of performance?</li> <li>• What performance is predicted for future periods?</li> </ul>																
<p>125 homes have been completed in Quarter 3 of 2014/15. This is a significant increase on quarter 2 completions and can be attributed to both an increase in building rates in the borough and also a comprehensive review that was undertaken of the data collected during this reporting review.</p> <p>The target for 2014/15 will still remain very challenging at 300 completions for the year, but current performance shows is 186 completions, against a target of 240 for up to Q3 of the financial year.</p> <table border="1" data-bbox="290 1565 1307 1778"> <thead> <tr> <th>Quarter</th> <th>Number of housing completions by quarter</th> <th>Cumulative total</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>44</td> <td>44</td> </tr> <tr> <td>Q2</td> <td>17</td> <td>61</td> </tr> <tr> <td>Q3</td> <td>125</td> <td>186</td> </tr> <tr> <td>Q4</td> <td></td> <td></td> </tr> </tbody> </table>		Quarter	Number of housing completions by quarter	Cumulative total	Q1	44	44	Q2	17	61	Q3	125	186	Q4		
Quarter	Number of housing completions by quarter	Cumulative total														
Q1	44	44														
Q2	17	61														
Q3	125	186														
Q4																
<p>Whilst the national financial and economic climate continues to adversely affect the delivery of residential units in the borough, the number of starts suggests that some development activity is returning to parts of the borough. Some of this (38 units during Q3) however is related to RSL activity.</p> <p>It is anticipated that this improved level of completions will continue during Q4 as there have been a number of properties that have started to be built in Q2 and Q3. Anecdotally there does appear to be an increase in developer interest for new residential schemes in the borough via planning application and pre-application activity.</p>																

<b><i>What difference does this make – the implications of not meeting target?</i></b>
<ul style="list-style-type: none"> <li>• <i>Impact on service users/public.</i></li> <li>• <i>Impact on corporate priorities and plans.</i></li> <li>• <i>Impact on service/partner priorities.</i></li> <li>• <i>Impact on equalities, sustainability or efficiency</i></li> <li>• <i>Can we move resources to support this or other priorities?</i></li> </ul>
<p>The main implication of not meeting this target is the impact on our ability to meet relevant corporate priorities and plans, especially in relation to creating housing stock required to meet local housing needs. It also impacts on the Council’s regeneration aspiration, continuing inequality in access to new housing and providing new growth in sustainable locations.</p> <p>Low delivery of housing also impacts on the receipt of New Homes Bonus and new Council Tax.</p>
<b><i>How can we make sure things get better?</i></b>
<ul style="list-style-type: none"> <li>• <i>What activities have been or will be put in place to address underperformance? Make specific reference to action plans.</i></li> <li>• <i>When performance will be brought back on track?</i></li> <li>• <i>Assess the need for additional resources/funding/training/investment.</i></li> <li>• <i>Identify the source of additional resources/funding/training/investment.</i></li> <li>• <i>Consult with other services, staff, managers, relevant Members and partners.</i></li> </ul>
<p>There is on-going work to stimulate growth in the local residential housing market. For example, work is underway with Trafford Housing Trust on various sites; and also with Peel re: various sites in north of the borough at both Trafford Park and within the Regional Centre.</p> <p>We continue to improve our data collection methods to ensure that we capture all housing activity, especially completions, in the borough. The benefits of the introduction of our new back office software IDOX in December have yet to work through the system, but it is anticipated that this will further improve the speed and accuracy of our reporting mechanisms.</p> <p>In addition, we are working with the regulatory body governing Approved Inspectors to ensure they meet their statutory requirement to supply copies of all completion notices to the local authority. This will ensure that we continue to capture all completions within the borough.</p> <p>Site surveys are to be undertaken in order to ensure the Council has a comprehensive understanding of the current housing situation in terms of what is in the pipeline (with planning permission) and what developments have been completed.</p>

## 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 2014/15 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 2014/15**

- Crime Strategy 2012-15

Ref.	Definition	Freq	13/14 Actual	14/15 Target	14/15 Q2	2014/15 Q3			
						Actual	Target	DOT	Status
STP 1	Maintain the position of Trafford compared to other GM areas in terms of Total Crime Rate.	Q	1 <sup>st</sup> G	1 <sup>st</sup>	1 <sup>st</sup> G	1 <sup>st</sup>	1 <sup>st</sup>	↔	G
<p>Latest published data is to the end of November. Data for December will be published on 22<sup>nd</sup> January. Trafford remains the safest place in Greater Manchester. The rolling 12-month average is 51.6 crimes per 1000 residents to the end of November. This has increased by 4.7 crimes per 1000 residents for the year from December 2013 – November 2014, compared to the previous 12 months crime rate. This is below the Greater Manchester average of 5 crimes per 1000 residents.</p>									
STP 3	Reduce total recorded crime	M	10,927 G	10,927	6,090 R	9,142	8,128	↑	R
See Exception Report below									
STP 13	Reduce anti-social behaviour incidents	M	7,077 R	7,077	3,756 G	5,201	5,580	↑	G
<p>Anti-Social Behaviour incidents have fallen by 6.8% for the period between April and December 2014, compared to the same period of 2013.</p> <p>In December, ASB fell to its lowest monthly total for 2 years. The biggest improvement is in Rowdy or Inconsiderate Behaviour, which was down 27% in 3<sup>rd</sup> quarter, compared to 2<sup>nd</sup> quarter, and 14% below the same quarter last year. Incidents have fallen from 350 in August, to 191 in December.</p>									

**Exception Report (STP 3 – Total Recorded Crime)****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?*

Total Recorded Crime has increased by 12.5% (just over 1,000 crimes) between April and December 2014, when compared to the same period in 2013/14. Historically, crime increases in December, and there is a marked increase in crime during 3<sup>rd</sup> quarter, but this year crime fell in December.

Numerically, the biggest increases are Assaults “without Injury” (249 more offences than last year) and Harassment (+104) offences are still almost double last year’s totals, because of our increased focus on safeguarding. Violent crime (with injury) increased in December. There have now been more crimes recorded in three quarters than in the whole of last year.

Domestic burglaries have fallen dramatically in third quarter, by more than 1/3 compared to 1<sup>st</sup> and 2<sup>nd</sup> quarters, and by 23% in comparison to Q3 2013/14. There has been a significant slow-down in Non-domestic burglary since August, although there was a small increase in December.

Theft increased in 3<sup>rd</sup> quarter, although this reflects historical trends. Overall there has been an increase of 6.5% (160 crimes) for the year to date, although theft in the INPT North has actually fallen in comparison to 2013/14. Shoplifting actually fell in December, and was below the level of December 2013, notably in most of the main retail areas: Trafford Retail Community, Altrincham, Stretford and Broadheath Retail Park.

There was a significant increase in Vehicle crimes during 3<sup>rd</sup> quarter – more than 40% increase compared to 2<sup>nd</sup> quarter.

However, Trafford remains the safest place in Greater Manchester, with the lowest level of crimes per 1000 residents (for the rolling 12-month average to the end of November). Trafford’s crime rate has increased by 4.7 crimes per 1000 residents for the year from December 2013 – November 2014, compared to the previous 12 months crime rate. This is below the Greater Manchester average of 5 crimes per 1000 residents.

**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 crime obviously has a direct impact on victims, and a negative effect on communities, particularly in the case of the crimes that have increased, such as domestic burglary, theft and violent crime. There is no evidence that this will have any additional negative impact on equalities or specific communities.

**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.*

Crime trends are constantly analysed and both Police and Partnership resources are deployed strategically, in order to target emerging threats. However, resources are diminishing, and it appears that the year-on-year reduction in crime that has taken place for the last 7 or 8 years has now plateaued.

In the last 6 months the partnership has been very reactive to sudden changes in performance, such as increases in theft of pedal cycles. Education events are addressing bicycle (and shed) security at home and at targeted public buildings such as Sports centres.

Sharing information and working in partnership with the probation service has been tested, to give a coordinated response to on-going burglary and cross boundary offenders.

RAC (retail against crime) shared intelligence approach is also now up and running and seems to be having a positive effect on shoplifting figures in town centres.

Further seasonal campaigns "Safe4autumn" and taxi marshalling will target specific seasonal and historical crime trends, during third quarter.

The current landscape and the recently produced Strategic Needs Assessment will inform the imminent development of the Safer Trafford Partnership Strategy 2015 – 2018.

Consultation workshops for the Strategy will take place in March and work is currently being undertaken to scope case management systems, and re-align the Safer Communities Team to specific risks and threats ensuring the function of the team is best placed to address partnership needs.

## 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 2014/15 we will:

### **Personalisation**

- Enable people to have more choice, control and flexibility in meeting their needs
- Embed personal budgets and choices for children with complex and additional needs

### **Health improvement**

- Work with the CCG and local health providers to deliver integrated commissioning and delivery of health and social care for Trafford
- Develop the Trafford wellbeing hub to reduce health inequalities and support efficient and effective access to health and social care
- Reduce alcohol and substance misuse and alcohol related harm
- Support people with long term health, mental health and disability needs to live healthier lives

### **Promoting resilience and independence**

- Ensure that people in Trafford are able to live as independently as possible, for as long as possible
- Prepare for the implementation of the Care Bill
- Support communities to promote their health and wellbeing by fostering enhanced social networks of mutual support.

### **Safeguarding vulnerable adults and children and young people**

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

### **Market management and quality assurance**

- Stimulate the market in Trafford ensuring there is a diverse choice of quality services that meet individuals' needs including access to information and advice.

### **Improve the health and wellbeing of the most vulnerable children and young people in the borough**

- To ensure the call for action for health visiting is achieved and the recommendations from the school nursing review are implemented.
- Continue to focus on reducing childhood obesity
- Produce an emotional health and wellbeing strategy to improve children and young people's mental health

### **Close the gap for vulnerable children, families and communities**

- Continue to improve outcomes for children in care
- Improve support for families facing difficult times, including joint agency working
- Embed the Early Help strategy to ensure all families and children get the help they need when they need it

### **Key Policy or Delivery Programmes 2014/15**

- Stronger Families programme
- Health and Wellbeing Strategy
- Welfare Reform delivery programme
- Care Bill implementation programme
- Better Care Fund programme
- Early Intervention and Wellbeing Hub programme (New Organisational Model)

Ref.	Definition	Freq	13/14 Actual	14/15 Target	14/15 Q2	2014/15 Q3			
						Actual	Target	DOT	Status
	Number of people in receipt of Telecare in year	M	2395 G	2400	2,303 G	2,353 (Oct)	2,180	↑	G
<p>Latest data is for October, due to the transition to new Liquid Logic system during November and December. October position = 2,353.  This is an increase of 50 from 2,303 as at the end of September which is lower than the average increase over the past 5 months from June (85). However, the end year projection is still for 2,600, which is 8% above target.  At the same time last year we reported a figure of 1,942.</p>									
ASC OF 2Aii	Permanent admissions of older people to Residential / Nursing care	M	262	260	113 G	142 (Nov)	185	↑	G
<p>November position = 142 (378.5 / 100,000 population 65+) against a monthly corporate target of 185.  The overall number of permanent placements reported increased by 13 from October.  End year projection of 250 = 4% better than target  At the same time last year we reported a figure of 182, ending up with an outturn of 262.</p>									
New	Increase the percentage of eligible population aged 40-74 offered an NHS Health Check who received an NHS Health Check in the financial year	Q	47.8%	50%	41.96% R	43.3%	50%	↑	R
See Exception Report below.									
New	Overall Breastfeeding rate	Q	54.37%	55.5%	54.4% A	54.1%	55.2%	↓	A
See Exception Report below.									
	Children in Care Long Term Stability	Q	80.2% G	82%	77.6% A	77.3%	81.5%	↓	A
See Exception Report below.									

<b>Exception Report (NHS Health Check)</b>
<b>Why is performance at the current level?</b>
<ul style="list-style-type: none"> <li>• <i>Is any variance within expected limits?</i></li> <li>• <i>Why has the variance occurred?</i></li> <li>• <i>Is further information available to give a more complete picture of performance?</i></li> <li>• <i>What performance is predicted for future periods?</i></li> </ul>
<p>The proportion of those offered a NHS Health Check that went on to actually receive one is at 43.3% year-to-date. Achievement in Q3, at 46.5%, was lower than the 50% in Q2 but much improved compared to Q1 (36%).</p> <p>Uptake in Q1 was low due to a delay in practices sending out invite letters because contracts were sent out after the start of the financial year, plus there was confusion about the payment for practices to identify the eligible population which led to a delay in some practices engaging with the NHS Health Check programme in 14/15.</p> <p>Feedback from primary care in Q3 is that a number of practices struggled to provide enough capacity due to exceptional levels of demand for urgent appointments this winter. A large number of practices were also late submitting figures due to changing their operating system and IT problems caused by Windows 7 upgrades.</p> <p><u>Action to increase uptake further in Q4:</u> One large practice in Urmston does not undertake NHS Health Checks. A pilot programme offering NHS Health Checks in pharmacy will run from January 2015 to January 2016.</p> <p>A one year pilot project offering people who have previously not responded to invitations from primary care their NHS Health Check in Tesco Pharmacy will begin on 1st February. Tesco Pharmacy will offer NHS Health Checks at three Trafford stores with evening and weekend opening times which will provide increased flexibility to patients unable or unwilling to attend their GP practice. Ten practices have consented to for their patients to be invited to Tesco Pharmacy for their NHS Health Check. This extra offer for non-responders should increase the uptake rate in Q4.</p> <p>National research indicates that the content of the invitation letter greatly influences the likelihood of uptake. A new evidence-based invitation template has been circulated to practices in order to optimise take-up.</p> <p>We need to publicise the NHS Health checks programme to patients so that when they receive their letter they will be aware of what the programme is about and the importance of attending for their NHS Health Check. Posters using PHE template have been printed and are currently being distributed to community venues.</p>
<b>What difference does this make – the implications of not meeting target?</b>
<ul style="list-style-type: none"> <li>• <i>Impact on service users/public.</i></li> <li>• <i>Impact on corporate priorities and plans.</i></li> <li>• <i>Impact on service/partner priorities.</i></li> <li>• <i>Impact on equalities, sustainability or efficiency</i></li> <li>• <i>Can we move resources to support this or other priorities?</i></li> </ul>
<p>By not delivering more health checks, less of the population can be informed of their cardiovascular risk and take action to reduce their risk of cardiovascular disease and other diseases which cause premature death in Trafford.</p> <p>The NHS Health checks programme is a mandatory service for local authorities.</p> <p>By picking up risk factors and disease earlier, both the NHS and social care can save resources downstream. Also this can reduce premature mortality and a healthier working age population</p>



which in turn supports the local economy.

It is particularly important to deliver the NHS Health Check programme in areas of social deprivation where the risk factors for and the prevalence of disease is likely to be higher.

***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.*

Other areas that are achieving more than 50% uptake rates have dedicated staff to work with primary care and the community to promote NHS Health Checks and encourage attendance. The two pharmacy pilot programmes will involve a substantial amount of work to support these new providers, promote the new services to the public and adequately monitor performance and evaluate the pilot. A NHS Health Checks manager would also work closely with primary care to identify low uptake areas and work with the community to increase uptake using promotion and engagement with target population groups. The business case for a NHS Health Check manager post within the Public Health team will be considered as part of the financial review of the Public Health Transition Grant 2015-16.

<b>Exception Report (Overall Breastfeeding rate)</b>
<b>Why is performance at the current level?</b>
<ul style="list-style-type: none"> <li>• <i>Is any variance within expected limits?</i></li> <li>• <i>Why has the variance occurred?</i></li> <li>• <i>Is further information available to give a more complete picture of performance?</i></li> <li>• <i>What performance is predicted for future periods?</i></li> </ul>
<p>In order to achieve an overall figure of 55.5% breastfeeding at 6/8 weeks for the year, the trajectory target for Q3 was 55.2%. We are currently at 54.1%, year-to-date (53.6% for this quarter).</p> <p>This measure can be very volatile, as evidenced by the 60.1% seen in October followed by 49.5% in November. That said, compared to the latest information we have from England and Greater Manchester, 54.1% breastfeeding at 6/8 weeks is a very high rate. The national rate was 47.2% in 2012/13 and in that year (with a reported rate of 51%) we were the only North West area with rates which were significantly better than the England rate. We do not have any more recent figures for England due to issues nationally in the reporting systems.</p> <p>In light of this, the target for Trafford is very challenging. It is important to note that we have initiation rates which are similar to the England average, and again we are the only North West area to have this. As we are better than the England average at 6/8 weeks, we are more effective than the average in supporting women to continue to breastfeed.</p> <p>In 2014/15 there were changes in provision which have resulted from funding issues. The post of breastfeeding support worker which had been in place for a year, was disestablished. This post had resulted in an increase in breastfeeding in key areas, in particular Partington. Since this work has ceased we have seen a return to the earlier, low rate for this area.</p>
<b>What difference does this make – the implications of not meeting target?</b>
<ul style="list-style-type: none"> <li>• <i>Impact on service users/public.</i></li> <li>• <i>Impact on corporate priorities and plans.</i></li> <li>• <i>Impact on service/partner priorities.</i></li> <li>• <i>Impact on equalities, sustainability or efficiency</i></li> <li>• <i>Can we move resources to support this or other priorities?</i></li> </ul>
<p>The actual figures for this indicator show that the impact for service users and the public is fairly low due to the small variation from the target. Being 1.1% off the target for this quarter equates to approximately 21 more babies not being breastfed at 6-8 weeks out of a total of 1,922 recorded in the year to date.</p> <p>The priority locally is to improve breastfeeding rates in order to give every child the best start in life, and to tackle inequalities. Breastfeeding has a major role promoting public health and reducing health inequalities with clear short term and long term benefits for both mother and child. Breastfeeding provides complete nutrition for the development of healthy infants but babies who are not breastfed are more likely to acquire infections such as gastroenteritis and lower respiratory tract infections in their first year and more likely to become obese in later childhood. Unicef list nine health benefits for breastfed babies that have an extremely high evidence base. These include lower levels of: ear infections, allergic disease, SIDS, and urinary tract infections.</p> <p>Reducing childhood obesity is a key priority in the Health and Wellbeing Strategy and breastfeeding provides the best start to reduce childhood obesity. A reduction in breastfeeding will impact upon our ability to achieve a reduction in obesity.</p>
<b>How can we make sure things get better?</b>
<ul style="list-style-type: none"> <li>• <i>What activities have been or will be put in place to address underperformance? Make specific reference to action plans.</i></li> <li>• <i>When performance will be brought back on track?</i></li> </ul>

- *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.*

In order to address the inequalities in breastfeeding, funding has been secured from the Public Health Grant for a part time breastfeeding support worker who will work to focus on the areas of low breastfeeding to address these inequalities. Following the trial of this approach in 2013/14, we know that this service is highly effective in Trafford. This service will be provided by Pennine Care as part of the community health contract.

A breastfeeding strategy group has been set up and an action plan for the next year has been put in place. This group brings together the key services and strategic leads for breastfeeding locally. A clear partnership approach has been outlined building on the excellent work that has been happening locally. Health Visitors, Children's Centres, the Infant Feeding Coordinator and the commissioning lead are all involved.

Processes are being put in place to specifically monitor the breastfeeding drop ins and other breastfeeding support work so we are able to track how this work is targeted to areas of low breastfeeding. As soon as the final details of the changes to Children's Centres are known, a plan will be developed to consider how to continue these drop ins in the light of the changes.

Trafford will be assessed by Unicef for the Level 3 Baby Friendly Initiative Award this year. This is the final stage of the award and would indicate a high level of quality in the service. Work is underway to prepare for this assessment.

The action plan was developed following the North West Public Health Network Sector Led Improvement process. This benchmarked the provision in Trafford against the other GM areas and any gaps or areas for development were identified. The actions, are therefore, locally appropriate and based on the evidence, including NICE guidance.

**Exception Report (Children in Care Long Term Stability)****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?*

Whilst the variance is outside of the target figure, Trafford's performance at 77.3% compares well with that of statistical neighbours, which for 2013-14 was 63%. This is a relatively small cohort of around 170 children so small changes in number have a marked effect on the percentage. Further detailed case by case analysis will assist in understanding the variance. However, the variance may be associated with:

- The complexity of a cohort of older children in care who present with challenging behaviour
- The increase in the numbers of children who have entered care

**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?*

The provision of stable long term placements to children in care is important to both their attainment and overall development. It is intrinsically linked to the corporate objective of improving outcomes for vulnerable groups.

**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.*

A range of strategies and resources are already being implemented to assist placement stability inclusive of the provision of:

- Specialist placement support to carers who provide placement to children with complex needs.
- Specialised training programmes for foster carers who provide care to children with challenging behaviour
- The planned implementation of the "Nurtured Heart" programme within Kingsway Park Residential Children's Home Trafford's
- The continued implementation of Trafford's Foster care Recruitment Strategy
- A predicted increase in the number of specialist MTFC fosterers who will provide specialist placements for children with challenging behaviour.

## EXCELLENCE IN EDUCATION

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

For 2014/15 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
- Continue to embed the 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

- Implement the outcomes of review 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
- Increase the number of two year olds in receipt of targeted nursery education

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

- Targeted support for young people through the Area Family Support Teams to maintain low levels of NEET (Not in Education, Employment or Training)
- Continue the improvement in reducing the gap in educational outcomes for children eligible for free school meals

### Key Policy or Delivery Programmes 2014/15

- CYP Strategy 2014-2017

Ref.	Definition	Freq	13/14 Actual	14/15 Target	14/15 Q2	2014/15 Q3			
						Actual	Target	DOT	Status
New	% of pupils achieving 5 A*-C GSCE including English and Maths	A	70.3% A	72%	N/A	74.1% (71.4%)	72%	↑	G
74.1% represents achievement under the 'old', any entry method of measuring this indicator and the mechanism used to calculate this years target. It is the highest level ever recorded in Trafford. Perhaps more notable, however, is the figure in brackets of 71.4%. This is the published figure for Trafford using the 'new' first entry only method of measurement. It is 4th highest in the country, and Trafford is one of only six authorities to have achieved a higher attainment rate this year, under first entry compared to last years any entry measure.									
CGV 2c	% of pupils on Free School Meals achieving 5 A*-C GSCE including English and Maths	A	47% G	48%	N/A	Annual Indicator			
Validated data not available at this time									
LCA 2	Maintain the low level of 16-18 year olds who are not in education, employment or training (NEET) in Trafford	M	4.1% G	4.1%	5.28% A	3.53%	3.91%	↑	G
Excellent performance. There are still some concerns about validity due to current high unknown rates.									
New	Percentage of Trafford pupils educated in a Good or Outstanding school.	A	91.4%	91.4%	93.2% G	92.9%	91.4%	↓	G
This measure remains above target and the proportion of pupils at Trafford schools that are rated 'Outstanding' or 'Good' is exceptionally high compared to national and regional levels (78% in England, 81% in North West, as at 31/08/14: source, Ofsted DataView).									

## 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 2014/15 we will:

- Explore different delivery models to enable the Council to manage the financial challenges up to 2017 and also beyond.
- Support the level of change required to deliver the Reshaping Trafford agenda.
- Continue to develop Locality Partnerships to create stronger and empowered communities that are safer, cleaner, healthier and better informed. This will include coming out of shadow form.
- Provide dedicated support to the Voluntary and Community Sector
- Building up on the InfoTrafford platform, develop a partnership intelligence hub to support service re-design.
- Adopt Public Service Reform principles across the Trafford Partnership through the identification of cross cutting challenges and the subsequent development of new delivery models
- 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
- Review Customer Pledge to focus on key standards which customers will be able to expect, to ensure customers are at the centre of what we do.

### **Key Policy or Delivery Programmes 2014/15**

- Customer Services Strategy
- NOM Change Strategy
- Collaboration Programmes (e.g. GMP, SWITCh, Strategic Procurement Unit)
- Third Sector Strategy; Volunteering Strategic framework

Ref.	Definition	Freq	13/14 Actual	14/15 Target	14/15 Q2	2014/15 Q3			
						Actual	Target	DOT	Status
	Number of third sector organisations receiving intensive support	Q	305 G	300	211 G	281	225	↓	G
<p>October 2014 sees the start of Year 3 of the contract with Pulse Regeneration delivering infrastructure support to the third sector as Thrive Trafford. The number of groups supported remained high across the quarter with many receiving follow on support from Year 2, including social enterprise activity, community rights support, funding support, capacity building, private sector engagement and volunteer manager's training. Thrive is continuing to work in partnership to deliver activity which benefits the public sector as well as voluntary and community groups.</p>									
	Identify savings to meet the 2014/15 gap	M	£1.93m G	£17.5m	Annual Indicator				
New	Improve take up of online claims for Housing Benefit and Council Tax Support	Q	94%	96%	96% G	97%	96%	↑	G



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## **DECISIONS MADE AT THE MEETING OF THE GREATER MANCHESTER COMBINED AUTHORITY HELD ON 30 JANUARY 2015**

**Decisions published on 3 February 2015 and will come into force from 4:00pm on the 10 February 2015, 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. **GM DEVOLUTION AGREEMENT GOVERNANCE IMPLEMENTATION (agenda item 6)**
  - a. **GMCA RESPONSE TO DEPARTMENT FOR COMMUNITIES AND LOCAL GOVERNMENT CONSULTATION ON THE DRAFT COMBINED AUTHORITY ORDER**

The Combined Authority considered a report from Sir Howard Bernstein, GMCA Head of Paid Service and Liz Treacy, GMCA Monitoring Officer, summarising the purpose and content of the draft Order and detailing a draft response on behalf of the GMCA to the specific consultation questions asked by the Secretary of State.

### **RESOLVED/-**

- (i) To approve the draft Order and draft consultation response.
- (ii) To authorise Howard Bernstein, GMCA Head of Paid Service and Liz Treacy, GMCA Monitoring Officer, in consultation with Councillor Peter Smith, GMCA Chair, to confirm the Combined Authority's support for the draft Order and the final consultation response to government by the deadline of 13<sup>th</sup> February 2015.
- (iii) That a Joint Independent Remuneration Panel be established to consider and make recommendations in relation to appropriate remuneration for the Interim Mayor and Members of the GMCA.
- (iv) To note that all GM local authorities, the LEP and BLC will need to formally consider the draft Order and individually confirm their support and/or provide comments to the Secretary of State by the deadline of 13<sup>th</sup> February 2015.

- b. **INTERIM MAYOR – SELECTION PROCESS PRINCIPLES**

The Combined Authority considered a report from Sir Howard Bernstein, GMCA Head of Paid Service, seeking the formal approval of the selection and appointment process and role description for the GM Interim Mayor.

## **RESOLVED/-**

- (i) To approve the proposed role description for the GM Interim mayor as appended to the report.
- (ii) To approve the selection and appointment key principles and process for the GM Interim Mayor as appended to the report and circulated at the meeting.
- (iii) That the Interim Mayor would formally commence his/her term of office from the GMCA AGM on 26 June 2015.
- (iii) To agree to the commencement of the process as soon as possible noting that formal appointment of the Interim Mayor cannot take place until the amended CA Order has been enacted by Parliament.

## **2. BUDGETS (agenda item 7)**

### **a. GMCA TRANSPORT REVENUE BUDGET 2015/16 AND TRANSPORT REVENUE BUDGET MONITORING UPDATE 2014/15**

The Combined Authority considered a report from Richard Paver, Treasurer, GMCA, setting out the transport related Greater Manchester Combined Authority budget for 2015/16. It also includes the transport related forecast outturn position for 2014/15.

## **RESOLVED/-**

- (i) To note the report and the current transport related GMCA revenue outturn forecast for 2014/15 which is projecting an underspend of £50,000 after transfers to specific earmarked reserves.
- (ii) To note the report and the current TfGM revenue outturn forecast for 2014/15 which is projecting an underspend of £430,000.
- (iii) To approve the GMCA budget relating to transport functions for 2015/16.
- (iv) To note the issues which are affecting the 2015/16 transport budgets as detailed in the report.
- (v) To note the consultation process which has been undertaken by officers with the Transport Levy Scrutiny Panel; and that the outcome of the consultation is a proposal that will result in a total levy for 2015/16 of £195.123m, which represents a 1.5% decrease from 2014/15.
- (vi) To approve that there will be a 1.5% decrease in the Transport Levy for 2015/16, with an increase of 1.5% with respect to the Greater Manchester Transport Fund being more than fully offset by a reduction of 3% for funding for the rest of the budgeted costs.
- (vii) To approve a Transport Levy on the district councils in 2015/16 of £195.123m apportioned on the basis of mid year population as at June 2013 as in paragraph

5.4 and Appendix 1 to the report.

- (viii) To approve the use of reserves in 2015/16 as detailed in paragraph 7 of the report.
- (ix) To note and approve the position on reserves as identified in the report.
- (x) To note the recommendations of the report on the Treasury Management Strategy Statement Borrowing Limits and Annual Investment Strategy 2015/16.

**b. GMCA CAPITAL PROGRAMME 2014/15 – 2017/18**

The Combined Authority considered a report from Richard Paver, Treasurer, GMCA updating members on the forecast capital outturn position for 2014/15 and to present the 2015/16 capital programme and forward commitments for approval by the Greater Manchester Combined Authority.

**RESOLVED/-**

- (i) To note that the current forecast capital expenditure for 2014/15 is as detailed in the report and in Appendix A.
- (ii) To approve the capital programme budget for 2015/16 and the forward commitments as detailed in the report and in Appendix A.
- (iii) To note that the capital programme is financed from a mixture of grants (including DfT), external contributions and long term borrowings.
- (iv) To note that provision has been made in the revenue budget for the associated financing costs of borrowing.
- (v) To note that the capital programme will continue to be reviewed, with any new schemes which have not yet received specific approval being added into the programme at a later date once approval has been sought, including schemes included in the Growth Deal 2 bid.
- (vi) To note that revised Treasury Management indicators will be reported in a separate report elsewhere on the agenda to reflect the approved capital programme and updated cash flows.

**c. TREASURY MANAGEMENT STRATEGY, BORROWING LIMITS & ANNUAL STATEMENT 2015/16**

The Combined Authority considered a report from Richard Paver, Treasurer, GMCA, setting out the proposed Treasury Management Strategy Statement and Borrowing Limits for 2015/16 and Prudential Indicators for 2015/16 to 2017/18.

**RESOLVED/-**

**To approve the proposed Treasury Management Strategy Statement, in particular:**

- (i) The Treasury Indicators listed in Appendix A of the report.

- (ii) The Minimum Revenue Policy Strategy outlined in Appendix B of the report.
- (iii) The Treasury Management Policy Statement at Appendix C of the report.
- (iv) The Treasury Management Scheme of Delegation at Appendix D of the report.
- (v) The Borrowing Requirements listed in Section 4 of the report.
- (vi) The Borrowing Strategy outlined in Section 7 of the report.
- (vii) The Annual Investment Strategy detailed in Section 8 of the report.

### **3. DEPARTMENT FOR TRANSPORT - LOCAL HIGHWAYS MAINTENANCE CHALLENGE FUND (agenda item 8)**

The Combined Authority received a report from Jon Lamonte, Chief Executive, TfGM, updating Members on the new maintenance funding regime established by Government, including a new Local Highways Maintenance Challenge Fund, to which bids have been invited by 9 February 2015, and the proposed bidding approach, which has been developed on the advice of the Chief Executives Investment Group.

#### **RESOLVED/-**

- (i) To note the report and to endorse the approach set out for a Greater Manchester programme bid to the Challenge Fund, comprising locally derived schemes within prioritised categories.
- (ii) To delegate authority to Jon Lamonte, Chief Executive, TfGM, in consultation with Councillor Jim McMahon, GMCA Transport Portfolio Holder, to approve the final bid documentation.

### **4. TRANSPORT FOR THE NORTH (agenda item 9)**

The Combined Authority received a report from Jon Lamonte, Chief Executive, TfGM, providing an update on the establishment of Transport for the North, its interim governance arrangements, and the work plan to prepare a March interim report for the Secretary of State for Transport and the Chancellor in advance of a March 18<sup>th</sup> budget announcement.

#### **RESOLVED/-**

To note the report and to note a further report will be submitted to the GMCA in due course.

### **5. REGIONAL GROWTH FUND PROJECTS (agenda item 11)**

The Combined Authority received a report from Eamonn Boylan, Chief Executive, Stockport MBC, seeking approval to delegate authority to Eamonn Boylan, in consultation with Councillor Kieran Quinn to approve Regional Growth Fund projects for funding in order to meet commitment deadlines.

#### **RESOLVED/-**

- (i) To delegated authority to Eamonn Boylan, Chief Executive of Stockport, in consultation with Councillor Kieran Quinn, GMCA Investment Portfolio Holder, to

approve funding requests for projects to be funded using Regional Growth Funds during the period 2 February 2015 up to and including 26 March in order to meet the commitment deadline for the Funds of 31 March 2015.

- (ii) To delegate authority to the Richard Paver, GMCA Treasurer and Liz Treacy, GMCA 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 approved via the delegated authority detailed in 1. above.
- (iii) To note that applications approved under the delegation will be subject to the usual due diligence processes and will be reported back to the Combined Authority.
- (iv) To note the intention to over-commit the Regional Growth Fund allocation by up to £3m so as to minimise the risk of any funds being lost to Greater Manchester.

## **7. GREATER MANCHESTER INVESTMENT FUND PERFORMANCE REPORT (agenda item 12)**

The Combined Authority received a report from Eamonn Boylan, Chief Executive, Stockport MBC providing an update on the status of the Greater Manchester Investment Fund.

### **RESOLVED/-**

To note the report.

## **ITEMS CONSIDERED UNDER PART B OF THE AGENDA**

## **8. GREATER MANCHESTER INVESTMENT FUND PERFORMANCE REPORT APPENDIX (agenda item 14)**

The Combined Authority received a report from Eamonn Boylan, Chief Executive, Stockport MBC providing a summary of investments to date from the Greater Manchester Investment Fund, and a summary of funding requests that have not been progressed.

### **RESOLVED/-**

To note the report and to note that a further report on the funding process going forward will be submitted to the GMCA in February.

## **9. GREATER MANCHESTER INVESTMENT FRAMEWORK AND PROJECT APPROVALS (agenda item 15)**

The Combined Authority received a report from Eamonn Boylan, Chief Executive, Stockport MBC, seeking approval for six projects.

**RESOLVED/-**

- (i) To agree that the project funding applications detailed in the report be given conditional approval and progress to due diligence.
- (ii) 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.

## **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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## **DECISIONS MADE AT THE JOINT MEETING OF THE GREATER MANCHESTER COMBINED AUTHORITY AND THE AGMA EXECUTIVE BOARD HELD ON 30 JANUARY 2015**

**Decisions published on 3 February 2015 and will come into force from 4:00pm on the 10 February 2015, 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.bondl@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. BUDGETS (agenda item 6)**

#### **a. AGMA AND GMCA BUDGET FOR NON TRANSPORT FUNCTIONS 2015/16 AND REVENUE BUDGET MONITORING UPDATE 2014/15**

Members received a report from Richard Paver, AGMA and GMCA Treasurer, setting out the revenue budget for both the Association of Greater Manchester Authorities and the Greater Manchester Combined Authority non transport functions for 2015/16. It also includes the forecast outturn position for 2014/15.

#### **RESOLVED/-**

- (i) To note the report and the current AGMA revenue outturn forecast for 2014/15 which is projecting an underspend of £617,000 after contributions to earmarked reserves.
- (ii) To note and approve the planned change in usage relating to the carry forward approved for the GM Energy Advice Service and totalling £236,000 as detailed in paragraphs 2.8 and 2.10 of the report.
- (iii) To note and approve the revisions to the AGMA revenue budget plan 2014/15 as identified in paragraphs 2.11 to 2.14 of the report.
- (iv) To note the report and the current GMCA revenue outturn forecast for 2014/15 which is projecting an underspend of £48,000 after contributions to earmarked reserves.
- (v) To approve the budget relating to the AGMA and GMCA functions (non transport) in 2015/16 as set out in section 4 of the report.
- (vi) To note and approve, in consultation with the LEP Board, the allocation of the LEP grant for 2015/16 totalling £500,000, as detailed in paragraph 4.15 of the report, which proposes £250,000 towards costs associated with the devolution agreement relating primarily to research, intelligence and policy development and £250,000 to support the Spatial Framework and Housing Investment Fund (TopCo).

- (vii) To approve the charges on the GM District Councils to support the GMCA functions (non transport) in 2015/16 of £4.019 million as set out in Appendix 3 of the report.
- (viii) To approve the charges to the GM District Councils in support of AGMA functions for 2015/16 of £6.264 million as set out in Appendix 4 of the report, noting that this excludes items billed directly from lead districts.
- (ix) To delegate authority to Richard Paver, Treasurer, to determine the budget allocation between AGMA and GMCA within the overall approved budget following the finalisation of the statutory order as noted in paragraph 4.18 - 4.19 of the report.
- (x) To note and approve the position on reserves as identified in section 6 of the report.
- (xi) To approve the use of reserves in 2015/16, as detailed in section 6 of the report.
- (xii) To delegate authority to Richard Paver, Treasurer, to transfer funding between AGMA and the GMCA, to be met from approved budgets or reserves as required in support of approved activities.

**b. PSR DEVELOPMENT FUND : DOMESTIC ABUSE FUNDING**

Members received a report presented by Richard Paver, AGMA and GMCA Treasurer, updating Members on the proposals for the use of the funding within the GM Development Fund allocated to support Domestic Abuse and seeking formal sign off for use of the fund in this way.

This element of the fund was contributed by the Office of the Police and Crime Commissioner and was specifically to support Domestic Abuse where Complex Dependency was a factor.

**RESOLVED/-**

To agree the proposed use of the Domestic Abuse funding as outlined in the report.

**c. GREATER MANCHESTER FIRE & RESCUE AUTHORITY (GMFRS) REVENUE BUDGET 2015/16 AND MEDIUM TERM FINANCIAL STRATEGY**

Members received a report presented by Councillor David Action, Chair of the GMFRS, outlining information on Greater Manchester Fire and Rescue Authority's current budget position.

The report included a high level forward forecast for the two subsequent years using indicative Treasury data which sets out the scale of the future financial challenge.

**RESOLVED/-**

- (i) To note the range of strategic issues and risks set out in the report which will influence the Medium Term Financial Strategy and the Authority budgetary requirements.

- (ii) To support the proposed precept of £57.64 (subject to roundings) at Band D based on freezing the council tax 2015/2016 by accepting the Council tax freeze grant.

**d. GREATER MANCHESTER WASTE DISPOSAL AUTHORITY (GMWDA)  
BUDGET 2015/16 AND BEYOND**

Members received a report presented by Councillor Cath Biddington, Chair of the GMWDA, providing proposals for 2015/16 to deliver a GMWDA minus 3% levy increase (as per the three year funding arrangement approved by the Board in January 2014), and to advising that whilst the detail of the numbers has evolved, plans remain on track to deliver the further 0% levy increase in 2016/17.

**RESOLVED/-**

- (i) To note the additional £10.5m cost pressures, over the extended budget period to 2019/20, caused by the impact of the Government's decision to annually inflate Landfill Tax (from April 2015) and the Authority's proposals to fully absorb that increase over the period to 2016/17.
- (ii) To note that the 2015/16 and 2016/17 levy agreement numbers of minus 3% and 0% increase remain deliverable.
- (iii) To note the impact of unwinding of higher support from balances on the percentage levy increase in 2017/18 and 2018/19 financial years (8.1% and 9.9% respectively).
- (iv) To note the ongoing work, on improving recycling rates, being undertaken jointly by the GMWDA and district councils and that if successful there is some potential to reduce the burden of the Levy upon districts in future years, as outlined in section 3 of the report.

## **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.

## GREATER MANCHESTER COMBINED AUTHORITY

**Date:** 27 February 2015

**Subject:** Forward Plan of Strategic Decisions For the GMCA

**Report of:** Julie Connor, Head of GM Integrated Support Team

---

### 1. INTRODUCTION

1.1 At their meeting on 24 June 2011, the GMCA agreed procedures for developing a Forward Plan of Strategic Decisions for the Authority, in line with the requirements of the GMCA's constitution. The latest such plan is attached as the Appendix to this report.

### 2. RECOMMENDATIONS

2.1 GMCA members are invited to note, comment and suggest any changes they would wish to make on the latest Forward Plan of Strategic Decisions for the GMCA; attached to this report.

### 3. FORWARD PLAN: CONSTITUTIONAL REQUIREMENTS

3.1 In summary the Secretary of the GMCA is required to:-

- prepare a plan covering 4 months, starting on the first day of the month
- to refresh this plan monthly
- to publish the plan fourteen days before it would come in to effect
- state in the plan
  - (i) the issue on which a major strategic decision is to be made;
  - (ii) the date on which, or the period within which, the major strategic decision will be taken;
  - (iii) how anyone can make representations on the matter and the date by which any such representations must be made; and
  - (iv) a list of the documents to be submitted when the matter is considered

3.2. The constitution is also quite specific about the matters which would need to be included within the Forward Plan:-

- any matter likely to result in the GMCA incurring significant expenditure (over £1 million), or the making of significant savings; or
- any matter likely to be significant in terms of its effects on communities living or working in the area of the Combined Authority.

plus the following more specific requirements:-

1. a sustainable community strategy;

2. a local transport plan;
  3. approval of the capital programme of the GMCA and TfGM and approving new transport schemes to be funded by the Greater Manchester Transport Fund;
  4. other plans and strategies that the GMCA may wish to develop;
  5. the preparation of a local economic assessment
  6. the development or revision of a multi-area agreement,
  7. the approval of the budget of the GMCA;
  8. the approval of borrowing limits, the treasury management strategy and the investment strategy;
  9. the setting of a transport levy;
  10. arrangements to delegate the functions or budgets of any person to the GMCA;
  11. the amendment of the Rules of Procedure of the GMCA;
  12. any proposals in relation to road user charging
- 3.3 All the matters at 1-12 above require 7 members of the GMCA to vote in favour, except those on road user charging, which require a unanimous vote in favour
- 3.4 The attached plan therefore includes all those items currently proposed to be submitted to the GMCA over the next 4 months which fit in with these criteria. GMCA members should be aware that:-
- Only those items considered to fit in with the above criteria are included. It is not a complete list of all items which will be included on GMCA agendas
  - Items listed may move dependent on the amount of preparatory work recorded and external factors such as where matters are dependent on Government decisions; and
  - In some cases matters are joint decisions of the GMCA & AGMA Executive Board.

**CONTACT OFFICER:**

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## GREATER MANCHESTER COMBINED AUTHORITY

### FORWARD PLAN OF STRATEGIC DECISIONS 1 MARCH 2015 – 30 JUNE 2015

The Plan contains details of Key Decisions currently planned to be taken by the Greater Manchester Combined Authority; or Chief Officers (as defined in the constitution of the GMCA) in the period between 1 March 2015 and 30 June 2015.

Please note: Dates shown are the earliest anticipated and decisions may be later if circumstances change.

If you wish to make representations in connection with any decisions please contact the contact officer shown; or the offices of the Greater Manchester Integrated Support Team (at Manchester City Council, P.O. Box 532, Town Hall, Manchester, M60 2LA, 0161-234 3124; [info@agma.gov.uk](mailto:info@agma.gov.uk)) before the date of the decision.

<b>KEY DECISION /CONTACT OFFICER/CONSULTATION DETAILS</b>	<b>ANTICIPATED DATE OF DECISION &amp; DOCUMENTS TO BE CONSIDERED</b>	<b>DECISION TAKER</b>
<b>West Salford Metrolink Extension</b>  Wider Leadership Team Chief Executive- Jon Lamonte  Contact Officer: Dave Newton	27 March 2015	GMCA
<b>Housing Investment Fund</b>  Wider Leadership Team Lead Officer: Eamonn Boylan  Contact Officer: Andrew McIntosh	24 April 2015	GMCA
<b>Governance of the European Programme 2014-2020 - GM Local Management Committee Terms of Reference</b>  Wider Leadership Team Lead Officer: Simon Nokes  Contact Officer: Susan Ford	To be confirmed	GMCA





## JOINT GREATER MANCHESTER COMBINED AUTHORITY & AGMA EXECUTIVE BOARD MEETING

**Date:** 27 February 2015

**Subject:** Forward Plan of Strategic Decisions of the Joint GMCA and  
AGMA Executive Board Meeting

**Report of:** Julie Connor, Head of GM Integrated Support Team

---

### 1. INTRODUCTION

- 1.1 At their meeting on 24 June 2011, the GMCA agreed procedures for developing a Forward Plan of Strategic Decisions for the Authority, in line with the requirements of the GMCA's constitution. The latest such plan is attached as the Appendix to this report.

### 2. RECOMMENDATIONS

- 2.1 GMCA and AGMA Executive Board members are invited to note, comment and suggest any changes they would wish to make on the latest Forward Plan of Strategic Decisions for the Joint GMCA and AGMA Executive Board; attached to this report.

### 3. CONSTITUTIONAL BACKGROUND AND ARRANGEMENTS AGREED BY EXECUTIVE BOARD ON 24 JUNE 2011

- 3.1 Under AGMA's constitution – as revised by the Operating Agreement which set up the GMCA – there is the following requirement:-

13. *Forward Plan*

13.1 *The Board will produce a forward plan in accordance with the requirements of section 22 of the Local Government Act 2000.*

- 3.2 The requirements of section 22 of the 2000 Act were set out in regulations made by the Secretary of State in 2001. In summary they require

- preparation of a plan covering 4 months, starting on the first day of the month
- a monthly revision of the plan
- publication of the plan fourteen days before it would come in to effect
- the plan to state
  - (i) the issue on which a major strategic decision is to be made;
  - (ii) the date on which, or the period within which, the major strategic decision will be taken;
  - (iii) arrangements for any consultation to be made before the decision is taken
  - (iv) how anyone can make representations on the matter and the date by which any such representations must be made; and
  - (v) a list of the documents to be submitted when the matter is considered

## 4 FORWARD PLAN: CONSTITUTIONAL REQUIREMENTS

4.1 In summary the Secretary of the Joint GMCA and AGMA Executive Board meeting is required to:-

- prepare a plan covering 4 months, starting on the first day of the month
- to refresh this plan monthly
- to publish the plan fourteen days before it would come in to effect
- state in the plan
  - (i) the issue on which a major strategic decision is to be made;
  - (ii) the date on which, or the period within which, the major strategic decision will be taken;
  - (iii) how anyone can make representations on the matter and the date by which any such representations must be made; and
  - (iv) a list of the documents to be submitted when the matter is considered

4.2 Key decisions are defined as being those which are likely:-

- a. to result in the local authority incurring expenditure which is, or the making of savings which are, significant having regard to the local authority's budget for the service or function to which the decision relates; or
- b. to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the local authority.

In further guidance issued by the Secretary of State local authorities are required to

*"agree as a full council limits above which items are significant. The agreed limits should be published."*

4.3 The constitution is also quite specific about the matters which would need to be included within the Forward Plan:-

- any matter likely to result in the GMCA and AGMA Executive Board incurring significant expenditure (over £1 million), or the making of significant savings; or
- any matter likely to be significant in terms of its effects on communities living or working in the area of the Combined Authority.

plus the following more specific requirements:-

1. a sustainable community strategy;
2. a local transport plan;
3. approval of the capital programme of the GMCA and TfGM and approving new transport schemes to be funded by the Greater Manchester Transport Fund;
4. other plans and strategies that the GMCA may wish to develop;
5. the preparation of a local economic assessment

6. the development or revision of a multi-area agreement,
  7. the approval of the budget of the GMCA;
  8. the approval of borrowing limits, the treasury management strategy and the investment strategy;
  9. the setting of a transport levy;
  10. arrangements to delegate the functions or budgets of any person to the GMCA;
  11. the amendment of the Rules of Procedure of the GMCA;
  12. any proposals in relation to road user charging
- 4.3 All the matters at 1-12 above require 7 members of the Joint GMCA and AGMA Executive Board to vote in favour, except those on road user charging, which require a unanimous vote in favour
- 4.5 The attached plan therefore includes all those items currently proposed to be submitted to the Joint GMCA and AGMA Executive Board over the next 4 months which fit in with these criteria. Members should be aware that:-
- Only those items considered to fit in with the above criteria are included. It is not a complete list of all items which will be included on the Joint GMCA and AGMA Executive Board agendas
  - Items listed may move dependent on the amount of preparatory work recorded and external factors such as where matters are dependent on Government decisions; and

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**JOINT GREATER MANCHESTER COMBINED AUTHORITY  
& AGMA EXECUTIVE BOARD MEETING**

**FORWARD PLAN OF STRATEGIC DECISIONS  
1 MARCH 2015 – 30 JUNE 2015**

The Plan contains details of Key Decisions currently planned to be taken by the Joint Meeting of the Greater Manchester Combined Authority and AGMA Executive Board; or Chief Officers (as defined in the GMCA and AGMA constitution) in the period between 1 March 2015 and 30 June 2015.

Please note: Dates shown are the earliest anticipated and decisions may be later if circumstances change.

If you wish to make representations in connection with any decisions please contact the contact officer shown; or the offices of the Greater Manchester Integrated Support Team (at Manchester City Council, P.O. Box 532, Town Hall, Manchester, M60 2LA, 0161-234 3124; [info@agma.gov.uk](mailto:info@agma.gov.uk)) before the date of the decision.

<b>KEY DECISION /CONTACT OFFICER/CONSULTATION DETAILS</b>	<b>ANTICIPATED DATE OF DECISION &amp; DOCUMENTS TO BE CONSIDERED</b>	<b>DECISION TAKER</b>
<p><b>Greater Manchester Devolution: Health</b></p> <p>Wider Leadership Team Lead Officer – Howard Bernstein &amp; Steven Pleasant</p>	<p>27 March 2015</p>	<p>GMCA &amp; AGMA Executive Board</p>
<p><b>GMCA Communications</b></p> <p>Wider Leadership Team Lead Officer – Donna Hall</p> <p>Contact Officer: Julie Connor</p>	<p>TBC</p>	<p>GMCA &amp; AGMA Executive Board</p>
<p><b>Greater Manchester Spatial Framework</b></p> <p>Wider Leadership Team Lead Officer – Eamonn Boylan</p> <p>Contact Officer: Chris Findley</p>	<p>TBC</p>	<p>GMCA &amp; AGMA Executive Board</p>

## **DECISIONS MADE AT THE MEETING OF THE GREATER MANCHESTER COMBINED AUTHORITY HELD ON 27 FEBRUARY 2015**

**Decisions published on 4<sup>th</sup> March 2015 and will come into force from 4:00pm on the  
11<sup>th</sup> March 2015, 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. GREATER MANCHESTRE LOCAL ENTERPRISE PARTNERSHIP: MEMBERSHIP 2015-2017 (agenda item 6)**

The Combined Authority considered a report from Sir Howard Bernstein, GMCA Head of Paid Service seeking GMCA endorsement of the recommendations regarding the future private sector membership of the Greater Manchester Local Enterprise Partnership for the period April 2015 until March 2017.

#### **RESOLVED/-**

1. That the eight existing private sector members' terms of office are renewed for another two year term (these members are Mike Blackburn, David Birch, Lou Cordwell, Scott Fletcher, Keith Johnston, Wayne Jones, Jeurgen Maier, Professor Dame Nancy Rothwell).
2. That Mike Blackburn is invited to continue as Chair of the GM LEP for a further two years.
3. That the Chair of the Manchester Growth Company, Richard Topliss, is invited to join the LEP as a full board member.
4. That a full review for the GM LEP's private sector membership is undertaken in 2017.

### **2. GREATER MANCHESTER GROWTH DEAL: ROUND 2 (agenda item 7)**

The Combined Authority considered a report from Sir Howard Bernstein, GMCA Head of Paid Service setting out details of the Greater Manchester's second Local Growth Fund allocation, awarded through the second round of Growth Deals, and announced by Government on 29 January 2015.

#### **RESOLVED/-**

1. To note the contents of the report.
2. To welcome the additional funding, which will support GM's broader programme of investment, designed to support the transport and connectivity requirements of GM,

and to further develop our business support and skills capacity to meet the needs of employers.

### **3. GREATER MANCHESTER GROWTH DEAL - SKILLS CAPITAL (agenda item 8)**

The Combined Authority received a report from Simon Nokes, Deputy Chief Executive, New Economy seeking conditional GMCA approval to make five offers of grant funding against the Skills Capital funding announced by government in July 2014 as part of Greater Manchester's Growth Deal.

#### **RESOLVED/-**

1. To conditionally approve:
  - (a) the five grant offers in line with the detailed recommendations set out in the accompanying Part B report, subject to the conditions identified in those recommendations and including the satisfactory completion of further due diligence.
  - (b) the use of up to a further £300,000 of funds allocated in the Growth Deal to meet the cost of due diligence, legal and monitoring services required in connection with the grant offers to the five projects.  
(with the GMCA's approval being subject to the terms of the legal agreement for the GM Growth Deal funds which is to be entered into with government);
2. To approve the submission of the proposed grant offers and use of funds to meet the cost of due diligence, legal and monitoring services required in connection with the grant offers to the LEP for endorsement.
3. To delegate authority to the GMCA Treasurer and GMCA Monitoring Officer to finalise the five grant offers upon government's confirmation of Growth Deal funds and associated terms and conditions.
4. To delegate authority to the GMCA Treasurer to determine an appropriate financial structure and accounting treatment for the funding of the due diligence, legal and monitoring services required in connection with the grant offers to the five projects.
5. To delegate authority to the GMCA Treasurer and GMCA Monitoring Officer to review further due diligence information and, subject to their satisfactory review, to sign off any outstanding conditions, and complete grant funding agreement documentation in respect of the five grant offers.

### **4. HIGHWAYS REFORM - PROPOSED KEY ROUTE NETWORK (agenda item 9)**

The Combined Authority received a report presented by Steve Warrener, Finance and Corporate Services Director, TfGM setting out a strategic case for the establishment of a Key Route Network in Greater Manchester, including the unique opportunity that it offers to secure influence over the Highways Agency's operations and spending priorities on the Greater Manchester motorway network. It also includes an initial proposal for the definition and management of the Key Route Network that has been developed with local authority highway leads through the Highways Reform Group and reported to Wider Leadership Team.

**RESOLVED/-**

1. To approve the strategic case for the Key Route Network proposition, as proposed in the report.
2. To approve the shared responsibilities as set out in the proposed governance arrangements and outline operating model summarised in the report.

**ITEMS CONSIDERED UNDER PART B OF THE AGENDA**

**5. GREATER MANCHESTER INVESTMENT FUND: PROJECTS SUMMARY (agenda item 12)**

The Combined Authority received a report from Eamonn Boylan, Chief Executive, Stockport MBC summarising the Regional Growth Fund projects approved by Eamonn Boylan in consultation with Councillor Kieran Quinn, in line with the delegation agreed at the meeting of the Greater Manchester Combined Authority on 30<sup>th</sup> January 2015.

**RESOLVED/-**

1. To note the report.

**6. GREATER MANCHESTER INVESTMENT FRAMEWORK AND PROJECT APPROVALS (agenda item 13)**

The Combined Authority received a report from Eamonn Boylan, Chief Executive, Stockport MBC seeking approval for a project.

**RESOLVED/-**

1. That the project funding application be given conditional approval and progress to due diligence. The funding is subject to Trafford MBC agreeing a loan for the balance of the required funding.
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 transaction, to sign off any outstanding conditions, issue final approvals and complete any necessary related documentation in respect of the loan at 1) above.

**7. GREATER MANCHESTER HOUSING INVESTMENT FUND (agenda item 14)**

The Combined Authority received a report presented by Eamonn Boylan, Chief Executive, Stockport MBC detailing progress made in establishing the GM Housing Fund and in particular the underwriting arrangements that will need to be put in place with DCLG to underpin the agreement to set up the Housing Fund and the GMCA cost implications.

## **RESOLVED/-**

1. To endorse the underwriting arrangements for the Housing Fund and request that each District approves through their appropriate procedures their element of the Guarantee.
2. To endorse the proposal for Manchester City Council to enter into the legal agreement with DCLG to take the funds on behalf of Greater Manchester, in view of restrictions on the Combined Authority's borrowing powers.
3. To note that officers will bring back proposals on staffing and recruitment arrangements for the GM Investment Team and any other costs for administering the Fund, following consultation with appropriate Leaders, for approval by the Combined Authority.
4. That officers will bring back a report on the overall pipeline and the status of projects under development which may come forward as early applications to the Housing Fund, to be considered at the Combined Authority's meeting in April 2015.
5. That officers will bring back a report on the proposed Investment Strategy for the Housing Fund, to be developed in close consultation with Leaders and following further discussion with government, for endorsement by the Combined Authority.

## **8. GREATER MANCHESTER GROWTH DEAL - SKILLS CAPITAL (agenda item 15)**

The Combined Authority received a report from Simon Nokes, Deputy Chief Executive, New Economy setting out recommendations for the conditional approval of five conditional offers of grant funding against the Skills Capital funding announced by government in July 2014 as part of Greater Manchester's Growth Deal.

## **RESOLVED/-**

1. To conditionally approve the five grant offers as set out in the appendix to the report.
2. To use the funds allocated in the Growth Deal to meet the cost of due diligence, legal and monitoring services required in connection with the grant offers to the five projects.  
(with the GMCA's approval being subject to the terms of the legal agreement for the GM Growth Deal funds which is to be entered into with government);
3. To approve the submission of the proposed grant offers and use of funds to meet the cost of due diligence, legal and monitoring services required in connection with the grant offers to the LEP for endorsement.
4. To delegate authority to the GMCA Treasurer and GMCA Monitoring Officer to finalise the five grant offers upon government's confirmation of Growth Deal funds and associated terms and conditions.
5. To delegate authority to the GMCA Treasurer to determine an appropriate financial structure and accounting treatment for the funding of the due diligence, legal and monitoring services required in connection with the grant offers to the five projects.
6. To delegate authority to the GMCA Treasurer and GMCA Monitoring Officer to review further due diligence information and, subject to their satisfactory review, to sign off any outstanding conditions, and complete grant funding agreement documentation in respect of the five grant offers.



## **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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**DECISIONS MADE AT THE JOINT MEETING OF THE  
GREATER MANCHESTER COMBINED AUTHORITY AND THE AGMA EXECUTIVE  
BOARD HELD ON 27 FEBRUARY 2015**

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**1. GM HEALTH SCRUTINY AND GM HEALTH & WELL BEING BOARD – CHANGE IN SALFORD CITY COUNCIL NOMINATIONS (agenda item 6)**

**RESOLVED/-**

1. To note the appointment of Councillor Margaret Morris, replacing Councillor Val Burgoyne on the GM Health Scrutiny Panel, with immediate effect.
2. To approve the appointment of Councillor Lisa Stone, replacing Councillor Margaret Morris, to the Greater Manchester Health and Well Being Board, with immediate effect.

**2. GREATER MANCHESTER DEVOLUTION: HEALTH (agenda item 7)**

Members received a report from Sir Howard Bernstein, Head of the Paid Service and Steven Pleasant Lead Chief Executive for Health providing an analysis of a Memorandum of Understanding that has been developed between GM local authorities, GM CCGs and NHS England in consultation with other stakeholders including GM NHS Providers. The MoU creates a framework for the delegation and ultimate devolution of health and social care responsibilities to Greater Manchester as part of a new partnership between GM local authorities, CCGs, NHS England and other stakeholders.

**RESOLVED/-**

1. To welcome the MoU as representing an important and significant step in the development of a new collaborative partnership model for GM health and social care leading to the full devolution of responsibilities in April 2016.
2. To reinforce the commitment of the GMCA and AGMA to work constructively and in partnership with all NHS stakeholders so that together all organisations create the best possible platform for improving the outcomes for local people and the long term sustainability of the health and social care system.
3. To endorse the MoU and commend it to all ten AGMA local authorities and request that it is considered and endorsed by each authority by 30<sup>th</sup> March 2015.
4. To authorise officers to bring back a report to the next meeting following consultation with NHS colleagues on an Implementation Plan.

### **3. GMCA COMMUNICATIONS (agenda item 8)**

Members received a report from Donna Hall, Chief Executive, Wigan Council presenting the GMCA Communications Strategy and the latest brand designs for approval, and to provide a brief update on progress towards a new website, driven by both the new strategy and the brand.

#### **RESOLVED/-**

1. To approve the updated Communications Strategy, noting the coverage of portfolio areas at annex A to the Strategy.
2. To approve the brand materials.
3. To note that the redevelopment of the GMCA website is underway and that further details will be brought back to Leaders as soon as possible.

### **4. PROJECT PHOENIX (agenda item 9)**

Members received a report from Jim Taylor, City Director, Salford City Council providing details of the progress to date in the delivery of Project Phoenix, particularly the development of a 'Phoenix Handbook' of good practice. Following discussions with the Police and Crime Commissioner a new governance framework has been drafted.

#### **RESOLVED/-**

1. To accept the Phoenix Handbook as a good practice guide to dealing with Child Sexual Exploitation and to disseminate within organisations and across Local Safeguarding Children's Boards.
2. To adopt the new governance arrangements for Phoenix, including the programme for peer support and challenge.
3. To note the plans for Phoenix in 2015, particularly the development of a Project Plan and the extension of the contract for the post of Project Manager.

## **ITEMS CONSIDERED UNDER PART B OF THE AGENDA**

### **5. GM ENERGY ADVICE SERVICE – FUTURE PROPOSALS (agenda item 11)**

Members received a report from Mike Kelly, Chief Executive, Bury MBC setting out the current position of the Greater Manchester Energy Advice Service.

#### **RESOLVED/-**

1. To approve recommendations in the report in relation to the service including the estimated funding requirement.
2. To note and approve the estimated funding requirement as detailed in the report as a result of payments in respect of voluntary severance, voluntary early retirement or time limited costs of unplaced staff within the service, to be funded from reserves.

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

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