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TRAFFORD COUNCIL

AGENDA PAPERS FOR SCRUTINY COMMITTEE MEETING

Date: Wednesday, 16 November 2016

Time: 6.30 p.m.

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

A G E N D A	PART I	Pages
1.	ATTENDANCES To note attendances, including Officers, and any apologies for absence.	
2.	MINUTES To receive and, if so determined, to agree as a correct record the Minutes of the meeting held on 21 September 2016.	1 - 6
3.	DECLARATIONS OF INTEREST Members to give notice of any interest and the nature of that interest relating to any item on the agenda in accordance with the adopted Code of Conduct.	
4.	2017/18 BUDGET PRESENTATION To receive a presentation of the Leader of the Council.	Verbal Report
5.	2015/16 OMBUDSMAN REPORT To receive for information, a report of the Executive Member for Transformation and Resources.	7 - 12
6.	SCRUTINY COMMITTEE WORK PROGRAMME To receive a report of the Chairman of the Scrutiny Committee.	13 - 16

Scrutiny Committee - Wednesday, 16 November 2016

7. INCREASING PHYSICAL ACTIVITY ACROSS THE BOROUGH

To receive a report of the Executive Member for Communities and Partnerships.

17 - 38

The report was submitted to the Scrutiny Committee subject to any changes recommended by the Executive when considered at their meeting on Tuesday 15 November.

8. URGENT BUSINESS (IF ANY)

Any other item or items (not likely to disclose "exempt information") which, by reason of special circumstances (to be specified), the Chairman of the meeting is of the opinion should be considered at this meeting as a matter of urgency.

9. 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.

PART II

10. INCREASING PHYSICAL ACTIVITY ACROSS THE BOROUGH

To receive a report of the Executive Member for Communities and Partnerships.

Para. 3

39 - 388

The report was submitted to the Scrutiny Committee subject to any changes recommended by the Executive when considered at their meeting on Tuesday 15 November.

THERESA GRANT
Chief Executive

Membership of the Committee

Councillors S. Adshead, R. Bowker, C. Boyes, K. Carter, M. Cordingley (Vice-Chairman), Mrs. P. Dixon, J. Holden, D. Hopps, M. Sephton, D. Western, M. Young (Chairman) and J. Harding (ex-Officio).

Co-opted Members for Education Matters Only: Sister P. Goodstadt and S. Kahn.

Scrutiny Committee - Wednesday, 16 November 2016

Further Information

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

Chris Gaffey, Democratic & Scrutiny Officer

Tel: 0161 912 2019

Email: chris.gaffey@trafford.gov.uk

This agenda was issued on **Tuesday, 8 November 2016** by the Legal and Democratic Services Section, Trafford Council, Trafford Town Hall, Talbot Road, Stretford M32 0TH.

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SCRUTINY COMMITTEE

21 SEPTEMBER 2016

PRESENT

Councillor M. Young (in the Chair).

Councillors S. Adshead, R. Bowker, M. Cordingley (Vice-Chairman), Mrs. P. Dixon, J. Holden, D. Hopps, M. Sephton and D. Western.

Also Present

Cllr Mrs L. Evans - Executive Member for Transformation and Resources
Cllr P. Myers - Executive Member for Finance
Cllr J. Reilly - Executive Member for Environment and Operations
Ms Judith Hanley - Co-Opted Member for Education Matters Only

In attendance

Helen Jones - Deputy Chief Executive
Joanne Hyde - Corporate Director Transformation and Resources
Jill Colbert - Interim Corporate Director, Children, Families and Wellbeing
Nikki Bishop - Chief Finance Officer
Richard Roe - Director of Growth and Regulatory Services
Diane Geary - Senior Business Change Manager
Martin Ledson - Town Centres Manger
Peter Forrester - Democratic and Performance Services Manager
Steve Hopley - Estates Director | Consulting Property, Amey
Mark Pickering - Principal Operations Manager | Environmental Services, Amey
John Holmes - Account Manager | Environmental Services, Amey
Andy Turner - Business and Communications Manager | Environmental Services, Amey
Chris Gaffey - Democratic and Scrutiny Officer

APOLOGIES

Apologies for absence were received from Councillor C. Boyes, Councillor J. Harding, Sister P. Goodstadt, S. Khan and T. Rushby.

10. MINUTES

RESOLVED: That the Minutes of the meeting held on 6 July 2016, be approved as a correct record and signed by the Chairman.

11. DECLARATIONS OF INTEREST

No declarations of interest were made by Members.

12. 2017/18 BUDGET SCRUTINY PROCESS

The Committee received a presentation of the Executive Member for Finance providing information on the 2017/18 budget consultation process. Members had been concerned by the low turnout for the public meetings in 2015, and wanted to ensure that all was being done to attempt to appropriately engage stakeholders during this year's consultation.

Scrutiny Committee
21 September 2016

A revised approach would be adopted for the current year, asking residents to 'join the conversation' and moving more towards online interactions. Two public sessions would be held in November / December, with the time for questions and answers at the end of the meetings increased to allow more opportunity to engage in conversation with the Leader.

RESOLVED: That the presentation be noted.

13. 2016/17 BUDGET SCRUTINY PROCESS REPORTS

The Committee received a report of the Executive Member for Finance and the Chief Finance Officer informing Members of the latest budget monitoring position, as well as progress on delivering the savings programme and income generation targets required to balance the 2016/17 budget. Based on the latest budget monitoring report, it was noted that an overall projected underspend of £159k was anticipated for 2016/17

Members discussed the projected overspend for the Looked After Children (LAC) budget and whether this could have been foreseen. The Interim Corporate Director, Children, Families and Wellbeing advised Members of the unprecedented demand for placements and the increase in secured welfare both locally and nationally, and how difficult this was to predict. Members were reminded that the cost of one placement in some cases could amount to a six figure sum. The Interim Corporate Director, Children, Families and Wellbeing agreed to share the 5 year trend data on LAC with Members.

Members also discussed the recent business rates reforms, and how this would affect Trafford. The Government's 100% business rate retention policy was expected to be implemented nationally by 2021, however Greater Manchester had volunteered to pilot the scheme and were in negotiations for this to begin in April 2017. The Department of Communities and Local Government gave assurances that there would be no detrimental effect on the budgets of Councils taking part in the pilot. It was noted that a report on Business Rate Collection would be brought to a future Scrutiny Committee meeting.

RESOLVED:

- 1) That the report be noted.
- 2) That the Interim Corporate Director, Children, Families and Wellbeing provide Members with the 5 year trend data on Looked After Children.
- 3) That a report on Business Rate Collection be added to the 2016/17 Scrutiny Committee work programme.

14. DEVO MANC

The Committee received a report of the Leader of the Council and Chief Executive of the Council providing Members with an overview and update on Greater Manchester Devolution activity. The report was accompanied by a presentation delivered by the Senior Business Change Manager. The presentation highlighted,

**Scrutiny Committee
21 September 2016**

amongst other topics, the progress on transport, business support, finance and health and social care.

Members discussed the possible implications of the recent changes in government ministers, as well as the upcoming election of a Greater Manchester Mayor, on Devolution. Members were assured that the Devolution agenda continued to be 'business as usual', with the organisational structures already in place and many of the leadership posts filled. Members were advised that districts would retain their power to make some local decisions, and a note setting out which decisions would be taken at each level would be circulated to Members.

The Committee discussed the vision to move Greater Manchester from being a cost centre to a net contributor to national public finances and how this could be achieved. In relation to Brexit, forecasts would continue to be monitored and the Greater Manchester analysis could be brought to the Scrutiny Committee for their information.

RESOLVED:

- 1) That the report and presentation be noted.
- 2) That a note setting out which decisions would be taken at GM level and which would be taken locally be circulated to Members.

15. ONE TRAFFORD PARTNERSHIP UPDATE

The Committee received a presentation of the Deputy Chief Executive and Amey representatives providing an update on the delivery of the One Trafford Partnership. The presentation provided Members with information on all three lots of the contract, as well as discussing communication and KPI performance.

Members were given the opportunity to ask a variety of questions. In relation to the management of Lot 3, Officers advised Members that the additional expertise and systems gained as part of the partnership with Amey had been beneficial. When discussing priorities, Members were reminded that these were set by the Council and delivered using Council funds, but the additional resources and expertise provided by Amey allowed these to be better achieved.

Members raised their concerns about the standard of communication provided to both residents and Councillors by Amey. Officers recognised the recent issues with communications, but assured Members that the required measures were being taken to address these concerns. The introduction of the new CRM system would improve the situation, and a new business support team based at the Carrington depot had now been formed. Going forward, accountability would be key, with individuals and teams held accountable for each service request or complaint received. The Director of Growth and Regulatory Services advised Members to escalate any issues they felt that had not been dealt with appropriately through the Members' inbox to him directly. Other Members advised of the positive experiences they'd had when communicating with Amey.

**Scrutiny Committee
21 September 2016**

The Committee discussed the service redesign for waste bin collection, and Members were invited to provide any comments they might have. The Executive Member for Transformation and Resources suggested that the Council look to implement a 'Trafford Pledge', encouraging businesses to contribute financially towards providing additional bins on their streets. The Director of Growth and Regulatory Services advised they would explore the idea.

RESOLVED:

- 1) That the report be noted.
- 2) That the Director of Growth and Regulatory Services and Amey explore the possibility of introducing a 'Trafford Pledge'.

16. ANNUAL DELIVERY PLAN 2016/17 - Q1 PERFORMANCE REPORT

The Committee received a report of the Executive Member for Transformation and Resources providing a summary of performance against the Council's Annual Delivery Plan (ADP), 2016/17. The report covered the period 1 April 2016 to 30 June 2016. It was noted that approximately 4000 housing units with full planning consent was expected to be granted by the end of the municipal year.

Members discussed whether presenting the ADP at each Scrutiny Committee meeting was the best way to monitor performance, and whether it was necessary to present the report at each meeting. The Executive Member for Transformation and Resources found it an important part of the process as it provided an additional focus on the Council's performance.

RESOLVED: That the report be noted.

17. CHRISTMAS LIGHTS UPDATE

The Committee received a report of the Executive Member for Economic Growth, Environment and Infrastructure providing an update on funding for Christmas Lights in 2016 for Altrincham, Ashton on Mersey, Hale, Sale, Sale Moor, Stretford, Partington, Timperley and Urmston centres.

RESOLVED:

- 1) That the report be noted.
- 2) That the Christmas Lights report to be incorporated in the next Town Centres update, which was due to be circulated to all Members in October.

18. PROVISION OF LEISURE WITHIN TRAFFORD - TIMETABLE

The Committee received a report of the Executive Member for Communities and Partnerships providing information on the key activity and timeline for forming the Trafford Leisure Strategy. The report was presented for information only, with the view that a more comprehensive report would be brought to the next Scrutiny Committee meeting scheduled for November 2016.

**Scrutiny Committee
21 September 2016**

RESOLVED: That the report be noted.

19. SCRUTINY COMMITTEE WORK PROGRAMME

The Committee received a report of the Chairman of the Scrutiny Committee setting out the updated work programme for the 2016/17 municipal year.

RESOLVED: That the report be noted.

The meeting commenced at 6.30 pm and finished at 8.30 pm

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TRAFFORD COUNCIL

Report to: Executive
Date: 31st October 2016
Report for: Information
Report of: Executive Member For Transformation and Resources

Report Title

Report on Complaints Determined by the Local Government Ombudsman 2015/16

Summary

There is a statutory duty to report to Members on adverse outcomes of complaints formally investigated by the Local Government Ombudsman. This report sets out the background to this duty, and provides Members with a summary of complaints determined in 2015/16.

Recommendation(s)

That the content of the report be noted.

Contact person for access to background papers and further information:

Name: J.M.J. Maloney
Extension: 4298

Background Papers: None.

Implications:

Relationship to Policy Framework/Corporate Priorities	<i>Complaint outcomes are potentially relevant across the range of Council policies.</i>
Financial	<i>None directly arising from this information report.</i>
Legal Implications:	<i>None directly arising from this information report.</i>
Equality/Diversity Implications	<i>None directly arising from this information report.</i>
Sustainability Implications	<i>None directly arising from this information report.</i>
Resource Implications e.g. Staffing / ICT / Assets	<i>None directly arising from this information report.</i>
Risk Management Implications	<i>None directly arising from this information report.</i>
Health & Wellbeing Implications	<i>None directly arising from this information report.</i>
Health and Safety Implications	<i>None directly arising from this information report.</i>

Background

1. Complaints to the Local Government Ombudsman

Members will be aware that services provided by the Council and agencies working on its behalf are subject to the jurisdiction of the Local Government Ombudsman, who is empowered to investigate complaints of maladministration and / or injustice in relation to the delivery of those services.

In ordinary circumstances the Ombudsman will only investigate complaints which have completed progress through all stages of the Council's Corporate or Statutory complaints procedures. The Ombudsman also operates, for the majority of complaints, a 2-stage assessment process, whereby complaints are only referred for investigation where on the face of it it appears that this could be warranted.

It follows from this that the population of complaints actually referred by the Ombudsman for investigation is comparatively small, and will tend to involve the most long-running and intractable issues; there is thus a presumption that they are likely to be upheld.

2. The Requirement to Report to Members

There are two distinct circumstances where reports on Ombudsman complaints are required to Members.

- In rare, and generally particularly serious, cases where the Ombudsman has formally issued a Public Interest report, LGA '74 s. 30(1) provides that a report must be made to Members.
- There is a broader requirement, under LGHA '89, to advise Members of any findings of "maladministration", whether under a Public Interest report or a more usual Decision Statement.

3. Change in Ombudsman Complaint Classification / Current Need to Report

It is many years since the Ombudsman issued a Public Interest report in relation to Trafford. Generally this would only be in the most serious cases of what was deemed to be “maladministration”, and in all likelihood where significant injustice to the complainant, arising from that maladministration, had also been identified.

In previous years, the Ombudsman operated a graded system of complaint classification, whereby in the process of investigation complaints could, and frequently would, be settled by the Council in a way satisfactory to the Ombudsman. This could result in a range of formal findings such as “Local Settlement”, “Investigation Terminated – Ombudsman Satisfied with Council’s Actions”, etc. In these cases, a finding of “Maladministration” would not result.

The Ombudsman has now changed the classification / definition system, to refer simply to complaints as being “Upheld” or “Not Upheld”. Crucially, however, *any complaint now deemed to be upheld is classed as “Maladministration”*, however trivial the identified fault, and whether or not any injustice arose to the complainant as a result of that fault. As a result of this descriptive change, the Council now receives comparatively regular findings of “Maladministration”. Another consequence of the use of this term to define the finding in these cases is that it also triggers the statutory requirement to report “Maladministration” cases to Members.

In summary, whilst there has been no substantive change in the complaints environment or the Council’s performance, an additional reporting requirement has arisen essentially from a change in terminology.

4. Complaints 2015/16

For the purposes of this report, the complaints included are those recorded in the Ombudsman’s Annual Letter for 2015/16 as having been formally determined within that municipal year.

Annexe A provides for Members’ information an anonymised summary of cases where complaints have been upheld, and thus, under the current classification, deemed to involve “maladministration”. Details are included of service area, subject of the complaint, and outcome following the Ombudsman’s investigation. There were 17 upheld complaints during the year (though owing to the length of investigation several of these related to ongoing complaints primarily handled in the previous year). Of these 17, 4 were formally concluded with a finding of “Maladministration, No Injustice”. This in effect means that, whilst some administrative fault had been identified, it had negligible if any adverse impact on the complainant. It is also clear that, in a number of cases, where “Injustice” has been identified, this has been relatively trivial (minor service failure, delay, etc.), with correspondingly minor remedies proposed (or indeed no remedy, as any injustice had already been rectified). Only 4 cases involved the Council agreeing to a specific financial remedy.

In relation to the small number of complaints which could be considered to be more serious and involving significant financial remedies, in none of these cases has the Ombudsman sought to issue a Public Interest Report. This suggests that in the Ombudsman’s terms these are not amongst the most concerning complaints they encounter.

Other Options

None: there is a duty for these findings to be reported to Members.

Reasons for Recommendation

To satisfy a statutory duty in ensuring that Members are informed of the outcome of Ombudsman investigations.

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

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



CORPORATE DIRECTOR'S SIGNATURE (electronic)

.....

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

2015/16

Refs.	Dec. Date	Area	Description	Outcome
UPHELD:				
14009070	1.4.15	Environmental services	Delay in identifying and communicating responsibility for domestic damp problem	Apology
14011145	23.4.15	Housing Allocation	Failures in process for category banding	Review of banding; provision of clear information; Council to review standard advice and correspondence
14002965	14.5.15	Education / Children's	Delay in payment of personal budget	Financial payments in recognition of lost educational opportunities, and in respect of time and trouble pursuing the complaint.
14013376	20.5.15	Education / Children's	Failure to exercise discretionary powers in respect of provision of post-16 education services identified in care plan	Refund of tuition fees incurred; apology; and Council to review policy / processes.
14017620	22.5.15	Revenues / Benefits	Issue of summons re Council Tax arrears following misunderstanding arising from incorrect advice	Finding of maladministration but no injustice; no significant injustice arising from fault, and the Council remedied the error promptly on identification.
14008819	12.6.15	Free school meals	Incorrect information and delay in assessment of eligibility for free school meals	Finding of maladministration but no injustice, as complainant ineligible in any case; apology, and Council to review process
15003127	22.6.15	Revenues / Benefits	Use of bailiffs in enforcement action re Council Tax arrears.	Complaint upheld, but no further action taken – case withdrawn from bailiffs and payment arrangement agreed
15003271	7.9.15	Revenues / Benefits	Non-renewal of award of Discretionary Housing Payment	Previous claim extended; further review of decision; and Council to reconsider its procedures.

15008280	7.9.15	Waste Management	Uncertainty re bin replacement process	Complaint upheld, but no further action taken pending discussions with complainant and ongoing monitoring of new contractor.
15005395	4.1.16	Revenues / Benefits	Inclusion of partner's income in assessment of repayment liability deemed to be inappropriate.	Partly upheld; agreed that appropriate repayment arrangement will be based on complainant's proof of own income.
15009819	4.1.16	Planning / Enforcement	Delay in considering whether or not to take enforcement action	Finding of maladministration but no injustice, as no likelihood of successful enforcement and complainant not materially affected. No further action required.
15010200	11.1.16	Revenues / Benefits	Incorrect advice given, leading to unnecessary enforcement etc. action	Finding of maladministration but no further action required, as issues remedied by the Council.
15011545	18.1.16	Children's Social Care	Incorrect calculation of Direct Payments and related issues	Apology; reimbursement of underpayments with interest; compensation payment; and review of procedures / training.
14009428	21.1.16	Children's Social Care	Faults in Child Protection Procedures / Adoption	Apology and actions already taken by Council deemed to be satisfactory.
15008051	9.2.16	Adult Social Care	Fault in communicating details of client's assessment in respect of a respite care stay.	Minor compensation payment; & recommended enhanced communication of existing assessments in these circumstances.
15002565	2.3.16	Children's Social Care	Administrative faults with Child Protection investigation and conference	Apology and actions already taken by Council deemed to be satisfactory; with one additional, accepted, procedural recommendation.
15010192	29.3.16	Adult Social Care	Fault in procedures to ensure Council ensured provider delivered care services to meet assessed needs.	Finding of maladministration but no injustice; issues satisfactorily resolved, and no further action required.

TRAFFORD COUNCIL

Report to: Scrutiny Committee
Date: 16 November 2016
Report for: Information
Report of: Chairman of the Scrutiny Committee

Report Title

Scrutiny Committee Work Programme 2016/17

Purpose

This report sets out the Scrutiny Committee work programme for the 2016/17 municipal year.

Recommendations

That the work programme be noted.

Contact person for access to background papers and further information:

Name: Chris Gaffey, Democratic & Scrutiny Officer.

Phone: x2019

Scrutiny Committee Work Programme – 2016/17

Date of Meeting	Topic
6 July, 2016.	<ul style="list-style-type: none"> • 2016/17 Scrutiny Committee Work Programme • Executive’s Response to the Closing the Gap Task and Finish Group findings report • Town Centres Update • ADP Report (Outturn)
21 September, 2016.	<ul style="list-style-type: none"> • 2017/18 Budget Scrutiny Process – Presentation on Plans for the Consultation • 2016/17 Budget Scrutiny Process Reports: <ul style="list-style-type: none"> - Income Projections - Risk Management - Savings Projections and Assumptions - Collaboration (HR Shared Services & Exploration of ICT Shared Services) • Devo Manc • Provision of Leisure within Trafford - Timetable • One Trafford Partnership Update – Including Update on Lot 3 • ADP Report (Quarter 1) • Christmas Lights Update
16 November, 2016.	<ul style="list-style-type: none"> • 2017/18 Budget Presentation by the Leader • Increasing Physical Activity Across The Borough • 2015/16 Ombudsman Report
11 January, 2017.	<ul style="list-style-type: none"> • Budget Scrutiny Report to Executive • ADP Report (Quarter 2) • All Age Home to School Transport Review • Follow up to the Closing the Gap Task & Finish Group Review • Business Rates Collection
22 March, 2017.	<ul style="list-style-type: none"> • Executive’s Feedback on Budget Scrutiny Report • ADP Report (Quarter 3)

The relevant Officers will be made aware of the work programme to ensure the appropriate reports are prepared in time for these meetings.

Task & Finish Group

Item	Information
Review of Education, Health & Care Plans (EHCPs)	Review Ongoing
Review of Amey / the Council's maintenance of roads, parks, green spaces and general environment	Review Ongoing

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TRAFFORD COUNCIL

Report to: Executive
Date: 15 November 2016
Report for: Decision
Report of: Executive Member for Communities and Partnerships

Report Title:

Increasing Physical Activity across the Borough

Summary:

Following on from an extensive review of leisure provision, current and anticipated areas of demand and commercial opportunity within the leisure market this report sets out the case for investing capital to improve and modernise the Council's leisure centres. Investment is predicated on increasing usage of leisure centres with some consolidation of facilities in order to generate income sufficient to meet the capital costs over a reasonable period of time.

It is set within the context of ever increasing cost pressures on the health and social care system and the absolute imperative to secure improved health and wellbeing outcomes through a strategy of increasing everyone's level of physical activity.

Recommendation(s):

That the Executive;

- 1) Adopt the Physical Activity Vision;
- 2) Note and approve, in principle and subject to further consultation where required, the recommendations of the Commercial Prospectus.
- 3) Approve the principle of the Council making a capital investment of £24.39m identified as necessary in the Commercial Prospectus for all three phases/lots of works and subject to the need for further Executive approval, of any investment, once detailed business cases are produced demonstrating sufficient income growth to fund the capital costs;
- 4) Delegate authority to the Deputy Chief Executive and the Corporate Director, Resources to procure project management support and develop detailed schemes for the first two phases and release £250,000 to fund this development work;
- 5) Approve consultation on proposals for the closure of George H Carnall Leisure Centre and the consolidation of leisure services in that area at an improved Urmston Leisure Centre;
- 6) Note the proposals for the consolidation of golf facilities in the Flixton area and delegate authority to the Corporate Director, Resources to enter into negotiations with existing providers to bring forward a detailed proposal in this regard;
- 7) Approve the appointment of Trafford Leisure Community Interest Company Limited as the operator of leisure services at the Council's leisure facilities and delegate authority to the Corporate Director, Resources in consultation with the Director of Legal and Democratic Services to negotiate the terms of and enter into a new operating agreement to support the delivery the Physical Activity Vision;

Contact person for access to background papers and further information:

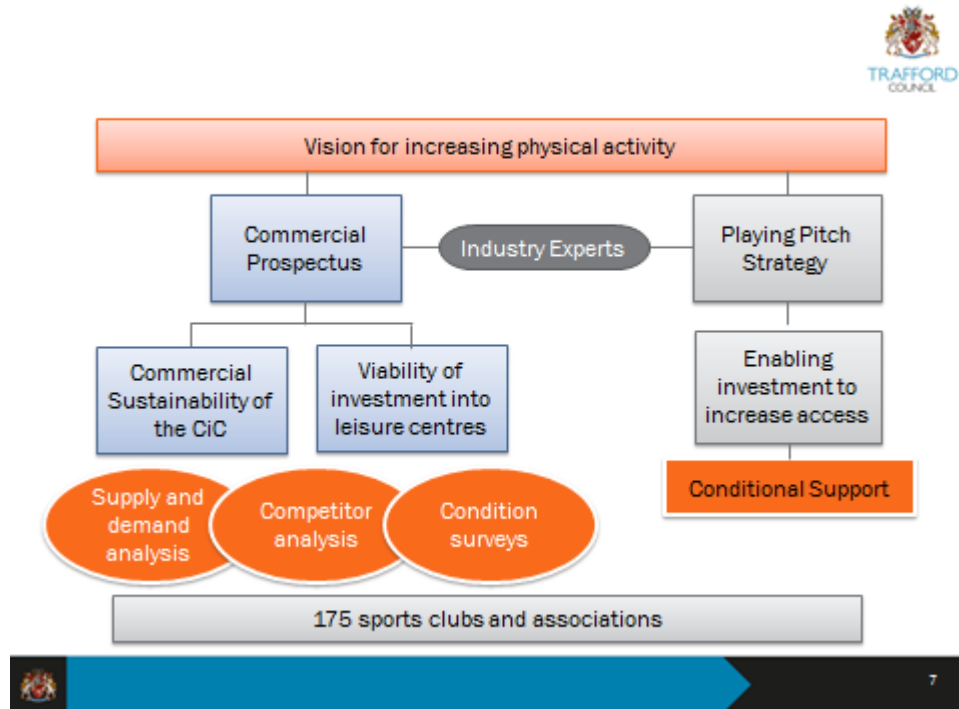
Name: Paul Helsby
Extension: 07739 856664

Background Papers: 2016 Mapping Summary;

1 Background

- 1.1 In October 2015 Trafford Leisure Trust ceased its operation of Council owned leisure facilities having served notice of its intentions in that regard earlier in that year.
- 1.2 In order to ensure the continued operation of sports and leisure services from Council owned centres the Council established a company and appointed a board of directors to oversee the company and maintain services.
- 1.3 The company, Trafford Leisure Community Interest Company Limited (“Trafford Leisure”), commenced trading on 1st October 2015 and has been operating now for over a year. It has been established as a Teckal company which, because of its special relationship with the Council confers certain advantages, particularly in relation to exemptions from the need to follow EU Procurement Regulations.
- 1.4 The company has now been trading for over a year and is financially independent.
- 1.5 In order to plan effectively for a sustainable leisure strategy for the Borough the Council appointed consultants with leisure sector expertise to undertake a thorough review of all indoor and outdoor leisure provision across the Borough, following demand mapping criteria set nationally by Sport England. This enabled them to assess the effectiveness of current provision against the level of demand. It was recognised that considerable investment would be required to modernise and improve the existing facilities and they have therefore carried out a detailed assessment of the commercial viability of investing in a programme of rationalisation and modernisation of Council owned leisure centres.
- 1.6 In parallel to this the Council has, together with local partners, developed a Physical Activity Vision (“Vision”) aimed at providing a basis for improving health and wellbeing outcomes for Trafford residents through a strategy of increasing levels of physical activity.
- 1.7 There are three key outputs resulting from these activities;
 - A Physical Activity Vision (the Vision)
 - A Commercial Prospectus
 - A Playing Pitch Strategy
- 1.8 These proposals have three key aims;
 - Reducing ill health;
 - Increased take up of leisure facilities in all localities reflecting that these facilities are clearly adding to the ‘sense of place’ in Trafford’s localities;
 - The provision of leisure facilities that are economically sustainable;

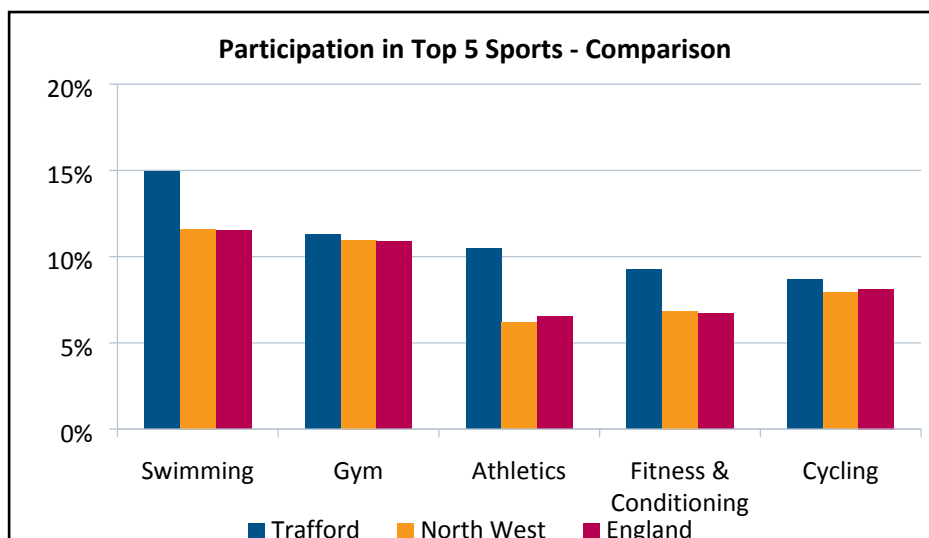
The following diagram depicts the structure of the outputs and the interdependencies on the key aims;



2 Physical Activity Vision (See appendix A)

- 2.1 The health and wellbeing of the nation is a critical social and financial issue. Reducing physical inactivity to bring about better individual and community wellbeing, and reducing pressure on the Health and Social Care system is a priority.
- 2.2 Central government published “Sporting Future: A new strategy for an active nation” in December 2015 and Sport England published “Towards an Active Nation” in May 2016.” These documents emphasize the need to reduce inactivity which is now Sport England’s main objective. This replaces the previous emphasis on sporting excellence. This is indicative of the shift in thinking. Every individual’s enjoyment of leisure activities is now the focus.
- 2.3 This change in emphasis is highlighted by some key statistics quoted by Sport England. “1 in 6 deaths are caused by inactivity” and “48% of inactive adults want to do more exercise.”

It is acknowledged that Trafford residents, partly because of the demographic profile, are more ‘active’ when compared to the North West of England or England as a whole. This is demonstrated by the following table, which shows that more people are taking part in sporting activity in Trafford.



2.4 However the fact that a substantial proportion of people still may not take part in a healthy lifestyle means that work to reduce ‘inactivity’ is as valid in Trafford as it is anywhere else – not least to reduce pressure on health and social care costs.

2.5 Trafford’s Joint Strategic Needs Assessment (JSNA), produced in 2016, identified increasing physical activity levels in Trafford as its top priority, with the health cost of inactivity estimated at £4.8m in Trafford. The JSNA suggested that:

- 46% of adults in Trafford who are inactive want to take part in sport, which demonstrates the future opportunity;
- 34% of year 6 children and 61% of adults are overweight or obese;
- 21% of adults have a high anxiety score;
- 114 deaths could be prevented per year if 75% of the population aged between 40-79 years were engaged in the recommended levels of physical activity.

2.6 The JSNA recommends clearly that leisure activities are vital to encourage everyone to be active.

2.7 The Vision for Trafford has been developed in conjunction with a number of partners, specifically the partners associated with the Health and Wellbeing Board and the Sport and Physical Activity Partnership. The partnership work has focused on the biggest issue and the biggest opportunity; reducing physical inactivity.

2.8 The Public Health team within the Council has also worked with the partnership groups to highlight and discuss solutions regarding the health issues facing Trafford and neighboring localities.

2.9 The Vision has also been informed through information collected from market leaders in the leisure and health sectors as well as local groups and the board of Trafford Leisure.

- 2.10 There are evidenced reductions in ill health following an individual's participation in physical activities (particularly concerning heart disease, obesity, mental health and other related conditions). A wide body of research from within the UK and internationally, unequivocally identifies that investment in encouraging and enabling participation in physical activity whilst reducing inactivity is a cost effective method of increasing population health and reducing avoidable demand and expenditure.
- 2.11 Increasing the take-up of leisure opportunities in all localities is critical as are improved leisure facilities, which will also add to the sense of place in Trafford's localities, improving the public realm and the satisfaction people feel in their neighbourhoods.
- 2.12 The Council's focus on 'place-shaping' sets strategic context and the requirements that flow from the unique nature of the key towns that makes up Trafford and the specific needs of each place.
- 2.13 The Vision will underpin and bring clarity to the role of all relevant partners enabling them to sign up to a series of pledges in order to combine resources and thinking in order to improve physical activity levels at scale and pace with specific focus on groups who have higher levels of inactivity or sedentary behaviour.
- 2.14 This does not mean that those people that have the potential to become elite performers will be forgotten. Trafford's rich heritage of sporting achievement must still be nurtured and valued and opportunities created wherever they exist.

3 Investment Strategy

- 3.1 In February 2016, the Council commissioned a partnership of leisure industry experts (Max Associates, Alliance Leisure and Pozzoni Architects) to evaluate the potential for investment in Council owned leisure centres and to produce an independent, expert analysis of commercial viability. The requirement was to consider the following across the facility portfolio:
- Assessment of traditional sports facilities, but also review options for new, more commercial, leisure and retail activities that can enhance income and enable increased visits in order to identify a preferred facility portfolio;
 - Design concepts for the preferred facility portfolio;
 - Indicative but robust costs for the development of the facilities in the preferred portfolio, together with assumptions used in costing;
 - Five-year revenue business plans for the preferred facility portfolio, identifying assumptions underlying the revenue projections and the anticipated level of financial return;
 - The financial modelling to include the net impact of the income and expenditure for all development areas in the facilities;

- 3.1.1 The output of this work was a Commercial Prospectus (attached as an Appendix to **Part B** of this report), which identifies a level of investment which would be required to modernise the leisure centres in the preferred facilities portfolio and to build a new facility in Altrincham and, establishes that this could be repaid through income growth over a reasonable period of time. The preferred facilities portfolio would be achieved through the rationalisation of the facilities required in Urmston. These proposals would be subject to consultation and if approved, would involve the closure of George H Carnall Leisure Centre, following investment in Urmston Leisure Centre. Consultation, including consultation with ward members on future plans for the site would enable the council to shape and bring forward plans for the site in the event that the leisure activities are relocated and consolidated as proposed
- 3.2 It has also been identified that there is an over-supply of golf facilities in the Flixton area with an independently run nine-hole golf course adjacent to the Council owned golf course at William Wroe. It is therefore recommended that these need to be consolidated.
- 3.3 The overall investment cost totals £24.39m (of which the new centre at Altrincham accounts for £10m).
- 3.4 A technical appraisal, undertaken by the Council in 2014 (detailed in the following table) emphasised the need to address a programme of prioritised maintenance works to leisure centres costing £10.36m over an eight-year period. If the Council adopts the proposals contained in the Commercial Prospectus and approves in principle the investment of £24.39m this will avoid the need to undertake the £10.36m of capital maintenance works previously identified.

PREVENTATIVE MAINTENANCE SCHEDULE

Centre	P1 - 1 year	P2 - 2 years	P3 - 4 years	P4 - 8 years	Total
Stretford	£8,274	£614,063	£977,067	£1,318,163	£2,917,567
Sale	£12,031	£111,789	£234,327	£647,142	£1,005,289
Urmston	£22,880	£40,029	£26,840	£748,272	£838,021
George H Carnall	£23,432	£263,406	£1,082,907	£468,265	£1,838,010
Partington	£1,568	£61,835	£381,955	£404,986	£850,344
Altrincham	£133,172	£556,940	£1,410,641	£813,458	£2,914,211
Total	£201,357	£1,648,062	£4,113,737	£4,400,286	£10,363,442

3.5

The Commercial Prospectus establishes that, on the basis of this proposed investment and some rationalisation of facilities, additional profits will be realised when full maturity is achieved after five years and makes it clear that, with investment, the Council's leisure portfolio provides a viable long-term commercial proposition.

3.6 However it will also be necessary to consider any potential tax implications and these could either shape proposals differently or impact on commerciality. These issues will be covered fully in any later detailed proposals.

3.7 There are potentially a range of sources of funding available;

- The provision of capital through prudential borrowing;
- The provision of capital through the sale of existing assets;
- There is indication that a grant of up to £2million could be available from Sport England through their Strategic Facilities Funding;

Subject to agreement to these proposals, opportunities to seek grant funding support will be vigorously pursued.

3.8 The overall financing requirement of £24.39m would have associated annual prudential borrowing costs of approximately £1.1m over a 30 year period. The primary argument for proposing such an option is predicated on there being significant commercial return to the Council through increased usage of the centres. We also know that by increasing physical activity rates there will be corresponding improvement to health and wellbeing, which is of course a real benefit and one of our biggest challenges.

3.9 It is proposed that the capital investment has three distinct phases/lots;

Phase 1 – progress schemes at Urmston and Sale Leisure Centres as a matter of urgency. These have the potential to offer excellent commercial returns and should be progressed through procurement to commence works in spring 2017.

Phase 2 – Whilst the building of a new leisure centre in Altrincham is a key priority for the locality, further work is required to agree an appropriate scheme with the developers.

Phase 3 – Stretford Leisure Centre should be progressed once the master planning for Stretford is complete. Development of Partington Leisure Centre will only be fully viable with the significant housing developments in place within that locality. This will provide the increased uptake and income growth needed to repay the investment.

The following table depicts the phased costs of capital investment and repayment costs if prudential borrowing is required;

Centre	Total Capital Cost £000	Borrowing Repayment Cost * £000
Phase 1		
Urmston	2,113	95
Sale	4,431	199
Sub Total	6,544	294
Phase 2		
Altrincham	10,000	450
Sub Total	10,000	450
Phase 3		
Stretford	6,479	291
Partington	1,365	61
Sub Total	7,844	352
Grand Total	24,388	1,096

** If fully funded through prudential borrowing – maximum borrowing cost*

- 3.10 Approval is requested in relation to the principle of the Council making a capital investment of £24,39m for all three phases. In order to develop phases 1 and 2, the immediate release of £250,000, to be met from within the capital programme, is requested to procure project management support and prepare detailed schemes and progress through planning stages. Further Executive approval will be sought for any investment once detailed business cases are produced demonstrating sufficient income growth to fund the capital costs.

4 The Playing Pitch Strategy

- 4.1 The Vision sets out a clear mission to reduce inactivity across the borough by improving access to a broad range of sport and leisure facilities. Reducing physical inactivity and improving health outcomes is dependent on maximising the use of all Trafford's assets. The Strategy is being developed by independent industry specialists Knight, Kavanagh and Page (KKP).
- 4.2 Parks and open spaces contribute greatly, as do the 175 clubs and associations that operate in Trafford and provide a rich infrastructure of sport and leisure opportunities for Trafford residents. The Strategy will ensure that the space available is used in the most effective way to maximise uptake and accessibility. The Strategy will identify priorities for outdoor facilities in each locality. It involves consultation with all the major sports' governing bodies and technical assessments of the quality and suitability of each facility. The approach being taken strictly adheres to the methodology set out by Sport England.

- 5.2 With this Strategy in place the Council will be able to consider requests for increased security of tenure for these clubs and associations according to their strategic importance.
- 5.3 With increased tenure, typically 25 years, clubs and associations will be better able to secure grant funding to invest in facilities in order to further broaden access and increase usage. This will have a greater impact on reducing inactivity and social isolation, which should be a requirement of the Council in agreeing to an extended security of tenure.
- 5.4 This Strategy is expected to be completed early in 2017 and will be the subject of a further report to Executive.

6 Recommendations

That the Executive;

- 1) Adopt the Physical Activity Vision;
- 2) Note and approve, in principle and subject to further consultation where required, the recommendations of the Commercial Prospectus.
- 3) Approve the principle of the Council making a capital investment of £24.39m identified as necessary in the Commercial Prospectus for all three phases of works and subject to the need for further Executive approval, of any investment, once detailed business cases are produced demonstrating sufficient income growth to fund the capital costs;
- 4) Delegate authority to the Deputy Chief Executive and the Corporate Director, Resources to procure project management support and develop detailed schemes for the first two phases and release £250,000 to fund this development work;
- 5) Approve consultation on proposals for the closure of George H Carnall Leisure Centre and the consolidation of leisure services in that area at an improved Urmston Leisure Centre;
- 6) Note the proposals for the consolidation of golf facilities in the Flixton area and delegate authority to the Corporate Director, Resources to enter into negotiations with existing providers to bring forward a detailed proposal in this regard;
- 7) Approve the appointment of Trafford Leisure Community Interest Company Limited as the operator of leisure services at the Council's leisure facilities and delegate authority to the Corporate Director, Resources in consultation with the Director of Legal and Democratic Services to negotiate the terms of and enter into a new operating agreement to support the delivery the Physical Activity Vision;

Financial Impact:	<p>Estimated capital investment in the Council's leisure centres of £24.4m to be financed from a combination of capital receipts, external grants and borrowing. It is intended that any associated borrowing costs will be recovered from Trafford Leisure CIC Ltd and where appropriate also provide an additional income stream to support the future revenue budget.</p> <p>More specific proposal for new borrowing will require approval by Council and details will be reported in February 2017 as part of the Capital Investment Proposals 2017/20.</p> <p>Initial development costs of £250k to be financed from savings in the current capital programme.</p>
Legal Impact:	The immediate steps which will be required to be taken as a consequence of the approval of these recommendations are those related to the negotiation and finalisation of a new operating agreement to be entered into between the Council and Trafford Leisure. Further approval will be required before any other actions, which are approved in principle consequent upon the Commercial Prospectus, are taken.
Human Resources Impact:	With investment and growth in leisure centre usage, there is potential to create a greater number of local jobs and apprenticeships.
Asset Management Impact:	See report
E-Government Impact:	None
Risk Management Impact:	See report
Health and Safety Impact:	See report

Consultation

Detailed consultation with Sport England is underway as is a formal process for consulting with the main sporting bodies through the development of the Playing Pitch Strategy. Consultation will take place with the relevant user groups for those facilities that are part of the proposals for consolidation.

Other Options

Invest £10,363m over eight years to rectify an urgent backlog of maintenance.

Reasons for Recommendation(s)

By investing £24.39m in the modernisation and new build of leisure centres, it will increase the usage and generate significant additional income to meet the investment requirements. It will also offset the need to spend £10.363m on the backlog of routine maintenance, which would have no perceivable impact on

improving the customer facing aspects of each centre and would therefore not generate additional revenue. There is also a risk of falling customer numbers without visible improvements, which would severely jeopardise the Council's ability to sustain a leisure centre offer in each of its key localities.

Also, of prime importance, this proposal aims to secure a significant improvement in health and wellbeing outcomes by improving the opportunities for residents to improve their physical activity levels with a resultant financial benefit in reducing pressure on health and social care services.

Key Decision: yes

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

Finance Officer Clearance: GB

Legal Officer Clearance: JLF

CORPORATE DIRECTOR'S SIGNATURE:

A handwritten signature in blue ink, appearing to read 'Joanne Hyde', is written over a light blue horizontal line.

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

PHYSICAL ACTIVITY VISION

October 2016

1. EXECUTIVE SUMMARY

Trafford Council has worked collaboratively with its partners to set out an ambitious vision to improve health and social outcomes for the residents of Trafford through a strategy of increasing everybody's level of physical activity. This work marks the start of a journey which will see Trafford's partners pledge their support to driving up levels of physical activity in the Borough.

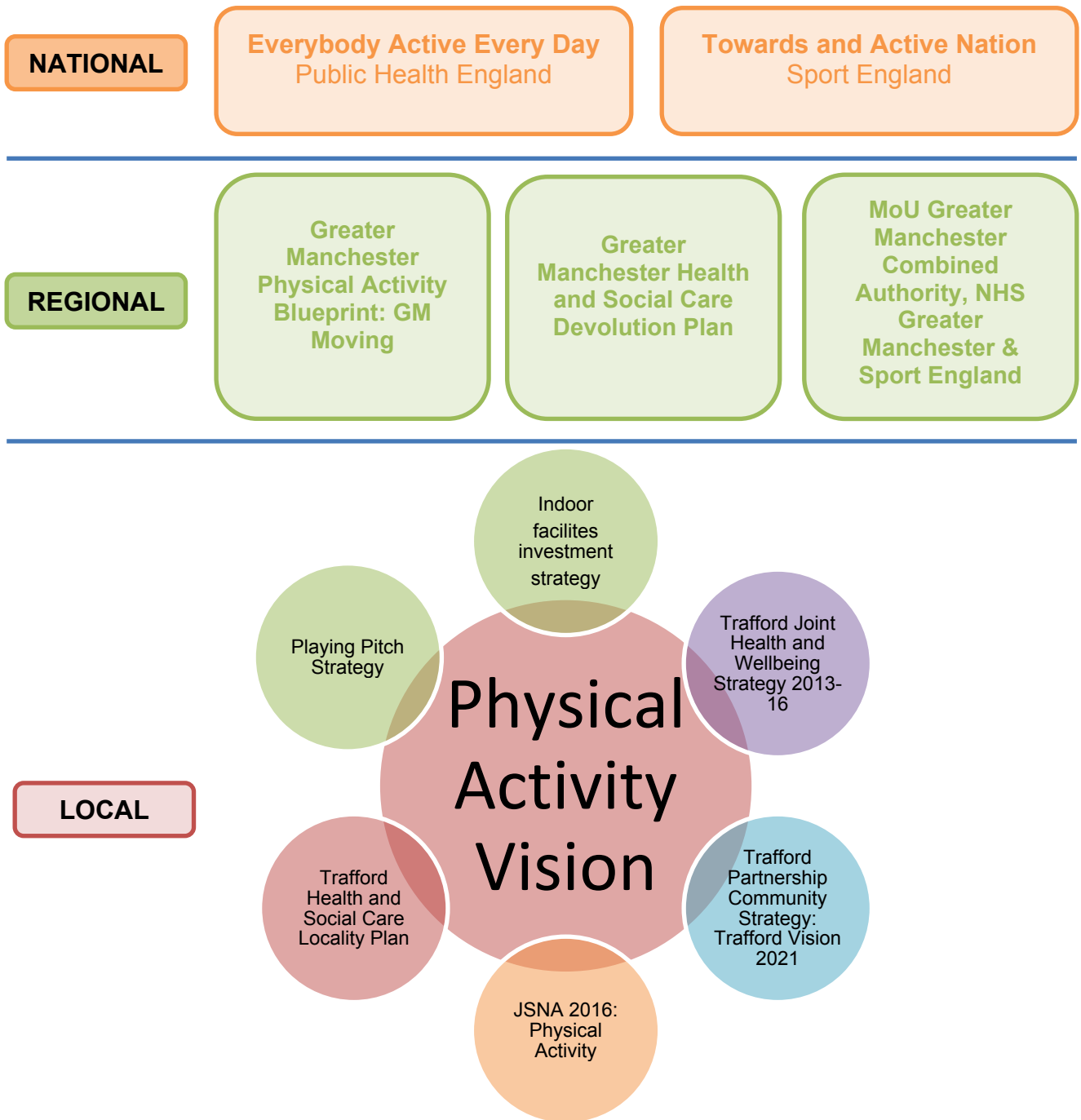
The vision seeks to define the ambition to transform the Borough's leisure facilities and to maximise the major opportunities presented by devolution in Greater Manchester and public sector reform agendas, particularly in the integration of Health and Social Care. The fundamental ambition is for every resident to become more active because we know it has immeasurable benefits to people's health and wellbeing.

Sport and Leisure is an incredibly important part of Trafford's long history. Trafford stages some of the world's biggest sports events. This brings local and international recognition that Trafford is one of the best sporting destinations in the world. We are harnessing this passion and energy to deliver a real difference to every resident in Trafford. This will be achieved through accessible opportunities for increased participation in physical activity with the core aims of our residents becoming more active as well as ensuring elite performers can reach their full potential in Trafford. Tackling inactivity is pivotal in addressing many of our local health, social and economic priorities.

Trafford's Physical Activity Vision has been developed through discussions with the Sport & Physical Activity Partnership and shared with the Trafford Health and Wellbeing Board. The vision is underpinned by a strategic review of leisure centres to inform investment priorities and an assessment of the rich variety of outdoor leisure and sporting facilities (Playing Pitch Strategy) used by the 175 sporting clubs and associations that thrive in Trafford. The Playing Pitch Strategy aimed at broadening sustainable access to the wide range of sporting and leisure opportunities that exist within Trafford and to bring together these opportunities within a strategic framework that will ensure that Trafford residents have greater opportunity to access a wider network of sports and leisure facilities that increases the opportunity for every resident to become more physically active.

Diagram 1 sets out the relationship between this vision, regional plans and the national context which creates a framework upon which to build a cohesive case for changing the way that leisure and sport has been traditionally viewed and moves the imperative for it to become a fundamental enabler of improved health and wellbeing outcomes.

DIAGRAM 1



2. INTRODUCTION

The local picture

There has never been a more important time for Trafford to articulate its vision for physical activity. The UK faces an epidemic of physical inactivity as social changes mean we are an increasingly sedentary society. Inactive residents live in every community in Trafford. Over one fifth (22.3%) of Trafford adults (aged 16 and over) take part in less than 30 minutes of physical activity each week. Furthermore one fifth (20.6%) of these adults take part in no weekly activity whatsoever. That is some 36,000 to 40,000 adults in Trafford who are inactive. Females in Trafford are statistically more likely to be inactive (29.3%) than males (14.9%). Inactivity is also more prevalent in older people aged 65 and over (41.2%). So too are people in Trafford living with a limiting illness or disability (45.5%). And inactivity is more prominent among people in lower socio-economic groups (34.8%). Encouragingly, however, we know that 23% of the current inactive population in Trafford would like to be more active. It is vital that we encourage our inactive residents to change their lifestyle in order to make a step change improvement in health outcomes across the Borough.

Trafford's Joint Strategic Needs Assessment (JSNA), produced in 2016, identified increasing physical activity levels as its top priority, with the health cost of inactivity estimated at £4.8m. It recommends that leisure activities are vital to encourage everyone to be active.

Shaping place

Leisure will be a key element in shaping the sense of community in the borough. Facilities should act as 'anchors' to attract regeneration and inward migration into the borough, and should support wider economic aims for localities.

Partners across health, community development and education sectors will work to maintain this strategic approach to provision across Trafford. The opportunities for integrating public service facilities with leisure in 'community hubs' will be actively pursued, particularly concerning future plans for health services.

The health and social care burden of inactivity

Globally, physical inactivity is the fourth largest risk factor for death behind high blood pressure, smoking and diabetes, and it is estimated that physical inactivity is directly responsible for 1 in 6 premature deaths.

Being physically inactive causes 6% of coronary heart disease, 7% of type 2 diabetes, 10% of breast cancer and 10% of colon cancer. By contrast, an active lifestyle shows clear benefits in the treatment, management or prevention of all these.

“If exercise were a pill, it would be one of the most cost-effective drugs ever invented, and being physically active reduces the risk of developing a long term illness, osteoporosis and improves mental health and reduces the likelihood of requiring health and social care interventions”.

Physical activity in older people has low risks of adverse health responses or injury and is the most powerful intervention in preventing frailty and promoting successful ageing.

In comparison to an active person, an inactive person will spend 38% more days in hospital, have 5.5% more GP visits and 12% more nurse visits. If these individuals then become active, an estimated £1,760-£6,900 could be saved per person each year. Annual costs of physical inactivity in England are estimated to be £8.2 billion; costs of obesity alone being a further £2.5 billion. Sickness absence costs employers a minimum of £18 billion each year, which roughly equates to 16% of salary costs.

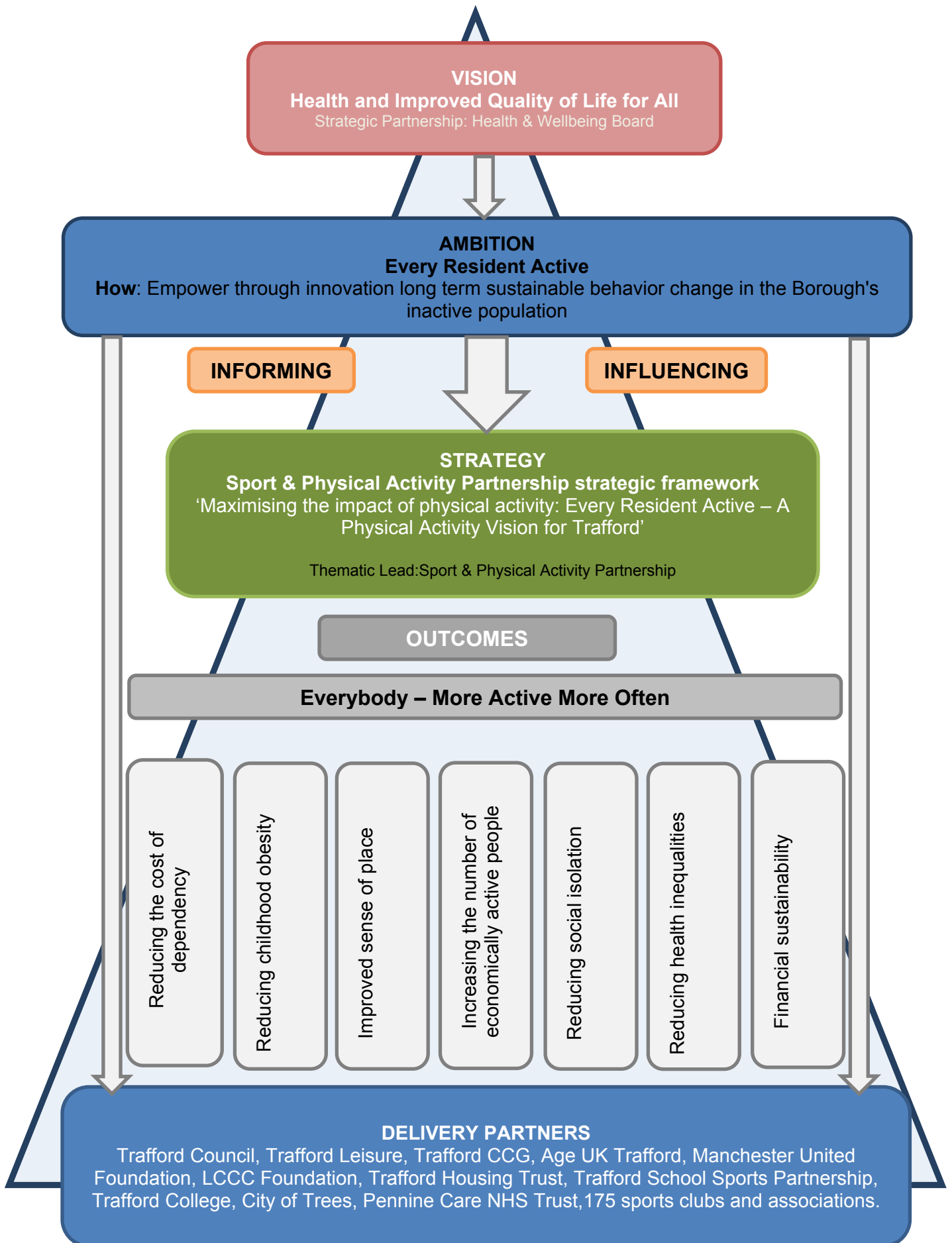
In addition to reducing premature death and the incidence of disease, participating in physical activity also has positive benefits for improving mental health, quality of life, wellbeing and maintaining independent living in older age.

The case to make a real difference is compelling; we now need to turn this potential into reality!

3. TRAFFORD'S AMBITION

The Physical Activity Vision has set out the ambition for Trafford. The Health & Wellbeing Board will own and oversee the delivery of the outcomes through the Sport & Physical Activity Partnership which has the support of all the key partners required to drive this transformation. A delivery plan will be developed with partners based on them formally pledging their support and contribution to the outcomes required.

Strategic Framework



4. PARTNERSHIP WORKING

The vision can only be delivered through partnership working. Physical activity must become a core part of every partner's business in their pledge to support this approach – we must put our residents at the heart of everything we do, and use the principles of behaviour change to inform our work as a partnership. We will collaborate together, sharing a common purpose. Some of the challenges inherent in this strategy will require a long-term approach. Tackling inactivity we know will require a coalition of partners, some of whom may not have worked together before.

We need to encourage and facilitate a more diverse range of partners to better understand why, how and where they connect into a collective contribution to eradicate physical inactivity in Trafford. As a minimum we will ask partners to pledge their support to this work and embrace the physical activity vision as a shared and common goal.

As a result of recognising physical activity in its broadest sense there will be local strategies, action plans and delivery that drive forward the different strands. Activities that will have previously been overlooked, such as gardening, will become increasingly relevant and will bring to the table a whole new group of partners with a vested interest – adding to the resource and capacity to deliver change. By recognising positive lifestyle choices, such as taking the stairs rather than the lift, we will also provide additional entry points for inactive residents. Having a broader strategic scope will ensure opportunities are not missed.

5. BEHAVIOUR CHANGE

Applying the principles and practical learning of behaviour change will be important. Residents will have different needs and display different behaviour across the life course. Therefore, there is a need to focus on different priorities at each stage – as follows:

- Young children need to learn to value the importance of physical activity from as early an age as possible.
- Children and young people need to be presented with the right opportunities in a style and setting that is appropriate.
- Adults of working age and older people need to be encouraged and empowered to be physically active on their own terms.
- People with additional and/or complex needs must be supported and enabled to engage in appropriate and meaningful physical activity.

Physical activity must be easy to access and Trafford residents must be more forthcoming, at scale, in their desire to engage in physical activity and then inactivity levels will begin to decrease. Young children will demonstrate the skills, confidence, physical competence, motivation and enjoyment to take responsibility for a lifelong engagement in physical activity. The physical activity “drop off” will be a thing of the past. More adults will be regularly physically active and there will be an adequate supply of activities that meet the needs of its customers. Encouraging greater use of green space and active travel initiatives will see transformational shifts in activity levels.

We should therefore ensure that physical activity is included in a number of wider strategies including, but not limited to the Trafford Partnership Community Strategy: Trafford Vision 2021; the Trafford Health and Social Care Locality Plan and the Greater Manchester Spatial Plan.

6. DELIVERING THE VISION

In order to support the delivery of this vision each partner will make its own pledge(s) and reflect this work in everything we do in Trafford. It is about making physical activity everyone’s business. We will develop an action plan which will influence supply, demand and the delivery system.

The overarching vision provides the framework for every partner’s accountability to improving health and wellbeing outcomes. Delivering a series of collective pledges aligned to this vision will be crucial to achieving higher levels of physical activity in Trafford. In order to deliver these pledges the collection of evidence based indicators will assist all partners to constantly learn and develop in order to optimize health and wellbeing outcomes.

Example Pledge

- Promote population level understanding of the importance of physical activity & supporting communities to be more active **#BeBold**
- Encourage & promote physical literacy from birth through partnership working, to promote lifelong physical activity
- Invest in & promote the use of active travel
- Promote & support behaviour change & influence healthy behaviour across our residents by:
 - Implementing NICE guidance on walking & cycling,
 - Make every contact count and encourage primary care & front line staff to promote physical activity. Support staff to encourage people to exercise using local opportunities and partners.
 - Make sure the activities offered promote encourage everyone to be active. Activities offered should be evidence based, accessible & appropriate to difference age groups and needs. There should be a variety of activities both sport & leisure that encourages our residents to be active for example running clubs, led walks and dancing.

7. MEASURING SUCCESS

Trafford has the potential to be one of the most active boroughs nationally. Success would be a culture where physical activity becomes the norm and where we make it as easy as possible for Trafford residents to make healthy lifestyle choices.

Some tangible examples include:

- Active travel becoming the norm for all journeys under 5 miles – this will have the added advantages of improving air quality and reducing congestion.
- Health professionals and referral agents becoming physical activity advocates who confidently signpost in to appropriate physical activities. Care pathways should be inclusive of physical activity.
- Activities that have previously been overlooked, such as gardening, becoming increasingly relevant and will bring a whole new group of partners, adding to the resource and capacity to deliver change.
- Better recognising positive lifestyle choices, such as taking the stairs rather than the lift, will also provide additional entry points for inactive residents.
- Young children demonstrating the skills, confidence, physical competence, motivation and enjoyment for a lifelong engagement in physical activity.
- Increasing use of the Borough's parks and open spaces.
- Trafford residents with additional and/or complex needs being supported to engage in appropriate and meaningful physical activity.

8. NEXT STEPS

To work with all partners to develop an integrated delivery plan with key milestones linked to each of the outcomes based on partner pledges to include as example;

- The Playing Pitch Strategy implementation
- Investment strategy for the boroughs key leisure centres and implementation plans
- Developing pledges with the sports clubs and associations and the implementation plans that flow from each pledge
- The development of the data sets that track achievement of the outcomes

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