

# Public Document Pack



## TRAFFORD COUNCIL

### AGENDA PAPERS FOR EXECUTIVE MEETING

Date: Monday, 27 November 2017

Time: 6.30 p.m.

Place: Committee Room 2 and 3, Trafford Town Hall, Talbot Road, Stretford  
M32 0TH

AGENDA	PART I	Pages
1. ATTENDANCES		
To note attendances, including officers, and any apologies for absence.		
2. DECLARATIONS OF INTEREST		
Members to give notice of any interest and the nature of that interest relating to any item on the agenda in accordance with the adopted Code of Conduct.		
3. MINUTES		1 - 6
To receive and, if so determined, to approve as a correct record the Minutes of the meeting held on 30/10/17.		
4. MATTERS FROM COUNCIL OR OVERVIEW AND SCRUTINY COMMITTEES (IF ANY)		
To consider any matters referred by the Council or by the Overview and Scrutiny Committees.		
5. HIGHWAYS INFRASTRUCTURE ASSET MANAGEMENT PLAN (HIAMP) & INDICATIVE HIGHWAYS MAINTENANCE CAPITAL PROGRAMME 2018/19 TO 2022/23		7 - 88
To consider a report of the Executive Member for Highways, Parks and Environmental Services. [Please note: The HIAMP document, owing to its size, is not being reproduced in hard copy; but is available on the Council's website with this agenda.]		

6. **ALTRINCHAM TOWN CENTRE NEIGHBOURHOOD BUSINESS PLAN - REGULATIONS 19 AND 20 - DECISION ON THE PLAN PROPOSAL AND PUBLICISING THE PLAN** 89 - 150
- To consider a report of the Executive Member for Housing and Strategic Planning.
7. **COUNCIL TAX SUPPORT SCHEME 2018/19 - PROPOSED CHANGES FOR CARE LEAVERS, THOSE IN RECEIPT OF UNIVERSAL CREDIT (UC) AND COMPANY DIRECTORS** To Follow
- To consider a report of the Executive Member for Corporate Services.
8. **ARTICLE 4 DIRECTION: REMOVING PERMITTED DEVELOPMENT RIGHTS FOR THE CHANGE OF USE OF DWELLINGS TO HOUSES IN MULTIPLE OCCUPATION (HMOS)** 151 - 158
- To consider a report of the Executive Member for Housing and Strategic Planning.
9. **BUDGET MONITORING 2017/18 - PERIOD 6 (APRIL TO SEPTEMBER 2017)** 159 - 172
- To consider a report of the Executive Member for Corporate Services and Chief Finance Officer.
10. **ANNUAL DELIVERY PLAN 2017/18 (SECOND QUARTER) PERFORMANCE REPORT** 173 - 214
- To consider a report of the Executive Member for Corporate Resources and Corporate Director, Transformation and Resources.
11. **AGMA COMBINED AUTHORITY / EXECUTIVE BOARD: FORWARD PLANS AND DECISIONS**
- To receive and note the following:
- (a) Register of GMCA Key Decisions Published 31/10/17 215 - 222
- (b) GMCA Decisions 27/10/17 223 - 228
- (c) AGMA Decisions 27/10/17 229 - 232
12. **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.

13. **EXCLUSION RESOLUTION**

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

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

**THERESA GRANT**  
Chief Executive

**COUNCILLOR SEAN ANSTEE**  
Leader of the Council

Membership of the Committee

Councillors S.B. Anstee (Chairman), A.P. Williams (Vice-Chairman), S.K. Anstee, Mrs. L. Evans, D. Hopps, J. Lamb, P. Myers, J.R. Reilly and M. Whetton

Further Information

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

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This agenda was issued on Thursday 16<sup>th</sup> November 2017 by the Legal and Democratic Services Section, Trafford Council, Trafford Town Hall, Talbot Road, Stretford M32 0TH.

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## EXECUTIVE

**30 OCTOBER 2017**

## PRESENT

Leader of the Council (Councillor Sean Anstee)(in the Chair),  
Executive Member for Investment (Councillor A. Williams),  
Executive Member for Adult Social Care (Councillor Stephen Anstee),  
Executive Member for Children and Families (Councillor M. Whetton),  
Executive Member for Communities and Partnerships (Councillor L. Evans),  
Executive Member for Corporate Resources (Councillor P. Myers),  
Executive Member for Highways, Parks and Environmental Services (Councillor John Reilly),  
Executive Member for Housing and Strategic Planning (Councillor D. Hopps).

Also present: Councillors Blackburn, Bowker, Fishwick, Hynes, Taylor (part only), A. Western and M. Young.

### In attendance:

Chief Executive (Ms. T. Grant),  
Corporate Director, Children, Families and Wellbeing (Ms. J. Colbert),  
Corporate Director, Economic Growth, Environment and Infrastructure (Ms. S. Pearson),  
Director of Legal and Democratic Services (Ms. J. Kealey),  
Director of Growth and Regulatory Services (Mr. R. Roe),  
Head of Financial Management (Mr. G. Bentley),  
Democratic and Scrutiny Officer (Mr. J.M.J. Maloney).

## APOLOGIES

Apologies for absence were received from Councillor J. Lamb.

## 149. DECLARATIONS OF INTEREST

No declarations were made by Executive Members.

## 150. MINUTES

RESOLVED – That the Minutes of the Meeting held on 25<sup>th</sup> September, Special Meeting held on 2<sup>nd</sup> October, and Budget Meeting held on 16<sup>th</sup> October, 2017, be approved as correct records.

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

There were no issues to be reported to this meeting.

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## **152. GREATER MANCHESTER HS2 AND NORTHERN POWERHOUSE RAIL GROWTH STRATEGY**

The Executive Member for Housing and Strategic Planning submitted a report which presented Members with the draft Greater Manchester Growth Strategy (GMGS) document for HS2 and Northern Powerhouse Rail (NPR) for both Manchester Airport and Manchester Piccadilly. The Growth Strategy aimed to maximise the opportunities arising from these key investment schemes. It requested that Members consider and endorse the strategy for onward submission to Government, following its previous consideration at the Greater Manchester Combined Authority (GMCA).

- (1) That the contents of the draft Greater Manchester HS2 and Northern Powerhouse Rail Growth Strategy (GMGS) at Appendix A to the report, having been considered, be endorsed.
- (2) That authority to finalise the GMGS be delegated to the Director of Growth and Regulatory Services, in consultation with the Leader of the Council and Executive Member for Housing and Strategic Planning, and GM partners.
- (3) That it be agreed that the Growth Strategy is submitted to the Department for Transport (DfT) and Department for Communities and Local Government (DCLG) for consideration.
- (4) That it be noted that, following further discussion with Government, a report will be submitted to a future meeting of the Executive on the proposed second Greater Manchester Transport Fund, and options for a funding structure with Government to enable Trafford Council, Manchester City Council, TfGM and GMCA to implement the Growth Strategy for both Manchester Piccadilly and Manchester Airport.

## **153. AGREEMENT FOR THE DELIVERY OF HIGHWAYS ENGLAND CYCLING, SAFETY AND INTEGRATION FUNDED WORKS**

The Executive Member for Highways, Parks and Environmental Services submitted a report which sought seek approval to authorise the execution of an Agreement between Highways England and Trafford Council, associated with the implementation of a Cycling improvement scheme adjacent to the M60 between Urmston and Sale Water Park.

RESOLVED -

- (1) That authority be delegated to the Director of Legal and Democratic Services, in consultation with the Corporate Director for EG&I, to finalise and execute the Agreement (and similarly to agree and execute any subsequent amendments).
- (2) That the increase to the Capital Programme of £2.675m to be financed by capital grant be approved.

*Executive (30.10.17)*

#### **154. ADOPTION OF THE TRAFFORD PLAYING PITCHES STRATEGY**

The Executive Member for Communities and Partnerships submitted a report which provided Members with information on the development of a new Playing Pitch Strategy (PPS) to update the existing strategy which was developed in 2009. Sport England expect Local Authorities to have a robust plan for the maintenance, improvement and development of playing pitches and outdoor sports facilities, which enables a greater strategic case to be made for investment from Sport England and other public funders. The new strategy would help to shape the Council's future ambition around playing pitches and outdoor sports facilities and support the case for further investment during the period 2017-2026.

RESOLVED -

- (1) That the content of the Playing Pitch Strategy Assessment Report be noted.
- (2) That the adoption of the Playing Pitch Strategy and Action Plan be approved.
- (3) That the proposal to commence a review of PPS in line with Sport England Guidance be noted.
- (4) That the criteria and process for considering applications for Long Term Security of Tenure (25 year maximum) be approved.

#### **155. S75 IMPROVED BETTER CARE FUND AGREEMENT 2017-8 BETWEEN TRAFFORD CLINICAL COMMISSIONING GROUP AND TRAFFORD COUNCIL**

The Executive Member for Adult Social Care submitted a report setting out the background to the proposed agreement. The Executive had previously agreed a s.75 Better Care Fund (BCF) agreement between the CCG and the Council in October 2015, as required by national guidance. Trafford CCG, in their capacity as the host organisation for the BCF, submitted a s.75 agreement for the Better Care Fund for 2016-7 for approval. The Council and the CCG had jointly drafted a s.75 for the Better Care Fund and the i-Better Care Fund for 2017-8. A report on the Better Care Fund was presented to the Health and Wellbeing Board in October 2017 where the plan was signed off, as required by national guidance. The current report presented the s.75 agreements for approval, confirmed the activity and spend undertaken in 2016-7 and outlined the plans for 2017-8.

RESOLVED -

- (1) That approval be given to the s.75 partnership agreement between Trafford CCG and the Council for the Better Care Fund 2017 -18 and to formalisation of the funding for 2016 - 17.
- (2) That it be agreed that the Trafford Clinical Commissioning Group will host the s.75 agreement.

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- (3) That authority be delegated to the Chief Legal Officer to complete the Agreements on behalf of the Council.

## **156. STRATEGIC INVESTMENT**

[Note: A related report was considered in Part II of this agenda. Minute 160 below refers.]

The Executive Members for Investment and for Corporate Resources submitted a report which set out the investment proposals of the Manchester Airport group companies ('MAG') to provide the airline capacity and standard of facilities required to secure future business plan growth and the longer term sustainability of the business. The report sought approval for a range of associated recommendations, with confidential financial aspects of the proposals considered in Part II of this agenda. An opportunity was provided for Members to raise questions in respect of the report's content; and in discussion the Executive was advised that the airport's shareholders themselves had requested to be involved in the proposed funding mechanism, as it safeguarded their interest in dividend payments.

### **RESOLVED -**

- (1) That the proposals set out in the report, and in particular the recommendations for financial support to the Manchester and Stansted transformation programme through the form of further shareholder loans, be noted.
- (2) That it be noted that the Transformation Programme outlined is fully aligned to the strategic economic and regeneration objectives for the Council.
- (3) That authority be delegated to the Chief Executive in consultation with the Chief Finance Officer, Chief Legal Officer, Executive Member for Corporate Resources and Executive Member for Investment to approve the funding package including the Council's shareholder loan.
- (4) That the extensive due diligence that has been completed, and the conclusions of that exercise as set out in the Due Diligence section of the associated Part 2 report, be noted.
- (5) That an increase in capital expenditure be approved, as detailed in the associated Part 2 report, supported by earmarked reserves, any additional borrowing requirement being included in the budget setting report if necessary.
- (6) That the proposals for the shareholder loan be approved.
- (7) That the Chief Executive, Chief Finance Officer and Chief legal Officer be authorised to negotiate and finalise the detailed arrangements in respect of the shareholder loan, and to progress the financial and legal work associated with it.



*Executive (30.10.17)*

- (8) That the Chief Finance Officer be authorised to determine the detailed accounting arrangements for the loan, including the classification between revenue and capital.
- (9) That the Chief Legal Officer be authorised to enter into any necessary agreements or documents to give effect to the above recommendations.

**157. TRAFFORD COUNCIL AND NHS TRAFFORD CLINICAL COMMISSIONING GROUP INTEGRATION CONSULTATION AND ENGAGEMENT PROPOSALS**

The Executive Member for Health and Wellbeing submitted a report setting out the background to, and seeking authorisation for, the commencement of a staff consultation and engagement process in respect of the proposed integration of Trafford Council and NHS Trafford Clinical Commissioning Group. In introducing the recommendations, the Leader advised the Executive of options which had been considered in bringing forward the proposals. An opportunity was provided for Members to raise questions in relation to the report's content. Members were provided with summary details of the proposed joint executive staffing structure, and it was agreed that these details would be circulated in writing to all Members, for information.

RESOLVED - That the Trafford Council and NHS Trafford Clinical Commissioning Integration staff consultation and engagement process commence.

**158. AGMA COMBINED AUTHORITY / EXECUTIVE BOARD: FORWARD PLANS AND DECISIONS**

The Executive received for information details of the GMCA's current Forward Plan of forthcoming Key Decisions.

RESOLVED – That the content of the decision summary be noted.

**159. EXCLUSION RESOLUTION**

RESOLVED - 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.

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## **160. STRATEGIC INVESTMENT**

[Note: A related report was considered in Part I of this agenda. Minute 156 above refers.]

The Executive Members for Investment and for Corporate Resources submitted a report which set out financial details relating to a proposal to make a strategic investment in the Manchester Airport group companies ('MAG'). Details of the discussion, and formal resolutions adopted in relation to this matter, are set out at Minute 156 above.

The meeting commenced at 6.30 p.m. and finished at 7.16 p.m.

## TRAFFORD COUNCIL

**Report to:** Executive  
**Date:** 27 November 2017  
**Report for:** Decision  
**Report of:** Executive Member for Highways, Parks and Environmental Services

### Report Title

**Highway Infrastructure Asset Management Plan (HIAMP) 2017 & Indicative Highways Maintenance Capital Programme 2018/19 to 2022/23**

### Summary

- 1. The Highway Infrastructure Asset Management Plan (HIAMP) 2017, is the new strategy document for asset management of highway infrastructure for which Trafford Council is responsible. The HIAMP has been developed to align with the Government's recommended best asset management practice for the efficient use of limited resources. The HIAMP will be considered as a live document and reviewed annually.**
- 2. The HIAMP strategy states that a longer term five year maintenance programme shall be developed. This report therefore also sets out the indicative Highways Maintenance Capital Works Programme for 2017/18 to 2022/23 for consultation. As an indicative programme, it will be subject to ongoing review and revision, with separate annual approval still required for each year's final programme.**
- 3. The HIAMP provides a framework including policy, strategy and plans for the delivery of highway infrastructure maintenance around lifecycle planning principles. It recommends that lifecycle planning principles are used to review the level of funding, support investment decisions and substantiate the need for appropriate and long term investment.**

### Recommendation(s)

**The Executive is recommended to :**

- a) Approve the HIAMP 2017 as the guiding plan for highway infrastructure asset management for which Trafford Council is responsible.**
- b) Publish the indicative five year highway maintenance programme for consultation.**

Contact person for access to background papers and further information:

Name: Darren Findley  
Telephone No: 0161 912 2535  
Background Papers: None

Implications:

Relationship to Policy Framework/Corporate Priorities	This report relates to the corporate priority for economic growth and development
Financial	The estimated annual level of highways maintenance capital investment over the next five years from 2018/19 will range between £2.438m £3.188m dependent on available levels of capital grant from Dept for Transport and capital receipts.
Legal Implications:	The HIAMP framework of documents has been developed to ensure the Council continues to meet its statutory obligations. There are no specific legal implications associated with the HIAMP other than contributing to the council's statutory requirements under the relevant highways legislation.
Equality/Diversity Implications	No direct implications
Sustainability Implications	Through longer term planning of highway maintenance taking into account the whole life and deterioration rates of infrastructure assets the HIAMP & five year indicative programme seeks to support delivery of 'the right treatment, at the right time, in the right place, for the right price.
Resource Implications e.g. Staffing / ICT / Assets	No direct implications.
Risk Management Implications	No direct implications
Health & Wellbeing Implications	No direct implications.
Health and Safety Implications	The HIAMP strategy and five year maintenance programme supports the provision of a safe, well managed, maintained and more resilient highway network for all who use it.

## Background

### Why asset management?

1. Asset management has been widely accepted by central and local government as a means to deliver a more efficient and effective approach to management of highway infrastructure assets through longer term planning, ensuring that standards are defined and achievable for available budgets. It also supports making the case for funding and better communication with stakeholders, facilitating a greater understanding of the contribution highway infrastructure assets make to economic growth and the needs of local communities. The highway asset provides a universal

service to every resident across Trafford and is central to a place where business can grow and prosper.

2. Trafford Council has calculated the value of the highway infrastructure asset for which it is responsible in accordance with the requirements for Whole of Government Accounts at £1.916 Billion<sup>1</sup>. The highway infrastructure asset is, therefore, the most valuable asset maintained by Trafford Council. In recognition of this, it is vital that the highway infrastructure asset is maintained in accordance with the most up to date asset management guidance and practice.

## **Highways Infrastructure Asset Management Plan (HIAMP) 2017**

### **Updated asset management approach**

3. This report presents the new HIAMP 2017 for Trafford Council; see Appendix A of this report. The HIAMP has been developed around the latest guidance on asset management and follows the Highway Maintenance Efficiency Programme (HMEP) which has been developed by the UK Roads Liaison Group (UKRLG). As part of this efficiency programme, the Department for Transport, in partnership with the Local Government Association, has developed its Highway Infrastructure Asset Management Guidance, which recommends what should be included in a highways asset management plan. Trafford's HIAMP 2017 takes in to account local needs whilst also recognising the most up-to-date standards set out in the highway codes of practice and recent national and international guidance documents on asset management and asset valuation. It replaces the Council's previous strategy; Transport Asset Management Plan (TAMP), 2007.
4. The framework for Trafford's HIAMP 2017 links the plan directly to the 14 recommendations in the UKRLG Highway Infrastructure Asset Management guidance document, which are recognised as the cornerstone to good asset management practice. These are:
  1. Asset Management Framework
  2. Communications
  3. Asset Management Policy and Strategy
  4. Performance Management Framework
  5. Asset Data Management
  6. Lifecycle Plans
  7. Works Programme
  8. Leadership and Commitment
  9. Making the Case for Asset Management
  10. Competencies and Training.
  11. Risk management
  12. Asset Management Systems
  13. Performance Monitoring
  14. Benchmarking
5. These UKRLG recommendations form the HIAMP chapter headings after which an extract from the guidance document is given, followed by 'Our Approach' which outlines what is being done to meet them. Also key to the HIAMP is the principle of Policy, Strategy & Plan, whereby the HIAMP follows a clear line of sight from the

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<sup>1</sup> Based on Gross Replacement Cost (GRC)

local and national policies that shape the future direction of the Council, to the strategies employed to meet these policies and the resultant plans for the management highway infrastructure assets.

6. The HIAMP Appendices A-E contain the Asset Management Plans for specific assets namely: Carriageways, Footways, Structures, Highway Lighting and Drainage. These final chapters show in greater detail how Trafford will manage these assets to not only meet the 14 recommendations in the UKRLG guidance, but also to make best use of the resources available to provide a safe and efficient working highway network for those who travel within or through Trafford. The HIAMP Appendix F contains the highway infrastructure inventory summary. The HIAMP Appendix G contains the communication strategy for highway infrastructure asset management.
7. The HIAMP is supplemented by a HIAMP Action Plan which identifies actions required to progress the development of good asset management practice and supports recognition of lessons learned for on-going continuous improvement.
8. By managing Trafford's highway infrastructure asset in accordance with the asset management approach in the new HIAMP, a better understanding of the impact of investment strategies can be gained and longer term works programmes developed, helping to prolong and protect the life of Trafford's highway infrastructure. Over time, through managed and timely intervention, a reduction in the need for unplanned maintenance could be achieved. Instead, resource can be re-focussed in to interventions that protect and preserve a high quality network.
9. Using this HIAMP as an overarching document and basing all decisions on this up to date asset management approach will ensure that the Plan will become a live and working document and encourage this asset management approach to become embedded as normal practice.

### **Local Highway Maintenance Capital Funding, Incentive Element**

10. The Department for Transport (DfT) introduced an Incentive Element of the Local Highway Maintenance Capital Funding. In order to avoid financial penalties to the existing highway maintenance allocation, Local Authorities must demonstrate that efficiency measures are being pursued through good practice highway infrastructure asset management. This is to be evidenced by achieving Band 3 status in an annual DfT self-assessment questionnaire return.
11. Table 1 below outlines the percentage of the incentive element of the funding available that is dependent on the assessment Band score achieved. The remaining larger element of the Local Highway Maintenance Capital funding is still needs based.

**Table 1**

Assessment Band	% of Incentive Fund Budget					
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
1	100	90	60	30	10	0
2	100	100	90	70	50	30
3	100	100	100	100	100	100

12. Table 2 below outlines Trafford's indicative funding, based on Band status achieved. It should be noted that Trafford was at Band 2 status for 2017/18, along with other GM Local Authorities. However, for that one year only, Trafford was not penalised as a result of becoming part of the Devolved Authority and awarded Band 3 funding.

**Table 2**

Year	Total Needs Formula	Incentive Funding Element		
		Band 3 100% max	Band 2	Band 1
2017/18	2,064,000	194,000	174,000	116,000
2018/19	1,873,000	390,000	273,000	117,000
2019/20	1,873,000	390,000	195,000	39,000
2020/21	1,873,000	390,000	117,000	-

The worst case scenario is that £1,014,000 is at risk over the next 3 financial years if Band 3 status is not achieved.

13. The on-going development of good asset management practice at Trafford will achieve the many requirements of the self-assessment for Band 3. Council endorsement of the up-to-date policies, strategy and plan contained within the HIAMP 2017, is an essential part of that process.

### **Indicative Highway Maintenance Capital Programme 2018/19 to 2022/23**

#### **Funding**

14. The HIAMP presents the plans for each element of major highway infrastructure. It identifies the engineering data and analysis used to assess asset condition, which is the basis for the development of the indicative programme. This data allows the deterioration of these assets to be understood, enabling the prediction of relative asset condition in future years. This then enables decisions to be made on how to best use funding at the optimum time to treat the network, in the most cost effective way, and thus, provide the greatest benefit. The right treatment, at the right time, for the right cost is the key objective. The indicative five-year programme included within this report in Appendix B is based on the assumption that the levels of funding for each of the five years will be broadly the same as the current level of funding, which does assume a Council contribution of £750k p.a. financed from capital receipts

15. This level is used for planning only and cannot be guaranteed due to the limited supply of surplus assets. The final budget level will be determined annually as part of the usual budget setting process and based on available resources.

16. The DfT funding levels are assumed to be as per their published indicative future funding allocations. A summary of all assumed funding is given in Table 3 below.

**Table 3: Assumed Funding**

Financial Year	DfT Needs Funding*	DfT Incentive Funding*	Council Contribution	DfT Pothole Action Fund	Total
2018-19	£ 1,873,000	£ 390,000	£ 750,000	£ 175,000	£ 3,188,000
2019-20	£ 1,873,000	£ 390,000	£ 750,000	£ 175,000	£ 3,188,000
2020-21	£ 1,873,000	£ 390,000	£ 750,000	£ 175,000	£ 3,188,000
2021-22	£ 1,873,000	£ 390,000	£ 750,000	£ 175,000	£ 3,188,000
2022-23	£ 1,873,000	£ 390,000	£ 750,000	£ 175,000	£ 3,188,000

\* Assumes that Band 3 status will be achieved each year and 2021-23 DfT Needs funding will remain as per previous years

17. With the exception of the Pothole Action Fund, which is ring-fenced for roads (specifically potholes), all funding has been allocated between the various highway infrastructure elements in line with the proportions used by the DfT for determining the levels of funding to be provided (rounded to the nearest £1,000). These proportions are the result of the DfT's 2014 consultation on local highways maintenance block funding, which saw the majority of authorities either agree with them, or else remain neutral. A breakdown of this funding allocation is provided in Table 4 below.

**Table 4: Overall Funding Allocation**

Financial Year	Roads	Bridges	Cycleways & footways*	Street lighting	Total
All	75% (+ Pothole Action Fund)	14%	9%	2%	100% (+ Pothole Action Fund)
2018-19	£ 2,435,000	£ 422,000	£ 271,000	£ 60,000	£ 3,188,000
2019-20	£ 2,435,000	£ 422,000	£ 271,000	£ 60,000	£ 3,188,000
2020-21	£ 2,435,000	£ 422,000	£ 271,000	£ 60,000	£ 3,188,000
2021-22	£ 2,435,000	£ 422,000	£ 271,000	£ 60,000	£ 3,188,000
2022-23	£ 2,435,000	£ 422,000	£ 271,000	£ 60,000	£ 3,188,000

\* Public Rights of Way are assumed to be included in the 'Cycleways & footways' category.

18. The Roads allocation is sub-divided by road classification. The DfT's assumed allocations have been modified for Trafford, to reflect the amount of each type of road that Trafford has, relative to the national average for all local authorities. The breakdown is given in Table 5 below. These proposed allocation splits are for



indicative guidance purposes only, and so can be considered as being relatively flexible when finalising programmes.

**Table 5: Roads Funding Allocation**

<b>Element</b>	<b>DfT assumed allocation</b>	<b>Trafford's Roads Split</b>	<b>Proposed Allocation Ranges*</b>
<b>Roads</b>	<b>75%</b>	<b>75%</b>	<b>75%</b>
<i>A roads</i>	<i>25%</i>	<i>18.4%</i>	<i>15 – 20%</i>
<i>B &amp; C roads</i>	<i>25%</i>	<i>24.3%</i>	<i>20 – 25%</i>
<i>U roads</i>	<i>25%</i>	<i>32.3%</i>	<i>30-35%</i>

\* Used as guidelines rather than rigid constraints, so some flexibility can be afforded when selecting schemes.

### **Scheme Selection**

19. The indicative programme has been formulated based on the principles and plans defined in the Council's Highway Infrastructure Asset Management Plan (HIAMP). In accordance with the HIAMP and current highway asset management guidance, the preventative maintenance of roads (i.e. preventing roads that are nearing poor condition from becoming poor condition) has currently been prioritised above structural maintenance (i.e. improving roads that are already in poor condition) on the basis that this provides best long-term value. However, an element of funding is still required for some structural maintenance works, in order to ensure public safety and improve user experience and public perception. For the purpose of formulating this indicative five-year programme, 70% of the budget has, therefore, been allocated to preventative maintenance, and 30% to structural maintenance. This will be reviewed annually, and if necessary refreshed, along with the indicative five-year programme. The indicative five-year programmes for Roads, Bridges, Footways & Cycleways, and Street Lighting are included in Appendix B of this report.

### **Other Options**

20. The alternative option would be not to adopt the HIAMP 2017, and continue to follow the TAMP 2007 policy. If that was the case, then opportunities would be lost for improved efficiencies and more effective use of council maintenance funding. In addition, the Council would be likely to suffer financial penalty through the loss of the Incentive Element of the Local Highway Maintenance Capital Funding, by not achieving Band 3 status, as identified in 13 of this report.

### **Consultation**

21. Presentations regarding the HIAMP have been given to the Trafford Council Members at briefings held during October 2017. Consultation on the approach and programme has taken place with TFGM and other GM authorities through the GM Highway Infrastructure Maintenance Group. Consultation on the approach and programme with customers and businesses will be through publication of the HIAMP and five-year indicative programme on the Trafford Council web site. Feedback will be invited and taken into account in the annual review and revision of the HIAMP and programme.

**Reasons for Recommendation**

22. Approval to the report is recommended, in order that Trafford Council can benefit from the improved efficiency that the implementation of good asset management practice offers, and which must be evidenced to the DfT via the Incentive Funding self-assessment each year. This will help the Council to avoid penalty reductions in the DfT's Incentive Fund allocations of up to £1,014,000 (worst case scenario) over the next three years.

**Key Decision** Yes

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

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

**Legal Officer Clearance** (type in initials).....JK.....

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

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

**Appendix A**    *See documents attached*

- Highway Infrastructure Asset Management Plan (HIAMP) 2017-2027
- HIAMP Action Plan 2017

**Appendix B – Indicative Five-Year Highway Infrastructure Programmes**

**2018-19 Roads Programme**

Item	Ward	Expected Treatment
<u>A-roads</u>		
Mosley Road	Gorse Hill	Structural maintenance
Carrington Lane	Ashton upon Mersey / St. Mary's	Preventative maintenance
<u>B&amp;C roads</u>		
Navigation Road	Altrincham	Preventative maintenance
Glebelands Road	Ashton upon Mersey	Preventative maintenance
<u>U roads</u>		
Ellaston Drive	Urmston	Structural maintenance
Bexley Close	Davyhulme East	Structural maintenance
Grange Road	Ashton upon Mersey	Structural maintenance
Thornton Avenue	Flixton	Structural maintenance
Colwick Avenue	Altrincham	Structural maintenance
Westwood Road	Stretford	Preventative maintenance
Oak Road	Bucklow-St. Martins	Preventative maintenance
Tulip Road	Bucklow-St. Martins	Preventative maintenance
Belgrave Road	Priory	Preventative maintenance
Basford Road	Longford	Preventative maintenance

Abbotsford Grove	Broadheath	Preventative maintenance
Northenden Road	Sale Moor	Preventative maintenance

## 2019-20 Roads Programme

Item	Ward	Expected Treatment
<u>A-roads</u>		
Carrington Lane	Bucklow-St. Martins	Preventative maintenance
Old Hall Road	Sale Moor	Preventative maintenance
<u>B&amp;C roads</u>		
Bow Green Road	Bowdon	Structural maintenance
Delamer Road	Bowdon	Preventative maintenance
Lostock Road	Davyhulme East	Preventative maintenance
Ashley Road	Bowdon	Preventative maintenance
<u>U roads</u>		
Barkway Road	Stretford	Structural maintenance
Fairfield Road	Hale Barns	Preventative maintenance
Westmorland Road	Urmston	Preventative maintenance
Brookheys Road	Bowdon	Preventative maintenance
Nuttall Street	Clifford	Preventative maintenance
Trafford Place	Clifford	Preventative maintenance
Westminster Road	Davyhulme East	Preventative maintenance
Cranbourne Road	Clifford	Preventative maintenance
Moseley Road	Gorse Hill	Preventative maintenance

## 2020-21 Roads Programme

Item	Ward	Expected Treatment
<u>A-roads</u>		
Cross Street	Ashton upon Mersey / Priory	Structural maintenance
Harboro Road	Ashton upon Mersey / St. Mary's	Preventative maintenance
Park Road	Stretford	Preventative maintenance
<u>B&amp;C roads</u>		
School Lane	Bowdon	Preventative maintenance
<u>U roads</u>		
Princes Road	Sale Moor	Structural maintenance
Princes Drive	Brooklands	Structural maintenance
Dargle Road	Priory	Preventative maintenance
Oaklea Road	St. Mary's	Preventative maintenance
Green Walk	Stretford	Preventative maintenance
Thorpe Street	Clifford	Preventative maintenance
Dovedale Avenue	Urmston	Preventative maintenance
Forbes Close	Brooklands	Preventative maintenance
Baslow Road	Gorse Hill	Preventative maintenance
Boundary Grove	Sale Moor	Preventative maintenance
Woodbourne Road	Brooklands	Preventative maintenance
Knutsford View	Hale Barns	Preventative maintenance
Woodhead Drive	Hale Barns	Preventative maintenance
Hazel Grove	Urmston	Preventative maintenance

## 2021-22 Roads Programme

Item	Ward	Expected Treatment
<u>A-roads</u>		
Stretford Road	Clifford	Preventative maintenance
Marsland Road	Brooklands / Sale Moor	Preventative maintenance
<u>B&amp;C roads</u>		
Bowfell Road	Flixton / Urmston	Preventative maintenance
Thorley Lane	Village	Preventative maintenance
Station Road	Bowdon	Structural maintenance
<u>U roads</u>		
Roseneath Road Passage	Urmston	Structural maintenance
Moss Park Road	Stretford	Structural maintenance
Cressingham Road	Stretford	Structural maintenance
Ashton Avenue	Altrincham	Structural maintenance
Booth Road	Altrincham	Preventative maintenance
Meadow Close	Longford	Preventative maintenance
Lytham Road	Davyhulme West	Preventative maintenance
Poplar Avenue	Altrincham	Preventative maintenance
Nields Brow	Bowdon	Preventative maintenance
Polo Road	Gorse Hill	Preventative maintenance
Melbourne Avenue	Stretford	Preventative maintenance
Stanmore Avenue	Stretford	Preventative maintenance
Norton Street	Clifford	Preventative maintenance
Wharf Road	Altrincham	Preventative maintenance

## 2022-23 Programme

Item	Ward	Expected Treatment
<u>A-roads</u>		
Manchester New Road	Bucklow-St. Martins	Preventative maintenance
White City Way	Longford	Preventative maintenance
Hale Road	Hale Barns	Preventative maintenance
Trafford Road	Gorse Hill	Preventative maintenance
<u>B&amp;C roads</u>		
Carrington Lane	Ashton upon Mersey	Preventative maintenance
South Downs Road	Bowdon	Preventative maintenance
<u>U roads</u>		
Devon Road	Flixton	Structural maintenance
De Quincey Road	Broadheath	Structural maintenance
Cyprus Street	Stretford	Structural maintenance
Oldfield Lane	Bowdon	Preventative maintenance
Stamford Avenue	Altrincham	Preventative maintenance
Rotherwood Avenue	Longford	Preventative maintenance
Holmefield	Priory	Preventative maintenance
Auburn Drive	Urmston	Preventative maintenance
Cedar Road	Bucklow-St. Martins	Preventative maintenance
Raglan Road	Brooklands	Preventative maintenance
Park Drive	Hale Central	Preventative maintenance
Mottram Drive	Timperley	Structural maintenance
Plane Tree Road	Bucklow-St. Martins	Preventative maintenance
Kingley Avenue	Urmston	Preventative maintenance
Boxgrove Road	Ashton upon Mersey	Preventative maintenance
Magnolia Close	Bucklow-St. Martins	Preventative maintenance
Kingsway Park	Davyhulme East	Preventative maintenance



## Indicative Five-Year Bridges Programme

### 2018-19 Bridges Programme

Item	Ward	Expected Treatment
<u>Inspections</u>	-	
Principal Inspections	All	Mandatory 6-yearly inspections
General Inspections	All	Mandatory 2-yearly inspections
<u>Maintenance</u>		
Cornbrook Culvert	Clifford	Continuation of 17-18 works, scoping inspection for 2019-20 works
Barton Dock Road Bridge	Davyhulme East / Gorse Hill	Pigeon spikes, concrete repairs, replace VRS, sealant replacement
Kingsway Subway	Stretford / Longford	Concrete repairs, general refurbishment
Crossford Old Bridge	Ashton upon Mersey / Stretford	Concrete repairs
Transpennine Footbridge	Bucklow-St. Martins / Urmston	Embankment reprofiling works and steelwork painting
<u>Other</u>		
Road rail incursion plan	All	Risk assessment and action plan to manage road-rail incursion risk.
<b>Total</b>		

### 2019-20 Bridges Programme

Item	Ward	Expected Treatment
<u>Inspections</u>	-	
Principal Inspections	All	Mandatory 6-yearly inspections
General Inspections	All	Mandatory 2-yearly inspections
<u>Maintenance</u>		
Cornbrook Culvert	Clifford	Complete 18-19 works.
Graythwaite West Footbridge	Hale Barns	New bridge
Warburton Bridge	Bowdon	Masonry and approach pedestrian fencing repairs
Park Road Canal Bridge	Broadheath	Vegetation and graffiti removal, brickwork repairs
<u>Other</u>		
Flixton Bridge	Bucklow-St. Martins / Flixton	Structure Review and Assessment.
<b>Total</b>		

## 2020-21 Bridges Programme

Item	Ward	Expected Treatment
<u>Inspections</u>	-	
Principal Inspections	All	Mandatory 6-yearly inspections
General Inspections	All	Mandatory 2-yearly inspections
<u>Maintenance</u>		
Warburton Mill Bridge	Bowdon	Concrete repairs, sealant replacement
Bunker Culvert	Hale Barns	Scour repair
Cerester Access Ramp	Gorse Hill	Various remedial work
Pomona Bridge	Clifford / Gorse Hill	Steelwork repainting
Woodcote Road Footbridge	Broadheath	Scour repair, embankment protection
Churchgate Footbridge	Hale Barns / Hale Central	Earthworks for approach (embankment reprofiling)
Flixton Bridge	Bucklow-St. Martins / Flixton	Strengthening and crack repair
Crofts Bank Bridge	Davyhulme East	Masonry and concrete repairs.
<b>Total</b>		

## 2021-22 Bridges Programme

Item	Ward	Expected Treatment
<u>Inspections</u>	-	
Principal Inspections	All	Mandatory 6-yearly inspections
General Inspections	All	Mandatory 2-yearly inspections
<u>Maintenance</u>		
Longford Old Bridge	Gorse Hill	Concrete Repairs
Crossford New Bridge	Stretford / Priory	Embankment and scour protection
Siddals Bridge	Brooklands / Broadheath	Waterproofing, detail works
Trafford Moss Canal Bridge	Gorse Hill / Davyhulme East	Vehicle restraint barriers
Dane Road Canal Bridge	Priory	Crack repair and waterproofing
<b>Total</b>		

## 2022-23 Bridges Programme

Item	Ward	Expected Treatment
<u>Inspections</u>	-	
Principal Inspections	All	Mandatory 6-yearly inspections
General Inspections	All	Mandatory 2-yearly inspections
<u>Maintenance</u>		
Moss Vale Road Bridge	Urmston / Davyhulme East	Waterproofing
Denmark Street Bridge	Altrincham / Hale Central	New bridge
<b>Total</b>		

## Indicative Five-Year Footways & Cycleways Programme

2018-19 Programme (subsequent years' programmes are the same)

Item	Ward	Expected Treatment
<u>Public Rights of Way</u>	-	
TBC	TBC	Minor improvement works - specific schemes TBC.
<u>Footways</u>		
TBC	TBC	Specific maintenance scheme(s) TBC, as currently awaiting up-to-date condition data from recent surveys.
<u>Cycleways</u>		
TBC	TBC	Specific maintenance scheme(s) TBC, pending consultation with Trafford Cycle Forum.
<b>Total</b>		

## Indicative Five-Year Street Lighting Programme

2018-19 Programme (subsequent years' programmes are the same)

Item	Ward	Expected Treatment
<u>Cast-iron column replacement</u>	-	
Specific locations TBC	All	Due to recent LED upgrade programme, routine maintenance need is minimal, so budget to be used for replacement of old / sub-standard cast-iron columns.
<b>Total</b>		



## Highway Infrastructure Asset Management Plan 2017 - 2026

Trafford Council HIAMP 2017 -2026

October 2017

## Sign Off Sheet

This sign off sheet verifies that relevant stakeholders have been made aware of the Highways Infrastructure Asset Management Plan, and all responsibilities within.

It is their responsibility to make sure the HIAMP is circulated to all relevant stakeholders, and is updated annually keeping the document live.

Title	Signature	Date
Corporate Director, Economic Growth, Environment and Infrastructure, Trafford Council		2017
Executive Member for Highways, Parks and Environmental Services, Trafford Council		2017
Highway Manager, One Trafford Partnership, Trafford Council		2017
Principal Engineering Manager, One Trafford Partnership, Amey		2017

Title	Signature	Date
Corporate Director, Economic Growth, Environment and Infrastructure, Trafford Council		2018
Executive Member for Highways, Parks and Environmental Services, Trafford Council		2018
Highway Manager, One Trafford Partnership, Trafford Council		2018
Principal Engineering Manager, One Trafford Partnership, Amey		2018

Title	Signature	Date
Corporate Director, Economic Growth, Environment and Infrastructure, Trafford Council		2019
Executive Member for Highways, Parks and Environmental Services, Trafford Council		2019
Highway Manager, One Trafford Partnership, Trafford Council		2019
Principal Engineering Manager, One Trafford Partnership, Amey		2019

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## Executive Summary

Asset management has been widely accepted by central and local government as a means to deliver a more efficient and effective approach to management of highway infrastructure assets through longer term planning, ensuring that standards are defined and achievable for available budgets. It also supports making the case for funding and better communication with stakeholders, facilitating a greater understanding of the contribution highway infrastructure assets make to economic growth and the needs of local communities.

This new Highway Infrastructure Asset Management Plan (HIAMP) document for Trafford Council has been constructed around the most up to date guidance on asset management and follows the UK Roads Liaison Group (UKRLG) Highways Efficiency Maintenance Programme's (HMEP) Highway Infrastructure Asset Management Guidance, which has been developed by the Department for Transport (DfT) in partnership with the Local Government Association (LGA), on what should be included in a highways asset management plan. It also recognises the most up to date standards set out in the highway codes of practice and recent national and international guidance documents on asset management and asset valuation, as well as taking into account local needs.

By managing our infrastructure asset in accordance with asset management principles, we can better understand the impact of our investment strategies and help prolong and protect the life of our entire transport infrastructure. Over time, through managed and timely intervention, we will succeed reducing the need for unplanned maintenance and instead, see resource re-focused in to careful and considered interventions that protect and preserve a high-quality network.

Trafford's highway network comprises just over 834 km of carriageway, approximately 174km being in an urban environment. The unclassified network accounts for around 653km of the asset which is approximately 78% of the whole network. The footway and cycleway network is approximately 1,196 km. The asset also includes, over 11,900 traffic signs and approximately 27,900 lighting columns. Trafford Council is responsible for 297 highway structures including road bridges, footbridges, underpasses, subways, culverts, and retaining walls. The highway asset also includes safety fences, drainage, street furniture and road markings.

Trafford Council has calculated the asset value in accordance with the requirements for Whole of Government Accounts. All highway assets have been valued at £1.916 Billion<sup>1</sup>; this makes them the most valuable asset owned by Trafford Council. The highway asset provides a universal service to every single resident young or old across Trafford and is central to a place where business can grow and prosper.

During the development of the framework for Trafford's HIAMP, it was decided to link the plan directly to the 14 recommendations in the UK Roads Liaison Group guidance document as these were seen as the cornerstone to good asset management practice.

Also key, was the principle of Policy, Strategy & Plan, whereby the HIAMP follows a clear line of sight from the local and national policies that shape the future direction of the Council, via the strategies we will employ to meet these policies and what this means for specific assets and their corresponding performance data.

- **Policy** - Local policies such as Greater Manchester 2040 Transport Strategy, Trafford's Corporate Strategy, Service Plans, and Trafford's highway policies, plus national legislation and policies such as The Highways Act 1980 and Code of Practice documents such as the Well-managed Highway Infrastructure.
- **Strategy** - This is the bulk of the document and demonstrates the steps being taken in Trafford to meet the 14 recommendations in the Highway Infrastructure Asset Management Guidance Document. This HIAMP is structured so that the recommendations are the Chapter headings, with an extract from the guidance document, followed by Our Approach which outlines what we are doing to meet them.
- **Plan** – Appendix A-E contain the Asset Management Plans for specific assets namely: Carriageways, Footways, Structures, Highway Lighting and Drainage. These final chapters show in greater detail how we will manage these assets to not only meet the 14 recommendations in the UKRLG HMEP guidance but also to make best use of the resources available to provide a safe and efficient working highway network for those who travel within or through Trafford.

<sup>1</sup> Based on Gross Replacement Cost (GRC)

## Foreword

As time goes by roads that are currently in good condition will deteriorate, just like any physical asset such as a house or a vehicle. To keep on top of the deterioration of our asset we must invest continually in maintenance. Local authorities are unlikely to ever be in the position where there is enough money to maintain every road that needs work in a single year, it is essential therefore to make the best use of the available resources to get the best investment results for our customers.

In a climate where budgets and resources are tightening, Trafford is facing significant challenges in deciding how to manage our assets effectively.

Trafford Council has been applying the principals of asset management for some time; since 2001/02, which is evidenced within the 2007 Transport Asset Management Plan (TAMP), updated in 2012 and subsequently 2015 following the review by Trafford Council to outsource asset management activities to Amey through the One Trafford Partnership.

## Success of Trafford Council's Previous Asset Management Approach and TAMP to Date

The asset management approach to date in the TAMP highlighted the size and value of the Trafford transport asset to elected members, other Council officers and residents. It determined the cost per year to stop further deterioration of the carriageway asset known as the 'steady state' cost, currently determined as £4.31M, and the cost to improve the network over and above the steady state cost. It also contained an improvement action plan to support continuous improvement in the management of Trafford's highways asset.

NI	06/7	07/8	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16	16/17
130-1	11	9	8	6	7	9	6	8	5	4	6
130-2	13	8	7	5	5	8	5	7	5	4	5
224b	11	9	7	9	9	7	7	8	7	6	5

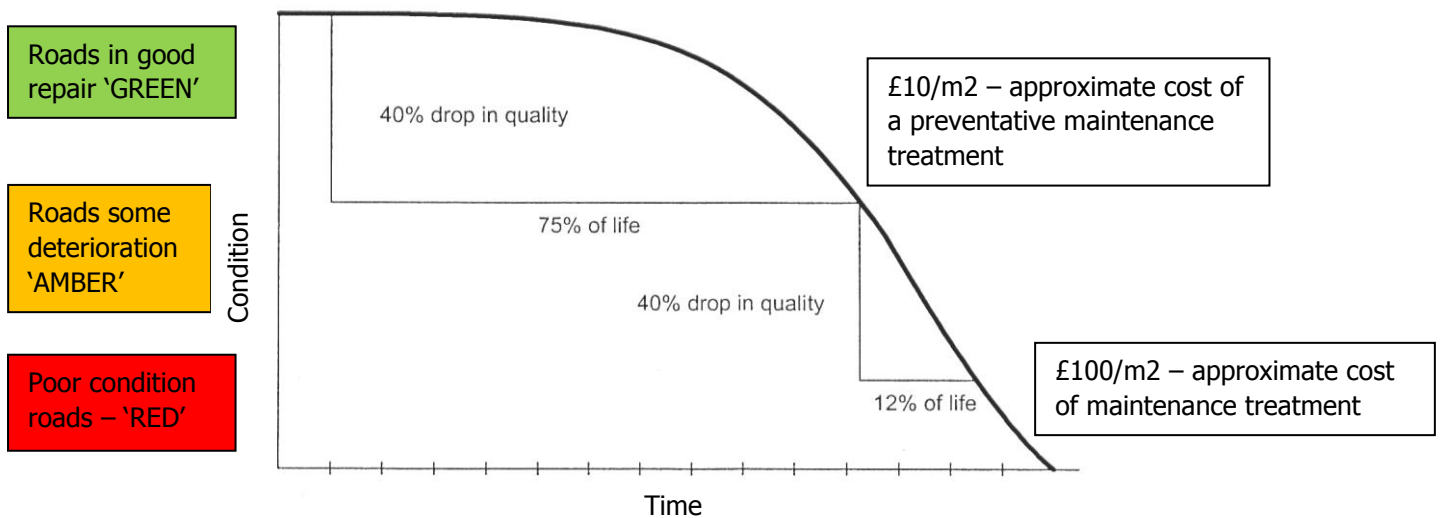
130-1 - % of Trafford's A Class roads requiring maintenance within a year , 130-2 -% of Trafford's B & C Class roads requiring maintenance within a year , BV224b – % length of Trafford's Unclassified roads requiring maintenance within a year

## Trafford's Asset Management Approach in the new HIAMP 2017

Although asset management principals have been adopted in Trafford, years of underinvestment nationally, an increase in climatic impact, coupled with the importance of maintaining our network in a safe and serviceable condition has led to a very high maintenance backlog. Trafford has therefore reviewed the current asset management principals and identified a required change in approach to asset management where expenditure should be targeted based on limited budget, asset management principals and sound data, engineering analysis; hence this new HIAMP. It is apparent that without an increase in annual funding on the highway network to the 'steady state' cost, currently £4.31M, the network carriageway condition will continue to deteriorate. The new approach in the HIAMP will however better target the limited resources available to maximum effect and build in resilience for the future network condition.

We will introduce and implement an extended indicative 5 Year Capital Maintenance Programme, with a view to further extending that programme as we start to develop a more comprehensive and refined picture of our asset condition. In considering the whole lifecycle of an asset we will use a process known as 'Deterioration Modelling' to predict the relative condition of the highway network over the coming years and this will help us to decide where we should be channelling resources at the optimum time to treat our roads in the most cost-effective way, providing the greatest benefit. In considering the whole lifecycle of the highway asset and predicted future condition, a more efficient longer term works programme can now be developed to better balance the needs of 'worst-first' with a greater emphasis on preventative maintenance treatments. This approach can reduce the demands of a 'worst-first' programme over time. See typical highway asset deterioration curve below which shows the benefits of a preventative approach against the higher cost of a worst first approach.

## Typical highway asset lifecycle deterioration curve



*A 'worst first' approach – maintenance treatments in 'RED' condition are ten times the cost of treatment in 'AMBER' condition where preventative treatments can be carried out.*

A key question is how we will decide which roads should have preventative maintenance treatment and which we need to undertake major resurfacing works on. It's a matter of picking the right point on the 'Deterioration Curve', the right treatment at the right time. Whilst the 'rolling programme' for years 2 to 5 remains 'indicative', we will still be confirming the programme for year 1, annually.

The new HIAMP approach will be communicated clearly and effectively through appropriate channels to ensure engagement at a strategic level. Asset Management following lifecycle planning principles and methodology will only be successful if key decision makers are on board and can visualise the long term benefits and savings to be made from this approach, based upon sound engineering and accurate costing. Whilst the process focuses on road condition the same process holds true for all asset types including footways, street lighting, structures, drainage, etc.

### Implementation

The implementation of asset management is a more challenging and long term task than just the production of the plan. Implementation will require continued focus on:

- **People** – ensuring that the people tasked with implementing and further developing the plan have the time, resources and skills to do so.
- **Data** – ensuring that data management becomes an integral part of the relevant business processes.
- **Processes** – changing existing business processes (where necessary) to enable asset management information to influence key decisions about funding.
- **Systems** – most highway systems are not complete asset management systems. Over time existing systems need to be developed into decision support tools.

An asset management culture, with appropriate behaviours, will only be successful by a consistent approach across Trafford Council for the long term management of the highway network. Behaviour of teams and individuals need to be aligned to common objectives rather than to individual priorities that may encourage short term actions that will not meet the longer term vision and strategy.

An asset management culture should avoid conflicting priorities and messages, lack of understanding, or lack of a collaborative approach, all of which can lead to inefficient and ineffective working.

Adoption of a preventative approach to maintenance is an example of where a common culture in delivering asset management is important. There may be a less immediate gain in terms of responding to stakeholder pressure and satisfaction compared to repair of some obvious defects, but timely intervention is known to preserve the asset, to be good value for money, and is supported. If a common approach to asset management is not shared,

## Trafford Council - Highway Infrastructure Asset Management Plan

preventative work may be delayed or omitted in favour of more apparently pressing activities, deterioration occurs, and higher long term costs result.

This HIAMP will deliver better value for money through adoption of a sensible and forward thinking maintenance plan. Our customers will have greater visibility as to the relative status of their roads and we'll aim to deliver more on the ground and help to meet our corporate and strategic transport objectives by doing so.

It is the delivery of agreed improvement actions, changes in practice and process, a desire to achieve continuous improvement and a commitment at all levels that will ensure that Trafford Council can prove that it is committed to a total asset management approach and achieving best value for the people of Trafford.

Using this HIAMP as an overarching document and basing all decisions on an asset management approach will ensure that the Plan will become ***a live and working document and encourage an asset management approach to become embedded as normal practice.***

## Background

Trafford Council is the Highway Authority responsible for the highway network in Trafford, including the Key Route Network (KRN). Since devolution however, Transport for Greater Manchester (TFGM) have the strategic management responsibilities for the KRN<sup>2</sup>. TFGM also carry out a highway maintenance function for Trafford and all the Greater Manchester authorities; for traffic signals and the associated urban traffic control systems on the network together with the traffic control centre. It is essential that the safety, availability and long-term integrity of the assets that make up the publically maintainable highway is well managed.

The demand for a more efficient approach to the management of highway infrastructure assets has come to prominence in the light of the fiscal challenges faced by both by central and local government as well as the devolved administrations. Recent developments include:

- **The Incentive Fund** The purpose of the incentive funding is to promote the adoption of good practice across all local authorities to ensure value for money.

Time has been given to allow highway authorities to adopt efficiency measures, to gain buy-in from their senior leaders and to make the necessary transformational changes to the full adoption of '**Asset Management Principles**'.

Local highway authorities is categorised based upon where they are on the efficiency curve:

**Band 1:** Early stage authority - Has a basic understanding of key areas and is in the process of taking it forward.

**Band 2:** Mid stage authority - Can demonstrate that outputs have been produced that support the implementation of key areas that will lead towards improvement.

**Band 3:** Final stage authority - Can demonstrate that outcomes have been achieved in key areas as part of a continuous improvement process.

A local authority's category is based on the responses to a self-assessment exercise on efficiency. The self-assessment questionnaire has 22 questions in total, divided into five categories:

- Asset Management
- Resilience
- Customer
- Benchmarking & Efficiency
- Operational Delivery

A local authority's Band will be based on its score in this self-assessment questionnaire:

- **Band 1:** Does not reach Level 2 or Level 3 in at least 15 of the 22 questions.
- **Band 2:** Must reach Level 2 or Level 3 in at least 15 of the 22 questions.
- **Band 3:** Must reach Level 3 in at least 18 of the 22 questions.

The table below shows the part of the incentive funding allocation which will be awarded to authorities in Bands 1, 2 and 3 each year. Only authorities who have Band 3 will be awarded 100% of the available funding from 2017 onwards.

Year	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
<b>Band 1</b>	100%	90%	60%	30%	10%	0%
<b>Band 2</b>	100%	100%	90%	70%	50%	30%
<b>Band 3</b>	100%	100%	100%	100%	100%	100%

<sup>2</sup> Transport policies that affect the ten districts of Greater Manchester are set by the new Greater Manchester Combined Authority and its Transport for Greater Manchester Committee. TFGM is the delivery arm for the elected body, responsible for investing in improving transport services and facilities.

## Trafford Council - Highway Infrastructure Asset Management Plan

- **The CIPFA Code for Transport Infrastructure Assets** provides advice on how asset management should be implemented for local highway authorities to meet **Whole of Government Accounts** requirements.
- **The Audit Commission Report Going the Distance** recommends that local highway authorities in England adopt the principles of asset management when making investment decisions in order to optimise the use of available resources.
- **The Potholes Review, Prevention and a Better Cure** found that asset management has not been embraced consistently across all authorities in England although it is clearly understood that a more preventative approach to maintenance and long term planning is likely to reduce the occurrence of potholes.
- **Well-managed Highway Infrastructure Code of Practice 2016.** This document replaces Well-maintained Highways, Management of Highway Structures and Well-lit Highways. Production has been overseen by the UK Roads Liaison Group (UKRLG) and its Roads, Bridges and Lighting Boards. The Code is designed to promote the adoption of an integrated asset management approach to highway infrastructure based on the establishment of local levels of service through risk-based assessment.
- **ISO 55000 Asset Management** suite of documents provides a common platform and reference point for asset management internationally, across all sectors and industries, and is aimed at all assets, including those in public and private ownership.

These developments provide a greater focus on asset management. Although the principles of asset management have been generally accepted, highway authorities throughout the UK have adopted a wide ranging approach to its implementation. Where asset management has been successfully adopted, demonstration of leadership and commitment from senior decision makers in supporting an asset management approach has been fundamental.

In May 2013 the 'Highways Infrastructure Asset Management Guidance' Document was published by the UK Roads Liaison Group (UKRLG). This set out the 14 recommendations that are presented as the minimum requirement to achieve a reasonable level of benefits from asset management. Below is a summary of the recommendations;

### UKRLG HMEP Summary of the Recommendations

1. **Asset Management Framework**- An Asset Management Framework should be developed and endorsed by senior decision makers. All activities outlined in the Framework should be documented.
2. **Communications** - Relevant information associated with asset management should be actively communicated through engagement with relevant stakeholders in setting requirements, making decisions and reporting performance.
3. **Asset Management Policy and Strategy** - An asset management policy and a strategy should be developed and published. These should align with the corporate vision and demonstrate the contribution asset management makes towards achieving this vision.
4. **Performance Management Framework** - A performance management framework should be developed that is clear and accessible to stakeholders as appropriate and supports the asset management strategy.
5. **Asset Data Management** - The quality, currency, appropriateness and completeness of all data supporting asset management should be regularly reviewed. An asset register should be maintained that stores, manages and reports all relevant asset data.
6. **Lifecycle Plans** - Lifecycle planning principles should be used to review the level of funding, support investment decisions and substantiate the need for appropriate and sustainable long term investment.
7. **Works Programme** - A prioritised forward works programme for a rolling period of three to five years should be developed and updated regularly.
8. **Leadership and Commitment** - Senior decision makers should demonstrate leadership and commitment to enable the implementation of asset management.
9. **Making the Case for Asset Management** - The case for implementing the Asset Management Framework should be made by clearly explaining the funding required and the wider benefits to be achieved.
10. **Competencies and Training** - The appropriate competency required for asset management should be identified, and training should be provided where necessary.
11. **Risk management** - The management of current and future risks associated with assets should be embedded within the approach to asset management. Strategic, tactical and operational risks should be included as should appropriate mitigation measures.



## Trafford Council - Highway Infrastructure Asset Management Plan

12. **Asset Management Systems** - Asset management systems should be sustainable and able to support the information required to enable asset management. Systems should be accessible to relevant staff and, where appropriate, support the provision of information for stakeholders.
13. **Performance Monitoring** - The performance of the Asset Management Framework should be monitored and reported. It should be reviewed regularly by senior decision makers and when appropriate, improvement actions should be taken.
14. **Benchmarking** - Local and national benchmarking should be used to compare performance of the Asset Management Framework and to share information that supports continuous improvement.

This HIAMP will directly link to the 14 recommendations in the UKRLG guidance document as these were seen as the cornerstone to good asset management practice.

Also key, was the principle of an asset management **Policy, Strategy & Plan**, whereby the HIAMP follows a clear line of sight from the local and national policies that shape the future direction of Trafford Council, via the strategies we will employ to meet these policies and what this means for specific assets and their corresponding performance data.

- **Policy** - Local policies such as Greater Manchester 2040 Transport Strategy, Trafford's Corporate Strategy, Service Plans, and Trafford's highway policies, plus national legislation and policies such as The Highways Act 1980 and Code of Practice documents such as the Well-managed Highway Infrastructure.
- **Strategy** - This is the bulk of the document and demonstrates the steps being taken in Trafford Council to meet the 14 recommendations in the Highway Infrastructure Asset Management Guidance Document produced by the UK Roads Liaison Group. This HIAMP is structured so that the recommendations reflect the UKRLG HMEP Chapter headings followed by Our Approach which outlines what we are doing to meet them.
- **Plan** – Separate Appendices for Asset Management Plans for specific assets namely: Carriageways, Footways, Structures, Highway Lighting and Drainage are also included. These final chapters show in greater detail how we will manage these assets to not only meet the 14 recommendations in the UKRLG HMEP guidance but also to make best use of the resources available to provide a safe and efficient working highway network for those who travel within or through Trafford.

## Part A – Asset Management Context

Part A of this HIAMP sets the context for Trafford Council highway infrastructure asset management by describing the structure and the environment within which the highways service is delivered.

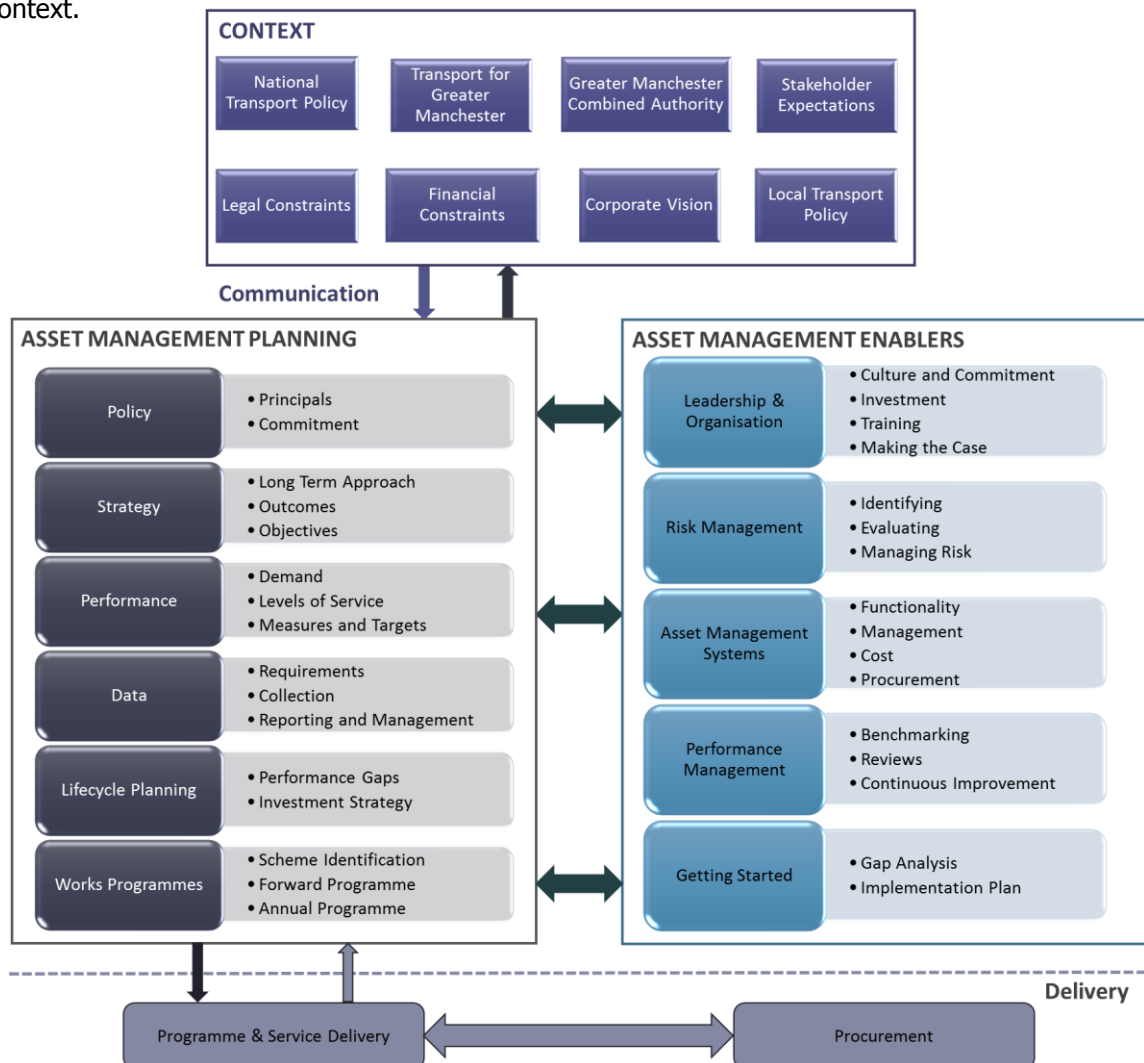
Delivering highway infrastructure asset management is not a stand-alone activity. It is linked with the Trafford Council policies and service delivery. It supports the interface with all stakeholders, including elected members, road users, the public and local communities.

### UKRLG Recommendation 1. Asset Management Framework

*An Asset Management Framework comprises the activities and processes that are necessary to develop, document, implement and continually improve asset management. These activities and the approach to their delivery should be clearly documented and accessible to relevant stakeholders.*

#### Our Approach - Asset Management Framework

The table below shows the communication links required to support Asset Management between the policy makers, planners, enablers and deliverers of Asset Management within Trafford Council set in the local and national context.



#### Asset Management Framework

## Trafford Council - Highway Infrastructure Asset Management Plan

The Framework is presented in three parts:

1. **Context** – Describes the context for highway infrastructure asset management, the organisation and the environment within which the local highway service is delivered, and is covered in Part A of the HIAMP.
2. **Asset Management Planning** – Describes the key activities and processes for asset management planning and shows how these are to be applied to Trafford Council highway infrastructure assets, as covered in Part B of the HIAMP.
3. **Asset Management Enablers** – Describes the enablers that support the implementation of the Asset Management Framework and is covered in Part C of the HIAMP.

### Legal, Policy and Codes

The direction of Trafford's highway asset management strategy is determined by a number of factors – national codes of practice / policies, legal and financial parameters. *Action Plan Item 1.1.*

**The Highways Act 1980** places duties upon and bestows powers to Trafford as the local Highway Authority. Chief among these is our duty to maintain the highway in a safe and serviceable condition.

**National Transport Policy** sets targets for local authority achievement and we will continue to keep abreast of these via direct communication with the Department for Transport and updates.

We are also driven by policies in **The Greater Manchester 2040 Transport Strategy**, the key transport policy document for the conurbation prepared jointly by all 10 Greater Manchester Authorities and Transport for Greater Manchester. The 2040 Transport Strategy sets out the collective long-term commitment of the 10 authorities to the development of a sustainable, environmentally sensitive, integrated transport system for the conurbation and an initial 5 year programme of construction projects to begin to put this commitment into effect, with the Vision being;

***World Class connections that support long-term, sustainable economic growth and access to opportunity for all.***

The Vision for Trafford is:

***Trafford is a place where our residents achieve their aspirations, and our communities are thriving.***

The **Corporate Strategy** for all services can be found within Trafford's Corporate Strategy on the website - <http://www.trafford.gov.uk/>

Trafford Council recognises that transport systems play a huge part in facilitating a high quality of life by meeting the needs of the individual whilst remaining responsive to the changing needs of business.

**Well-managed Highway Infrastructure** published in October 2016. This document is the first edition of 'Well-managed Highway Infrastructure'. It replaces Well-maintained Highways, Management of Highway Structures and Well-lit Highways. It provides local authorities with guidance on highways management in an ever changing environment, creating a strong foundation for a positive and lasting maintenance policy. Adoption of the recommendations in this code (together with the **UKRLG HMEP Recommendations**) will help the delivery of effective Asset Management.

Performance expectations are placed upon our highway network by all stakeholders which include the travelling public, businesses and the emergency services that rely on its efficiency and availability to carry out their own travel requirements.

### Our Approach - Asset Management Planning

Trafford will develop an investment strategy for highway infrastructure maintenance which is led by the principles of Asset Management. This will take the form of lifecycle planning for all our assets based upon historical data, current and future usage and design specifications, aligned to anticipated index-linked cost estimates to produce a long term strategic approach.

Trafford will demonstrate through this document and supporting processes and software what the historic, current and future demand on our highway network is likely to be, set out levels of service and performance targets and how these will be measured.

## Trafford Council - Highway Infrastructure Asset Management Plan

We will continue to expand our asset register to include as much information as possible, both physical and non-physical to ensure we have a future-proof database. This will involve, as it does now, technical surveys and drawing on data in hard copy formats and transferring it into digital spatial data.

Other data, such as customer enquiries, condition survey information and maintenance records will also be held within our Highway Asset Management Systems and these are gathered by either call centre staff, Highway Inspectors, external survey suppliers or directly via Trafford's Council public website and social media.

This evolution will continue and intensify in the coming years as we put together an indicative 5 year works programme based upon predicting the deterioration rates of numerous assets and carrying out the right treatment at the right time to ensure maximum benefit for minimum outlay.

### Our Approach - Asset Management Enablers

The principles of Asset Management require buy-in at the highest levels within Trafford in order for them to be effectively applied. Securing this buy-in from senior decision makers and elected members will pay dividends in the long term as the purpose, objectives and responsibilities for the implementation and delivery of asset management will need to be clearly established and supported.

We will ensure the systems and processes we employ in Asset Management are, and will remain through targeted development and investment, fit for purpose both now and in the future. The functionality, management, cost and procurement of such systems will fall within existing Trafford, National and European frameworks and we will ensure full accreditation and calibration is maintained for data validity and auditing purposes.

We are confident that Trafford Council is building upon a solid foundation and much of the development work already done in recent years has been based upon Asset Management principles but, we cannot not sit back as future funding and the safety and usability of our highway network will depend upon this work continuing.

### Our Approach - Delivery

#### One Trafford

Amey and Trafford Council are working in partnership, "One Trafford" to deliver environmental and infrastructure services for Trafford.

Contracting these services will help to reduce costs whilst maintaining high-quality and value-for-money services to residents and businesses. The business model also allows for greater sustainability and the potential for growth.

With an overarching asset management framework, this contract will aim to produce a leaner delivery model, efficient and optimised programmes of work and introduce, innovative and new technologies across the services to deliver a more efficient approach for the Council and the residents of Trafford.

This leaner delivery model will continue to be developed and will evolve as required to meet the maintenance demands of a dynamic highway network. *Action Plan Item 1.2.*

We will work to create an indicative rolling 5 year capital maintenance programme from which Year 1 will be extensively developed and presented to Trafford's Members for approval as part of an annual cycle. This rolling programme will remain a live entity and will evolve dependent upon external factors such as utility works, other departmental highway works and changes to funding.

This will allow our operational colleagues to feed into the process at an even earlier stage than is currently the case, plus it allows for better planning of works on the ground and organising the supply chain of services and materials.

## UKRLG Recommendation 2. Communication

*Relevant information associated with asset management should be actively communicated through engagement with relevant stakeholders in setting requirements, making decisions and reporting performance.*

### Our Approach - Communication

A Communications Strategy is a way of describing how the asset management approach is actively communicated through engagement with relevant stakeholders in setting requirements, making decisions and reporting performance. Trafford's Highway Infrastructure Asset Management Communication Strategy is developed and included in Appendix G of this HIAMP.

In keeping with asset management philosophy, user and community involvement will be a high priority within and for Trafford Council.

### Stakeholders

People, groups of people, or organisations that can affect or be affected by the policies and actions of Trafford Council are all stakeholders of the highway network. Managing stakeholder expectations and addressing their needs is a key aspect of asset management.

In the context of the highway service, stakeholders are many and diverse and will be considered in different ways. They are likely to include:

- Government - through HM Treasury, DfT and other Departments, that have an interest through legislation, provision of funding.
- Trafford locally elected members.
- Trafford residents.
- Trafford businesses.
- Representative groups e.g. Parish Councils, the disabled groups.
- Other interest groups e.g. cycling, walking, conservation, equestrian groups etc.
- Hard to reach or involve groups such as young people, the disadvantaged and elderly.
- Emergency services.
- Utility services.
- Neighbouring authorities and TfGM (traffic signals, passenger transport, cycling), Taxi Trade etc.
- Highways England

Effective engagement with stakeholders is a key in managing expectations and therefore satisfaction with Trafford Council services. Stakeholders need to be engaged at various stages in the asset management process so that they can appreciate the challenges and issues that Trafford Council faces. People cannot be expected to understand or accept the level of service provided if they have not been involved in its development or it is not published and transparent.

We will engage with and involve key stakeholder groups such as local communities, local businesses and services; as per the list above, in a variety of different ways to achieve effective stakeholder engagement. [Action Plan Item 2.1.](#)

# Trafford Council - Highway Infrastructure Asset Management Plan

## Elected Members

We will ensure clear and accurate information is made available to help with the decision making process and to demonstrate the cost benefits of lifecycle planning and an Asset Management approach.

Trafford is developing an indicative, rolling multi-year works programme. This programme effectively remains live and an annual 'snapshot' of this programme will be passed to Trafford Council for consideration and approval. The benefit of an 'organic' rolling programme means all parties will be able to analyse and feed into this programme, such that views can be considered where appropriate, at an earlier stage than was previously possible.

We will aim to produce annual reports to elected members for consideration on predicted network condition based upon anticipated funding availability. This is a 'scenario' based method whereby we can demonstrate, using sound engineering data, what the future condition of Trafford's network will be based upon certain budget levels plus, we will be able to demonstrate the level of funding required to achieve performance targets, from steady-state to measured improvement. [Action Plan Item 2.2.](#)

## Public

We aim to publish the 5 Year Maintenance Programme on our public website so that all stakeholders can see an indication of future maintenance plans. We anticipate this will help those who do not share detailed engineering knowledge to be able to see the decisions we are making and the reasons for them, and no stakeholders are excluded from the process. [Action Plan Item 2.3.](#)

Trafford's Council public website is regularly reviewed to make the user experience more beneficial. This will cover all areas of service including highways and we are working with our web developers to ensure highway maintenance is properly represented in these changes. [Action Plan Item 2.4.](#)

Along with our maintenance activities, we plan to publish information on the work we are doing with regard to funding bids, policies and this Highway Infrastructure Asset Management Plan to provide openness to our customers. [Action Plan Item 2.5.](#)

We will also use customer feedback to inform maintenance programmes and will publish details of the measures taken to respond to feedback and to publish the feedback on service delivery performance on our website. [Action Plan Item 2.6.](#)

With the current proliferation of smart phones and the rise of social media, we are developing the capability for stakeholders to interact with the local authority on highway related matters, and other services using a variety of platforms. [Action Plan Item 2.7.](#)

We will ensure engagement with stakeholders is included as a primary element when reviewing a revised highway classification hierarchy for the possible inclusion of a 'D' Class network. [Action Plan Item 2.8.](#)

A highway classification hierarchy review is to assess a revised carriageway hierarchy and corresponding inspection frequency, to facilitate the review of levels of service and the corresponding prioritisation of funding in a manner deemed more appropriate for Trafford within an environment of reduced government funding.

## National Highways & Transportation Survey (NHT)

In 2016 Trafford contributed to the annual NHT Survey for the purposes of both benchmarking alongside similar authorities and for seeking stakeholder feedback on our services. The feedback is very informative for seeking stakeholder priorities and for gauging the level of stakeholder satisfaction with our services. We will continue this survey going forward. [Action Plan Item 2.9.](#)

We will also review the performance of customer satisfaction surveys and identify potential for improvement with our action plan. [Action Plan Item 2.10.](#)

# Trafford Council - Highway Infrastructure Asset Management Plan

## Asset Valuation

This information is provided to the Department for Transport on an annual basis and provides both the Gross Replacement Cost of the authority's assets (what it would cost to rebuild from scratch) and the Depreciated Replacement Cost (what it would cost to return our assets to new from their current condition).

This data not only gives the government a detailed overview of the country as a whole but it is also a useful benchmarking measure between ourselves and neighbouring or similar sized authorities. [Action Plan Item 2.11](#).

## **Part B - Asset Management Policy, Strategy and Plan**

Part B explains the key activities for asset management planning and how these are applied to Trafford Council. It shows the contents of asset management policy and strategy, explains Trafford's approach to performance management, asset data, and provides information on lifecycle planning and work programming.

### **UKRLG Recommendation 3. Asset Management Policy and Strategy**

*An asset management policy and a strategy should be developed and published. These should align with the corporate vision and demonstrate the contribution asset management makes towards achieving this vision.*

*The asset management policy sets out the commitment by senior decision makers to highway infrastructure asset management. The asset management strategy sets out the long term objectives for the highway asset and how they are met, including statutory obligations, stakeholder needs and the overall performance of highway infrastructure within the context of any constraints such as funding.*

#### **Our Approach - Asset Management Policy and Strategy**

This Trafford's HIAMP is set around the clear principles of Policy, Strategy & Plan, whereby the HIAMP follows a clear line of sight from the existing local and national policies that shape the future direction of Trafford, via the strategies we will employ to meet these policies and what this means for specific assets and their corresponding performance data.

#### **Policy**

Trafford Council Asset Management Policy is a high level document which establishes the Council's commitment to Highway Infrastructure Asset Management and demonstrates how this approach aligns with the Council Plan. The Policy is a stand-alone document and will be published alongside this strategy on the Council's website but is also included within this HIAMP on the following page.

#### **Strategy**

This actual document is the Highway Infrastructure Asset Management Strategy for Trafford. In line with the authority's Asset Management Policy and closely tied to the recommendations in the UKRLG HMEP guidance document (2013) it shows the steps we will take to effectively manage our highway assets in the coming years. [Action Plan Item 3.1.](#)

#### **Plan**

The Appendices of this document contain Trafford's Highway Infrastructure Asset Management Plans for specific Highway Asset categories. This is where we set out our performance targets and the methods we will employ to achieve them. [Action Plan Item 3.2.](#)



## Trafford Council



### Policy for Highways Asset Management

Trafford Council is committed to adopting an asset management approach for the highway network in order to support the Council's vision for:

***Trafford is a place where our residents achieve their aspirations, and our communities are thriving.***

Together with **Positive Environmental Impact (Priority Outcome PE4) Better maintained highways**, Trafford Council recognises that transport systems play a huge part in facilitating a high quality of life by meeting the needs of the individual whilst remaining responsive to the changing needs of business.

In order for all Trafford's people and communities to enjoy the highest quality of life in a safe, clean, attractive, healthy and sustainable environment Trafford Council's Asset Management Policy will seek to:

- **Maintain roads in a safe and serviceable condition.** To provide a safe, well managed, maintained and more resilient highway network for all who use it. In order to deliver this we will continue to understand our community's needs, promote levels of service and maintenance priorities for our highways.
- **Deliver a road and transport infrastructure that seeks to meet the needs of Trafford's residents, visitors and businesses.** To provide long term maintenance planning to help with co-ordination of expenditure, resources and third party network access whilst being flexible enough to respond to dynamic changes in the needs of businesses and the local economy.
- **To provide our road users with a reasonable level of confidence that their journeys on the highway will be predictable and timely.** To efficiently manage the maintenance of highway infrastructure to reduce disruption to the network where possible.
- **To ensure that the highway network is available and accessible, as far as possible.** To efficiently maintain the highway infrastructure asset to meet the needs of the travelling public where possible.
- **To progressively reduce the environmental impact of the highway asset for the benefit of all our road users.** To review materials and maintenance techniques used in managing the highway infrastructure asset reducing its environmental impact for improved sustainability.

*Our adoption of an asset management approach will take a long term view in making informed maintenance and investment decisions.*

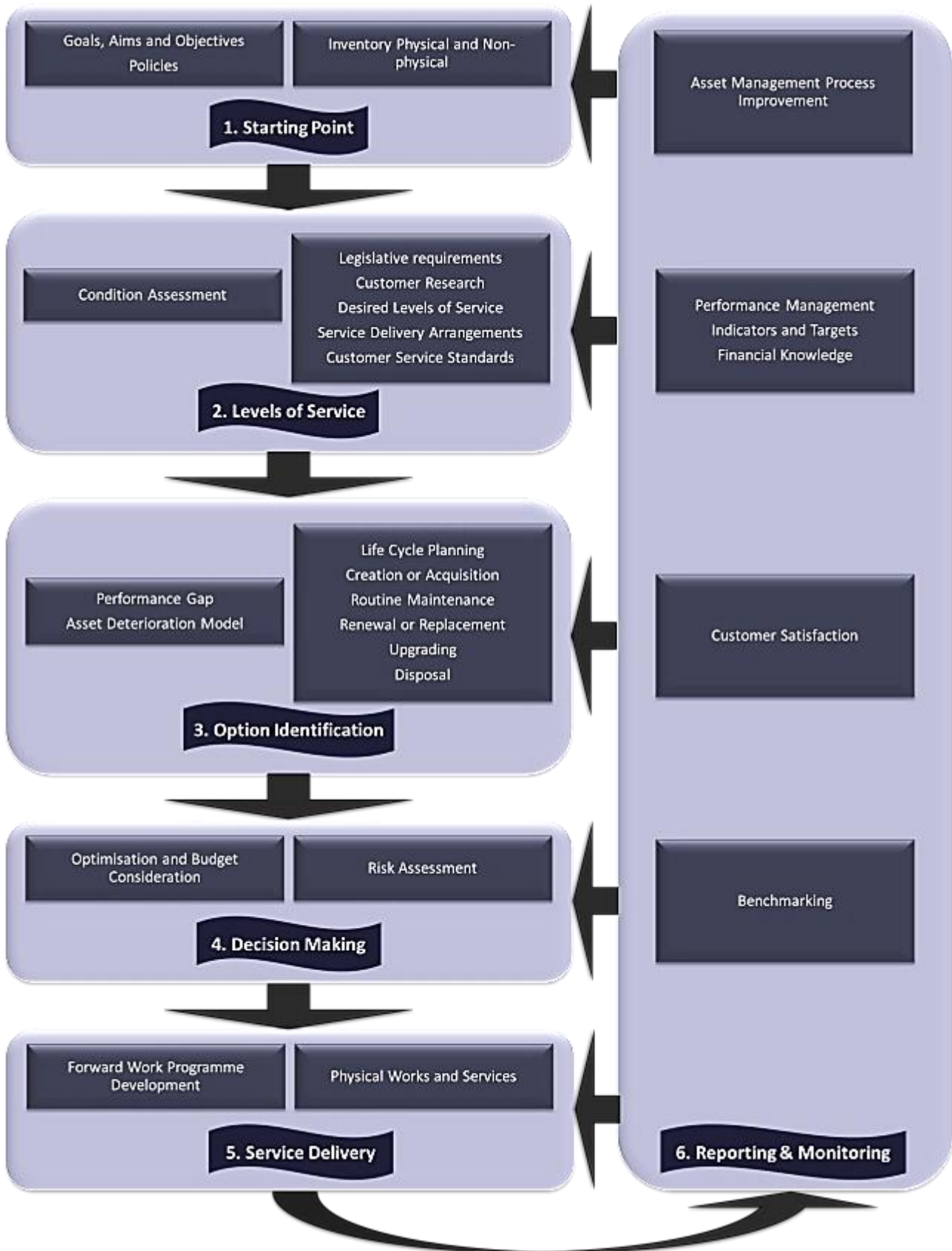
Trafford Council is committed to the continued implementation of Asset Management principles in the maintenance of Trafford's highway network, delivering the greatest amount of community and business benefit with the funds available. These principles are directly linked to the 14 recommendations in the Highway Maintenance Efficiency Programme (HMEP) and promoted by the DfT in its Capital Maintenance Funding Programme 2015 - 2021.

#### ***Asset Management Policy***

# Trafford Council - Highway Infrastructure Asset Management Plan

## Asset Management Strategy Process

Our Asset Management Process is set out in the diagram below. This approach will also be utilised by Trafford when undertaking the completion of lifecycle plans for individual assets.



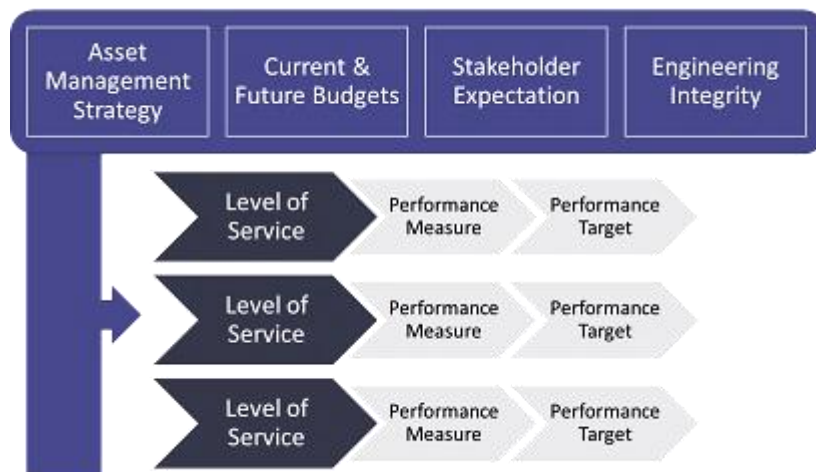
*Asset Management Strategy Process*

## UKRLG Recommendation 4. Performance Management Framework

A performance management framework should be developed that is clear and accessible to stakeholders as appropriate and supports the asset management strategy.

The levels of service, performance measures and targets will form the performance management framework.

Once performance measures are developed and linked with levels of service, the levels of service and individual measures can be banded and described in qualitative terms such as excellent / good / fair / poor. Alternative bandings can be adopted to align with the overall approach to performance management in the authority. This allows performance to be described in a way that is easily understood by all stakeholders.



### Our Approach - Performance Management Framework

#### Levels of Service

Levels of service refer to a measure of the service quality achieved from highways assets. The level of service reflects the way our service is delivered and how it is perceived by our customers. Levels of service include the performance and condition of the asset itself, the quality of the service that the asset provides and the performance of Trafford Council in delivering that service.

Levels of service are broad statements that describe the performance of highway infrastructure assets in terms that our stakeholders can understand. They will relate to outcomes and cover key aspects of asset performance such as **safety**, **serviceability** and **sustainability**. They will consider the performance of the whole network rather than that of individual assets.

#### Developing Our Levels of Service

Our Levels of Service correspond with the broad Objectives, Strategy and Values of:

- The TfGM Transport Vision 2040, a document for the conurbation prepared jointly by all 10 Greater Manchester district Councils and the Greater Manchester Passenger Transport Authority.
- Trafford's Corporate Strategy
- Trafford's Values, which are:
  - Engaging the people of Trafford
  - Always improving
  - Leading the way
  - Acting with integrity
  - Valuing our people
  - Using time and money wisely
- The people of Trafford. The National Highways & Transport Public survey (NHT) undertaken in Trafford for the first time in 2016, reveals public priorities for Highways and Transport. Priorities were awarded a percentage value for 'importance'. The top 6 priorities out of 12 options given the greatest '% importance' were: Safer Roads 95.9%, Highway Condition 95.7%, Pavements 93.3%, Street Lighting 89.1% and Reducing Traffic 87.3% and Traffic Pollution 86.1%.

# Trafford Council - Highway Infrastructure Asset Management Plan

## Trafford Council HIAMP Levels of Service

They are:

- Maintain roads in a safe and serviceable condition.
- Deliver a road and transport infrastructure that seeks to meet the needs of Trafford's residents, visitors and businesses
- To provide our road users with a reasonable level of confidence that their journeys on the highway will be predictable and timely
- To ensure that the highway network is available and accessible, as far as possible
- To progressively reduce the environmental impact of the highway asset for the benefit of all our road users

Each level of service is supported by a framework of performance measures; Performance and Customer Care Indicators (PI's & CCPI's) which are reported to senior management for regular review. These enable both individual aspects of performance to be measured as well as the overall level of service. These performance measures include both engineering and non-engineering considerations and form the HIAMP's supporting Performance Management Framework. [Action Plan Item 4.1.](#)

This performance approach results in a more holistic approach to performance as Trafford Council can monitor, record and report delivery of the highway service, the asset management strategy, levels of service and our overall approach to asset management linking strategy, corporate vision and objectives. [Action Plan Item 4.2.](#)

## UKRLG Recommendation 5. Data Management

*The quality, currency, appropriateness and completeness of all data supporting asset management should be regularly reviewed. An asset register should be maintained that stores, manages and reports all relevant asset data.*

### Our Approach - Data Management

Asset data describes what highway infrastructure assets an authority has, where they are and how they perform. It is used to support the requirements of the asset management strategy and in determination of the approach to deliver the strategy, including performance management, lifecycle planning, forward programming and risk management.



### Highway Asset Management Systems (HAMS)

One Trafford is developing its use of the Confirm system in conjunction with Amey Asset Manager – Horizons as its main Highway Asset Management Systems providing a robust tool for holding and reporting on Asset Data. Confirm is a modular piece of software which allows us to develop the system to our requirements.

Amey Asset Manager – Horizons provides a visualised pavement management system for visual display of carriageway condition and provides carriageway lifecycle scenarios with deterioration modelling to help determine future investment priorities. (UKRLG Recommendation 6 – pg. 27)

### Data Management Strategy

The highway network is surveyed routinely using a variety of different methods. Asset data is collected and verified through these methods and new details are identified as part of an on-going process. For new asset sets that have not previously been collated a specific means of surveying is identified and implemented accordingly. This method allows the quality and integrity of the data to be regularly reviewed and any inaccuracies amended ensuring the overall data quality. This data is further reviewed by maintenance operations that identify assets changes at a component level which are not necessarily easily seen.

Trafford Council will review and develop its asset data in line with the recommendations of the **Code of Practice on Transport Infrastructure Assets** which adopts a three layer approach for selecting and grouping assets. This approach is the one currently recommended for authorities undertaking their returns for Whole of Government Accounts. [Action Plan Item 5.1.](#)

### Asset Maintenance

One Trafford uses Confirm to manage our highway inspection regime. We have a whole area access approach which provides flexibility, allowing Inspectors to work outside of their defined areas when the need arises. Inspections are carried out on a monthly, three-monthly, six-monthly or annual basis dependent upon the hierarchy of our asset network, in accordance with the current Highway Inspection Manual; which is in review and will be further developed in accordance with National Guidelines. [Action Plan Item 5.2.](#)

The current inspection regime is made up of three key elements:

- **Inspection Route:** This refers to monthly and three-monthly inspections, generally on classified roads and unclassified distributor roads. These are designed as a single inspection route along a single numbered road.
- **Inspection Area:** This is reserved for all annual inspections and bi-annual link footway inspections. They are worked out to provide as even a distribution of workload as is feasible.
- **Enquiry Area:** These are specific geographical areas where enquiries such as those from the general public either via Customer Services or the website, are allocated to particular Inspectors or other relevant action officers. In general, the Enquiry Areas broadly match the Inspection Areas but some sections of an Inspection route may be in different enquiry areas.

Inspections are managed through Confirm and defects and planned works are maintained from creation to closure.

## Pavement Management

Trafford's Technical Survey Strategy is detailed in Appendix A. The highways asset condition data; collected through highways SCANNER and Course Visual Inspection, is updated annually (including any inventory updates) and loaded onto Horizons. Horizons has a facility to visualise highway condition along a road and can combine other data sets to help determine most appropriate planned maintenance approach for Trafford. It can also plot future condition scenarios of the highway taking into account future budgets or the desired service levels.

## National Street Gazetteer (NSG)

The Street Gazetteer module holds a complete record of the network in Trafford, from the Unique Street Reference Number (USRN) and naming convention, through to links with the hierarchy, which is then used to populate and update the network within the Horizon software.

## Performance Management

Performance Management data can be reported via the use of the reporting tools contained in Confirm and Horizons. To assist this, bespoke dashboards will be created to monitor performance through the interrogation and display of live data. All the data stored in Confirm and Horizons will be reported on and hence this results in a very robust performance management tool. This supports Trafford Council's approach to Performance Management through the provision and reporting of performance data for national and local indicators. [Action Plan Item 5.3.](#)

Trafford Council have a funding strategy in place for inventory collection for data gaps which had been initially identified. However, in reviewing the asset management Performance Management Framework, we will review the information strategy for the collection of data to support the performance management framework. [Action Plan Item 5.4.](#)

## Street Works

The Street Works module of Symology, which provides comprehensive functionality for both service utilities, Trafford Council maintenance and improvement works and traffic managers is utilised within Trafford. Works are initiated and progressed through a programmed life cycle which accommodates the functions of permission and co-ordination, aimed at minimising traffic disruption. This includes validation to conform to established noticing or permit rules.

Electronic communication of information between participants, map-based representation of work, and public accessibility services via the internet are all provided.

## Street Works Co-ordination

To work in a more holistic and efficient manner Trafford will continue to conduct street works co-ordination meetings in line with the New Roads and Street Works Act Section 59 which is for the street authority to co-ordinate works in the street with the active co-operation of all parties concerned.

Forward planning information on long-term programmes from all works promoters will help Trafford to co-ordinate works. It will also help works promoters to identify opportunities for joint working and to co-ordinate the timing of resurfacing. This might include mains replacement programmes or reconstruction of main roads, which will be planned several years ahead.

The meetings will be concerned primarily with direct co-ordination of individual schemes and dissemination of information. The meetings will be held quarterly or more frequently if the need arises, but a discussion should always take place whenever proposed major works are likely to conflict with other activities, especially in a street or streets known to be prone to congestion. These meetings will cover:

- specific major works with, wherever possible, fully-costed and assessed alternative routes for works proposals and a full assessment of the preferred route;
- medium-term and annual works programmes for all works promoters, submitted at least 21 days before the meeting, and showing a six month rolling programme of work. This will allow Trafford to compile a co-ordinated schedule of works;
- planned road closures for the next quarter and rolling year ahead, to allow all street and road works to be planned within such closures as far as possible; and

## Trafford Council - Highway Infrastructure Asset Management Plan

- other significant events.

### Works Management

Jobs raised through Enquiries and Inspections are managed through an optimised delivery model underpinned by an end-to-end IT platform integrating works management systems with Confirm to give full visibility of work status at all stages.

Our inspectors and works teams operate a mobile IT solution to enable accurate and timely data capture while out on the network. Inspectors use Confirm Connect on mobile devices to record defect information directly into the asset management system. All works are programmed and scheduled by the team in the Operational Control Room using Work Manager and Masternaut, and issued to works teams' handheld devices.

The capture of accurate information when works are identified is critical to intelligent works programming and subsequent delivery of 'right-first-time' repairs. Working closely with the operations team, the Operational Controllers programme works to ensure maximum resource productivity and compliance with required response levels. Additionally, Operational Controllers can use the Visual Planning Manager function within Works Manager to identify batches of related work and group by geographical location; this assists in the planning and scheduling of teams' workload, reducing mileage and emissions while maximising productivity. Once works are prioritised and scheduled they appear on the works teams handheld devices in the required completion order.

The works teams follow standard operating processes to deliver works 'right-first-time' reducing the need for repeat visits to a location essential for efficient asset management.

### Customer Service

The Customer Service module links with the authority's Environmental Customer Service centre who utilise Confirm to manage the service enquiries received.

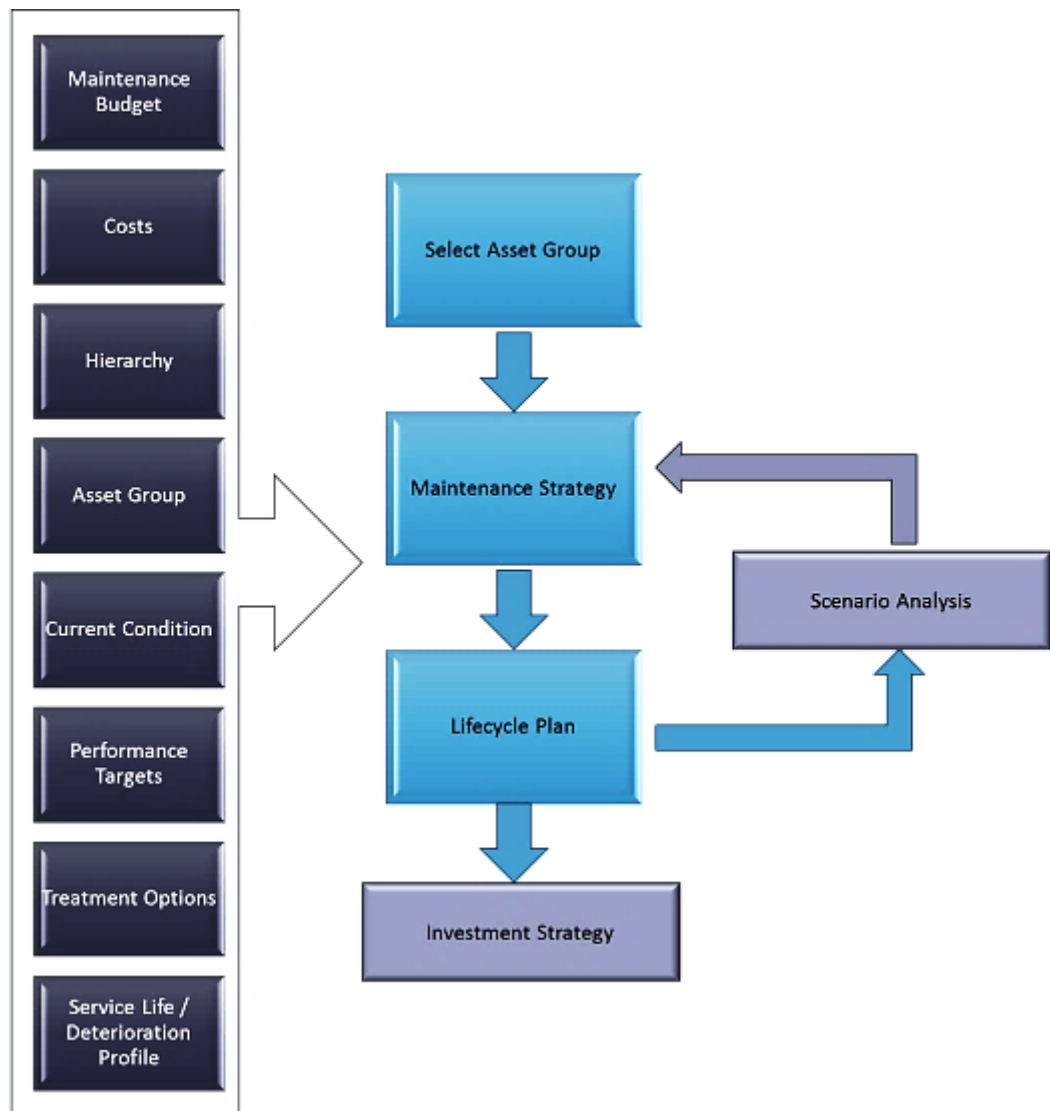
## UKRLG Recommendation 6. Lifecycle Plans

*Lifecycle planning principles should be used to review the level of funding, support investment decisions and substantiate the need for appropriate and sustainable long term investment.*

### Our Approach - Lifecycle Planning

Lifecycle planning comprises of the approach to the provision and maintenance of an asset. It is the prediction of future performance of an asset, or a group of assets and or components, based on investment scenarios and maintenance strategies. The lifecycle plan is the documented output from this process.

Development and use of lifecycle plans will demonstrate how our funding and performance requirements are achieved through appropriate intervention and investment strategies, with the objective of minimising expenditure while providing the required performance and maintaining levels of service.



***Lifecycle Planning Process***



# Trafford Council - Highway Infrastructure Asset Management Plan

## Asset Creation / Inventory Capture

Our HAMS contains asset inventory on Trafford's carriageways, footways, lighting columns, and structures that are highway maintainable at the public expense.

Work is continuing to keep updated our asset information. [Action Plan Item 6.1](#).

## Routine Maintenance

Our highway inspection regime ensures that all Trafford's roads and footways are inspected at various frequencies dependent upon their hierarchy and in accordance with our Highway Inspection Manual.

Works ordered as a result of these inspections are determined based upon the category of the defect and its associated response time plus other information such as indicative forward works programmes and major utility works. We will aim to carry out effective reactive repairs in order to potentially prolong asset life where possible.

## Renewal or Replacement

With effective forward works planning and deterioration profiling, we will aim to carry out both proactive treatments (such as surface dressing or micro-asphalting) and major renewal or replacement (resurfacing) at the right time for the right cost, ensuring we get the maximum benefit for the cost outlay. This will be determined by design life and calculated deterioration.

## Decommissioning

It is rare for highway assets to be decommissioned. This usually only occurs when roads are 'stopped up' as a result of major highway improvements or realignments. As a result of this, it is possible that sections of highway may fall into disuse, or be returned to the landowner of the subsoil beneath the highway. Some drainage assets may be decommissioned if they are replaced by larger projects as a result of increased flooding. Other assets such as signs or street lighting columns may be deemed to be decommissioned when they have in fact been relocated as a result of improvement works.

We will ensure that our asset inventory is kept up to date as much as possible, taking into account these changes which can be both frequent and varied.

## Service Life / Performance Level

The type of asset in question will determine the method of measuring its level of performance and its service life. Highway gullies, for example, have three elements: the ironwork above, the structure below and its ability to drain water effectively (silting, blocked pipework etc). Each of these elements can be measured in varying ways and each element will have different expectations as to its service life and its whole life costing.

With regard to carriageways and footways, our performance levels will be determined by Road Condition Indices which are gathered using a mixture of SCANNER surveys, CVI (Coarse Visual Inspection) FNS (Footway Network Survey) and Safety Inspections. This data, coupled with deterioration profiling will enable us to predict the condition of our roads and footways along a timeline, thus allowing us to target the right treatment for the right cost, at the right time.

## Deterioration Modelling

Our deterioration modelling software Horizons<sup>3</sup>, takes condition data from roads of the same class, hierarchy and similar commercial vehicle (CV) usage over several years, monitors the change in condition over this period of time and uses this information to predict the future status of defects. This is how we will aim to produce a rolling indicative 3 to 5 years works programme based upon the predicted condition of Trafford's roads. [Action Plan Item 6.2](#).

<sup>3</sup> See Recommendation 12. Highway Asset Management Systems (HAMS) for detail of Horizons

### Whole Life Costing

This will be the result of deterioration modelling. Using accurate figures for treatment costs and factoring likely increases in costs over time, we will aim to produce whole life costs for many of our assets such as carriageways and footways.

In the case of other indeterminate life assets such as road gullies, it may be more difficult to predict an entire lifespan as assets such as these are rarely decommissioned and some are in place for decades, only being replaced upon sudden failure due to single events (flooding, accidents etc)

This will lead to us producing scenarios based upon the following drivers:

- The funding required to meet the performance targets.
- The expected performance of the asset if the available funding is insufficient to meet performance targets.
- The funding required to maintain the asset in a steady state or any other desired condition.
- The lifecycle plan that delivers the minimum whole life cost.

### Scenario Modelling

This involves the predicted outcome of taking a variety of options to the maintenance of our highway network. By running such reports through the Horizons 'Analysis' software we will be able to predict the future condition of the network, and indeed individual streets, based upon the anticipated budget availability over a given number of years. Conversely, we can predict the likely cost of maintaining the network to an agreed level of serviceability. The most likely scenario will be to use our maintenance strategy to maximise the serviceability of the network based upon the predicted budget availability. [Action Plan Item 6.3.](#)

# UKRLG Recommendation 7. Works Programme

*A prioritised forward works programme for a rolling period of 3 to 5 years should be developed and updated regularly. Delivery of the works programme is the tangible outcome of the asset management planning process.*

## Our Approach - Works Programme

The process to develop a works programme for maintenance and renewal of highway infrastructure assets comprises the identification, prioritisation, optimisation, programming and delivery of individual schemes.

## Reactive Maintenance – Highway Inspection Regime

The Highway Inspection Regime is in accordance with National Guidelines but is currently under review however in collaboration with the 10 Greater Manchester authorities following the publication of new guidance. This document is intended as a procedural guide for all employees involved in the inspection of Trafford's highway network. It covers only highway safety and service inspections (a service inspection is an enhanced safety inspection with additional information recorded on overall condition but does not attempt to address structural condition surveys).

This guide is not intended to cover inspections of public rights of way (generally rural footpaths, restricted byways and bridleways) as shown on the definitive map record, detailed street lighting, or full tree inspections. This is dealt with in Trafford Council's Rights of Way Improvement Plan.

The principal aim of inspecting the highway is to identify and take action to remove those hazards causing potential danger to highway users. Additionally the process will support the development of programmes, to maintain the asset and keep the highway in a serviceable condition. This is in line with our overall aim of network safety, serviceability, and sustainability.

Highway Safety and Service Inspections are undertaken to identify defects that are creating or likely to create a danger or serious inconvenience to users of the network or the wider community. Such defects include those that will require urgent attention (within a maximum of 24 hours) as well as those where the reduced level of severity is such that longer periods of response would be acceptable, or confirm that no response is needed.

Trafford has set its own standards for the frequency of its highway safety and service inspections. Again, this is under review taking into account our asset management approach, a Greater Manchester joint approach and National Guidelines.

## Technical Survey Strategy

**SCANNER Survey** - We will review the current approach to carrying out SCANNER surveys on our classified road network at the following frequencies: [Action Plan Item 7.1](#).

- 'A' roads - 100% in one direction, alternating each year. One direction one year, the opposite direction in the following year (2014/15 network = 75km)
- 'B' & 'C' roads - Also 100% in one direction, alternating each year (2014/15 network = 99km)

**CVIs** - We will review the current approach to carrying out CVIs for our unclassified network. [Action Plan Item 7.2](#). Trafford is split into 3 separate areas and one of these areas is surveyed each year with all areas completed over a three year period.

**FNS Survey** – We will undertake enhanced FNS for our footway network. The classified network will be surveyed annually and the unclassified will follow the three yearly cycle to mirror CVI for unclassified roads.

**SCRIM Survey** – We have developed a Trafford Skid Resistance Policy and Survey Strategy for optimum asset management approach; which may also be used for the other authorities within Greater Manchester. [Action Plan Item 7.3](#).

# Trafford Council - Highway Infrastructure Asset Management Plan

## Forward Works Programme

The definitive output from this HIAMP is to have a comprehensive, fully integrated forward works programme in place for all highway assets.

Using the 'Horizons Analysis' software from Yotta, we will look to create a rolling 5 year maintenance programme based upon projected asset condition (Deterioration Modelling) against costs and agreed levels of asset performance.

There will effectively be a two-stage process whereby engineering parameters are applied to the data in the first instance to establish an indicative 5 year programme. The second stage will be to introduce non-engineering parameters such as enquiry records, balancing area allocation and proximity of key services. *Action Plan Item 7.4.*



## Forward Works Programme Process

We will make this information, Works Programmes available either via the public website or regular bulletins or both.

The benefits of this are:

- Firstly, by using the predicted condition of our highway network we can plan a more efficient works programme, balancing the needs of 'worst-first' with a greater emphasis on preventative maintenance treatments which can reduce the demands of a 'worst-first' programme over time. We will be able to predict when the optimum point on the deterioration curve is reached where the allocated treatment at that point provides the greatest cost benefit. **'The right treatment, at the right time, for the right price.'**
- Secondly, having an indicative 5 year works programme in place will help with co-ordination activities both within and outside of Trafford's highway network. We will be able to better plan the timing and extent of utility works as well as fully co-ordinating our own internal multi-disciplinary functions such as street lighting and structures works.
- Thirdly, this approach allows for greater transparency in helping the general public, elected members and other stakeholders to understand what Trafford Council's future maintenance plans are and how we've come to such decisions, which should remain objective and based upon sound engineering criteria. It will allow for a larger amount of self-service and can help, particularly in the case of elected members, parish councillors etc. to field enquiries about particular locations.

## Optimisation

This Optimisation section of the HIAMP takes into consideration decision making and joint prioritisation across asset groups with regard to determining works programmes.

One significant element of the decision making prioritisation process is the potential for schemes to be coordinated across asset groups, for example resurfacing a road in conjunction with replacement of a culvert section or road safety scheme. Such alignment of schemes within the works programme is key to optimising available funding across the Highways Service. The prioritisation lists generated by each of the asset groups will be cross referenced for identification of potential alignment. Locations that appear near to the top of more than one of the priority lists will be considered for engineering judgement as to whether a joined up scheme may be feasible. If elements are funded through different streams, careful planning will be made with regards to aligning year end expenditure restraints.

Consideration will also be given to the order in which schemes are undertaken if they are not to be undertaken jointly. For example a culvert replacement scheme needs to be undertaken prior to a carriageway resurfacing scheme on the same road if the culvert runs under the highway. Similarly, street lights should be replaced before any footway reconstruction to avoid potential damage to footways.

## Trafford Council - Highway Infrastructure Asset Management Plan

Coordination with external bodies will also be important to service optimisation, including coordination with statutory undertakers. Moving forward, this optimised holistic approach will improve cooperation, network disruption and help inform the decision making process.

### Key Route Network

The Greater Manchester Combined Authority (GMCA) has approved proposals for the establishment of a 'Key Route Network' (KRN), the most economically important roads in Greater Manchester, carrying the highest concentrations of commuter and logistics traffic.

Trafford's KRN comprises of approximately 65 kilometres of highway, approximately 7% of the total network length. Establishing a defined KRN will benefit Greater Manchester through improved traffic management across local authority borders, and will support GMCA in prioritising investment to meet the current and future needs of Greater Manchester to boost economic growth, better coordinate roadworks and improve travel information for road users.

Though the day-to-day maintenance of the KRN will stay with local authorities, TfGM are now in the process of developing an Asset Management Plan for the KRN in collaboration with the GM Councils to review and develop investment priorities. There will also be closer working arrangements with Highways England and the Northern Transport Strategy, which will provide a more joined-up approach to improving and managing the region's motorways.

Trafford Council will continue to work and coordinate with TfGM to deliver the KRN Strategy.

### TfGM & GMCA Collaborative Working

There is always a need for collaboration to address public problems or issues through building relationships, shared knowledge, designing innovative solutions, and forging consequential change. When used strategically, collaboration produces positive impacts, stakeholders committed to policy or programme change, and strengthened capacity of individuals and organisations to effectively work together.

Successful collaborations have a common purpose, strong insistence on a whole systems approach, shared power, and use the service user's perspective to stimulate change.

We will continue to aspire to work with the members of the GMCA and TfGM to help understand these joint challenges, and the opportunities of balancing the requirements of working across multiple employers with differing priorities. We will encourage GMCA to work together, to find opportunities where cooperation and even common procurement can cut costs to help reduce the pressures on resources. [Action Plan Item 7.5](#).

### Part C – Enablers

Part C explains the enablers that support the implementation of Trafford Council Asset Management Framework. It highlights the need for engagement with senior stakeholders and leadership, explains the case for asset management, the context for risk management, and summarises the role of asset management systems.

#### UKRLG Recommendation 8. Leadership and Commitment

*Senior decision makers should demonstrate leadership and commitment to enable the implementation of asset management.*

##### Our Approach - Leadership and Commitment

Leadership has a strong influence on the culture and behaviour of all organisations. Our clear direction and priorities will ensure that both significant and apparently relatively minor decisions taken across Trafford all support a consistent approach to delivering asset management.

Ensuring the support of senior decision makers is key to the effective application of Highways Asset Management. Engagement is continuous between all parties involved in the delivery of highway maintenance at all levels within Trafford and a sound system of communication in both directions is in place; via monthly strategic and executive member meetings. Reports are presented to Trafford' Council for performance management (monthly), works programming (tri-annually), and budget setting (annually).

Alongside the Highway Infrastructure Asset Management Guidance Document, the UKRLG produced an abbreviated document called *Highways - Maintaining a vital asset (What should councillors know about asset management?)*. Strong leadership and commitment from elected councillors and their chief officers is vital in maintaining our highways. This leaflet explains how asset management can help Councils to improve highway maintenance, by ensuring best use of available funds and demonstrating need for investment.

We will ensure, through regular communication (committees, regular update bulletins and website publishing) that the investment case for Asset Management is clearly stated and based upon predicted funding and asset condition.  
[Action Plan Item 8.1.](#)

## **UKRLG Recommendation 9. The Case for Asset Management**

*The case for implementing the Asset Management Framework should be made by clearly explaining the funding required and the wider benefits to be achieved.*

### **Our Approach - The Case for Asset Management**

Asset management has been widely accepted by central and local government as a means to deliver a more efficient and effective approach to management of highway infrastructure assets through longer term planning, ensuring that standards are defined and achievable for available budgets. It also supports making the case for funding and better communication with stakeholders, facilitating a greater understanding of the contribution highway infrastructure assets make to economic growth and the needs of local communities.

### **Department for Transport Incentive Fund**

The incentive funding element is about obtaining consistent adoption of good practice across all local authorities to ensure value for money.

Time has been given to allow highway authorities to adopt efficiency measures, to gain buy-in from their senior leaders and to make the necessary transformational changes to the full adoption of Asset Management Principles.

In previous years, each local authority received all of its efficiency funding, both the 'needs' and 'incentive' elements of their initial award. However, for each subsequent future year there is an expectation that continuous improvement is taking place by each highway authority. This level of improvement will be reflected in the funding awarded through the size of the incentive received.

The DfT Incentive Fund places the need for a robust HIAMP at the heart of its selfassessment methodology. We shall ensure that our HIAMP is fit for purpose not only at the time of its publication but for the foreseeable future and able to adapt to the constantly changing landscape of highway maintenance. [Action Plan Item 9.1.](#)

## UKRLG Recommendation 10. Competencies and Training

*The appropriate competency required for asset management should be identified, and training should be provided where necessary.*

### Organisational Considerations

Asset management within Trafford is considered at three levels, namely strategic, tactical and operational.



**Organisation Hierarchy Chart**

### Strategic

**Strategic** aspects of asset management include:

- Development and endorsement of Trafford’s Asset Management Framework
- Developing and agreeing Trafford’s Asset Management Policy, Strategy and Levels of Service and Performance Targets
- Reviewing achievement of outcomes and benefits

Our Senior decision makers will be supported to enable to have a clear sight of the outcomes they wish to achieve.

### Tactical

At a tactical level decisions will be made on how to meet the performance requirements arising from our asset management strategy. These decisions require Trafford’s knowledge, information and data in the form of asset inventory, condition data and predicted performance of the network.

**Tactical** aspects of asset management include:

- Development of an Implementation and Action Plan
- Preparation of the Highway Infrastructure Asset Management Plan (HIAMP) and/or other supporting documents
- Development of a functional network hierarchy within Trafford
- Preparation of lifecycle plans and financial plans to meet either budgets or performance targets
- Developing the approach for prioritising schemes
- Developing works programmes
- Developing annual programmes



# Trafford Council - Highway Infrastructure Asset Management Plan

## Operational

The operational level is about delivery of maintenance activities that align with our approach to asset management.

**Operational** aspects include:

- Collection of data, including inspections, safety and serviceability defects and asset condition
- Management of our asset data
- Reactive work, including rectification of defects and winter service
- Cyclic maintenance
- Confirmation that works programmes can be implemented to budget and timescale
- Implementation of our works programme
- Co-ordination of works, including utilities, roadspace booking and or permitting requirements
- Reporting on the performance of our assets

## Our Approach - Competencies and Training

We will identify the competencies necessary to meet our requirements for asset management. Where these competencies are not available, training of staff will be implemented. Recruitment, mentoring and collaboration with other authorities will also be considered.

To maintain competency regular training will be made available for staff undertaking roles in asset management, such as the Highway Asset Manager. This will ensure Trafford Council has the continuing ability to efficiently and effectively prepare, implement and review our approach to asset management. Investment in development of staff will support the overall improvement in the implementation and delivery of asset management supporting the subsequent business benefits.

Long term asset management involves many different people over time. As people change and as the approach evolves, it will be necessary to ensure an orderly transfer of knowledge. This can best be achieved where those involved in asset management have clear roles and where due consideration is given to succession planning and the smooth hand-over of responsibilities.

Trafford will continue to ensure suitable competency across staff from all levels, from senior decision makers to frontline operatives.

This will take the form of on-site & off-site training in the use of specific software packages such as Horizons and Confirm as well as training and mentoring in Microsoft Office packages such as Excel, Word, Publisher and Power Point. There will be a mixture of tailored training such as HMEP online toolkits and day to day learning through frequent usage. Details of the training associated with Asset Management are shown in the table at the end of this section. [Action Plan Item 10.1.](#)

It is also important, alongside the sharing of good practice between authorities, that we share knowledge within our own organisation in the form of mentoring and day to day working together. The principles of Asset Management will be communicated to relevant staff, including senior officials and engineers either by one-one desktop study, in presentations and in open forums and workshops. HIAMP meetings/workshops will be routinely held to raise awareness and communicate developments. [Action Plan Item 10.2.](#)

Asset Management is a principle and as such it relies on knowledge, experience & skills from a wide range of individuals and organisations to operate effectively. It will not function without the 'buy in' from senior decision makers / elected members and as such we will make sure Trafford staff and members are made fully aware of the benefits to be had from the proper application of these principles. We will ensure that knowledge is allowed to feed in from both ends of the local authority spectrum.

## Trafford Council - Highway Infrastructure Asset Management Plan

<b>ASSET MANAGEMENT COMPETENCY FRAMEWORK</b>		
<b>Post Title</b>	<b>Required Competencies</b>	<b>Resources</b>
<b>Corporate Director – Trafford Council, &amp; Service Director – One Trafford Partnership (OTP)</b>	An Overall awareness.	UKRLG HMEP Guidelines HAM Policy & HIAMP
<b>Highway Manager - One Trafford Partnership &amp; Principal Engineering Manager</b>	Knowledge of Corporate Policy & Strategy	UKRLG HMEP Guidelines HAM Policy & HIAMP
<b>Programme Director for Highway Asset Management</b>	Detailed knowledge of national & corporate policy, strategy & plan.  Detailed knowledge of Horizons – Explorer, Analyses & Condition modelling, HAMS	UKRLG HMEP Guidelines HAM Policy & HIAMP Horizons Training - Explorer, Analyses & Condition modelling Lifecycle modelling
<b>Highway Asset Team Manager/Principal Engineer</b>	Knowledge of national & corporate policy, strategy & plan.  Detailed knowledge of Horizons – Explorer, Analyses & Condition modelling, HAMS	UKRLG HMEP Guidelines HAM Policy & HIAMP Horizons Training - Explorer, Analyses & Condition modelling Lifecycle modelling
<b>Data Management Lead</b>	Detailed knowledge of Horizons – Explorer, Analyses & Condition modelling, HAMS	UKRLG HMEP Toolkits HAM Policy & HIAMP HAMS Training Horizons Training (Explorer & Analysis) including further Analysis Tools (Excel, Access etc)
<b>Principal Design Engineer</b>	Knowledge of corporate policy, strategy & plan. Horizons - Explorer and knowledge of condition modelling.	UKRLG HMEP Guidelines HAM Policy & HIAMP Horizons Training - Explorer
<b>Design Engineer</b>	Horizons - Explorer and knowledge of condition modelling.	UKRLG HMEP Guidelines HAM Policy & HIAMP Horizons Training - Explorer
<b>All other Highway Staff</b>	An overall awareness	UKRLG HMEP Guidelines HAM Policy & HIAMP

*Asset Management Competency Table*

## UKRLG Recommendation 11. Risk Management

*The management of current and future risks associated with assets should be embedded within the approach to asset management. Strategic, tactical and operational risks should be included as should appropriate mitigation measures.*

### Our Approach - Risk Management

Trafford Council is required to manage a variety of risks at all levels within our remit. The likelihood and consequences of these risks can be used to inform and support the approach to asset management and inform key decisions on performance, investment and implementation of works programmes.

Risk can be defined as an uncertain event which, should it occur will have negative effect on the performance of the asset or the asset directly. The level of risk can be defined as the likelihood of an event occurring, and the magnitude of its impact on the asset which would result from the occurrence. Our Highway Asset is subject to many risks:

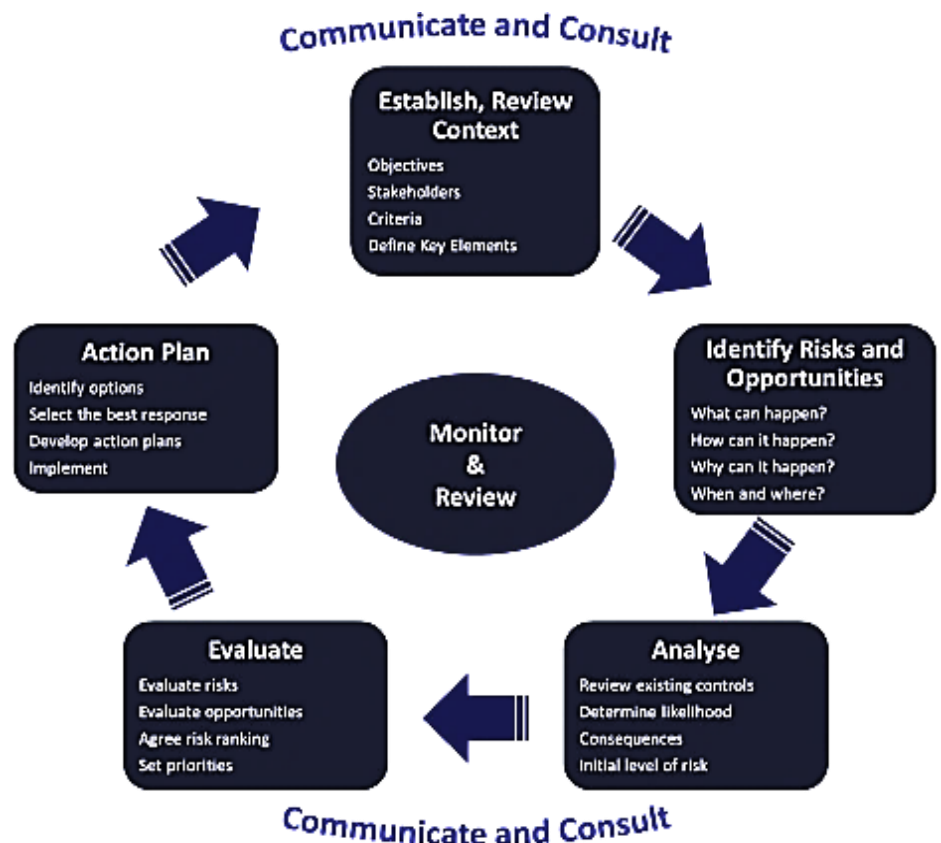
- **Safety** – of staff engaged in works on the highway, or in the much wider remit of highway user safety
- **Risk to Reputation** – Trafford Council itself and those who rely on the asset in the course of their businesses
- **Loss or damage to the asset** – ranging from total destruction in an instant due to an extreme event to the steady deterioration of the asset due to wear and tear.
- **Service reductions or complete failure** – to lose some parts of the Network would potentially directly threaten lives
- **Environmental** – threats both to and from the environment
- **Financial and Contractual Risks** – for Trafford Council and stakeholders
- **And most importantly - combinations of the above!**

Management of these risks is fundamental to effective asset management and Trafford Council manages this risk via the process diagram:

### Management of Risk

Risk can be managed at several levels using a consistent risk framework that enables the comparison of risks across all services.

**Corporate** – High level risks that include reputation, business continuity, health and safety, political and legal and financial risk. Our risk policy and management of these risks is undertaken by our senior decision makers.



## Trafford Council - Highway Infrastructure Asset Management Plan

**Strategic & Tactical** – Risks affecting the management of the highways infrastructure are considered throughout at both strategic and tactical levels.

The level of risk to an asset is generally reflected by its place in the network hierarchy; however this can in many cases be over-ridden by specific local needs. Our asset team are made aware of these needs by close liaison with other colleagues within Trafford Council, and feedback from highway users.

At the strategic and tactical level, risk types are grouped together. The chart below shows the four main risk categories and the separate risk elements within that will be managed effectively in Trafford Council:



### ***Risk Categories***

We will bring together Trafford Council's assessment of risks for Highways infrastructure into risk registers, representing the Categories above, which identifies implemented mitigation actions and includes a lessons learnt register which will be signed off as recorded at all levels of the organisation. [Action Plan Item 11.1.](#)

## Resilient Network

In July 2014 the Department for Transport published the '**Transport Resilience Review – A review of the resilience of the transport network to extreme weather events**'. The Review recognises that an economically rational approach should be taken to spending on resilience, "*ensuring that enough is invested, with the right prioritisation, and avoiding wasteful and economically unjustified expenditure*". The report made various recommendations about climate change, extreme weather events and network resilience that all local authorities must put plans in place to manage such events and provide a transport network which is robust enough to cope when the worst happens.

The new **Code of Practice for Highway Maintenance Management** published in October 2016 contains guidance for the development of a resilient network, allied to a risk-based approach to highway maintenance.

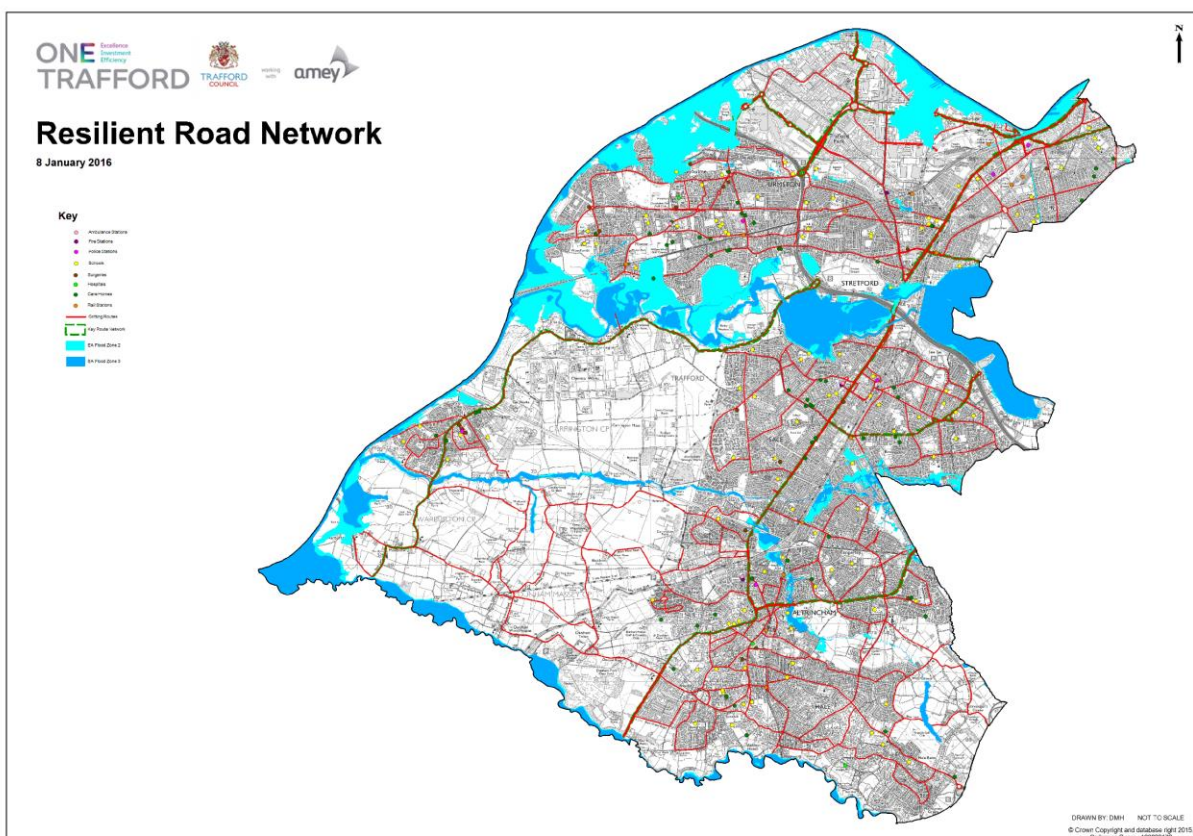
The **National Risk Register of Civil Emergencies** is the source document for risk assessment in the UK and is supported by specific guidance and Local Risk Registers within all Local Resilience Forums. These documents will help frame the risks faced and the threat they present. Interaction with emergency planning teams within all organisations and partners will be key to understanding and aligning response to the risks.

A Resilient Network has been identified throughout Trafford which will receive priority through maintenance and other measures in order to maintain economic activity and access to key services during disruptive events. The process for identifying the Resilient Network considered which routes are absolutely essential and which can be done without for a period of time.

Our Resilient Network includes:

- those routes crucial to the economic and social life of the local or wider Trafford area;
- take account of repeat events, e.g. flooding; and
- local factors.

In order to keep abreast with the current climate, we will review the current resilient network every 2 years, including liaison with key stakeholders, and to also update after any events, based on lessons learnt. This will include not only resilience against snow, ice and flooding it will also cover exceptional heat, industrial action, major incidents and other local risks. [Action Plan Item 11.2](#).



## Trafford Council - Highway Infrastructure Asset Management Plan

Trafford Council already has emergency planning in place for operational response and also protection of the vulnerable and less-abled in times of crisis however, they will remain under review for updates.

Allied to this is a comprehensive understanding by our Flood Risk Management staff of known and potential flooding hotspots based upon recent history events and shared data from other organisations, such as the Environment Agency and Internal Drainage Boards.

### Critical Assets

Critical assets are those that are essential for supporting the social and business needs of Trafford, GMCA, TfGM and national economy. They will have a high consequence of failure, but not necessarily a high likelihood of failure. These assets will be identified separately and assessed in greater detail as part of the asset management planning process.

Trafford will continue to identify 'Critical Assets' such as bridges, junctions and routes that will form the backbone of resilient network planning. [Action Plan Item 11.3.](#)

### Potholes Review

The HMEP Potholes Review was published in April 2012 as a response to the increase in the number of potholes on the highway network.

The Potholes Review identified good practice within the sector and provided local highway authorities with new ideas, case studies and approaches that could be easily transferred to those who wished to adopt a longer-term, preventative approach to maintaining their road network.

The Potholes Review made 17 recommendations aimed at local highway authorities, the broader highways maintenance sector (including suppliers), the UK Roads Liaison Group and the Department for Transport.

The Potholes Review explained that:

- **Prevention is better than cure** – Intervening at the right time will reduce the amount of potholes forming and prevent bigger problems later on.
- **Right first time** – Do it once and get it right, rather than face continuous bills. Guidance, knowledge and workmanship are the enablers to this.
- **Clarity for the public** – Local highway authorities need to communicate to the public what is being done and how it is being done.

Managing Trafford's local highway network is now a critical challenge. We know that maintaining and improving our highways, with less money, is a key priority; and that this has been intensified following the bad weather and continued demand and scrutiny from members of the public and business leaders.

We have reviewed the 17 recommendations within the Potholes Review and aligned our asset management approach to also reflect and include the recommendations therein. This approach will help to work towards a balanced longer-term strategic planning and to keep our local roads safe and serviceable.

### Drainage Assets

*Flood and Water Management Act 2010.* This Act establishes a hierarchy of authorities responsible for managing flood risk, and the local highway authority is one such risk management authority, responsible for ensuring its actions are consistent with the national flood and coastal erosion risk management strategy in England, prepared by the Environment Agency (EA). In order to manage drainage systems cost effectively, it is necessary for local highway authorities to have a robust drainage asset management strategy. The strategy must be able to support and inform decision making that addresses the need to deliver highway maintenance in a way that balances growing service demands with reducing resources.

Trafford Council, in producing this HIAMP shall review the current Flood Risk Management Plan, prepared/funded by AGMA, which is due to be updated in 2017. It is anticipated that future updates of the Flood Risk Management Plan would also be undertaken/funded for Trafford and the 10 GM authorities through AGMA. Under current legislation this exercise is repeated every 6 years. [Action Plan Item 11.4.](#)

The Local Flood Risk Strategy for Trafford was prepared by the Strategic Planning department. It is anticipated that renewal of this strategy in future would again be carried out by them. [Action Plan Item 11.5.](#)

## UKRLG Recommendation 12. Highway Asset Management Systems (HAMS)

Asset management systems should be sustainable and able to support the information required to enable asset management. Systems should be accessible to relevant staff and, where appropriate, support the provision of information for stakeholders.

### Our Approach - Highway Asset Management Systems (HAMS)

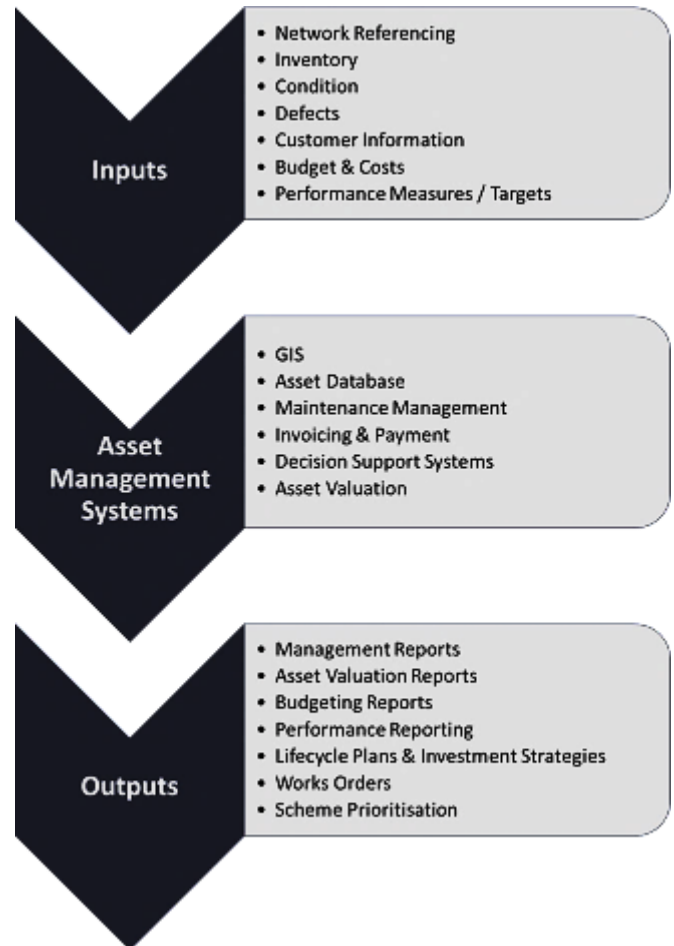
Good asset management needs to be supported by robust processes for implementation and management as well as good quality, repeatable and reliable data. Our asset management system will support decision making through managing information and data to support asset management as well as to record and monitor its implementation.

Trafford Council will utilise software applications and asset management processes to manage our Highway Asset. These systems and applications are detailed in this section to all the inputs and outputs to be achieved as per the diagram.

#### Asset Database Confirm

In 2015 the One Trafford Partnership brought with it the Confirm system which provides Trafford Council with a robust tool for reporting the performance of our systems and working practices. This system can be upgraded to provide greater functionality and to maintain compliance with other protocols, as these become available from the provider. [Action Plan Item 12.1.](#)

**Asset Register** - Spatial and non-spatial data of highway assets and their associated attributes are being added to the Confirm Asset Database.



*HAMS Data Flow*

**Customer / Stakeholder Enquiries** – Trafford’s Customer Services Centre feeds information on enquiries / complaints from the general public and others into Confirm which provides us with information which, when aligned with engineering data from technical surveys, can enhance the overall picture of Trafford’s highway network.

**Pavement Management Data** - Confirm can be utilised to store, process and analyse data from technical condition surveys.

**Highway Inspections** - We will continue to manage our highway inspection regime using Confirm and in accordance with our Highway Inspection Safety Policy.

# Trafford Council - Highway Infrastructure Asset Management Plan

## Asset Valuation

We will continue to use UKRLG Toolkit for the provision of data to the Department for Transport for the Whole of Government Accounts including Depreciated Replacements Costs and Gross Replacement Costs.

## Amey Asset Manager - Horizons

Horizons is a visualised PMS (Pavement Management Software) product from Yotta. Its greatest attribute is its ability to take complicated and vast amounts of road and footway condition data and display it in a visualised format using maps, graphs, pie-charts and video. This enables us to present the information to a wider audience, both engineering and non-engineering. [Action Plan Item 12.2](#).

Horizons uses the 'Red, Amber, Green' (RAG) format to display data on the Road Condition Index (RCI) which is a value given to each sub-section of road based upon a formula which pulls together the severity of each individual defect.



Horizons is used to analyse and display road condition data from technical surveys such as SCANNER for Trafford.



## Map Info

MapInfo is a geographical information system (GIS), designed to interact with Confirm and is primarily used for plotting spatial asset data onto base maps. The co-ordinate data from MapInfo is transferrable between various platforms including Horizons and Microsoft Office programmes such as Excel.

We use MapInfo to plot not only asset locations but also some attributes such as public highway extents, flooding and administration areas.



## UKRLG Recommendation 13. Performance Monitoring

*The performance of the Asset Management Framework should be monitored and reported. It should be reviewed regularly by senior decision makers and when appropriate, improvement actions should be taken.*

### Our Approach - Performance Monitoring

A well-developed approach to performance monitoring provides Trafford with the ability to continuously improve our asset management knowledge, processes and systems to support effective delivery of asset management and to build on lessons learnt to enable them to continuously improve. Our measures are broken down into:

**Strategic Monitoring** – To seek assurance that asset management is being operated as intended. This includes monitoring to ascertain whether our asset management strategy outcomes are being met, including stakeholder requirements, that the approach to asset management has been documented and implemented, and that the supporting processes are effective;

**Performance Measures and Targets** – To assess the effectiveness and efficiency of asset management we monitor using a series of metrics at the strategic, tactical and operational levels. This includes monitoring against levels of service and supporting performance targets and determining whether they have been met;

**System Audits** – We monitor the data in the asset management system in order to determine whether it is fit for purpose, as well as reviewing the output and how it is being used;

**Compliance Monitoring** – We monitor the performance of our maintenance contractors against their contractual obligations.

Trafford Council has a good performance management system in place to measure, monitor, assess and compare performance indicators; performance information is collated in the HIAMP's supporting Performance Management Framework and currently takes the form of:

#### 1. Indicators measuring the condition of the asset

Performance Indicators (PIs) on road condition are measured by authorities UK wide and are benchmarked with the 10 GM authorities. The conditions PI's are reported annually.

There are a number of PIs that measure the condition of both the carriageway and footway asset. Condition surveys are carried out following government requirements. 50% of the principal and non-principal classified road network is surveyed each year using a repeatable machine survey and 33% of the unclassified road network by coarse visual inspection survey. The carriageway indicators used are called 130-1, 130-2, and BVPI224b. A programme of FNS footway Network Surveys will be carried out annually with an indicator for condition.

#### 2. Indicators measuring the operational performance of the contractor

A range of PI's are used to measure the operational performance of the contractor for network safety and serviceability and reported monthly.

Operational indicators relating to street lighting are also reported to the government. These measure the number of days taken to repair a street lighting fault for both street lighting faults that are under the control of Trafford Council and where the response time is under the control of the electrical supplier. Data is collected and reported on a quarterly basis.

#### 3. Indicators measuring customer/stakeholder satisfaction

Customer Care Performance Indicators - CCPI's are developed to measure customer/stakeholder satisfaction. They focus on the highways maintenance elements of the Trafford NHT customer survey where areas for improvement in customer satisfaction are identified. Areas where highway maintenance performance stakeholder satisfaction is high is also recognised.

#### 4. Comprehensive Performance Assessment (CPA) Indicators

The performance of Trafford Council in its own right and in comparison with others is assessed in part by a number of highways related performance indicators. The CPA indicators are:

- All those killed or seriously injured in Road Traffic Collisions

## Trafford Council - Highway Infrastructure Asset Management Plan

- People slightly injured in Road Traffic Collisions

### 5. Local Area Agreement (LAA) Indicators

Performance against targets set under Local Area Agreements is assessed using a number of performance indicators that have been agreed with the government. There are currently no LAA indicators or targets directly measuring the condition of the asset but achievement against target may be indirectly affected by asset condition and levels of service set.

### 6. Safety Inspections

Inspectors carry out safety inspections of the network as per the Highway Safety Inspection Policy throughout the year.

We will continue to monitor the performance of our assets against their performance targets to determine whether we are meeting our approach to asset management and if not, why not [Action Plan Item 13.1](#).

This will take the form of an [HIAMP Action Plan](#) which has been referenced to throughout this HIAMP and is included within the HIAMP Packaged Documents. This Action Plan is a live document (as is the HIAMP) and will be managed accordingly.

We will also use a collaborative approach with TfGM, AGMA and other authorities so that lessons may be learnt and shared.

### UKRLG Recommendation 14. Benchmarking

*Local and national benchmarking should be used to compare performance of the Asset Management Framework and to share information that supports continuous improvement.*

#### Our Approach - Benchmarking

Benchmarking is a systematic process of collecting information and data to enable comparisons with the aim of improving performance, both absolutely and relatively to others. It provides a structure to search for better practice in similar authorities that can then be integrated into an asset management approach.

#### TfGM and GMCA

Trafford is fully engaged with GMCA and TfGM in which we share innovation and good practice. The GMCA is made up of the 10 Greater Manchester Councils, who work with other local services, businesses, communities and other partners to improve the city-region. The 10 councils (Bolton, Bury, Manchester, Oldham, Rochdale, Salford, Stockport, Tameside, Trafford and Wigan) have worked together voluntarily for many years on issues that affects everyone in the region.

We will continue to work with GMCA and TfGM to exchange objective and subjective data on all areas of Asset Management from stakeholder satisfaction through to national road condition data.

#### National Highways & Transportation Survey

We will continue to supply data to the NHT which serves to provide details on levels of customer satisfaction with local authority services and practices. This will help us to target and publish information clearly and effectively to ensure members of the public and other highways stakeholders are as fully informed as possible about the current performance of our services.

#### CQC (Cost, Quality, Customer) Benchmarking Club

After joining the UK wide CQC (Cost, Quality, and Customer) benchmarking group last year Trafford will continue to take part in the group going forward and attending meetings with the other GM authorities also taking part. This group aims to identify efficient practice in the delivery of highway carriageway maintenance, looking at spend and comparing it to condition information. It also has a 'Why Questionnaire' which help authorities understand why highly performing authorities are doing better than others.

#### Department for Transport Submissions

Our annual submissions of condition data to the DFT gives us a clear indication of how we are performing relative to other authorities. We can use this data to identify key areas for improvement.

#### Highways Maintenance Efficiency Programme (HMEP)

The work of the HMEP has been at the cornerstone of all strands of highway maintenance activities. There are several guidance documents which give recommendations on the best way of delivering these services using Asset Management Principles. This document is itself founded on these recommendations which also tie-in very closely with the 2015-2021 DFT funding models (the Incentive Fund in particular) the new over-arching Approved Code of Practice and also the Whole of Government Accounting which calls for greater detail on asset inventory in future submissions.

Ensuring that Trafford Council has the UKRLG guidance at the heart of our approach to highway maintenance now and in the future, we will also ensure we are properly measured against all other local authorities for all development, programming and delivery operations. [Action Plan Item 14.1.](#)

#### Asset Management Standards

We recognise the need to attain and maintain a robust asset management approach and ensure this meets national industry standards. Apart from the UKRLG Guidance (which this HIAMP is aligned to) and the new Well-managed Highway Infrastructure Code of Practice 2016, which has also been referred to, we will consider assessment and accreditation to ISO 55000; the international standard covering the management of physical assets. [Action Plan Item 14.2.](#)

### 15. Our Future Actions Moving Forward

The development of this HIAMP has been a continuation of the good asset management practice in Trafford since its first Highways Asset Management Plan was published in 2007. Trafford is committed to keeping in step with best asset management practice and is keen to make continuous improvement from lessons learned. The HIAMP is taken into account current best practice asset management guidance and will be monitored and maintained as a live document by One Trafford staff members who have responsibility for its further development. The Action Plan which form part of this document identifies individual actions for improvement is central to this process. See [Action Plan](#)

To continually improve, the Action Plan will be further developed and monitored by staff members within Trafford Council, who will have responsibility for and drive the delivery of the improvement actions and further development of the HIAMP.

#### Asset Management Group

An Asset Management Group, led by the Team Manager/Principal Engineer for Asset Management which includes all parties involved in the delivery of asset management including contractors, will discuss the action plan on a regular basis and agree on priority actions: [Action Plan Item 15.1](#).

- Progress in delivering the Action Plan
- Progress in improving information on the asset
- Performance of the asset
- Updated lifecycle plans and level of service documents
- An option appraisal report
- Updated risk register
- Updated Gross and Depreciated asset values and Annualised Depreciation Charge
- Financial projections
- Progress on the development of forward programmes of works

# A. Appendix A - Asset Management Plan for Carriageways

## Survey Strategy and Data Collection

Trafford’s technical carriageway survey strategy for each year will remain as follows for the foreseeable future:

### SCANNER Survey

- ‘A’ Roads: 100% in one direction (2014/15 Network Length = 75km)
- ‘B’ Roads: 100% in one direction (2014/15 Network Length = 56km)
- ‘C’ Roads: 100% in one direction (2014/15 Network Length = 43km)

As a general rule, Roundabouts & Dual Carriageways are surveyed in alternate years.

### Coarse Visual Inspection (CVI)

Unclassified Roads: Approximately one third of network.

### Skid Resistance Survey

We will develop a Trafford Skid Resistance Policy and Survey Strategy for optimum asset management approach; which may also be used for the other authorities within Greater Manchester. [Action Plan Item A.1.](#)

## Maintenance Strategy

The highway asset is the most valuable asset within Trafford. Due to historically low investment the highway network has been deteriorating faster than it can be repaired resulting in a general decline in condition. In a climate where budgets and resources are tightening, Trafford is facing significant challenges in deciding how to manage our assets effectively.

The key asset performance indicators for carriageway are in the Table below, with a brief description of the carriageway they apply to:

Indicator	Description
130-01 (DfT Class 3)	The conditions of <b>Principal (A) roads</b> . This indicator is calculated from SCANNER outputs, combining 7 core defects together to calculate the RCI (Road Condition Indicator).
130-02	The conditions of <b>Non-Principal Classified (B &amp; C) roads</b> . This indicator is calculated from SCANNER outputs, combining 7 core defects together to calculate the RCI (Road Condition Indicator).
BVPI 224b (DfT Class 6)	The Best Value Performance Indicator 224b is the condition of <b>Unclassified Roads</b> . The indicator is calculated from CVI (Course Visual Inspection), it is a combination of 6 different defects that are collected to give the carriageway an overall score.

## Works Programme / Life Cycle Planning

Trafford will plan to develop a programme to undertake a balanced approach utilising the best bits of a 'worst-first' strategy alongside the feasibility of a more proactive approach, using more preventative treatments. This multi-year programme will be designed to deliver the right treatment, at the right time, for the greatest long-term benefit. [Action Plan Item A.2.](#)

We believe this to be a better method than prescribing specific treatments as it will allow engineers to employ local knowledge when considering treatment types based upon unique site conditions and the overall transport dynamic of the local area.

We will aim to consider factors and assets other than simply road condition data such as programmes of work involving footways, cycleways, structures and street lighting. This will be moulded into an 'Optimised Holistic Approach' as far as possible where we consider carrying out as much asset maintenance as is required, within the same location, thereby reducing the need for repeated traffic management, particularly on critical junctions and primary routes.

An indicative 5 year works programme will not only help the authority to better plan and integrate our own internal works but it will also aid with integrating our works with neighbouring Council's / Boroughs and outside bodies such as public utility companies. We can design works to coincide where possible, reducing disruption, and also ensure projects are carried out in a sensible order to cut down the chances of newly laid surfaces being re-excavated soon after completion.

## Material Life Cycle

### Hot Rolled Asphalt

On heavily trafficked sites within Trafford (A and B roads) we are looking to introduce Hot Rolled Asphalt as an alternative surfacing material to Stone Mastic Asphalt, increasing the life of the network and reducing the maintenance frequency on these routes. [Action Plan Item A.3.](#)

Due to the urban environment and the number of traffic signals and junctions along these routes we have proposed (discussions with Amey Highways) the use of a high stone content HRA (55/10 or 55/14).

### Concrete Speed Cushions

The current bituminous speed cushions have been deforming in many locations due to the difficulty compacting the material during the construction phase and the amount of vehicles travelling over them. We would look to adopt a similar approach to the Sheffield network with the introduction of concrete road cushions to reduce the maintenance frequency and avoid replacing every time carriageway re-surfacing / renewal operations take place.

## Reactive Maintenance

The Highway is routinely inspected as part of a planned inspection regime detailed in The Highway Inspection Manual with inspections being carried out at a set frequency (Monthly, 3 Monthly, 6 Monthly, Annually). This combined with our Customer Relations process results in all inspections being undertaken by the area Highway Inspector. Any defect identified as part of an inspection will be prioritised utilising a risk based approach to prioritise the response (Emergency, Cat 1, Cat 2-High or Cat 2-Low). Where possible, Cat 1 repairs will be undertaken at the time of inspection using a proprietary repair material.

# B. Appendix B - Asset Management Plan for Footways and Cycletracks

## Survey Strategy and Data Collection

It has been approximately 7 years since a UKPMS FNS was undertaken on Trafford footways. Since that time Trafford inspectors have carried out an annual engineering survey to determine footway condition. As from ..... it has been determined that the enhanced FNS (option 3) will re-commence in Trafford with an annual cycle offering condition levels which are defined to ensure broad consistency with CVI.

## Maintenance Strategy

To align footway asset management with our approach to carriageway asset management, we have developed a new model approach within Horizons. Footways are split into 8 condition categories with respect to 5 different CVI defect codes, Structurally Unsound (SU), Functionally Impaired (FI), Aesthetically Impaired (AI), and As New (AN). Each score is now given its own FWCI (Footway Condition Indicator) so the condition can be deteriorated (1 -> 2 is easier than AN-100 -> FI-25). Below is the Trafford network which has been separated by the FWCI.

Severity-Percentage	Length	% of total length	FWCI
SU-100	15239.17	1%	7
SU-50	24879.38	2%	6
SU-25	155753	13%	5
FI-100	14392.07	1%	4
FI-50	47265.86	4%	3
FI-25	458858.6	39%	2
AI-100	144811.5	12%	1
AN-100	317724.6	27%	0

## Works Programme / Life Cycle Planning

As we move forward, we will use the information gathered from the Footway Safety Inspections to feed in to the selection process for footways to be included in future maintenance programmes. [Action Plan Item B.1.](#)

Footway Network Surveys (inc FNS+, a more detailed survey) are undertaken by an external provider which will serve us better in preparing a programme of works for footways network-wide. [Action Plan Item B.2.](#)

In general, footways in a higher hierarchy will generate maintenance schemes on their own, those such as prestige walking areas and shopping centres. This will not always be the case but we will look to raise the priority of footways which meet the criteria for more than a localised repair and are alongside carriageway schemes which are already in the forward works programme. This will form part of an 'Optimised Holistic Approach' to highway maintenance whereby, having an indicative rolling 5 year maintenance programme will help us to consider other works which can be co-ordinated to take place concurrently or in a prescribed order to cut down on traffic management costs and repeat visits to the same site. [Action Plan Item B.3.](#)

This can apply to both internal works such as lighting column replacement or drainage and also external works such as utility plant maintenance or replacement.

We will look to tie this in with the developing multi-year indicative capital works programme for carriageways, lighting and other assets as part of the 'Optimised Holistic Approach' approach to future maintenance, reducing the occurrence of repeated road closures or restrictive traffic management arrangements.

## Cycleways

The DfT will be putting greater emphasis on the asset management of cycleways in the coming years and we are committed to building our existing inventory of both on-street and off-highway Cycletracks using data gathered from highway inspections, technical surveys by third parties and our own in-house improvement programmes.



# C. Appendix C - Asset Management Plan for Structures

## Survey Strategy and Data Collection

All structures, irrespective of their type and structural form deteriorate over time. Each structure is made up of a large number of individual components that deteriorate at different rates and to different extents. It is therefore impractical to consider the deterioration of a structural asset as a whole for asset management purposes, but instead consider specific common components of structures across the Trafford network. If these are then managed and maintained appropriately it will minimise the deterioration of the structure as a whole, as deterioration of these components leads to the vast majority of other maintenance issues either directly or indirectly.

All highway structures are subject to routine inspections in accordance with best practice. These include two main types of inspections, general and principal. General inspections (GIs) are usually undertaken every 2 years for each structure, and principal inspections (PIs) every 6. In addition, special inspections are undertaken when an issue requiring further investigation has been identified.

Over time, the intention is to vary the frequency of inspections for individual structures or groups of structures depending on a number of factors including safety, availability and condition. As with other asset types, cyclical (routine) maintenance and planned inspections fall under revenue maintenance budgets. However, the dividing line between the planning processes for reactive maintenance and capital renewal is somewhat less distinct than it is for carriageway and footway assets. In particular, the same types of routine inspections are used as part of managing both types of investment.

Inspections are carried out by Trafford's own in house Inspectors and Engineers in accordance with **DMRB Standard BD 63/07 'Inspection of Highway Structures'**. The programme of inspections is determined from the inspection frequency cycle which generally follows the recommendations of the **Management of Highway Structures Code of Practice**.

The data produced and information gathered during both general and principal inspections enables completion of inspection pro forma for determination of the Bridge Condition Indices (BCI). An overall score for the whole bridge stock can be determined using this measure and is useful for tracking overall condition and identifying structures in poor condition.

Structure Reviews are carried out in accordance with **BD 101/11 'Structural Review and Assessment of Highway Structures'** and are only carried out if the need arises. Annex A of this Standard includes a flowchart that more clearly illustrates the process of determining whether an assessment is required.

The Inspection data and spatial location data for highway structures is to be stored on Trafford's Highway Asset Management System Confirm (due to also be stored onto TfGM bridge management system in 2017).

Route Classification	Highway Structures					
	Road Bridges (RB)	Subways (S)	Foot Bridges (FB)	Culverts (c)	Retaining Walls	Sign Gantries
Strategic Non Trunk Route	Primary 28	5	-	2	3	-
Regional Primary Route	A 19	-	-	4	1	3
Principal/Urban Distributor	B 54	3	1	7	7	-
Secondary Distributor	C 23	-	1	11	2	-

## Trafford Council - Highway Infrastructure Asset Management Plan

Local	U 10	-	1	5	-	-
Rural Footpaths	2	-	71	7	-	-
Others	19	1	2	2	-	-
<b>Totals</b>	<b>155</b>	<b>9</b>	<b>78</b>	<b>39</b>	<b>13</b>	<b>3</b>
					<b>Total</b>	<b>297</b>

The desired condition of the asset is not currently defined by any specific standard. The BCI rating system implies that the desired bridge stock condition should be somewhere in the categories 'good' to 'very good', scores between 80 -100 (>90 = very good). Trafford is therefore working on the basis that the desired strategy **subject to funding** would be to move bridge stock condition into the 'very good' category for both critical and average indicators and then to maintain it at that level.

There is no condition intervention criteria as such except when there is a risk posed to the public. In this case actions are triggered to make the structure safe and to carry out repair work. This is usually associated with emergency repairs to parapets and safety fencing following traffic accidents.

### Maintenance Strategy

Routine maintenance activities can be classed as cyclic work and tend to be carried out on an annual basis with the timings based on historical experience. Steady state maintenance is carried out to maintain the condition of the structure by protecting it from deterioration or slowing down the rate of deterioration.

Reactive maintenance is usually emergency work and is dealt with urgently on the grounds of safety such as emergency repairs following a bridge strike.

Essential maintenance work can also be reactive and occurs when major repairs are identified and must be carried out quickly before the structure becomes unsafe; such as to prevent defects leading to much more significant defects that would be very costly to repair. For example, if a bridge expansion joint has failed this is not safety critical, but if that failure is likely to lead to water ingress and corrosion of the bearings (which can be very costly to replace), this would class as essential (or at least high priority) reactive maintenance.

A good routine and steady state maintenance programme reduces the likelihood for essential maintenance.

### Works Programme / Life Cycle Planning

The majority of future works are planned up to 3 years ahead with advanced design and planning work undertaken a year ahead. This allows works to be ordered early in the new financial year, taking advantage of the spring, summer and autumn months.

We will look to tie this in with the developing optimised multi-year indicative capital works programme for carriageways, footways, lighting and other assets as part of our holistic approach to future maintenance; reducing the occurrence of repeated road closures or restrictive traffic management arrangements. [Action Plan Item C.1.](#)

## Structures Future Asset Management

Our future approach will be to bring bridges Structural Reviews up-to-date and produce a specific Bridges Asset Management Plan as follows:

- Review current industry best practice for prioritisation of bridges maintenance work.
- Recommend and agree the most suitable approach for prioritising One Trafford bridges maintenance work.
- Review existing record information held by One Trafford / Trafford Council, and produce a priority list of all Trafford Council's bridges.
- Identify which bridges require Structural Reviews in accordance with BD 101/11, and complete the required Structural Reviews.
- Develop outline bridges schemes (likely scope and cost of required works).
- Recommend priority schemes, and, within Trafford Council's expected bridges maintenance budget, propose a programme of bridges maintenance works for the each of the next 3 financial years (2018/19, 2019/20 and 2020/21).

The above will enable Trafford Council to demonstrate that the bridges maintenance budget is being used to optimal effect, and that risk is being managed effectively.

The completed Bridges Asset Management Plan would be an example of good practice with the potential to collaborate with TfGM and other Greater Manchester local authorities, to assist with management of their bridges maintenance work.

# D. Appendix D - Asset Management Plan for Highway Lighting

## Strategy

There are approximately 27,900 street lights in Trafford at the present time. There is an ongoing replacement programme for the entire stock of sodium (SOX and SON) lighting, to change them to new LED lanterns. This programme is expected to be complete by the end of October 2017, and will result in approx. 23,000 new lanterns being fitted. The new LED lanterns will be monitored via a Central Management System (CMS) and dimmed between the hours of 10pm and 7am. With the LED's operating at a much lower wattage than the sodium lamps, together with being dimmed, this means that the sodium replacement programme will result in substantially lower energy charges and carbon output.

The LED lanterns have an expected lifespan of some 25 years, as opposed to the sodium lamps, which last about 4 years therefore, a much reduced number of maintenance visits will be required.

## Maintenance Strategy

Trafford runs an annual Column Replacement Programme (CRP), which replaces life expired columns, based on their condition. This programme is put together using the knowledge of dedicated Lighting Maintenance Engineers. The CRP not only targets columns in the poorest condition but also dovetails with the sodium replacement programme. In this way, columns are also targeted on their ability to be fitted with LED lanterns. Non-standard column types such as cast iron are not conducive for refitting. If these types of column are replaced in conjunction with the sodium replacement programme then the whole area can effectively be changed, leaving no small pockets that are out of sync with the rest of the area.

An electrical test and visual condition check is carried out at the same time as the lantern refit.

## Works Programme / Life Cycle Planning

As the LED stock increases, the number of lighting faults will steadily fall. Over this period the funding normally associated with reactive repairs may be redirected towards column replacement where much of Trafford's stock is already over 20 years old.

Trafford has an aging column stock which will continue to deteriorate over the lantern replacement period. As new LED lanterns will have been fitted to virtually all of the Trafford's stock, column replacement will then involve refitting the existing LED lanterns back onto the new columns.

With the LED lanterns, the equipment has a much longer 'lifespan' than the traditional lanterns. This, combined with the new columns that have a 40/50 year design life, means the replacement and testing regimes will be co-ordinated to require less visits. The electrical testing is undertaken every 6 years, whereas the driver is replaced after 12 years use and the lantern replaced every 24 years. This rolling 6 year cycle results in a programmed testing and replacement regime. This co-ordination of routine but necessary tasks will be much more efficient than at present, will save money and better maintain the asset. *Action Plan Item D.1.*

# E. Appendix E - Asset Management Plan for Drainage

## Strategy

This plan is aligned with the recommendations set out in the HMEP document 'Guidance on the Management of Highway Drainage Assets'.

Trafford will be adopting a 'Risk-Based Approach' to management of our drainage assets in line with the recommendations in the over-arching Code of Practice for Highway Infrastructure. This method provides the most effective way for all local authorities to make the most of limited budgets. We will utilise condition data from a network wide inspection and cleansing programme to form a maintenance regime which takes account of how drainage assets perform over a period of time in respect of their capacity, location and any other localised conditions. Assets such as road gullies will be placed on a matrix based upon the severity and the frequency with which their condition changes ie: how often and at what rate the silt level rises within the gully chamber. This will ultimately lead to a regime where some assets are inspected and maintained more or less frequently than others based upon the relative risk of there becoming a hazard to road / footway / cycleway users or residents.

Trafford uses an approved drainage survey & maintenance contractor sourced through our ongoing partnership arrangement with Amey LG. The information data on drainage asset condition and performance is on-going and will be gathered in such a way that it is easily transferred into our existing Confirm asset management system.

Work is ongoing to gather gully assets and possibly map other drainage assets such as manholes, catch-pits, soakaways, pipes and outfalls using information from hard copy plans and as-built drawing from historic works and investigations. The intention will be to digitise this data as a layer of nodes and lines with associated attributes attached to them where known. This will continue to build over time into a comprehensive database. [Action Plan Item E.1.](#)

This data will then be linked directly to our highway network via Confirm. Drainage assets will be tied to specific streets where possible using the unique street reference number (USRN) as this will enable us to connect enquiries, inspections and defects to particular assets and build up a picture of the performance of our whole drainage systems.

The costs of surveying pipework using CCTV can be very expensive and our current practice is to carry out such surveys at known hotspots where significant flooding events have occurred to help us understand the causes and identify potential solutions. It is important for us to have detailed knowledge of the size and condition of our surface water network, taking in the whole catchment as the solution to a specific problem is more often than not in a different location to the site of the flooding itself, usually an upstream / downstream blockage caused by collapse, tree root ingress or third party works causing damage.

It can also be the case, in a fully functioning system that its capacity is insufficient to cope with sustained periods of heavy rain. Understanding and modelling the capacity of our drainage systems against predicted future rainfall is essential to directing funding and technical expertise in the right areas.

## Maintenance Strategy

We carry out gully emptying, jetting, survey and GIS plotting work on Trafford's drainage assets. Assets are plotted and given a unique ID. This data gives us a focal point for the continuing work of plotting our entire highway drainage network and also gives a reference for decision making on ownership and maintenance responsibilities and future design modelling to reduce the likelihood and / or scale of flooding events.

## F. Appendix F - Asset Inventory

<b>Asset Group</b>	<b>Number/length</b>
<b>Roads (all classifications):</b>	<b>834 km</b>
A roads	75km
B & C roads	56km (B) 43km (C)
Unclassified roads	653km
<b>Footways (all classifications):</b>	<b>1,196km</b>
Category 1	18.4km
Category 2	11.4km
Category 3	1152.6km
Category 4	13.6km
<b>Kerb</b>	<b>1,379.62km</b>
<b>Verge</b>	<b>21km</b>
<b>Road bridges and Culverts</b>	<b>148 no.</b>
<b>Streetlights</b>	<b>27,998 no.</b>
Street Light 5&6m	19,319 no.
Street Light 8m	3,467 no.
Street Light 10m	4,259 no.
Street Light 12m	936 no.
Street Light Mast High	17 no.
<b>Illuminated Bollards</b>	<b>1,132 no.</b>
<b>Non-Illuminated Signs</b>	<b>11,910 no.</b>
<b>Street Name Plates</b>	<b>12,000 no.</b>
<b>Litter Bins</b>	<b>1,000 no.</b>
<b>Bollards</b>	<b>1,700 no.</b>
<b>Public Seats</b>	<b>500 no.</b>
<b>Pedestrian Guard Rail</b>	<b>10,550 (metres)</b>
<b>Life Buoys</b>	<b>4 no.</b>
<b>Armco Barriers</b>	<b>50,000 (metres)</b>
<b>Structures</b>	<b>297 no.</b>
<b>Lit signs</b>	<b>3,288</b>
<b>Public Rights of Way (all RoW):</b>	<b>TBC</b>
<b>Footpaths</b>	<b>94km</b>
<b>Bridleway</b>	<b>2km</b>
<b>Byway</b>	<b>11km</b>
<b>Vehicle restraints (safety fences)</b>	<b>TBC</b>
<b>Drainage systems</b>	<b>TBC</b>
<b>Cycleways (all cycleways):</b>	<b>TBC</b>
Off road cycleways	TBC
On road cycleways	TBC

## Trafford Council - Highway Infrastructure Asset Management Plan

Route Classification	Highway Structures					
	Road Bridges (RB)	Subways (S)	Foot Bridges (FB)	Culverts (c)	Retaining Walls	Sign Gantries
Strategic Non Trunk Route	Primary 28	5	-	2	3	-
Regional Primary Route	A 19	-	-	4	1	3
Principal/Urban Distributor	B 54	3	1	7	7	-
Secondary Distributor	C 23	-	1	11	2	-
Local	U 10	-	1	5	-	-
Rural Footpaths	2	-	71	7	-	-
Others	19	1	2	2	-	-
<b>Totals</b>	<b>155</b>	<b>9</b>	<b>78</b>	<b>39</b>	<b>13</b>	<b>3</b>
					<b>Total</b>	<b>297</b>





No.	HIAMP Ref	Action Name	Description	Timescale	Notes
<b>Part A – Asset Management Context</b>					
<b>1. Asset Management Framework</b>					
1.1	Legal, Policy and Codes	Asset Management Strategy	Review Asset Management Strategy Against National & Local Policy & Strategy.	Annually	Lead into Lessons Learned
1.2	Delivery	Partnership and procurement frameworks	Review partnership and procurement frameworks to meet maintenance demands.	Annually	
<b>2. Communication</b>					
2.1	Stakeholder	Stakeholder Engagement	Review the Communication Plan to engage with and involve key stakeholder groups.	Annually	Lead into Lessons Learned
2.2	Elected Members	Annual reports to elected members	Produce annual reports to elected members for consideration on predicted network condition based upon anticipated funding availability.	Annually	Lead into Lessons Learned
2.3	Public	5 Year Maintenance Programme	Publish the 5 Year Maintenance Programme on our public website.	Annually	
2.4	Public	Public website	Review Trafford Council public website.	Continuous	
2.5	Public	Published information	Publish information on the work we are doing with regard to funding bids and AM documents.	Continuous	
2.6	Public	Published information	Use customer feedback to inform maintenance programmes and publish details of the measures taken to respond to feedback. Publish the feedback on service delivery performance on our website.	Continuous	Lead into Lessons Learned
2.7	Public	Smart App/Social Media capability	Develop Smart App/Social Media capability for stakeholders to interact with the local authority on highway related matters.	1 year	Lead into Lessons Learned
2.8	Asset Valuation	Re-evaluate highway network hierarchies	Engagement with Stakeholders to re-evaluate highway network hierarchies.	Annually	Lead into Lessons Learned
2.9	National Highways & Transportation Survey (NHT)	Annual NHT Survey	Continue to contribute to the annual NHT Survey.	Annually	
2.10	National Highways & Transportation Survey (NHT)	Customer Satisfaction Surveys	Review the performance of customer satisfaction surveys and identify potential for improvement.	Annually	Lead into Lessons Learned
2.11	Asset Valuation	Benchmarking against other authorities	Provide DfT with Trafford's GRC & DRC for benchmarking against other authorities.	Annually	Lead into Lessons Learned
<b>Part B - Asset Management Policy, Strategy and Plan</b>					
<b>3. Asset Management Policy and Strategy</b>					
3.1	Policy	Review Asset Management Policy	Review Asset Management Policy in accordance with Corporate Vision.	Annually	Lead into Lessons Learned
3.2	Plan	Review Asset Management Plans	Review Asset Management Plans in accordance with Corporate Vision.	Annually	Lead into Lessons Learned
<b>4. Performance Management Framework</b>					
4.1	Levels of Service	Review Levels of Service	Review levels of service in line with the context of corporate vision, objectives and transport priorities.	Annually	Lead into Lessons Learned
4.2	Performance Indicators	Review Performance Measures	Review Performance Measures to monitor whether Trafford Council are meeting the levels of service.	Quarterly / Annually	Lead into Lessons Learned
<b>5. Data Management</b>					
5.1	Data Management Strategy	Data review of assets	Review and develop asset data in accordance with the Code of Practice on Transport Infrastructure Assets.	Annually	
5.2	Asset Maintenance	Highway Inspection Manual	Update the Highway Inspection Manual in accordance with National Guidelines.	Jun-18	
5.3	Performance Management	Bespoke dashboards	Create bespoke dashboards to report and monitor performance.	Quarterly / Annually	Lead into Lessons Learned
5.4	Performance Management	Funded information strategy	Review the funded information strategy for the collection of information to support the performance management framework.	Annually	Lead into Lessons Learned
<b>6. Lifecycle Plans</b>					
6.1	Asset Creation / Inventory	Update carriageway asset information	Update carriageway asset information	Annually	Lead into Lessons Learned
6.2	Deterioration Modelling	Indicative 3 to 5 years works programme	Produce a rolling indicative 3 to 5 years works programme based upon the predicted condition using Horizons.	Annually	Lead into Lessons Learned
6.3	Scenario Modelling	Scenario maintenance	Produce scenario maintenance options to inform our maintenance strategy to maximise the serviceability of the network.	Annually	Lead into Lessons Learned
<b>7. Works Programme</b>					
7.1	Technical Survey Strategy	SCANNER Surveys Strategy	Review current SCANNER Surveys Strategy on our classified road network for optimum asset management approach.	Annually	Lead into Lessons Learned
7.2	Technical Survey Strategy	CVI Survey Strategy	Review current CVI Survey Strategy for optimum asset management approach.	Annually	Lead into Lessons Learned
7.3	Technical Survey Strategy	SCRIM Survey Strategy	Develop a SCRIM Policy and Survey Strategy for optimum asset management approach.	Dec-17	
7.4	Forward Works Programme	Non-engineering parameters	Introduce non-engineering parameters such as enquiry records, balancing area allocation and proximity of key services into the 5 year Works Programme.	Continuous	Lead into Lessons Learned
7.5	TfGM & GMCA Collaborative Working	TfGM & GMCA Collaborative Working	Encourage TfGM & GMCA to continue to work together to; understand joint challenges, find opportunities, collaborate, cooperation, common procurement and reduce the pressures on resources.	Continuous	Lead into Lessons Learned

No.	HIAMP Ref	Action Name	Description	Timescale	Notes
<b>Part C – Enablers</b>					
<b>8. Leadership and Commitment</b>					
8.1	Leadership and Commitment	Communication Plan	Develop a Communication Plan for all parties involved in the delivery of highway maintenance at all levels.	Continuous	Lead into Lessons Learned
<b>9. The Case for Asset Management</b>					
9.1	Department for Transport Incentive Fund	Requirements for the Investment Fund	Continue to review the requirements for the Investment Fund and take appropriate action.	Annually	Lead into Lessons Learned
<b>10. Competencies and Training</b>					
10.1	Competencies and Training	Training Programme	Develop a Training Programme for asset management principles, the use of specific software packages such as Horizons and Confirm and the UKRLG HMEP Toolkit.	Continuous	Lead into Lessons Learned
10.2	Competencies and Training	HIAMP Meetings & Workshops	Arrange HIAMP Meetings & Workshops to be routinely held to raise awareness and communicate developments.	Continuous	Lead into Lessons Learned
<b>11. Risk Management</b>					
11.1	Management of Risk	Risk Categories	Assess and bring together Trafford Councils assessment of risks into risk registers, representing the 4 Main Risk Categories, including Lessons Learned.	Continuous	Lead into Lessons Learned
11.2	Resilient Network	Review of the Resilient Network	Review the current resilient network every 2 years, including liaison with key stakeholders, and to also update after any events, based on lessons learnt.	2 years / as required	Lead into Lessons Learned
11.3	Critical Assets	Management and Identification of Critical Assets	Develop our approach to the management of critical infrastructure. Identify Critical Assets as part of review of the Resilient Network in line with DfT's 'Transport Resilience Review - July 2014' and the new Code of Practice for highway maintenance management, published in autumn 2015.	Annually	Lead into Lessons Learned
11.4	Drainage Assets	Flood Risk Management Plan	Review the current Flood Risk Management Plan, prepared/funded by AGMA	Apr-18	Lead into Lessons Learned
11.5	Drainage Assets	Local Flood Risk Strategy	Review the current Local Flood Risk Strategy prepared Strategic Planning department	Apr-18	Lead into Lessons Learned
<b>12. Highway Asset Management Systems (HAMS)</b>					
12.1	Confirm	Upgrade Confirm	Upgrade Confirm system as they become available from manufacturer including hardware architecture amendments and cross-system changes.	As required	
12.2	Horizons	Upgrade Horizon	Upgrade Horizon system as it become available from manufacturer including hardware architecture amendments and cross-system changes.	As required	
<b>13. Performance Monitoring</b>					
13.1	Performance Measures	Review Performance Measures	Review Performance Measures for effective delivery of asset management and to build on lessons learnt to enable them to continuously improve.	Annually	Lead into Lessons Learned
<b>14. Benchmarking</b>					
14.1	National Highways & Transportation Survey	Customer Satisfaction Surveys	Review the performance of customer satisfaction surveys and identify potential for improvement.	Annually	Lead into Lessons Learned
14.1	Highways Maintenance Efficiency Programme	Other Local Authorities	Develop a plan to be properly measured against all other local authorities for all development, programming and delivery operations.	Annually	Lead into Lessons Learned
14.2	Asset Management Standards	Robust asset management approach	Plan to maintain a robust asset management approach and ensure this meets national industry standards.	Annually	Lead into Lessons Learned
<b>15. Actions Moving Forward</b>					
15.1	Asset Management Group	Asset Management Group	Set up an Asset Management Group led by the Principal Officer Asset Management to monitor the delivery of the improvement actions and further develop the HIAMP.	Dec-17	Lead into Lessons Learned
<b>Asset Management Plans</b>					
<b>Appendix A - Asset Management Plan for Carriageways</b>					
A.1	Trafford SCRIM Policy	Trafford SCRIM Policy	Develop a Trafford SCRIM Policy and Survey Strategy for optimum asset management approach; which may also be used for the other authorities within Greater Manchester	Annually	Lead into Lessons Learned
A.2	Works Programme / Life Cycle Planning	Optimised Holistic Approach	Develop a programme to undertake a balanced approach	Annually	Lead into Lessons Learned
A.3	Hot Rolled Asphalt	Hot Rolled Asphalt	On heavily trafficked sites within Trafford (A and B roads) assess to introduce Hot Rolled Asphalt as an alternative surfacing material to Stone Mastic Asphalt, increasing the life of the network and reducing the maintenance frequency on these routes.	Dec-17	
A.4	Concrete Speed Cushions	Concrete Speed Cushions	Assess option to adopt the introduction of concrete road cushions to reduce the maintenance frequency and avoid replacing every time carriageway re-surfacing / renewal operations take place.	Dec-17	
<b>Appendix B - Asset Management Plan for Footways and Cycletracks</b>					
B.1	Works Programme / Life Cycle Planning	Optimised Holistic Approach	Use the information gathered from the Footway Inspections to feed in to the selection process for footways to be included in future maintenance programmes.	Annually	

Improvement Action Plan

No.	HIAMP Ref	Action Name	Description	Timescale	Notes
B.2	Footway Network Surveys	Footway Network Surveys	Develop a Programme and Detailed Footway Network Survey to be carried out by an external provider.	Dec-17	
B.3	Works Programme / Life Cycle Planning	Optimised Holistic Approach	Assess to raise the priority of footways which meet the criteria for more than a localised repair and are alongside carriageway schemes which are already in the forward works programme.	Dec-17	
<b>Appendix C - Asset Management Plan for Structures</b>					
C.1	Asset Management Plan for Structures	Structures Future Asset Management	Develop and bring bridges Structural Reviews up-to-date and produce a specific Bridges Asset Management Plan.	Dec-17	
<b>Appendix D - Asset Management Plan for Highway Lighting</b>					
D.1	Works Programme / Life Cycle Planning	LED lanterns	Continue with replacement and testing regimes	Continuous	
<b>Appendix E - Asset Management Plan for Drainage</b>					
E.1	Strategy	Drainage Future Asset Management	Develop and build up a picture of the performance of our whole drainage systems that will support the optimum asset management approach.	Dec-18	
<b>Appendix F - Asset Inventory</b>					
F.1	Asset Inventory	Data Management	Develop a consistent approach to data management through clear process and procedure and ensure data collection and analysis has clearly defined methodology statements and audit trails.	Dec-17	

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## TRAFFORD COUNCIL

**Report to:** Executive/Council  
**Date:** 27<sup>th</sup> and 29<sup>th</sup> November 2017  
**Report for:** Decision  
**Report of:** Executive Member for Housing and Strategic Planning

### Report Title

**Altrincham Town Centre Neighbourhood Business Plan – Regulations 19 and 20 – Decision on the plan proposal and publicising the Plan**

### Summary

**This report provides a summary of the outcome of the residential and business referendums, which were held on 19<sup>th</sup> October 2017, in relation to the Altrincham Town Centre Neighbourhood Business Plan (ATCNBP).**

**The report also sets out the steps which the Council must take in relation to the ATCNBP and the status that the ATCNBP will have following its adoption**

### Recommendation(s)

It is recommended that the Executive:

1. Bring into force (ie. "Make") the ATCNBP (See Appendix 2) and;
2. Submit the ATCNBP to Council for it to be adopted as part of the Development Plan for Trafford pursuant to the provisions of section 38 (A) (4) of the 2004 Act.

It is recommended that the Council:

1. Adopt the ATCNBP as part of the Development Plan for Trafford pursuant to the provisions of section 38 (A) (4) of the 2004 Act.
2. Approve that, in line with the Neighbourhood Planning Regulations, the decision statement (see Appendix 3) and the ATCNBP be published on the Council's website and brought to the attention of people who live, work or carry out business in the neighbourhood area.
3. Approve that, in line with the Neighbourhood Planning Regulations, the decision statement and details of how to view the ATCNBP be sent to the qualifying body (The Altrincham Town Centre Neighbourhood Business Forum) and any person who asked to be notified of the decision.

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

Name: Clare Taylor-Russell (Strategic Planning and Growth Manager)  
Extension: 4496

Background Papers: None

Relationship to Policy Framework/Corporate Priorities	Upon adoption, the Altrincham Town Centre Neighbourhood Business Plan (ATCNBP) forms part of the Trafford Development Plan. As such, it contributes to a number of Corporate Priorities, in particular: Economic Growth and Development; Safe Place to Live - Fighting Crime; Services Focused on the Most Vulnerable People.
Financial	The Council is eligible for financial assistance from the government at various stages of neighbourhood Plan preparation. The Council has already drawn down £10,000 of funding for the designation of the Area and the Forum. The Council will also be claiming a further £30,000 of government funding (i.e. “additional burdens” grant) which it is now eligible for.
Legal Implications:	<p>The ATCNBP and the Forum have been proposed in accordance with the requirements of the Neighbourhood Planning Regulations (2012). As part of the Trafford Development Plan, planning decisions must be taken in accordance with the ATCNBP unless material considerations indicate otherwise.</p> <p>As with any planning decision there is a risk of legal challenge to the plan and/or judicial review of the Council’s decision to ‘make’ the plan. The risk is being managed by making sure that the 2012 Neighbourhood Planning Regulations are followed.</p>
Equality/Diversity Implications	The Core Strategy Equality Impact Assessment is considered to be relevant to the Neighbourhood Plan on the basis that the purpose of the ATCNBP is to deliver a number of the objectives and policies of the Core Strategy.
Sustainability Implications	A Strategic Environmental Assessment (SEA) has been carried out on the ATCNBP which found the main policies of the Neighbourhood Plan to be sustainable.
Resource Implications e.g. Staffing / ICT / Assets	<p>The ATCNBP allocates two Council owned sites:</p> <ul style="list-style-type: none"> <li>• Site of Altrincham Leisure Centre (once the new centre is developed as part of the Altair scheme), and adjoining land between Oakfield Road and the railway; for a combination of leisure uses, residential, offices and car parking;</li> <li>• The redevelopment of the Regent Road frontage and adjoining public car park to complete the commercial (Mixed use with Ground Floor Active Frontage) development of Regent Road and its corner with New Street and provide increased</li> </ul>

	<p>short stay car parking with improved pedestrian access via Kings Court to Railway Street and the new hospital.</p> <p>The ATCNBP has been prepared by the Neighbourhood Forum with ongoing support from Council Officers within the Strategic Planning and Growth Team. The referendum process has been carried out by Council officers within Democratic Services along with officers within Strategic Planning and Growth.</p> <p>The Plan and supporting documents are available to view via the Council's website.</p>
Risk Management Implications	The ATCNBP will be a key document that supports the Council's Core Strategy and Development Management function.
Health & Wellbeing Implications	None
Health and Safety Implications	None

## 1.0 Background

- 1.1 Under the Town and Country Planning Act 1990 (as amended), and the Localism Act 2011, the Council has a statutory duty to assist communities in the preparation of Neighbourhood Development Plans and to take Plans through a process of examination and referendum(s).
- 1.2 The Altrincham Town Centre Neighbourhood Business Forum was formally designated by the Council on the 28th July 2014, for a period of five years, as the qualifying body to prepare the Altrincham Town Centre Neighbourhood Business Plan (ATCNBP). The Council also designated the proposed ATCNBP area at the same time as the Forum. The designated Plan area is attached as Appendix 1.
- 1.3 Following three previous rounds of public consultation, which took place between the autumn of 2014 and the winter of 2015/16, and under Regulation 15 of the Neighbourhood Planning (General) Regulations 2012; the Forum formally submitted the ATCNBP, along with the required supporting documentation to the Council on 30th June 2016

## 2.0 Publicising the Submitted ATCNBP

- 2.1 In accordance with Regulation 16 of the Neighbourhood Planning (General) Regulations 2012 the Council carried out a formal six week consultation on the submitted Plan between 30th August and 11th October 2016. The ATCNBP and all of the supporting documents were made available on the Council's website and at all Trafford's libraries and Access Trafford points.
- 2.2 All of the consultees included within the consultation statement submitted with the ATCNBP were notified of the Regulation 16 consultation and a total of 15 responses were received by the Council during the consultation period.

### **3.0 Independent Examination**

- 3.1 Following the close of the consultation period the Council appointed an independent Examiner, in order to examine whether the ATCNBP meets the necessary basic conditions set out within the legislation and whether (or not) it should proceed to referendum. The Council submitted the ATCNBP to the Examiner along with the required supporting documents, including the Forum's consultation statement and all of the responses received to the Regulation 16 consultation.
- 3.2 The Examiner, having reviewed the representations made to the Regulation 16 consultation, concluded that it would not be necessary to hold a formal hearing into the ATCNBP and the final Examiner's report setting out the proposed modifications was received on 26<sup>th</sup> January 2017.
- 3.3 In summary, the Examiner concluded that, subject to the modifications set out in her report, the ATCNBP meets the Basic Conditions and should proceed to referendum.
- 3.4 On 26<sup>th</sup> June 2017 Executive made the decision to accept the Examiner's report and the Examiner's proposed modifications. The Executive agreed that the Plan, as modified, should proceed to referendum with one for businesses and one for residents. Additionally, the Executive agreed with the Examiner that the boundary for the purpose of holding the referendums should be that of the Neighbourhood Plan Area (as amended by the Examiner).
- 3.5 Full details of the Examiner's modifications and issues raised by the Forum, in relation to the referendum boundary, following the receipt of the Examiner's report can be found within the Executive report dated 26<sup>th</sup> June 2017

### **4.0 Referendum Results**

- 4.1 Following Executive approval in June 2017 and in accordance with the Neighbourhood Planning (Referendums) (Amendment) Regulations, the referendum date was set for 19<sup>th</sup> October 2017. Those voting in the referendums were asked the question: "Do you want Trafford Council to use the neighbourhood plan for Altrincham to help it decide planning applications in the neighbourhood area?"
- 4.2 At the business referendum 45 businesses voted Yes (95.7% of those voting) and 2 voted No (4.3% of those voting), 1 ballot paper was rejected. Turnout was 46.1% of those businesses registered and therefore eligible to vote.
- 4.3 In the residents referendum 148 residents voted Yes (84.6% of those voting) and 27 voted No (15.4% of those voting), 0 ballot papers were rejected. Turnout was 14.7%.

#### Status of the ATCNBP following the Referendum

- 4.4 As more than half of those voting in both the residential and business referendums voted 'yes' then the Plan must be 'made' (brought into force) by the Local Planning Authority meaning that the ATCNBP forms part of the Statutory Development Plan for Trafford. Planning decisions within the Neighbourhood Plan area will need to be made in accordance with the Local Plan unless material considerations indicate otherwise.



#### Status of the Neighbourhood Forum

- 4.5 The Designated Neighbourhood Forum is a statutory consultee and will be consulted as appropriate on planning applications. It is understood that the Forum is considering how it could be involved in, and support, implementation of the ATCNBP in the future. For example, the Forum has previously provided consultation responses in relation to a number of planning applications within the ATCNBP area and it is possible that it would continue to provide similar comments to the Council's Planning and Development Service.

#### Other Options

Once a neighbourhood plan has been supported by the majority of those voting in the referendum the Council is obliged to proceed to 'make' the plan under section 38 (A)(4) of the Planning and Compulsory Purchase Act, 2004.

The Council is not subject to this duty if the making of the plan would breach, or otherwise be incompatible with, any EU obligation or any of the convention rights. It is not considered that the ATCNBP breaches or would otherwise be incompatible with these conventions or obligations. Therefore to take any other option, than to 'make' the ATCNBP so that it will form part of the Development Plan for Trafford, would be contrary to Regulations.

#### Consultation

The ATCNBP has been the subject of a number of previous consultations but there are no further requirements for public consultation. However as soon as possible after deciding to make a neighbourhood development plan under section 38 A (4) of the 2004 Act the Local Planning Authority must publish on their website or in such other manner as they consider is likely to bring the decision to the attention of people who live, work or carry on business in the neighbourhood area a statement setting out the decision and the reasons for making that decision and publish on the website the final neighbourhood development plan along with details of where the plan can be inspected. This notice can be found at Appendix 3 of this report. In addition the LPA must notify any person who asked to be notified of the making of the neighbourhood development plan.

#### Reasons for Recommendation

Trafford's Executive is responsible for making the decision in respect of the referendum results. However, Trafford Council is the responsible decision making body for adopting Development Plan documents, therefore the Executive is being requested to recommend to the Council that it adopts the ATCNBP as part of the Trafford Development Plan.

The ATCNBP has been subject to two referendums and this resulted in a 'yes' vote from more than half of those voting in both the business and residential referendums. The Council is therefore obliged to 'make' the plan under section 38 (A) (4) of the Planning and Compulsory Purchase Act 2004. To make the decision not to 'make' and/or adopt the plan would be contrary to the Neighbourhood Planning (General) (Amendment) Regulations 2015. The Council could be subject to legal challenge in the form of a Judicial Review should it decide not to 'make' the Plan as over half of those voting in the referendum voted 'yes'.

**Key Decision:** Yes

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

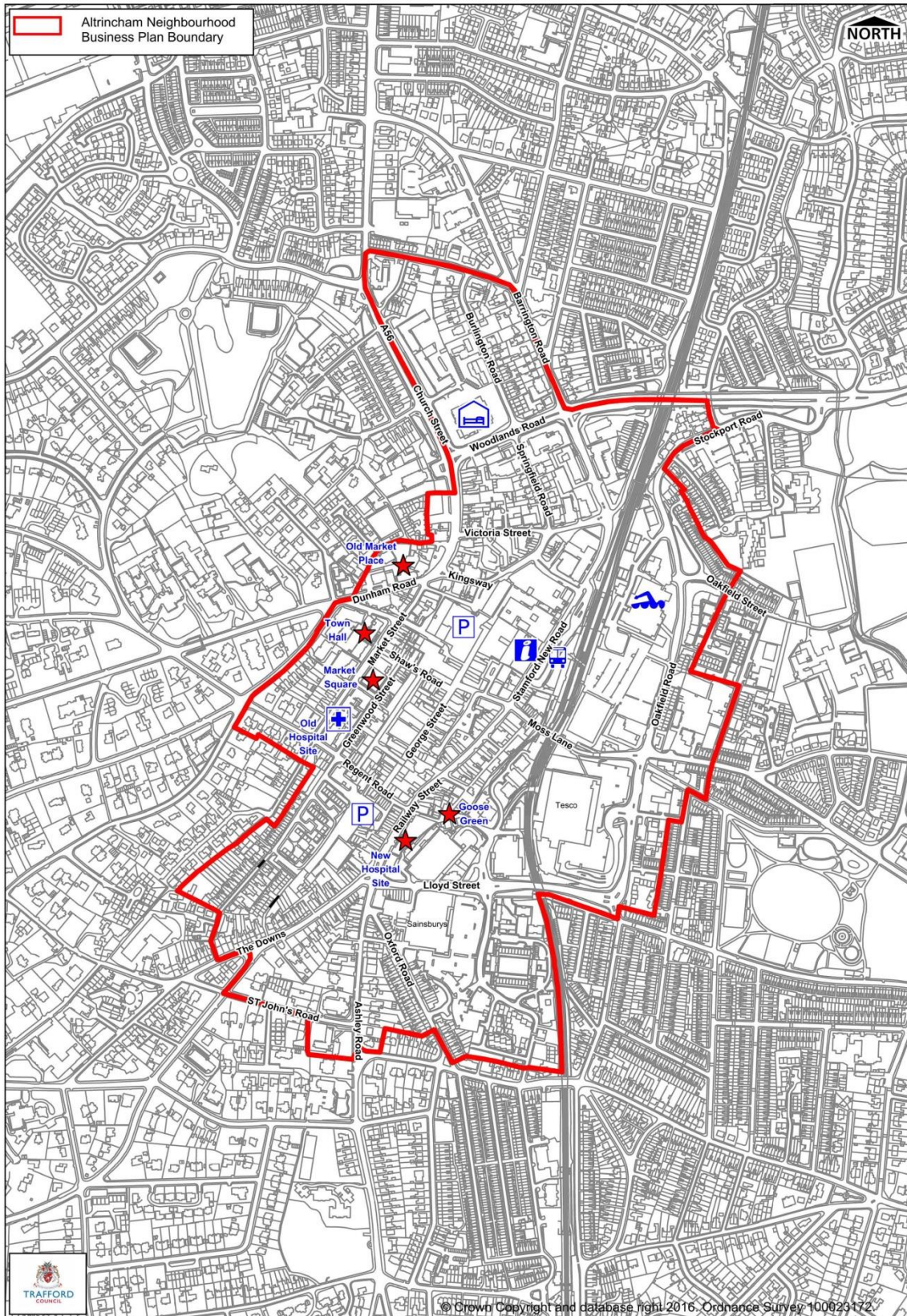
**Finance Officer Clearance** (type in initials)...PC.....

**Legal Officer Clearance** (type in initials)...CK.....

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

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

# Appendix 1 - Designated Neighbourhood Business Plan Area



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# Altrincham town centre neighbourhood business plan 2015 to 2030

Adopted November 2017



**I'm  
Altrincham**

Your town. Your plan.

# **Altrincham town centre neighbourhood business plan 2015 to 2030**

**Adopted November 2017**

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# Chapter 1 – Background

## 1.1 Introduction

1.1.1 When the Government approved the Localism Act in 2011, it presented the opportunity for the community of Altrincham to take responsibility for the future planning of its own town centre. The decline of High Streets across the country in the early years of the 21st century, the result of a unique combination of largely unforeseen factors, prompted the decision that a Neighbourhood Plan for the town centre, prepared by the local community, was required to address the decline and provide a locally driven, up to date planning context for the successful evolution and development of the town. In the autumn of 2013, that process began.

## 1.2 Why Was the Plan Needed?

1.2.1 Three factors came together in 2008 which had a significant negative impact on the role of High Streets across the UK:

- The development of major out of town shopping centres and retail parks with plentiful free car parking;
- The banking crisis and the subsequent impact on the economy leading to the recession and the austerity programme which together had a major impact on consumer spending, resulting in the closure of many High Street outlets nationwide and the rise in vacancy rates, and
- The rapid development of the internet and the associated growth in on-line retailing. Research in 2013 indicated that on-line non-food shopping expenditure would reach around 40% of total non-food expenditure by 2020, and there is no sign of that rapid growth abating.

1.2.2 The result of all this, coupled with high business rates based on historical property values established at the height of the market, was that Altrincham was suffering one of the highest retail vacancy rates in the country and that scale of decline was a source of considerable concern to all those who traditionally looked to the town centre to provide the services they required. Action was clearly needed.

1.2.3 In parallel with the development of this Plan, a Business Improvement District (BID) was established for the town centre, which became operational in April of 2016.

## 1.3 The Establishment of the Neighbourhood Forum

1.3.1 Where Parish Councils exist, they are responsible for preparing Neighbourhood Plans. Where they do not exist, as in Altrincham, a Neighbourhood Forum needs to be established to produce the plan.

1.3.2 The Localism Act identifies both Neighbourhood Plans (mainly residential in nature) and 'Business' Neighbourhood Plans (to deal with areas which are wholly or predominantly business in nature). These 'Business' Neighbourhood Plans provide for both businesses and residents to vote in separate referenda at the end of the process. It was concluded that the most appropriate form of plan for Altrincham Town Centre (ATC) would be a Neighbourhood Business Plan (NBP).

1.3.3 In the autumn of 2013, a public advert was placed announcing the intention of setting up a Neighbourhood Business Forum (the Forum) and seeking interest from anyone living or working in or using the town centre to get involved. By January 2014 the Forum had agreed a Constitution, including the proposed plan boundary. See Plans 1 and 2 p5 & p6. The Forum also established 6 Principles which would underpin their approach to preparing the plan. These are set out in Appendix 2.



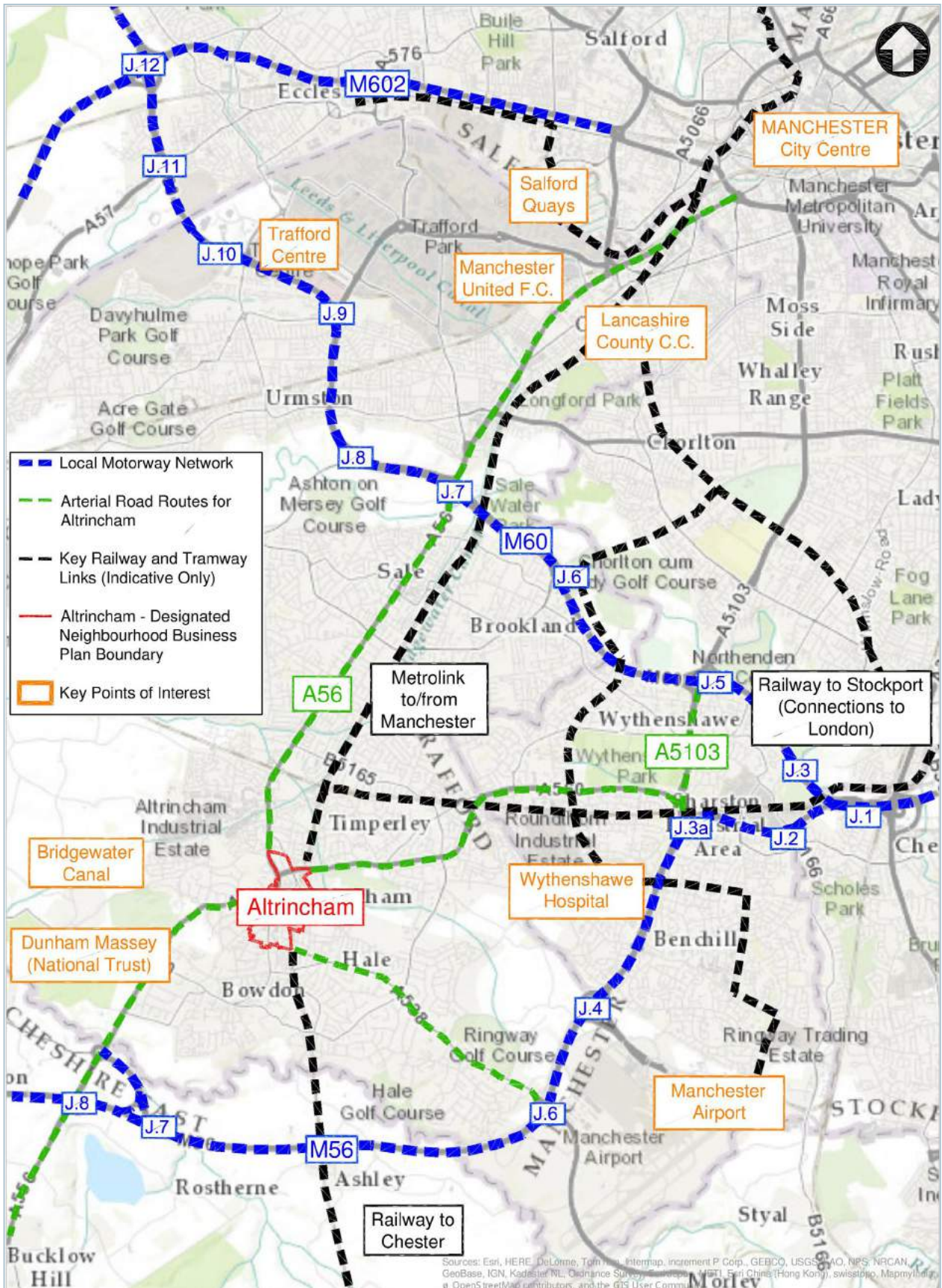
- 1.3.4 The Forum was formally designated by Trafford Council on the 28th of July, 2014 as the appropriate body to prepare the NBP and the Plan Boundary (see Plan 2, p6) was also designated. Membership of the Forum stood at 107 community volunteers at the end of February 2016.
- 1.3.5 In May 2014, the Forum established a private limited company number 9031399, 'The Altrincham Town Centre Plan Limited' in order to assist the Forum in delivering its responsibilities. This enabled the Forum to establish a bank account in order to receive monies and pay for services provided.
- 1.3.6 Details of the officers of the Forum, its Working Group and the Company are included in Appendix 2.

## **1.4 The Plan Preparation Process**

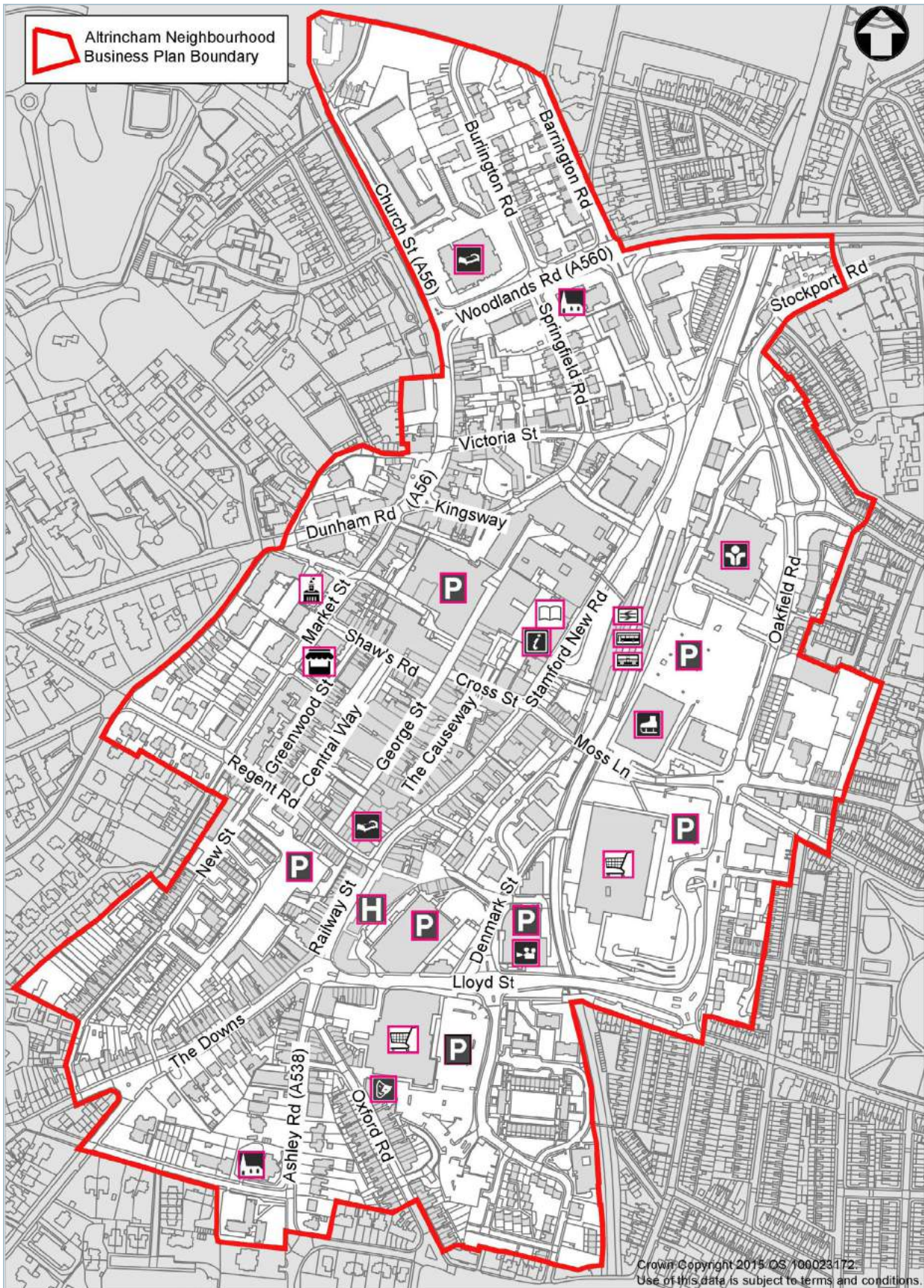
- 1.4.1. The process for preparing the plan has been driven by a Working Group (WG) of the Forum. The Forum spent some time prior to Designation understanding the latest research (see Appendix 1) into the radical impact that the combination of factors referred to in 1.2.1 above and particularly the huge impact of the digital revolution in the form of internet based shopping has had, and continues to have, on the town centre. The Forum has sought to widen understanding of this essential background information as part of the public consultation process.
- 1.4.2 A Neighbourhood Plan (NP) is a community led framework for guiding the future development and growth of an area. In preparing the Plan the Forum is obliged to comply with the Basic Conditions set out in the legislation. A "Basic Conditions Statement" is submitted to the Council with this Plan, see Appendix 4 for a link. This statement demonstrates to the independent examiner that the submitted Neighbourhood Business Plan meets those basic conditions.
- 1.4.3 With regard to the basic conditions, the plan must be in general conformity with both the National Planning Policy Framework and the Trafford Local Plan: Core Strategy Adopted in 2012 (see Chapter 2, Context) and also take account of the Trafford Revised Unitary Development Plan Adopted in 2006. The Plan must also contribute to the achievement of sustainable development and not breach and be compatible with EU obligations. The NP can contain a Vision, Objectives and planning policies and include the allocation of key sites for specific kinds of development. The vision, objectives and policies relate to the use and development of land and associated social, economic and environmental issues. The NP cannot promote less levels of development than is provided for in the Core Strategy but can promote higher levels of such development.
- 1.4.4 Once adopted, the Plan will form part of the Local Development Plan and will be used by the Council to determine planning applications in the plan area. It will also guide and influence future public and private sector investment in the town centre. An adopted Neighbourhood Plan has statutory status which gives it more weight than some other local planning documents such as Supplementary Planning Documents.
- 1.4.5 The Plan's preparation however hinges essentially on the effectiveness of the public consultation process which must underpin the proposals in the plan. This is a community driven plan, so it is essential that it reflects the views and opinions of those members of the community who have become engaged in the process. The nature of the public consultation therefore has sought to engage with as many people as possible in order to reasonably reflect the views of the community, and secure their support for the final plan in the referenda at the end of the process.
- 1.4.6 The Forum decided to adopt a three stage approach to the public consultation.

- (a) Stage 1 was all about encouraging people to complete a questionnaire which enabled respondents to raise all the issues which they considered the plan may need to address along with their ideas. There were over 1,400 responses.
  - (b) Stage 2 involved consultation on a draft Neighbourhood Business Plan (NBP) including proposals and options where appropriate in February/March 2015. That consultation also involved encouraging the general public and defined stakeholders to complete a questionnaire and there were over 600 responses.
  - (c) Stage 3 involved the Draft Final Neighbourhood Business Plan being the subject of a formal 6 week public consultation (in compliance with Regulation 14 of the Neighbourhood Planning (General) Regulations, 2012) from mid-January to the end of February 2016. There were 220 questionnaire responses containing a total of 458 specific comments and 8 other written responses, all of which were considered by the Forum before finalising the Plan for submission.
- 1.4.7 A "Consultation Statement" detailing all three stages of consultation is submitted to the Council with this Plan, see Appendix 4 for a link.
- 1.4.8 Prior to the Stage 3 public consultation a Strategic Environmental Assessment (SEA) was commissioned from the engineering consultants AECOM. AECOM provided initial comments on an advanced draft of the draft Final Plan in early November 2015 and the Forum was able to consider the main points raised and reflect them in the draft Final which was the subject of the Stage 3 consultation. A link to the final SEA report is also available at Appendix 4.
- 1.4.9 On receipt of the Final Plan for adoption, Trafford Council is responsible for the next stages of the process as set out in Appendix 2.

# Plan 1: Altrincham Town Centre Wider Context



## Plan 2: Plan Boundary & Points of Interest



# Chapter 2 – The Context

(See also the Basic Conditions Statement – link at Appendix 4).

## 1. The National Context

1.1 Nationally, the National Planning Policy Framework (see Appendix 4 for a link) provides the context for the Neighbourhood Business Plan. The Plan promotes a series of policies which taken together help:

- (a) to achieve sustainable development (supporting the development of the town centre economy; supporting the delivery of more town centre homes; the creation of a high quality environment and encouraging the provision of local services, meeting the needs of the community) providing a flexible context within which the development needs of the town centre can be met, enabling it to respond to changing market conditions;
- (b) build a strong, competitive economy including supporting the development of the town centre office market and promoting the allocation of mixed use areas to encourage flexibility and the ability to respond effectively to changing market demands;
- (c) promote the vitality of the town centre as a vital commercial and economic centre and the social heart of the community, with clear land allocation policies supporting flexibility; strong support for the ongoing development of the market; planning positively for the future of the town centre and continuing to meet the needs of its catchment population;
- (d) promote sustainable transport with the modernisation of the inter-modal public transport interchange; the development of 'shared space streets' giving vehicles, cycles and pedestrians equal priority; encouraging the use of a wide range of transport modes giving people a real choice including providing sufficient car parking in the context of an Integrated Car Parking Strategy to support the varying requirements of the wide range of town centre services, facilities and users;
- (e) support a high quality communications infrastructure, including the provision of fast free WiFi and charging facilities and the application of digital technology by town centre outlets all aimed at developing the concept of the digital high street and providing rapid, easily accessible, up to date and comprehensive information on what the town centre has to offer its catchment population and visitors;
- (f) deliver a wide choice of high quality homes, with land allocated on the edge of the town centre for houses and apartments and encouraging the use of unused/underused town centre space, particularly above ground level and the conversion of mainly unoccupied office space for residential use, even where the provision of car parking is impractical. A target of at least 550 additional residential units is established, with encouragement for that figure to rise over the plan period;
- (g) require high quality design with the establishment of a series of design related policies including the establishment of town centre wide design principles and the description of the key characteristics of the 4 Character Areas in the town centre, all set out in the Supplementary Design Document at Appendix 3;
- (h) promote healthy communities through supporting the development of the town centre as the social hub of the community; providing safe, accessible and pleasant environments; providing the context within which a wide range of social, recreational and cultural facilities and services are provided for the community; giving support to the protection of valued local community facilities at risk and ensuring

that the planning framework is flexible enough to allow the town centre to develop and evolve to reflect the community's requirements, and

- (i) conserve and enhance the historic environment which is particularly important for Altrincham town centre. The recent review of the 7 Conservation Areas which lie in whole or in part within the town centre boundary and the production of Management Plans for each of them, provides an up to date context for determining proposals which impact on the historic environment. These are complimented in the Plan by the description of the Character Areas and the town centre wide design principles in the Supplementary Design Document. The land allocations policy also refers to the need for Heritage Impact Statements to be submitted along with planning applications for the development of defined sites.

## **2. The Trafford Context**

- 2.1 The Trafford Local Plan: Core Strategy (CS) adopted in 2012, provides the most up to date context within which the Plan has been prepared. Chapter 2 of the CS, 'The Profile' (and specifically the "Altrincham and Neighbouring Communities" section) is fully acknowledged but not repeated here. Similarly, the Vision for Trafford is taken as the context for defining the Vision for Altrincham town centre in Chapter 3 of the Plan.
- 2.2 The Strategic Objectives set out in Chapter 4 of the CS (and in particular SO 1, 3, 4 and 8) along with the "Altrincham and Neighbouring Communities" Place Objectives set out in Chapter 5 of the CS (in particular ALO 3, 5, 8, 9, 14, 16, 22 and 29), are all taken as the basis on which the Neighbourhood Plan Objectives for the town centre have been developed (see Chapter 3 of the Plan).

## **3. The High Street Context.**

- 3.1 The need to prepare this Plan was driven by the decline of the town centre from 2007/8 onwards, caused by a toxic combination of factors including:
  - The development of major out of town retail facilities with free car parking
  - The banking crash, recession and subsequent austerity programme and their impact on the economy generally and on consumer spending in particular, and
  - The rapidly increasing impact of digital technology on high street sales, with internet-based non-food sales predicted to rise to around 40% of total sales by 2020, a trend which is continuing to rise.
- 3.2 To counter these external influences, the town centre needs to respond positively, embracing the digital revolution; acknowledging the impact on requirements for retail space; acknowledging the growing 'convenience culture' trend;; strengthening the town centre's role as the social hub of the community and ensuring that the planning framework is sufficiently flexible to cater for changing market conditions in a rapidly changing technological environment.
- 3.3 The existing Core Strategy was based on data prior to the economic crisis of 2008 and when internet based shopping was of little relative significance. This pointed to the importance of preparing an up to date Plan for the town centre which took on board these major external influences and provided a more effective context for the town centre to develop and evolve over the period to 2030.

# Chapter 3 – Vision And Objectives

The Vision and Objectives relate to the use and development of land and associated social, economic and environmental issues. The integration of and interaction between this range of issues, raised by the community as part of the plan preparation process, is of key importance to the overall integrity of the Plan. The Plan addresses all the issues raised which contribute to the future development of a prosperous town centre and defines specific policies which can properly be adopted as part of the Local Development Plan. The Vision and Objectives set out below reflect the range of economic, social and environmental issues raised by the community.

## 3.1. The Vision for Altrincham Town Centre

"That Altrincham Town Centre evolves into an economically, environmentally and socially attractive and dynamic centre providing the widest possible range of high quality services and facilities to meet the needs of its catchment area population to 2030 and that in doing so it builds on its:

- Strategic position in relation to the Airport, Manchester City Centre, the motorway and rail networks and tourist destinations
- History and architectural heritage
- Unique 1290 Charter Market
- Wide range of assets, particularly leisure based facilities, already established

and develops its role as a modern market town, served by the effective application of the latest digital technologies, providing a safe and high quality environment in which all age groups can enjoy the widest possible range of quality cultural events and activities, leisure, retail, professional and business services, in which the community can engage and/or access."

## 3.2 The Objectives

- OB 1.** Secure the highest possible standards of design for the public realm and all new build and refurbishment in ATC including the use of high quality materials and ensuring that the scale and design of (re)development is appropriate to its location and setting, reflecting the character of the area in which it is located, including heritage characteristics and that environmental sustainability issues are addressed.
- OB 2.** Define a more focussed retail core and provide wider areas of mixed uses including retail, residential and a wide range of other service outlets within a revised town centre boundary.
- OB 3.** Review the extent of land allocated for office purposes and the potential impact of changes of use from offices to residential development.
- OB 4.** Fully reflect and support (a) the approved Conservation Area boundaries, Appraisals and Management Plans and associated policies, seeking to protect and enhance the town's heritage assets and (b) the Public Realm and Infrastructure Concept Proposals agreed by Altrincham Forward and the Council but seek to influence the phasing and the detailed design of each phase of these works to reflect the views expressed during the public consultations.
- OB 5.** Build on the success achieved by the new market operator, supporting the development and expansion of

the Charter Market and adjoining public space as a major destination to attract a wider clientele including families and young people and so increase footfall and spend levels across the Town Centre.

- OB 6.** Seek to attract more independent retailers providing goods not easily available on-line, including those serving niche markets and those providing food and fashionable clothes.
- OB 7.** Promote (a) the adoption of an integrated car parking strategy, to include improved access, signage and information, co-ordinated charging policies and payment systems, to maximise the use of all existing spaces and encourage longer dwell times and provision for town centre residents and workers and those using the interchange; (b) encourage the greater use of public transport, cycles, walking and taxis in accessing services and jobs in the Town Centre, and (c) the provision of additional, safe, mainly short stay parking.
- OB 8.** Promote the town centre as a social centre, a family friendly place with attractive green spaces and town squares and a wide variety of service outlets including leisure related outlets attracting events, festivals and cultural activities providing entertainment for all ages (including the younger generation and children) both during the day and in the evening, all in a safe, high quality environment.
- OB 9.** Promote the application of digital technologies in support of the promotion/advertising of the use of town centre services, including the development of a town centre web site; appropriate apps aimed at providing the widest possible up to date information about every aspect of town centre services; the provision of fast free WiFi and charging facilities and the development of comprehensive 'Click and Collect' facilities supported by all retailers including collective joint services offered by groups of independent outlets.
- OB 10.** Seek to increase the town centre resident population both by appropriately located new build and the refurbishment of appropriate existing unused/underused space, particularly above ground floor level in the town centre, with associated development control policies aimed at encouraging such developments.
- OB 11.** As the principal town centre of the Borough, Altrincham will continue to be a key focus for economic growth including offices, high quality comparison retail (supported by a range of other retail, service, and leisure and tourism activities) and other town centre uses including residential.

In addition, the Forum set its own objective for it to produce a plan which is sufficiently flexible to encourage the town centre to evolve effectively in a rapidly changing technological world, while at the same time giving potential investors sufficient clarity and confidence to encourage their investment in the town centre.



# Chapter 4 – Policies

The Planning Policies in this Neighbourhood Business Plan all support the principles outlined in the National Planning Policy Framework and are all in general conformity with the strategic policies set out in the Development Plan – the Trafford Local Plan Core Strategy adopted in 2012 and where appropriate the Revised Unitary Development Plan, 2006 (UDP). The Basic Conditions Statement (see Appendix 4 for the link) detailing the position is submitted to the Council along with this Final Plan and is one of the evidence documents to be presented to the Independent Examiner.

The Proposals and Policies set out below flow from the public consultation on how the town centre should evolve over the coming years and are those Policies which properly fall to be taken into account in determining planning applications for development in the town centre and allied issues covered by the Town and Country Planning legislation.

## 4.1 Land Allocations - OBs 1, 10 and 11 and Policy A1.

4.1.1 The allocation of the two builder's merchants sites on the south and north side of Moss Lane for residential purposes. (See Plan 6 on page 28, sites A and B).

**Site A** – Oakfield Road/Balmoral Road Builders Merchant site. 0.85 ha, identified in the SHLAA as a mix of apartments and houses with a standard density ratio of 50 dwellings per ha – yielding 43 units\*.

**Site B** – Mayors Road/Manor Road Builders Merchant site. 0.35 ha, identified in the SHLAA as a mix of apartments and houses with a standard density ratio of 50 dwellings per ha – yielding 18 units\*.

### Justification

In both cases it is considered that the existing uses and the traffic they generate for both deliveries and collections would be more appropriately located in primarily industrial areas rather than sitting adjacent to existing residential properties. Other uses compatible with housing such as open space could be considered although the deliverability of such a use is not considered to be practical. The allocation reflects the priority in the plan to increase the residential population in and adjacent to the town centre. It is acknowledged that the proposed change of use cannot be guaranteed to be delivered during the Plan period and this is taken into account in determining the target of at least 550 additional residential units (including the minimum of 250 defined in the Core Strategy). Should either or both of these sites become available for development during the Plan period, then the priority for their use is defined as residential. It is judged that the impact of such a change of use on air quality would be positive.

4.1.2 The allocation of land located at Ashley Road/St. John's Road (the former YWCA building) for residential purposes. (See Plan 6 on page 28, Site C).

The site is 0.33 ha and it is assumed it will be developed for apartments at 70 units per ha, yielding 23 units\*.

### Justification

The former YWCA building is located in a residential area not within the town centre boundary and the opportunity should be taken to utilise the site, preferably through redevelopment for residential use. As the property has been vacant for some years, this site can be returned to productive residential use in the early years of the plan i.e. 2015 to 2020.

Other uses compatible with its residential location (eg a residential care home) could be considered if they met a defined need and would be commercially viable. The plan supports the increase in the town centre residential population and as the demand for residential property within walking distance of the town centre remains high, this site offers an ideal opportunity to support that policy and is allocated accordingly for residential purposes. It is judged that the impact of the change from a YWCA hostel to residential on air quality would be broadly neutral.

The site is located in a Conservation Area and lies opposite a listed building, so in developing the site, it will be necessary to conserve and enhance the historic environment and reflect such a heritage asset and its setting in line with the Conservation Area Appraisal and Management Plan and Policies D1 to 3. A Heritage Impact Statement should be submitted along with the proposals for the development of the site.

Proposals for the development of the site for residential apartments/dwellings were exhibited for public comment in August 2015 and a planning application was granted on the 10th of March 2016 for the provision of 40 dwellings, in line with the allocation. Site C will remain allocated for residential purposes in the Plan as it has not yet commenced implementation on site.

- 4.1.3** The allocation of the site of the Old Hospital on Market Street/Greenwood Street (see Plan 6 on page 31, site D) for mixed use purposes, including residential, offices, library, community purposes and public open space next to the market.

#### Justification

This mix of uses reflects the response to the public consultations regarding the future use of this important town centre site. The site presents a significant opportunity to attract town centre residential accommodation, offices and community space, the latter being at a premium in the town centre, as well as the relocation of the library which the Council has agreed with the developer.

As the site lies within the Old Market Place Conservation Area, the development of this site will need to conserve and enhance the historic environment, heritage assets and their settings. A Heritage Impact Statement should be submitted along with the proposals for the development of the site.

In addition to the agreement to relocate the library to this site, discussions are well advanced between the local NHS Clinical Commissioning Group and the developer to establish a Health and Well Being Centre (including relocated GP surgeries) a Pharmacy and a café. Although planning consent has been granted, this proposal is not yet legally committed. If it does not proceed then the allocation for mixed use purposes described above will stand. The matter will be kept under review up to the point of submission to the Council which will reflect the reality at that time.

- 4.1.4** The allocation of the Council owned Leisure Centre site and adjoining land for leisure uses, residential, offices, and car parking (see Plan 6 on page 28, Site E).

The site lies adjacent to the Altair site (which has consent for residential, offices, car parking and leisure uses including leisure based retail) and its future depends on the implementation of that scheme which provides (inter alia) for the development of a new Leisure Centre which, once completed would result in the demolition of the existing Leisure Centre (owned by the Council) and open up the opportunity for new development. The site has the potential to accommodate a mixed use scheme once the existing leisure centre is demolished. At least 30 residential units\* along the Oakfield Road frontage could be accommodated in addition to leisure uses (but expressly excluding A1 retail), offices and car parking.

### Justification

Once the existing Leisure Centre is demolished, that site and adjoining land presents one of the very few opportunities available to provide further short and long stay public car parking for the town centre (see 4.1.5 below) for at least a further 200 spaces, and this possibility needs to be protected and implemented. There is also scope to provide additional housing in support of the policy to increase the town centre residential population and to accommodate further office development (see para 4.8 below) should demand arise.

\* It should be noted that broad density assumptions have been applied however it is acknowledged that at the detailed design stage these may need to be reviewed to reflect site specific considerations.

#### 4.1.5. The allocation of the Regent Road car park and adjoining lands for mixed use purposes (see Plan 6 on page 28, Site F).

This site provides for the redevelopment of the Council owned vacant Regent Road frontage and the adjoining public car park to achieve the following:

- (a) the completion of the commercial (Mixed Use with Ground Floor Active Frontage) development of Regent Road and its corner with New Street including residential above ground floor level. At least 10 residential units can be accommodated;
- (b) the provision of increased short stay car parking (over double the existing capacity of 145 spaces providing c. 300 spaces);
- (c) improved pedestrian (including disabled) access via Kings Court to Railway Street and the new hospital and pedestrian access to George Street, and
- (d) recognition of the important history of Chapel Street.

The form of the redevelopment of the car park should take proper account of the existing flats and the medium to long term potential for their redevelopment for modern housing on a more domestic scale in sympathy with the existing development fronting New Street. The possibility of embracing the privately owned former Bowling Green land behind the pub should also be considered, providing a more useable area for redevelopment along with the establishment of an area of public open space in the new layout, which could be linked to the improved pedestrian access into Kings Court. The opportunity to provide a commemorative public space in Chapel Street should also be explored as should the relationship with Lloyd Square and the potential for it to be embraced in the scheme.

Given the complexity of the site and the fact that several individual parts of it are likely to come forward for development at different times, an overall 'master plan' or development framework should be prepared, to provide an integrated context within which proposals for individual developments can then be prepared.

As the site lies partly within a Conservation Area, its development will need to conserve and enhance the historic environment, heritage assets and their settings. A Heritage Impact Statement should be submitted along with any planning applications for the development of any part of the site.

### Justification

The public demand for increased short stay parking provision is strongly emphasised in the response to the public consultations. This follows the very significant reduction in available spaces around the town

centre over the last 20 to 30 years following the development of previously vacant space used for car parking for the Sainsbury and Tesco stores, the Cinema, the Ice Rink and housing, all of which have also increased demand for car parking, coupled with the further reduction (c. 55 spaces) which will result from the Altair development (which will also increase demand) and the growing impact of parking related to the use of the interchange. All of this has placed greater pressure on existing spaces and causes additional car movements across town looking for spaces. Although priority is given in the car parking proposals set out below (see para 4.5) to maximising the use of all existing spaces, Regent Road car park is strategically located to serve the town centre and in conjunction with the completion of the Regent Road frontage to New Street is capable of providing additional spaces and catering for a more pedestrian friendly access to Railway Street and the new hospital via Kings Court. The opportunities to increase the provision of short term spaces in the town centre are strictly limited and this site presents one such opportunity which needs to be protected and implemented in order to provide improved accessibility and to improve the vitality of the town centre.

### **POLICY 'A' – Land Allocations. (Supports Objectives 7, 8 10 and 11. See Plan 6 on page 28).**

**A 1** – The Plan allocates 6 sites for future new development/redevelopment as follows:

**Sites A, B and C** – are allocated for residential purposes. (See Policy H 1).

**Site D** – is allocated for the mixed use development of the Old Hospital site. (See Policy H 2).

**Site E** – is allocated for leisure uses (excluding A1 retail), offices, car parking and residential. (See Policies H 1, CP 1 and OF 1).

**Site F** - is allocated for new Mixed Use with Ground Floor Active Frontage development and residential above on Regent Road and its corner with New Street plus additional short stay car parking (see Policy CP 1). In redeveloping this site, the opportunity should be taken to:

- Improve pedestrian (including disabled) access from the site into Kings Court;
- Improve pedestrian access to George Street;
- Establish a commemorative public space in Chapel Street;
- Establish the possibility of embracing the privately owned former bowling green into the site to provide a more useable area for redevelopment and the establishment of alternative public open space in the new layout ideally linked to the improved Kings Court pedestrian access.
- Explore the potential to embrace Lloyd Square in the overall re-development scheme and
- Secure the development of an overall master plan or development framework, to ensure effective co-ordination of proposals for individual parts of the area

**A 2** – In respect of sites C, D and F, it is important that their location wholly (sites C and D) or partly (site F) within Conservation Areas is reflected in the design of any development proposals so as to conserve and enhance the historic environment, heritage assets and their settings and take full account of the relevant Conservation Area Appraisals and Management Plans and Policies D1 to D3. A Heritage Impact Statement will be required, to be submitted along with any proposals to develop any part of these sites.

## 4.2 The Designation of Main, (Primary) Shopping Frontages and Mixed Use Active Frontages– OB 2 and Policies S1 to 3 (see Plan 6 on page 28)

- 4.2.1 Following the support given during the public consultations and in line with OB 2, the Plan focusses the Main (Primary) Shopping Frontage on the Stamford Quarter, from the Shaw's Road/George Street intersection northwards to Stamford Square and then east along Stamford Mall up to and including the Stamford New Road junction. (See Plan 6 on page 28).
- 4.2.2 Again in line with the outcome of the public consultations, the areas around the Main (Primary) Shopping frontages along the balance of George Street, Stamford New Road/Moss lane, Railway Street/Goose Green/Kings Court, Regent Road, Greenwood Street, Shaw's Road/Cross Street, the Downs, Lloyd Street (part), Oxford Road, Market Street (part), Old Market Square and Kingsway (see Plan 6 on page 28) are designated as Mixed Use with Ground Floor Active Frontage.

### Justification

In circumstances where the overall demand for retail space has reduced and vacancies continue in excess of 15% of all space (and have been at or above this figure for 6/7 years), there is a clear case for focussing the retail core, to create a fully occupied and competitive heart of the town centre where retailers can offer quality and variety and the number of charity/cheap shops is reduced to a minimum. This approach is strongly supported by the public response to the consultation stages. To take no action would perpetuate the current problems and as the impact of the internet increased, so would the problems of vacancies and the proliferation of charity/cheap shops and the overall reduction in the quality of the retail offer.

- 4.2.3 Mixed Use with Ground Floor Active Frontage includes any use considered as a 'town centre use' (including services, retail, leisure, commercial, office, tourism, cultural, community and residential development) as long as an Active Frontage was provided.\* Although residential would not normally be an acceptable ground floor use, it is an acceptable town centre use which can be accessed from the ground floor.

\* All references to an active ground floor frontage are meant to apply during normal ATC retail opening hours.

- 4.2.4 The provision of an Active Frontage (a term which indicates that the frontage will contain visual material and/or activity which will attract people's attention and interest) is vitally important in a mixed use area which is seeking to attract footfall. Breaks in the active frontage (i.e. stretches of frontage with no visual interest) will deter people from walking past that section. Active Frontage is defined in Policy S2 below.
- 4.2.5 The issue of compatibility between uses in a mixed use area, for example the impact of a proposed night club or a late night takeaway on existing residential amenity, is an important one. The Forum decided to adopt a simple policy of taking decisions on proposals based on the requirement to take full account of the uses that exist in the vicinity of the proposal in coming to a decision. This realistic approach reflects current arrangements, see Policy S3 below.
- 4.2.6 In considering the application of the Mixed Use with Ground Floor Active Frontage designation it has been agreed that it would be appropriate for the Council to update their shop front policy which would apply in this area, in due course. No timetable has been set.
- 4.2.7 The Plan also recognises the importance of the town centre attracting one or more small or medium size convenience stores in response to the growing desire to shift from the one-stop out-of-centre facilities to convenience at the local level, with positive effects on the role of the high street. Convenience retailing at

a more local level has grown steadily over the last 15 years and was sustained during the economic crisis and austerity. This shift in shopping habits reflects a basic change in the assessment of 'convenience' and which links convenience to 'local' and to 'community' giving greater value to authenticity, traceability and sourcing as well as the increasing number of top-up shopping trips and the use of often independent outlets specialising in particular aspects of 'grocery'. It is essential that ATC accelerates its adjustment to this important change in its role and amongst other things attracts convenience stores to the town centre. A small or medium sized convenience store is defined as being no more than 3 or 4,000sqft in size; open long hours e.g. 7.00am to 10.00pm and selling a variety of groceries, chilled and frozen foods, fruit and vegetables, health and beauty products, milk, newspapers, drinks etc.

### **POLICY 'S' – Main (Primary) Shopping and Mixed Use with Ground Floor Active Frontages. (Supports Objectives 2, 6 and 8). See Plan 6 on page 28**

**S 1** – The Main (Primary) Shopping Frontages comprising the retail core, are defined as both sides of George Street north of its junction with Shaw's Road/Cross Street; all frontages to Stamford Square and Stamford Mall, and the Stamford New Road frontages either side of the Stamford Mall entrance (see Plan 6 on page 28).

In the retail core, proposals which seek to maintain and enhance the continuous ground floor active retail frontages will be encouraged and supported. Proposals which would result in non-retail use(s) in these frontages will be resisted unless appropriate evidence is provided to demonstrate that the proposal would result in a positive impact on the attraction of the retail core to shoppers and visitors and thus the experience will be enhanced.

**S2** – The Mixed Use with Ground Floor Active Frontage designation is illustrated on Plan 6 and comprises all those existing frontages which are not primarily offices or residential and which currently provide a range of town centre uses. Ground Floor Active Frontage is defined as any visually interesting display which can attract the attention of passers-by and provide information on the services offered, and is able to be refreshed periodically in order to maintain that interest. Proposals for town centre uses in these frontages will be supported provided that an active ground floor frontage is maintained. The allocation embraces all town centre uses including services, retail, leisure, commercial, office, tourism, cultural and community. In the case of residential proposals, it would only be acceptable for access arrangements to the units to be provided in these frontages thus maintaining the active nature of the ground floor frontage. All references to maintaining Active Ground Floor Frontages must apply during retail daytime opening hours as a minimum.

**S3** – In taking decisions on proposed town centre developments where there is the potential for conflict between uses (e.g. noise and disturbance; smell and fumes), careful account will be taken of all existing uses in the vicinity of the proposal in coming to a decision. Where the proposal would either be potentially adversely affected by any nearby existing uses, or would potentially have an adverse impact on any nearby existing uses, the extent of that potential adverse impact will be a material consideration in coming to a decision on the proposal.

## **4.3 New Retail Development, OB 2 and Policy R1**

**4.3.1** The Core Strategy provides for ATC to accept an additional 20,000sqm of new retail space over the period to 2026, including the approved Altair scheme. Since the Core Strategy was prepared, the radical changes

that have taken place in shopping habits and the impact on the town centre, throws into question the relevance of the data used to underpin this particular Core Strategy policy. Although the Plan acknowledges the Core Strategy policy, it is considered that the prospect of that extent of additional retail space being actually required and delivered is now highly unlikely.

- 4.3.2 The Plan strongly supports the government's Town Centres First policy which is closely linked to the policy to focus the retail core (policy S1).
- 4.3.3 The Plan also acknowledges that commercially viable redevelopment of existing retail space within the areas of the town centre allocated as Main (Primary) Shopping and Mixed Use with Active Ground Floor Frontages, in order to provide more modern space on those existing sites should be encouraged, which may result in a net increase in retail space on those sites. The provision for additional retail space in the Core Strategy is considered to be adequate to deal with this demand as well as the Altair consent.
- 4.3.4 The Plan supports the development of any further new town centre retail space on any site in the town centre defined as Main (Primary) Shopping and Ground Floor Mixed Use Active Frontages and opposes any new retail development outside of these areas.

#### **POLICY 'R' – New Retail Development (Supports Objective 2)**

R 1 – New retail development will be restricted to those areas of the town centre designated as Main (Primary) Shopping and Mixed Use with Ground Floor Active Frontages on Plan 6 (page 28).

#### **4.4 Town Centre Housing – OB 10 and Policies H 1 to 3; see Plan 6 on page 28.**

- 4.4.1 In responding to the issues facing Altrincham Town Centre, the public consultations gave strong support to the principal of attracting additional residential units, both new build around the town centre boundary and (predominantly) through the refurbishment/redevelopment of appropriate existing town centre buildings, particularly under used and vacant space at first floor level and above.
- 4.4.2 The Core Strategy provides for the town centre to accommodate a minimum of 250 additional residential units over that plan period (to 2025/6). The policies in this Plan will result in that number being exceeded. Although a specific target is set, the Plan aims to attract as much conversion and refurbishment of existing town centre buildings as possible, whilst also meeting the design requirements set out in OB 1. It is considered that at least 550 units could be provided within the plan period to 2030 and that there is scope for that figure to be increased.
- 4.4.3 The target of 550 units is made up of the following figures (as at August 2015) which have been discussed and agreed with the Council. The Council's Strategic Land Availability Assessment applies the following density assumptions which have been applied in relation to the land allocations described in para 4.1 as follows:
  - (i) 36 dwellings per ha for houses;
  - (ii) 70 dwellings per ha for apartments and
  - (iii) 50 dwellings per ha for mixed schemes.

NB It is acknowledged that at the detailed design stage these density assumptions may need to be reviewed to reflect site specific considerations.

1. Since the beginning of the Core Strategy plan period (which ends in 2025/6) there have been 66 residential completions and 231 units with planning consent, giving a total of 297. The Core Strategy provides for a minimum of 250 units in the town centre.
2. The land allocations described in 4.1 are expected to yield a potential total of 124 units although the 61 units relating to sites A and B cannot be guaranteed to become available during the Plan period, so only 63 units have been included in calculating the target figure. ( N.B. Site C was acquired in 2015 and in March 2016 consent was granted for 40 dwellings, 17 more than assumed in the 63 units referred to above).
3. In addition, account needs to be taken of the following:
  - (i) the planning consent won on appeal for the conversion of Ashley House to 32 units;
  - (ii) the intention of the Stamford Quarter owners to convert Clarendon House to at least 42 units and
  - (iii) the current proposal from Merepark to provide 37 units which may result in eventual approval to a lesser number (N.B. Final consent was granted in February 2016 for 27 dwellings, 10 less than assumed in the total below).

Giving a total of a further maximum of 111 units.

4. Finally, other conversions of existing property, including first and second floor accommodation above commercial/retail premises, in accordance with the positive policy included in the Plan to encourage such conversions – will yield, say, between 50 and 100 units over the next 15 years (an average of between 4 and 7 a year). This is regarded as a conservative estimate given the consistently strong local housing market.
5. The total potential number of units (as at August 2015) is therefore 521 to 571. The Plan sets a target of at least 550 units to be delivered by 2030.

4.4.4 Although the Plan does not seek to define occupancy types which should be accommodated, the Plan would encourage young professionals; those who do not own a car and do not see the need to do so, and older people who would benefit from being located within easy walking distance of the town centre's facilities. Wherever possible, provision for cycle storage should be made in town centre residential development and this should have a particularly high priority where car parking provision is impractical or below otherwise normal standards. The town centre is generally not regarded as the most appropriate location for families with children, however it is a matter for individuals to decide where they should live.

4.4.5 Where residents do own a car and parking cannot be provided on site, it is for them to decide how best to deal with the overnight parking issue given that much of the town centre is effectively unavailable for this purpose. It is however possible to use (for example) Regent Road CP overnight by parking there before 6.00pm and paying beyond 6.00pm (or parking after 6.00 and leaving anytime up to 8.00am the following morning). The use of existing publicly accessible spaces for overnight residential parking should be discussed and progressed as part of the development of the proposed Integrated Car Parking Strategy with a view to making spaces which are otherwise unused overnight available for this purpose. The Council should take the lead on this. (See para 4.5.3 below).



- 4.4.6 The Plan defines a positive and supportive car parking provision policy which remains broadly in compliance with the Car Parking SPD and Policy L7, Design, of the Core Strategy. Where the provision of car parking associated with the conversion of existing premises is agreed by the Council not to be practical, car free development will normally be considered acceptable in principle. This approach is flexible and supportive of refurbishing existing town centre properties and particularly those above retail and other commercial ground floor outlets in the heart of the town centre. (See Policy H 3). This policy applies within the Mixed Use/Historic Character Area (see Plan 5 on page 40) and the town centre Conservation Areas (see Plan 3 on page 36) within the town centre boundary. Within these areas developers would only be required to demonstrate to the satisfaction of the Council why providing car parking is impractical and that car free development represents the only practical option.
- 4.4.7 In seeking to secure the delivery of at least 550 additional residential units, the Plan aims to support the sustainability of the town centre as both a key focus for economic growth and its role as a social centre serving its catchment community. Increasing the town centre population will contribute to achieving this by helping to:
- boost the local daytime and evening economy with their spending power;
  - provide a more developed sense of community across the town centre with a better balance between younger and older town centre users and making the place livelier;
  - reduce travel journeys and cost as jobs and facilities are more easily accessible;
  - support the development of the evening economy;
  - support the development of locally based employment and
  - provide increased natural surveillance and security for all concerned.

## **POLICY 'H' – Town Centre Housing (Supports Objectives 1, 4, 8 and 10)**

- H 1** – In support of the Core Strategy target to accommodate a minimum of 12,210 new dwellings across the Borough over the period to 2026, and to reflect Housing Growth Point Status, the Plan supports development proposals that will provide at least 300 additional residential units in the town centre, in addition to the 250 units minimum target defined in the Core Strategy, a total of at least 550 units in all, in order to support the sustainable development both of the town centre economy and the role of the town centre as a social centre serving its catchment community.
- H 2** – Proposals involving the refurbishment of existing property for residential purposes within the town centre boundary, but only existing first and upper floor space above retail and commercial ground floor uses in the area designated for Main (Primary) Shopping and Mixed Use with Ground Floor Active Frontage (see Plan 6 on page 28), will be supported and encouraged subject to other policies in this Plan.
- H 3** – That where the provision of car parking associated with the conversion of existing premises for residential purposes (within the Mixed Use Historic Area defined on Plan 5 on page 40 and the town centre Conservation Areas defined on Plan 3 on page 36 all within the town centre boundary defined on Plan 6 on page 28) is agreed by the local planning authority not to be practical, development with no off-street car parking provision will be encouraged and supported.

## 4.5 Car Parking – OB 7 and Policy CP 1.

4.5.1 In the Profile to the Core Strategy, one of the defined key issues facing Altrincham Town Centre (ATC) is the importance of ensuring that appropriate levels of car parking are provided. The need for additional short stay spaces; the difficulties town centre workers face in securing a parking space; the increasing demand for parking associated with the use of the interchange and the complex issue of ensuring that full and effective use is made of all the existing spaces, are all emphasised in the public consultations which have taken place. The issue of parking is clearly a major concern both for users and providers of town centre services and activities, and although every effort needs to be made to encourage people to use alternative forms of transport wherever possible, proper emphasis needs to be given to this important issue.

4.5.2 In response to the public consultations, the Plan promotes:

- (a) the development of an Integrated Car Parking Strategy – ICPS - (to include improved access, signage and information, co-ordinated charging policies and payment systems and the use of suitably located publicly accessible car parks for overnight parking by town centre residents), in order to maximise the use of all existing spaces and encourage longer dwell times and provision for town centre residents and workers and those using the interchange, such strategy to form the basis for a Supplementary Planning Document which could be adopted by the Council;
- (b) the greater use of public transport, cycles, walking and taxis in accessing services and jobs in the Town Centre (in line with government policy), and
- (c) the provision of additional, safe, mainly short stay parking in the town centre including for e.g. by increasing the number of spaces on a redeveloped Regent Road site and utilising the site of the existing Leisure Centre and adjoining land, once the new Leisure Centre is built, for a combination of short and long stay spaces, (the latter linked to the use of the interchange) as part of a mixed use scheme also involving leisure uses (excluding A1 retail), residential and offices.

### Justification

This package of proposals in three strands recognises that priority needs to be given to developing a much more integrated approach to car parking policy across the town centre with a range of integrated actions which, taken together, will result in the more efficient use of existing spaces, aimed at alleviating problems faced by those living and working in the town centre and those using the interchange, as well as those seeking to spend time in the town centre to access its various services.

In delivering a more efficient use of car parking spaces and improving the service to all town centre users, an integrated strategy will have the direct effect of reducing the number of car movements across the town centre through improved signing and information and a consistent charging policy; adding to the attraction of the town centre as a well organised and welcoming location and providing a rational basis for applying planning conditions to consents which cover relevant aspects of the ICPS to ensure that its application is consistent across the town centre. The Council will take the lead in developing this strategy in consultation with the other town centre based car park operators. The Forum will support the development of the strategy. In just the same way as the Supplementary Design Document appended to this Plan sets out a series of Town Centre-Wide Design Principles aimed at maintaining the quality of the built environment and protecting the town's heritage, so the ICPS will set the context for providing a consistent, efficient and effective approach to dealing with car parking demands from residents, workers and visitors.

It is also clear that the importance of promoting the use of other forms of transport/movement (in line with government policy) in order to access the town centre is fully recognised. Together these first two strands constitute an appropriate emphasis on supporting and delivering a sustainable approach to the issue. The third strand, involving the eventual provision of some additional spaces – mainly short stay - reflects the public demand for increased short stay parking provision which is strongly emphasised in the response to the consultations. This follows the steady and significant reduction in available spaces around the town centre following the development of Sainsbury's, Tesco, the Cinema, the Ice Rink and residential (on land previously used for car parking) and the further reduction which will result from the Altair development, coupled with the increase in demand which all these developments generate and the growing impact of parking related to the use of the interchange. All of this has placed greater pressure on existing spaces and causes additional car movements across town looking for spaces. Although priority is given in the car parking proposals to maximising the use of all existing spaces and encouraging alternative forms of transport, the opportunity to increase the provision of short term spaces in particular in the town centre is strictly limited and each of the two sites referred to in c) above present an opportunity which needs to be protected and exploited in order to provide improved accessibility and to improve the vitality of the town centre. It is estimated that an additional provision of c. 500 spaces is achievable.

#### **4.5.3 Integrated car parking strategy.**

Following consultation with car park operators and all other relevant interests the Council will promote the development of an Integrated Car Parking Strategy (embracing improved access arrangements; advance signage and information; co-ordinated charging policies and payment systems; the use of suitably located publicly accessible car parks for overnight parking by town centre residents, in order to maximise the efficient use of all existing spaces and encourage longer dwell times and provision for town centre residents, workers, those using the interchange and visitors) which could form the basis for a Supplementary Planning Document to be taken into account by the Council in determining planning applications involving the provision of publicly accessible car parking spaces and the conditions applied to such applications, to ensure that a consistent and efficient approach to managing such spaces is achieved, for the benefit of town centre residents, workers, visitors and the car park owners/operators.

### **POLICY 'CP' – Town Centre Car Parking (Supports Objectives 4, 7, 8 and 10)**

CP 1 – Proposals for additional mainly short stay parking in the town centre will be supported, including a redeveloped Regent Road car park site and the site of the existing Leisure Centre and adjoining lands as defined in Policy A1, sites F and E on Plan 6 on page 28.

## **4.6 Digital Infrastructure – OB9 and Policy DIGI 1.**

4.6.1 The infrastructure of town centres has traditionally been all about physical access by people to the town and goods to supply the various outlets – be that by road, rail, private or public transport, taxi, cycling or walking. Now there is a further critical dimension brought about by the digital revolution which is affecting almost every aspect of our lives. The very technology that has put the traditional high street under pressure through the rapid increase in internet-based shopping, also provides exciting new opportunities through ensuring that all businesses offering services of any sort are utilising digital technology effectively to promote those services. This means that the town centre needs to have high quality 3G and 4G (and

eventually 5G) mobile internet connectivity; that all retail, leisure and other appropriate outlets provide in house fast, free WiFi connections; that free charging facilities are made available and that comprehensive town centre wide information is made easily available for use by all potential customers. With the ability to provide up to the minute information on what ATC has to offer; to respond to requests for specific requirements; to promote opportunities, events, activities and offers; to direct cars to the nearest available car parking space; to provide co-ordinated click and collect locations for groups of independent retail outlets; to provide locations where people can work on-line – the list really is almost endless – Altrincham can embrace and exploit the digital revolution to the benefit of providers and users alike. The key lies initially in getting the basic infrastructure in place so that all these types of services and others as they are brought onto the market, can be developed and offered to attract people to visit the town. Most of these services will be provided by the businesses in the town – it is in their interests to do so. Indeed, if businesses do not embrace and utilise this rapidly developing technology, they are very unlikely to survive. The Plan encourages the development of appropriate town centre-wide digital infrastructure and the provision of fast free WiFi by all those delivering town centre services and free charging facilities for users and seeks to support proposals which will help to deliver and maintain that infrastructure. The development and application of digital technology in support of the future role of ATC is regarded as having a very high priority indeed and that priority needs to be reflected in all the decisions taken about investment and development in the town centre over the coming years.

#### **4.6.2 Digital infrastructure strategy**

**To ensure that new investment and (re)development in Altrincham Town Centre contributes effectively to the provision of the basic infrastructure required to enable occupiers and users of that space to offer appropriate digital services to potential users/clients in support of the development and evolution of the town centre, the Council will work with the BID company and all other relevant interests and take advice from independent experts in this field, to prepare a Digital Infrastructure Strategy for Altrincham Town Centre which, if appropriate, could form the basis for the preparation of a Supplementary Planning Document by the Council, to require the provision of appropriate infrastructure in development proposals and be reflected in appropriate planning conditions.**

### **POLICY 'DIG I' – The Digital High Street (Supports Objectives 2, 5, 6, 8 and 9)**

DIGI 1 – Proposals to develop and enhance the digital infrastructure in the town centre will be supported.

#### **4.7 Design and Quality - OB 1, 4, 5, 6, 8 and 9 and Policies D 1 to 3, G1 and A2.**

- 4.7.1 The Stage 1 and 2 public consultations emphasised the importance for Altrincham Town Centre to offer quality across all aspects of its role in serving its community. Quality in its built environment, its public realm, the services offered, goods sold, events and activities promoted and so on. In doing so, it also needs to respect its built heritage whilst at the same time welcoming modern development which is appreciative of its setting and contributes positively to the street scene.
- 4.7.2 Following discussion with Planning Aid, regarding the development of urban design policies for inclusion in the Plan, it was agreed that a town centre-wide approach was needed which looked at the different priorities for the 4 Character Areas (see Plan 5 on page 40. The 'Mapping Out the Future ' plan and initial town centre-wide and area priorities were included in the Stage 2 consultation and were the subject of an

open Urban Design Workshop (March 2015) attended by over 50 people. From this a Forum Design Group of around 15 architects, planners, engineers, a local historian and other interested community members was set up. That Design Group developed the description of the 4 Character Areas and defined 16 town centre wide design principles. The Group also defined an initial set of Area Based Design Principles for each of the 4 Character Areas which were used as a basis for discussion with the Council regarding the content of the proposed Conservation Area Management Plans. 5 of the Conservation Areas have approved and adopted Conservation Area Appraisals (as Supplementary Planning Documents) and the other 2 appraisals are on course for early adoption. Management Plans for all 7 Conservation Areas are also on course for early adoption as Supplementary Planning Documents, all anticipated to take place by the end of 2016. On adoption, they will be used as a basis for determining planning applications in the 7 Conservation Areas. Policies D1 to D3 below sit alongside and are compatible with those Appraisals and Management Plans.

- 4.7.3 The description of the 4 Character Areas and the 16 Town Centre Wide-Design Principles are set out in the Supplementary Design Document (Appendix 3) of this Plan and which should be taken into account whenever proposed developments are designed and by the Council in determining subsequent planning applications. Policies D2, D3 and D4 reflect this.
- 4.7.4 The Design Group also addressed the importance of developing a co-ordinated and high quality public realm strategy, building on the planned public realm works, Phase 1 of which commenced implementation in early 2015. The proposed phasing of these works are illustrated on Plan A on page 7 of the non-statutory Annex to this Plan and comprise all those originally defined in the Planit and Stockley Report along with Market Street, the southern end of Greenwood Street and Pott Street, Regent Road and the Old Market Place. The promotion of this programme, including the need for additional funding from a variety of sources and the need for further feasibility assessments, is one of the major projects (see the non-statutory Annex attached) which the Neighbourhood Forum will help to promote. The Annex also sets out (a) a programme for the improvement of existing public open space and the development of new areas of open space (see Plan B on page 12); (b) the importance of improving the many ginnels and alleyways (see Plan C on page 17 and Policy D4); (c) the promotion of a co-ordinated signage and wayfinding strategy (see Plan D on page 20) and an initial illustrative network of green walkways and cycle ways (see Plan E on page 22).
- 4.7.5 The initial Strategic Environmental Assessment (SEA) comments (see Chapter 1, para 1.4.8) made a number of observations directly relevant to the programmes relating to public realm referred to above, as follows: (a) opportunities should be taken to provide 'urban greening' through the application of biodiversity criteria in design policies; (b) the Plan might benefit from a stronger policy on green spaces and green infrastructure and (c) there is a need to strengthen the provision of policies on cycle routes and encouraging cycling. These comments, taken with the work already done and detailed in the Annex, are now reflected in an overall Policy, G1, aimed at supporting the development of green infrastructure in the town centre; embracing the public realm strategy; the improvement and additions to public open space; the improvement of ginnels and alleyways and pedestrian and green routes and the provision for cycling within this framework, all outlined in the Annex.
- 4.7.6. The SEA published on the web site during the Regulation 14 (Stage 3) Public Consultation takes account of the amendments referred to in 4.7.5 and concludes that there is a need to present a description of the measures envisaged concerning monitoring of the following:
- a) Air Quality – the effect of increased traffic on 2 AQMAs, monitoring Nitrogen Dioxide levels and

changes in traffic flows, and

- b) Historic environment and landscape – the effect on Heritage Assets, monitoring Conservation Area condition.

Trafford Council has indicated that it will be carrying out the required monitoring.

### **POLICY 'D' – Design and Quality (Supports objectives 1, 4, 8 and 11)**

- D 1 – That all new build and refurbishment and the development of public realm in Altrincham Town Centre be of high quality design including the use of high quality materials and ensuring that the scale and design of (re)development is appropriate to its location and setting, reflecting the character of the area in which it is located, including heritage characteristics and that environmental sustainability issues are effectively addressed.
- D 2 – Proposals must demonstrate that account has been taken of the key characteristics of the 4 Character Areas described in the appended Supplementary Design Document (SDD) at Appendix 3 and defined on Plan 5 on page 40, in the design of all new development/redevelopment in those areas.
- D 3 – That all proposed development and redevelopment of buildings and the public realm in Altrincham Town Centre must demonstrate that account has been taken of the Town Centre-Wide Design Principles set out in the appended SDD at Appendix 3 which are relevant to those proposals.
- D4 – Proposals that improve an historic town centre ginnel will be encouraged and supported. Any proposals that would result in the loss of an historic town centre ginnel will be resisted.

### **POLICY 'G' – Green Infrastructure (Supports objectives 1, 4, 8, 10 and 11)**

- G 1 – Proposals for public realm should be of high quality design. Proposals should contribute to the attraction of the town centre from both its catchment population and visitors. Proposals should ensure that appropriate opportunities are taken to encourage the development and enhancement of all aspects of the public realm, including green pedestrian and cycle routes; and improvement to or provision of new public open space. New development or redevelopment should contribute to enhancement of the public realm wherever possible having regard for viability and costs.

## **4.8 Office Uses – OB 3 and Policy OF 1.**

- 4.8.1 The public consultation at Stage 2 placed a particular focus on the office market and there was strong general support for maintaining and developing that market. In the context provided by the Core Strategy, the Forum considered the various comments received including the main factors emerging from the consultations with the various companies directly involved in the Altrincham Town Centre Plan Area office market. These factors emphasised the difficulty of securing funding for new office development and that in the current economic and fiscal climate speculative development was highly unlikely; the negative effect of empty business rates; that the market focusses mainly on the provision of smaller office suites; the importance of constantly refurbishing and adapting existing space to meet modern demands; the impact of digital technology on the design of modern offices; the scope for refurbishing accommodation above retail and mixed use areas in the town centre subject to funding; the importance of an effective car

parking strategy to support the office market and the opportunity to benefit from the town centre's locational advantages including access to the multi-modal public transport interchange (bus, Metrolink and the mid-Cheshire line), the wide range of town centre amenities and the well-educated business and professional catchment population.

- 4.8.2 The combination of these main factors, including the economic and fiscal ones, means that the current market is strong at the smaller offices end; less so for lettings of 1,000sqm+; suffers from a majority of space not meeting modern standards; is only slowly responding to the impact of the digital revolution on office design and the demand for smaller offices and the fact that they are generally poorly served by appropriately located car parks. Overall the market is healthy, but there is no immediate prospect of new speculative space being added or of major refurbishment. The existing office locations, focussed to the north of the town centre, are likely to prove adequate to deal with current demand however, if the economic and fiscal context changes, as it has in the past, demand could well increase given the town's strategic locational advantages. In this situation, although there is some scope for redevelopment in the existing office area to the north of the town centre and in the areas designated for Main Shopping (above ground floor) and Mixed Use with Ground Floor Active Frontage, the only other location considered acceptable lies to the east of the interchange, (in addition to the planning consent for 3,500sqm as part of the approved Altair scheme) at site E – see Plan 6 on page 28, as part of a mixed use scheme.
- 4.8.3 The above conclusions are based on the collective knowledge, expertise and experience which the various consultees have of office development and management generally and Altrincham Town Centre's office market in particular.
- 4.8.4 The Core Strategy provides for ATC to deliver an additional 10,000sqm over the period to 2026 so given the Altair consent, 6,500sqm remain to be committed. As things currently stand, it is considered that this provision may well prove to be adequate to cover future demand to 2030. It is also considered that this provision for additional space would cover any redevelopment of existing accommodation which resulted in a net increase in lettable space. Should demand increase however, the Plan provides for further office development to take place in defined locations.
- 4.8.5 In all, the Plan provides a planning context which will allow the town to sustain a healthy office market, responding effectively to changes in demand and changes in the context within which the office market evolves be that economic, fiscal or technology driven, or any combination of these factors over the Plan period. This view is based on the widespread public support in principle for the maintenance and development of the office employment market, ranging from space for new and emerging businesses, to larger accommodation for established growing companies, to encourage increasing employment and the positive impact on the demand for town centre services which that would generate. It is also the case that the proposed increase in the town centre based residential population would help to underpin such employment growth.
- 4.8.6 Turning to the locational issues, the established office areas to the north and south of Woodlands Road provide significant opportunity for future redevelopment where demand arises and there is scope for a net increase in office space should there be the demand. There is also scope for office development in the areas allocated for Main Shopping (above the ground floor) and Mixed Use with Ground Floor Active Frontages. The only suitably located non office site offering the opportunity for future new office development in addition to the Altair site is site E, (see Plan 6 on page 28) between Oldfield road and the railway. Just as Station House benefits from its location close to the interchange and town centre amenities, so this location offers the opportunity for significant new office development (in addition to housing,

leisure uses and car parking) should demand arise. A concentration of office accommodation around the interchange would be very sustainable, maximising that multi-modal facility's importance in attracting employment and providing a wide range of transport options available to the workforce. It would also increase the town centre workforce with the consequential advantages already described. The Forum decided therefore that given that the Altair site already has planning consent, that site E (Plan 6 on page 28) be allocated for a combination of leisure, residential, offices and car parking.

### **POLICY 'OF' – Office Uses (Supports objectives 3, 7, 9 and 11)**

**OF 1** – If the Core Strategy provision for an additional 10,000sqm of new office space proves to be inadequate, additional provision should be made within the established office areas on the north side of the town centre; within the area designated Main Shopping Frontages (above ground floor); within the area designated Mixed Use with Ground Floor Active Frontages; within the approved Altair site and on site E (defined on Plan 6 on page 28) to the east of the interchange as part of the mixed use development defined in Policy A1.

## **4.9 The Market – OBs 5 and 8 and Policy M 1**

- 4.9.1** Altrincham's Charter Market was established in 1290 and has been a vital focus for activity in the town centre ever since. Today the market is experiencing a major resurgence and the Market House is now regarded as one of Altrincham's main family leisure related attractions as well as acting as a catalyst to improve activity, vibrancy and footfall in the surrounding areas
- 4.9.2** The market and Market House are a major attraction to visitors to the town and its continuing success and development is seen as a critical component in the ongoing development of the town centre over the Plan period and beyond. The Plan seeks to ensure that this significance is both nurtured and protected.

### **POLICY 'M' – The Market (Supports objectives 5 and 8)**

**M 1** – That the Market, including the Market House and the Lower Market, be regarded as a major focus for activities in Altrincham Town Centre and that full account be taken of its significance to the town centre in determining any development proposals which should demonstrate that they do not detract from the important contribution which the market makes to the town centre's attraction to its catchment population and other visitors.

## **4.10 Community Facilities**

- 4.10.1** Objective 2 (see Chapter 3) seeks to define a more focussed retail core and provide wider areas of mixed uses (see Policies S1 to S3) and Objective 10 seeks to increase the town centre resident population (see Policies H1 to H3). Both of these objectives contribute to Objective 8 which seeks to develop the Town Centre as a social centre – a community hub aimed at providing the full range of services for the catchment community.
- 4.10.2** The need to secure the provision of community facilities and safeguard existing valued town centre community facilities is a fundamental requirement to achieving Objective 8. The Plan seeks to safeguard the unnecessary loss of individual facilities delivered by a limited number of outlets and which underpin the viability and sustainability of communities in line with the National Planning Policy Framework (see para 70 in particular). Any proposals which would result in the loss of such a valued local community facility



should be resisted unless clear conditions are met and in implementing this policy the Council will require evidence that not only can an alternative facility or facilities be found within easy walking distance but that there is at least one such facility which offers services and an environment comparable to the facility under threat. The Council will also require evidence that there has been public consultation to ascertain the value of the facility to the local community. If the facility is registered as an Asset of Community Value then the Council will regard this as a material consideration in the determination of any planning application affecting that facility.

4.10.3 On viability, where the outlet delivering the valued local community service is at risk of closure and adequate alternative services are not available, the Council will require evidence demonstrating that:

- a) the existing or recent business is not financially viable, as evidenced by trading accounts for the last three years in which the business was operating as a full-time business, and
- b) a range of measures were tried during this time to increase trade and diversify use, and
- c) the potential for the property to extend the range of facilities offered at the site has been fully explored.

The Council will also require evidence that all reasonable measures have been taken to market the facility to other potential operators.

4.10.4 In adopting this approach it is important to recognise that in Altrincham town centre there will often be many outlets delivering similar services and that there will always be changes of use, some outlets closing, others opening as the market develops and the town centre evolves. The issue to be safeguarded against is the potential loss of a valued local community facility which, if not safeguarded, would mean that the service provided would either cease to be provided or cease to be effectively provided in the town centre. For example, if the future of the single post office in the town centre were to be at risk, subject to their being clear public support for its retention, that would be a valued local community facility at risk of closure with no adequate alternative being available in the town centre. Policy CF 1 below is meant only to address the situation where valued local community services are provided by a limited number of outlets and proposals are put forward which threaten the ongoing provision of those services either in whole or in part.

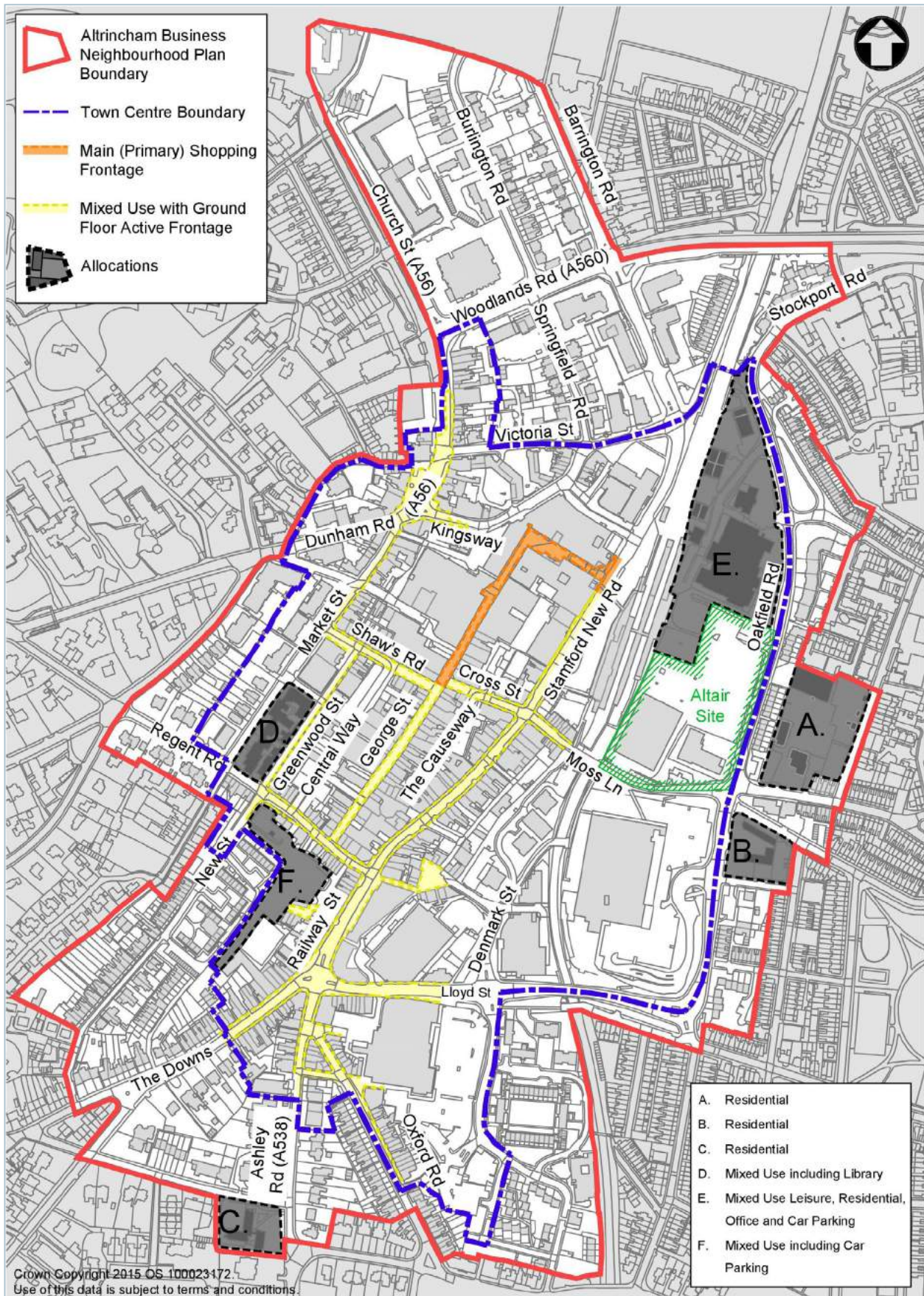
### **POLICY 'CF' – Community Facilities (Supports Objectives 2, 8 and 10)**

CF 1 – Proposals that would result in the safeguarding of any existing valued local community facility(s) or the provision of new such facilities will be supported. Any proposal which would result in the loss of a valued local community facility will not be permitted unless:

- an alternative community facility which meets similar local needs to at least the same extent is already available and
- it can be shown that the proposal does not constitute the loss of a service of particular value to the local community nor detrimentally affect the character and vitality of the area and
- in the case of commercial community facilities, it has been demonstrated that it is no longer economically viable and cannot reasonably be made so.

'Community facility' is defined as local shops, meeting places, sports venues, cultural buildings, public houses, places of worship and other local services valued by the local community and which enhance the sustainability of the catchment community.

# Plan 6: Proposed Town Centre Boundary & Allocations



## Glossary of Terms

<b>ATC</b>	Altrincham Town Centre
<b>AF</b>	Altrincham Forward
<b>BID</b>	Business Improvement District
<b>CIL</b>	Community Infrastructure Levy
<b>CP</b>	Car Park
<b>FE</b>	Further Education
<b>GPs</b>	General Practitioners
<b>HRA</b>	Habitats Regulations Assessment.
<b>ICPS</b>	Integrated Car Parking Strategy
<b>NHS</b>	National Health Service
<b>NP</b>	Neighbourhood Plan
<b>NPPF</b>	National Planning Policy Framework.
<b>NBP</b>	Neighbourhood Business Plan
<b>OBs</b>	Objectives
<b>SEA</b>	Strategic Environmental Assessment.
<b>SHLAA</b>	Strategic Housing Land Availability Assessment
<b>SDD</b>	Supplementary Design Document
<b>SPD</b>	Supplementary Planning Document
<b>The Forum</b>	Altrincham Town Centre Neighbourhood Business Plan Forum
<b>The Plan</b>	Altrincham Town Centre Neighbourhood Business Plan
<b>UDP</b>	Unitary Development Plan
<b>WG</b>	The Forum's Working Group

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# Acknowledgements

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The Web Studio

The following two companies provided direct funding support to the Forum to assist in meeting the costs involved, particularly associated with the three stages of public consultation.

Petros

New Care Homes.

## Appendix 1: Research Papers & Reports Considered

1. Trafford Council Borough Retail and Leisure Survey, by GVA Grimley, Nov 2007.
2. The 21<sup>st</sup> Century Agora ; a New and Better Vision for Town centres – collaborative response to the Mary Portas Review. 2011.  
Co-Produced by: Urban Pollinators; Action for Market Towns; Empty Shops Network; Incredible Edible Todmorden; Meanwhile Space CIC; MyCard; Research OO; Res Publica; Wigan Plus.
3. Altrincham Town Centre Assessment – DTZ for Altrincham Forward and Trafford Council, Sept 2011.
4. Understanding High Street Performance – a Report by GENECON LLP and Partners for BIS, Dec 2011.
5. The Portas Review: The Future of our High Streets. Report by Mary Portas to DCLG, Dec 2011.
6. Retail Futures, 2016. A Report by the Centre for Retail Research, May 2013.
7. The Grimsey Review – An Alternative Future for the High Street. (Bill Grimsey). Sept 2013.
8. Beyond Retail – Redefining the Shape and Purpose of Town Centres – The Final Report of the Distressed Town Centre Property Task Force (Chair, Mark Williams) – Dec 2013.
9. The Past Present and Futures of the High Street – The Bartlett School of Graduate Studies, UCL. (The Adaptable Suburbs Project), 2014.
10. High Street Performance and Evolution – University of Southampton, July 2014. (Prof Neil Wrigley & Dr. Dionysia Lambiri).
11. High Street UK 2020 – Repositioning the High Street. Prof Cathy Parker et al, MMU, 2014/15.
12. The Digital high Street 2020. Report of the Digital High Street Advisory Board, March 2015.
13. IGD Retail Analysis, 2014 ([retailanalysis.igd.com](http://retailanalysis.igd.com)).

## Appendix 2: The Forum & the Plan Preparation Process

### A. The 6 principles established by the Forum at the outset:

1. That a Business Neighbourhood Plan is required for Altrincham Centre.
2. That for the plan to be designated a Business Neighbourhood Plan the area of the plan must be wholly and predominantly business in nature as required by the Localism Act.
3. That the plan should focus on defining the land allocations and planning policies needed to underpin the sustainable and dynamic future of the Town Centre and should not deal with other, non-town centre, issues.
4. That in preparing the plan, it is essential to actively consult with the wider public, who look to the Town Centre to provide a range of services, including jobs, which they can access. The publicity associated with such consultation should encourage anyone who is interested to get involved in the consultation in the most appropriate way for them. During the plan preparation consultation stages no consultation boundary should be drawn which, if it were, could exclude anyone who wanted to get involved.
5. That the referendum for residents at the end of the process should embrace an area wider than the plan boundary, the definition of that area to be informed by data collected during the plan consultation process (i.e. data on home addresses of those participating).
6. That the Forum should formally request the Independent Inspector to determine that a wider boundary, based on the evidence provided following the public consultation, be used for the purposes of the residents referendum.

### B. Officers of the Forum, its Working Group and the Forum Company

#### 1. The Forum:

<b>Chairman</b>	Mr A (Tony) F C Collier.
<b>Deputy</b>	Mr R (Robert) G Redford.
<b>Secretary</b>	Mr. G (Graham) Fawcett.
<b>Treasurer</b>	Mrs S (Sue) J Aldridge.

#### 2. The Forum Working Group (maximum of 12 members of the Forum):

<b>Chairman</b>	Mr. R M (Mike) C Shields, CBE.
<b>Deputy</b>	Mr N (Neil) E. Myerson
<b>Members</b>	Tony Collier; Leslie Cupitt; Graham Fawcett; Stewart Grant; Councillor Michael Young; Robert Redford; Joan Scott; Amy Sharpe; Richard Simon; Damian Utton.

#### 3. The Altrincham Town Centre Plan Limited:

<b>Chairman</b>	Mr. A (Tony) F C Collier
<b>Directors</b>	Mrs S (Sue) J Aldridge
	Mr N (Neil) E Myerson
	Mr R (Robert) G Redford (Company Secretary)
	Mr R M (Mike) C Shields, CBE

#### 4. The Design Group:

<b>Chair</b>	Mrs A. (Amy) Sharpe and then Mr. D. (Damian) Utton.
<b>Members</b>	Virginia Brown; Jim Chapman; Rob Evans; Alex Gavrikova; Stewart Grant; Nigel Hinings; Lindsay Humblet; Sue Nichols; Mike O'Callaghan; Rob Park; David Roberts, Amy Sharpe and Damian Utton.
<b>In attendance</b>	Clare Taylor – Russell and Gary Earnshaw, Trafford Council; Mike Shields, Chair, Neighbourhood Plan Working Group.

### C. The Basic Conditions for a Neighbourhood Business Plan

The basic conditions for a neighbourhood plan are:

- (a) Having regard to national policies and advice contained in guidance issued by the Secretary of State, it is appropriate to make the neighbourhood plan.
- (b) The making of the neighbourhood plan contributes to the achievement of sustainable development.
- (c) The making of the neighbourhood plan is in general conformity with the strategic policies contained in the development plan for the area of the authority (or any part of that area).
- (d) The making of the neighbourhood plan does not breach, and is otherwise compatible with, EU obligations.
- (e) Prescribed conditions are met in relation to the plan and prescribed matters have been complied with in connection with the proposal for the neighbourhood plan.

### D. Trafford Council Responsibilities on Receiving the Final Plan from the Forum

Trafford Council is responsible for the following stages of the process as follows:

- (a) Formally publicising the Proposed Plan for 6 weeks and inviting comments.
- (b) Satisfying itself that the plan and the processes involved comply with the Basic Conditions set out in the Localism Act.
- (c) Appointing an Independent Examiner in consultation with the Forum and then submitting the Plan to that person for independent examination. The Examiner will consider the Plan and the evidence supporting it and make a recommendation to the Council as to whether the plan can go forward to the referenda with or without modifications.
- (d) Arrange the two referenda, one for the general public and one for the businesses in the plan area. The Examiner and the Council will determine the boundary of the general public's referendum which the Forum will request should be wider than the plan boundary, given the role of the town centre in providing services for its catchment population. The Forum will provide information on the post codes of those members of the public who have been involved in the process and have provided this information, to help inform the decision on the boundary. If a majority of those voting in each referendum are in favour of the plan it will be adopted by the Council. If a majority voting in each referendum are opposed to the plan, it will fall. If one referendum is in favour and the other is against, the Council will decide whether or not to adopt the plan.
- (e) Once adopted, the plan will become part of the Local Development Plan and will be used by the Council to determine planning applications and guide public and private sector investment decisions in the town centre over the period to 2030.



# Appendix 3: Supplementary Design Document

## A. Altrincham Town Centre Character Assessment

### 1.0 Policy Context

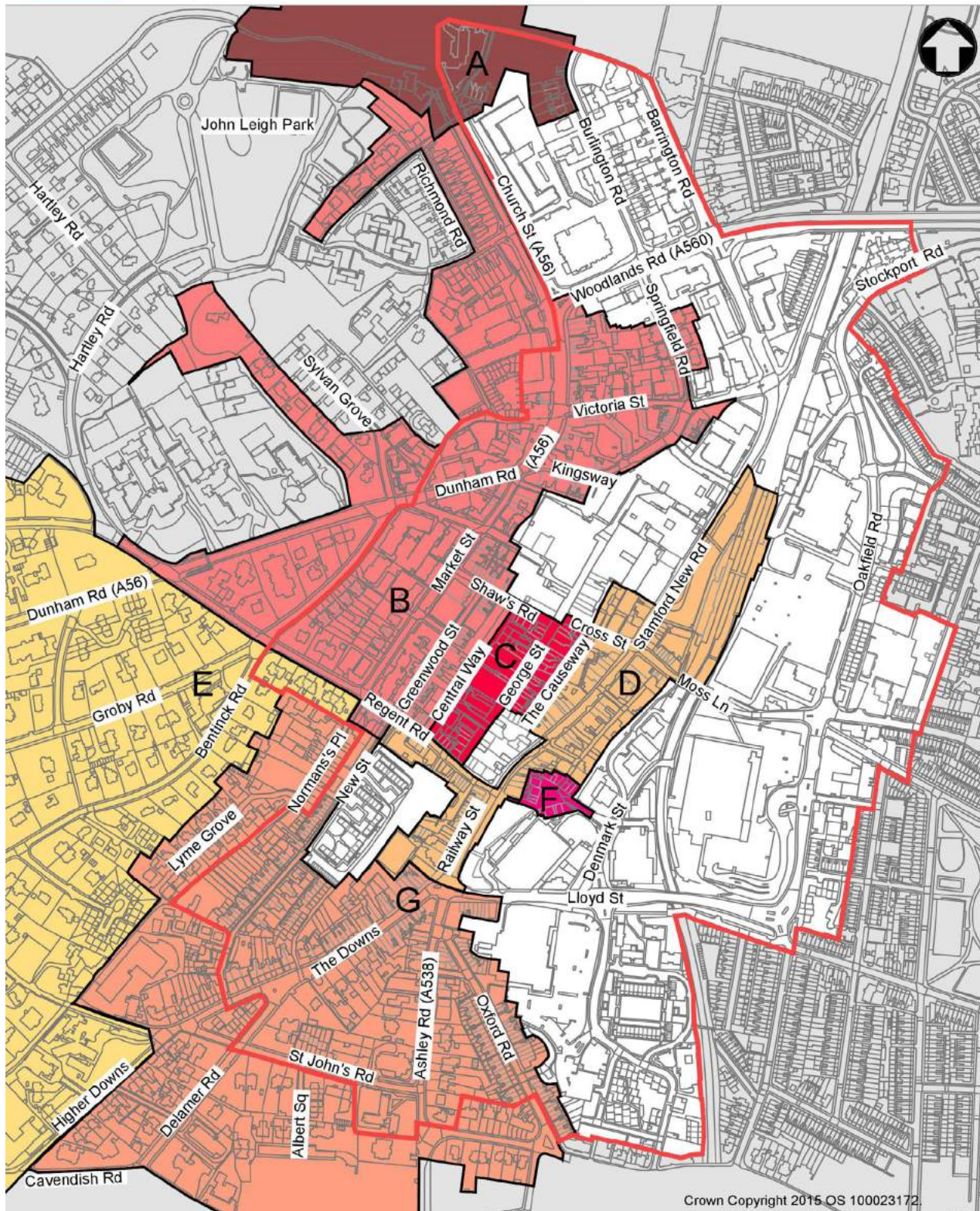
- 1.1 'Neighbourhood Plans should develop robust and comprehensive policies that set out the quality of development that will be expected for the area', seeking to ensure developments (amongst other criteria stated at para 58 of the NPPF) establish a strong and unique sense of place, respond to local historic character and are visually attractive.
- 1.2 The Trafford Core Strategy Policy L7 Design requires that, 'Development must be: appropriate in its context, make best use of opportunities to improve the character and quality of an area, enhance the street scene or character of the area by appropriately addressing scale, density, massing, layout, elevation treatment, material, hard and soft landscaping works, boundary treatment, and make appropriate provision for open space.'
- 1.3 1.3 Conservation Area Appraisal 'Supplementary Planning Documents' were adopted by Trafford Council in 2014 for five of the Conservation Areas that impact on the historic town centre (see Appendix 4 for links to the Supplementary Planning Documents for each of the Conservation Areas via the Trafford Council web site). These provide a lengthy assessment of the distinct character of each area, including a brief 'Plan for Further Action', which are being developed into more detailed Management Plans to inform development in each of the five areas. Area Appraisals for the other two Conservation Areas and the Management Plans for all seven areas will be adopted by the Council as Supplementary Planning Documents by the end of 2016.
- 1.4 A townscape character assessment is an established approach, and one advised by Planning Aid and Locality, who suggest it is best to focus on 'townscape characteristics such as enclosure and scale, ease of movement for pedestrians, distinctive features such as landmarks, the design and use of key spaces and the public realm' (Neighbourhood Plans Roadmap Guide p. 43).

### 2.0 Process

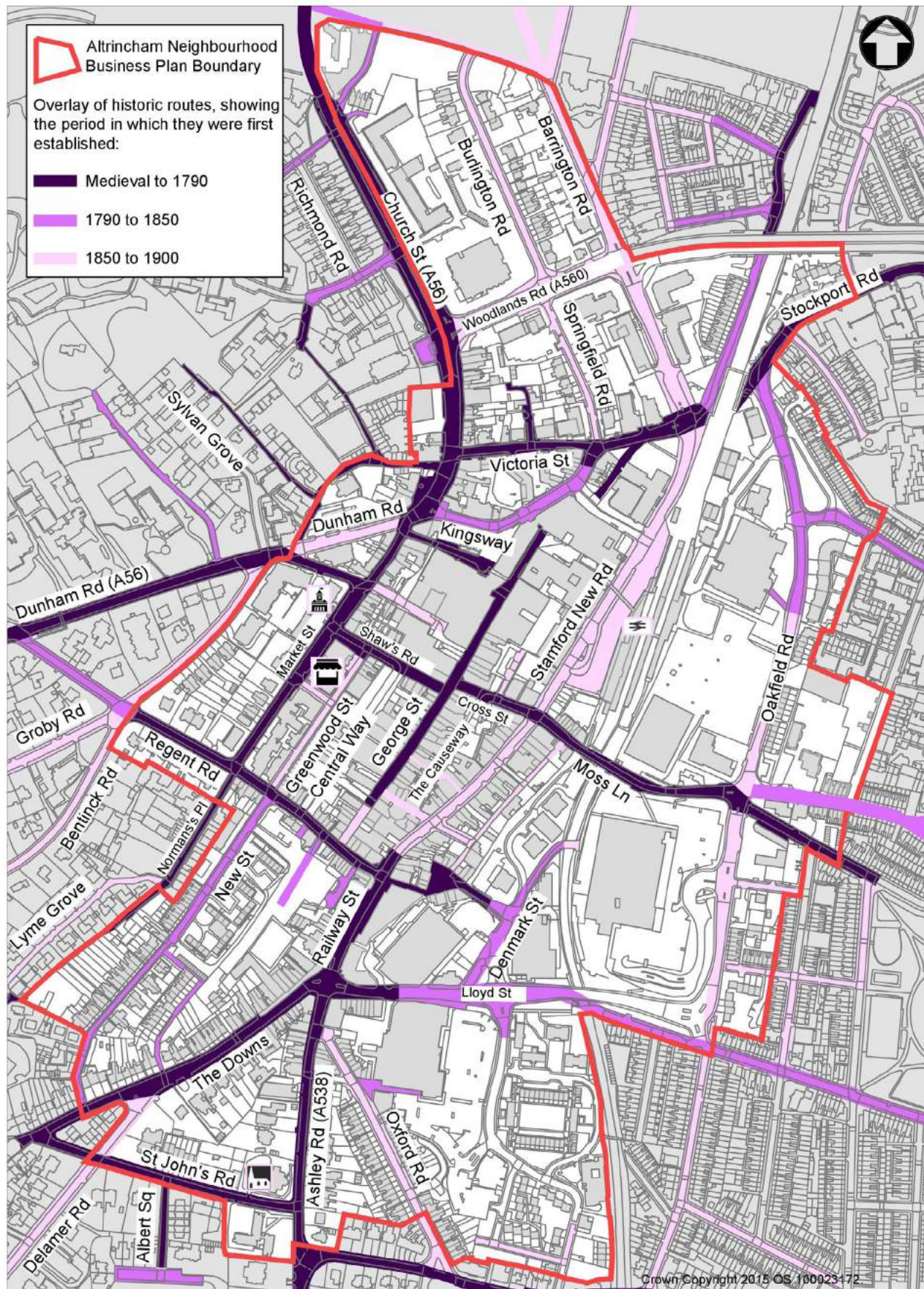
- 2.1 The public consultations emphasised the importance for Altrincham Town Centre to offer quality across all aspects of its role in serving its community including the built environment and its public realm. In doing so it also needs to respect its built heritage whilst at the same time welcoming modern development which is appreciative of its setting and contributes positively to the street scene.
- 2.2 A Forum Design Group was established to consider the development of urban design policies for inclusion in the Plan. The group concluded that a town centre wide approach was needed that looked at the different priorities for the separate character areas within the town.

# Plan 3: The Seven Conservation Areas

-  Altrincham Neighbourhood Business Plan Boundary
-  A - Sandiway CA
-  B - Old Market Place CA
-  C - George Street CA
-  D - Stamford New Road CA
-  E - Devisdale CA
-  F - Goose Green CA
-  G - The Downs CA



# Plan 4: Historic Street Layout



### 3.0 Town Centre Wide Analysis and Issues

- 3.1 To define the individual Character Areas a detailed town centre wide assessment has been made of the evolution of the town centre's layout and changing use. Issues and priorities that are town centre wide have also been identified. This analysis is summarised below. It starts with a description of how the historic urban grain of the town came about and shows how it has been retained. This is illustrated on Plan 4: Historic Street Layout.
- 3.2 From Medieval times the Old Market Place was the centre of the town set upon a raised, sloping ridge, with the main inner routes following along the top and contours of the slope (e.g. Market Street). Lesser routes led up the slope, forming a grid pattern (e.g. Cross Street /Shaw's Road and Goose Green/Regent Road).
- 3.3 With the arrival of the railway in 1849, firstly at two new stations in the Lower Town and then at a replacement combined new station in its current location in 1881, the focus of the town began its shift down the hill, from the Old Market Place to the middle and Lower Town (George Street, Stamford New Road and Railway Street). Oxford Road, Stamford New Road and Barrington Road were all built between 1876 and 1881. Until recent times, the railway lines and poor quality common ground at Hale Moss beyond, acted as a barrier to further town centre development to the east other than housing.
- 3.4 As the town grew in importance and prosperity, fine new civic and commercial buildings were built between 1870 and 1905. Stamford New Road, Oxford Road and Barrington Road were all built during this time, as were the Hospital, Market House, Old Bank, Town Hall, the foot of The Downs and Station Buildings. The wealthy surrounding residential commuter suburbs expanded rapidly, with town centre housing gradually given over to commercial use or else demolished.



Altrincham streets at the beginning of the 20th Century, as seen in postcards sent at the time.

- 3.5 In addition to the main historic routes within and leading to the town, there are numerous mainly underused and poorly maintained ginnels and back streets which provide handy cross routes between the main roads. There are also a number of green walking routes which lead into the primary town centre (see Plan C: Movement in the Non-Statutory Annex).

## 4.0 Town Centre Wide Issues

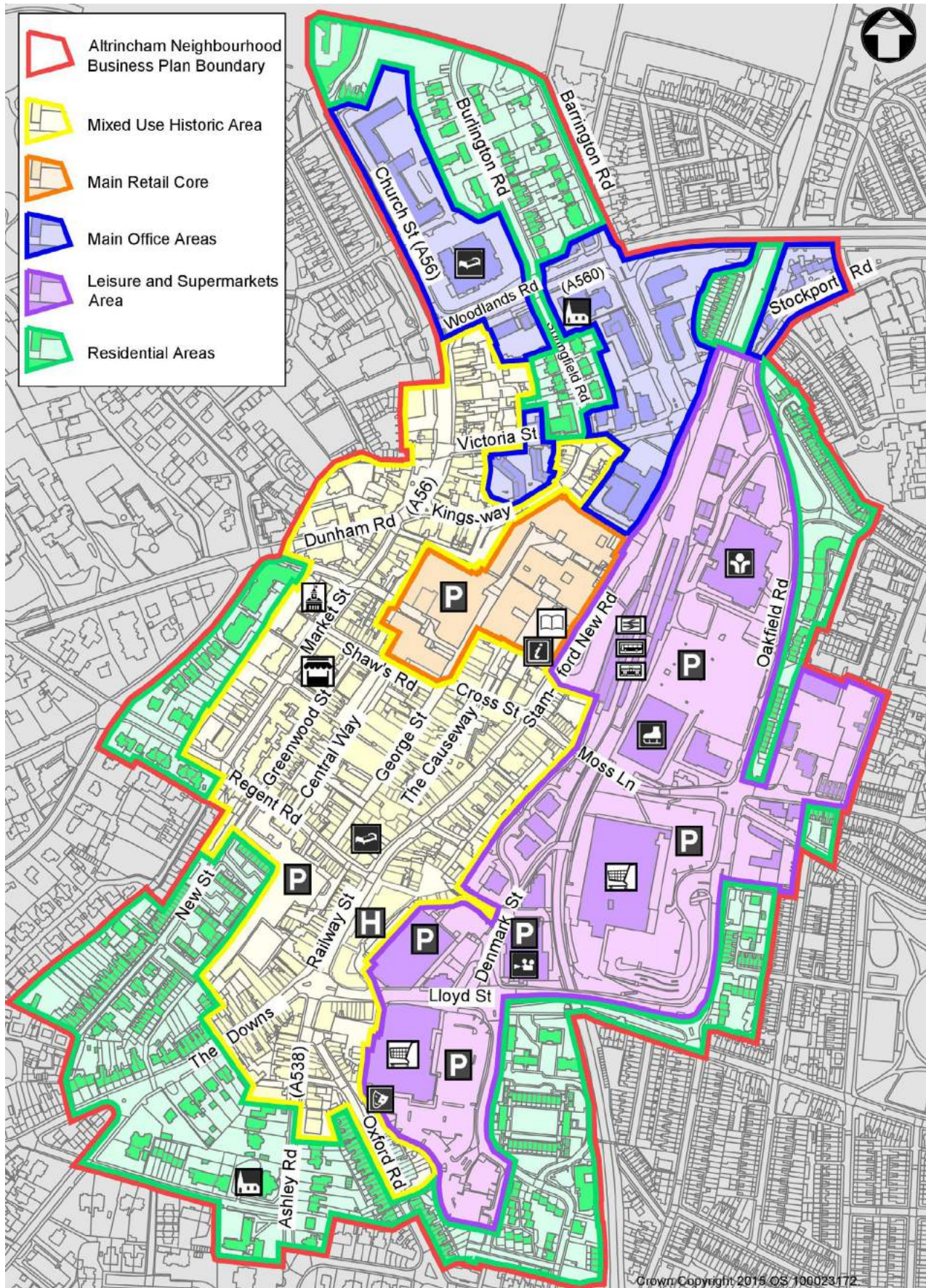
4.1 The Town Centre Wide Issues summarised below, are addressed in section B Design Related Principles:

- Street clutter (e.g. traffic lights, bollards, guard rails, highway signs, unhidden commercial bins, inactive telephone boxes, A-boards and other advertising signs), inactive and unrelieved retail frontages (e.g. Shaw's Road and Lloyd Street) and rear elevations of modern buildings (e.g. Central Way and the west of The Causeway).
- Poor shop front design, materials and illumination, along with overuse of roller shutters.
- Visually intrusive advertising signage on shop and business premises including numerous estate agents' boards. Key landmark buildings and building groups needing protection (e.g. Stamford New Road sweep of Victorian buildings; Railway Street buildings and the lower Downs; Old Market Place; Market and Town Hall area and the view across Moss Lane to Bonson's and Station Buildings)
- Poorly maintained buildings and in addition for the historic buildings, loss of architectural features and character.
- Most open spaces and pocket parks are in need of improvement, with opportunities to create new green open spaces within the town centre.
- Poor quality and/or underused pedestrian linkages and general gateways to the town, with potential to improve.



Visual clutter on The Downs

# Plan 5: The Character Areas



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## 5.0 Character Areas

5.1 Plan 5 on **page 40** defines the four Character Areas in the town centre, with residential areas on the outskirts. Individual Character Area Assessments explain and visually present what makes each part distinctive, in order to arrive at the key characteristics that new development in the area should take into account. The Character Area Assessments are summarised as follows:

5.2 Mixed Use Historic Area

5.3 Main Retail Core

5.4 Main Office Areas

5.5 Leisure / Supermarkets Area.



Market Street, widened in the 19<sup>th</sup> century and graced with fine shops, offices and civic buildings, including the Market House built in 1879

### 5.2 Mixed Use Historic Area

- This town centre area broadly coincides with five of the Conservation Areas (see Plan 3: The Seven Conservation Areas on **page 36**). One of them, George Street, is on Historic England's 'Heritage at Risk' Register due to its deteriorating character.
- The historic urban grain dating back to Medieval times has been retained, creating an overall grid pattern of narrow streets in between the broad Old Market Place, widened Market Street and Stamford New Road newly created in 1881 (see Plan 4: Historic Street Layout on **page 37**). Ginnels form handy pedestrian connections.
- There are many high quality, varied, unique and predominantly two to three-storey historic buildings in natural materials within this area, particularly from the late Georgian period and from 1870 to 1905.
- Materials include brick (some polychrome); red and buff sandstone; terracotta and glazed ceramic; black and white Cheshire vernacular and Welsh blue/grey or Westmorland green slates. There is only one originally rendered and painted building (38, Stamford Street).
- There is a limited amount of late 20th Century development in this area, with much of it dated, unimaginative and poor quality (for example the new and refurbished retail units and the rear

extensions on the newly created Causeway and Central Way service roads) and also in the case of the Grafton tower, out of scale.

- The 21<sup>st</sup> Century buildings are, in the main, respectful of the Conservation Area status, in terms of their scale, height, design style, materials and features.
- The recent conversion of a number of historic buildings in this area back to residential or to offices has, in some cases, unfortunately not preserved nor enhanced the historic character (e.g. plastic replacement windows and painted brick and stonework).
- Many shop fronts are of more recent poor design, materials and lighting
- Much of the area is blighted by excessive and over-large signage, street clutter, external roller shutters and poorly maintained buildings and patched-up public realm.
- The main use of this area is by smaller independent shops, restaurants, cafes, pubs and beauty, business, legal, financial and medical services. It also includes the new Altrincham Hospital on Railway Street and the revitalised Market House venue and Market.



Lower George Street, with a mixture of large modern units designed for national chain stores

### 5.3 Main Retail Area

- This Area, known as the Stamford Quarter, wholly comprises the brick-built pedestrianised shopping precinct constructed in the late 1960s to the mid-1970s in place of historic Lower George Street. The middle sections were rebuilt in 2007, to provide much larger glass-fronted units. It is the prime retail core of Altrincham Town Centre, comprising 8 out of 11 of the main high street stores, including the anchors at each end of Marks and Spencer and House of Fraser (Rackham's). A large multi-storey private car park is integral to the development.
- It is an inward facing, fortress like series of blocks, with large footprint buildings with servicing to the rear and blank outward facing walls (except for the Stamford New Road frontage). Some of the traditional connections between the upper and lower town have been severed.



- The buildings are predominantly very tall two storeys in height, with the exception of the recent car park tower and six-storey Clarendon House on Stamford New Road opposite the transport Interchange.
- The Stamford Quarter is currently (2015/16) undergoing further phased modernisation, to update the retail space, the shopfronts and the public realm. The improvement works will also remove the 1970s raised walkways and improve the roof car park and its access. Some steps to improve the dated and run down outward appearance of the shopping area onto Stamford New Road are also being taken.



Modern office buildings on Barrington Road, set back with green landscaping

#### 5.4 Main Office Areas

- These areas were developed largely in the 1970s and 1980s with large footprint three to six storey free standing office blocks built in brick, most with dedicated parking to the rear. There are pockets of Victorian housing bordering the edge of the area, as well as the modern Cresta Court Hotel and Altrincham Methodist Church and Hall. The office blocks are built in a mix of styles, but are all high quality in materials and landscaping and well maintained.
- The larger offices front onto the wide Woodlands Road (A560) and Barrington Road South and contrast greatly with, the compact urban grain of the historic town centre. They are blocks set back from the road with planting and boundary walls. The offices on Victoria Street become appropriately smaller in scale on the incline of the road up towards the Old Market Place (and the Mixed Use Historic Area).
- The Church Street (A56) approach from the north is a main gateway into the town that has an attractive mature landscaped approach, but is a poor pedestrian environment due to the speed and volume of two-lane merging traffic. Woodlands Road, with two carriageways in both directions, is also a busy traffic environment and not very pedestrian friendly. There is very little greenery to relieve it.



The Ice Rink to the left and Tesco's with its bridge link to the main town centre, both housed in metal clad buildings surrounded by parking and maturing

### 5.5 Leisure Supermarket Area

- The area close to the railway line and on the former poor quality lower ground of Hale Moss, was the last area of town to be developed, with slum housing, small factories and warehousing in the 19<sup>th</sup> Century. In the late 20<sup>th</sup> and early 21<sup>st</sup> Century, all this was demolished and an extensive area used for car parking, which became smaller over time as the area was developed for the Leisure Centre, tyre services, builders' yards and units, residential blocks, a fitness centre, two large supermarkets, the ice rink and finally a cinema in 2010. Manor Road was widened and the bridge built over the railway line on Lloyd Street at the same time as Tesco was developed in 2002.
- This area comprises standalone developments with their own car parking, acting as destination buildings for retail, leisure and business. The combined Altrincham and Bowdon Station was originally built in 1881 (the Interchange) and along with the former 1920s pub on Lloyd Street, is the only remaining historic building in this Area.
- Building styles and materials range from industrial park style metal clad boxes through to brick or rendered buildings with reasonable interest, detailing and proportions. Development is mainly low density and very high two storey buildings, within open and exposed spaces and busy road junctions, except at the boundary with the Mixed Use Historic Area on Lloyd Street and Moss Lane.
- There are good road and rail connections with the new pedestrian bridge within the transport Interchange and the traffic by-pass to the town centre on Oakfield Road and Manor Road, which also creates a boundary to residential development to the east. Lloyd Street continues the town by-pass into the town centre from the east. Moss Lane is a convenient one-way route through the town centre from the east and is also a particularly well used pedestrian and cycle route. There is a potential danger however, with cars using the road as a drop-off for the Interchange.
- There are pedestrian routes through the Tesco car park and at upper levels linking to the town over the railway line, but only the one to the bridge at Moss Lane is direct. The walkways are in a poor condition. Pedestrian routes across the leisure centre car park are not well defined.
- The area is open and green with good contained and maintained buffer planting to Tesco but there are also some not so well defined and maintained greenspaces at the main road junctions and near the leisure centre.

## B. Design Related Principals

### B1 Introduction

- 1.1 Section B2 below defines sixteen Town Centre Wide Design Principles, which reflect the outcome of the public consultations and the work of the Design Group and which need to be taken into account in determining all proposed development and redevelopment of buildings and the public realm.
- 1.2 These principles all need to be read in conjunction with the 7 Conservation Area Appraisals and Management Plans and are complimentary to them.

### B2 Town Centre Wide Design Principles



A good example of a new building design at the corner of Lloyd Street and Ashley Road

### New and Refurbished Buildings

#### 1. High Quality Building Design and Materials.

Encourage any new development or redevelopment that achieves a consistently high quality building design throughout the town centre, in terms of scale, materials, rhythm, density and landscaping appropriate to its context.

#### 2. Active Frontage

Ensure all new and refurbished buildings are designed to front on to the street and open spaces, with clear main entrances and (in those areas allocated as Main Shopping and Mixed Use with Ground Floor Active Frontages), active frontages (see Policies S1 and S2).

#### 3. Working with the Site and its Context

Take advantage of the topography and built features of any site and its context, including any relevant references in the Conservation Area Appraisals and Management Plans (eg long range views, vistas, surrounding and neighbouring buildings and site orientation).

#### 4. Sustainable Environmental Design

All new buildings should meet and if possible exceed the sustainable environmental design requirements, set out in the Building Regulations, BREEAM (Building Research Establishment Environmental Assessment Method) and any other current published requirements.



Station buildings at the corner of Stamford New Road and Moss Lane, carefully restored externally, with the traditional shop front design reinstated, during the conversion of the upper office floors for residential use.

## Promoting Heritage and a Unique Sense of Place

### 5. Character

New and refurbished buildings should create a sense of place, with a locally inspired or otherwise distinctive character, reflecting the content of the Conservation Area Appraisals and the Management Plans.

### 6. Sensitive Conversions

Support changes of use that find a new appropriate and sustainable future for a building, particularly those at risk, providing that the historic integrity and architectural interest of the building is not significantly altered. The Council is encouraged to consider every appropriate available tool (including Article 4 directions) to ensure that sensitive conversions are carried out including, for example the replacement, where necessary, of original wooden windows with the same material, style and moulding.

### 7. Shopfronts

Existing historic shopfronts should be preserved and restored, in line with the Council's current Shop Front Guidelines and forthcoming replacement and active ground floor uses maintained, both in use and appearance, to avoid too many blank or opaque windows. Sensitive designed replacements/reinstatements should be sought for modern shopfronts of poor design and materials.

### 8. Cultural and Heritage Assets

Promote public art works with a particular emphasis on heritage interpretation to emphasise and educate on the town's unique history and sense of place.

## Streets and Spaces

### 9. High Quality Public Realm

Support the delivery of high quality public realm across the town centre in support of its role as a social centre serving its catchment population. **(Policy G1).**

### 10. Public Open Space

Promote the improvement and creation of public open space; green spaces and routes; shelter; places to sit and space for activities, playing and events. **(Policy G1).**

### 11. Historic Ginnels and Green Routes.

Support improvements to ancient and new green routes into the town centre and the numerous ginnels creating short cuts between the main streets, respecting the original character of the ginnels in terms of materials and finishes. **(Policies D4 and G1).**

### 12. Connectivity

Support improvements to the environment and connectivity for pedestrians and cyclists throughout the town centre, through the removal of street clutter, particularly at road junctions and key crossing points. **(Policy G1).**

### 13. Signage / Wayfinding

Support improvements to signage and wayfinding to town centre attractions and car parks from town centre gateways giving key consideration to pedestrians, cyclists, people with disabilities and those with special needs. **(Policy G1).**



Goose Green transformation



Historic ginnel between Stamford New Road and The Causeway through to George Street; another between Regent Road and the car park and the steps leading down from the Regent Road car park to Kings Court and the new Hospital on Railway Street

## Promoting Environmental Improvements

(Working with private owners and occupiers, along with local and statutory authorities)

### 14. Safety and Security.

Promote up-to-date methods of safety and security as key design considerations and support imaginative external lighting solutions.

### 15. Physical and Visual Street Clutter

Aim to removal excessive physical and visual street clutter (eg traffic lights, highway signs, guard rails, bollards, A-boards and advertisements). The Council is encouraged to consider the most appropriate action to take to restrict the display of any sign on a street frontage without consent including the application of a Regulation 7 Directive.

### 16. Back Land Areas

Support environmental action to tidy up and maintain back land areas and ensure in any new development that external storage bin areas are well designed and hidden from view.

## Appendix 4 – Links To Other Documents

1. Links provided on the Forum web site accessed via [www.myaltrincham.org.uk](http://www.myaltrincham.org.uk) :
  - The Non-Statutory Annex to the submitted Neighbourhood Business Plan.
  - The Basic Conditions Statement.
  - The Consultation Statement
  - The Strategic Environmental Assessment prepared and published by AECOM.
2. Links provided on the Trafford Council web site accessed via [www.trafford.gov.uk](http://www.trafford.gov.uk):
  - The Revised Trafford Unitary Development Plan adopted June 2006 and the Trafford Local Plan: Core Strategy, adopted January 2012.
  - The Supplementary Planning Documents for the Conservation Area Appraisals and Management Plans at: <http://www.trafford.gov.uk/planning/strategic-planning/local-development-framework/supplementary-planning-documents.aspx>
3. Link provided on the Altrincham Forward web site accessed at [www.altrinchamforward.com](http://www.altrinchamforward.com):
  - Summary of The Concept Public Realm and Infrastructure Proposals report produced by Planit-IE and Stockley.
4. The National Planning Policy Framework (dated 27/3/12) – via the Communities and Local Government Web Site [www.communities.gov.uk](http://www.communities.gov.uk) then via publications.
5. Neighbourhood Plans Roadmap Guide – Locality at [www.locality.org.uk/wp-content/uploads/Roadmap-worksheets-map-May-13.pdf](http://www.locality.org.uk/wp-content/uploads/Roadmap-worksheets-map-May-13.pdf).
6. References to national guidance on heritage assets at <https://www.historicengland.org.uk/advice/planning/conservation-areas/> and <https://www.historicengland.org.uk/images-books/publications/changing-face-high-street-decline-revival/>



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## **Appendix 3 – Decision Statement**

### **Trafford Council**

#### **Altrincham Town Centre Neighbourhood Business Plan**

#### **Decision Statement – 29 November 2017**

##### Summary

On 29<sup>th</sup> November 2017 Trafford Council decided to ‘make’ the Altrincham Town Centre Neighbourhood Business Plan (ATCNBP) under 38 (A) (4) of the 2004 Act. The Altrincham Town Centre Neighbourhood Business Plan now forms part of the Development Plan for Trafford Council.

##### Background

The Altrincham Town Centre Neighbourhood Business Forum was formally designated by the Council on the 28<sup>th</sup> July 2014 as the qualifying body to prepare the ATCNBP under the Neighbourhood Planning (General) Regulations (2012).

Following the submission of the ATCNBP to the Council, the plan was publicised and comments were invited from the public and stakeholders. The consultation period closed on 11<sup>th</sup> October 2016.

Trafford Council appointed an Independent Inspector in order to examine whether the plan should proceed to referendum. The Examiner’s report concluded that subject to the modifications set out in her report that the ATCNBP meets the Basic Conditions and should proceed to referendum.

##### Decision

The Council ‘makes’ the Altrincham Town Centre Neighbourhood Business Plan part of the Trafford Development Plan.

The report considered by Executive/Council can be viewed on the Councils website.

##### Reason

A referendum for business and residents in the neighbourhood plan area was held on 19<sup>th</sup> October 2017. The turnout for the business referendum was 46.1% and 95.7% of the votes cast were in favour. The turnout in the residential referendum was 14.7% and 84.6% of the votes cast were in favour.

The results of the business and residential referendums can be viewed at:

<http://www.trafford.gov.uk/about-your-council/elections/docs/Altrincham-Neighbourhood-Planning-Business-Referendum-declaration-of-results.pdf>

<http://www.trafford.gov.uk/about-your-council/elections/docs/Altrincham-Neighbourhood-Plan-Residential-Referendum-declaration-of-results.pdf>

Paragraph 38 (A) (4) of the of the Planning and Compulsory Purchase Act 2004 requires the Council to 'make' the neighbourhood plan if more than half of those voting in the referendum have voted in favour of the plan being used to decide planning applications in the area. The plan was endorsed by more than the required threshold in both the business and residential referendums held on 19<sup>th</sup> October 2017.

This decision statement will be made available as follows:

- Trafford Councils Website at: <http://www.trafford.gov.uk/planning/strategic-planning/local-development-framework/altrincham-neighbourhood-business-plan.aspx>
- Altrincham Library, Stamford New Road, Altrincham
- In hard copy, on request at Trafford Town Hall, Talbot Road, Stretford, M32 0TH.

A copy of the decision statement is being sent to:

- The qualifying body, namely the Altrincham Town Centre Neighbourhood Business Forum; and
- To any person who asked to be notified of the decision.

The Neighbourhood Plan and associated documents are available to view on the Council's website at:

<http://www.trafford.gov.uk/planning/strategic-planning/local-development-framework/altrincham-neighbourhood-business-plan.aspx>

## TRAFFORD COUNCIL

**Report to:** Executive  
**Date:** 27 November 2017  
**Report for:** Noting  
**Report of:** Executive Member Housing and Strategic Planning

### Report Title

**Article 4 Direction: removing permitted development rights for the change of use of dwellings to Houses in Multiple Occupation (HMOs).**

### Summary

This report sets out the reasons behind the proposals to introduce a Boroughwide Article 4 Direction to remove permitted development rights for changes of use from dwellings (Use Class C3) to Houses in Multiple Occupation (Use Class C4).

This report seeks to advise the Executive of the proposal and of the steps which will be required to be taken should authority to make the Article 4 Direction be approved by the Planning and Development Management Committee, including undertaking statutory consultation requirements.

### Recommendation(s)

To note that the Planning and Development Management Committee is to be asked to consider a Report containing the following recommendations:-

- (i) To resolve that the making of a direction pursuant to Article 4(1) of the Town and Country Planning (General Permitted Development) Order 2015 on a Boroughwide basis to withdraw the permitted development rights to convert a dwellinghouse (C3) to a House in Multiple Occupation (C4) is appropriate, and justified, in order to prevent harm to local amenity and the wellbeing of the Trafford area.
- (ii) To approve the making of the Article 4(1) Direction for the Borough Boundary.
- (iii) To delegate authority to the Director of Legal Services and the Director of Growth and Regulatory Services to make the Article 4(1) Direction for the Borough boundary and to carry out all necessary consultation following the making of the Direction, to notify the Secretary of State in accordance with statutory requirements and to take all other action considered necessary or expedient to give effect to the matters set out in this report.
- (iv) To confirm that, the Boroughwide Article 4(1) Direction will be effective with immediate effect once made.
- (v) To note that following public consultation a further report will be presented to the Committee reporting on the outcome of the consultation and recommending whether or not to confirm the Direction.

Contact person for access to background papers and further information:

Name: Richard Roe (Director of Growth and Regulatory Services)  
 Extension: 4265

Background Papers: None

Implications:

<p>Relationship to Policy Framework/Corporate Priorities</p>	<p>The Article 4 Direction would contribute to a number of Corporate Priorities, in particular: Improving health and wellbeing of residents and Fighting crime.</p>
<p>Financial</p>	<p>The preparation of the Article 4 Direction will be funded by the existing Planning and Development and Strategic Growth budgets. There may also be financial implications arising from the need to deal with future planning applications for change of use from C3-C4 as these would attract a reduced application fee under the Regulations. This will be managed within the existing budget. There is potential for compensation claims from purchasers of properties in the 12 months following the Direction. This is limited to directly attributable losses where an application is refused or conditions applied under the Direction, e.g. aborted costs of preparing plans. This risk is expected to be minimal in both number and financial amount over the 12 month period.</p>
<p>Legal Implications:</p>	<p>There is no statutory appeal against the making of an Article 4 Direction. However, such a decision would be open to challenge by way of judicial review.</p> <p>In order to make an Article 4 Direction, the LPA must be satisfied that it is expedient that the permitted change of use should not be carried out unless permission is granted for it (see Article 4(1)).</p> <p>In making any such decision, it is important that the LPA takes into account all relevant guidance.</p> <p>Overall, provided that a LPA takes into account all relevant considerations, and applies the correct test, it is unlikely there would be a successful judicial review of an article 4 direction</p> <p><u>Compensation</u></p> <p>Section 108 of the Town and Country Planning Act 1990 includes a provision that compensation</p>

	<p>can be sought where (i) the LPA makes an Article 4 Direction, (ii) an application is made for planning permission to carry out development that would formerly have been permitted by the GPDO and (iii) the LPA refuses that application or grants permission subject to conditions differing from those in the GPDO.</p> <p>However, where 12 months' notice is given in advance of a direction taking effect there will be no liability to pay compensation (provided that the development authorised by the new changes had not started before the notice was published). Where directions are made with immediate effect or less than 12 months' notice, compensation will only be payable in relation to planning applications which are submitted within 12 months of the effective date of the direction and which are subsequently refused or where permission is granted subject to conditions.</p> <p>Compensation may only be claimed for abortive expenditure or other loss or damage directly attributable to the withdrawal of permitted development rights.</p>
Equality/Diversity Implications	An EIA has been carried out. There are not considered to be any significant equality/diversity implications.
Sustainability Implications	None
Resource Implications e.g. Staffing / ICT / Assets	Officer time to produce direction, cost associated with consultation. Details will need to be available online.
Risk Management Implications	No risk assessment has been undertaken. This is not considered necessary given the nature of the proposal and lack of significant issues identified. The Head Of Planning/Enforcement Manager would be responsible for ensuring the desired outcomes are achieved.
Health & Wellbeing Implications	None
Health and Safety Implications	None

## 1.0 Background

- 1.1 A new University campus and associated student accommodation is proposed at a number of locations within Stretford (known as 'University Academy 92') with an anticipated opening date of September 2019. These proposals are likely to be accompanied by a significant number of students moving into the Borough and the Stretford area in particular. The projected number of students attending UA92 is predicted to be 650 at year one (September 2019) increasing to a roll of 6500 by 2028, which will be the maximum number. An application for planning permission for new purpose-built student accommodation on the Lacy Street site in Stretford is expected to be submitted to the Council in early 2018.

- 1.2 There is a need to appropriately manage the delivery of student housing both to ensure the provision of good quality accommodation and to minimise any potential adverse effects on the local market. A new population of students in the area will lead to opportunities for landlords to offer 'student house' type accommodation in Houses of Multiple Occupation (HMOs).
- 1.3 The Town and Country Planning (General Permitted Development) (England) Order 2015 (referred to hereafter as the GPDO) came into force on 15 April 2015. Schedule 2, Part 3 (Class L) of this Order deems a change of use from a use falling within Use Class C3 (dwellinghouses) to Use Class C4 (houses in multiple occupation) of the Town and Country Planning (Use Classes) Order 1987 (as amended) 'permitted development'; i.e. a planning application is not required to make this change. HMOs falling within Use Class C4 are those which accommodate up to 6 persons and are generally known as 'small-scale' HMOs.
- 1.4 Article 4 of the GPDO allows for a local planning authority (LPA) to make a direction that certain classes of development set out in this Order should not be carried out unless permission is granted for it on application to the LPA.
- 1.5 Schedule 3 of the GPDO sets out the procedure for the making of an Article 4 Direction, including the requirement to publicise such a direction.
- 1.6 Large-scale HMOs i.e. those accommodating more than 6 people are considered 'sui generis' uses and do not benefit from any permitted change of use under the GPDO. Planning permission is required in all circumstances for a material change of use to a large-scale HMO. This would be unchanged by any Article 4 Direction.
- 1.7 Properties of three or more floors, with five or more tenants belonging to two or more households are required to be licensed under Part 3 of the Housing Act 2004. Currently there are 41 properties that are licensed within the borough.
- 1.8 The Housing Act 2004 gives the Council the power to designate an area within its boundary the subject of a selective licensing scheme for privately rented properties. This enables authorities to also licence privately rented accommodation other than HMOs if certain conditions are met. A local housing authority may only make a designation if the area has a high proportion of property in the private rented sector. Selective licensing has to be focused on a specific geographical area (e.g. certain wards) and can only be implemented provided one of the following criteria are met:
  - That the area is, or is likely to become an area of 'low housing demand'; and that making a designation will, when combined with other measures taken in the area by the Council, or by other persons together with the Council, contribute to the improvement of the social or economic conditions in the area; or
  - That the area is experiencing a significant and persistent problem caused by Anti-Social Behaviour (ASB) and that some or all of the private sector landlords who have let premises in the area are failing to take action to combat the problem that it would be appropriate for them to take; and that making the designation will, when combined with other measures taken in the area by the council, or by other persons together with the council, lead to a reduction in, or elimination of, the problem.

- 1.9 In proposing any selective licensing scheme the council has to show that this forms part of a co-ordinated neighbourhood approach which combines with existing policies of both the council and our partners such as tackling environmental crime, promoting landlord accreditation, empty property intervention, tackling anti-social behaviour, neighbourhood policing, education and children’s safeguarding and the overall regeneration strategy.
- 1.10 In considering whether to designate an area for selective licensing on property conditions, migration, deprivation and crime, the local housing authority may only make a designation if the area has a high proportion of property in the private rented sector. Nationally the private rented sector currently makes up 19% of the total housing stock in England, according to latest data.
- 1.11 Latest available data confirms that there is only one ward where this level is exceeded for private rented property, Priory Ward. Currently there is no evidence base for Priory ward which identifies that the criteria for selective licensing are being exceeded. This in itself means that we cannot consider Selective Private Sector Licensing. The Housing Standards team will continue to enforce standards in private rented properties to ensure that landlords meet their responsibility to tenants and the local area.

## **2.0 Justification for introducing an Article 4 Direction and evidence of the impact of Houses in Multiple Occupation**

- 2.1 Paragraph 200 of the National Planning Policy Framework (NPPF) states that *“the use of Article 4 directions to remove national permitted development rights should be limited to situations where this is necessary to protect local amenity or the wellbeing of the area”*. National Planning Practice Guidance (NPPG) explains that justification is required for the purpose and extent of an Article 4 Direction, particularly in cases where this covers a wide area.
- 2.2 The Article 4 Direction is intended to mitigate potential impacts arising from the arrival of the University should planning permission be granted and the development go ahead. An Article 4 Direction would enable the Council to better control the location and number of HMOs in the Borough to ensure that an over-concentration did not result. It would not enable every application for planning permission for an HMO to be refused or prevent buildings being used as an HMO in all circumstances.
- 2.3 With regard to matters of amenity, it is unlikely that small scale HMOs, on an individual basis, would lead to detriment to the surrounding area. Indeed, there are existing HMOs in the Borough which have no adverse impact on their surroundings. However, a concentration or concentrations of properties in HMO use by between three and six unrelated individuals has the potential to result in undue disturbance to residents of neighbouring and nearby dwellings. In particular, this could be through increased noise levels, an excessive number of comings and goings and general disturbance caused by patterns of use which are more intensive than could normally be expected at a C3 dwellinghouse.
- 2.4 Whilst it is acknowledged that student accommodation does not necessarily result in conflict with neighbours in all instances, given the anticipated number of students who would be moving to the Borough it is necessary to consider amenity-related issues which have the potential to arise through the conversion of properties to

HMOs for use specifically by students. In particular, impacts in this respect may include a greater degree of disturbance late at night, an increase in anti-social behaviour and change to the character of an area, potentially making it unsuitable for families or other existing residents.

- 2.5 The Council's Pollution & Licensing section has commented that an over-saturation of an area with HMOs can lead to reduced housing prices and low housing demand in an area, which can have an adverse effect. Pollution & Licensing also note that from a noise and anti-social behaviour point of view, change of use from a dwelling to an HMO has clear potential to cause a loss of amenity to the occupants of the single dwelling if a party wall shares habitable room uses. Importantly, Regulatory Services do not have the legislative controls to abate noise episodes of this nature. In addition, increased vehicle use and parking related issues can also not be effectively controlled.
- 2.6 The change of use of a large number of dwellinghouses to HMOs would have a significant impact on the supply of family homes in the Borough. It is likely to be these larger properties, capable of accommodating up to six bedrooms which would be most affected by the influx of students into the Borough. Given that the Council does not, at present, have a five year supply of immediately available housing land, the loss of existing C3 dwellinghouses to alternative uses would contribute further to this issue, detrimental to the wellbeing of the Borough.
- 2.7 The Boroughwide extent of the Article 4 Direction is considered necessary in the interests of protecting against the spread of HMOs beyond an arbitrarily drawn boundary around Stretford, for example. The spread of student HMOs into areas which previously had not contained large numbers of students has been seen within Manchester and an Article 4 Direction has been in place across the whole of Manchester since 2011. Given the potential for a similar spread within Trafford, a Boroughwide direction is deemed necessary.

### **3.0 Procedure for implementing the Article 4 Direction**

- 3.1 Should the Planning and Development Management Committee resolve to do so; the Article 4 Direction will be made. The Council will then give notice of the Direction and will publicise it in accordance with the requirements of the Town and Country Planning (General Permitted Development) (England) Order 2015 (as amended).
- 3.2 It is considered that because of the number of owners and occupiers within the area to which the Article 4 Direction relates, it is impracticable to serve individual notices on all owners and occupiers and consultation will therefore be carried out through the publication of a press notice and erection of at least two site notices as permitted by Schedule 3, Article 1(2)(b) of the above Order. In practice, consultation will be undertaken more widely including the publication of the proposals on the Council's website and a communications exercise.
- 3.3 The Direction will come into force immediately once it is made. Following consideration of any representations received, the Direction will expire at the end of a period of 6 months beginning with the date on which it comes into force unless confirmed by the local planning authority. A further decision of the Planning and Development Management Committee will be necessary to do this. The Secretary of State is thereafter able to cancel or modify the Direction at any time.



- 3.4 It should be noted that the Council may be liable for compensation claims in respect of the loss of permitted development rights, given that less than 12 months' notice of the Direction taking effect is to be given and the Direction, once made, will take force with immediate effect.
- 3.5 Where Directions are made with immediate effect or less than 12 months' notice, compensation will only be payable in relation to planning applications which are submitted within 12 months of the effective date of the Direction and which are subsequently refused or where permission is granted subject to conditions.
- 3.6 It is also important to note the limitations in the amount of compensation that will be payable. Compensation may only be claimed for abortive expenditure (for example, expenditure incurred in the preparation of plans for the purpose of development) or other loss or damage directly attributable to the withdrawal of permitted development rights. The latter might include the depreciation of land value, provided that this is directly attributable to the removal of the permitted development rights.
- 3.7 The Article 4 Direction will need to be supported by adopted planning policy if it is to be effective. This will be brought forward through a new Supplementary Planning Document.

### **Other Options**

#### **Option 1 – Do nothing (i.e. do not implement Article 4 Direction):**

There would be the potential for a significant impact on housing supply, amenity, crime and the environment for the reasons set out in the above sections of the report if permitted development rights for HMO conversions are not removed. For these reasons, this option is not recommended.

#### **Option 2 – Implement Article 4 Direction with a limited spatial scope:**

This would require a boundary to be drawn around the areas which are considered to be most affected by the introduction of new HMOs. Such a boundary would be arbitrary and it is not certain how far-reaching the increase in HMO conversions would be. The Council would have the option to reduce the spatial scope of the Article 4 Direction at a later date if this is deemed appropriate. Including the whole of Trafford within the scope of the Direction would ensure that the identified issues associated with HMOs are not dispersed to other parts of the Borough. It should also be noted that applications submitted for the change of use to an HMO subsequent to an Article 4 Direction would be determined on their merits, so this would not necessarily mean all such proposals would be refused. For these reasons, this option is not recommended.

#### **Option 3 – Implement Article 4 Direction at a later date:**

The Direction could be made if and when planning permission is granted for the University and student accommodation, or after the University becomes operational. Under this approach, there would be the potential for financial claims to be made from individuals who had purchased dwellinghouses with the intention of converting them to HMOs. As such, there is the potential for significant financial and legal implications for the Council. Such a course of action may also be too late to adequately address the issues associated with

HMOs as many properties may already have been converted. For these reasons, this option is not recommended.

**Consultation**

Consultation has been carried out with the Council’s Pollution & Licensing section for the purpose of providing evidence for this report.

Consultation is required to be carried out with residents of Trafford and other interested parties in line with the regulations set out in the GPDO.

**Reasons for Recommendation**

It is considered that the Article 4 Direction is necessary in the interests of addressing the potential impacts from HMOs identified in the preceding sections of this report, in particular the amenity of local residents, the impact on housing supply and environmental impacts arising as a result of the proposed University Academy 92 development.

**Key Decision:** No  
**If Key Decision, has 28-day notice been given?** N/A

**Finance Officer Clearance** (type in initials)...PC.....  
**Legal Officer Clearance** (type in initials)...JLF.....

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

**TRAFFORD COUNCIL**

**Report to:** Executive  
**Date:** 27 November 2017  
**Report for:** Discussion  
**Report of:** The Executive Member for Corporate Resources and the Chief Finance Officer

**Report Title:**

Budget Monitoring 2017/18 – Period 6 (April to September 2017).

**Summary:**

The purpose of this report is to inform Members of the current 2017/18 forecast outturn figures relating to both Revenue and Capital budgets. It also summarises the latest forecast position for Council Tax and Business Rates within the Collection Fund.

**Recommendation(s)**

**It is recommended that the Executive:**

- a) note the forecast revenue budget underspend of £941k;
- b) note the one-off receipt relating to the 2016/17 Business Rate Growth Pilot of £1.3m, which will be transferred to a new earmarked reserve to mitigate future business rates related risks;
- c) note the changes to the Capital Programme as detailed in paragraph 17.

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

David Muggeridge, Finance Manager, Financial Accounting Extension: 4534

Background Papers: None

Relationship to Policy Framework/Corporate Priorities	Value for Money
Financial	Revenue and Capital expenditure to be contained within available resources in 2017/18.
Legal Implications:	None arising out of this report
Equality/Diversity Implications	None arising out of this report
Sustainability Implications	None arising out of this report
Resource Implications e.g. Staffing / ICT / Assets	Not applicable
Risk Management Implications	Not applicable
Health & Wellbeing Implications	Not applicable
Health and Safety Implications	Not applicable

**Other Options**

Not Applicable

**Consultation**

Not Applicable

**Reasons for Recommendation**

Not Applicable

**Finance Officer Clearance**      **NB**.....

**Legal Officer Clearance**      **JK**.....

**CORPORATE DIRECTOR'S SIGNATURE** ..... 

## REVENUE BUDGET

### Budget Monitoring - Financial Results

1. The approved budget agreed at the 22 February 2017 Council meeting is £160.83m. In determining the budget an overall gap of £25.37m was addressed by a combination of additional resources of £9.80m, including projected growth in business rates, council tax and use of general reserve and £15.57m of service savings and additional income.
2. Based on the budget monitoring for the first 6 months the year end forecast outturn is an underspend of £941k, a favourable movement of £615k since Period 4. This position takes into account planned additional investment in the Council's highways of £600k due to the positive position of the EGEI budget (See Table 2). At this stage caution should be exercised as the projections continue to be based on a number of assumptions including delivery of the significant savings programme in year (see para. 8), the on-going risk to business rate income (see para. 14) and the stability of demographic pressures in social care.
3. Detailed below in Table 1 is a summary breakdown of the service and funding variances against budget, with Table 2 providing an explanation of the variances:

<b>Table 1: Budget Monitoring results by Service</b>	<b>2017/18 Revised * Budget (£000's)</b>	<b>Forecast Outturn (£000's)</b>	<b>Forecast Variance (£000's)</b>	<b>Percentage</b>
Children's Services	32,499	32,499	0	0.0%
Adult Services (Inc. Public Health)	57,815	58,712	897	1.6%
Economic Growth, Environment & Infrastructure	38,418	37,833	(585)	(1.5)%
Transformation & Resources	16,966	16,324	(642)	(3.8)%
<b>Total Directorate Budgets</b>	<b>145,698</b>	<b>145,368</b>	<b>(330)</b>	<b>(0.2)%</b>
Council-wide budgets	15,127	14,516	(611)	(4.0)%
<b>Net Service Expenditure variance</b>	<b>160,825</b>	<b>159,884</b>	<b>(941)</b>	<b>(0.6)%</b>
<b>Funding</b>				
Business Rates (see para. 14) **	(67,462)	(67,462)	-	
Council Tax (see para. 12)	(88,630)	(88,630)	-	
Reserves	(3,058)	(3,058)	-	
Collection Fund surplus	(1,675)	(1,675)	-	
<b>Funding variance</b>	<b>(160,825)</b>	<b>(160,825)</b>	<b>0</b>	<b>0.0%</b>
<b>Net Revenue Outturn variance</b>	<b>0</b>	<b>(941)</b>	<b>(941)</b>	<b>(0.6)%</b>
<b>Dedicated Schools Grant</b>	<b>124,807</b>	<b>125,041</b>	<b>234</b>	<b>0.2%</b>
<b>Public Health</b>	<b>12,178</b>	<b>12,178</b>	<b>0</b>	<b>0.0%</b>

\* A number of budget virements have been made, under delegated powers, since the Period 4 Budget Monitoring Report and are detailed in Annex 1.

\*\* One-off income relating to the 2016/17 Business Rate Growth Pilot of £1.3m will be transferred to a new earmarked reserve to mitigate future business rates funding risks (see para. 15).

### Main variances, changes to budget assumptions and key risks

4. The main variances contributing to the projected underspend of £941k, the favourable movement of £615k since Period 4, any changes to budget assumptions and associated key risks are highlighted below:

Table 2: Main variances	Forecast Variance (£000's)	Explanation/Risks
Children's Services	Nil	<p>The overall forecast position is for a £nil variance, a favourable movement of £228k since Period 4.</p> <p>Within the service there remains a number of pressures.</p> <p>Children's placements:-</p> <ul style="list-style-type: none"> <li>• there is an estimated overspend of £214k, and an underachievement of £502k on the service's overall savings target (£2.5m). This gives an overall variance of £716k an increase of £316k from that reported previously. The variance is as a result of delays in the implementation of some savings schemes and increased numbers and costs within the aftercare service.</li> <li>• Within this projection a contingency of £500k remains in the event of additional placements over the next 6 months or further underachievement of savings as £314k of savings above are still to be realised.</li> <li>• The above variance has been offset by underspends and additional income within the overall service. These include vacancies of £123k, additional grant/income £300k, savings from restructures £166k, and general underspends across the service of £151k.</li> </ul> <p>The number of children in care as at the end of September is 381, an increase of 3 from that last reported.</p>

Adult Services / Public Health	897	<p>The overall position is a forecast overspend of £897k, an adverse movement of £38k since Period 4.</p> <p>The main budget pressure is in the adult client budget in which there is an estimated overspend of £775k and an underachievement of £647k on the service's savings target (£6.2m). This gives an overall variance of £1.4m, an increase of £700k from that reported previously.</p> <p>This overall position reflects an increase in the cost per person of care due to increased complexity of cases, as well as a growing absence of Council rate homecare and bed based provision in the borough which has also impacted on the savings programme.</p> <p>The lack of affordable nursing care beds in the borough is increasing the number of top-up fees payable by the Council as is the higher rate of home care packages. The accelerated work on delayed transfers of care is also increasing the financial pressure in this area.</p> <p>Within this forecast £805k remains within a contingency budget to help to offset these potential pressures for the remaining 6 months.</p> <p>This overspend is partly mitigated by vacancies of £276k, a one-off VAT refund, £235k and general underspends across the service of £14k..</p> <p>Within this forecast the service is still to realise £1.7m of savings.</p>
Economic Growth, Environment & Infrastructure	(585)	<p>The overall underspend of £585k includes staff cost savings of £217k and net income savings from property rents, planning, car park and other fees of £562k. These savings are partly offset by a net overspend in running costs of £194k, which includes the increase in Waste Disposal Levy of £188k.</p> <p>This is a favourable movement of £18k since Period 4 and includes additional income of £13k relating to Oakfield Road and £23k Regent Road car parks remaining open. Planning income has increased by £72k and is partially offset by increased staffing and running costs £51k. Outdoor media income is £50k less than predicted due to economic conditions affecting this sector.</p> <p>The above figures exclude the new income from the garden waste collection service which has exceeded budgeted levels by £600k. This will now be used to support additional investment in the Council's highways, as highlighted in the previous report.</p>

Transformation & Resources	(642)	<p>The overall underspend of £642k includes staff cost savings of £679k and additional income and reduced running costs, saving £233k. These are partly offset by a shortfall in the savings associated with School crossing patrols of £270k, albeit other funding sources will be pursued where available.</p> <p>This is a favourable movement of £175k since Period 4.</p> <p>Forecast staff costs are £679k less than budget across the Directorate based on actual and projected vacancies, which is 3.5% of the total staffing budget. This is a favourable movement since Period 4 of £85k. However, this is lower than the average level experienced in 2016/17 of 4.6%, and reflects the ongoing efforts to fill outstanding vacant posts.</p> <p>Projected income levels have increased by a net £38k to £112k since Period 4 across a number of areas, particularly within Finance Services.</p> <p>Running costs are currently projected to be £121k below budget, a favourable movement of £52k.</p>
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Council-wide budgets	(611)	<p>The overall underspend of £611k includes:</p> <ul style="list-style-type: none"> <li>• Treasury Management savings (mainly airport dividend), £464k;</li> <li>• part release of Contingency budgets of £225k;</li> <li>• Overpayment recovery of previous years' Council Tax Benefit, £36k;</li> <li>• Members allowances and running cost savings, £20k and Apprenticeship Levy saving against budget of £31k.</li> <li>• Which is partially offset by a projected shortfall in the savings associated with the 'Advance contributions to GM Pension Fund' project of £165k;</li> </ul> <p>This is a favourable movement of £232k since Period 4.</p> <p>A number of Council-wide contingencies and provisions relating to service savings not being achieved and doubtful debts have been reviewed and it is considered appropriate at this stage of the year to release 25% of these totaling £225k.</p> <p>The net Housing Benefit budget (payments made, less subsidy and overpayment recovery) is above budget by £566k, largely as a result of the successful collection of prior years' housing benefit overpayments. This is a small favourable movement of £12k since Period 4.</p> <p>As reported previously, any overachievement on this budget will be transferred into a Housing Benefit Overpayments earmarked reserve which will be used to smooth the budget reductions required in the 2018/19 budget. The estimated over recovery of £566k is therefore not included in the Council Wide outturn figure.</p>
Dedicated Schools Grant	234	<p>The increase in the projected overspend of £112k relates mainly to an increase in SEN delegation costs, due to increased need and demand of children with Special Educational Needs.</p> <p>This overspend will be financed from the DSG reserve.</p>

## Progress against Locality Plan

5. A key element of the Health and Social Care devolution agenda is the submission of a Locality Plan setting out the Council and CCG vision for the greatest and fastest possible improvement in the health and wellbeing of our residents by 2020. This improvement will be achieved by supporting people to be more in control of their lives by having a health and social care system that is geared towards wellbeing and the prevention of ill health; access to health services at home and in the community; and social care that works with health and voluntary services to support people to look after themselves and each other.
6. Work is ongoing on the locality plan and it is anticipated that further work will be required in the coming months to understand how any budget gaps will be addressed. Financial performance against the locality plan is highlighted below in Table 3.

<b>Table 3: Locality Plan Update</b>	<b>2017/18 Budget (£000's)</b>	<b>Outturn (£000's)</b>	<b>Variance (£000's)</b>	<b>Percentage</b>
Public Health	12,178	12,178	0	0.0%
Adult Social Care	57,180	58,077	897	1.6%
Children and Families	31,960	31,960	0	0.0%
<b>Total</b>	<b>101,318</b>	<b>102,215</b>	<b>897</b>	<b>0.9%</b>

## MTFP Savings and increased income (Vision 2031 Portfolio)

7. The 2017/18 budget is based on the achievement of permanent base budget savings and increased income of £15.57m (see para. 1 above). In addition a number of savings initiatives which underachieved in 2016/17 have been rolled over to the 2017/18 programme totalling £1.36m, giving a total savings target of £16.93m.
8. The latest forecast indicates that total savings of £16m have been or are projected to be delivered by 31 March 2018. This represents an underachievement against target of £0.93m and includes £12.96m already achieved (81.0%) and £3.04m (19.0%) still to be achieved. At this stage the current reported monitored position assumes that these forecast savings will be delivered in full, albeit this represents a risk to the overall monitoring position until all management actions to deliver the savings are complete.

## RESERVES

9. The audited General Reserve balance brought forward is £6.00m, the approved minimum level agreed by Council in February 2017.
10. Service balances brought forward from 2016/17 were a net £4.11m and are largely allocated to support Vision 2031 Portfolio projects in 2017/18 and later years, however before making firm commitments to utilise these resources consideration will be given to the overall projected outturn position in each directorate.

	<b>b/f April 2017 (£000's)</b>
<b>Table 4: Service balances</b>	
Communities, Families & Wellbeing	(793)
Economic Growth, Environment & Infrastructure	(1,205)
Transformation & Resources	(2,113)
<b>Total (Surplus)/Deficit</b>	<b>(4,111)</b>

## COLLECTION FUND

### Council Tax

11. The 2017/18 surplus on the Council Tax element of the Collection Fund is shared between the Council (84%), the Police & Crime Commissioner for GM (12%) and GM Fire & Rescue Authority (4%). The total surplus brought forward as at 1 April 2017 was £2.54m.
12. As at September 2017 the end of year surplus balance is forecasted to be £1.41m, after the application of £1.55m of brought forward surplus and addition of an in-year surplus of £420k. The Council's share of this is £1.19m, and is planned to support future budgets in the MTFP.
13. Council Tax collection rate as at 30 September 2017 was 58.5% compared to the targeted collection rate of 58.6%.

### Business Rates

14. The 2017/18 budget included anticipated growth in retained business rates and related S31 grants of £5.46m and at this stage it is still anticipated that this will be achieved in year, albeit the risk of appeals still remains a significant concern.
15. In addition agreement has been reached across AGMA on the sharing of benefits from the 2016/17 business rate growth pilot. The benefit Trafford will receive from this is £1.276m in 2017/18. Given the overall risk faced by Trafford, given its large business rates baseline and the proposed resetting of baselines in 2020/21, it is prudent that this amount be transferred to a new earmarked reserve to help mitigate any future business rates related risks.
16. Business Rates collection rate as at 30 September 2017 was 56.24% compared to a targeted collection rate of 56.62%.

## CAPITAL PROGRAMME

17. The value of the indicative 2017/18 Capital Programme set in February 2017 was £65.74m which was updated as a result of 2016/17 outturn and reported in the P4 monitor at £72.34m. Taking into account the increase to the Capital Investment Fund and additional contributions the budget is currently estimated at £353.17m. The changes are summarised as follows with details below:

<b>Table 5 - Capital Investment Programme 2017/18</b>	<b>Approved Programme £m</b>	<b>Changes £m</b>	<b>Current Programme £m</b>
<b>Service Analysis:</b>			
Children, Families & Wellbeing	15.43	-	15.43
Economic Growth, Environment & Infrastructure	35.70	0.83	36.53
Transformation & Resources	6.21	-	6.21
<b>General Programme Total</b>	<b>57.34</b>	<b>0.83</b>	<b>58.17</b>
Capital Investment Fund	15.00	280.00	295.00 *
<b>Total Programme</b>	<b>72.34</b>	<b>280.83</b>	<b>353.17</b>

\* The remaining £5m has been rephased to 2018/19.

### 18. Amendments to Capital Programme

- **Public Realm Works** – Progress on the design and the next phases of the works in Altrincham and Stretford are to start this year and continue into 2018/19. The estimated cost of these phases will be financed from developer contributions, specifically the S106 and S111 agreements in respect of the redevelopment of Barton Square in Trafford Park. The impact of the inclusion of these is an increase of £235k in the 2017/18 budget with the balance spread across 2018/19 and later years.
- **Highways Maintenance Investment** – The addition of £600k for highways capital maintenance improvements was approved in the P4 monitor, to be funded from the overachievement of income on garden waste collection. It is anticipated that further investment will be added to the 2017/18 programme, subject to available resources and future Executive approval.
- **Capital Investment Fund** - At Budget Council on 22<sup>nd</sup> February 2017 an investment fund of £20m was established to support the acquisition of assets that will support local regeneration and/or yield future sustainable revenue streams for the Council and also cover borrowing costs.  
Council on 26<sup>th</sup> July 2017 agreed an Investment Strategy in line with the objectives above and approved an increase to the Capital Investment Fund of £280m from £20m to £300m.

Resourcing of the capital investment programme is made up of both internal and external funding. Details of this are shown in the table below.

<b>Table 6 - Capital Investment Resources 2017/18</b>	<b>Approved Programme £m</b>	<b>Changes £m</b>	<b>Current Programme £m</b>
<b>External:</b>			
Grants	19.84	-	19.84
Contributions	10.04	0.23	10.27
<b>Sub-total</b>	<b>29.88</b>	<b>0.23</b>	<b>30.11</b>
<b>Internal:</b>			
Receipts	16.07	-	16.07
Borrowing	10.50	-	10.50
Reserves & revenue	0.89	0.60	1.49
<b>Sub-total</b>	<b>27.46</b>	<b>0.60</b>	<b>28.06</b>
<b>General Programme Total</b>	<b>57.34</b>	<b>0.83</b>	<b>58.17</b>
Borrowing – Capital Investment Fund	15.00	280.00	295.00
<b>Total Programme</b>	<b>72.34</b>	<b>280.83</b>	<b>353.17</b>

### Status and progress of projects

19. This section aims to give certainty about delivery and the level of outturn performance that can be expected in 2017/18 on the general capital programme.
20. As part of the monitoring process a record of the “milestones” reached by each project is kept to show the progress of the scheme from inclusion in the programme through to completion. The table below shows the value of the programme across the milestone categories.

<b>Table 7 - Status on 2017/18 Projects</b>	<b>Current Budget £m</b>	<b>Percentage of Budget</b>
Already complete	12.42	21%
On site	29.77	51%
Programmed to start later in year	12.19	21%
Not yet programmed	3.79	7%
<b>Total</b>	<b>58.17</b>	<b>100%</b>

21. There are a number of schemes which, whilst they have started or are still due to start in year, are not now expected to complete until 2018/19. As a result the outturn projection is now estimated to be £54.04m in 2017/18. The table below provides a summary with scheme details shown in the following paragraph.

<b>Table 8 – 2017/18 Outturn Projection</b>	<b>£m</b>
<b>Current General Programme</b>	<b>58.17</b>
Actual spend to date	21.99
Expected spend for P7-P12	32.05
<b>Outturn Projection</b>	<b>54.04</b>
<b>Variance to current budget</b>	<b>(4.13)</b>
<b>Major Areas which require re-phasing to 2018/19</b>	
- Schools related projects	0.82
- Public Building Repairs	0.30
- City Cycle Ambition Grant	0.43
- Altrincham – Library / Community Facility	1.74
- Additional Burial Land	0.44
- SAP Development / Replacement	0.40
<b>Total re-phasing requirement</b>	<b>4.13</b>

22. The schemes listed below are those where delivery is not expected to either complete or commence in 2017/18 and budgets will be rephased as part of the budget setting report in February 2018.
- **Barton Clough Primary School - £496k** : Works to the Early Years facility are still to be undertaken. However the ongoing academy negotiations have delayed delivery and therefore works are not expected to start this year;
  - **Schools Capital Maintenance Works - £326k** : Work at two schools, originally planned for this summer recess, were unable to have been completed for the new school year and as a result have been programmed to be undertaken in the summer of 2018;
  - **Public Building Repairs - £300k** : Works at Flixton House were originally planned to be completed this year. However due to listed building issues the work is now not expected to start until February / March 2018 with completion due in 2018/19;
  - **Cycle City Ambition Grant 2 – £432k** : Transport for Greater Manchester have, with agreement from the Department of Transport, agreed that the deadline for using the grant can be extended to September 2018. The opportunity has been taken to ensure that budgets are phased to ensure proper delivery of the proposed projects;
  - **Altrincham – Library / community facility - £1.74m** : The Council has agreed a £2.00m premium for a 125 year lease of the facility, the balance of £1.74m is now to be paid in September 2018.
  - **Additional Burial Land - £436k**: The purchase of the land from National Trust is expected to complete this year, whilst the required infrastructure works, at an estimated cost of £436k, are programmed to start in 2018/19;
  - **SAP Development / Replacement - £400k**: Soft market testing is currently underway looking into options and a business case will be prepared. However it is expected that project delivery will commence in 2018/19.

## **Issues / Risks**

23. The main risk in the area of the capital programme is the timely delivery of the programme and this situation will continue to be closely monitored and any issues will be reported as and when they arise.

## **Recommendations**

24. That the Executive note the report and the changes to the Capital Programme as detailed in paragraph 17.

Virements	Children's (£000's)	Adults (£000's)	EGEI (£000's)	T&R (£000's)	Council- wide (£000's)	Total (£000's)
<b>Period 4 Report</b>	<b>31,947</b>	<b>58,402</b>	<b>38,504</b>	<b>17,057</b>	<b>14,915</b>	<b>160,825</b>
Re-alignment of 0.5% Early Retirement element of the £38m Up Front Pension payment saving of £350k.	(54)	(45)	(22)	(93)	214	0
One Trafford Partnership budget transferred to Children's Services to pay for the insourcing of the Property Capital Development Team.	64		(64)			0
Merging of Children's and Adults Transport budgets.	542	(542)				0
PCI Compliance scanning and encryption budget adjustment.				2	(2)	0
<b>Total virements</b>	<b>552</b>	<b>(587)</b>	<b>(86)</b>	<b>(91)</b>	<b>212</b>	<b>0</b>
<b>Period 6 Report</b>	<b>32,499</b>	<b>57,815</b>	<b>38,418</b>	<b>16,966</b>	<b>15,127</b>	<b>160,825</b>



## TRAFFORD COUNCIL

**Report to:** Executive  
**Date:** 27<sup>th</sup> November 2017  
**Report for:** Information  
**Report of:** Executive Member for Corporate Resources

### Report Title

**Annual Delivery Plan 2017/18 (Second Quarter) Performance Report**

### Summary

The attached draft report provides a summary of performance against the Council's Annual Delivery Plan, 2017/18. The report covers the period 1<sup>st</sup> July to 30<sup>th</sup> September 2017.

### Recommendations

That Executive notes the contents of the draft Annual Delivery Plan Second 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 2017/18 Quarter 2 Performance report summarises the Council's performance in relation to the Council's Corporate Priorities.
Financial	Not Applicable
Legal Implications:	None
Equality/Diversity Implications	None
Sustainability Implications	None
Staffing/E-Government/Asset Management Implications	None
Risk Management Implications	None
Health and Safety Implications	Not applicable

## 1.0 Background

- 1.1 The report provides a summary of performance against the Council's Annual Delivery Plan Annual Delivery Plan 2017/18, and supporting management information, for the period 1<sup>st</sup> July to 30<sup>th</sup> September 2017.
- 1.2 The Council's Annual Delivery Plan reports key Performance Indicators against the Vision for Trafford 2031 outcomes established for each of the 6 Borough-wide Interventions:
  - Mersey Valley becomes a significant visitor attraction that connects the North to the South of the Borough
  - Creating a national beacon for sports, leisure and activity for all, making Trafford a destination of choice
  - Accelerate housing and economic growth so everybody benefits
  - Co-designing and co-producing services to enable people, communities and businesses to work together, help themselves and each other
  - Building Strong Communities
  - Optimising technology to improve lives and productivity

## 2.0 Performance Update

- 2.1 The ADP has 49 indicators: 29 of these have been reported in the second quarter and 20 are indicators reported annually.
- 2.2 Overall, performance in meeting targets remains good. There are 16 green indicators (on target), 7 amber and 3 red indicators (below target). Three new indicators have no target for Q2, and therefore no RAG status or direction of travel (see section 2.6 below).
- 2.3 The following indicators are rated as green (on target):
  - The percentage of relevant land and highways assessed as Grade B or above (Predominantly free of litter, leaves and refuse, apart from small items such as cigarette ends, ring pulls, stone chippings etc.)
  - Percentage of Highway safety inspections carried out in full compliance with the agreed programme
  - Trafford is the Safest Place in GM
  - Growth in retained business rates and related S31 grants
  - Percentage of ground floor vacant units in town centres
  - The number of housing units granted complete planning consent
  - The number of housing completions
  - % of repeat referrals to children's social care
  - Children who are "looked after" rate per 10,000
  - Number of NHS Health Checks delivered to the eligible population aged 40-74
  - Number of Locality Networking Events held per locality per year
  - Number of new volunteers recruited through Thrive portal and volunteer infrastructure service
  - No. of Be Responsible events in relation to environmental responsibility (litter, dog fouling, fly-tipping, etc.)

- Improve the % of household waste arisings which have been sent by the Council for recycling/composting
- Reduction in the number of Working Age Benefit Claimants
- Increase in online transactions

2.4 The following are 10% below target (amber) and exception reports have been produced:

- Percentage of Council Tax collected
- Percentage of major planning applications processed within timescales
- Admissions to Residential or Nursing Care for Older People during the year per 100,000 population
- The proportion of older people (aged 65 and over) who were still at home 91 days after discharge
- Reduction in the proportion of children made subject to a Child Protection Plan for a second or subsequent time
- Percentage of Trafford pupils educated in a Good or Outstanding school
- Maintain the low level of 16-17 year olds who are not in education training or employment (NEET) in Trafford

2.5 The following are more than 10% below target (red) and exception reports have been produced:

- Delayed Transfers of Care attributable to Adult Social Care per 100,000 pop 18+
- Number of third sector organisations receiving intensive support
- Reduce the level of sickness absence (Council wide excluding schools)

2.6 Three indicators are new and therefore have no RAG status or Direction of Travel:

- Increase the Percentage of Trafford Residents in Employment
- Percentage of tender exercises resulting in Social Value KPIs
- Through the Trafford Pledge increase the number of people into employment

**Finance Officer Clearance**      *NB*  
**Legal Officer Clearance**      *JK*

**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 2017/18 Performance Report Quarter 2

## 1. Purpose and scope of the report

The report provides a summary of performance against the Council's Annual Delivery Plan (ADP) 2017/18 at the end of Quarter 2 (July to September) and supporting management information.

The Council's Annual Delivery Plan reports key Performance Indicators against the Vision for Trafford 2031 outcomes established for each of the 6 Borough-wide Interventions.

- Mersey Valley becomes a significant visitor attraction that connects the North to the South of the Borough
- Creating a national beacon for sports, leisure and activity for all, making Trafford a destination of choice
- Accelerate housing and economic growth so everybody benefits
- Co-designing and co-producing services to enable people, communities and businesses to work together, help themselves and each other
- Building Strong Communities
- Optimising technology to improve lives and productivity

Initial work has been carried to assess how these interventions could be applied proportionately to the places that make up Trafford to deliver the vision and reduce inequalities whilst retaining each area's unique character. This will mean involving communities and bringing them closer together and working with businesses, particularly in relation to investment. Currently there are no performance measures relating to the first intervention – the Mersey Valley becoming a significant visitor attraction.

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 performance (Section 4). The dashboard dials provides a clear picture of where current performance is relative to the RAG rating and more information is provided on subsequent pages.

For Vision 2031 indicators, where actual or expected performance is red or amber an Exception Report is included in the commentary (Section 5).

## 2. Performance Key

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

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



### 3. Performance Results

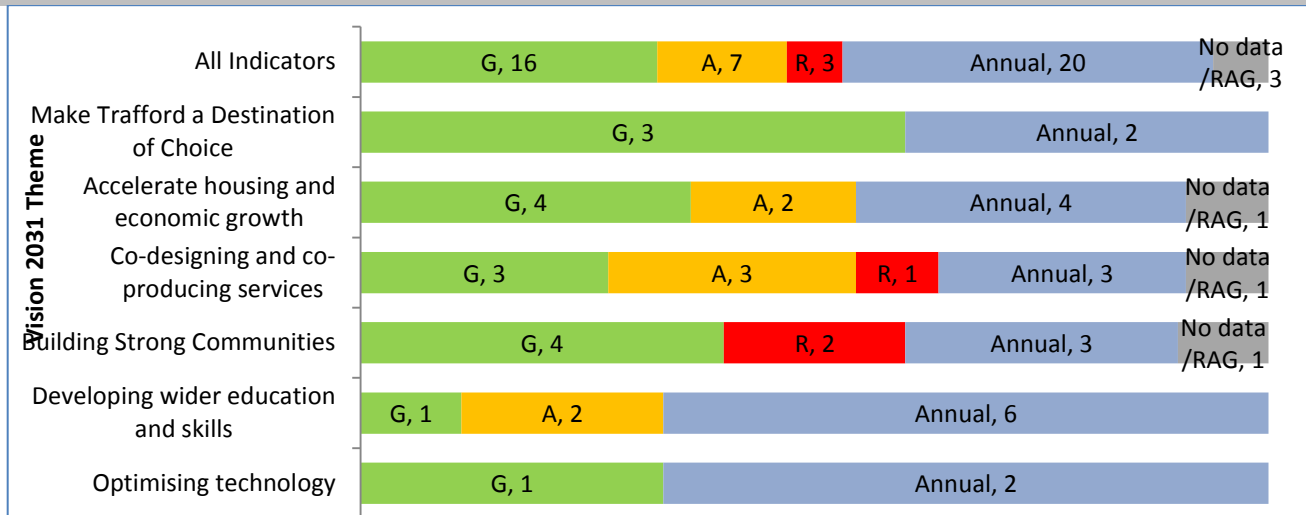
#### 3.1 Performance Summary Dashboard

The table below shows a summary of all performance indicators. The RAG column shows both the RAG status and direction of travel compared to the previous reporting period. A tick appears in the final column if an [Exception Report](#) is attached (page 20 onwards).

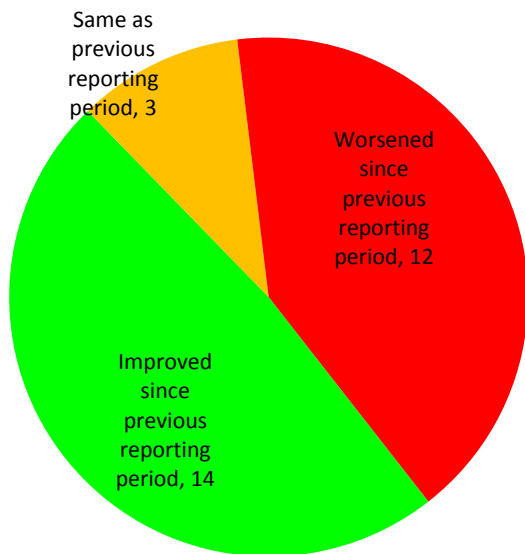
		DEFINITION	Target	Actual	RAG	ER	
Vision 2031 Theme	Make Trafford a Destination of Choice	The percentage of relevant land and highways assessed as Grade B or above	83%	88%	↓		
		Percentage of Highway safety inspections carried out in full compliance with the agreed programme	95%	98%	↑		
		Trafford is the Safest Place in GM	1	1	↔		
	Accelerate housing and economic growth	Increase the percentage of Trafford Residents in Employment		78%	↓		
		Growth in retained business rates and related S31 grants (£m)	5.5	5.5	↔		
		Percentage of Council Tax collected	58.55%	58.52%	↓	✓	
		Percentage of ground floor vacant units in town centres	10%	8.4%	↑		
		% of major planning applications processed within timescales	96%	93%	↓	✓	
		The number of housing units granted complete planning consent	500	861	↑		
		The number of housing completions	110	113	↑		
	Co-designing and co-producing services	Admissions to Residential or Nursing Care for Older People during the year per 100,000 population (ASCOF 2Aii)	300	327.3	↑	✓	
		The proportion of older people (aged 65 and over) who were still at home 91 days after discharge (ASCOF 2Bi)	94%	87.3%	↓	✓	
		Reduction in the proportion of children made subject to a Child Protection Plan for a second or subsequent time	22%	23.8%	↑	✓	
		Delayed Transfers of Care attributable to Adult Social Care per 100,000 pop 18+ (ASCOF 2Cii)	10	11.8	↑	✓	
		% of repeat referrals to children's social care	23%	21.4%	↑		
		Children who are "looked after" rate per 10,000	70	69.3	↑		
		No. of NHS Health Checks delivered to the eligible population aged 40-74.	3,000	3,229	↑		
		Percentage of tender exercises resulting in Social Value KPIs		26%	↑		
		Building Strong Communities	No of Locality Networking Events held	4	10	↑	
			Number of third sector organisations receiving intensive support	30	23	↓	✓
	Number of new volunteers recruited through Thrive portal and volunteer infrastructure service		38	89	↓		
	Through the Trafford Pledge increase no. of people into employment			188	↑		
	No. of Be Responsible events in relation to environmental responsibility (litter, dog fouling, fly-tipping, etc.)		45	94	↑		
	Improve the % of household waste arisings which have been sent by the Council for recycling/composting		59.5%	62.5%	↓		
	Reduce the level of sickness absence (Council wide) (Days)		8.5	10.18	↓	✓	
	Developing wider education and skills	% of Trafford pupils educated in a Good or Outstanding school.	95%	93.7%	↓	✓	
		Reduction in the number of Working Age Benefit Claimants	13,178	13,170	↓		
		Maintain the low level of 16-17 year olds who are not in education training or employment (NEET), plus unknown, in Trafford	5.9%	6.1%	↓	✓	
	Optimising technology	Increase in online transactions	10%	10%	↔		

### 3.2 Performance Summary Charts

#### Performance Indicator RAG Status by Vision 2031 Theme



#### Direction of Travel of all Performance Indicators

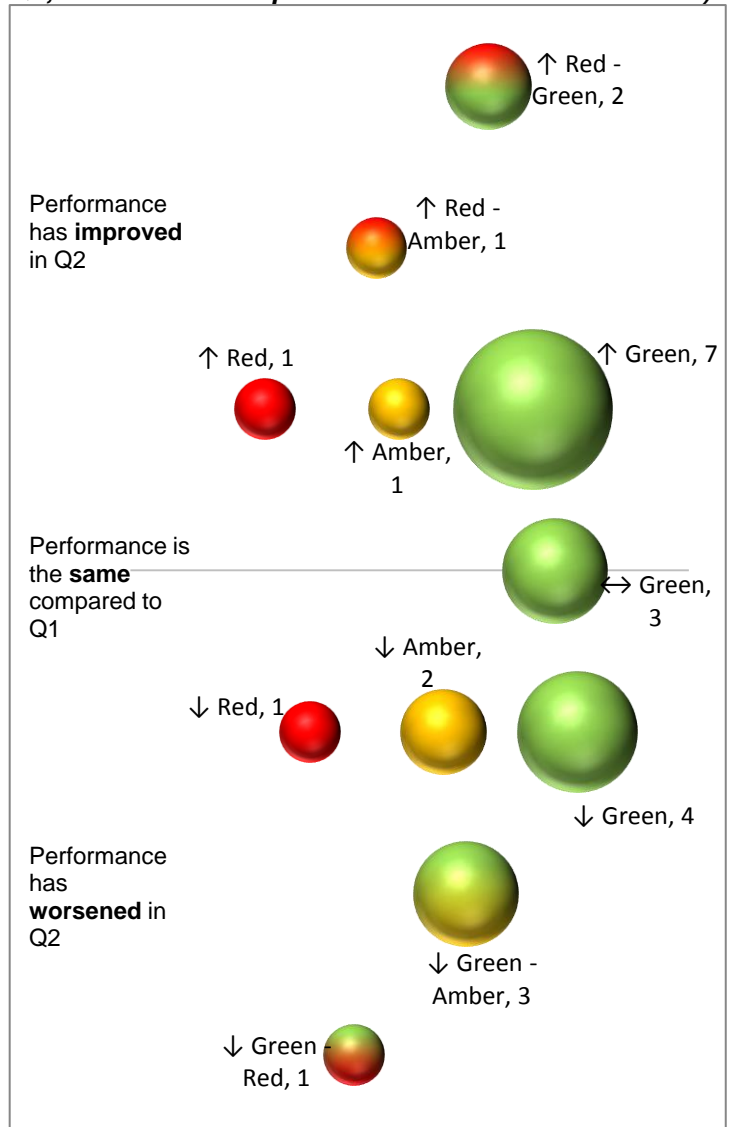


The ADP has 49 indicators: 29 have been reported to date in Q2 and 20 are indicators reported annually.

There are 16 Green indicators (on target), 7 Amber and 3 Red. Three indicators have no target, and therefore no RAG status.

14 have improved since the previous quarter, 3 have stayed the same and 12 have worsened since the last reporting period.

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





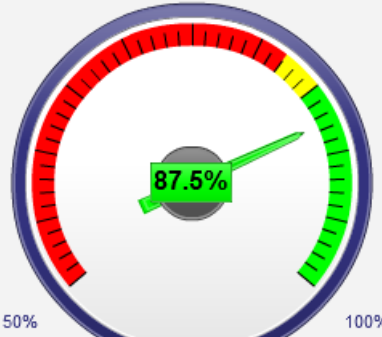
## Section 4 – Performance Information

### Creating a national beacon for sports, leisure and activity for all - make Trafford a Destination of Choice

#### Percentage of adults undertaking less than 30 minutes of moderate intensity physical activity each week

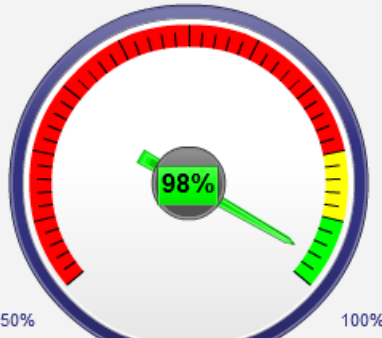
	Current Performance			
	Actual	Target	DOT	Status
	Reported Annually			
	16/17 Actual	17/18 Target	Previous	Frequency
25.5% (2014/15)	23.9%		A	

#### The percentage of relevant land and highways assessed as Grade B or above (Predominantly free of litter, leaves and refuse, apart from small items such as cigarette ends, ring pulls, stone chippings etc.)

	Current Performance			
	Actual	Target	DOT	Status
	87.5%	83%	↓	G
	16/17 Actual	17/18 Target	Previous	Frequency
83.1%	83%	88%	Q	

One Trafford Partnership indicator

#### Percentage of Highway safety inspections carried out in full compliance with the agreed programme

	Current Performance			
	Actual	Target	DOT	Status
	98%	100% Performance Deduction 95%	↑	G
	16/17 Actual	17/18 Target	Previous	Frequency
98.3%	100%	97%	Q	

One Trafford Partnership indicator

**Creating a national beacon for sports, leisure and activity for all - make Trafford a Destination of Choice**

<b>Trafford is the Safest Place in GM</b>				
	<b>Current Performance</b>			
	<b>Actual</b>	<b>Target</b>	<b>DOT</b>	<b>Status</b>
	1st	1st	↔	G
	<b>16/17 Actual</b>	<b>17/18 Target</b>	<b>Previous</b>	<b>Frequency</b>
	1st	1st	1st	M

<b>Increase visitor numbers to Sale Waterside Art Centre by 5%</b>				
	<b>Current Performance</b>			
	<b>Actual</b>	<b>Target</b>	<b>DOT</b>	<b>Status</b>
	<b>Reported Annually</b>			
	<b>16/17 Actual</b>	<b>17/18 Target</b>	<b>Previous</b>	<b>Frequency</b>
	108,000	113,400	108,000	A

## Accelerate housing and economic growth

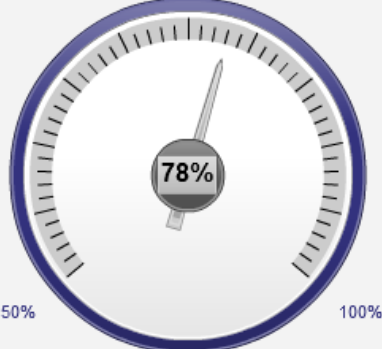
### Total Gross Value Added (*The total value of goods + services produced in the area*)

	Current Performance			
	Actual	Target	DOT	Status
	Reported Annually			
	16/17 Actual	17/18 Target	Previous	Frequency
£6.9	£7.4	£6.9	A	

### Number of new business starts

	Current Performance			
	Actual	Target	DOT	Status
	Reported Annually			
	16/17 Actual	17/18 Target	Previous	Frequency
	300		A	

### Increase the Percentage of Trafford Residents in Employment

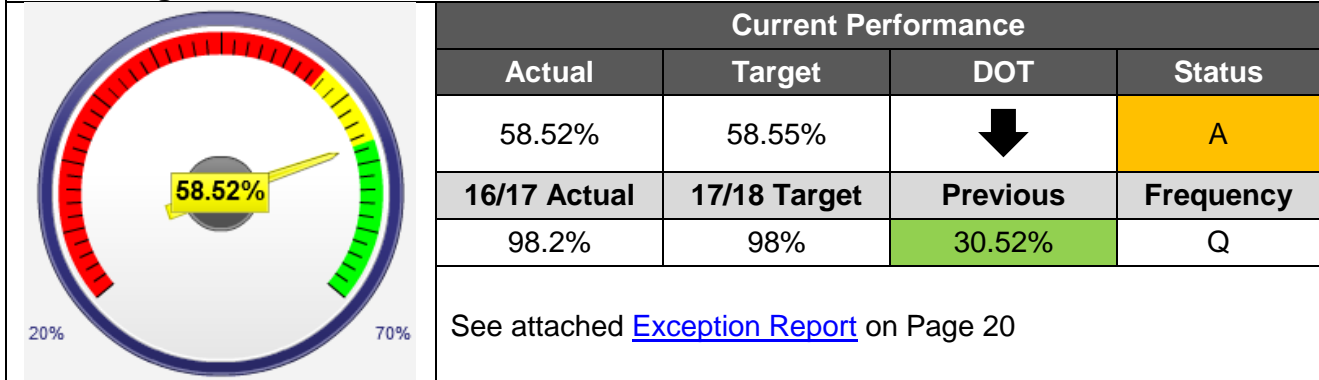
	Current Performance			
	Actual	Target	DOT	Status
	78%	TBC	↓	No Target set
	16/17 Actual	17/18 Target	Previous	Frequency
80%	82%	80%	Q	

### Growth in retained business rates and related S31 grants (£ Millions)

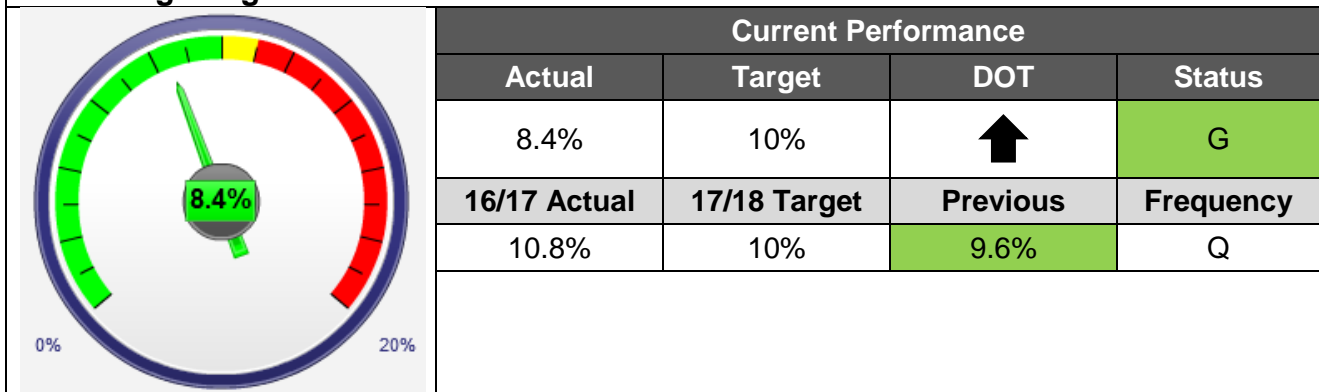
	Current Performance			
	Actual	Target	DOT	Status
	£5.5m	£5.5m	↔	G
	16/17 Actual	17/18 Target	Previous	Frequency
£5.5m	£5.5m	£5.5m	Q	

## Accelerate housing and economic growth

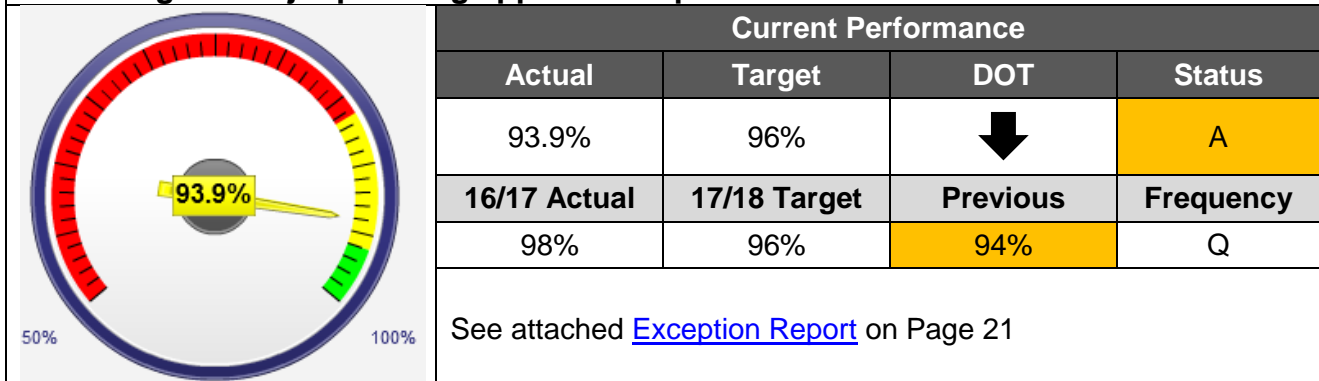
### Percentage of Council Tax collected



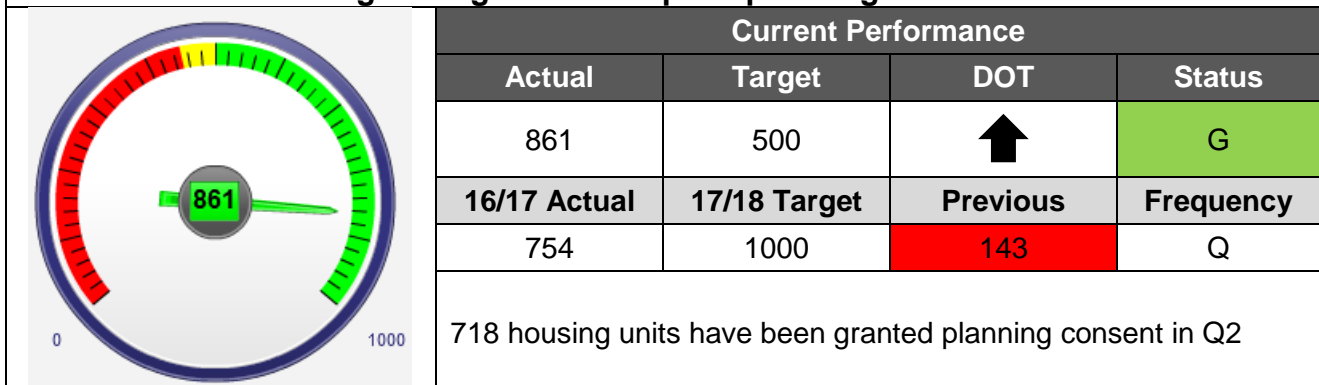
### Percentage of ground floor vacant units in town centres



### Percentage of major planning applications processed within timescales

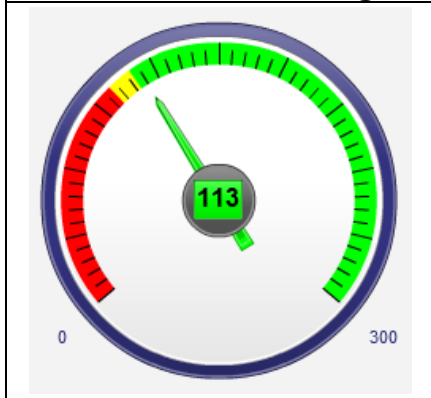


### The number of housing units granted complete planning consent



## Accelerate housing and economic growth

### The number of housing completions



Current Performance			
Actual	Target	DOT	Status
113	110	↑	G
16/17 Actual	17/18 Target	Previous	Frequency
176	400	50	Q
63 housing units completed in Q2 – there is an expectation that there will be a large number of completions in 4 <sup>th</sup> quarter. The quarterly targets have been adjusted to reflect the seasonal variations and historical trends of this indicator.			

### The percentage of food establishments within Trafford which are 'broadly compliant with food law'

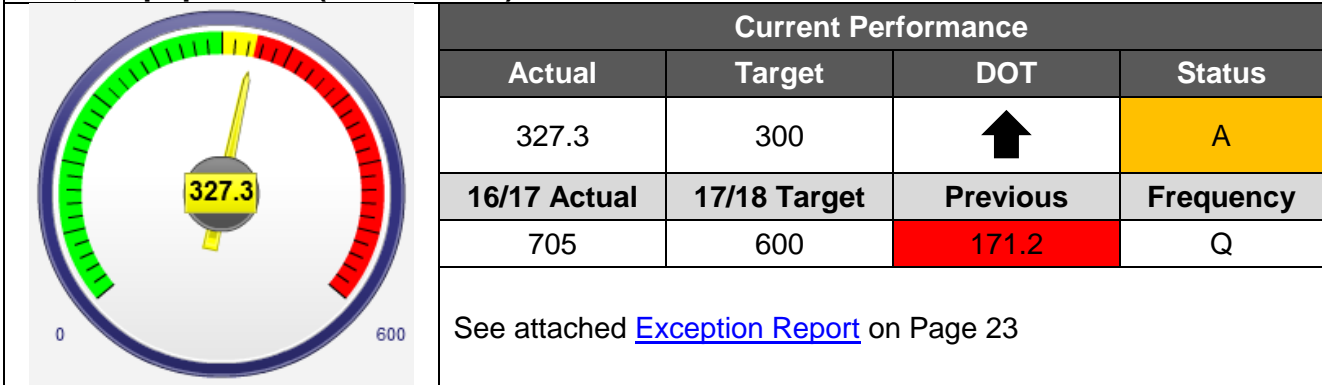
Current Performance			
Actual	Target	DOT	Status
Reported Annually			
16/17 Actual	17/18 Target	Previous	Frequency
86%	87%	86%	A

### To maintain effective real time air quality monitoring, across the Borough, at three permanent sites that are part of the GM air quality (NO2) monitoring network.

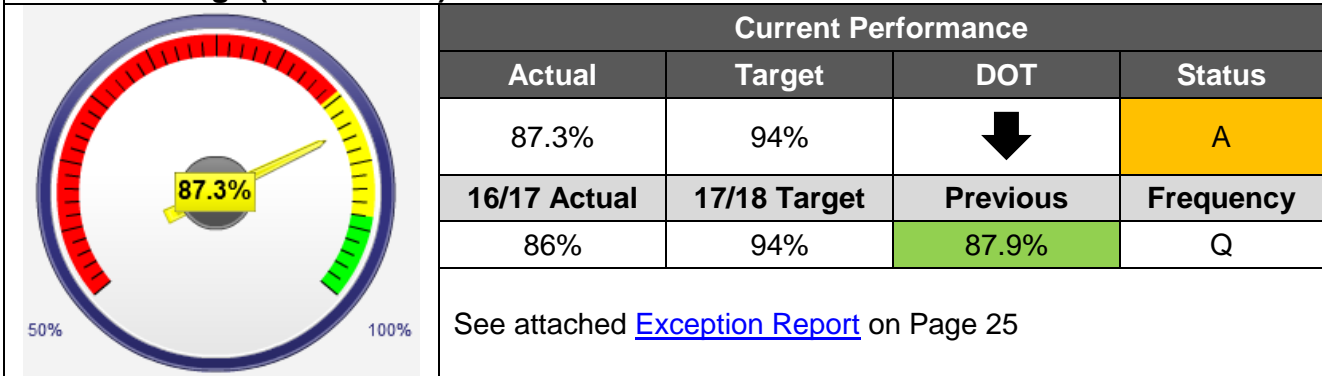
Current Performance			
Actual	Target	DOT	Status
Reported Annually			
16/17 Actual	17/18 Target	Previous	Frequency
	80%		A

**Co-designing and co-producing services to enable people, communities and businesses to work together, help themselves and each other**

**Admissions to Residential or Nursing Care for Older People during the year per 100,000 population (ASCOF 2Aii)**



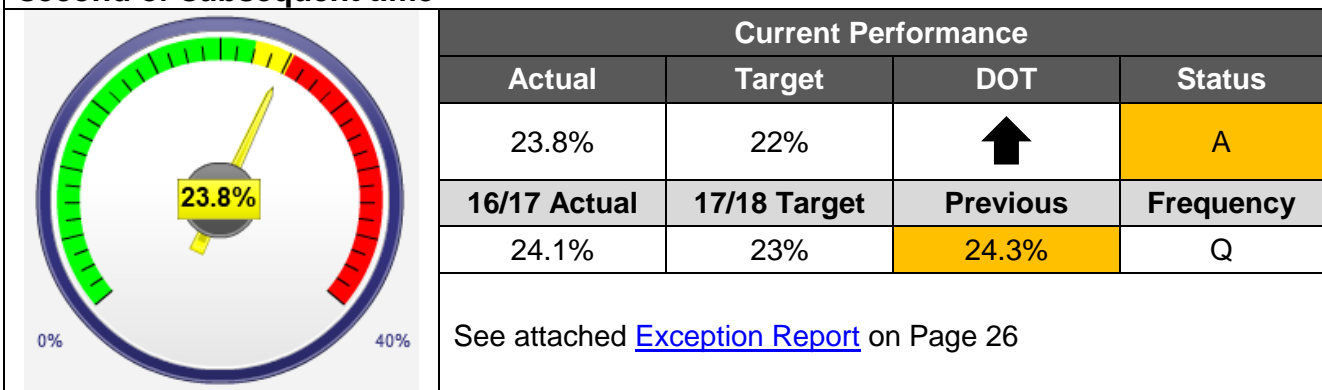
**The proportion of older people (aged 65 and over) who were still at home 91 days after discharge (ASCOF 2Bi)**



**Injuries due to falls in people aged 65 and over (per 100,000 population)**

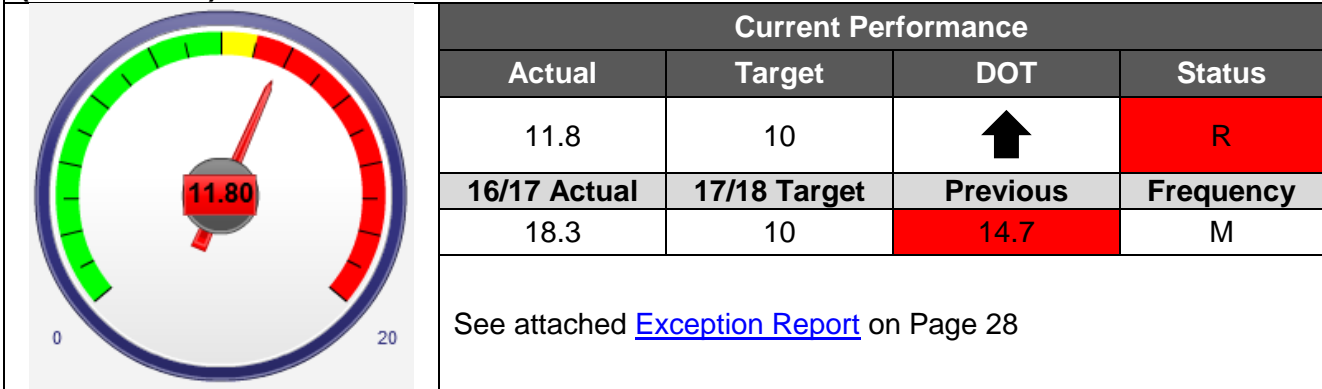
Current Performance			
Actual	Target	DOT	Status
<b>Reported Annually</b>			
16/17 Actual	17/18 Target	Previous	Frequency
2,316	2,194	2,316	A

**Reduction in the proportion of children made subject to a Child Protection Plan for a second or subsequent time**

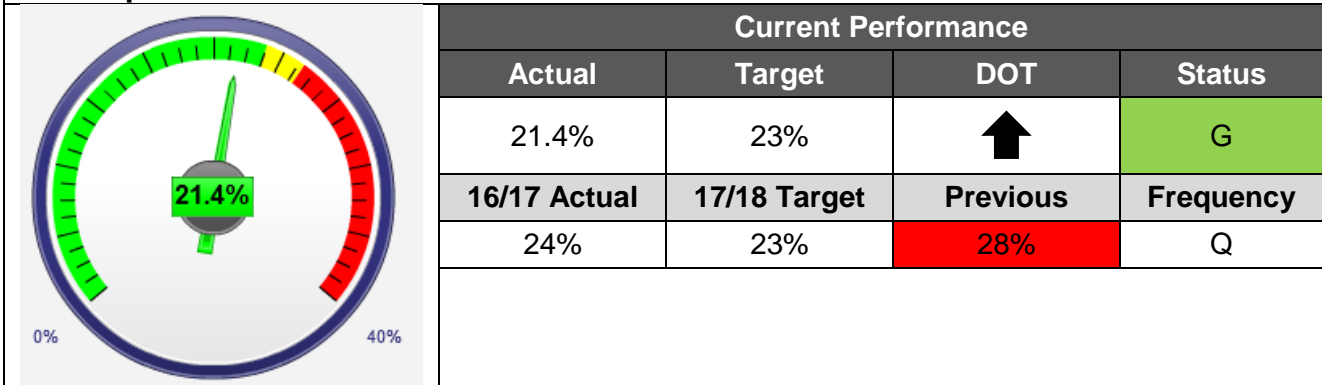


**Co-designing and co-producing services to enable people, communities and businesses to work together, help themselves and each other**

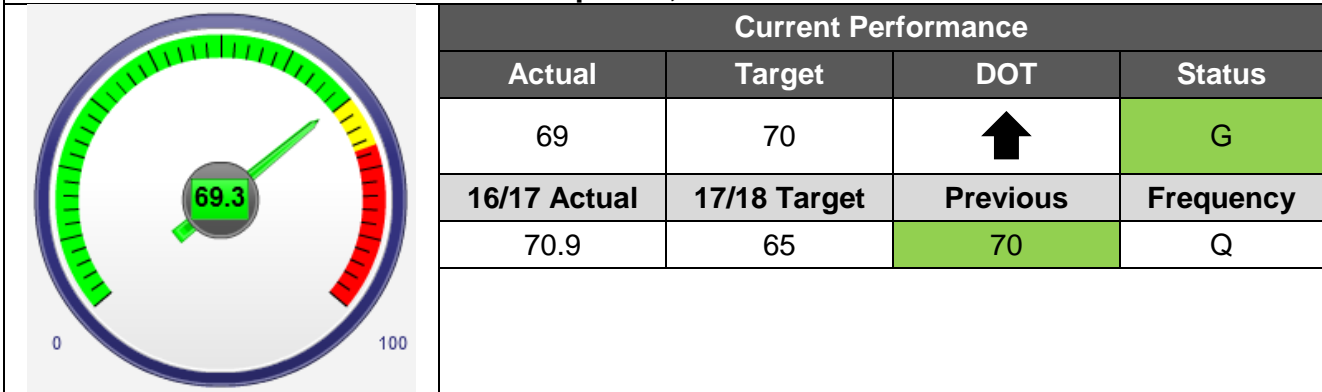
**Delayed Transfers of Care attributable to Adult Social Care per 100,000 pop 18+ (ASCOF 2Cii)**



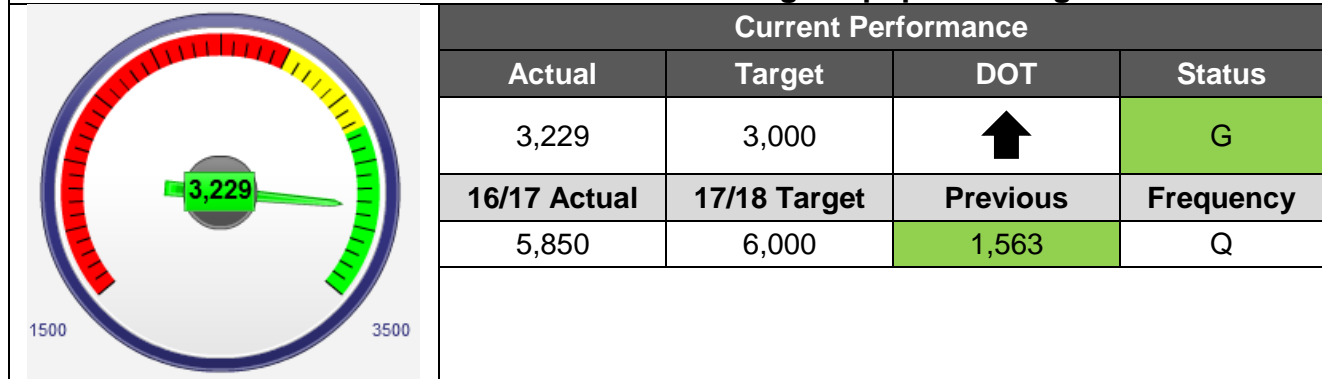
**% of repeat referrals to children's social care**



**Children who are "looked after" rate per 10,000**



**Number of NHS Health Checks delivered to the eligible population aged 40-74**



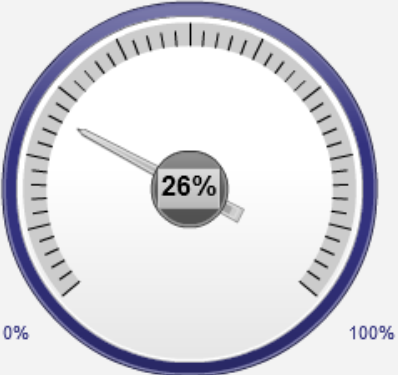
**Co-designing and co-producing services to enable people, communities and businesses to work together, help themselves and each other**

Reduce the number of repeat demand incidents at addresses or locations by 20% that are linked to:

- Domestic Abuse;
- Missing from Home / Care;
- Alcohol or Substance Misuse

	Current Performance			
	Actual	Target	DOT	Status
	Reported Annually			
	16/17 Actual	17/18 Target	Previous	Frequency
DA 300 MFC 40% ASB 445	DA 270 MFC 30% ASB 400		A	

**Percentage of tender exercises resulting in Social Value KPIs**

	Current Performance			
	Actual	Target	DOT	Status
	26%	TBC	↑	No target set
	16/17 Actual	17/18 Target	Previous	Frequency
52%	TBC	20%	Q	

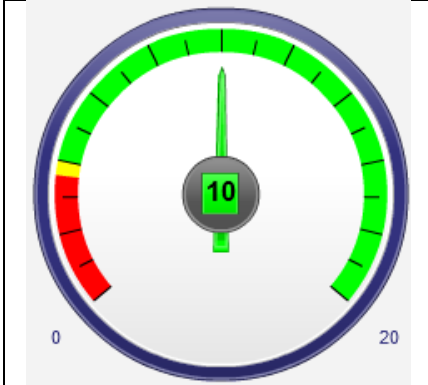
**Percentage of income generating targets that are linked to savings that are achieved**

	Current Performance			
	Actual	Target	DOT	Status
	Reported Annually			
	16/17 Actual	17/18 Target	Previous	Frequency
100%	100%	100%	A	



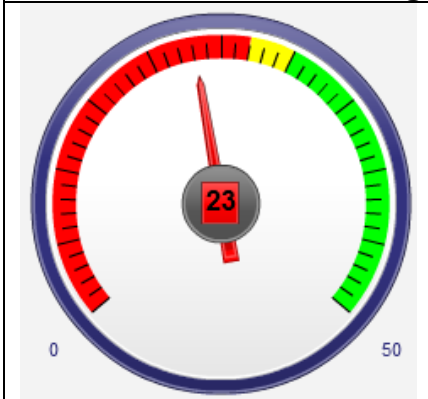
## Building Strong Communities

### Number of Locality Networking Events held per locality per year



Current Performance			
Actual	Target	DOT	Status
10	4	↑	G
16/17 Actual	17/18 Target	Previous	Frequency
16	20	4	Q

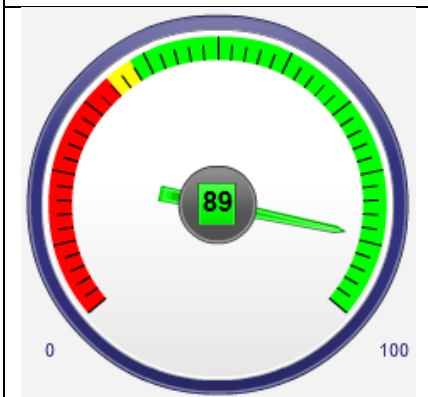
### Number of third sector organisations receiving intensive support



Current Performance			
Actual	Target	DOT	Status
23	30	↓	R
16/17 Actual	17/18 Target	Previous	Frequency
127	120	16	Q

See attached [Exception Report](#) on Page 31.

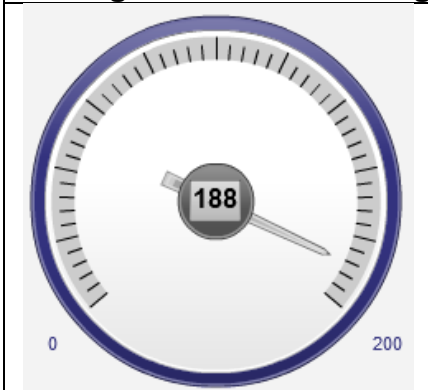
### Number of new volunteers recruited through Thrive portal and volunteer infrastructure service



Current Performance			
Actual	Target	DOT	Status
89	38	↓	G
16/17 Actual	17/18 Target	Previous	Frequency
	150	91	Q

A total of 180 volunteers have been recruited, which already exceeds the target for the full year

### Through the Trafford Pledge increase the number of people into employment



Current Performance			
Actual	Target	DOT	Status
188	No Target set	↑	N/A
16/17 Actual	17/18 Target	Previous	Frequency
370	200	26	Q

## Building Strong Communities

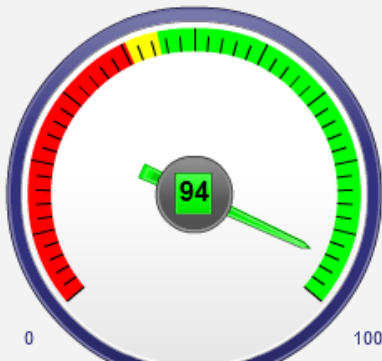
### Under 75 mortality rate from liver disease (per 100,000 population)

	Current Performance			
	Actual	Target	DOT	Status
	Reported Annually			
	16/17 Actual	17/18 Target	Previous	Frequency
22.1	21	22.1	A	

### Smoking Prevalence in adults in routine and manual occupations

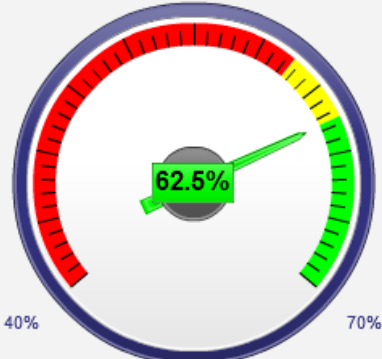
	Current Performance			
	Actual	Target	DOT	Status
	Reported Annually			
	16/17 Actual	17/18 Target	Previous	Frequency
29.3%	27.7%	29.3%	A	

### No. of Be Responsible events in relation to environmental responsibility (litter, dog fouling, fly-tipping, etc.)

	Current Performance			
	Actual	Target	DOT	Status
	94	45	↑	G
	16/17 Actual	17/18 Target	Previous	Frequency
	90	41	Q	

A total of 53 events have been run in 2<sup>nd</sup> quarter. The total of 94 means that the target for the full year has been achieved.

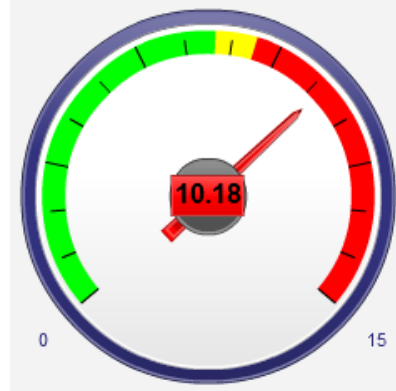
### Improve the % of household waste arisings which have been sent by the Council for recycling/composting

	Current Performance			
	Actual	Target	DOT	Status
	62.5%	59.5%	↓	G
	16/17 Actual	17/18 Target	Previous	Frequency
61.0%	59.5%	62.8%	Q	

One Trafford Partnership indicator

## Building Strong Communities

### Reduce the level of sickness absence (Council wide excluding schools) (Days)



Current Performance			
Actual	Target	DOT	Status
10.18	8.5	↓	R
16/17 Actual	17/18 Target	Previous	Frequency
10.24	8.5	10.16	Q

See attached [Exception Report](#) on Page 34.

### Reduce the gender pay gap (Council wide excluding schools)

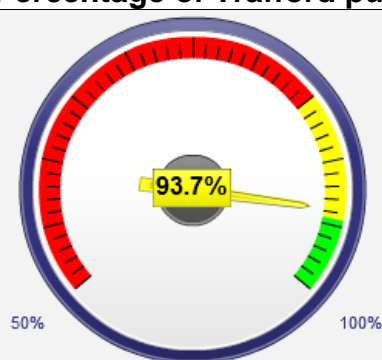
Current Performance			
Actual	Target	DOT	Status
Reported Annually			
16/17 Actual	17/18 Target	Previous	Frequency
12.56%	10%	12.56%	A

## Developing a Wider Education and Skills Offer That Better Connects People to Jobs

Proportion of children achieving a 'Good Level of Development' ('School Readiness') at Early Years Foundation Stage				
	Current Performance			
	Actual	Target	DOT	Status
	Reported Annually			
	16/17 Actual	17/18 Target	Previous	Frequency
	73.8%	74%	73.8%	A

Proportion of pupils at Key Stage 2 achieving excepted levels in Reading, Writing and Mathematics				
	Current Performance			
	Actual	Target	DOT	Status
	Reported Annually			
	16/17 Actual	17/18 Target	Previous	Frequency
	66%	70%	66%	A

Key Stage 4: Average Attainment 8 (A8) score				
	Current Performance			
	Actual	Target	DOT	Status
	Reported Annually			
	16/17 Actual	17/18 Target	Previous	Frequency
	56.7	57	56.7	A

Percentage of Trafford pupils educated in a Good or Outstanding school				
	Current Performance			
	Actual	Target	DOT	Status
	93.7%	95%	↓	A
	16/17 Actual	17/18 Target	Previous	Frequency
	94%	95%	96%	Q
See attached <a href="#">Exception Report</a> on Page 34				

## Developing a Wider Education and Skills Offer That Better Connects People to Jobs

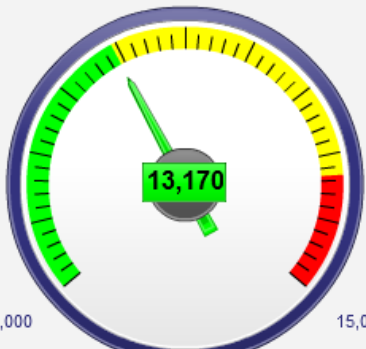
### Proportion of 'Disadvantaged' pupils at Key Stage 2 achieving expected standard in Reading/Writing/Maths

	Current Performance			
	Actual	Target	DOT	Status
	Reported Annually			
	16/17 Actual	17/18 Target	Previous	Frequency
44%	44%	44%	A	

### Key Stage 4: Average Attainment 8 score for 'Disadvantaged' pupils

	Current Performance			
	Actual	Target	DOT	Status
	Reported Annually			
	16/17 Actual	17/18 Target	Previous	Frequency
43.6	45	43.6	A	

### Reduction in the number of Working Age Benefit Claimants

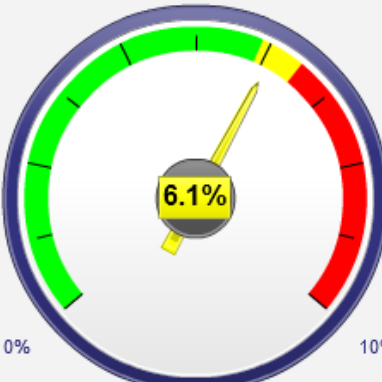


12,000 15,000

	Current Performance			
	Actual	Target	DOT	Status
	13,170	13,178	↓	G
	16/17 Actual	17/18 Target	Previous	Frequency
13,515	12,840	13,140	Q	

Latest data available from November 2016

### Maintain the low level of 16-17 year olds who are not in education training or employment (NEET) in Trafford



0% 10%

	Current Performance			
	Actual	Target	DOT	Status
	6.1%	5.9%	↓	A
	16/17 Actual	17/18 Target	Previous	Frequency
5.59%	5.5%	5.9%	M	

See attached [Exception Report](#) on Page 36

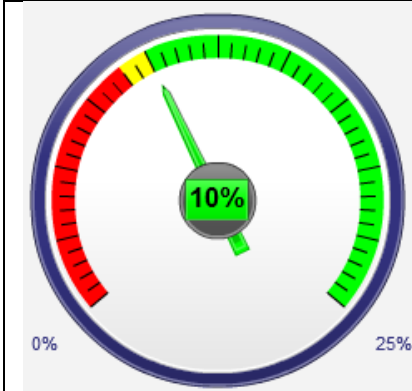
## Developing a Wider Education and Skills Offer That Better Connects People to Jobs

### Increased no. of Apprenticeships

	Current Performance			
	Actual	Target	DOT	Status
	Reported Annually			
	16/17 Actual	17/18 Target	Previous	Frequency
	19	123	19	A

## Optimising technology to improve lives and productivity

### Increase in online transactions



Current Performance			
Actual	Target	DOT	Status
10%	10%	↔	G
16/17 Actual	17/18 Target	Previous	Frequency
20%	20%	5%	Q

### Reduction in printing costs from 2016/17 baseline

Current Performance			
Actual	Target	DOT	Status
Reported Annually			
16/17 Actual	17/18 Target	Previous	Frequency
	5%		A

### Reduction in postage costs from 2016/17 baseline

Current Performance			
Actual	Target	DOT	Status
Reported Annually			
16/17 Actual	17/18 Target	Previous	Frequency
	5%		A

## 5. Exception Reports

### 5.1 Accelerate housing and economic growth

<b>Theme / Priority:</b>	<b>Accelerate Housing &amp; Economic Growth</b>		
Indicator / Measure detail:	Percentage of Council Tax collected		
Baseline:			
<b>Target and timescale:</b>	58.55% - 2017/18 Q2	<b>Actual and timescale:</b>	58.52% - 2017/18 Q2
<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>We are marginally behind our 2017/18 collection target by 0.03% which equates to approximately £30k. In August and September we have been proactively looking to ensure all new properties are processed by the Valuation Office and empty properties are reviewed. This work increased the tax base by £100k in September which we will not begin to collect until October/November when instalments become due.</p> <p>We also need to consider an increase in taxpayers paying over 12 months instead of 10 affecting collection.</p>			
<b>What difference does this make – the implications of not meeting target?</b>			
<ul style="list-style-type: none"> <li>• Impact on service users/public.</li> <li>• Impact on corporate priorities and plans.</li> <li>• Impact on service/partner priorities.</li> <li>• Impact on equalities, sustainability or efficiency</li> </ul> <p>Can we move resources to support this or other priorities?</p>			
None. The budget is based on income collected and as explained above, we have increased the overall amount we will collect.			
<b>How can we make sure things get better?</b>			
<ul style="list-style-type: none"> <li>• What activities have been or will be put in place to address underperformance? Make specific reference to action plans.</li> <li>• When performance will be brought back on track?</li> <li>• Assess the need for additional resources/funding/training/investment.</li> <li>• Identify the source of additional resources/funding/training/investment.</li> <li>• Consult with other services, staff, managers, relevant Members and partners.</li> </ul>			
The collection figures are not due to underperformance but a focus of resource in other areas for the Council's benefit as explained above. The collection performance will be redressed over the coming months when the focus moves primarily onto collection again.			



<b>Theme / Priority:</b>	<b>Accelerate Housing &amp; Economic Growth</b>		
Indicator / Measure detail:	Percentage of major planning applications processed within timescales.		
Baseline:			
<b>Target and timescale:</b>	96% 2017-18	<b>Actual and timescale:</b>	94% Q1 & Q2 (cumulative) 2017-18
<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>The number of major applications submitted to and determined by the Council every quarter is a small number. There were 33 such applications determined in Q1 &amp; Q2. 31 of these were determined within timescales. Therefore the determination of two planning applications outside of timescales has led to performance dropping below target.</p> <p>The applications that were not determined within timescales were 1) for a residential development of ten dwellings and 2) extensions to a school. The delay to determination of the former was specifically as a result of the cancellation of an 'ordinary' Planning Committee in April 2017 to enable the consideration of the Carrington planning applications following their deferral at the specially convened March meeting. The delay to determination of the latter was as the proposals attracted a large number of objections from the community and required a number of iterations, delaying a determination at Planning Committee.</p> <p>It is anticipated that as the number of applications determined increases, performance will remain on track as a small number of applications have less impact on any variance in performance.</p>			
<b>What difference does this make – the implications of not meeting target?</b>			
<ul style="list-style-type: none"> <li>• Impact on service users/public.</li> <li>• Impact on corporate priorities and plans.</li> <li>• Impact on service/partner priorities.</li> <li>• Impact on equalities, sustainability or efficiency</li> </ul> <p>Can we move resources to support this or other priorities?</p>			
<p>It is unlikely that the specific circumstances which caused delay to the residential application (i.e. the cancellation of a Planning Committee) will arise again. The delay to the determination of the school application has not delayed the delivery of the scheme, which began construction in accordance with the project timetable.</p> <p>It is important, however, to maintain performance on major applications to ensure a continuing pipeline of schemes coming forward to support economic growth and investment in the Borough.</p>			
<b>How can we make sure things get better?</b>			
<ul style="list-style-type: none"> <li>• What activities have been or will be put in place to address underperformance? Make specific reference to action plans.</li> <li>• When performance will be brought back on track?</li> <li>• Assess the need for additional resources/funding/training/investment.</li> </ul>			

- Identify the source of additional resources/funding/training/investment.
- Consult with other services, staff, managers, relevant Members and partners.

The Planning and Development Service continues to focus resource in its Major Developments Team, seek opportunities for developer funding through Planning Performance Agreements to maintain this resource and review process and procedure. These measures assist in maintaining performance on major applications.

## 5.2 Co-designing and co-producing services to enable people, communities and businesses to work together, help themselves and each other

<b>Theme / Priority:</b>	<b>Co-designing and co-producing services to enable people, communities and businesses to work together, help themselves and each other</b>		
Indicator / Measure detail:	Admissions to Residential or Nursing Care for Older People during the year per 100,000 population (ASCOF 2Aii)		
Baseline:			
<b>Target and timescale:</b>	<b>300.0</b>	<b>Actual and timescale:</b>	<b>327.3</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>At the end of Quarter 2 2017, the admission to Res and Nursing figure per 100,000 population was <b>327.3</b> which shows us as under-performing relative to the target for the quarter of <b>300</b>.</p> <p>At the end of Quarter 2 last year, the admission rate was 407.9, so performance for this year indicates a reduction of 20% in admissions which is very positive. If this performance continues then the admission rate at the end of the financial year would be 564 admissions per 100,000 population against a target of 600. For this indicator a lower figure indicates better performance.</p> <p>The target at Quarter 2 is based on a figure which is 50% of the yearly target. However, we usually see a higher number of admissions in the 1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup> quarters of the year before they tail off in the last quarter of the year. As a result I feel the target for quarter 2 is unrealistically low and would suggest changing the target for quarter 3 to 490 per 100,000 population which more accurately reflects the trend in admission rates across the financial year.</p>			
<b>What difference does this make – the implications of not meeting target?</b>			
<ul style="list-style-type: none"> <li>• Impact on service users/public.</li> <li>• Impact on corporate priorities and plans.</li> <li>• Impact on service/partner priorities.</li> <li>• Impact on equalities, sustainability or efficiency</li> </ul> <p>Can we move resources to support this or other priorities?</p>			
<p>Reducing the admissions to residential and nursing beds means we are keeping more people in their own home for longer. This is generally a good thing for the service user and their families.</p> <p>This is reinforced by the fact that we have seen a significant increase in the number of intensive homecare packages (those with over 14 planned hours) in the same period.</p> <p>It does however place a greater burden on homecare resources because we have seen an increase in the number of intensive homecare packages over the same period.</p>			

### **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.

We will be incrementally implementing a discharge to assess model from November 2017 for those service users who are discharged from hospital, but not well enough to go home. They will be admitted to a residential care home where they will be supported to become more independent and more confident prior to their return home with support. The assessment of need takes place in the home rather than the hospital. This should further reduce the need for permanent residential admissions.

<b>Theme / Priority:</b>	<b>Co-designing and co-producing services to enable people, communities and businesses to work together, help themselves and each other</b>		
Indicator / Measure detail:	The proportion of older people (aged 65 and over) who were still at home 91 days after discharge (ASCOF 2Bi)		
Baseline:			
<b>Target and timescale:</b>	<b>94%</b>	<b>Actual and timescale:</b>	<b>87.3%</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>At the end of Quarter 2 2017, the proportion of older people (aged 65 and over) who were still at home 91 days after discharge was <b>87.3</b> which means we are under-performing relative to the target for the quarter of <b>94%</b>.</p> <p>Performance against this indicator has been steady at between 86.1% and 87.9% over the last 3 quarters and in 5 of the last 7 months.</p>			
<b>What difference does this make – the implications of not meeting target?</b>			
<ul style="list-style-type: none"> <li>• Impact on service users/public.</li> <li>• Impact on corporate priorities and plans.</li> <li>• Impact on service/partner priorities.</li> <li>• Impact on equalities, sustainability or efficiency</li> </ul> <p>Can we move resources to support this or other priorities?</p>			
<p>If a client is still at home it means they have not been readmitted to hospital, they have not been admitted to residential or nursing care and they are still alive. As such it is a positive thing for clients to still be at home 91 days following discharge to reablement.</p> <p>Keeping clients at home also reduces demand at hospitals which could assist with DTOC and means less admissions to residential and nursing homes. This in turn impacts on clients outcomes and is generally less costly to the council than the alternatives.</p>			
<b>How can we make sure things get better?</b>			
<ul style="list-style-type: none"> <li>• What activities have been or will be put in place to address underperformance? Make specific reference to action plans.</li> <li>• When performance will be brought back on track?</li> <li>• Assess the need for additional resources/funding/training/investment.</li> <li>• Identify the source of additional resources/funding/training/investment.</li> <li>• Consult with other services, staff, managers, relevant Members and partners.</li> </ul>			
<p>Performance against this indicator is unlikely to change dramatically over the year and I would expect it to remain below the target of 94% to year end.</p> <p>Help at home and SAMS services are already briefed with reablement people and our performance in this area is better than our comparator (83.3%) and national average (83.7). This indicates that there is not necessarily an issue with these teams/services performance however if we are to improve against this indicator we will need to work with our external partners to deliver this.</p>			

Theme / Priority:	<b>Co-designing and co-producing services to enable people, communities and businesses to work together, help themselves and each other</b>		
Indicator / Measure detail:	Reduction in the proportion of the current Child Protection cohort that are subject of a Child Protection plan for a second or subsequent time		
Baseline:	<b>24.1% March 2017</b>		
Target and timescale:	22% at end Q2; 20% at March 18	<b>Actual and timescale:</b>	23.8% at Q2 (Sept) 2017/2018
<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>The proportion of the cohort with a second / subsequent CP Plan has slightly improved – by 0.5% since Q1 – but still falls short of the Q2 target.</p> <p>We will continue to strive to reach the target of 20%. It is likely that in significantly reducing the overall number of CP plans in the last year (by over 100) we have increased the potential for a proportion of these children re-entering the system. It is worthy of note that 30% of CP plans starting in year are re-plans which raises questions about the appropriateness of the decision to de-plan and whether we have reduced the number of CP plans too quickly.</p> <p>We would hope to see a more settled and balanced picture in coming months when some of the changes currently being introduced (for example introduction of the Family Focus team, development of the Early Help panel) begin to take effect.</p>			
<b>What difference does this make – the implications of not meeting target?</b>			
<ul style="list-style-type: none"> <li>• Impact on service users/public.</li> <li>• Impact on corporate priorities and plans.</li> <li>• Impact on service/partner priorities.</li> <li>• Impact on equalities, sustainability or efficiency</li> </ul> <p>Can we move resources to support this or other priorities?</p>			
<p>The impact on service users (children and their families) is that they are potentially being supported at a more intense and intrusive level than they require. It can also be confusing for families to “bounce around” the thresholds of intervention (e.g. from child protection to child in need and back into child protection) and this can at times make sustaining positive working relationships more difficult.</p> <p>The most appropriate corporate priority is “Services focussed on the most vulnerable people”. Whilst we should be reassured that we are protecting the most vulnerable children in Trafford we need to be confident that we are working at the most appropriate level and that our families are not becoming overly reliant on statutory services.</p> <p>Working with families at CP level is time and resource-consuming and therefore costly to Trafford Council and our partner agencies. We need to ensure in future that when CP plans are ended there is a robust multi-agency child in need plan in place to lessen the risk</p>			

of future child protection concerns. The number of re-plans suggests that the current system is not working in the most effective and efficient manner.

#### **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 great deal of effort and energy is currently being directed towards addressing this issue and rebalancing our system.

Trafford's Transformation bid includes ambitious targets for the reduction of CP numbers overall. In introducing a new model of practice, we aim to change the culture of referrals and escalation to rebalance the number of young people requiring social care services. A review of existing cases will be undertaken to de-escalate young people currently in child protection with support where possible. The CIN and CP offer will be reviewed to provide asset-based support at the earliest possible level, and provide a service between the Early Help and CIC thresholds to assist stepping young people down from high levels of support, and to act as a firewall against unnecessary escalations. This will be supported by the newly created high-intensity short-term Edge of Care (Family Focus) service.

Child Protection figures have reached the target of a reduction to 249 this year, (from a high of 352 in October 2016 and 283 in April 2016) - the target now is to maintain this level and seek incremental improvement in coming months.

<b>Theme / Priority:</b>	<b>Co-designing and co-producing services to enable people, communities and businesses to work together, help themselves and each other</b>		
Indicator / Measure detail:	Delayed Transfers of Care attributable to Adult Social Care per 100,000 pop 18+ (ASCOF 2Cii) (Target is <7.9 anyone time)		
Baseline:			
<b>Target and timescale:</b>	<b>10.0</b>	<b>Actual and timescale:</b>	<b>11.8</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>At the end of Quarter 1 2017, the DToC figure was <b>11.8</b> which represents a slight improvement on the Q1 figure of <b>14.7</b>. However, Trafford is under-performing relative to the year-end target of 10.</p> <p>There continues to be a high volume of delayed discharges from University Hospital South Manchester (UHSM) that is due to a range of factors including the following:</p> <p>Some homecare providers having insufficient provision for business continuity to cover peak periods due to recruitment difficulties. We are working with providers to resolve this and have been commissioning new providers.</p> <p>There is an ongoing lack of intermediate care beds in Trafford which is putting additional pressure on other types of care packages thus increasing delayed discharge volumes. This is recognised by Trafford CCG and the bed capacity was recently increased to address this.</p> <p>There have been substantial challenges with recording in line with national definitions i.e. consistency of approach/interpretation being an issue across the hospitals.</p> <p>Significant work is underway between the council, UHSM and Trafford CCG to review the processes in place from admission onwards, including requiring the acute providers to look at their own processes as well as medical bed capacity.</p>			
<b>What difference does this make – the implications of not meeting target?</b>			
<ul style="list-style-type: none"> <li>• Impact on service users/public.</li> <li>• Impact on corporate priorities and plans.</li> <li>• Impact on service/partner priorities.</li> <li>• Impact on equalities, sustainability or efficiency</li> </ul> <p>Can we move resources to support this or other priorities?</p>			
<p>The implications of not meeting the target include:</p> <ul style="list-style-type: none"> <li>• Patients remaining in hospital longer than necessary and this may impact on their independence and recovery.</li> <li>• The council will incur a financial cost for Social Services attributable delays.</li> <li>• The delays contribute to pressures on bed availability during this period although it should be noted that the hospital have also reduced the bed availability over the last</li> </ul>			



12 months.

- The acute providers' ability to maintain NHS targets may be compromised
- The reputation of the organisation is affected negatively

Intervention measures have been put in place to improve flow and new Homecare providers have been awarded contracts to reduce the continuous demand.

### **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.

Below are details of initiatives aimed at helping expedite timely discharges and minimise DTOC levels:

#### **UHSM funded Social Workers (2)**

The UHSM funded social work posts has created additional capacity which has been invaluable given the high workload within the integrated health and social care team at UHSM and without which additional delays would have been inevitable.

#### **Rapid Discharge Beds**

Commissioned in partnership with Trafford CCG to expedite discharges. For eligible patients, the process for accessing these beds has enabled an efficient pathway from discharge to placement. These are monitored by the Strategic Lead for Hospital Discharges at UHSM and reported to the CCG.

#### **CHC**

Improvements and clarity in the CHC application and screening processes for Trafford staff has resulted in workload benefits for the social care team and reduced the number of likely delays for the CCG at MDT by ensuring the required evidence is available at the time of application.

#### **Nursing Needs Assessment**

Where a nursing need has been identified these are now completed at the social workers request and the CHC screen is completed prior to the agreed date of discharge.

#### **Flexible Nursing Cover**

Nursing cover has been amended to cover from 8am – 5pm (instead of 4pm) to help expedite later discharges. An audit is ongoing to identify essential work and establish workload levels post 4pm.

#### **LA Monitoring and Reporting Implemented**

DTOC's are now also monitored daily by Trafford Council and revised internal reporting structures have been implemented.

#### **Market Capacity**

This remains one of the primary reasons for delay with work ongoing with both Home Care and Residential/Nursing providers to increase capacity at both local and Greater Manchester levels.

In addition the SAMS service is currently being assessed with a view to expanding the service and Trafford commissioners now also have a presence on site to help expedite discharges, especially those that are proving difficult to find placements and/or packages of care.

### **CEC Pilot**

The community Enhanced Care team pilot placed CEC urgent and community enhanced teams at UHSM in ED and AMU to screen patients presenting at the hospital and establish whether the CEC service could provide the care they needed in the community, rather than progressing to a hospital admission.

Whilst the above measures have generally proved a success, weekend discharges continue to prove a challenge and options to facilitate weekend discharges with providers will be considered during future contract discussions. The increased demand on services (especially the seasonal winter pressures) and shortages in the provider market continue to have an adverse impact on the level of Trafford DTOC's at UHSM, (as they have nationally).

### 5.3 Building Strong Communities

<b>Theme / Priority:</b>	<b>Building Strong Communities</b>		
Indicator / Measure detail:	Number of third sector organisations receiving intensive support		
Baseline:	127 2016-17		
<b>Target and timescale:</b>	120 2017-18 30 for Q2	<b>Actual and timescale:</b>	23 for Q2
<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>This service is delivered by Thrive Trafford, for which Pulse Regeneration are the provider. The service was slightly above target for Q1 but below in Q2 following a change in personnel. The Thrive contract lead left and has now been replaced but this might partly explain the dip.</p>			
<b>What difference does this make – the implications of not meeting target?</b>			
<ul style="list-style-type: none"> <li>• Impact on service users/public.</li> <li>• Impact on corporate priorities and plans.</li> <li>• Impact on service/partner priorities.</li> <li>• Impact on equalities, sustainability or efficiency</li> </ul>			
Can we move resources to support this or other priorities?			
I am confident the annual target will still be met, as it has been consistently in the 4 years since the contract was mobilised			
<b>How can we make sure things get better?</b>			
<ul style="list-style-type: none"> <li>• What activities have been or will be put in place to address underperformance? Make specific reference to action plans.</li> <li>• When performance will be brought back on track?</li> <li>• Assess the need for additional resources/funding/training/investment.</li> <li>• Identify the source of additional resources/funding/training/investment.</li> <li>• Consult with other services, staff, managers, relevant Members and partners.</li> </ul>			
Robust quarterly monitoring reports are received and meetings held with the provider at more frequent intervals.			

<b>Theme / Priority:</b>	<b>Building Strong Communities</b>		
Indicator / Measure detail:	Reduce the level of sickness absence (Council-wide, excluding schools) (days)		
Baseline:			
<b>Target and timescale:</b>	8.5 days	<b>Actual and timescale:</b>	10.18 days
<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>The 2017/18 sickness absence target remains at 8.50 per employee per annum and Q1 showed a small reduction in absence levels to an average of 10.16 days per employee per annum. During Q2 the levels have fluctuated and resulted in 10.18 days per employee per annum. Both long term and short term absences are being closely monitored, and Attendance Management workshops have been arranged over the next three months. This will give managers the opportunity to discuss their cases in depth and adopt appropriate approach to be adopted. In addition the HR Service has recently introduced a Workforce update dashboard that highlights areas of activity across three key themes of Resourcing, Wellbeing and Talent. Sickness absence trends are shared monthly with CLT and the wider workforce and the Employment Committee for information on a quarterly basis. Meetings with key strategic and service leads and analysis of data is providing the direction and focus for this project in identifying key themes for improvement. The analysis shines a light on areas of importance and from this we are currently undertaking a detailed review in CFW to support improvements to sickness levels as part of a wider health &amp; well-being proposal and targeted actions will be put in place. These will be monitored over the coming months.</p>			
<b>What difference does this make – the implications of not meeting target?</b>			
<ul style="list-style-type: none"> <li>• Impact on service users/public.</li> <li>• Impact on corporate priorities and plans.</li> <li>• Impact on service/partner priorities.</li> <li>• Impact on equalities, sustainability or efficiency</li> </ul> <p>Can we move resources to support this or other priorities?</p>			
<p>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 colleagues of absent staff.</p>			
<b>How can we make sure things get better?</b>			
<ul style="list-style-type: none"> <li>• What activities have been or will be put in place to address underperformance? Make specific reference to action plans.</li> <li>• When performance will be brought back on track?</li> <li>• Assess the need for additional resources/funding/training/investment.</li> <li>• Identify the source of additional resources/funding/training/investment.</li> <li>• Consult with other services, staff, managers, relevant Members and partners.</li> </ul>			
<p>An action plan to improve attendance across the Council has been incorporated into the Health and Wellbeing Strategy which is being delivered across the Council. This strategy</p>			

is continuously reviewed and a Steering Group has been established to ensure the plan is focused and delivers tangible improvements. A pro-active approach is in place to improving a number of key areas to support attendance levels such as the prevention of illness and injury. moving and handling training, access to training and support for mental health conditions, access to staff benefits such as reduced rates for leisure activities. It also focuses on improving staff morale through reward and recognition initiatives e.g. Celebrating Success, Staff Awards, the implementation of a succession planning strategy; there is also a focus on continuing to drive forward improvements to our policies and processes e.g. refreshing the Improving Attendance Policy, improving management information on sickness absence and updating the approach to stress and the management of mental health conditions. In addition refresher Attendance Management training sessions are being delivered for all service managers. We continue to monitor sickness absence at all levels throughout the organisation from an individual level via return to work interviews through to the involvement of Elected Members at Member Challenge sessions.

## 5.4 Developing a Wider Education and Skills Offer That Better Connects People to Jobs

Theme / Priority:		Developing a Wider Education and Skills Offer That Better Connects People to Jobs	
Indicator / Measure detail:	% of Trafford pupils educated in a Good or Outstanding school.		
Baseline:	93.9% at March 2017		
<b>Target and timescale:</b>	95% at March 2018	<b>Actual and timescale:</b>	93.7% at Q2 (Sept 17)
<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>Due to 2 outstanding schools dropping into category in the last 12 months, the overall percentage has been affected. However, 93.7% remains well above national standards and Trafford remains the top performing Local Authority in the North West.</p> <p>Neither of these schools were forecast to drop on the basis of outcomes for children, but due to exceptional circumstances, inspectors placed them in Special Measures.</p> <p>1 secondary school has also moved from Good to Requires Improvement, although Leadership and Management was deemed “Good” and the school is set to be good at the next inspection. However, this will take 2 years to show an improvement in data, so is unlikely to be reflected by March 2018.</p> <p>The percentage of Outstanding schools in Trafford remains very high at 53.4% which is one of the highest in the country and future predictions show no further decline in outcomes with an improving picture.</p> <p>It must be noted that the current Inspection Framework is a much more challenging framework to be inspected under.</p>			
<b>What difference does this make – the implications of not meeting target?</b>			
<ul style="list-style-type: none"> <li>• Impact on service users/public.</li> <li>• Impact on corporate priorities and plans.</li> <li>• Impact on service/partner priorities.</li> <li>• Impact on equalities, sustainability or efficiency</li> </ul> <p>Can we move resources to support this or other priorities?</p>			
<ul style="list-style-type: none"> <li>• Schools who are less than good have seen a drop in pupil numbers which have impacted on budget planning and an inevitable financial squeeze. These schools also experience turbulence in staffing with additional support required from HR and the potential for recruitment difficulties. For the two schools in Special Measures, any deficit budget will have to be picked up by the LA once the Sponsor Trust has taken over.</li> <li>➤ The “Improving Schools Together Framework” outlines the process for the monitoring of the performance of all Trafford schools.</li> <li>➤ The local authority carries out a desktop analysis of performance of all schools</li> </ul>			

based on outcomes. Additional information is provided by a range of local authority officers to ensure our local intelligence of the schools is robust. This has been made more rigorous to ensure there are no surprises regarding Ofsted outcomes and we will be alerted to any difficulties earlier.

- Due to having to operate within a zero-funded model, allocating support to schools is a challenge, requiring the school to buy the brokered support.
- Sourcing effective support can be a challenge as NLEs and Teaching Schools can be limited in terms of the time they can offer.

#### **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 more rigorous approach to the annual evaluation visit to all schools has been implemented to ensure swift and early intervention to any schools at risk of being less than good.
- Interim Executive Boards in place to hold schools and leadership to account and oversee the transfer to the academy trusts.
- Robust action plans in place, which are monitored by the local authority to ensure rapid improvements to ensure a “Good” outcome at the next inspection.
- The local authority “Improving Schools Together Framework” details the specific requirements of schools when placed on the Schools Causing Concern list.
- Local authority leads meetings with the leadership of schools, including Governors, to monitor the pace of progress and impact of brokered support.
- Additional resources to support schools are accessed through Teaching Schools and National Leads of Education.
- The primary targeted fund is currently used to support brokered support for category schools but this is not available to secondary schools.

<b>Theme / Priority:</b>	<b>Developing a Wider Education and Skills Offer That Better Connects People to Jobs</b>		
Indicator / Measure detail:	Maintain the low level of 16-17 year olds who are NEET plus unknown in Trafford		
Baseline:	No baseline Q2 – New measure		
<b>Target and timescale:</b>	5.9% Target end Q2	<b>Actual and timescale:</b>	6.07% Actual Q2
<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>Performance is within 10% tolerance of new target. As there is no previous baseline for this performance indicator, the target was based on previous data sources and recent performance. The current performance is in line with rising seasonal NEET changes in Trafford and across other LA areas and it may be that the target should have been a little higher to adjust for the seasonal trend. From Q3 there will be a full years data to provide a revised baseline and targets will be more realistic as a result. Recent rises in NEET have plateaued and unknown performance has stabilised due to follow up and ESF NEET work so there is an improving picture generally and a narrowing of the gap since Q1. Expectation that by Q3 we should be seeing green performance. Next years Q1 and Q2 targets may need adjusting now we have baseline data.</p>			
<b>What difference does this make – the implications of not meeting target?</b>			
<ul style="list-style-type: none"> <li>• Impact on service users/public.</li> <li>• Impact on corporate priorities and plans.</li> <li>• Impact on service/partner priorities.</li> <li>• Impact on equalities, sustainability or efficiency</li> </ul> <p>Can we move resources to support this or other priorities?</p>			
<p>Increased numbers of NEET young people have a detrimental effect on the local economy and have wider societal costs. 16 and 17 year olds who are NEET will not be meeting their duty to remain in learning and the LA has to ensure they are provided with a suitable offer.</p> <p>For young people who are unknown it may be that they are participating but it may also be that they have moved away and/or are not participating in learning. In order to engage them in positive activities and employment it is important to confirm an up to date destination. Better tracking can have a positive impact on the LAs RPA (in learning) rates.</p>			
<b>How can we make sure things get better?</b>			
<ul style="list-style-type: none"> <li>• What activities have been or will be put in place to address underperformance? Make specific reference to action plans.</li> <li>• When performance will be brought back on track?</li> <li>• Assess the need for additional resources/funding/training/investment.</li> <li>• Identify the source of additional resources/funding/training/investment.</li> <li>• Consult with other services, staff, managers, relevant Members and partners.</li> </ul>			
<p>A number of activities are being undertaken to improve NEET and Unknown performance including:</p>			



1. NEET Action plan – There are regular meetings to drive improvements with NEET performance and we have re-allocated NEET caseloads, started a new drop in service in Stretford library and continued to grow numbers of young people on our external contracts e.g. Talent Match, ESF NEET and ESF Raise.
2. Tracking – To reduce the numbers of unknown young people, we have revised information sharing agreements with schools to improve information exchange and tracking and have contracted with a third party provider (Welfare Call) to conduct follow up phone calls for all unknown young people in Trafford. Results of new service will be clear by Q3.

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# REGISTER OF KEY DECISIONS: 1 NOVEMBER – 30 November 2017

Published on 31 October 2017

## What is a Register of Key Decisions?

The Register is a published list of the key decisions which are due to be taken by the:

- Greater Manchester Combined Authority (GMCA)
- Greater Manchester Elected Mayor
- Joint GMCA & AGMA Executive Board
- Transport for Greater Manchester Committee; and any
- Key decisions delegated to officers

These decisions need to be published on the Register at least **28 clear days before the decision is to be taken**, whether in public or private. The Register is updated at least once a month.

This Register of Key Decisions has been prepared in accordance with [Combined Authorities \(Overview and Scrutiny Committees, Access to Information and Audit Committees\) Order 2017](#) ('the Order').

The Register is published on the GMCA's website [www.greatermanchester-ca.gov.uk](http://www.greatermanchester-ca.gov.uk) and hard copies are available at the offices of:

The Greater Manchester Combined Authority  
& Greater Manchester Mayor  
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Oxford Street  
Manchester M1 6EU

## What is a Key Decision?

A key decision defined by 'the Order' is a decision which, in the view of the Greater Manchester Combined Authority's Overview and Scrutiny Committee, would result in any of the decision makers listed:

- (i) incurring expenditure over £500,000, or making significant savings of £500,000 or more relating to the budget for the service area to which the decision relates; or
- (ii) be significant in terms of its effects on persons living or working in an area of more two or more wards or electoral divisions of Greater Manchester.

The GMCA's has three thematic Scrutiny Committees:

- Corporate Issues and Reform
- Economy, Business Growth and Skills
- Housing, Planning and Environment

These Committees' role is to contribute to the development of GMCA's strategies and policies, to scrutinise decisions of the decision-makers listed above and to consider any matter affecting those who live, work, study or run businesses in Greater Manchester.

## How to find out more on these proposed decisions

The report (other than those which contain confidential or exempt information) relating to these decisions will be published on the GMCA's website five working days before the decision is to be made see [www.greatermanchester-ca.gov.uk](http://www.greatermanchester-ca.gov.uk).

For general information about the decision-making process please contact:

GMCA Head of Governance and Scrutiny  
Julie Connor  
[julie.connor@greatermanchester-ca.gov.uk](mailto:julie.connor@greatermanchester-ca.gov.uk)

Decision title & Reference No.	Decision Maker	What is the decision?	Documents to be considered	Planned Decision Date	Officer Contact
Payments of the Bus Service Operator Grant (BSOG) to eligible Greater Manchester bus operators for commercial services	The Mayor of Greater Manchester	The Mayor will be asked to: i) Approve the remaining tranche of Bus Service Operator Grant payments proposed to be paid to eligible bus operators for this financial year for commercial services as set out in the schedule which will accompany the report; ii) Approve the administrative arrangements for these payments to be made.	Report with recommendations <b>Background Papers</b> i) Greater Manchester Combined Authority (Functions and Amendment Order) 2016 (Article 11) ii) Transport Act 2000 Section 154 <a href="http://www.legislation.gov.uk/ukpga/2000/38/section/154">http://www.legislation.gov.uk/ukpga/2000/38/section/154</a>	15 November 2017	<b>Steve Warrener</b>  Director of Finance & Corporate Services Transport for Greater Manchester 2 Piccadilly Place, Manchester M1 3BG <a href="mailto:Steve.warrener@tfgm.com">Steve.warrener@tfgm.com</a>
Forthcoming changes to the Bus Network Page 216	TfGMC Bus Network and TfGM Services Sub-Committee	The Sub-Committee will be asked to:  Approve forthcoming changes to subsidised bus services due to be implemented on 28 January 2018.	Report with recommendations  <b>Background Papers</b> N/A	17 November 2017	<b>Howard Hartley</b>  Transport for Greater Manchester 2 Piccadilly Place Manchester M1 3BG <a href="mailto:Howard.Hartley@tfgm.com">Howard.Hartley@tfgm.com</a>
Local Growth Fund 3	GMCA & LEP	GMCA will be asked to:  Approve a range of outline and final Local Growth Fund 3 projects and programme applications	Report with recommendations  <b>Background Papers</b> Growth Deal 3 report – 24 <sup>th</sup> February 2017 Growth Deal 3 report – 28 <sup>th</sup> July 2017	24 November 2017	<b>John Holden</b>  GMCA, Churchgate House, 56 Oxford St, Manchester, M1 6EU <a href="mailto:John.Holden@greater-manchester-ca.gov.uk">John.Holden@greater-manchester-ca.gov.uk</a>

Decision title & Reference No.	Decision Maker	What is the decision?	Documents to be considered	Planned Decision Date	Officer Contact
GM Voluntary, Community and Social Enterprise Accord	GMCA		Report with recommendation	24 November 2017	<b>David Rogerson</b> GMCA, Churchgate House, 56 Oxford St, Manchester, M1 6EU <a href="mailto:david.rogerson@greatermanchester-ca.gov.uk">david.rogerson@greatermanchester-ca.gov.uk</a>
Business Funds	GMCA	The GMCA will be asked to: Note the amendment to the Limited Partnership Agreement to the Greater Manchester Loan Fund	Report with recommendations	24 November 2017	<b>Kirsteen Armitage</b> GMCA, Churchgate House, 56 Oxford St, Manchester, M1 6EU <a href="mailto:Kirsteen.Armitage@greatermanchester-ca.gov.uk">Kirsteen.Armitage@greatermanchester-ca.gov.uk</a>
Housing Funds	GMCA	The GMCA will be asked to: Conditionally approve a housing investments to proceed to due diligence and/or note commercial changes to existing investments	Report with recommendations	24 November 2017	<b>Michael Walmsley</b> GMCA, Churchgate House, 56 Oxford St, Manchester, M1 6EU <a href="mailto:michael.walmsley@greatermanchester-ca.gov.uk">michael.walmsley@greatermanchester-ca.gov.uk</a>
Property Funds	GMCA	The GMCA will be asked to: Conditionally approve a property investments to proceed to due diligence and/or note commercial changes to existing investments	Report with recommendations	24 November 2017	<b>Kirsteen Armitage</b> GMCA, Churchgate House, 56 Oxford St, Manchester, M1 6EU

Decision title & Reference No.	Decision Maker	What is the decision?	Documents to be considered	Planned Decision Date	Officer Contact
					<a href="mailto:Kirsteen.Armitage@greatermanchester-ca.gov.uk">Kirsteen.Armitage@greatermanchester-ca.gov.uk</a>
Environment/Low Carbon EU funded programmes (Synergise/Living Labs/Scuba/Elena/Natural Course?)	AGMA GMCA	Approve acceptance of EU funded environment projects (subject to successful bids)	Report and Recommendation	November/December 2017	<b>Mark Atherton</b> GMCA, Churchgate House, 56 Oxford St, Manchester, M1 6EU <a href="mailto:Mark.atherton@greatermanchester-ca.gov.uk">Mark.atherton@greatermanchester-ca.gov.uk</a>
Energy Enterprise and Energy Project Development Hub	AGMA GMCA	Consider next steps and/or agree recommendations for establishing an energy enterprise and energy project development hub	Report and Recommendation	November/December 2017	<b>Mark Atherton</b> GMCA, Churchgate House, 56 Oxford St, Manchester, M1 6EU <a href="mailto:Mark.atherton@greatermanchester-ca.gov.uk">Mark.atherton@greatermanchester-ca.gov.uk</a>
Warm Homes Fund	AGMA GMCA	Approve acceptance of Warm Homes Funding (subject to successful bid)	Report and Recommendation	24 November 2017	<b>Mark Atherton</b> GMCA, Churchgate House, 56 Oxford St, Manchester, M1 6EU <a href="mailto:Mark.atherton@greatermanchester-ca.gov.uk">Mark.atherton@greatermanchester-ca.gov.uk</a>

Decision title & Reference No.	Decision Maker	What is the decision?	Documents to be considered	Planned Decision Date	Officer Contact
Gas Maintenance Services GMFRS0074	Chief Fire Officer & Treasurer	Approval to award the contract for the provision of Gas Maintenance Services following open tender.	Contract Award Recommendation Report (internal)	27 November 2017	<b>Anthony Hilton</b> Head of Finance, Planning & Procurement <a href="mailto:hiltona@manchesterfire.gov.uk">hiltona@manchesterfire.gov.uk</a>
Wide Area Network Provision GMFRS0044	Chief Fire Officer & Treasurer	Approval to award the contract for the provision of Wide Area Network circuit Provision & Support following mini-competition using Crown Commercial Services Framework for Network Services (RM1045)	Contract Award Recommendation Report (internal)	1 December 2017	<b>Anthony Hilton</b> Head of Finance, Planning & Procurement <a href="mailto:hiltona@manchesterfire.gov.uk">hiltona@manchesterfire.gov.uk</a>
Refurbishment Works: Fire Training Facility GMFRS0087	Chief Fire Officer & Treasurer	Approval to award the contract for works comprising of Refurbishment work to provide training accommodation at Greater Manchester Fire & Rescue Operational Training & Community Safety Centre following open tender.	Contract Award Recommendation Report (internal)	1 December 2017	<b>Anthony Hilton</b> Head of Finance, Planning & Procurement <a href="mailto:hiltona@manchesterfire.gov.uk">hiltona@manchesterfire.gov.uk</a>
Washroom Facility Provision at Fire Stations GMFRS0086	Chief Fire Officer & Treasurer	Approval to award the contract for works comprising of Remodelling of Washrooms Facilities at 12 Fire Stations following open tender.	Contract Award Recommendation Report (internal)	1 December 2017	<b>Anthony Hilton</b> Head of Finance, Planning & Procurement <a href="mailto:hiltona@manchesterfire.gov.uk">hiltona@manchesterfire.gov.uk</a>
Littleborough Fire Station Refurbishment GMFRS00083	Chief Fire Officer & Treasurer	Approval to award the contract for works comprising of refurbishment work Littleborough Fire Station following open tender	Contract Award Recommendation Report (internal)	1 December 2017	<b>Anthony Hilton</b> Head of Finance, Planning & Procurement

Decision title & Reference No.	Decision Maker	What is the decision?	Documents to be considered	Planned Decision Date	Officer Contact
					<a href="mailto:hiltona@manchesterfire.gov.uk">hiltona@manchesterfire.gov.uk</a>
Digital Infrastructure	GMCA	GMCA will be asked to:  Consider the Final Digital Infrastructure Implementation Plan.	Report with recommendations	15 December 2017	<b>John Steward</b> Churchgate House 56 Oxford St, Manchester, M1 6EU <a href="mailto:John.steward@greatermanchester-ca.gov.uk">John.steward@greatermanchester-ca.gov.uk</a> ;
Forthcoming changes to the Bus Network Page 220	TfGMC Bus Network and TfGM Services Sub-Committee	The Sub-Committee will be asked to:  Approve forthcoming changes to subsidised bus services due to be implemented 28 January 2018.	Report with recommendations  <b>Background Papers</b> N/A	5 January 2018	<b>Howard Hartley</b>  Transport for Greater Manchester 2 Piccadilly Place Manchester M1 3BG <a href="mailto:Howard.Hartley@tfgm.com">Howard.Hartley@tfgm.com</a>
Management of Fire-fighter Personal Protection Equipment (PPE)  GMFRS0020A	Chief Fire Officer & Treasurer	Approval to award the contract for the NW Regional Framework for the provision of Management of Fire-fighter Personal Protection Equipment (PPE) tendered via OJEU advert.	Contract Award Recommendation Report (internal)	15 January 2018	<b>Anthony Hilton</b> Head of Finance, Planning & Procurement <a href="mailto:hiltona@manchesterfire.gov.uk">hiltona@manchesterfire.gov.uk</a>



Decision title & Reference No.	Decision Maker	What is the decision?	Documents to be considered	Planned Decision Date	Officer Contact
Management of Fire-fighter Personal Protection Equipment (PPE) GMFRS0020A	Chief Fire Officer & Treasurer	Approval to award the contract for the NW Regional Framework for the provision of Management of Fire-fighter Personal Protection Equipment (PPE) tendered via OJEU advert.	Contract Award Recommendation Report (internal)	15 January 2018	Anthony Hilton Head of Finance, Planning & Procurement
Mayor's Green Summit Recommendations  Page 221	AGMA GMCA	Consider and approve the recommendations for the Mayor's Green Summit		February 2018	<b>Mark Atherton</b> GMCA GMCA, Churchgate House, 56 Oxford St, Manchester, M1 6EU  <a href="mailto:Mark.atherton@greatermanchester-ca.gov.uk">Mark.atherton@greatermanchester-ca.gov.uk</a>
Award of Skills Capital	GMCA	Following full application stage: GMCA will need to approve final award to applicants	Appraisal submission	March 2018	<b>Gemma Marsh</b> GMCA, Churchgate House, 56 Oxford St, Manchester, M1 6EU  Gemma.Marsh@greatermanchester-ca.gov.uk
Transition Option for Adult Education Budget	GMCA	Following detailed work Secretary of State will formally write to GMCA on whether it wants to	Secretary of State Submission	Dec 2018	<b>Gemma Marsh</b> GMCA, Churchgate House, 56 Oxford St, Manchester, M1 6EU

<b>Decision title &amp; Reference No.</b>	<b>Decision Maker</b>	<b>What is the decision?</b>	<b>Documents to be considered</b>	<b>Planned Decision Date</b>	<b>Officer Contact</b>
		proceed with Adult Education Budget			

**DECISIONS NOTICE: GMCA – 27 OCTOBER 2017**

**PRESENT:**

Greater Manchester Mayor	Andy Burnham
Deputy Mayor (Police and Crime)	Baroness Beverley Hughes
Bolton Council	Councillor Cliff Morris
Bury Council	Councillor Rishi Shori
Manchester CC	Councillor Richard Leese, Deputy Mayor
Oldham Council	Councillor Jean Stretton
Rochdale MBC	Councillor Richard Farnell
Salford CC	City Mayor Paul Dennett
Stockport MBC	Councillor Alex Ganotis
Tameside MBC	Councillor Kieran Quinn
Trafford Council	Councillor Mike Whetton
Wigan Council	Councillor Peter Smith

**OTHER MEMBERS IN ATTENDANCE:**

Fire Committee, Chair	Councillor David Acton
GMWDA, Chair	Councillor Nigel Murphy
TfGM, Chair,	Councillor Andrew Fender
Bolton Council	Councillor Linda Thomas
Tameside MBC	Councillor Brenda Warrington
Stockport MBC	Councillor Wendy Wild

**OFFICERS IN ATTENDANCE:**

GMCA Chief Executive	Eamonn Boylan
GMCA – Deputy Chief Executive	Andrew Lightfoot
GMCA – Monitoring Officer	Liz Treacy
GMCA – Treasurer	Richard Paver
Office of the GM Mayor	Kevin Lee
Bolton Council	Margaret Asquith
Bury MBC	Julie Gonda
Manchester CC	Joanne Roney
Oldham Council	Ray Ward
Rochdale MBC	Neil Thornton
Salford CC	Jim Taylor
Stockport MBC	Michael Cullen
Tameside MBC	Steven Pleasant
Trafford Council	Theresa Grant
Wigan Council	Donna Hall
TfGM	Steve Warrener

GMFRS  
Manchester Growth Co  
GMCA  
GMCA  
GMCA

Dave Keelan  
Mark Hughes  
Julie Connor  
Sylvia Welsh  
Nicola Ward

#### **Agenda Item No**

#### **4. MINUTES OF GMCA MEETING HELD ON 29 SEPTEMBER 2017**

That the minutes of the meeting of the GMCA held on 29 September 2017 be approved.

#### **5. GMCA AUDIT COMMITTEE – MINUTES OF THE MEETING HELD ON 20 SEPTEMBER 2017**

That the minutes of the meeting of the Audit Committee held on 20 September 2017 be noted.

#### **6. GMCA OVERVIEW & SCRUTINY COMMITTEES**

##### **a) Economy, Business Growth & Skills – 13 October 2017**

That the minutes of the Economy, Business Growth and Skill Overview and Scrutiny Committee held on 13 October 2017 be noted.

##### **b) Corporate Issues & Reform – 17 October 2017**

- i. That the minutes of the Corporate Issues and Reform Overview and Scrutiny Committee held on 17 October 2017 be noted.
- ii. That the call in process and financial thresholds as recommended by the Corporate Issues & Reform Overview and Scrutiny Committee be approved.

##### **c) Housing, Planning & Environment – 18 October 2017**

- i. That the minutes of the Housing, Planning & Environment Overview and Scrutiny Committee held on 18 October 2017 be noted.
- ii. That the resignation of Councillor Rob Chilton (Trafford) (Conservative) and the appointment of Councillor Bernard Sharpe (Trafford) (Conservative) to the Housing, Planning & Environment Overview and Scrutiny Committee be noted.

#### **7. GREATER MANCHESTER STRATEGY IMPLEMENTATION PLAN**

1. That the the final version of the GMS Implementation Plan be agreed.
2. That the comments and actions arising from Scrutiny Committees be noted.
3. That it be agreed that work will be undertaken with Portfolio Lead Chief Executives to determine any additional resource requirements from April 2018, to deliver the GMS in full.

4. That it be noted that the refreshed GMS and Implementation Plan will be launched following the close of the GMCA meeting on 27 October.

## **8. HIGH SPEED 2 AND NORTHERN POWERHOUSE**

1. That the report be noted.
2. That it be noted that the Growth Strategy Summary document has been approved at MCC Executive on 18 October.
3. That the draft Growth Strategy Summary at Appendix 1, subject to the comments that may be received from Trafford MBC's Executive meeting on 30 October, be agreed.
4. That authority be delegated to the Chief Executive of GMCA , TfGM, Manchester City Council and Trafford Council, in consultation with the Mayor and Deputy Mayor for Economic Growth and Business, to finalise the Summary Document.

## **9. WOMEN AFFECTED BY PENSION AGE – TRAVEL CONCESSION PROPOSAL**

1. That the report be noted.
2. That approval in principle, noting the liaison to be carried out with operators, the introduction from April 2018 of a local travel concession for women in Greater Manchester born between October 1953 and November 1954. This group of women are those most affected by the 2011 Pensions Act which accelerated the increase in the State Pension age.
3. That the use of Earnback Revenue of up to £2.8 million to fund the forecast costs of these proposals be approved.
4. That a broader national campaign to support all women who are affected, including calling for a national government compensation scheme be supported

## **10. GM EMPLOYER ENGAGEMENT FRAMEWORK: IMPLEMENTATION**

1. That the employer engagement action and implementation plan be supported, in particular the commitment to co-design of the Employers Charter, aligning the priority needs of businesses within the GM Strategy priorities to ensure a place focus; in recognition of the importance of flexible working and child care options.
2. That it be noted that Policy leads for each of the five key priorities have been appointed and will monitor and feedback on progress against the actions within their priorities.

## **11. GREATER MANCHESTER WORK AND HEALTH PROGRAMME**

1. That it be noted that DWP has now granted the DWP Data Order which enables the GMCA to contract directly with a provider for the delivery of the Greater Manchester Working Well (Work and Health Programme).
2. That authority be delegated to the GMCA's Treasurer, in consultation with the Chief Executive Portfolio Lead for Skills, Employment & Apprenticeships (Theresa Grant) to

award the contract for the delivery of the Greater Manchester Working Well (Work and Health Programme).

3. That the delegated authority to the GMCA's Monitoring Officer to finalise and execute the legal documentation to be entered into between the GMCA and the provider, who will deliver the Manchester Working Well (Work and Health Programme), and to finalise and execute ancillary legal documentation between the GMCA and the DWP (including a Data Sharing Agreement to be entered into between the GMCA and the DWP), which is required for the delivery of the Greater Manchester Working Well (Work and Health Programme) Contract be confirmed.

## **12. LIVING WAGE ACCREDITATION**

1. That the benefits and challenges of becoming a Living Wage accredited organisation be noted.
2. That the process for becoming a Living Wage accredited organisation be noted.
3. That the submission of an application for accreditation to the Living Wage Foundation be approved and endorsed.

## **13. UPDATE ON GM SKILLS CAPITAL 2017 – 2020 PROGRAMME**

1. That the report be noted, including reference to paragraph 3.2 of the report that the amount of funding requested exceeds the total funding available. Acknowledged that the GMCA may need to look at the Growth Fund or request for additional funding.
2. That the use of up to £3m for contingency, including some costs for programme management (this will include digital skills), be approved.

## **14. TOWN CENTRE CHALLENGE**

That the plans to develop and launch a Town Centre Challenge be supported.

## **15. BREXIT MONTHLY MONTH REPORT**

That the October Brexit Monitor be noted.

## **16. TRAVEL DIARY SURVEY RESULTS**

That the report be noted and that a further update of travel trends as part of the 2040 Strategy delivery plan report be submitted to the GMCA.

## **17. GMCA REVENUE UPDATE 2017/18**

1. That the Economic Development and Regeneration revenue outturn position for 2017/18 which showing an underspend of £0.331 million against budget be noted.
2. That the Economic Development and Regeneration budget adjustments as detailed in

paragraphs 2.2 and 2.3 be noted.

3. That the transport revenue outturn position for 2017/18 which is in line with budget after transfers to earmarked reserves be noted.
4. That the Transport for Greater Manchester outturn position for 2017/18 which is in line with budget be noted.

**18. GMCA CAPITAL UPDATE 2017/18**

1. That the current 2017/18 forecast compared to the 2017/18 capital budget be noted.
2. That the addition of the Horwich Parkway scheme to the Park and Ride programme to be funded within the existing programme be approved.
3. That the funding of £0.4 million for the Salford Bolton Network Improvement (SBNI) to fund activities associated with the enabling, development and delivery of the Bolton and Salford packages be approved.
4. That the addition to the programme of £0.5 million of borrowings for the purchase of nine replacement vehicles by GMATL for its Ring and Ride fleet be approved. The repayment and costs associated with these borrowings will be repaid from future GMATL budgets.

**19. GREATER MANCHESTER HOUSING INVESTMENT LOANS FUND – INVESTMENT APPROVAL RECOMMENDATION**

1. That the GM Housing Investment Loans Fund loans in the table below, as detailed further in this and the accompanying Part B report be approved.

BORROWER	SCHEME	DISTRICT	LOAN
Lampwick Developments Ltd.	Lampwick Street, New Islington	Manchester	£24,500,000
Brecksides Estates	Clarkesville Farm, Crumpsall	Manchester	£4,154,000
RP2 Developments Ltd.	Radclyffe Primary School, Ordsall	Salford	£2,661,000
Mulbury Homes Ltd.	Willows Road, Weaste	Salford	£1,741,000
Hurstfield Developments Ltd.	Hurstfield Road, Worsley	Salford	£1,355,000
Square One Homes (NW) Ltd.	Bridgewater Road, Altrincham	Trafford	£1,146,000

2. That Manchester City Council be recommended to approve the above and prepares and effects the necessary legal agreements in accordance with its approved internal processes.
3. That the revised GM Housing Investment Strategy be submitted to the next meeting of the GMCA.

## **20. EXCLUSION OF PRESS AND PUBLIC**

That, under section 100 (A) (4) of the Local Government Act 1972 the press and public be excluded from the meeting for the following items on business on the grounds that this involves the likely disclosure of exempt information, as set out in paragraph 3, Part 1, Schedule 12A of the Local Government Act 1972 and that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

### **PART B**

## **21. GREATER MANCHESTER HOUSING INVESTMENT LOANS FUND – INVESTMENT APPROVAL RECOMMENDATION**

That the report be noted.

A link to the full agenda and papers can be found here [https://www.greatermanchester-ca.gov.uk/meetings/meeting/470/greater\\_manchester\\_combined\\_authority](https://www.greatermanchester-ca.gov.uk/meetings/meeting/470/greater_manchester_combined_authority)

This decision notice was issued on 31 October 2017 on behalf of Eamonn Boylan, Secretary to the Greater Manchester Combined Authority, Churchgate House, 56 Oxford Street, Manchester M1 6EU



## ASSOCIATION OF GREATER MANCHESTER AUTHORITIES

### DECISIONS AGREED: GMCA – 27 OCTOBER 2017

#### PRESENT:

Greater Manchester Mayor	Andy Burnham
Deputy Mayor (Police and Crime)	Baroness Beverley Hughes
Bolton Council	Councillor Cliff Morris
Bury Council	Councillor Rishi Shori
Manchester CC	Councillor Richard Leese, Deputy Mayor
Oldham Council	Councillor Jean Stretton
Rochdale MBC	Councillor Richard Farnell
Salford CC	City Mayor Paul Dennett
Stockport MBC	Councillor Alex Ganotis
Tameside MBC	Councillor Kieran Quinn
Trafford Council	Councillor Mike Whetton
Wigan Council	Councillor Peter Smith

#### OTHER MEMBERS IN ATTENDANCE:

Fire Committee, Chair	Councillor David Acton
GMWDA, Chair	Councillor Nigel Murphy
TfGM, Chair	Councillor Andrew Fender
Bolton Council	Councillor Linda Thomas
Tameside MBC	Councillor Brenda Warrington
Stockport MBC	Councillor Wendy Wild

#### OFFICERS IN ATTENDANCE:

GMCA Chief Executive	Eamonn Boylan
GMCA – Deputy Chief Executive	Andrew Lightfoot
GMCA – Monitoring Officer	Liz Treacy
GMCA – Treasurer	Richard Paver
Office of the GM Mayor	Kevin Lee
Bolton Council	Margaret Asquith
Bury MBC	Julie Gonda
Manchester CC	Joanne Roney
Oldham Council	Ray Ward
Rochdale MBC	Neil Thornton
Salford CC	Jim Taylor
Stockport MBC	Michael Cullen
Tameside MBC	Steven Pleasant
Trafford Council	Theresa Grant
Wigan Council	Donna Hall
TfGM	Steve Warrener
GMFRS	Dave Keelan
Manchester Growth Co	Mark Hughes
GMCA	Julie Connor
GMCA	Sylvia Welsh
GMCA	Nicola Ward

**Agenda Item No.**

**4. APPOINTMENT OF STOCKPORT MEMBER TO THE AGMA EXECUTIVE BOARD**

That the appointment of Councillor Kate Butler as the 2<sup>nd</sup> Substitute member for Councillor Alex Ganotis on the AGMA Executive Board be noted.

**5. GREATER MANCHESTER WASTE DISPOSAL AUTHORITY – REPLACEMENT LEVY ALLOCATION AGREEMENT**

That the revised methodology and Levy Allocation Methodology be commended for adoption by each of the GMWDA nine constituent districts.

**6. OUTCOME OF THE CONSULTATION ON CLOSURE OF THE AGMA SECTION 48 PROGRAMME**

1. That the GM Local Authority districts be recommended to close the Section 48 Grants scheme noting it will be replaced by the GMCA Culture and Social Impact Programme.

2. That the outcome and mitigating actions of the completed consultation on the proposed closure of AGMA-run Section 48 grants programme be noted.

**7. AGMA REVENUE UPDATE 2017/**

1. That the report be noted and that the current revenue outturn forecast for 2017/18 which is projecting an overspend of £200,000 be noted.

2. The revisions to the revenue budget plan 2017/18 as identified in the report and described in paragraph 2.1 be approved.

**8. GM DEBT ADMINISTRATION FUND, TREASURY MANAGEMENT AND FINAL ACCOUNTS**

That the 2016/17 activity and final accounts be noted.

A link to the full agenda and papers can be found here:

[https://www.greatermanchester-ca.gov.uk/meetings/meeting/469/agma\\_executive\\_board](https://www.greatermanchester-ca.gov.uk/meetings/meeting/469/agma_executive_board)

This decision notice was issued on 31 October 2017 on behalf of Eamonn Boylan, Secretary to the Greater Manchester Combined Authority, Churchgate House, 56 Oxford Street, Manchester M1 6EU



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