

# Public Document Pack



**TRAFFORD**  
**COUNCIL**

## **AGENDA PAPERS FOR EXECUTIVE MEETING**

**Date: Monday, 20 February 2023**

**Time: 6.30 p.m.**

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

<b>A G E N D A</b>	<b>PART I</b>	<b>Pages</b>
1. <b>ATTENDANCES</b>		
To note attendances, including officers, and any apologies for absence.		
2. <b>DECLARATIONS OF INTEREST</b>		
Members to give notice of any interest and the nature of that interest relating to any item on the agenda in accordance with the adopted Code of Conduct.		
3. <b>MINUTES</b>		To Follow
To receive and, if so determined, to approve as a correct record the Minutes of the meeting held on 23 January 2023.		
4. <b>MATTERS FROM COUNCIL OR OVERVIEW AND SCRUTINY COMMITTEES (IF ANY)</b>		
To consider any matters referred by the Council or by the Overview and Scrutiny Committees.		
5. <b>LEISURE STRATEGY REVIEW</b>		1 - 42
To consider a report from the Executive Member for Culture, Leisure, and Strategic Partnerships.		

NOTE: An associated report is to be considered in Part II of the agenda.

6. **LONGFORD PARK HERITAGE FUND DELIVERY PHASE APPROVAL** 43 - 54
- To consider a report of the Executive Member for Economy and Regeneration.
7. **INCLUSIVE ECONOMY DELIVERY PLAN** 55 - 112
- To consider a report of the Executive Member for Economy and Regeneration.
8. **ALTRINCHAM TOWN HALL** 113 - 118
- To consider a report from the Executive Member for Economy and Regeneration.
- NOTE: An associated report will be considered in Part II of the agenda.
9. **OLD TRAFFORD DERELICT BUILDINGS PROGRAMME** 119 - 130
- To consider a report of the Executive Member for Economy and Regeneration.
- NOTE: An associated report is to be considered in Part II of the agenda.
10. **CCTV PARTNERSHIP AGREEMENT** 131 - 140
- To consider a report from the Executive Member for Housing and Neighbourhoods.
11. **ANNUAL OMBUDSMAN REPORT** 141 - 144
- To consider a report of the Leader of the Council.
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.

**14. LEISURE STRATEGY REVIEW - PART II**

To consider a report of the Executive Member for Culture, Leisure, and Strategic Partnerships. Para. 3 145 - 188

NOTE: An associated report is to be considered in Part I of the agenda.

**15. ALTRINCHAM TOWN HALL - PART II**

To consider a report from the Executive Member for Economy and Regeneration. Para. 3 189 - 196

NOTE: An associated report is to be considered in Part I of the agenda.

**16. OLD TRAFFORD DERELICT BUILDINGS PROGRAMME - PART II**

To consider a report of the Executive Member for Economy and Regeneration. Para. 3 197 - 204

NOTE: An associated report is to be considered in Part I of the agenda.

**SARA TODD**  
Chief Executive

**COUNCILLOR TOM ROSS**  
Leader of the Council

Membership of the Committee

Councillors C. Hynes (Deputy Leader), S. Adshead, K.G. Carter, J. Harding, E. Patel, T. Ross (Chair), J. Slater, A.J. Williams and J.A. Wright

Further Information

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

Alexander Murray, Governance Officer  
Email: [alexander.murray@trafford.gov.uk](mailto:alexander.murray@trafford.gov.uk)

## Executive - Monday, 20 February 2023

---

This agenda was issued on **Friday, 10<sup>th</sup> February 2023** by the Legal and Democratic Services Section, Trafford Council, Trafford Town Hall, Talbot Road, Stretford M32 0TH.

### WEBCASTING

This meeting will be filmed for live and / or subsequent broadcast on the Council's YouTube channel <https://www.youtube.com/channel/UCjwbIOW5x0NSe38sgFU8bKg>. The whole of the meeting will be filmed, except where there are confidential or exempt items. If you make a representation to the meeting, you will be deemed to have consented to being filmed. By entering the body of the Committee Room, you are also consenting to being filmed and to the possible use of those images and sound recordings for webcasting and/or training purposes. If you do not wish to have your image captured or if you have any queries regarding webcasting of meetings, please contact the Democratic Services Officer on the above contact number or email [democratic.services@trafford.gov.uk](mailto:democratic.services@trafford.gov.uk).

Members of the public may also film or record this meeting. Any person wishing to photograph, film, or audio-record a public meeting is requested to inform Democratic Services in order that necessary arrangements can be made for the meeting. Please contact the Democratic Services Officer 48 hours in advance of the meeting if you intend to do this or have any other queries.

1.



## TRAFFORD COUNCIL

**Report to:** Executive  
**Date:** 20 February 2023  
**Report for:** Decision  
**Report of:** Executive Member for Culture, Leisure and Strategic Partnerships

### Report Title

Leisure Strategy Review – Part I

### Summary

The report provides an update on the leisure investment strategy and associated refurbishment options for Stretford, Sale and Partington Leisure Centres, and progress on the Community Asset Transfer of Old Trafford Sports Barn.

### Recommendations

That the Executive.

- 1) Following the completion of RIBA stage 2 and updated business plan for Stretford Leisure Centre, approve the facility mix set out in this report and the business case in Appendix 1 Part II.
- 2) Approve that Stretford Leisure Centre follows Altrincham Leisure Centre in the phased refurbishment programme.
- 3) Approve the continuation with the proposed capital investment into the refurbishment designs for Stretford Leisure Centre up to the end of RIBA Stage 3, including the re-allocation of the previously approved £300k for RIBA stage 3 design costs at Sale Leisure Centre, and an additional £270k at a total value of up to £570k and delegate authority to the Corporate Director of Place to negotiate and award any contracts which may be required to implement this decision.
- 4) To note: Following the successful completion of RIBA stage 2 consultation, an updated business plan has been completed for Sale Leisure Centre. Appendix 1 Part II.

5) To note: Following the successful decision from the Governments Levelling Up Fund, Partington Leisure Centre and the associated projects will be brought back to the Executive in March 2023.

Contact person for access to background papers and further information:

- Name: Jamie Lees – Head of Leisure
- Contact: [Jamie.lees@trafford.gov.uk](mailto:Jamie.lees@trafford.gov.uk)

Background Papers: Exec Reports December 2021, March 2022 and July 2022.

**Implications**

Relationship to Policy Framework/Corporate Priorities	Contributes to and supports Corporate Priorities: Reducing Health Inequalities and addressing Climate Crisis. Supports Trafford Moving and Active Travel.
Relationship to GM Policy or Strategy Framework	The decision relates to the GM Moving strategy in terms of the aim to increase physical activity levels, Pivot to Wellbeing regarding leisure outcomes and GM Gear Change in relation to Active Travel.
Financial	<p>In February 2022 Executive approved £52.1m into the capital programme to cover the costs of the proposed refurbishment of Altrincham, Sale and Stretford Leisure Centres. Subsequent Executive budget monitoring reports during this financial year have increased this budget to £56.2m to include for additional grant funding relating to Altrincham Leisure Centre. The capital requirement and funding for Sale and Stretford is detailed in Part II of this report. The revenue budget approved by Council in February 2022 included support to Trafford Leisure (CIC) of £1.1m per annum, for a full range of leisure provision for 2022/23 and over the medium term. This includes an ongoing annual revenue budget of £700k supported by use of reserves accumulated from prior years. This also includes the identification and funding of revenue costs to support business disruption during the leisure centre refurbishment programme.</p> <p>The business plan for the refurbishment of Stretford Leisure Centre in Appendix 1 Part II will require a level of ongoing Council support to fully cover the borrowing costs. Any further commitments to the future phases of the leisure</p>

	<p>investment programme will only be made when it can be confirmed that the ongoing subsidy requirements can be contained within the existing budgetary provision. This is to avoid any additional pressure being placed on the current medium term budget gap of the Council.</p> <p>This should also be viewed against the “do nothing” option which would require escalating annual Council support above the £1.1m currently approved for 2022/23, as the facilities decline, and market share is further eroded. Essential capital works of c£9m would also need to be incurred to keep the centres. open for the medium term with associated borrowing costs. These borrowing costs would further increase the revenue budget requirement above the current provision. The “do nothing” option will lead to the decline and ultimate closure of Leisure Centres with escalating levels of revenue budget subsidy required accordingly.</p>
Legal Implications:	The Council will need to appoint a professional team and contractor. It will need to undertake a robust lawful procurement exercise and will need to enter into satisfactory contracts and appointments, which minimises cost and delivery risk as far as reasonably possible.
Equality/Diversity Implications	An updated Equality Impact Assessment (EIA) will be presented as part of the RIBA stage 3 report for each centre. The redevelopment proposals will improve accessibility.
Sustainability Implications	<p>The redevelopment designs for Stretford and Sale Leisure Centres include the replacement of the fossil fuel (gas) heating system with Air Sourced Heat Pumps and Solar Panels. PSDS works will also improve the existing fabric of the buildings, providing significantly more sustainable options than those within the existing facilities.</p> <p>The refurbishment option will also reduce the carbon omissions compared to a new build development.</p> <p>The Stage 3 design will be taking sustainable construction methods on board for materials and construction method. Local supply chains will be used where possible.</p>
Carbon Reduction	In line with the Councils Carbon Reduction policy, we will be looking towards a gas free solution on site with Air Sourced Heat Pumps, Water Sourced

	<p>Heat pumps and Solar PV supplied to reduce grid requirement.</p> <p>Designs incorporate secure cycle storage with bike hire options. This will provide improved access to the Active Travel network and connections to public transport hubs.</p> <p>We are looking to partner with BE.EV to supply EV charge points at both sites.</p>
Resource Implications e.g., Staffing / ICT / Assets	No direct implications
Risk Management Implications	<p>Lessons have been learnt from the move Urmston project to mitigate risk and provide greater cost certainty.</p> <p>To date RIBA Stage 2 designs have been completed and costed for Sale and Stretford. Further designs and surveys will be undertaken at RIBA stage 3 to firm up costs and reduce the risk to the Council.</p> <p>The capital borrowed by the Council will need to be paid back by increased income and profits generated by the centres with any additional subsidy from the council addressed through the Medium Term Financial Plan. To help mitigate the risk around this, the Council commissioned independent due diligence of the business plans for each centre as part of our risk mitigation. This can be seen for Stretford and Sale Leisure Centres in Appendix 1 Part II.</p> <p>There remains revenue risks associated with inflation, central costs, VAT, and market conditions. These will be assessed further in the business case alongside the RIBA Stage 3 capital cost.</p> <p>The risks associated with inflation and market conditions include the potential for supplier time lags associated with getting the projects to construction commencement.</p> <p>There are several risks and mitigation options to be considered with construction works of a leisure centre. Not least this will include the financial impact on Trafford Leisure and the ability to maintain business continuity of service provision</p>

	<p>during the works through a robust displacement programme.</p> <p>Costs associated with getting to the planning stage are a risk to the Council until a successful planning decision, judicial review period and procurement of contractors.</p> <p>The £570k for design and pre-planning recommended for approval at this stage is a revenue budget risk should no scheme for Stretford go ahead. The scheme risk can be mitigated by investing in good design and surveys early and have contractor engagement to design within budget. The budget itself also has appropriate levels of contingency built in. The business plan underpinning the scheme also mitigates against optimism bias and the service mix can be flexed if required should external funding vary from expectations.</p>
Health & Wellbeing Implications	<p>Investment into leisure centres will provide a local facility mix that encourages physical activity and improves health and wellbeing, including the mental health of Trafford residents. This will be achieved by providing facilities and tailored programmes of engagement that target inequalities in Trafford and create opportunities to reduce the levels of inactivity.</p> <p>The “do nothing” option will lead to the decline and ultimate closure of Leisure Centres. Reducing the leisure asset base would limit the delivery of key strategic health and wellbeing outcomes.</p>
Health and Safety Implications	<p>Health &amp; Safety will continue to be a priority. The “do nothing” option will lead to deteriorating assets and this will naturally require more resource to manage and therefore escalate reactive maintenance costs.</p>

## 1.0 Background

- 1.1. Physical exercise plays an important part in improving the health and wellbeing of Trafford residents, supporting them to live longer, remaining independent and in better health.
- 1.2. Trafford Councils Leisure Investment strategy has seen the successful refurbishment of Urmston Leisure Centre. Completed in 2020, the refurbished centre delivered improved facilities, usage and financial returns. Following the success of Move Urmston, in February 2022 the Executive approved £52.1m to

cover the costs of the proposed refurbishment of Altrincham, Sale and Stretford Leisure Centres. Subsequent Executive budget monitoring reports during this financial year have increased this budget to £56.2m to include for additional grants and funding relating to Altrincham Leisure Centre.

- 1.3. In December 2021, RIBA Stage 2 designs and an independent review of the business plan were presented to Executive for Stretford Leisure Centre. With the recommendation that this is to be brought back to Executive once further developed.
- 1.4. In March 2022, on completion of RIBA stage 2 and an independent review of the business plan, the Executive approved to continue with investment into RIBA stage 3 and public consultation for Sale Leisure Centre. The public consultation has been undertaken but any financial commitments for RIBA stage 3 have been paused pending the business case review for Stretford.
- 1.5. In July 2022, the Executive approved the business case for Altrincham Leisure Centre and progression to RIBA Stage 4 and full construction within the approved capital budget.
- 1.6. This report sets out the proposed facility mix for Stretford Leisure Centre and the recommended order for the phasing of refurbishment works.

## **2.0 Strategic Alignment**

### **2.1. Strategic Outcomes Planning Model**

In December 2021, the Executive adopted the Sport England Strategic Outcomes Planning Model (SOPM). The SOPM provided an in-depth analysis of the needs and gaps in provision across the leisure estate, aligned the key priorities of the Council and the objectives of Trafford Moving to inform investment decisions.

### **2.2. Corporate Plan**

The refurbishment programme will deliver much needed improved facilities that will support the Councils corporate priorities, namely: -

- Reducing Health Inequalities
- Tackling our Climate Crisis

By supporting the proposed capital investment with community focused, place-based programming, leisure centres will be ideally placed to support the reduction of health inequalities and improve community health and wellbeing. The refurbishment designs for each centre incorporate decarbonisation works including installation of air source heat pumps, solar roof panels and will contribute toward the Councils corporate CO2 reduction targets.

### **2.3. Trafford Moving**

Trafford Moving is the boroughs strategic approach to physical activity. Following extensive consultation, the strategy will be presented to Executive for approval in February 2023. Trafford Moving adopts a place based approach to working with local communities and partners including health and social care. Its overall aim is to focus on supporting those who are inactive to become more

active and move more every day. Trafford Moving Partnership will develop 7 community plans in localities across the borough to reduce health inequalities, 3 of which are located in North Trafford - Gorse Hill, Old Trafford and Stretford. The Leisure Investment programme will support the outcomes of Trafford Moving through the provision of fit for purpose local facilities focused on improving community health and wellbeing.

#### 2.4. Fitness to Wellbeing

It is recognised nationally and locally that the impact of sport and leisure is not simply for fitness's sake, and that strategically directed services and facilities can have a significant impact on physical and mental health, educational attainment and reduce health inequalities. Traditionally, the role of leisure centres has been to support fitness and provide access to sporting opportunities. Post pandemic, there is greater public awareness of the value of physical activity and role in improving health and wellbeing. This is underpinned by a change in policy at a national and regional level with a clear shift from delivering fitness to wellness. Equally, there is growing recognition from health and social care commissioners in the potential for leisure centres to reduce health inequalities in local communities. Trafford Leisure (CIC) manage Urmston, Altrincham, Sale, Stretford and Partington leisure centres as well as Altrincham Golf Course. A revised Operating Agreement is being drafted between Trafford Leisure and Trafford Council. The revised agreement will ensure the necessary, governance and reporting mechanisms are in place including, legal and funding, property leases and service standards. Service outcomes including the provision of social value, will be aligned to supporting health and wellbeing and the strategic objectives of the Council.

### 3.0 Sale Leisure Centre

- 3.1. Using the RIBA Stage 2 designs and facility mix approved by Executive March 2022, public consultation for Sale Leisure Centre commenced 31<sup>st</sup> May 2022 to 28<sup>th</sup> June 2022.
- 3.2. The Council's Citizen Space portal was used to ask residents 26 questions relating to themselves and the proposals for the leisure centre.
- 3.3. The consultation was promoted using the Council's and Trafford Leisure's social media as well as in a press release to the local media. The consultation was picked up and therefore promoted by a number of local media outlets. Detailed consultation results can be found in Appendix 1.
  - 478 people responded to the consultation via Citizen Space.
  - 31.2 % female, 67.6% male with 1.2% not answering.
  - 17.6% were under 35, 76.8% were between 35 and 54 and 5.2% were over 55 with 0.4% not answering.
  - 42.5 % were physically active for over 150minutes a week with 52.7% doing less than 150 minutes of physical activity a week and 3.9% doing less than 30 mins pw.

- 3.4. On top of the public consultation a number of drop-in sessions were held at Sale Leisure Centre which attracted around 20 residents and representatives from local clubs. These sessions focused on the proposed facility mix for the centre.
- 3.5. An additional 16 emails were received with various views on the designs and practical considerations.
- 3.6. The results and outputs from this consultation have been analysed and are to be fed into the start of RIBA Stage 3 to inform the designs prior to cost certainty. Financial commitments for RIBA stage 3 have been paused pending the business case review for Stretford and associated recommendations in this report. Further consultation will be undertaken as part of the RIBA stage 3 work.

#### **4.0 Stretford Leisure Centre**

- 4.1. As reported to Executive in July 2022, following key stakeholder engagement, the RIBA Stage 2 designs for Stretford have now been updated. The revised designs have aided discussions with stakeholders and brought in additional funding to strengthen the business plans. Appendix 1 Part II.
- 4.2. Trafford Leisure have worked closely with the Council and key stakeholders in developing a comprehensive business plan for Stretford. The plan provides a fit for purpose community Leisure Centre that will play a significant role in reducing health inequalities, providing facilities and programmes that will meet local community needs and support the economic regeneration and projected population growth of the area.
- 4.3. The proposed design includes an Urban Cricket Centre within the existing sports hall. This will be complemented by an all-age community focused programme delivered by Lancashire Cricket Club (LCC) through their cricket foundation providing a clear development pathway with linkages to wider community programmes and health and wellbeing opportunities at the centre. LCC have committed to facilitating a minimum of 30 hours per week of cricket/cricket for social good activity, projects and programmes (delivered by Lancashire Cricket Foundation (LCF) and through a range of external cricket/community partners).
- 4.4. Trafford Council have worked with Pozzoni architects, Trafford Leisure and other key stakeholders such as Sport England to develop the RIBA stage 2 design and facility mix for the refurbished centre. This reflects core principles of:
  - Improvements to the customer journey, fitness and leisure options
  - Optimisation of usage and income levels
  - Improves the aesthetic appeal of the building and brings the standard of the leisure centre into the 21st century



- 4.5. Future proofs the building as much as possible, with the addition of more flexible space and better utilisation of the centres footprint.
- 4.6. The revised designs had incorporated the relocation of North Trafford General Practice into the leisure centre, helping further enhance the relationship between health and leisure through colocation. However, to meet the expanding remit of GPs, the NHS have frozen all estate-based decisions while a nationwide strategic review by the NHS of their estate is carried out. To maintain links between health and leisure services, further discussions are now taking place with community health services to explore flexible delivery of community-based services and clinics from Stretford Leisure Centre. Further detail on this will be developed at the next design stage.
- 4.7. UA92 will also deliver community education and sport and physical activity programmes utilising the sports hall with potential for a flexible learning space. As a major education provider for the sector and the borough, the presence of UA92 will encourage wider usage especially in the target 16- 24 age group. Further detail on this will be developed at the next design stage.
- 4.8. To ensure the centre can support current and future community needs, the proposed refurbishment designs support the use of flexible shared spaces that can be easily adapted to support a range of provision and communities.
- 4.9. Stretford Leisure Centre will have women only programmes supported by gender specific dry and wet changing areas. The centre is ideally located to provide this borough wide provision situated adjacent to the major transport hubs providing easy access and connectivity across the borough and to the city centre.
- 4.10. Additional funding has been sought from the Government's Prosperity Fund to provide secure cycle storage, with access to showers, changing facilities and bike storage. If the bid is successful, Stretford Leisure Centre will benefit from an Active Travel Hub, encouraging more residents to walk, cycle and use public transport as part of their daily routine. Residents commuting to work, to study or for leisure, will be able to comfortably use the centre and its facilities before connecting with local transport to complete onward journeys.
- 4.11. Refurbishment designs will improve accessibility and include changing places facilities. Changing places are designed so that they are completely accessible and provide sufficient space and equipment for people who are not able to use the toilet independently. These will be additional facilities to the accessible toilets for independent use.

4.12. The Stretford Leisure Centre redesign includes the following proposed facility mix:

- 25m swimming pool – Five lanes and storage
- 20m leaner pool
- Pool pod to improve accessibility
- Enlarged lobby area and café
- Two separate gender specific wet changing rooms, separate family wet changing room and accessible changing room
- Two Changing Places facilities, one within the wet changing area and one within the main building
- Two separate sports hall changing rooms
- Two separate members changing rooms
- Sauna and steam room
- Enlarged fitness suite
- Ladies only gym
- Two flexible studio spaces
- Immersive spin studio
- Four court sports hall and storage
- New three lane Urban Cricket Centre and padding up facility
- Flexible activity and office space

4.13. The revised mix provides the best outcomes for residents whilst delivering the commercial outcomes required for the business case to fund the capital investment and reduce existing ongoing budget pressures.

## **5.0 Revised Business Case**

5.1. In preparing the revised business case, leisure consultants Max Associates have worked in agreement with both Trafford Leisure and the Council.

5.2. The modelling for the business plan set out in Appendix 1 Part II of this report considered:

- Current agreed 2022/23 budgets for Trafford Leisure
- Impact of proposed works which will include full closure
- The ability to direct users to the other local centres/community assets during closure
- Revised floor plans showing the refurbishment works
- Review of the business cases once the investment has been delivered, given the current market conditions.

5.3. Assumptions have been made based on industry trends and the progress of the recently redeveloped facility at Move Urmston. Assumptions on income are based on the impact across each activity area including dry side activities, pool, swimming, cricket, gym membership and health and fitness. Assumptions on expenditure have been calculated on areas including staffing, programming, sales, utilities, premises, and overheads.

- 5.4. The positive trading at Move Urmston provides evidence and confidence in the impact that significantly improved facilities have on demand. This trend has been noted elsewhere, where newly built or significantly improved facilities have recovered to a better position than pre-Covid and have overachieved on business plan projections. We know that by increasing opportunities for physical activity, user numbers also increase, as evidenced by the successfully refurbished Move Urmston.
- 5.5. The majority of growth is expected to happen within the first 2 years of the centre re-opening, with resource allocated to support this growth.
- 5.6. Utility costs continue to rise, which the proposed Public Sector Decarbonisation Scheme (PSDS) works are expected to mitigate, subject to funding from the next round of PSDS. This is a risk currently being reviewed in the Council's Medium Term Financial Plan regardless of the refurbishment programme progressing.
- 5.7. The independently reviewed business case supports the facility mix, refurbishment and proposed investment into Stretford Leisure Centre.

## **6.0 Future Phasing**

- 6.1. The detailed analysis on the facility mix needed for each centre included both an evidence base via commissioned reports, in terms of supply and demand for swimming pools and sports halls across the borough, as well as consultation with both users and non-users as to what would encourage them to use leisure centres more.
- 6.2. In addition, the costed designs and business cases of the refurbishments for Sale and Stretford continued to inform future phasing of the refurbishment programme, assessed against the following key factors:
  - Business continuity
  - Maintaining a leisure offer
  - Capital costs
  - Life expectancy of assets
  - Income and revenue loss
  - Displacement of sport and physical activity
  - Staff morale and retention
- 6.3. Using this assessment framework, and considering the independently reviewed business plans, Stretford Leisure Centre has the greatest potential for income growth, given current losses and the future population growth projected for the Civic Quarter and Stretford area.
- 6.4. Stretford alongside Partington, are areas of significant health inequalities. National data shows a strong link between deprivation and inactivity. Considering activity levels by the highest areas of deprivation, the percentage of adults in the most deprived places classed as 'inactive' is 38.9%, with those in the least deprived areas is 20.5%, with a similar picture for children and young people.

- 6.5. As outlined in the SOPM some local analysis has been undertaken which shows that in Bucklow St. Martins 34% of residents are inactive followed by Stretford and Gorse Hill at 29%. More active areas include Ashton & Mersey, Brooklands and Hale Central which are 70% active.
- 6.6. Stretford Leisure Centre is therefore recommended to follow Altrincham Leisure Centre in the refurbishment programme, when considering both the commercial opportunity both refurbishments provide alongside health and wellbeing outcomes.
- 6.7. It is hence recommended there is a re-allocation of the previously approved £300k for RIBA stage 3 design costs at Sale Leisure Centre, and an additional £270k at a total value of up to £570k to take Stretford to RIBA stage 3 and pre-planning. This is a revenue budget risk should no scheme for Stretford go ahead. However, an allowance of £570k will mitigate this risk by investing in good design and surveys early and have contractor engagement to support a design within budget. The budget itself also has appropriate levels of contingency built in. The business plan underpinning the scheme also mitigates against optimism bias and the service mix can be flexed if required should external funding vary from expectations.
- 6.8. With approval that Stretford Leisure Centre follows Altrincham Leisure Centre in the phased refurbishment programme, we would bring back to the Executive further proposals for the refurbishment of Sale Leisure Centre for consideration. Further analysis of the business cases can be found in Part II of this report.

## **7.0 Finances**

- 7.1. In February 2022 Executive approved £52.1m into the capital programme to cover the costs of the proposed refurbishment of Altrincham, Sale and Stretford Leisure Centres. Subsequent Executive budget monitoring reports during this financial year have increased this budget to £56.2m to include for additional grants and funding relating to Altrincham Leisure Centre. The revenue budget approved by Council in February 2022 included support to Trafford Leisure (CIC) of £1.1m per annum, for a full range of leisure provision for 2022/23 and over the medium term. This includes an ongoing annual revenue budget of £700k supported by use of reserves accumulated from prior years including the identification and funding of revenue costs to support business disruption during the leisure centre refurbishment programme.
- 7.2. Without the proposed investment the level of subsidy is expected to rise as the leisure centres asset condition declines. Capital maintenance of c£9m has already been approved for essential statutory works and these will also increase over time and the associated borrowing costs put further pressure on the revenue budget if investment is not secured for these key leisure assets.
- 7.3. The Council will continue to seek external funding to minimize borrowing costs and the ongoing Medium Term Financial Plan process will also need to consider any additional support for each refurbishment and the wider financial pressures on leisure services.

## 8.0 Partington Leisure Centre

- 8.1. Trafford Council's bid to the government's Levelling Up Fund round 2 to develop a Partington Health and Wellbeing Hub has been successful.
- 8.2. As reported to Executive in July, proposals include refurbishment of the existing leisure centre, electric vehicle charging points, the refurbishment of Cross Lane changing rooms, improvements to the BMX site and the development of further sport and physical activity opportunities.
- 8.3. Further details on the proposed refurbishment of Partington Leisure Centre and associated projects will be brought back to the Executive in March 2023.
- 8.4. Subject to receipt of an award of £18.3m its recommended that Partington Leisure Centre be included for refurbishment within the Leisure Investment Programme. The matched funding required from the Council for the Partington Sports Village Levelling Up grant award is £1.17m and will be funded from existing borrowing approvals which are in turn funded from the forecast improvements in the trading position from the newly refurbished site.

## 9.0 Refurbishment Timeline

- 9.1. The refurbishments of Altrincham, Stretford and Sale will follow in a sequential order and include a handover period between the re-opening of the one facility and work beginning on the following facility.
- 9.2. The table below outlines an estimated timeline for the refurbishments.

	<b>Start</b>	<b>Finish</b>
<b>Altrincham</b>	January 2023	Quarter 2 2024
<b>Stretford</b>	Quarter 3 2024	Quarter 1 2026
<b>Sale</b>	Quarter 2 2026	Quarter 4 2027

- 9.3. Subject to approval, the next steps for the refurbishment of Stretford will be to undertake a public consultation followed by RIBA stage 3 design. Following RIBA stage 3 design, a report will be brought back to the Executive by the end of 2023. The report will include the consultation results, updated design, updated business case and a request for approval to progress to the next stage of the project.
- 9.4. Subject to approval following RIBA stage 3, RIBA stage 4 design will commence followed by the signing of the building contract prior to construction starting by the end of 2024.
- 9.5. Following the successful Levelling Up Fund bid, the timeline for Partington will be set out in a report to Executive in March 2023.

## **10.0 Consultation**

- 10.1. Subject to approval public consultation will be carried out for Stretford Leisure Centre. Ongoing consultation will be based on the current designs (RIBA Stage 1&2). The designs will be shared as part of the RIBA Stage 3 process and consultation take place with users (members, as well as those who 'pay and play') and non-users from across the local community. Consultation will help finalise the design of facilities and shape future activity programmes.
- 10.2. In addition, consultation will take place with key stakeholders from Public Health, MFT, Trafford Leisure, UA92, Lancashire Cricket Club, ICB and representatives from the third sector to inform opportunities for external programmes. This will take place before statutory planning consultation.

## **11.0 Other Options**

- 11.1. Do nothing – Doing nothing means ultimate closure of the leisure centre as usage continues to decline due to the extremely poor condition of the existing facilities. During the decline, the Council will incur increasing annual revenue costs to subsidise Trafford Leisure CIC as a going concern over several years and will still need to undertake significant essential health and safety capital works during the same period. Strategic outcomes will not be delivered, and this option would directly impact on the Council's ability to directly address health inequalities and climate crisis.
- 11.2. Undertake short term ongoing maintenance works with associated costs required to ensure the centres can remain open. However, this wouldn't drive key outcomes such as health and wellbeing or provide a revenue opportunity but would provide some maintenance cover for a zero-to-five-year lifespan. This has the same financial pressures as above and would lead to ultimate closure as capital and revenue costs escalate.
- 11.3. A reduction in the number of leisure centres would reduce the overall level of investment required for the refurbishment programme and ongoing running costs. Any capital receipt could be re invested in the programme. Reducing the leisure asset base would limit the delivery of key strategic health and wellbeing outcomes. Closure costs would still need to be met including any redundancies incurred, building security and utilities required subject to securing the long-term future of the asset.

## **Reasons for Recommendation(s)**

Leisure Centres help support the health and wellbeing of the community helping people to live longer, remain independent and in better health. In turn, reducing the growing burden upon the health and social care system.

Trafford has a declining leisure asset, which is leading to a loss of market share by Trafford Leisure and will also negatively impact on the ability to recover usage back to at least pre-COVID levels. The Council is currently subsidising Trafford Leisure

losses from its approved revenue budget, £1.1m in 2022/23, and this is expected to rise as the assets decline.

With the facilities in decline the strategic importance of this to the Council's aims and corporate priorities is paramount.

### **Exempt Information**

**By virtue of Paragraphs 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended by The Local Government (Access to Information) (Variation) Order, the following information has been excluded from Part I of this report and included in Part II of the report:**

#### **3. Information relating to the financial or business affairs of any particular person (including the authority holding that information)**

**In all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.**

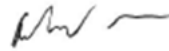
**Key Decision: Yes**

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

**Finance Officer Clearance: GB**

**Legal Officer Clearance: TR**

**CORPORATE DIRECTOR'S SIGNATURE:**



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

### **Appendix Part I**

Appendix 1 – Sale Consultation Summary July 2022

Appendix 2 – Stretford RIBA 2 Design







TRAFFORD  
COUNCIL

# Sale Leisure Centre Redevelopment

---

Consultation Summary June 2022

# Contents

- **Background**
- **Analysis**
- **Actions / Next Steps**

# Background

- Consultation took place using the Council's Citizen Space portal between the 31<sup>st</sup> May and 28<sup>th</sup> June 2022 on a proposed facility mix.
- The dates were shared with the local media and promoted across various social media channels and websites including Trafford Leisure
- The consultation also included three in person drop-in sessions at Sale Leisure Centre on : -  
    Tuesday 14<sup>th</sup> June 4-7pm, Thursday 16<sup>th</sup> June 12-2pm and Saturday 18<sup>th</sup> June 10am-12pm
- In addition, if people wanted to add further comments on the future of Sale Leisure Centre, they could email: [salelcconsultation@trafford.gov.uk](mailto:salelcconsultation@trafford.gov.uk)
- In total there were 478 who responded the on line survey
- The outputs are to be used to inform the RIBA Stage 3 designs for Sale Leisure Centre (SLC)

# Responses - 478 people responded

## Gender

## Age

## Activity levels

Page 20



Male

67.57%



Female

31.17%



0-34

17.57%



35-64

76.79%



65+

5.23%



Over 150 hours

42.47%



30 mins – 150  
Mins a week

52.72%



Less than 30  
mins a week

3.97%

1.26% Prefer not to say:

**0% not answering**

0.42% Prefer not to say:

**0% not answering**

0.84% Prefer not to say:

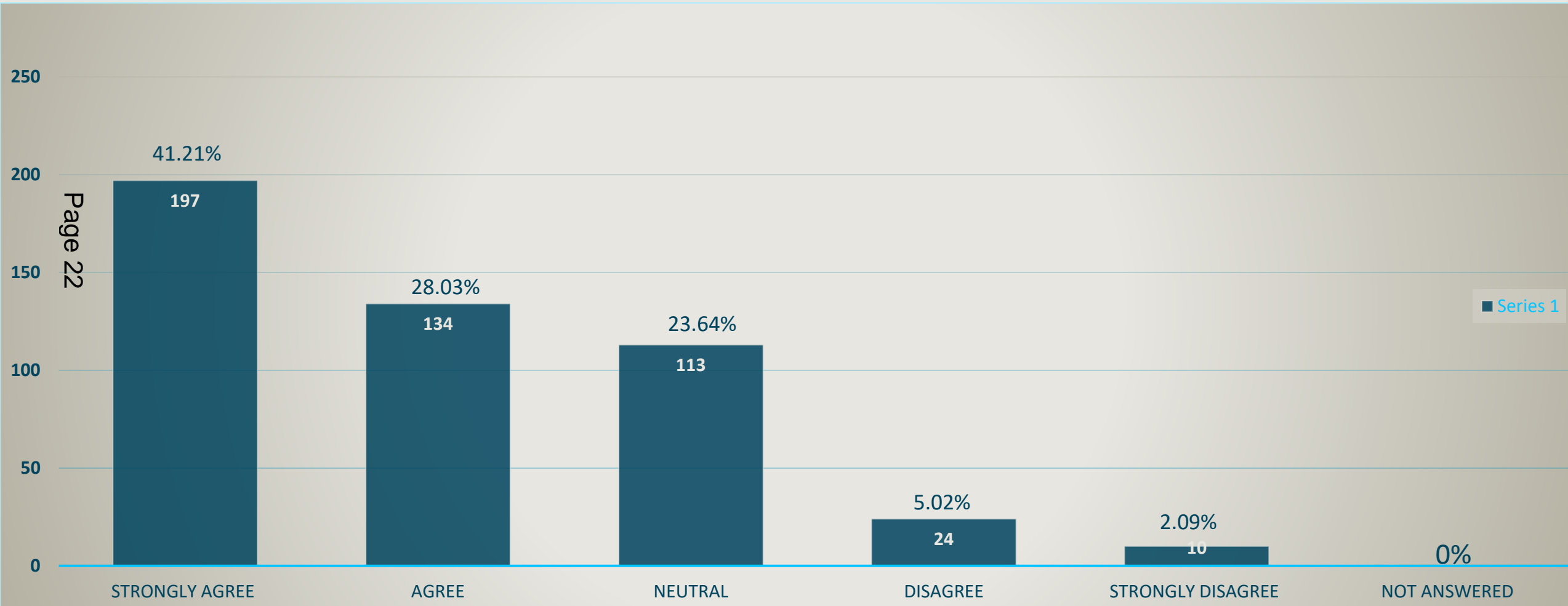
**0% not answering**

# Which is the main leisure centre you use?

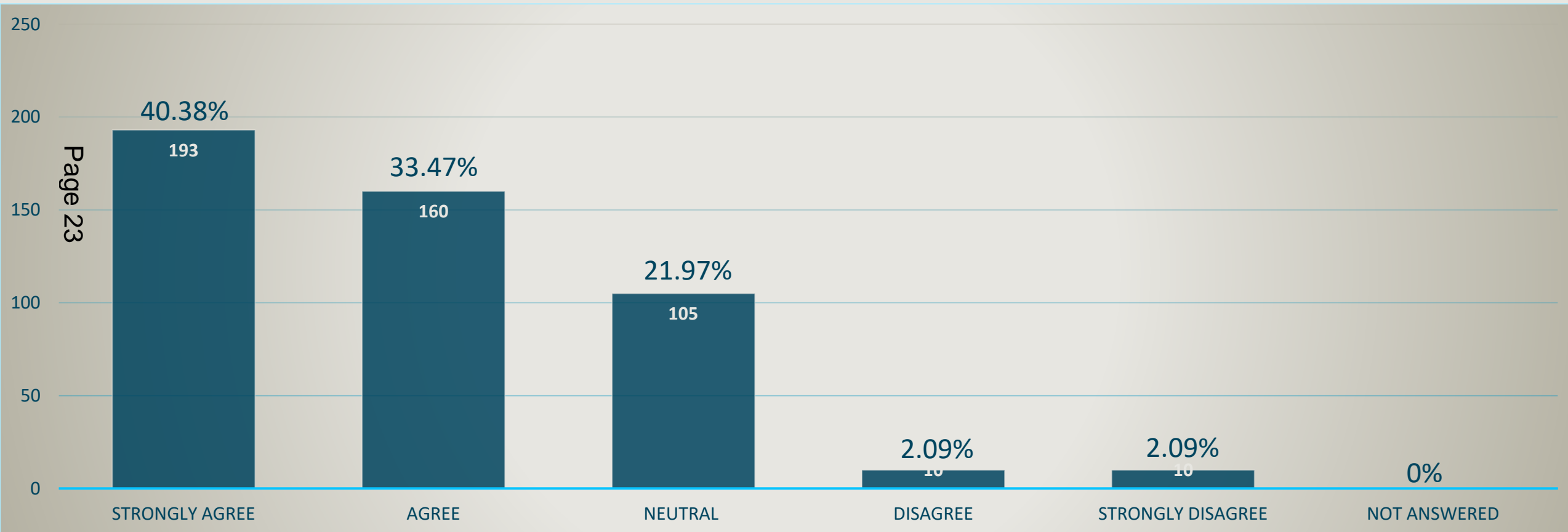
Option	Total	Percent
Altrincham Leisure Centre / The Grammar	14	2.93%
Sale Leisure Centre	398	83.26%
Stretford Leisure Centre / Sports Village	4	0.84%
Move Urmston	14	2.93%
Partington Leisure Centre	1	0.21%
Old Trafford Sports Barn	0	0.00%
A Non Trafford Leisure Facility	21	4.39%
I Don't Use A Leisure Centre To Be Physically Active	26	5.44%
Not Answered	0	0.00%

The proposal currently has an open reception, community café and accessible viewing area for the pools.

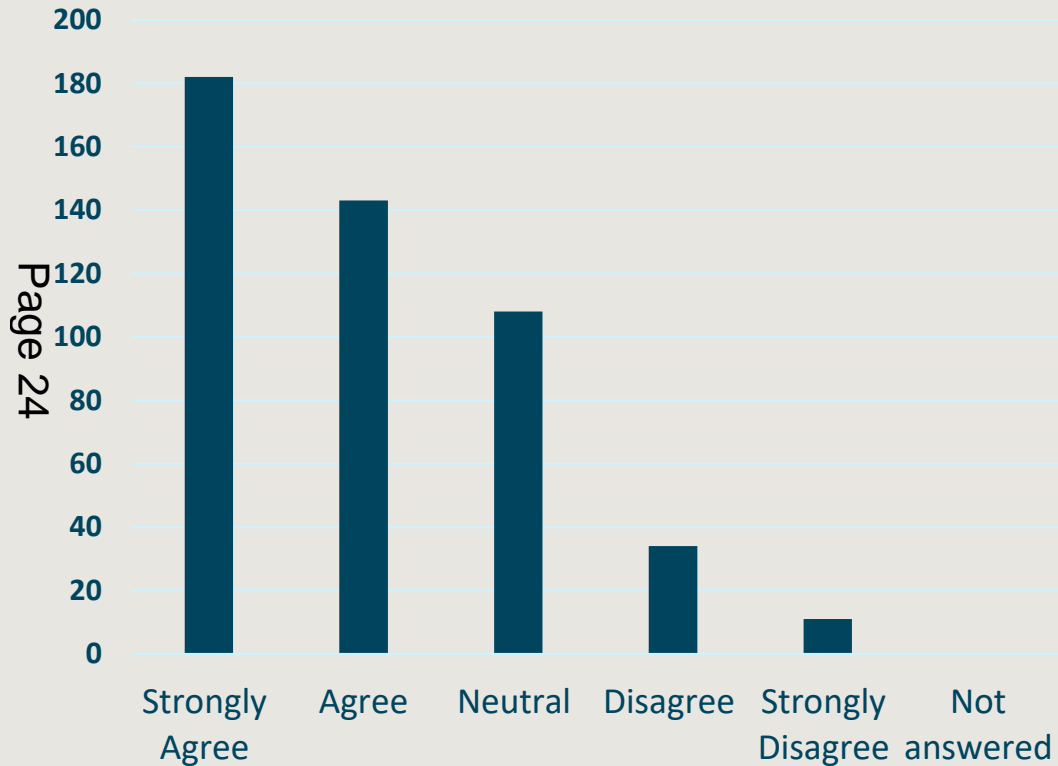
Please state if this would encourage you to use the center more frequently?



**The proposal currently has a multi sport sports hall, four studios and an immersive spin studio.**  
**Please state if this proposal would encourage you to be more active**



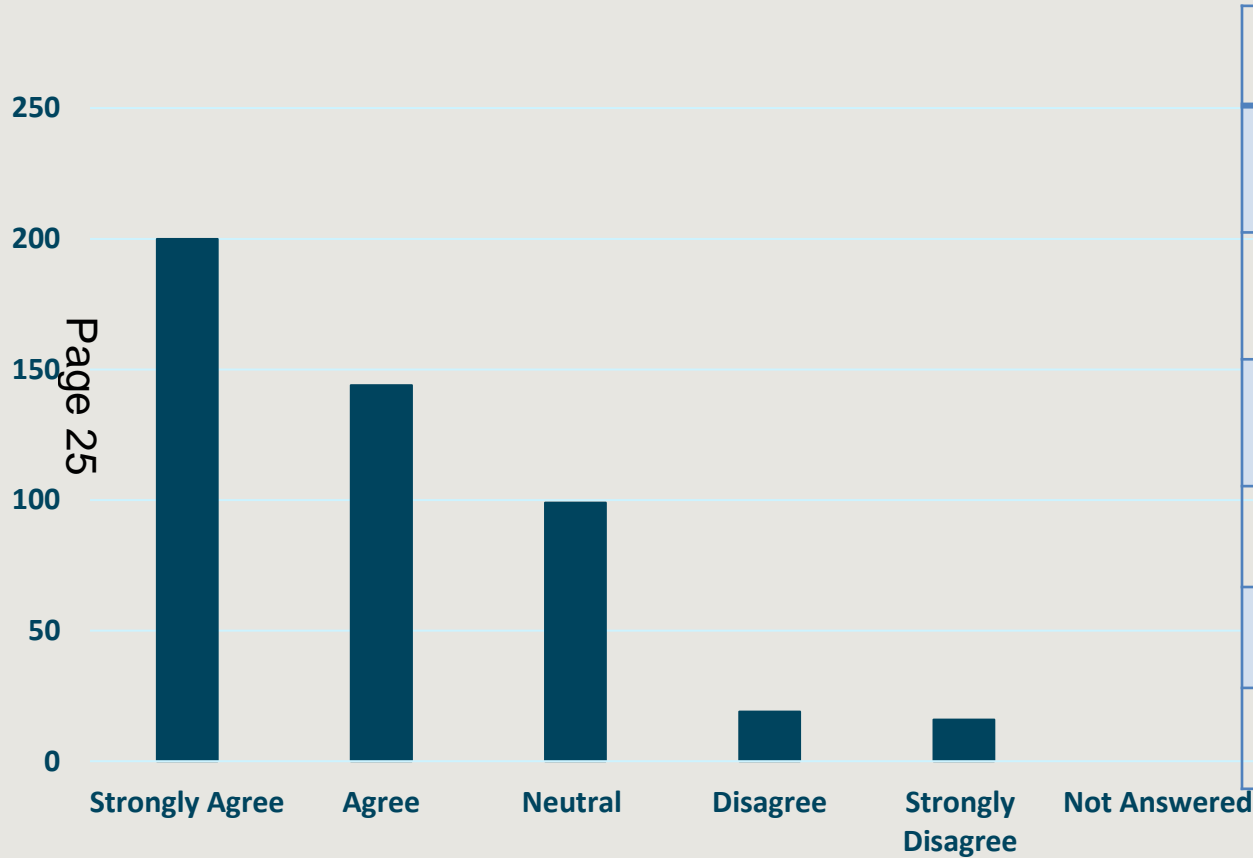
# The proposal currently increases the size of the fitness suite / gym up to 100 stations with new state of the art equipment. Please state if this proposal would encourage you to be more active?



Option	Total	%
Strongly Agree	182	38.08%
Agree	143	29.92%
Neutral	108	22.59%
Disagree	34	7.11%
Strongly Disagree	11	2.30%
Not Answered	0	0.00%

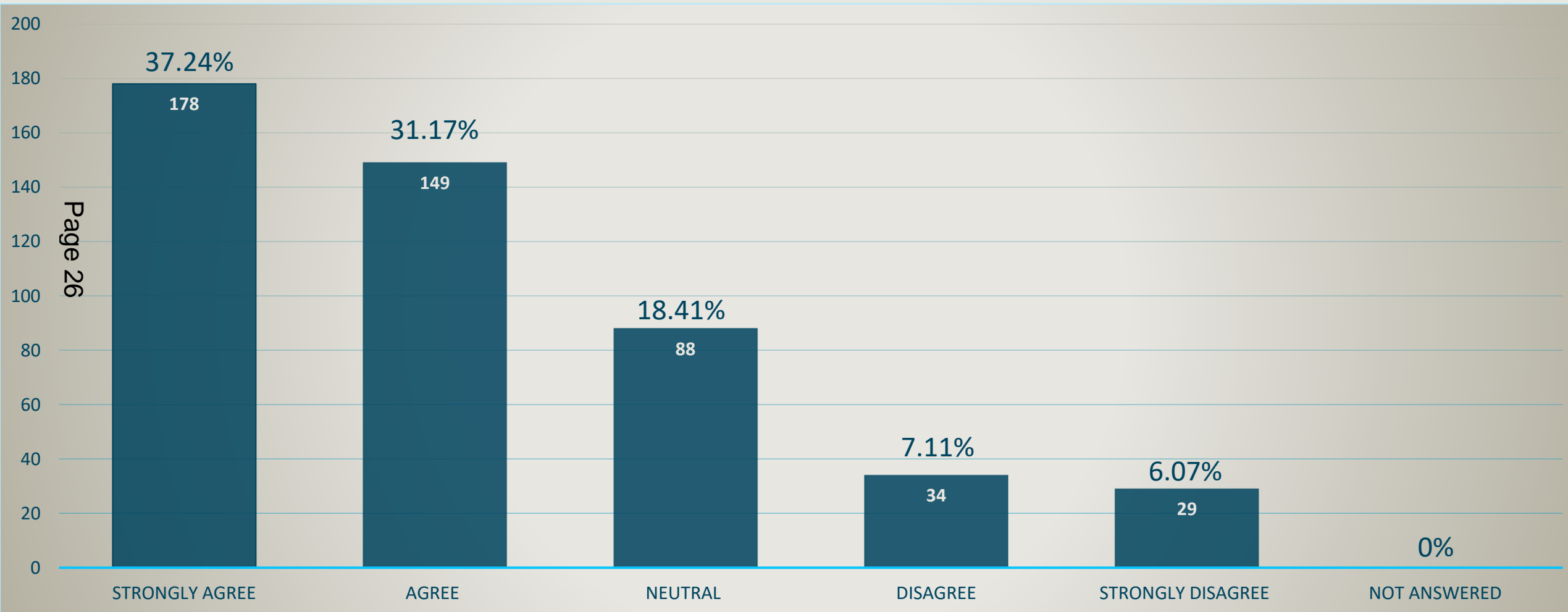


The proposal currently has a flexible suite of changing options for both wet and dry changing rooms to allow the center to accommodate group change specifically for school swimming lessons as well as single sex and gender-neutral change as appropriate. Please state if this proposal would encourage you to be more active?



Option	Total	%
Strongly Agree	200	41.84%
Agree	144	30.13%
Neutral	99	20.71%
Disagree	19	3.97%
Strongly Disagree	16	3.35%
Not Answered	0	0.00%

The proposal currently gives the main pool and training pool a full refurbishment. The proposal also keeps the club pool in it's current condition, which will support the displacement from our other Leisure refurbishments. A review of the club pool will take place at the end of the redevelopment of Sale, Altrincham and Stretford leisure centers. Please state if you welcome this proposal



# Please prioritise the facilities / activities that you would like to see available at Sale Leisure Centre by selecting and ranking your top 5?

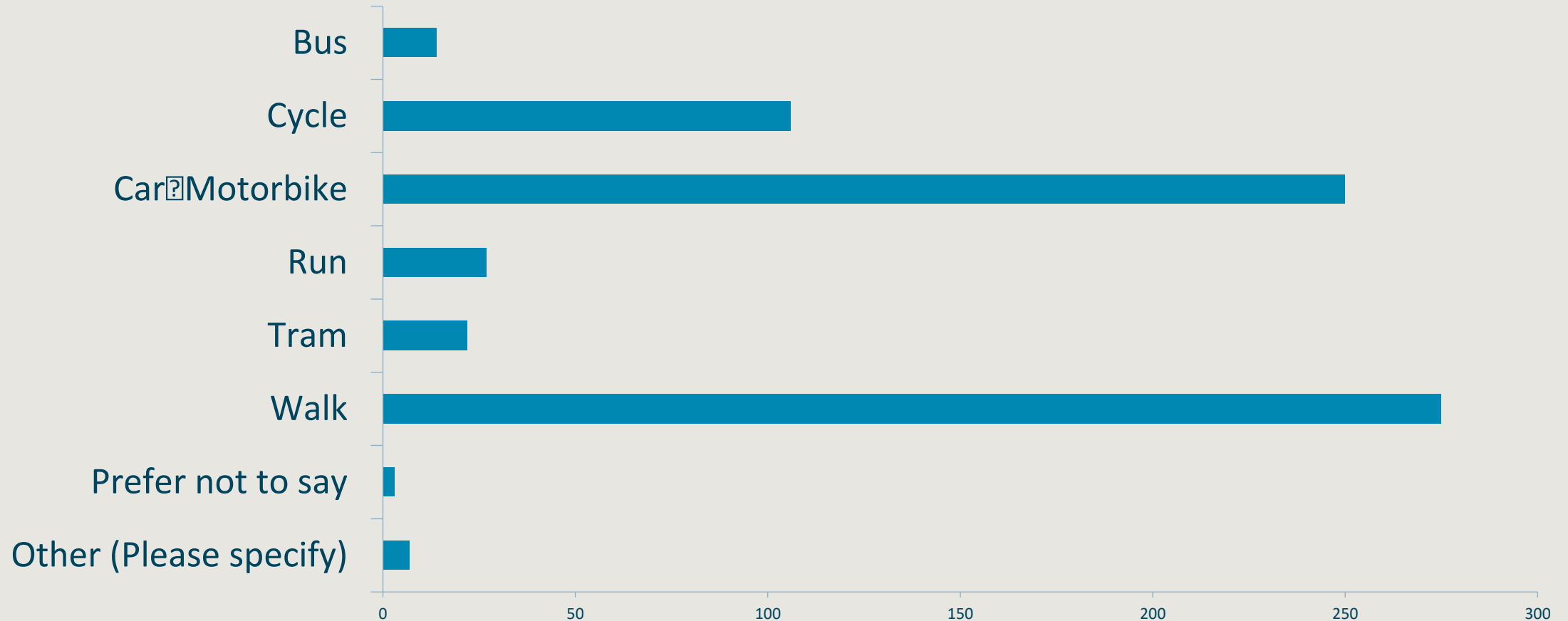
Item	Ranking
Swimming Pools	3.73
Gym / Fitness suite	1.88
Fitness classes	1.63
Spa / Wellbeing	1.45
Cafe	1.21
Badminton	0.83
Sports Hall	0.79
Spinning studio	0.64
Group sessions	0.56
5 a side football	0.37
Squash	0.36
Party rooms	0.35
Other (Please specify)	0.32
Basketball	0.27
Martial arts	0.26
Netball	0.21
Bowls	0.14

# In your opinion, what should Sale Leisure Centre be trying to achieve? Please rank top 10

Item	Ranking
To improve health and wellbeing	8.76
To provide excellent facilities and service	8.38
To increase participation in leisure activities	7.92
To achieve best value for money	6.39
To promote inclusion and accessibility	5.82
To ensure the building is managed economically and processes are efficient	5.44
To expand the range of activities	5.31
To encourage community cohesion	4.79
To support sporting excellence	4.55
To provide digital solution (easy to book, access in and around the centre, find information)	4.49
To provide other community facilities	4.15

Trafford Council are developing a walking and cycling strategy to promote active travel as one element of improving the environment and responding to the climate crisis.






Please could you state how you would intend to mostly travel to a refurbished Sale Leisure Centre?



# Sustainability

The proposals for Sale leisure center includes components for the building to be more sustainable such as the use of solar panels as one element to respond to the climate crisis. Trafford Council would like to hear your views on how Sale Leisure Centre could become more environmentally friendly

Page 30

	295	Responses
	172	Support sustainable initiatives such as solar panels
	100	Support and suggested additional initiatives
	12	Do not support (see comments)
	11	No comment

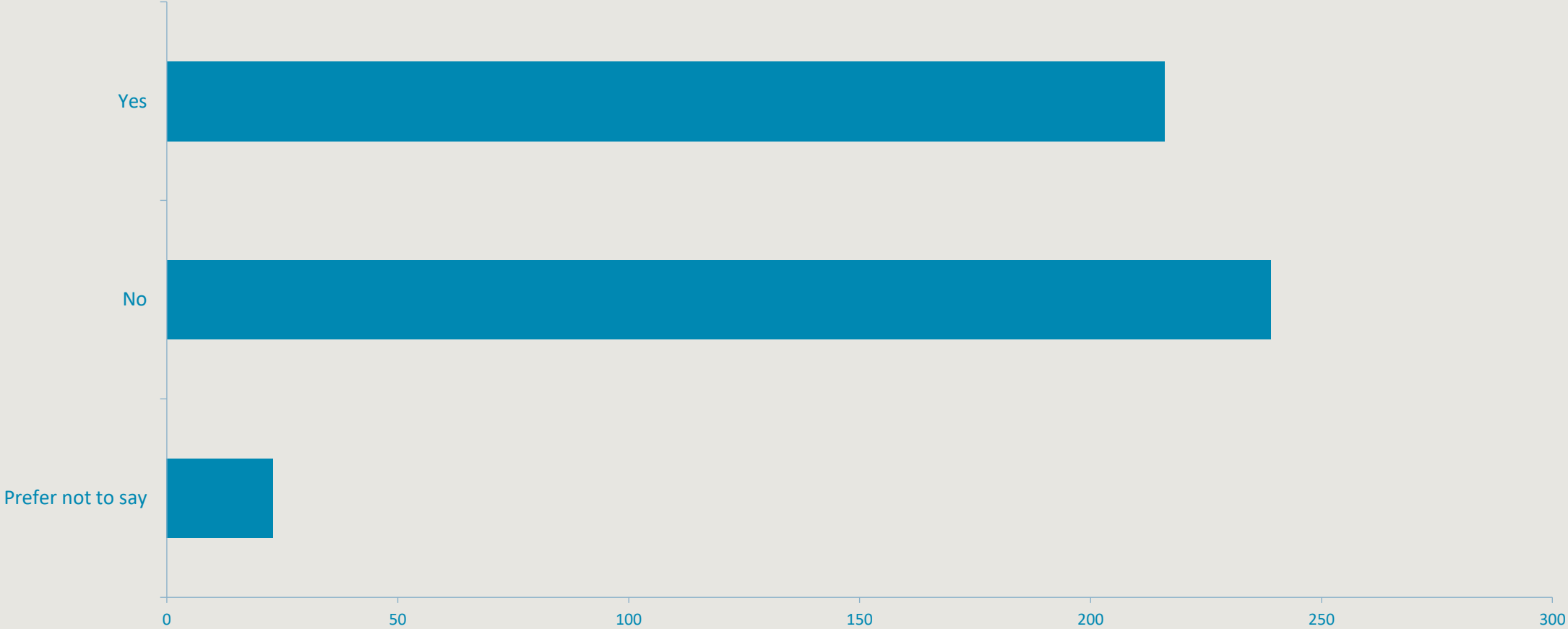






# Would you consider using Sale Leisure Centre facilities as part of your daily commute?

Page 33



## What are your reasons or barriers for not using a leisure centre to be physically active?

Option	Total	%
Cost of activity	9	1.88%
Time	8	1.67%
Confidence	1	0.21%
Safety	0	0.00%
Location	4	0.84%
Parking	3	0.63%
Cycling and walking facilities	0	0.00%
Cost of travel	1	0.21%
Other transport issues	0	0.00%
Condition of facility/equipment	15	3.14%
Lack Of facilities/equipment	7	1.46%
Cleanliness	17	3.56%
Changing room options	4	0.84%
Accessibility of the building and issues with the building	1	0.21%
Availability of facilities and activities at a time that suits you	8	1.67%
Cost	5	1.05%
Digital booking process	5	1.05%
Staff	1	0.21%
Preference to be physically active outside of a leisure centre	7	1.46%
Other (Please specify)	1	0.21%
Not Answered	452	94.56%

## What are your reasons or barriers for not using a Trafford Leisure managed leisure centre to be physically active?

Option	Total	%
Cost of activity	11	2.30%
Time	8	1.67%
Confidence	1	0.21%
Safety	0	0.00%
Location	4	0.84%
Parking	6	1.26%
Cycling and walking facilities	3	0.63%
Cost of travel	2	0.42%
Other transport issues	1	0.21%
Condition of facility/equipment	30	6.28%
Lack Of facilities/equipment	19	3.97%
Cleanliness	29	6.07%
Changing room options	10	2.09%
Accessibility of the building and issues with the building	3	0.63%
Availability of facilities and activities at a time that suits you	13	2.72%
Cost	9	1.88%
Digital booking process	9	1.88%
Staff	2	0.42%
Preference to be physically active outside of a leisure centre	6	1.26%
Other (Please specify)	4	0.84%
Not Answered	431	90.17

**Please could you specify any reasons or barriers that prevent you from increasing your use of leisure centres for physical activity?**

<b>Option</b>	<b>Total</b>	<b>Percent</b>
<b>Cost of activity</b>	142	29.71%
<b>Time</b>	170	35.56%
<b>Confidence</b>	29	6.07%
<b>Safety</b>	21	4.39%
<b>Location</b>	16	3.35%
<b>Parking</b>	94	19.67%
<b>Cycling and walking facilities</b>	27	5.65%
<b>Cost of travel</b>	11	2.30%
<b>Other transport issues</b>	4	0.84%
<b>Condition of facility/equipment</b>	247	51.67%
<b>Lack Of facilities/equipment</b>	163	34.10%
<b>Cleanliness</b>	279	58.37%
<b>Changing room options</b>	148	30.96%
<b>Accessibility of the building and issues with the building</b>	19	3.97%
<b>Availability of facilities and activities at a time that suits you</b>	138	28.87%
<b>Cost</b>	93	19.46%
<b>Digital booking process</b>	80	16.74%
<b>Staff</b>	26	5.44%
<b>Preference to be physically active outside of a leisure centre</b>	42	8.79%
<b>Happy with my physical activity level</b>	33	6.90%
<b>Other (Please specify)</b>	16	3.35%
<b>Not Answered</b>	9	1.88%

## How do you undertake most of your exercise, sport and physical activity sessions?

Page 37

Option	Total	Percent
Home	71	14.85%
Inside - Leisure Centre / Health Club	141	29.50%
Inside - Other (please comment)	27	5.65%
Outside - Facility specifically for activity	30	6.28%
Outside - Public Space	187	39.12%
I don't do any physical activity	11	2.30%
Prefer not to say	6	1.26%
Other	5	1.05%
Not Answered	0	0.00%

# Email Summary

**16 emails**

**3 BAU after deadline**

**1 Senior Capital Project Manager , MFT and Accessibility and Wayfinding Manager for MFT**

**1 Dr recommendation Hydrotherapy to be considered**

**1 Physio**

**1 Hough End user**

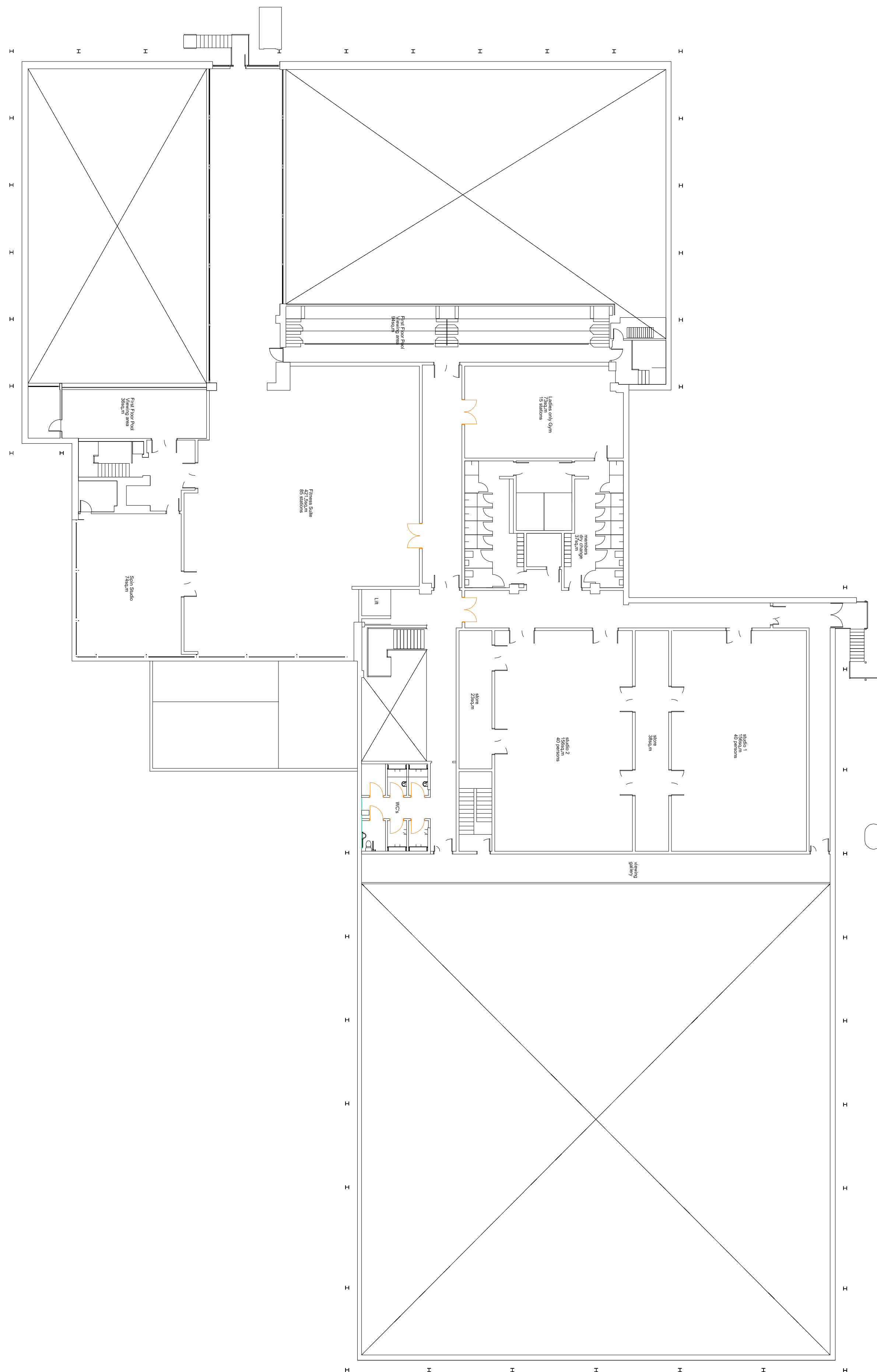
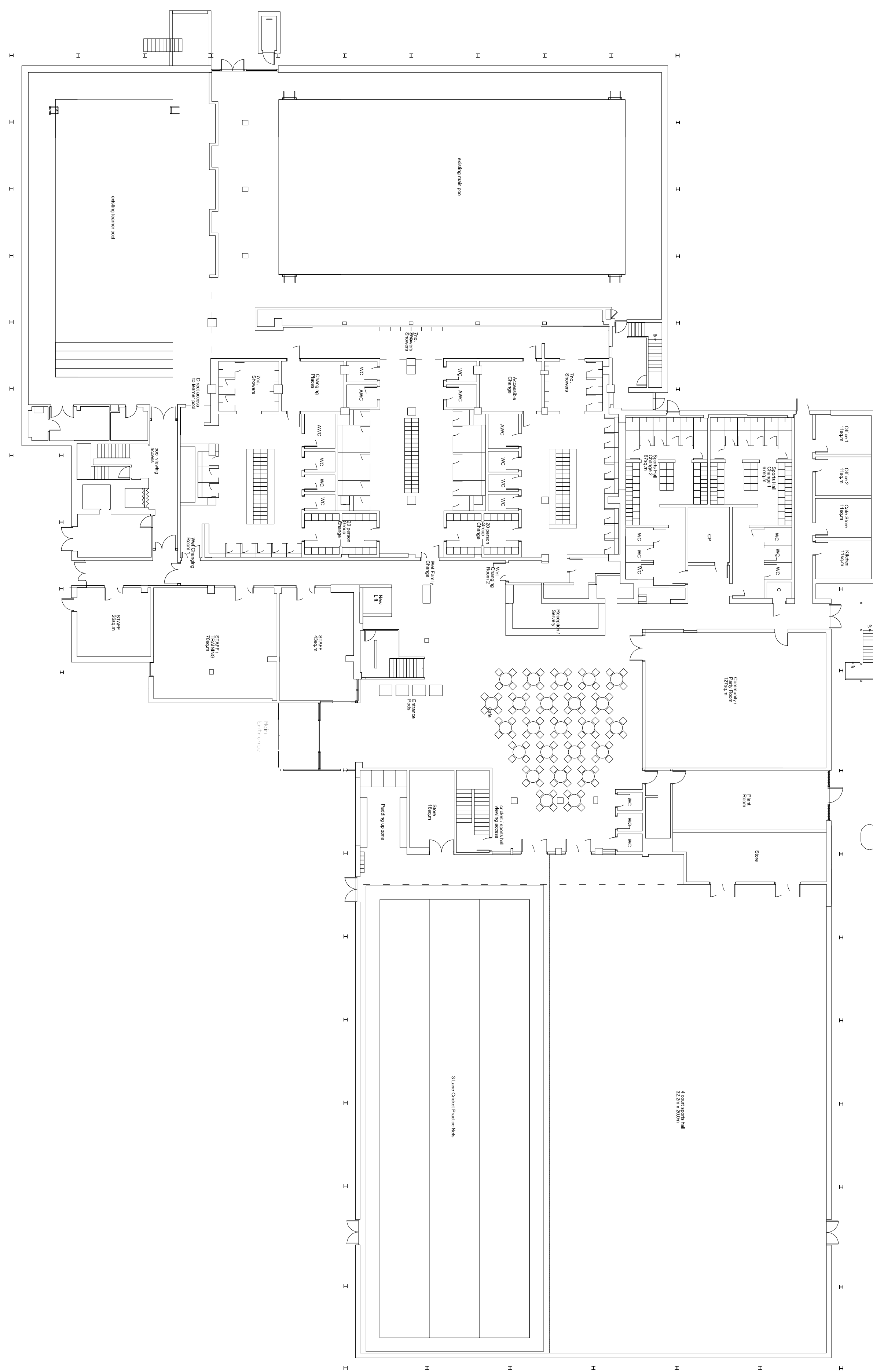
**9 supporting Sailfin Swimming Club**

# Actions/ next steps

- Share data with Leisure Board for more detailed feedback
- Additional analysis required e.g. demographic profile of those not using leisure centres
- Include results in an updated SOPM
- Analysis to inform RIBA Stage 3 Designs / Costings
- Include in next Exec Report
- Additional consultation required post Stage 3

This page is intentionally left blank





This page is intentionally left blank

## TRAFFORD COUNCIL

**Report to:** Executive  
**Date:** 20<sup>th</sup> February 2023  
**Report for:** Decision  
**Report of:** Executive Member for Economy and Regeneration

### Report Title

Longford Park 'People, Place and Nature' National Lottery Heritage Fund (NLHF) – Delivery Phase Bid Submission.

### Summary

The report provides an update on progress through the Development Phase of the project and seeks approval to submit a Delivery Phase bid to the National Lottery Heritage Fund for the restoration of Longford Park alongside a programme of activity to increase its audience and use. The report highlights the proposed scope, timescale, finance, key issues and implications for the Council.

### Recommendation(s)

It is recommended that the Executive:

- (i) Approves submission of the NHLF Delivery Phase bid on 25<sup>th</sup> May 2023.
- (ii) Delegates authority to the Corporate Director of Place, in consultation with the Director of Finance and Executive Member for Economy and Regeneration, to finalise the bid and compulsory supporting documents for submission.
- (iii) Notes the need to continue to develop proposals to sustain the project, associated posts and outcomes beyond the period of NLHF funding.

Contact person for access to background papers and further information:

Name: Paul Farrand  
Extension: x5504

Background Papers: None

Appendices:  
Appendix 1 – Longford Park Landscape Masterplan

Relationship to Policy Framework /Corporate Priorities	The project meets the Corporate Plan Priority 'Addressing our Climate Crisis', with strong links to the Council's Sport and Physical Activity Strategy, Strategic Outcomes Planning Model (Sport England), VCSFE Strategy, Trafford Locality Plan, Operational Estates Strategy, Inclusive Economy Recovery Plan, draft Local Plan and The Civic Quarter Area Action Plan.
Relationship to GM Policy or Strategy Framework	The project meets the GM 5 Year Environment vision of a clean, carbon neutral, climate resilient city region with a thriving natural environment, plus draft GM Places for Everyone policy priorities under Sustainable and Resilient Places and Greener Places.
Financial Implications	The NLHF bid is expected to be £2.86m and potentially £3.1m subject to confirmation of funding from United Utilities. The Council's match funding is set out in Section 5, including the creation of two new posts.
Legal Implications	The initial and future operating model for the long barn will need to be the subject of a robust legal assessment ahead of the Delivery Phase bid, whilst amendments will need to be made to the proposed lease for the scouts/shippon to accommodate increased community access and meet NLHF criteria linked to its part-refurbishment via lottery funding.
Equality/Diversity Implications	Equality and Diversity are key aspects of the Audience Development and Activity Plan being prepared as part of the bid and in the consultation and engagement carried out to date.
Sustainability Implications	The project contributes to GM-level work on Biodiversity Net Gain, Green Infrastructure and Nature Based Solutions, with a Natural Capital approach employed throughout the bid.
Carbon Reduction Implications	The project meets Carbon Neutral Action Plan priorities under Natural Environment and Our Buildings and Workplaces. Low carbon measures form part of the designs for the long barn, along with Electric Vehicle Charging Points and LED lighting.
Resource Implications e.g. Staffing / ICT / Assets	Addressed in the main body of the report relating to park buildings and new posts associated with the bid.
Risk Management Implications	RIBA Stage 3 designs are being completed and costed for the bid, with further design and cost refinement up to RIBA Stage 4 in the event of a successful bid. As part of the Risk Register there are risks identified regarding inflation, construction costs, VAT and market conditions.
Health & Wellbeing Implications	Major investment at Longford Park will create a venue for increased levels of physical activity through improved and enhanced facilities alongside a targeted programme of engagement including green social prescribing meeting strategic priorities in line with Trafford Moving and Trafford Locality Plan.
Health and Safety Implications	Securing major capital and revenue investment into Longford Park would enable the Council to address backlog maintenance issues relating to park infrastructure and in particular built heritage assets that

	have continued to decline due to the lack of available funding and sustainable uses.
--	--

## 1.0 Background

- 1.1 Longford Park is Trafford's largest Council-managed public park, a designated Conservation Area and the former home of John and Enriqueta Rylands, two important figures in the history of Stretford and Manchester. Longford Park became a public park in 1912 following the death of Enriqueta in 1908 and the subsequent sale of the estate to Stretford Urban District Council.
- 1.2 The National Heritage Lottery Fund (NHLF) provides funding of between £250,000 and £5million for "*projects that connect people and communities to the national, regional and local heritage of the UK*". Recognised for its unique and interesting heritage, as outlined above, Longford Park is a prime candidate for NHLF heritage funding, which could be used to repair and restore heritage assets, promote inclusion and diversify the park's user profile, provide new and/or enhanced facilities, offer new skills and job opportunities and assist with long-term environmental sustainability.
- 1.3 A formal expression of interest (EOI) outlining the scope of a project at Longford Park was submitted to and approved by NLHF in April 2019, enabling the project to progress to a Development Phase bid (often referred to as a 'stage one' bid) for additional funding to develop outline proposals over a two-year period up to a Delivery Phase bid (often referred to as a 'stage two' bid).
- 1.4 A Development Phase bid was submitted in August 2019, supported by a draft masterplan produced by consultants AECOM. In line with NLHF requirements, the bid included detailed project costs, timetable, consultant briefs and anticipated match funding for the Development Phase as well as outline proposals for capital works, activities, project outcomes, project management, costs, income, match funding and new posts for the Delivery Phase. In December 2019, the Council received a £120k Development Grant award, supplemented by £55k secured through the Council's capital programme, £20k from the Council's partnership with City of Trees and £25k of monetised volunteer hours. NLHF therefore met 55% of the overall Development Phase costs.
- 1.5 As of August 2019, when this Development Phase bid was submitted, the future anticipated Delivery Phase grant request from NLHF was estimated at c£2.8m, 58% of the overall c£4.8m project costs, composed of c£3.75m capital works and c£1.05m activity, training and management costs. Match funding was estimated at c£2m.
- 1.6 The NLHF Development Grant included several key 'Approved Purposes', which were to develop proposals to:
  - (i) Repair and convert the shippon complex into a volunteering, activity and skills hub
  - (ii) Repair and restore the portico, walled gardens and key historic features including the ha-ha, rockery and art deco shelters
  - (iii) Repair and enhance footpaths, access points, signage, play areas, sports facilities and pet's corner
  - (iv) Enhance soft landscaping, re-introducing Longford Brook and resolving on-site drainage issues
  - (v) Alongside key partners, deliver a two-year programme of activities and events with schools and target audiences, with a key focus on health and wellbeing through sports, conservation and horticultural activities
  - (vi) Establish a training programme for volunteers and recruit a two-year Project Co-ordinator post

## 2.0 Development Phase Progress

- 2.1 Partial 'Permission to Start' was issued by NLHF in July 2020, recognising the impact of the COVID 19 pandemic on the project, covering the period up to November 2020, during which time a limited programme of audience development took place via City of Trees and local groups that formed a stakeholder group. The work explored the make-up of current users (audiences) of Longford Park, and how this could be widened and developed over time.
- 2.2 After this four-month period of community engagement activity with City of Trees, project management arrangements were reviewed, and a revised Development Phase funding package and programme aimed at increasing project management capacity was submitted to NLHF in December 2020. This was approved in January 2021 in tandem with the issue of formal Permission to Start.
- 2.3 Audience development work continued during 2021, led by City of Trees in conjunction with the Friends of Longford Park and other local stakeholder groups to support work including a heritage trail, audio trail and walking routes, although events and activities were again limited by COVID 19 restrictions.
- 2.4 In late 2021 The Environment Partnership (TEP) were appointed as Lead Landscape Consultant, with Gardiner and Theobald (G & T) taking on the role of project management lead. People's Voice Media were also commissioned to deliver Community Reporter Training and implementation, involving local people being recruited and trained to interview park users about their views and experiences, captured as a video resource covering a range of themes.
- 2.5 Once these appointments were in place, a series of Project Board Meetings were established with key Council services represented, along with Friends of Longford Park, First Stretford (Longford) Scouts plus Director and Corporate Director attendance as required.
- 2.6 Progress has been reported and monitored to a NLHF Case Officer plus a designated support consultant to advise on all aspects of the project and bid development.
- 2.7 A formal project review was held with the NLHF on 8<sup>th</sup> July 2022. This review represents a critical aspect of the Development Phase. The purpose of the review was to affirm:
  - that the project is being developed in line with the approved purposes and outcomes
  - costs and partnership funding updates indicate a viable project
  - risks are manageable
  - overall the project still offers good or improved value for money
- 2.8 Following a positive meeting, the project passed this critical review stage, with further areas of focus recommended ahead of bid submission relating to target audiences, training opportunities and new posts.
- 2.9 Following the most recent progress review in September 2022, additional activity planning mentoring and support was provided via NLHF in the form of an allocated consultant with extensive experience in the built and landscape heritage sector (Jane Davies & Associates).
- 2.10 Following this progress review and advice from NLHF, Community First Partnership (CFP) were appointed to develop the Activity Plan, which will set out a programme of engagement and activities to diversify the park's audience, overcome identified barriers to participation and ensure that the community benefits from the NHLF investment are sustained in line with their mandatory outcomes. CFP have also co-ordinated additional stakeholder engagement and have compiled and analysed the results of a visitor observation study which took place over 3 weeks in the park during December 2022.
- 2.11 In December 2022, following collaboration with the Council, The Environment Agency, Mersey Rivers Trust and United Utilities (UU), a bid for £240k was submitted to UU's Green Recovery Fund to support the proposed Longford Brook de-culverting and SUDS creation, with wide-ranging benefits for biodiversity net gain, nature recovery, enhanced natural capital and the delivery of ecosystem services with benefits for people through access to nature, wellbeing

and learning opportunities. The scheme also aims to store more water on site, increasing capacity of the UU system and simplifying maintenance of the brook. The outcome of this bid is likely to be known shortly after submission of the Delivery Phase bid.

### **Delivery Phase Bid – Key Components and Proposals**

- 2.12 TEP have revisited the original 2019 Masterplan produced by AECOM and have recommended a number of key changes to make best use of existing assets, maximising the historic and commercial potential of key elements of the project. A copy of the current Landscape Masterplan is provided as Appendix 1.
- 2.13 The key changes to the masterplan are as follows:
- (i) The relocation of the volunteer, skills development and heritage hub from the shippon to the long barn (approved formally via NLHF in May 2022) with funding allocated to improve the shippon in conjunction with First Stretford (Longford) Scouts, who are taking on a long lease for the whole of the shippon building
  - (ii) Increased water storage and SUDS measures to complement Longford Brook restoration at surface level
  - (iii) A relocated BMX course adjacent to the shippon building and long barn
  - (iv) A reconfiguration of Pets Corner and restoration of an historic route and view to the Longford Hall site
  - (v) An additional footpath from Ryebank Road
  - (vi) An increase from one to two community engagement posts, following advice from the advice of NLHF

### **Post Creation**

- 2.14 The Delivery Phase bid includes the creation of posts to implement the Activity Plan and to monitor and report on its objectives and outcomes, linked to the key NLHF outcome “*a wider range of people will be involved in heritage*”.
- 2.15 Consequently, the broad outcome of these posts will be to have fostered new and strengthened existing relationships with communities and groups, enhancing the audience of the park and acting as a general first point of contact for visitors. The more detailed outcomes are included in the Activity Plan. Outcomes refer to the changes, impacts or benefits that the project would achieve through major investment, engagement and activities.
- 2.16 The Senior Community Engagement Officer would be a full time 3.5-year post which would commence in January 2023 (January 2023 – July 2027), followed by an additional 0.6 FTE Community Engagement and Volunteer Co-Ordinator starting in September 2024 for 3 years (September 2024 – September 2027).
- 2.17 It is currently intended for both posts to be funded as part of the project and hosted by City of Trees as an existing project partner, reporting into the NLHF Delivery Group to be established for the Delivery Phase if the bid is successful.

## **3.0 Delivery Phase Requirements**

- 3.1 The Delivery Phase bidding round is a competitive process governed by an award committee of the NHLF for the North of England. To succeed, projects are measured against the approved purposes along with mandatory and priority NLHF outcomes, which are:
- (i) A wider range of people will be involved in heritage (mandatory)
  - (ii) The funded organisation will be more resilient
  - (iii) People will have greater wellbeing
  - (iv) People will have developed skills
  - (v) The local area will be a better place to live, work or visit

(vi) The local economy will be boosted

The remaining NLHF outcomes are:

(vii) Heritage will be in better condition

(viii) Heritage will be identified and better explained

(ix) People will have learnt about heritage, leading to change in ideas and actions

3.2 The compulsory supporting documents include a Landscape Masterplan, Activity Plan, Business Plan and 10-year Management and Maintenance Plan, all of which have been developed by TEP and CFP. As Project Management Leads, Gardiner and Theobald (G & T) hold responsibility for updating and submitting final versions of the Project Plan, Risk Register and Cash Flow Forecast.

3.3 All of these supporting documents will have been finalised by the time of the intended May submission, following a final review meeting with NLHF case officers and approval from Corporate Director of Place, in consultation with the Director of Finance and Executive Member for Economy and Regeneration.

#### 4.0 Timescale and milestones

4.1 The table below illustrates the overall indicative timescales for the Delivery Phase of the Longford Park NHLF bid:

Task	Target Date
• Planning application submission	January 2023
• Report to Council Executive	20 <sup>th</sup> February 2023
• NLHF bid submission	25 <sup>th</sup> May 2023
• Planning Committee	9 <sup>th</sup> March 2023
• Decision via Funding Committee for Northern England	September 2023
• Commencement of project including tendering and procurement of capital works	Autumn/Winter 2023
• Senior Community Engagement Officer Appointed	Winter 2023
• Community Engagement and Volunteer Co-Ordinator appointed	Spring 2024
• Capital works start	Summer/Autumn 2024
• Completion of capital works	Summer/Autumn 2025
• End of NLHF revenue funding	Autumn 2027

#### 5.0 Financial implications

5.1 The estimated overall cost of the Delivery Phase was circa £5.4m as of September 2022, comprising £4.2m of capital works to built heritage assets, landscape heritage features and park infrastructure, alongside £1.2m of activity, training and management costs.

5.2 This would require a grant request of £2.86m to NHLF based on a 53% grant percentage to project cost ratio and taking unsecured match funding into account. This would represent a slight decrease from the 55% NLHF grant for the Development Phase.

5.3 Should the UU bid be unsuccessful, the grant request would need to be increased to £3.1m (57%) in consultation with NLHF, or alternative match funding identified prior to Permission to Start being granted by NLHF. Additional funding bids will be developed relating to tree planting and the skatepark ahead of the Delivery Phase bid decision.

#### Match Funding



- 5.4 To date a total of £917,503.00 Council match funding has been identified and secured to support the Delivery Phase, as set out in Table 5.1 below.
- 5.5 A further c£1.37m (minimum) of unsecured match funding (Table 5.2) has been identified from a combination of the existing approved Capital Programme; Section 106 contributions and CIL payments; monetised volunteer hours; increased revenue generation from events and activities; existing partnership revenue finance; concessions and increased site maintenance contributions. These will be set out in greater detail in the Business Plan that will accompany the bid and be agreed by the Corporate Director, Director of Finance and Executive Member for Economy and Regeneration ahead of submission. It should be noted that the additional £1.37m target is considered to be conservative and achievable when compared with other similar NLHF funded park projects.
- 5.6 S106 contributions and/or CIL payments will be sought from new developments in the vicinity of Longford Park to support the delivery of the proposed improvements.
- 5.7 Tables 5.1 and 5.2 below summarise the funding secured or anticipated before the Delivery Phase bid or anticipated over the course of the Delivery Phase.

**Table 5.1: Delivery Phase Secured Capital Match Funding/Income**

<b>Source of Funding</b>	<b>Amount</b>
Capital programme (Greenspace)	£75,000
Capital programme (Drainage LLFA)	£50,000
S106 Contributions	£617,503
Environment Agency	£175,000
<b>Total</b>	<b>£917,503.00</b>

**Table 5.2: Delivery Phase Unsecured Match Funding/Income**

<b>Source of Funding</b>	<b>Amount</b>
Capital Programme bid 23/24 and 24/25 (cash match minimum as per NLHF criteria for Delivery Phase)	£300,000
S106 Contributions/CIL (to be confirmed)	£175,000
United Utilities Green Recovery	£240,000
Lawn Tennis Association (approved in principle)	£34,000
Volunteer Hours	£125,000
Non-heritage council and partner fundraising	£400,000
Commercial/Business/Events	£100,000
<b>Total</b>	<b>£1,374,000.00 (minimum target)</b>

### **Capital Programme**

- 5.8 A capital programme bid was submitted to support the Delivery Phase, seeking £150k in 2023/24 and 2024/25 (£300k total). This allocation has been included in the draft budget to be put forward for approval at the Council's Budget Executive on 15<sup>th</sup> February.
- 5.9 A further report will be brought back to Executive following the result of the Delivery Phase bid decision by the NLHF award committee bid in September 2023.
- 5.10 The report will also provide full details of the financial implications for the Council in accepting a major grant offer from NLHF (if successful). However, it should be noted that there is no obligation for the Council to accept a Delivery Grant from NLHF.

## **6.0 Other Key Considerations**

- 6.1 Given the nature of the project and physical restoration proposals relating to the buildings in the Park, it is essential that the Council and partners develop sustainable long-term approaches to the management of the park's landscape, facilities, buildings and posts.
- 6.2 In particular, it will be important to develop an appropriate model for the future management of the Long Barn facility prior to the end of NLHF funding after year three (autumn 2027). Work is ongoing with partners in this respect, drawing upon experience of similar examples in Trafford and as part of other lottery and external funded projects. This work will take place in the context of the principles outlined in Trafford's VCSFE Strategy, Operational Estates Strategy and Inclusive Economy Recovery Plan.
- 6.3 Similarly, NLHF funding for the two new community engagement posts will cease after July 2027. The Council and project partners will therefore need to explore ways to secure funding to sustain these roles and project outcomes linked to the Audience Development/Activity Plan, Business Plan and Management and Maintenance Plan.

## **7.0 Consultation**

- 7.1 Activity, engagement and audience development has been ongoing via events supported by City of Trees in conjunction with partners such as the Friends of Longford Park, Longford Park Disc Golf and Longford Community Allotment.
- 7.2 In autumn 2020 City of Trees working with People's Voice Media led a programme using Community Reporting as a tool for gathering the stories of people who live and/or work in Trafford about their use and perceptions of Longford Park, collected as a written report and online video resource to support the bid.
- 7.3 A major public consultation event was staged in the park on 28th May 2022 at which the masterplan proposals were displayed, supported by an online consultation over a four-week period, with displays located in the park café, Stretford Public Hall and Trafford Town Hall. The consultation attracted over 400 responses, which have been analysed in order to refine proposals and activity planning.
- 7.4 The results of the consultation demonstrated strong support for the masterplan proposals, with over 300 respondents in favour of the proposals for the Long Barn, former Longford Hall footprint, Longford Brook restoration, sports facility improvement and new footpath creation individually. Fewer than 50 respondents were against these proposals in each case. However, opinion was divided on the BMX course, with 222 in favour and 109 against. Detailed analysis of the consultation will be contained within the Activity Plan.

## **8.0 Wider Corporate Links**

The project meets the Corporate Plan Priority 'Addressing our Climate Crisis', with strong links to the Council's Sport and Physical Activity Strategy, Strategic Outcomes Planning Model (Sport England), VCSFE Strategy, Trafford Locality Plan, Operational Estates Strategy, Inclusive Economy Recovery Plan, draft Local Plan and The Civic Quarter Area Action Plan.

## **9.0 Other Options**

- 9.1 No alternative viable option exists to secure the necessary levels of capital and revenue funding to realise the park's environmental, social and economic potential. A do-nothing option would fail to seize the opportunity to regenerate a major cultural and heritage asset beyond that which could be achieved within current available resources for park maintenance and development, whilst failing to unlock the potential of the site to achieve cross-cutting benefits for local residents, visitors, partner organisations and businesses.

**10.0 Reasons for Recommendation**

- 10.1 The Longford Park 'People, Place and Nature' project has the potential to contribute significantly to a number of key Council strategies and priorities relating to physical and mental wellbeing, sport and physical activity, biodiversity and access to nature, climate change adaptation and mitigation, skills development, green economy and volunteering.
- 10.2 The project also complements major local place shaping at Stretford Town Centre and The Civic Quarter, providing the primary major public park to meet the needs of planned residential growth, with strong physical and partnership links to the countryside of The Mersey Valley.

**Key Decision** Yes

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

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

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

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

.....  
To confirm that the Financial and Legal Implications have been considered and the Corporate Director has cleared the report prior to issuing to the Executive Member for decision.

**Appendices:**

Appendix 1 – Longford Park Landscape Masterplan

This page is intentionally left blank





- Improvements to the layout and circulation within the core of the site. The reconfiguration takes inspiration from historic layouts and creates more direct connections to key features such as the historic Longford Hall footprint, Pets Corner, cafe, play area, formal gardens and walled gardens.
- Redesign of the former Longford Hall footprint, demarcating the historic internal room layout, providing an outdoor events space and including improved historical interpretation of the former Longford Hall and John and Henrietta Rylands history.
- Redesign of Pets Corner, to reinstate the historic route, by providing a new footprint for pets corner running alongside the walled garden. Proposals include new covered and open air animal enclosures, improved volunteering facilities and new access and circulation routes.
- Improvements to the formal gardens, taking inspiration from the historic layout. Proposals include the interpretation of the former rock and water garden, improved drainage, restoration of the Art Deco shelters and additional herbaceous, shrub and arboretum tree planting.
- Enhancements to the walled garden, including sensitive restoration of the perimeter wall. Proposals include improving facilities associated with the Bowling Club and Community Allotments.
- Regeneration of the Long Barn for community benefit, including improvements to the setting, external spaces and circulation.
- Improvements to the setting of the Shippon Building.
- Wheeled sports course located adjacent to the Long Barn.
- Enhancement and refurbishment of the existing play areas, including improvements to surfacing and the update of a number of pieces of play equipment, including accessible equipment for users of all abilities.
- Improvements to Disc Golf to alleviate the drainage issues. At the same time this also provides the opportunity to add further landscape interest to the course and an improved entrance with links to the Long Barn.
- Longford Brook reintroduced as an open watercourse to allow for greater surface water attenuation. Wet grassland seeding will aim to improve biodiversity.
- Site wide improved land drainage to alleviate flooding and to improve biodiversity. Potential areas for surface water attenuation will utilise the existing topography/landform, to improve site wide drainage.
- Assumed alignment of the Nico Ditch
- Improved wildlife garden with wildlife pond to enhance ecological value.
- The eastern field is to be retained as a large, flat, open events space, retaining long views across the park and and to Manchester City Centre beyond.
- Improvements to sports facilities including an Adult Football Pitch, an U9's football pitch (allowance for 2x orientations to aid pitch health) and a senior recreational Cricket Pitch (Sports pitches to Football Association and English Cricket Board recommended dimensions). Proposals include a new pedestrian access to Rye Bank Road.
- Firswood Community Centre - enhancement to the gateway and setting of Firswood Community Centre building, including improvements to pedestrian circulation and reconfiguration of car parking.
- Improvements to the existing tennis and basket ball courts, through resurfacing and the installation of new equipment including tennis nets, football net, basketball hoops, sprint track.
- Resurfacing and reconfigure of the Ryebank road car park, to maximise capacity and to improve this important gateway. Interventions include the improvements to public realm and the formal demarcation of bays with thermoplastic markings.
- Formalisation of the existing pedestrian desire lines.
- To the peripheries of the park swathes of tall grassland and tree planting to improve bio-diversity and wildlife corridors.

Reproduced by permission of Ordnance Survey on behalf of His Majesty's Stationery Office. Contains OS data © Crown Copyright and database right 2022. All rights reserved. License number 0100037860.

Rev	Description	Drawn	App	Date

**TEP THE ENVIRONMENT PARTNERSHIP**  
 Genesis Centre, Birchwood Science Park, Warrington WA3 7BH  
 Tel 01925 844004 e-mail tep@tep.uk.com www.tep.uk.com

Project no. **9220** Project name **Longford Park, Trafford**

Status **PLANNING**

Title **Landscape Masterplan**

Drawing no. **D9220.101**

Scale	Date	Rev
1:2000@A1	25/11/2022	P01
Drawn	Checked	Approved
SO	LG	GDA



This page is intentionally left blank

## TRAFFORD COUNCIL

**Report to:** Executive  
**Date:** 20 February 2023  
**Report for:** Decision  
**Report of:** Executive Member for Economy and Regeneration

### Report Title

**Trafford Inclusive Economy Delivery Plan 2022/23-2024/25**

### Summary

The Trafford Inclusive Economy Recovery Plan was approved by the Executive in February 2021 and an update on performance is provided as part of this report. To support the delivery of Corporate Priorities and meet new challenges in a more focused and longer-term way, the Trafford Inclusive Economy Delivery Plan has been produced to identify the specific actions to deliver a more inclusive economy in Trafford.

### Recommendation(s)

It is recommended that the Executive:

- (i) Notes the progress achieved against the actions contained in the Inclusive Economy and Recovery Plan.
- (ii) Approves the new Trafford Inclusive Economy Delivery Plan 2022/23–2024/25.

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

Name: Stephen James (Head of Growth, Communities and Housing)  
Oliver Shimell, Inclusive Economy and Communities Manager

Background Papers: None

### Appendices:

Appendix 1: Trafford Inclusive Economy Recovery Plan Update  
Appendix 2: Trafford Inclusive Economy Delivery Plan 2022/23-2024/25

*Implications:*

Relationship to Policy Framework/Corporate Priorities	The Trafford Inclusive Economy Delivery Plan has been developed to have a closer relationship with the Council's three Corporate Priorities. The Plan takes account of the Place Directorate Plan actions and has close links to the Poverty Strategy, VCFSE Strategy and is closely aligned to the work of the Council's Cost of Living Group.
Relationship to GM Policy or Strategy Framework	At a Greater Manchester level, the Trafford Inclusive Economy Delivery Plan will support the growth ambitions articulated within the GM Strategy, GM LEP Economic Vision, GM Local Industrial Strategy, and GM's Build Back Better priorities.
Financial	The Plan has been prepared using existing Council resources. In delivering the actions contained within the Plan, consideration has been given as to whether the actions can be delivered using existing Council resources or whether there is a need for identifying additional resources from outside the Council. A number of the actions will require additional finance and plans are in place to identify sources of additional resources such as the Shared Prosperity Fund which was the subject of an Executive report on the 24 October 2022.
Legal Implications:	No legal implications arising from the report.
Equality/Diversity Implications	Delivery of the Plan will be monitored to ensure compliance with the Council's Corporate Equalities Strategy 2021-2025 to understand clearly how different groups may be impacted, and what mitigation or proactive steps need to be taken.
Sustainability Implications	The Plan is consistent with and will support delivery of the Council's Carbon Neutral Action Plan 2020 and the aims and objectives relating to the Council's Climate Emergency declaration along with the Corporate Priority of Addressing our climate crisis.
Carbon Reduction	The Plan contains measures to support the reduction of carbon emissions in the borough. The Inclusive Economy Delivery Plan has clear links to support the Council's agreed Carbon Neutral Action Plan along with the Council's Climate Emergency declaration. For example, specific actions include an approach to make Trafford Park carbon neutral which includes developing action plans from the Trafford Park carbon studies and also encouraging local businesses to sign up to the Growth Hub's Green Business Pledge. The Plan will encourage partners to adopt more measures that will reduce our impact on the environment and help towards our carbon reduction targets such as reducing borough wide



	CO2 emissions (kilotonnes), reducing vehicle miles travelled on roads in Trafford (millions) and increasing the number of electric charging points per 100,000 population.
Resource Implications e.g. Staffing / ICT / Assets	Existing resources have been identified to support the delivery of parts of the Plan whilst some actions will require additional resources to be identified from outside the Council's budget.
Risk Management Implications	Risk to delivery of the actions detailed within the Plan will be monitored and updated as required.
Health & Wellbeing Implications	The activity detailed within the Plan will contribute to improving the health and wellbeing across the borough through helping to support a more inclusive economy.
Health and Safety Implications	None as a consequence of this report.

## 1.0 Background

- 1.1 In February 2021, the Executive approved the Trafford Inclusive Economy Recovery Plan (TIERP) primarily to support residents and businesses to recover from the Covid-19 pandemic. In July 2021, an update on the progress of the Plan was also presented to the Executive.
- 1.2 Although the local as well as the global economy is still considered to be recovering from the Covid-19 pandemic, it is timely to produce an updated Plan to take account of the Council's new Corporate Priorities, new projects, initiatives and available funding; and current challenges such as tackling poverty and the cost-of-living crisis. The Trafford Inclusive Economy Delivery Plan has therefore been produced as a continuation of the IERP but recognising changing circumstances and priorities, with a more longer-term approach to project delivery. The Plan covers quarter four 2022/2023 to 20234/2025 financial year.

## 2.0 Trafford Inclusive Economy and Recovery Plan Update

- 2.1 The Plan identified a comprehensive list of actions/initiatives against nine priority themes to help steer the economy of the borough through the recovery phase. An update on each of the actions/initiatives is provided (see Appendix 1) along with a RAG rating (red, amber and green) as a quick reference guide to show progress against each. Table 1 below sets out the overall performance against RAG rating.

**Table 1 – Performance Against Actions in the Inclusive Economy and Recovery Plan**

<b>RAG Rating</b>	<b>Percentage against RAG Rating</b>
<b>Green</b>	<b>65%</b>
<b>Amber</b>	<b>32%</b>
<b>Red</b>	<b>3%</b>

- 2.2 As can be seen, 97% of the actions in the IERP are either green or amber in terms of delivery. A number of highlights in the IERP include:

### **Business Support and Sustainable Job Creation**

- The Additional Restrictions Grant scheme closed on the 31st of March and c£12m in financial support was provided to Trafford based companies. In total, across all schemes handled by the team, 4,110 payments were made to 2,649 companies. All schemes were managed within budget and final reporting to BEIS has been completed.
- During the pandemic, Information Officers were procured to deliver support to businesses in Trafford's town centres. The officers were funded by the Covid-19 Reopening High Streets Safely Fund, and they engaged with businesses relaying key messages to ensure businesses remained Covid-19 Secure. Between the w/c 28th July 2020 and the w/c 5th October 2020 the officers made/had 2,489 engagements either by circulating communications or engaging with businesses.

### **Green Economy and Sustainable Job Creation**

- Secured funding from GMCA to commission two detailed carbon studies on Trafford Park. The two studies focus on Greening Trafford Park and Low Carbon Trafford Park.

### **Sustainable Jobs and Skills Growth for Local Residents**

- Skills Support for the Workforce (SSW) has supported 121 businesses and 291 Trafford residents. Skills Support for Unemployed (SSU) has supported 444 Trafford residents and 110 moved into employment.
- ESOL Coordinator successfully recruited. Total enquiries: 1218 Assessments completed: 615 Placed on a course/offered a suitable opportunity: 422.
- Social Value Charter and Action Plan produced with a clear aim to support local communities, employment and job creation.

### **Funding and Growth**

- Coordination of 6 bids to Tranche 3 of the Brownfield Land Fund, of which 3 were successful, Botanical Gardens, Tamworth and Stretford Mall.
- Submission of c£20m bid to the Levelling Up Fund Round 2, to deliver the Sale Public Realm and Movement Strategy, and worked with the relevant teams to coordinate the Council's other submissions for Partington and Culture.

### **Strategic Sites Development and Job Creation**

- Supporting the Trafford Waters development through accessing and co-ordination HIF funding.
- Supporting progression of the Carrington Relief Road project.

### **Improved Town Centres for Residents and Businesses**

- Successfully delivered the Reopening High Streets Safely/Welcome Bank Fund project - 30 plus projects were delivered utilising c£270k of funding including various road closures to facilitate safe social distancing, multiple business communications, visitor marketing campaigns, Covid-19 safe messaging in our town centres.
- Altrincham Public Realm works commenced.

### **Inward Investment and Sustainable Job Creation**

- Trafford Business Guide produced.

## **3.0 Trafford Inclusive Economy Delivery Plan 2022/23-2024/25**

3.1 Building from the IERP, the new Trafford Inclusive Economy Delivery Plan (see Appendix 2) has been produced as a focused and longer-term plan to complement Corporate and Directorate Priorities, actions contained in the Poverty Strategy and work to address the cost-of-living crisis. The actions contained within the Plan are ultimately aimed at delivering the Council's Strategic Vision ie. 'Trafford – where all our residents, businesses and communities prosper.' The Plan has been produced to clearly set out a number of key themes and related projects/activities in a delivery orientated approach.

3.2 The Plan contains six themes as follows:

- Business Support
- Town Centres -Regeneration-Shared Prosperity Fund
- Employment and Skills

- Communities, Social Value and VCFSE Support
- Climate Change/Green Economy
- Development Framework

3.3 Within the Inclusive Economy and Delivery Plan, the specific actions required to support Corporate Priorities and a more inclusive economy for Trafford are identified, alongside timescales and performance indicators. The Plan is a 'live' document and may be amended over time as circumstances change and new issues arise. Delivering the Plan will require a strong partnership approach both internally and with external partners and stakeholders.

#### **4.0 Wider Corporate Links**

4.1 The Trafford Inclusive Economy Delivery Plan is consistent with the Council's Corporate Plan and other policies and strategies, including the Trafford Poverty Strategy, VCFSE Strategy and the Carbon Neutral Action Plan. The Plan also complements the Directorate Place Plan along with strong links to the work being undertaken by the Council's Cost of Living Group. At a GM level, it will support the growth ambitions articulated within the GM Strategy, GM LEP Economic Vision and the GM Local Industrial Strategy.

#### **5.0 Other Options**

5.1 Other options are not to progress the Trafford Inclusive Economy Delivery Plan or to prepare a different strategy. The absence of a clear and longer-term plan to support an inclusive economy for Trafford will not provide the Council with a strategic approach within which to make decisions on future activity to support its objectives, prioritise resources and meet ongoing challenges.

#### **6.0 Consultation**

6.1 The Trafford Inclusive Economy Delivery Plan has been produced in consultation with the Executive Member for Economy and Regeneration, the Executive and Labour Group. The Strategic Performance and Policy Team have assisted in terms of identifying key performance indicators.

#### **Reasons for Recommendation**

The Executive is asked to approve the Trafford Inclusive Economy Delivery Plan to provide the strategy for the delivery of economic development and a more inclusive economy in Trafford.

#### **Key Decision Yes**

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

In all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Finance Officer Clearance PC

**DIRECTOR'S SIGNATURE** 

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

This page is intentionally left blank

Appendix 1 – Inclusive Economy Recovery Plan

Issue	Actions	Timescale	Corporate Plan Priority	Update	RAG Rating
<b>Business Support and Sustainable Job Creation</b>					
Maintain and grow further close contact with the business community	Close working with GM Business Growth Hub, GM Chamber, Altrincham and Sale Chamber, and FSB in relation to sharing and distributing information, organising events, seminars etc.	Ongoing	Successful and Thriving Places	Relationships established and developed with Business Growth Hub, GM Chamber of Commerce, FSB and Sale and Altrincham Chamber. Business Growth Hub now attends IEC monthly team meeting to provide an update on services provided.	
	Close working with Public Health Team to provide up to date advice and guidance for businesses.	Ongoing	Successful and Thriving Places	Action completed - meetings took place on a regular basis with the Public Health Team throughout various lockdowns in order for advice and guidance to be provided to businesses.	
	Information Officers/Covid Support Officers to maintain regular contact with businesses in town centres to provide advice, support and gain feedback.	July 2020 to March 2021	Successful and Thriving Places	Between the w/c 28th July 2020 and the w/c 5th October 2020 the officers made/had 2489 engagements either by circulating communications or engaging with businesses.	

Initiate business support drop-in sessions at the Town hall/ online with partners to offer business support and signpost to further areas of help and training.	By end September 2021	Successful and Thriving Places	Ten Business drop-in sessions were held virtually or on a face-to-face basis as permitted by covid restrictions. A specific drop-in session was held at Carrington Business Park to assist tenants facing relocation. In co-operation with the Growth Company, drop-in sessions are being held as part of the Here for Business campaign.	
Initiate diagnostic follow up with grant recipients to promote access to other support mechanisms, monitor progress and identify any businesses in distress.	By end September 2021	Successful and Thriving Places	Following the first ARG round of funding a diagnostic project was undertaken with local businesses who received the financial support. 62 companies participated in the project and a report was compiled which outlined the key findings. The results were taken into consideration in the development of further ARG schemes.	
In line with Government guidance provide financial support to the business community through the design, delivery and administration of the Trafford Additional Restrictions Grant Scheme.	By end July 2021	Successful and Thriving Places	£11.9m of ARG awarded to 2,649 local businesses. All schemes were managed within budget and final reporting to BEIS has been completed.	



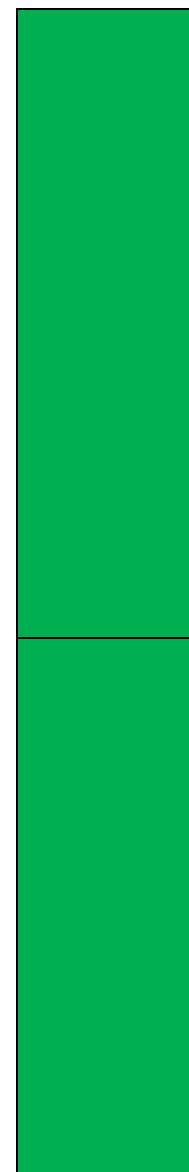
	Establish a Business Leadership Forum as mechanism to increase the Council's understanding of the business environment with a view to informing future strategic decision making. Consider adopting a sector based approach.	By end September 2021	Successful and Thriving Places	Due to covid restrictions, the Business Leadership forum was not progressed. Business engagement mechanisms being reviewed.	
Significant changes in local economy as a result of COVID affecting many of Trafford's businesses	Survey of local businesses to gain up to date information on the impacts, key issues, support required in longer-term.	By end September 2021	Successful and Thriving Places	An online survey of local businesses was launched. Regular trend information is also received from the GMCA Resilience Group which is considered and acted on where relevant to Trafford.	
Significant number of businesses saddled with debt	Review the Trafford Small Business Loan Fund to assess whether it is now fit for purpose and meets gaps in support available and recommend alternative if required.	By end October 2021	Successful and Thriving Places	Review undertaken and scheme closed due to lack of interest and changing market conditions.	

	Prioritise available funding to incentivise innovation, SMEs, 'greener' independents and low carbon industries.	From March 2021 onwards	Successful and Thriving Places	£11.9m of ARG awarded to 2,649 local businesses. All schemes were managed within budget and final reporting to BEIS has been completed. A tranche of funding was prioritised to businesses with green credentials.	
Increasing number of business closures	Work with agents and property owners to develop a co-ordinated approach to sharing information on forthcoming vacancies.	By end June 2021	Successful and Thriving Places	Action has now been factored into a digital engagement plan to be developed and delivered as part of the next 3 year Inclusive Economy & Communities Delivery Plan. This particular action will form part of the <a href="http://www.investintrafford.co.uk">www.investintrafford.co.uk</a> overhaul.	
	Produce a specific pack of information for agents/Owners on available support and business advice to attract new businesses.	By end September 2021	Successful and Thriving Places	As above	
Gap in support for people self-employed for less than 12 months	Work with partners, including Enterprising You / Business Growth Hub, to provide access to support available.	By end June 2021	Targeted Support	Targeted support session held for Hong Kong newcomers ineligible for mainstream business start-up support.	

Limited support available for start-up firms which are largely ineligible for the support packages available.	Establish a business start-up network in Trafford to provide networking and support to new start ups	By end December 2021	Successful and Thriving Places/Targeted Support/Supporting Trafford residents when they need it most	Business start-up network set up with monthly networking sessions at Urmston Library in partnership with Growth Company, Enterprising You and Build a Business (Library service).	
Grow the support for VCFSE organisations	Use the results of the GM State of the VCFSE Sector survey to inform approach and response.	By end July 2021	Successful and Thriving Places	Review of the GM State of the VCFSE sector was completed. As a result, the CIC grant was introduced as part of the ARG grant scheme. 11 CICs received a grant of £10,000 via the scheme. The key findings of the State of the VCFSE sector report have been incorporated into the IEC team's activity plan.	
	Utilise Social Value offer from Virgin Media as part of their Full fibre contract to offer volunteering support to local community initiatives	By end March 2021	Green and Connected	Virgin Media social value provided to support network capability in local community venues plus training in social media for people aged 50 plus held at St Johns Centre.	
Facilitate closer relationships between companies in key sectors	Establishing a pilot sector group for Food and Drink Manufacturing companies in Trafford	By end October 2021	Successful and Thriving Places	Due to covid restrictions, the Food and Drink pilot was not progressed however plans are being developed for a Manufacturing campaign aimed at supporting and promoting manufacturing in Trafford.	

Transition Preparedness					
Understand the impact of the UK's transition from the EU in January 2021	Commission review of Trafford Brexit Impact Assessment following agreement on the Trade deal between the UK and EU	January 2021	Successful and Thriving Places	A review was commissioned and recommendations noted by the Executive in July 2021.	
	Continue to monitor impacts on local businesses in partnership with GMCA and other business representative organisations	Feb 2021 onwards		There is ongoing liaison with the GMCA, MIDAS and the Growth Hub to identify any arising impacts of the Brexit Transition and a sharing of signposting to relevant information for businesses between the Council and partners.	
	Monitor the new arrangements for banking and financial services as well as the arrangements for mutual recognition of professional qualifications.	From July 2021 onwards		This is an ongoing activity.	

Minimise the impact of the end of ERDF programme and future funding changes	Track and take advantage of new Shared Prosperity Fund	From Jan 2021 onwards	Successful and Thriving Places	Trafford Communities & Place Plan submitted to GMCA in September and approved. Contains a wide range of economic, social and health projects taken forward over the next two to three years. Formal grant agreement from GMCA expected early 2023.
Implications on the Council	Continue to lead the Transition Impact Group and review the Transition Preparedness Plan.	By end Dec 2021	Successful and Thriving Places	Transition Impact Group met regularly and proposals being developed to utilise remaining Brexit grant monies.



## Green Economy and Sustainable Job Creation

Take advantage of opportunities to grow this sector	Support the delivery of the Climate Change Action Plan and explore opportunities for attracting 'green' businesses, including exploring opportunity for Trafford Park as a geographical cluster.	From Sept 2020 onwards	Green and Connected	The IEC team continues to promote support available to encourage companies to be more 'green'.	
	Work closely with the Carbon Neutral and Climate Change Commission to support the reduction in carbon emissions and to share best practice and emerging technologies.	From Jan 2021 onwards	Green and Connected	Finance was drawn down from GMCA to undertake two detailed carbon studies on Trafford Park. The two studies focus on Greening Trafford Park and Low Carbon Trafford Park. The findings from the carbon studies will be provided to the Executive in March 2023.	
	Support adoption, promotion and communication of the Carbon Neutral Framework Model across the business community, particularly in relation to stakeholder engagement including	From Dec 2020 onwards	Green and Connected	Ongoing promotion of support available to local companies. Promotion of the new Green Economy Marketplace.	

promotional campaigns.				
Establish Council Business Alliance Model through existing groups e.g. Trafford Park Business Network and Town Centre Partnerships to allow businesses to share best practice and experience. Include sustainability leads where these exist.	By end June 2021	Green and Connected	Building on the findings of the carbon projects in Trafford Park, consideration is being given to using Trafford Park Business Network as a mechanism for engaging with the business community.	
Actively encourage sign up to the Growth Hub's Green Business Pledge. This is free to sign up to and gives businesses some ideas of actions they can take to reduce their environmental impact and grow their business. Businesses who sign up will receive a certificate they can use to promote their green credentials <a href="http://www.green-growth.org.uk/pledge">www.green-growth.org.uk/pledge</a>	From Dec 2020 onwards	Successful and Thriving Places/Green and Connected	Sign up to the Growth Hub's Business Pledge continues to be promoted through a range of channels including the Business Bulletin and through social media channels.	

Engage with identified sectoral partners and potential support organisations e.g. Business Growth Hub and Groundwork in identified clusters of Trafford Park, Civic Quarter, Trafford Centre Rectangle, and Town Centres.	From Jan 2021 onwards	Green and Connected	Business Growth Hub engaged and fully aware of climate change as one of Trafford's strategic priorities. Groundwork engaged and supported engagement session re. Trafford Park projects.	
Work with TfGM to promote initiatives such as the Travel Choices for businesses that aims to promote cycling by offering one to one travel advice and sustainable travel plans for businesses as well as providing free Metrolink travel for apprentices	From Jan 2021 onwards	Green and Connected	Action completed and ongoing. Free travel scheme promoted to apprentices.	
Support implementation of EV charging points throughout the borough and potential at key business locations such as Trafford Park.	From Sept 2020 onwards	Green and Connected	This is an ongoing activity led by Highways Team and close liaison with GMCA. Identification of potential EV Charging opportunities also forms part of the carbon studies work on Trafford Park.	




Assess the strength of the green economy in Trafford, and its supply chain, in partnership with MIDAS, to determine an approach to promoting the borough and securing inward investment.	By end June 2021	Green and Connected	The activity undertaken to date against this action has focussed on the two carbon studies on Trafford Park.	
Continue to align with Greater Manchester's strategic plans to "Build Back a better, fairer and greener economy" and support a green recovery.	From July 2021 onwards	Green and Connected	The Inclusive Economy Recovery Plan and the Council's Carbon Neutral Action Plan were produced in alignment with GM strategies to ensure a close strategic match between the various documents.	
Continue to monitor Government policy around the development of freeports and review the opportunity to encourage the use of non-carbon forms of transport in key sectors such as logistics	From Dec 2020 onwards	Green and Connected	This is ongoing and in addition, the Council has developed its own Carbon Neutral Action Plan and established a Climate Change Commission.	

	Promote Green Supply Chain Management and use of Manchester Ship Canal and Bridgewater canal for sustainable movement of goods and materials.	From Dec 2020 onwards	Successful and Thriving Places	This is an ongoing activity through Carbon Neutral Action Plan, Climate Change Commission and Low Carbon Park/Greening Trafford Park studies.	
	Support the development of the new Liquid Air Battery and associated supply chain and sectoral growth benefits	Sept 2020 onwards	Green and Connected	This is an ongoing activity where options for the promotion of the take up of the technology will be continually sought.	
<b>Sustainable Jobs and Skills Growth for Local Residents</b>					
Support unemployed residents	Work with TEES partners to coordinate employment support at a local level to those who need it: *Production of a weekly jobs and opportunities bulletin detailing sources of employment support	From July 2020 onwards	Successful and Thriving Places	Work with TEES partners ongoing through the work of the TEES group and delivery of the TEES action plan. Online job bulletin now live and highlighting jobs, apprenticeship, training and volunteering opportunities available across Trafford.	

	*Promote details of upskilling opportunities through the Skills for the Unemployed and Skills for the Workforce programmes	From March 2021	Targeted Support/Successful and Thriving Places	Skills Support for the Workforce (SSW) has supported 121 businesses and 291 Trafford residents. Skills Support for Unemployed (SSU) has supported 444 Trafford residents and 110 moved into employment.	
Support employers during/once furlough scheme ends	Establish business engagement to develop intelligence to gain early warning for local businesses in trouble and offer redundancy support to help affected staff reskill and gain help to secure alternative work	Ongoing	Successful and Thriving Places	Notified of 376 redundancies at one of Trafford's larger employers. Redundancy support sessions held on site for redundant staff on 2nd and 3rd August. Joint sessions with Trafford College, DWP and NCS, 180 people seen and offered follow up support. Amazon attended the employment support event offering warehouse roles for redundant staff.	
	Targeted support to employers in construction working in Trafford through the local coordination of job and training opportunities available	Ongoing	Targeted Support	Support has been provided to a wide range of employers working in the construction sector with assistance provided in the form of hosting recruitment events and organising relevant industry training opportunities.	

Promote Adult Education training and support local residents with the skills and equipment to access online courses, particularly disadvantaged groups	Secure funding through the AEB LA grant programme to deliver against the themes of alleviating barriers to adult education, digital inclusion, digital connectivity, and ESOL (English as a Second Language).	By end Nov 2020	Successful and Thriving Places/Children and Young People	Successfully recruited ESOL Coordinator, Skills Information Outreach Officer, Digital Volunteer Champion, Digital Inclusion Officer, Skills & Training Partnership Officer. The Skills Information Officer and Digital Volunteer Champion posts have now ended.	
	Recruit a Skills Outreach Information Officer to promote adult skills training.			Skills Information Officer successfully recruited.	
	Drop-in sessions held	Ongoing	Targeted Support	42 drop ins held in targeted parts of the borough - Broomwood, Sale West, Old Trafford , Stretford, Partington, Urmston.	
	Set up a smart tablet/ laptop loan scheme for residents to borrow digital kit through the libraries where they don't have access to technology	By end March 2021	Targeted Support/Supporting Residents When They Need It Most	Laptop Loan Scheme has been successfully launched and running across all 11 libraries in the borough. 755 laptop loans made during 2021/22 including 168 loans with dongles (to access Wi-Fi). Work is ongoing to develop the first Digital Inclusion Hub which will be launched in 2023.	

	Recruit a Digital Volunteer Coordinator to manage the loan scheme and recruit and train a team of digital volunteers to provide support for residents accessing kit to help them use it and get online	By end Oct 2020	Supporting Residents when they need it most	Digital Volunteer Coordinator successful recruited and all library staff trained as Digital volunteers to help people get online.	
	Recruit an ESOL coordinator to extend the services of Manchester's ESOL advice centre to Trafford; promoting ESOL, managing waiting lists and coordinating support (to be delivered through Trafford College's ESOL team)	By end Feb 2021	Green and Connected	ESOL Coordinator successfully recruited. Total enquiries: 1218 Assessments completed: 615 Placed on a course/offered a suitable opportunity: 422.	

<p>Work with partners to increase employment opportunities available for residents who were disadvantaged in the labour market prior to COVID-19 and. For those with physical and learning disabilities.</p>	<p>Establish a Trafford Pledge Youth Employment Task Force with TEES partners and employers to address high levels of youth unemployment using DWP's Kickstart initiative to incentivise employers to take on young people into jobs and apprenticeships</p>	<p>By end Nov 2020</p>	<p>Successful and Thriving Places</p>	<p>Youth Employment Taskforce set up, Trafford Council completed 27 kickstart placements and 455 have been delivered in Trafford. This Group has now been merged with the NEETS Steering Group and renamed as Youth Employment and Skills Group.</p>	
<p>Work to ensure that young people do not become disengaged in the pursuit of a career.</p>	<p>Encourage people to remain in education and training and increase their skills related to in-demand occupations would help those impacted to adapt to a subdued labour market and ensure that training related funding prioritises the Health and Social Care sector and careers within the Green Economy.</p>	<p>Ongoing</p>	<p>Targeted Support/Successful and Thriving Places</p>	<p>Skills and Training Partnership Officer recruited in August 2022 to work with employers in priority sectors to address skills gaps.</p>	

	Work with Centre for Ageing Better and GMCA to pilot new ways to support over 50's into employment	By end March 2021	Children and Young People	Sale area was selected to be included in the pilot and several residents participated in the work.	
	Increase knowledge of Access to Work provision for disabled employees and jobseekers	Ongoing	Targeted Support/Supporting Residents When They Need It Most	Revised action suggested around how we ensure people with disabilities are able to access support into employment. This is an action for TEES partners rather than just IECT. The GM work and health programme provides support for people with disabilities and health conditions to get into and stay in work.	
	Work with TEES partners to identify barriers for disabled residents and residents with learning difficulties seeking employment and devise actions to address those barriers.	From April 2021 onwards		Covid funded SEND Advisor worked with 20 young people during the project: 7 had a EHCP (Education, health & care plan) 9 had SEND support, 4 had other additional needs. The following outcomes achieved 5 returned to college/education, 5 took up a traineeship, 1 employability with Prince's Trust, 3 entered employment, 1 ineligible to work/ train in UK and 5 disengaged from the programme (70% progression rate).	
	Support GMCA's programme for apprentices who are made redundant and help to secure alternative employment to complete their apprenticeship.	Ongoing		Work continues to support apprenticeship promotion and take up through working with training providers and potential employers. The IEC Team has also hosted two Kickstart placements.	

	Utilise GM / LA levy matchmaking service to support the creation of new apprenticeships in priority sector of health and social care, construction, digital and Green Economy.	From Oct 2020 onwards		6 Trafford businesses have received their apprenticeship training funded by Trafford Council totalling £77,458 in our priority sectors including Construction and H&S care. GM levy Matchmaking Service update :- 54 Trafford businesses are currently registered on the matchmaking service, £438,840 has been matched and agreed via the service, 46 apprenticeship opportunities have been matched and have a transfer agreed and there are 42 confirmed apprenticeship starts reported for Trafford businesses since the launch in Sept 2019.	
Aspiration to re-skill and up-skill workforce into new / emerging sectors as some sectors shrink	Help employment and skills building up a more tailored skills programme based on local employer needs and local further and higher educational offer - supported through the new ESF Skills for Growth programme aimed at filling the gaps for employers in different sectors	From March 2021 onwards	Successful and Thriving Places	Ongoing work with Skills for Growth – with funding available until March 2023 which has focussed on key sector gaps particularly those in health and social care. This will also be an activity that carries forward into the new Economic Delivery Plan.	



	<p>Identify forthcoming new employment opportunities through inward investment/ expansion and diversification to upskill residents ready for the new job opportunities e.g., Saica, Therme, construction</p>	<p>Ongoing</p>	<p>Successful and Thriving Places</p>	<p>Ongoing as opportunities arise the team works closely with employers to ensure a sufficient and skilled workforce is available to meet the needs of employers.</p>	
	<p>Research details of job roles needed in growing sectors, e.g., digital, green economy etc., and qualifications/ skills needed and provide details to Career’s advisers, Connexions advisers working in schools to promote opportunities to young people before they finalise their career decisions.</p>	<p>Ongoing</p>	<p>Green and Connected</p>	<p>Research on skills and labour market shortages in key sectors has been undertaken and was completed in July 2022 and shared with key partners.</p>	

	Encourage employers to use SWAPs (the Department's Sector Based Work Academy Programme) to upskill local residents.	Ongoing		SWAPs are promoted through the jobs bulletin and through employment support provider networks. Role of new Skills and Training Partnership Officer is to deliver more SWAPs with local employers.	
Support delivery of the Trafford Poverty Strategy prioritising reduction and prevention over alleviation	Support creation of a Poverty Action Group in Trafford to coordinate and deliver the Trafford Poverty Strategy	From Dec 2020 onwards	Targeted Support	Supported Poverty Action Group and helped develop the three year Poverty Strategy and associated Action Plan with reference to addressing the Poverty Strategy Action Plan now contained within the new Inclusive Economy Delivery Plan.	
	Work with providers and employers to improve the quality and provision of further education and apprenticeships	From Dec 2020 onwards	Targeted Support	Ongoing work with employers to help take on apprentices - part of business engagement offer and will also form a stronger focus with developing work on Social Value.	
	Support Real Living Wage employment, secure and flexible work and productive and healthy workplaces.	From Jan 2021 onwards	Targeted Support	All Trafford Apprentices now on the National Living wage.	

	Work with GMCA to expand the Good Employment Charter as initial way to drive development of a Living Wage City Region; encourage inclusivity and diversity in company leadership; and ensure employers have mental health and wellbeing support in place.	From Jan 2021 onwards	Targeted Support	Ongoing through work with individual employers.	
	Work with GMCA and other partners to ensure local residents benefit from the green economy through training and skills opportunities and taking advantage of jobs growth in this sector.	From Jan 2021 onwards	Targeted Support	This is an ongoing activity and has close links to the work being undertaken on the Trafford Park carbon studies.	
	Continue to tackle inequalities and maximise Community Wealth Building	ongoing	Targeted Support	Assessment of Community Needs completed and fed into the newly formed Social Value Group to better align where Social Value can add value in communities.	

<b>Inward Investment and Sustainable Job Creation</b>					
Increased promotion of Trafford as an investment location	Develop an 'SLA' with MIDAS to agree approach for better co-ordination and the exchange of up-to-date information.	By end Sept 2021	Successful and Thriving Places	Access to Midas's online performance platform secured facilitating access to project pipeline. SLA being pursued.	
	Promote Trafford as a UK distribution and production base for companies targeting UK market.	From July 2021 onwards	Successful and Thriving Places	Ongoing engagement re. inward investment enquiries for manufacturing or production sites. Trafford Park featured in the Trafford Business Guide and new template created for inward investment propositions.	
Updated marketing material to drive overall awareness of Trafford offer	Review and update Trafford Investment Guide and review website/social media platforms	By end October 2021	Successful and Thriving Places	Trafford Business Guide completed and produced. PowerPoint template for inward investment submissions created for use in projects going forward.	
Support and drive delivery of the GM LEP Economic Vision	Work with GMCA and GM LEP to deliver the Building a Greater Manchester, Making a Greater Britain economic vision providing a blueprint for building a fairer, greener and growing economy	From July 2021 onwards	Successful and Thriving Places/Green and Connected	Various measures to support delivery, including new Inclusive Economy Delivery Plan, Trafford Park carbon studies, Trafford Wharfside Development Framework, Civic Quarter AAP, Stretford Future High Streets Fund regeneration scheme, ongoing business support and skills and employment activity.	

	Develop an implementation plan to attract research, development investment and drive innovation.	From July 2021 onwards	Successful and Thriving Places/Green and Connected	To form part of the digital engagement strategy, updating the Invest in Trafford website and using the social media tools available to us to reach our target market in driving investment into Trafford.	
<b>Funding and Growth</b>					
Potential for reduced Business Rates revenue and lower growth in Council Tax	Work with Finance and Exchequer Services to better track financial position and better assess work to increase business and residential growth	From March 2021 onwards	Successful and Thriving Places	Ongoing although there appears to be much more limited impact on business closures than first expected caused by the pandemic.	
Attract further funding to support growth by showing diversity of Trafford offer.	Track all available funding and bid for new funding where appropriate including Brownfield Land Fund, HIF, Growth Deal, Single Prosperity Fund etc.	Ongoing	Successful and Thriving Places	Co-ordinated the submission of 6 bids to Tranche 3 of the Brownfield Land Fund, of which 3 were successful, Botanical Gardens, Tamworth and Stretford Mall. Submitted a bid to the Levelling Up Fund to deliver the Sale Public Realm and Movement Strategy (circa £20m). Successfully secured Housing Infrastructure Fund grant to facilitate Peel L&P's Trafford Waters development. Secured c£2 million through the UK Shared Prosperity Fund.	

	Develop successful propositions for various funds for locally based actions, business support measures and training and employment support actions to support the economic recovery, support local businesses and address skill shortages in order to address the combined impacts of Brexit and Covid-19.	Ongoing		£11.9m of ARG awarded to 2,649 local businesses. All schemes were managed within budget and final reporting to BEIS has been completed.	
<b>Strategic Sites Development and Job Creation</b>					
Ensure a sustainable future for Trafford Park	Produce Trafford Park Action Plan to set out strategy for future promotion and identify interventions required to ensure long term sustainability/viability of a major economic asset.	By end October 2021	Successful and Thriving Places	Two Trafford Park carbon studies commissioned and nearing completion.	

	Create a 'Trafford Green Energy Park' an area of Trafford Park as a 'green district' focussed on attracting low carbon renewable industries through a review of the Trafford Park Strategy and the revitalisation and evolution of the Park.	From March 2021 onwards	Green and Connected	Two Trafford Park carbon studies commissioned and nearing completion.	
Trafford City	Support delivery of Therme and Trafford Waters opportunities and raise awareness throughout the borough.	From September 2020 onwards	Successful and Thriving Places	HIF funding secured and drawn down to support the Trafford Waters scheme (c£3m).	
	Understand long term future of Intu Trafford Centre	From Sept 2020 onwards	Successful and Thriving Places	On-going activity.	
Carrington	Support preparation of the funding strategy for the delivery of enabling infrastructure, including the Carrington Relief Road.	From Sept 2020 to March 2023	Successful and Thriving Places	A detailed finding gap analysis has been undertaken which sets out options for how the gap may be addressed. Funding package in process.	

	Support the delivery of Future Carrington site and wider regeneration of Partington, Carrington and Sale West.	From 2022 to 2037	Building Quality, Affordable and Social Housing	This is an ongoing activity linked to the adoption of the Places for Everyone strategic plan.	
Timperley Wedge	Support delivery of the Timperley Wedge site to support significant housing and employment growth, including increased links to Manchester Airport	From 2022 to 2037	Successful and Thriving Places/Building Quality, Affordable and Social Housing	This is an ongoing activity linked to the adoption of the Places for Everyone strategic plan.	
Trafford Civic Quarter	Support preparation of the Trafford Civic Quarter AAP.	From Sept 2020 to Jan 2022	Successful and Thriving Places	AAP completed and to be presented to the Executive in January.	
	Support delivery of the Trafford Civic Quarter AAP to support significant housing and employment growth, including maximising impact of assets such as UA92 and Lancashire Cricket Club.	From Jan 2022 onwards	Building Quality, Affordable and Social Housing	This is an ongoing activity.	



Stretford Regeneration	Support preparation of the Stretford Area Action Plan (APP)	From Sept 2020 to Sept 2022	Successful and Thriving Places	Initial works completed and most suitable mechanism for Stretford reviewed.	
	Support the delivery of the Stretford AAP to achieve wholesale regeneration of the town	From Sept 2022 onwards	Building Quality, Affordable and Social Housing	This is an ongoing activity linked to above.	
	Deliver and monitor the Future High Streets Fund once bid confirmed to support the regeneration of Stretford.	Oct 2020 to Dec 2023	Successful and Thriving Places	£17.6m secured and design works commissioned and tender process for Kingsway improvement scheme commenced in Dec 22. Co-ordination and monitoring structures established.	
Sustainable jobs and opportunities for local residents	Ensure that all development schemes have a social value benefit for local residents in terms of training, apprenticeships and job opportunities for all	Ongoing	Targeted Support/Supporting Residents When They Need It Most/Successful and Thriving Places	A Social Value Charter and Action Plan has been agreed by the Executive in October 2022. The delivery against the Charter and Action Plan will be the focus of the new Economic Delivery Plan.	
HS2	Work with HS2 to identify construction and other job opportunities and measures/initiatives for all local residents	From end 2021 onwards	Successful and Thriving Places	Ongoing - Liaison with HS2 ongoing, the development of an issues paper was considered and contributed to across the team. Issues around communities and socio-economic considerations identified in the Environmental Statement consultation response.	

	to take advantage of them.				
	Develop an action plan with HS2 to future proof all local residents having the skills needed to access jobs.	By June 2022	Successful and Thriving Places	Under the Socio Economic theme of the HS2 ES Response, the need to ensure residents are provided with appropriate skills to take advantage of the employment issues that will be generated by HS2 has been strongly made at both a Trafford level and through the wider GM response.	
<b>Improved Town Centres for Residents and Businesses</b>					
Minimise the significant impact on Town Centre businesses during lockdown	Implementation of the Reopening the High Streets Action Plan, delivery of communications to businesses and the visiting public, and social distancing interventions (including floor stencils, signage and highways adjustments	From July 2020 ongoing	Successful and Thriving Places	Delivered the Reopening High Streets Safely/Welcome Bank Fund project. 30 plus projects delivered including various road closures to facilitate safe social distancing, multiple business communications, visitor marketing campaigns and public realm additions and improvements.	

Drive town centre business engagement	Lead Information Officer role in the Town centres to deliver up to date guidance, advice, overall support and understand any trends in feedback.	July 2020 to October 2020	Successful and Thriving Businesses	This action was fulfilled by the provision of Information Officers under the Reopening High Streets Safely project. There were circa 2800 business engagements under the Reopening High Streets Safely project, the officers recorded circa 21,000 business visits/checks between November 2020 and the end of May 2021.	
	Support safe growth in the night-time economy and the licensing/police liaison work to achieve this	July 2020 onwards	Successful and Thriving Places	Strategy to be delivered as part of Shared Prosperity Fund projects.	
	Launch Covid Support	November 2020 to May 2021	Successful and Thriving Places	Covid support was delivered via the Covid-19 Information Officers, providing and advice and guidance to local businesses	

	Establish Town Centres contact database to facilitate increased engagement with local businesses	By September 2021	Successful and Thriving Places	A town centre business contact database has begun utilising the Explore Trafford mobile app which has been launched.	
	Increase engagement through targeted use of social media	Ongoing	Successful and Thriving Places	This will form part of the digital engagement strategy within the next IE&C Delivery Plan. An initial proposal has been drafted and how best to use Linked In to reach our target audience has been investigated.	
	Survey of Town Centres businesses to better understand issues, needs and support required	By end June 2021	Successful and Thriving Places	To be factored into a future digital engagement strategy.	
Town Centre Performance	Utilise partner organisations to gain better insight on footfall, state of the market etc.	Ongoing	Successful and Thriving Places	Receive Altrincham footfall data from Springboard. Wider footfall data procured under Welcome Back Fund project. Town Centre vacancy rates monitored.	

	Work closely with Exchequer Service to set up a 'red flag' system to secure data on missed payments to identify trends and where businesses may be struggling	By September 2021	Successful and Thriving Places	On-going activity and non-personal information shared to support activity.	
Innovate to attract and support new businesses and create jobs	Review Town Centres Business Loan scheme to assess whether it is fit for purpose to meet business needs and the regeneration of the town centres	By end September 2021	Successful and Thriving Places	Initial review undertaken, further on-going work required.	
	Produce a specific pack of information to support businesses moving into the Town Centres	By end October 2021	Successful and Thriving Places	Form part of the digital engagement strategy, updating the Invest in Trafford website and using the social media tools available to us to reach our target market in driving investment in to Trafford.	
Improve accessibility in the Town Centres for all	Produce and adopt new Highways Policy to reduce obstacles on the high street (e.g. A boards)	By end Dec 2021	Successful and Thriving Places	A draft Highways Obstacle Policy has been produced. Next steps to be determined.	

	Produce accessibility action plan	By end September 2021	Successful and Thriving Places	The Direct Access Group was commissioned, using the Welcome Back Fund grant, in the last quarter of 2021-22 to carry out an accessibility audit of Trafford's town centres. The audit is now complete and Direct Access Group is currently consulting on the report that will form the basis of a future action plan.	
	Utilise funding from the Mayor's Cycling and Walking Challenge fund to improve access in and around the Town Centres (e.g. Urmston pilot work)	Ongoing	Green and Connected	This is an ongoing activity.	
Improve the overall environment of the Town Centres for all to enjoy	Implement next Phases of Altrincham public realm improvements including George Street, Stamford New Road, Market Street, Regent Road, Moss Lane (programme in development).	Ongoing	Successful and Thriving Places	Improvement works focusing on George Street, Regent Road and Market Street. Works commenced in September 2022 with anticipated completion in Summer 2023.	
	Secure public realm improvements for Sale through the Sale-Sale Moor-Sale Waterpark MCF scheme	By 2023	Successful and Thriving Places/Green and Connected	Funding bid submitted on time to the second round of the government's Levelling Up Fund in August 2022 - awaiting government decision on the bid – it has been indicated that bidders will be informed of the outcome by the end of January 2023.	

	Work with Community Safety Team to implement Public Spaces Protection Orders in town centres experiencing issues with buskers, beggars and other anti-social behaviour.	Ongoing	Successful and Thriving Places	A Buskers Code of Conduct has been produced by the Community Safety Team. Further options are being identified to address other ongoing issues.	
Collaborate with key partners to secure improvements in the Town Centres	Continue to support the work of the Altrincham BID following successful re-ballot	Ongoing	Successful and Thriving Places	Liaison with BID Manager on pertinent issues continues.	
	Support the work of the new private sector led Sale Regeneration Group including being part of Governance, Marketing and Economy sub-groups	From July 2020 onwards	Successful and Thriving Places	Group attended and supported where required.	
	Support the work of the Urmston Town Partnership and promotional activity for the Town Centre	By end March 2021	Successful and Thriving Places	Urmston Partnership supported and meetings attended.	

Improve marketing of the Town Centres to drive footfall and income	Develop a strategy to better promote the Town Centres in partnership with private sector and Marketing Manchester	By October 2021	Successful and Thriving Places	Marketing Manchester commissioned to deliver a communication campaign promoting, in the main, Trafford's town centres. Explore Trafford campaign delivered across social media and advertising. The campaign delivered the creation of 15 videos promoting Trafford, 5 articles on <a href="http://www.visitmanchester.com">www.visitmanchester.com</a> , 5,000 campaign page views and 323,000 impressions across all social media channels.	
Work with pace to bring forward town centre development sites	Work with Council Development Team, Bruntwood JV and private developers to bring forward development sites such as the regeneration of Stretford and identify potential public sector funding support.	Ongoing	Successful and Thriving Places	Stretford Future High Streets Fund regeneration scheme delivery supported and leading the Altrincham public realm improvement works. Bid to Levelling Up Fund for Sale town centre submitted along with UK Shared Prosperity Fund.	
	Work closely with The Square Shopping Centre in Sale to support their re-development plans for the site.	Ongoing	Successful and Thriving Places	On-going support and close working, improvement projects for Stanley Square in Sale included in the Levelling Up bid.	



Consider role and function of District and Local Centres	Adopt Place Plans for Sale Moor and Hale and explore opportunities for securing resources to implement identified actions.	From Sept 2020 onwards	Successful and Thriving Places	Consultants appointed and initial proposals drafted. Consultation process commenced.	
<b>Increase Visitor Economy</b>					
Support recovery of Trafford's visitor attractions	Continue to lead the 'Driving the Trafford Visitor Economy' group of key stakeholders to support and increase the visitor economy.	June 2021 onwards	Successful and Thriving Places	This is an ongoing activity.	
	Support the implementation of the Cultural Strategy to increase visitors into the Borough.	From April 2021 onwards	Successful and Thriving Places	Contribution of ideas and attendance at the Cultural Strategy development session. Ongoing activity.	

This page is intentionally left blank

**Appendix 2 – Inclusive Economy Delivery Plan 2022/23 (Qtr4) – 2024/25**

Issue/Theme	Actions	Timescale - YR1 2022/23	Timescale - YR2 2023/24	Timescale - YR3 2024/25	Corporate Plan Priority	Project KPIs / Corporate Plan KPIs
Business Support	Re-instate Business Relationship Programme to develop relationships with key employers, understanding key challenges and identifying opportunities for employment and growth. Results of activity to be used to define further interventions going forward	Identify target companies, programme for delivery and monitoring of results. Meet with a minimum of 2 major or growing companies per year	Implement delivery of programme. Meet with a minimum of 10 major or growing companies per year	Implement delivery of programme. Meet with a minimum of 15 major or growing companies per year	Supporting people out of Poverty	Minimum of 27 meetings take place with key employers/ growing companies. Understand business needs, issues, opportunities and broker support either from other Council departments or key business support bodies. Linked KPIs: Improve overall employment rate. Improve employees paid at/above the real living wage
Business Support	Support the development of the local supply chain by facilitating engagement between local companies to generate business development opportunities	Identify most appropriate mechanism for local business engagement and develop activity plan. Annual business networking event held or supported	Implementation of activity plan. Annual business networking event held or supported	Implementation of activity plan. Annual business networking event held or supported	Supporting people out of Poverty	Event held or supported each year with an aim of attracting 30 businesses per year from 23/24 to keep spend as local as possible for the benefit of Trafford's businesses and communities. Linked KPIs: Improve overall employment rate. Improve employees paid at/above the real living wage

Issue/Theme	Actions	Timescale - YR1 2022/23	Timescale - YR2 2023/24	Timescale - YR3 2024/25	Corporate Plan Priority	Project KPIs / Corporate Plan KPIs
Business Support	Develop and deliver sector specific campaigns to promote the assistance available to support the growth of key sectors e.g. manufacturing	Identify key sectors for campaign development and scope campaign activity	Deliver 1 sector campaign	Deliver 1 sector campaign	Supporting people out of Poverty	Delivery of sector campaigns takes place each year aimed at helping specific sectors grow and develop and increase employment opportunities in Trafford. Linked KPIs: Improve overall employment rate. Improve employees paid at/above the real living wage
Business Support	Develop plan to promote Trafford as a business location, providing information and resources which can be accessed by companies and stakeholders unfamiliar with the borough	Develop plan to promote Trafford as a business location	Implement Year 1 actions	Implement Year 2 actions	Supporting people out of Poverty	Attract investment and increase the number of businesses located in Trafford and increase employment opportunities for local residents. Linked KPIs: Improve overall employment rate. Improve employees paid at/above the real living wage
Business Support	Review the Invest in Trafford website and content as part of a comprehensive digital engagement strategy including business support and inward investment. Develop and deliver website redevelopment action plan	Review undertaken by March 2023. Commence commissioning of rebuild of website based on review of content	Launch website and continually update	Review and amend content	Supporting people out of Poverty	Attract investment and increase the number of businesses located in Trafford and increase employment opportunities for local residents. Website is updated monthly, Social media posts generated, business enquiries increased as a result of website improvements. Linked KPIs: Improve overall employment rate. Improve employees paid at/above the real living wage

Issue/Theme	Actions	Timescale - YR1 2022/23	Timescale - YR2 2023/24	Timescale - YR3 2024/25	Corporate Plan Priority	Project KPIs / Corporate Plan KPIs
Town Centres - Regeneration- Shared Prosperity Fund	Develop, launch and manage a retail property refurbishment grant scheme to attract additional investment in Trafford town centres. The grant scheme will focus on refurbishing retail space in line with UKSPF outputs and reduce town centre vacancy rates	Develop the scheme, including aims, goals, processes, budgets	Deliver grant scheme	Deliver grant scheme	Supporting people out of Poverty	Buildings refurbished, new businesses attracted, job opportunities and aesthetics improved, Town Centres foot fall increases. Grant scheme fully committed by end of scheme term which leads to greater use of Town Centres, increasing footfall, dwell time and spend and an overall improvement of users' satisfaction. Linked KPIs: Improve overall employment rate. Improve employees paid at/above the real living wage
Town Centres - Regeneration- Shared Prosperity Fund	Delivery of small capital regeneration/improvement schemes in town centres, as, for example, identified in the Sale Public Realm & Movement Strategy; and other centres	Develop project plan and procurement process	Deliver improvement scheme	Deliver improvement scheme	Supporting people out of poverty	Public realm improvements and increasing business confidence/investment, Town Centres foot fall increases, dwell time and spend. Investment scheme fully committed by the end of the UKSPF scheme term by March 2025 which leads to greater use of Town Centres and an overall improvement of users' satisfaction. Linked KPIs: Improve overall employment rate. Improve employees paid at/above the real living wage

Issue/Theme	Actions	Timescale - YR1 2022/23	Timescale - YR2 2023/24	Timescale - YR3 2024/25	Corporate Plan Priority	Project KPIs / Corporate Plan KPIs
Town Centres - Regeneration- Shared Prosperity Fund	Marketing & PR campaign promoting Trafford's town centres, building on the Explore Trafford work delivered by the Welcome Back Fund	Develop the approach to commissioning the delivery of a town centres marketing campaign	Delivery of a town centres marketing campaign	Delivery of town centres marketing campaign	Supporting people out of poverty	Marketing scheme delivered successfully with consultation carried out on its effectiveness demonstrating a higher degree of satisfaction with town centres and increased footfall, dwell time and spend. Linked KPI: Improve overall employment rate
Town Centres - Regeneration- Shared Prosperity Fund	Implement town centre analytics to monitor performance and to provide evidence of outputs for UKSPF projects	Develop the approach to commissioning the provision of town centre analytics	Monitor town centre performance data	Monitor town centre performance data	Supporting people out of poverty	Town centre analytics in place and generating useful data in support of UKSPF funding agreement, data monitored every quarter
Town Centres - Regeneration- Shared Prosperity Fund	Implement night time economy audit and produce action plan. Commission study to assess Trafford's town centre night time economy and develop an action plan to safely grow the night time economy. Subsequently deliver the action plan within the resources available	Develop the approach to commissioning the night time economy audit and action plan	Deliver action plan	Deliver action plan	Supporting people out of poverty	Night time economy audit commissioned. Action plan developed and completed on time to agreed timescale. Supporting local businesses, making town centres safer, increasing footfall and spend in the evenings. Linked KPIs: Improve overall employment rate. Improve employees paid at/above the real living wage

Issue/Theme	Actions	Timescale - YR1 2022/23	Timescale - YR2 2023/24	Timescale - YR3 2024/25	Corporate Plan Priority	Project KPIs / Corporate Plan KPIs
Town Centres - Regeneration	Deliver and monitor the Future High Streets Fund to support the regeneration of Stretford with a focus on Public Realm and highway improvements	Design update consultation carried out for Kingsway and tender process for construction works completed	Contractor starts on site and delivers improvements to Barton Road junction, Kingsway, Chester Road, Edge Lane & Lacy Street. Ensure scheme is monitored and Milestones are met	Contractor continues to deliver improvements to Barton Road junction, Kingsway, Chester Road, Edge Lane & Lacy Street. Ensure scheme is monitored and Milestones are met	Supporting people out of Poverty	Schemes are completed on time - public realm construction end date December 2024. Improving/increasing active travel, improving the business and shopping environment, attracting investment, increasing footfall, dwell time and spend, improving the overall environment of the area. Linked KPIs: Improve overall employment rate. Improve employees paid at/above the real living wage
Town Centres - Regeneration	Deliver the programme of public realm improvements in Altrincham	Public Realm works commence on Regent Road, George Street and Market Street	Public Realm works completed		Supporting people out of Poverty	Schemes are completed on time leading to improving/increasing active travel, improving the business and shopping environment, attracting investment, increasing footfall, dwell time and spend, improving the overall environment of the area, higher satisfaction ratings. Linked KPI: Improve overall employment rate

Issue/Theme	Actions	Timescale - YR1 2022/23	Timescale - YR2 2023/24	Timescale - YR3 2024/25	Corporate Plan Priority	Project KPIs / Corporate Plan KPIs
Employment and Skills	Work with GMCA and partners to develop a project list for year 3 UKSPF Skills and People intervention which will go live in 2024/25	Engagement with GMCA	Develop plan	UKSPF Skills and People Project list to be submitted and implemented if funding agreed	Supporting people out of Poverty	To be agreed as part of the Skills and People Intervention Plan which supports communities to upskill and find better paid employment. Linked KPIs: Improve overall employment rate. Improve employees paid at/above the real living wage
Employment and Skills	Work with GMCA to expand the Good Employment Charter as initial way to drive development of a real Living Wage City Region; encourage inclusivity and diversity in company leadership; and ensure employers have mental health and wellbeing support in place, pay the real living wage and offer secure and flexible workplace	Promote feature on good employer charter in Business Bulletin/social media	Hold an annual event/ promote feature on good employer charter in business bulletin	Hold an annual event/ promote feature On good employer charter in business bulletin	Supporting people out of Poverty	Annual event held or supported to promote Good Employment Charter. Feature Good Employment Charter in business bulletin / Increased number of employers take up Good Employer Charter membership which in turn will lead to better pay and conditions for Trafford's workforce. Linked KPIs: Improve overall employment rate. Improve employees paid at/above the real living wage



Issue/Theme	Actions	Timescale - YR1 2022/23	Timescale - YR2 2023/24	Timescale - YR3 2024/25	Corporate Plan Priority	Project KPIs / Corporate Plan KPIs
Employment and Skills	Establish and deliver an employment and skills calendar of events	Preparation of an approach for an Annual job fair and annual careers/ apprenticeship fair	Annual job fair and Annual careers/ apprenticeship fair held	Annual job fair and Annual careers/ apprenticeship fair held	Supporting people out of Poverty	Annual job fairs and annual careers/apprenticeship fairs held supporting people into new employment opportunities, reducing poverty. Linked KPIs: Improve overall employment rate. Improve employees paid at/above the real living wage
Employment and Skills	Develop an employment programme and focus on those areas of the borough which are in the greatest need e.g. Partington	Compilation of development opportunities. Bring together social value commitments from major developments. Develop marketing and engagement plan for key stakeholders	Projects to be developed in Partington	Projects to be developed in other areas	Supporting people out of Poverty	Increasing numbers of local residents into work or training, reducing poverty. Increased take up of digital devices and people with digital skills. Linked KPIs: Improve overall employment rate. Improve employees paid at/above the real living wage
Employment and Skills	Supporting employers particularly in key sectors to take on apprentices utilising Trafford Council Apprenticeship Levy gifting funds and the GM apprenticeship levy matchmaking service	Development of an approach to support Trafford businesses to upskill and recruit new apprentices	Support Trafford businesses to upskill and recruit 10 new apprentices per year	Support Trafford businesses to upskill and recruit 10 new apprentices per year	Supporting people out of Poverty	20 new apprentices supported. Improve overall. Linked KPIs: Improve overall employment rate. Improve employees paid at/above the real living wage

Issue/Theme	Actions	Timescale - YR1 2022/23	Timescale - YR2 2023/24	Timescale - YR3 2024/25	Corporate Plan Priority	Project KPIs / Corporate Plan KPIs
Employment and Skills	Develop a digital learning hub to Increase the amount of people who are digitally upskilled in Trafford and recruit and train local residents to become digital volunteer champions	Feasibility Study into development of digital community learning hub / Identify and support priority groups who are digitally excluded e.g. older people, women, BAME groups	One new digital community learning hub set up / Identify and support priority groups who are digitally excluded e.g. older people, women, BAME groups / 50 volunteers recruited and trained	One new digital community learning hub set up / Identify and support priority groups who are digitally excluded e.g. older people, women, BAME groups / 50 volunteers recruited and trained	Supporting people out of Poverty	Two new digital community learning hubs established. 100 volunteers recruited and trained which will assist Trafford residents to access vital online services and gain skills for future employment opportunities. Linked KPIs: Improve employees paid at/above the real living wage. Improve overall employment rate. Improve residents' digital access via device lending scheme
Employment and Skills	Work with partners, including Enterprising You/Business Growth Hub, to provide access or signpost to support. Develop the business start-up network to provide networking and support for new start-ups. Targeted support for identified priority groups e.g. Trafford Hong Kongers, women, over 50's, BAME owned businesses	Commence development of business advice section for the Invest in Trafford to guide those who are self-employed	Review and update content/ 10 Start-up networks held or supported	Review and update content / 10 Start-up networks held or supported	Supporting people out of Poverty	20 start-up network sessions held or supported. Support growth, investment and employment opportunities for Trafford residents. Linked KPIs: Improve employees paid at/above the real living wage. Improve overall employment rate

Issue/Theme	Actions	Timescale - YR1 2022/23	Timescale - YR2 2023/24	Timescale - YR3 2024/25	Corporate Plan Priority	Project KPIs / Corporate Plan KPIs
Employment and Skills	Work with GM ESOL Advice Service, Trafford College and other learning providers to develop, promote and coordinate ESOL provision using AEB and alternative funding for those residents unable to access AEB e.g. Hong Kong BNO holders	50 residents access ESOL provision through AEB in Trafford / 100 people access ESOL through alternative funding	300 residents access ESOL provision through AEB in Trafford / 300 people access ESOL through alternative funding	300 residents access ESOL provision through AEB in Trafford / 300 people access ESOL through alternative funding	Supporting people out of Poverty	1350 residents access ESOL provision in Trafford, increase skills and employment opportunities. Linked KPIs: Improve overall employment rate. Improve employees paid at/above the real living wage
Communities, Social Value and VCFSE Support	Social Value - Deliver on key elements of the Social Value Action Plan in line with the Social Value Charter	Commence recruitment of Social Value Co-ordinator (subject to securing external funding). Promotion of Social Value Charter takes place through various communications channels throughout the term of the Plan. Social Value seminar either held or promoted annually	Deliver and update Social Value Action Plan. Pilot SV Brokerage Event to provide opportunity of matching SV offers from businesses to Community Groups. Social Value seminar either held or promoted annually.	Deliver and update Social Value Action Plan. Set up process to showcase what's been achieved and provide case studies/examples of good practice. Produce annual report. Social Value seminar either held or promoted annually	Supporting people out of Poverty	Social Value Co-ordinator in post, social value interventions for local communities are identified with businesses providing help and assistance to Trafford communities where they are most needed. Action Plan is monitored and delivered. Social Value seminars either held or promoted annually. Linked KPI: Added SV as a % of contract value

Issue/Theme	Actions	Timescale - YR1 2022/23	Timescale - YR2 2023/24	Timescale - YR3 2024/25	Corporate Plan Priority	Project KPIs / Corporate Plan KPIs
Communities, Social Value and VCFSE Support	Raise awareness of the role of volunteers and the VCFSE sector and identify opportunities to promote/celebrate the contribution made by the sector	Agree an approach and deliver actions arising	Deliver actions arising	Deliver actions arising	Supporting people out of Poverty	Role of volunteers and the VCFSE sector is promoted and associated action plan activity is updated and delivered which assists local Trafford organisations and upskills those that volunteer
Communities, Social Value and VCFSE Support	Review the Inclusive Economy and Communities Team's offer to the VCFSE community identifying opportunities to support resilience and growth in the sector in line with the Trafford VCFSE strategy	Review completed	Deliver actions arising	Deliver actions arising	Supporting people out of Poverty	Opportunities to ensure the resilience of the VCFSE sector are identified, signposted and actions from the review are completed. Support the promotion of volunteering as a pathway to employment within Trafford

Issue/Theme	Actions	Timescale - YR1 2022/23	Timescale - YR2 2023/24	Timescale - YR3 2024/25	Corporate Plan Priority	Project KPIs / Corporate Plan KPIs
Communities, Social Value and VCFSE Support	Identify specific community priorities through working with Trafford's Community Hubs and wider communities to address identified needs through Social Value interventions	Community needs analysis undertaken and matched, where appropriate to Social Value opportunities	Quarterly community needs analysis undertaken and matched, where appropriate to Social Value opportunities	Quarterly community needs analysis undertaken and matched, where appropriate to Social Value opportunities	Supporting people out of Poverty	Social Value offers and community needs are effectively brokered to ensure maximum benefit for Trafford's communities
Climate Change/Green Economy	Complete Greening Trafford Park and Low Carbon Park studies and identify opportunities for delivery of findings	Studies are completed and findings communicated	Development of an approach to address findings of the studies to include investigation of resources to deliver any agreed action plans	Delivery of actions contained within the studies if adequate resources are in place	Addressing our climate crisis, Addressing our climate crisis	The two studies will be complete by March 2023. Actions arising from the Trafford Park studies are addressed where resources are identified over the course of the Plan. Ensure links made to Climate Change Delivery Plan. Attract investment, support business growth, increase employment opportunities for local residents, improve the overall environment of the area. Linked KPIs: Reduce borough wide CO2 emissions (kilotonnes). Reduce vehicle miles travelled on roads in Trafford (millions). Increase number of electric charging points per 100,000 population

Issue/Theme	Actions	Timescale - YR1 2022/23	Timescale - YR2 2023/24	Timescale - YR3 2024/25	Corporate Plan Priority	Project KPIs / Corporate Plan KPIs
Climate Change/Green Economy	Promotion of the Carbon Neutral Action Plan across the business community, particularly in relation to stakeholder engagement including promotional campaigns.	Feature promotions of the Carbon Neutral Action Plan highlighted in the Business Bulletin.  Ensure that ongoing work within the Carbon Neutral Action Plan is embedded, where appropriate in relevant thematic partnerships such as the TEES Group.	Feature promotions of the Carbon Neutral Action Plan highlighted in the Business Bulletin every quarter.	Feature promotions of the Carbon Neutral Action Plan highlighted in the Business Bulletin every quarter.	Addressing our climate crisis,	A total of nine bespoke promotions will be developed over the course of the Plan. TEES Action Plan to make specific reference in its activities to the Carbon neutral Action Plan. Linked KPIs: Reduce borough wide CO2 emissions (kilotonnes). Reduce vehicle miles travelled on roads in Trafford (millions). Increase number of electric charging points per 100,000 population
Climate Change/Green Economy	Actively encourage sign up to the Growth Hub's Green Business Pledge.	Encourage sign up to the Green Pledge through highlighting benefits in the Business Bulletin every quarter.	Encourage sign up to the Green Pledge through highlighting benefits in the Business Bulletin every quarter.	Encourage sign up to the Green Pledge through highlighting benefits in the Business Bulletin every quarter.	Addressing our climate crisis,	Include promotion within at least nine Business Bulletins. Linked KPIs: Reduce borough wide CO2 emissions (kilotonnes). Reduce vehicle miles travelled on roads in Trafford (millions). Increase number of electric charging points per 100,000 population

Issue/Theme	Actions	Timescale - YR1 2022/23	Timescale - YR2 2023/24	Timescale - YR3 2024/25	Corporate Plan Priority	Project KPIs / Corporate Plan KPIs
Development Framework	Develop a Development Framework for Trafford Wharfside setting out indicative land use to include improvements to open spaces and the mix of residential and commercial space to provide developers with clear expectations for future development	Complete Development Framework	Communicate findings of Development Framework. Determine use of Development Framework in policy context linked to production of Trafford Local Plan	Development Framework is in pace and used to guide development for the Trafford Wharfside area	Supporting people out of Poverty	Overarching Development Framework vision developed by March 2023. Ensure Development Framework is complementary to the Places for Everyone Plan and Local Plan and has close alignment to the emerging Design Code. Attract investment, increase employment and housing growth, improve the overall environment and create a 'sense of place', increase footfall, dwell time and spend, improve public transport and active travel. Linked KPI: Reduce borough wide CO2 emissions (kilotonnes)

This page is intentionally left blank



## TRAFFORD COUNCIL

**Report to:** Executive  
**Date:** 20<sup>th</sup> February 2023  
**Report for:** Decision  
**Report of:** Executive Member for Economy and Regeneration

### Report Title

**Altrincham Town Hall – Part 1**

### Summary

Following the inclusion of Altrincham Town Hall in the 2022 Strategic Land Sales Programme and the nomination of the Town Hall as an Asset of Community Value (ACV), this report provides an update on the ACV process and explains the options to lease or transfer the Town Hall to a third party.

The Town Hall is an underutilised and comparatively expensive asset that is managed as part of the Council's corporate property estate.

In January 2022 the Town Hall was nominated as an Asset of Community Value (ACV). The ACV process provides a moratorium on disposal following service of a notice of intention to dispose giving community groups the opportunity to submit a bid.

An expression of interest (EOI) process has been undertaken. This report explains the outcome of the EOI and ACV process.

### Recommendation(s)

#### **The Executive is recommended to:**

- i) approve in principle the disposal at best value of the Town Hall by way of a lease subject to the process set out in this report. The Council is not considering sale of the Town Hall, the transfer will be by way of a lease.
- ii) delegate authority to the Corporate Director, Place to negotiate, finalise and agree the terms of the disposal.
- iii) delegate authority to the Director of Legal and Governance to enter into any contracts, agreements or deeds required to implement the above recommendations

Contact person for access to background papers and further information:

Name: Steve Tranter

*Implications:*

Relationship to Policy Framework/Corporate Priorities	Supporting People out of Poverty and Addressing our Climate Crisis through investment in this key Town Centre asset.
Relationship to GM Policy or Strategy Framework	N/a
Financial	The disposal (via a lease) of the asset will be at best value and this will be independently verified. This will result in revenue savings as set out in this report.
Legal Implications:	As part of this process the Council will need to ensure it achieves best value through the process whilst adhering to the ACV process.
Equality/Diversity Implications	Through the process the Council will consider the extent to which the proposed use provides equality of access for all members of the local community.
Sustainability Implications	The building is currently inefficient, and it is expected that through the process investment in the building will be achieved.
Carbon Reduction	The recommendations will enable investment in an asset which will have a positive net impact on the efficiency of the asset.
Resource Implications e.g. Staffing / ICT / Assets	None, there are no direct Council staff employed at the TH as it is managed through the Amey Facilities Management Contract.  There are no TUPE implications as the facilities post will not exist under the new arrangements.
Risk Management Implications	Transfer of the asset will reduce the Council's exposure to the day-to-day risks of asset management. The Council will be exposed to other risks such as the performance of the business/ group and their ability to pay rent.
Health & Wellbeing Implications	The building is currently underused and so the proposal will enable the building to make a more significant contribution towards the Council's objectives including improved Health and Wellbeing
Health and Safety Implications	Through the disposal process the lease arrangements will ensure that the building is operated safely.

## 1.0 Background

- 1.1 The Town Hall is an underutilised and comparatively expensive asset that is managed as part of the Council's corporate property estate. The current use of the asset is that the ground floor meeting rooms can be booked by the public and local businesses and the civic rooms on the first floor can be booked for weddings and other larger gatherings/ meetings.
- 1.2 In February 2021 the Council adopted the Corporate Operational Estate Strategy. In this Strategy Altrincham Town Hall was identified as an asset that should be reviewed. The review would inform how the asset is used as part of the Council's overall operational estate strategy.
- 1.3 In February 2022 the Council approved that Altrincham Town Hall is included in the Council's Strategic Asset Disposal Schedule list on a leasehold basis, pending the outcome of the EOI and ACV process. The Council is not considering sale of the Town Hall.

- 1.4 The Community Right to Bid (Assets of Community Value in legislation) is one of a range of measures introduced in the Localism Act 2011. The Community Right to Bid allows local voluntary and community groups and parish councils to nominate publicly and privately owned buildings and land for listing by the local authority as Assets of Community Value. An asset can be listed if its main use furthers (or has recently furthered) the social wellbeing or cultural, recreational, or sporting interests of the local community and is likely to do so in the future. Examples could include community centres, libraries, parks, village shops, markets, or pubs.
- 1.5 When a listed asset comes to be sold (or disposed of by way of a lease for a period of 25 years or more), a moratorium on the sale of up to six months may be invoked to enable community groups to raise finance, develop a business plan and make a bid to buy the asset on the open market. A register of the successful nominations and unsuccessful nominations is published on the Council's website.
- 1.6 The Town Hall was originally nominated in 2015 by the Altrincham and Bowdon Civic Society. This nomination was renewed in 2021 (accepted by the Council on 25/01/2022). The Council issued a "Notification of Intention to Sell" on 17/02/2022 following the inclusion of the Town Hall in the Strategic Land Sales list. This notification provided the Civic Society with six weeks to confirm they want to take over the asset, and then a further six months to develop and submit a business case. The Council has used the same six-month period to enable other community groups and interested parties to develop and submit business cases.
- 1.7 This process was aligned with the legislation and as such the moratorium period has now expired and Executive now has the option to either accept one of the bids received, dispose of the property commercially or retain the asset. Any disposal would need to be completed within 18 months of the Notification of Intention to Sell.
- 1.8 The Council provided the community organisations with a pack of information on the costs and condition of the building. This information was to inform groups proposals in order that they were realistic and deliverable. The Council also offered face to face meetings to assist groups to complete the process and to answer any questions about the asset.

## **2.0 Outcome of EOI and ACV Process**

- 2.1 The Council's objective for the EOI process was threefold:
  - a) Sustainability – to protect the Town Hall for future generations
  - b) Utilisation – to ensure that the Town Hall has a positive impact on the local community/ economy
  - c) Financial – to support the Council's financial health by reducing maintenance and running costs.
- 2.2 Following the expiry of the moratorium period, the Council has received two proposals from community organisations. The Council has also received a proposal from a private business. More detail is provided in Part 2 of this report.
- 2.3 The initial assessment of the community proposals is that they do not meet the original objectives of the EOI process. They both fail on the financial objective as it has not been clearly set out how they will reduce the Council's maintenance and running costs. Based on the submissions received, the Council would retain financial

responsibility for the asset. Without a secure financial future, the community bids also do not meet the sustainability criteria.

- 2.4 It is therefore recommended that the Council do not proceed with either of the Community bids for the asset.
- 2.5 The process has identified that there are commercial businesses that would be interested in taking on the building. A detailed analysis of the three submissions is included in the Part 2 report on this agenda.

### **3.0 Next Steps**

- 3.1 It is recommended that the Council concludes the EOI process by formally opening negotiations with the private business. The Council will also continue to work with the community organisations to establish whether proposals can be further developed to meet the Council's objectives, and whether their aspirations can be accommodated elsewhere.
- 3.2 As part of this process the Council will need to ensure it achieves best value through the disposal process and this requires the commercial proposal to be compared with the open market commercial value of the building. The Council has commissioned CBRE's valuation team to advise on the open market value of the asset. Any deal that is concluded following this decision will need to be supported by this valuation and the Council will need to demonstrate through the advice received that the disposal is at best value.
- 3.3 This is the process for undertaking a commercial property transaction. The Council is obliged to demonstrate that it has achieved best or market value for an asset, but is not required to go through a tender process which only applies to a service or management contract.
- 3.4 It is recommended that the Executive approves the in principle disposal of the Town Hall subject to the above process.

### **4.0 Financial**

- 4.1 Altrincham Town Hall currently costs the Council c£60k per annum in running costs. This is inclusive of utilities costs, staffing costs and general facilities management costs incurred through the Amey contract. In the last five years the Council has spent c£79k on repairs.
- 4.2 The proposals in this report provide an opportunity for the Council to avoid these costs, plus generate some additional income through a commercial rent.
- 4.3 In addition to revenue savings the proposals also provide an opportunity to avoid future maintenance costs.
- 4.4 Terms will be subject to negotiation and confirmation that it provides best value for the Council. The disposal will be a market value, which will be independently verified by CBRE. It is likely that as part of any negotiation that the Council is required to fund some up-front maintenance through either repairs to the building or a rent free period.
- 4.5 It is important to note that the assessment in this report is based on the initial submissions and is subject to further discussions and negotiations. There is a risk that

negotiations may not result in a transfer of the asset. In this case the Council would go out to the market to see what alternative commercial interest there is. If the Council disposes of the asset to another commercial party, it will need to demonstrate best value in the same way.

- 4.6 The Council has appointed CBRE to provide a commercial valuation of the asset. This will ensure that the asset is disposed of in line with best value considerations.
- 4.7 It is important to note that the Council is not considering selling Altrincham Town Hall. Any transfer will be on the basis of a lease in order to give the Council control over the asset in the future.

## **5.0 Other Options**

5.1 There are two alternative options:

- a) Continue to operate the Town Hall in-house and find additional revenue and capital budget to fund the increasing costs of the asset.
- b) Accept one of the two community proposals and find additional revenue and capital budget to underwrite the business cases of these proposals.

5.2 These options do not meet the Council's agreed objectives however it will continue to work with the community groups to establish whether their proposals can be adapted to meet the objectives.

## **6.0 Consultation**

6.1 There is no requirement for consultation on a commercial transaction, but the EOI process has given the local community groups an opportunity to put forward their ideas for the future of the Town Hall and this was published on the Council's website..

## **7.0 Reasons for Recommendation**

7.1 The recommendation gives the Council the best opportunity to achieve its objectives

- a) Sustainability – to protect the Town Hall for future generations
- b) Utilisation – to ensure that the Town Hall has a positive impact on the local community/ economy
- c) Financial – to support the Council's financial health by reducing maintenance and running costs.

## **Exempt Information**

By virtue of Paragraphs 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended by The Local Government (Access to Information) (Variation) Order, the following information has been excluded from Part 1 of this report and included in Part 2 of the report:

- 3. Information relating to the financial or business affairs of any particular person (including the authority holding that information)

In all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

**Finance Officer Clearance** *(type in initials) TR*  
**Legal Officer Clearance** *(type in initials) PC*

**DIRECTOR'S SIGNATURE** 

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:** 20 February 2023  
**Report for:** Noting  
**Report of:** Executive Members for Economy and Regeneration and Housing and Neighbourhoods

### Report Title

**Regenerating Vacant & Stalled Development Sites in Old Trafford – Proposed Actions**

### Summary

This report seeks to address a long-standing problem of development sites within Old Trafford which have a legacy of difficult or sub-standard construction. There are a cluster of developments located at the heart of Old Trafford which are beset by a variety of problems linked to the way in which they have been developed – either through non-compliant construction, subsequent dilapidation or complex ownership.

Collectively these represent a dis-incentive for investment and regeneration – and in many cases the sites are a wasted housing resource. This report seeks to first of all highlight the nature of the problem and the main sites involved. A second report under Part 2 of the agenda sets out the site specific issues in more detail along with proposed actions.

### Recommendation(s)

The Executive is requested to:

1. Note the problem of derelict, vacant and non-compliant property within Old Trafford and acknowledge the need for further action.

Contact person for access to background papers and further information:

Name: Adrian Fisher  
Email: [adrian.fisher@trafford.gov.uk](mailto:adrian.fisher@trafford.gov.uk)

Background Papers: None

This report has been prepared with regard to the following previously published reports:-

*Implications:*

Relationship to Policy Framework/Corporate Priorities	Bringing housing back into use supports the Council's priorities for addressing the Climate crisis and supporting people out of poverty. Empty homes are a wasted physical and social resource – and ensuring existing units are utilised promotes more and sustainable housing for local people.
Relationship to GM Policy or Strategy Framework	Bringing urban sites back into use and developing brownfield land aligns with the approach of the GM Places for Everyone Plan.
Financial	There is no capital or revenue budget to address this issue. The main implication in terms of cost will be staff time, which is limited. It may be possible to recover certain costs from owners / leaseholders. Financial implications are further discussed in the report under Part 2 of the agenda
Legal Implications:	Section 3 of the report sets out the various regulatory options open to the Council to address these issues.
Equality/Diversity Implications	None directly arising.
Sustainability Implications	The remediation of empty and vacant buildings supports the concept of sustainable development
Carbon Reduction	Existing Buildings have significant levels of embedded carbon with them – hence there is a benefit to carbon emissions in ensuring they are effectively used. Remediation will involve construction and the use of new materials which will have a negative implication for Carbon – but overall making proper use of existing properties involves lower emissions than building afresh
Resource Implications e.g., Staffing / ICT / Assets	The Report has implications for staff resources across planning, environmental health, strategic housing, building control and legal departments. However empty property currently also consumes resources from Emergency Planning, Environmental Health, Structural Engineers, and Community safety – in responding to ongoing incidents.
Risk Management Implications	Empty developments currently pose a risk to the public through anti-social behaviour, fire and potential building collapse. There is also a social cost to leaseholders / residents affected – and an ongoing cost to the Council and Emergency services in responding to incidents. There is a resource and reputational risk to the Council in tackling problematic sites that may prove difficult, costly and time consuming to resolve.
Health & Wellbeing Implications	The unfinished developments provide a poor environment for local people and there is a



	significant environmental benefit in bringing the sites back into use. It is understood that leaseholders affected by failed developments will have suffered in terms of their health and well-being.
Health and Safety Implications	The empty buildings and unfinished developments currently pose a health and safety risk to the general public. There have been a number of fires at some of these locations.

## 1.0 Background

- 1.1 During the early years of this century, Old Trafford experienced a period of developmental change as prosperity associated with Manchester City Centre spread into adjoining areas. This was recognised in part through the 2009 Old Trafford Master Plan – prepared jointly with Trafford Housing Trust. During this period a number of developments of new flats were built – either via the conversion of existing older buildings, the building of new apartment blocks or through a combination of the two.
- 1.2 Regrettably it subsequently emerged that a number of these developments were not built to the correct standards – and others were partially completed, often also with structural or related problems. In response to concerns over safety, Greater Manchester Fire & Rescue Service (GMFRS) served a number of Prohibition Notices under the Regulatory Reform (Fire Safety) Order 2005, which prevent the residential occupation of several buildings.
- 1.3 In addition, Old Trafford is also home to several properties that are on the watch list of the Department of Levelling Up Housing & Communities (DLUHC) for high rise buildings with unsafe cladding. In the post war era the area was a popular location for the construction of large office blocks – and many of these have now been converted to apartments, some of which have now been found to possess sub-standard cladding. Within Greater Manchester action on cladding has been coordinated by the multi-agency High Rise Task Force, led by the City Mayor of Salford. Whilst most properties now have a satisfactory route to compliance there remain some, including those in Old Trafford, without an agreed approach to resolution.
- 1.4 The consequence of this, is that an area of Old Trafford, centred on Chester Road / City Road is blighted by empty properties and unfinished developments. Added to this there are certain heritage buildings which are also empty and awaiting conversion and re-use. These sites are increasingly unsightly and attract anti-social behaviour. An increasing amount of public time and money is being spent attending to incidents within these vacant sites. Both Trafford Press and Empress Mill have been the subject of major fires – requiring significant response from the emergency services alongside follow up action from the Council.
- 1.5 There is also an important social dimension to many of these developments. In several cases there are leaseholders or purchasers of properties who are unable to

occupy their homes because they are prohibited. In others there are investors and purchasers whose property has now been damaged or was never built in the first place. Elsewhere residents are having to live day to day with the consequences of sub-standard construction.

## 2.0 Affected Developments

2.0 The table below sets out the principal developments and the various issues at each of them.

Site	Problem	Regulatory status	occupation	Comments
Aura Court,	Fire Escape and stairwell incomplete, substandard cladding	Fire Prohibition Notice in Force	Ground floor occupied, most flats empty	Multiple leaseholders unable to occupy their properties
Browning street	Poor construction	Fire Prohibition Notice in Force	unoccupied	
Empress Mill	Incomplete development, sub-standard construction, partial fire damage	Fire Prohibition Notice in Force	unoccupied	Site understood to be in multiple ownership, Part of site units have been sold and registered but not built.
Trafford Press & Veno Building	Incomplete development, sub-standard construction, substantial fire damage	Fire Prohibition Notice in Force	unoccupied	Subject to a serious fire in September 2021
Former Duckworths Essence Building	Landmark Grade ii Listed building empty and in poor repair	n/a	unoccupied	Site has consent for conversion to religious establishment
37 Seymour Grove	Apartment Block with sub-standard cladding	DLUHC watch list under Building Safety Programme	occupied	No remediation Plan agreed
5-33	Residential	s.215 Notice	Homes	Future of site

Northumberland Road	development impaired by adjacent vacant derelict site	(Planning Act) on part of site.	occupied	remains unresolved.
------------------------	--	------------------------------------	----------	---------------------

- 2.1 These developments are all located within a relatively small area of Old Trafford (see map at Appendix 1) and so have a disproportionate local impact. There is hence a clear public interest in trying to bring these properties into safe and effective use.
- 2.2 Although the specific issues are different on each individual site, there are certain similarities between the principal properties. Most problems stem from non-compliant construction in various forms – and in a number of cases this has rendered the property empty or partially occupied. In some cases development is also incomplete - leaving the shell of buildings remaining in situ. That in turn leads to a derelict and unsightly appearance – a problem also affecting other complete but vacant properties.
- 2.3 Some properties are located within the Empress conservation area – listed as ‘at risk’ by Historic England. Empty and under-utilised properties not only pose a risk to their individual integrity but also the historic character of the locality

### **3.0 Options available to the Council**

- 3.0 There are a number of regulatory and other measures that are potentially open to the Council to address problem sites such as these. There are also some that are available mainly to partners – notably the Fire Service. Each of these are summarised below:
- 3.1 Planning Acts – s.215 Notices. Section 215 of the Town & Country Planning Act 1990 (the Act) provides the Council with the power, in certain circumstances, to take steps requiring land to be cleaned up when its condition adversely affects the amenity of the area. If it appears that the amenity of a locality is being adversely affected by the condition of neighbouring land and buildings, the Council can serve a notice under this section of the Planning Act requiring that the situation be remedied.
- 3.2 Councils can use powers under Section 215 fairly widely – elsewhere the tool has been effectively used on large vacant industrial sites, town centre street frontages, rural sites, derelict buildings, and semi-complete development as well as the more typical rundown residential properties and overgrown gardens.
- 3.3 Notices can be served on both land and buildings – and is commonly applied to improve vacant or derelict buildings where these are having an adverse impact on amenity. There are related powers for the cleaning up of sites, including the use of direct action by Councils. An appeal against a s.215 notice is to the Magistrates Court

- 3.4 Listed Buildings & Conservation Areas. There are a number of provisions available to the Council under the Planning (Listed Buildings & Conservation Areas) Act 1990, ('the Listed Buildings Act 1990'). These include Urgent Works Notices, Repairs Notices and Compulsory Purchase Orders.
- 3.5 Urgent Works Notices - Section 54 of the Listed Buildings Act 1990 enables the Council to execute any works which appear to be urgently necessary for the preservation of a listed building in their area. The works must be urgently necessary not just desirable and the works may be carried only to those parts unoccupied. Section 55 of the Listed Buildings Act 1990 allows the costs of the works to be recovered from the owner by the Council.
- 3.6 Also of relevance is Section 76 of the Listed Buildings Act 1990 which enables the Secretary of State (after consulting Historic England) to direct that section 54 powers apply to an unlisted building in a conservation area, if its preservation is important for maintaining the character or appearance of the area. SPD 5.17 & 17a [Empress Conservation Area Appraisal & Management Plan] provides an up-to-date assessment of unlisted buildings which contribute to the Conservation Area and is required as evidence to the Secretary of State in serving an Urgent Works Notice.
- 3.7 Repairs Notices and Compulsory Purchase Orders - Section 48 of the Listed Buildings Act 1990 enables Councils to serve a Repairs Notice on the owner of a listed building specifying those works it considers reasonably necessary for the proper preservation of the building. If, after a period of a minimum of two months, it appears that reasonable steps are not being taken the authority can begin compulsory purchase proceedings under section 47. However, a Repairs Notice does not commit the authority to proceed to compulsory purchase action and the authority can withdraw the Repairs Notice at any time. A Compulsory Purchase Order (CPO) also requires the Secretary of State's confirmation.
- 3.8 Historic England runs a grants scheme to help local authorities take statutory action either by underwriting Urgent Works Notices and Repairs Notices or assisting in the costs of acquisition.
- 3.9 Housing Act 2004. This Act places a duty on local housing authorities to keep the housing conditions in their area under review with a view to identifying any action that may need to be taken and if the authority considers it would be appropriate for any residential premises in their district to be inspected to determine the existence of category 1 and/or 2 hazards, the authority must arrange for such an inspection to be carried out.
- 3.10 The authority has a duty to take action in respect of any category 1 hazards identified within a residential premises and discretion as to whether to take enforcement action in relation to category 2 hazards identified. Potential action that can be taken under this Act is as follows:
- Serving an improvement notice – requiring remedial works to be completed by a specific date;

- Making a prohibition order – to prohibit the use of all, or part, of a residential premises until such time as the necessary remedial works can be completed;
  - Serving a hazard awareness notice – outlining hazards identified and recommending remedial works that would be suitable to reduce or remove them (advisory only);
  - Taking emergency remedial action – works completed by the Council where a category 1 hazard is identified and there is an imminent risk to health and safety;
  - Making an emergency prohibition order – as detailed above but with immediate effect where a category 1 hazard has been identified and there is an imminent risk to health and safety;
  - Making a demolition order (under section 265 of the Housing Act 1985) – requiring the demolition of a dwelling, a HMO which is not a flat or a building containing one or more flats; and
  - Declaring the area in which the premises concerned are situated to be a clearance area by virtue of section 289(2) of the Housing Act 1985 – where the residential buildings in the area are dangerous or harmful to health and meet certain criteria under the Act.
- 3.11 Determining what action should be taken under the Housing Act 2004 requires the assessment of hazards identified within residential dwellings and the likelihood of them occurring, as well as the harm outcomes, in order to establish whether they are category 1 or 2 hazards. In vacant properties, the likelihood of hazards occurring and the harm they would cause is therefore greatly reduced or even eliminated. Taking action in relation to such properties is therefore not necessarily proportionate or justified. There is also the added likelihood that access into vacant properties would not be granted, and the possibility of applying for a warrant of entry to the magistrate's court is limited due to any risk to health and safety being significantly reduced or non-existent.
- 3.12 In addition, the Housing Act 2004 places a duty on the local housing authority to notify all interested parties of inspections of residential dwellings in writing, at least 24 hours prior to inspection. The ownership of many of these buildings is complicated as there are many parties involved; leaseholders, freeholders, management companies etc. Issuing paperwork under section 239 of the Act to all interested parties to notify them of an inspection would be resource and time intensive. If enforcement action was then taken in respect of any of the buildings, the same issue would arise.
- 3.13 Building Act - Sections 77 and 78 of the Building Act 1984 empowers local authorities to deal with a building or structure which is in a dangerous condition. Section 77 primarily addresses cases where a Building is potentially dangerous – in other words its very poor condition or other circumstances give rise to a high degree of concern. Section 78 deals mainly with emergency measures – where there is a clear and immediate risk to public safety. The latter powers are regularly employed in respect of buildings damaged by fire, storms or similar.

- 3.14 Public Health Act 1961. The Public Health Act contains provisions for the remedy of various problems relating to sub standard drainage. If sewers or other sanitary facilities are damaged or poorly built so they do not function properly, the Act permits intervention by the Local authority to seek to remedy the issue.
- 3.15 Building Safety Act 2022. The Building Safety Act became law this year and introduces new powers to remedy construction defects in Buildings. This includes the ability to apply to the Property Chamber of the First-tier Tribunal for an order requiring a building owner to remedy specified “relevant defects”. Such defects are closely defined but in general terms they must:
- put people’s safety at risk from the spread of fire, or structural collapse
  - arise from work done to a building during its construction, or any later works.
  - Have been created from 28 June 1992 to 27 June 2022.
- 3.16 The Council can apply for a remediation order alongside the Fire Service, Building safety Regulator, those with an interest in the Building and the Secretary of state. As this is new legislation is not known whether any such orders have yet been applied for.
- 3.17 There are hence numerous legal avenues that the Council can potentially pursue to remedy derelict or defect properties. In each case the Authority accordingly needs to consider which are the most effective measures in each case – and the respective resource implications involved.

#### **4 Local Impact**

- 4.1 The problem properties are located within a relatively confined corner of Old Trafford and in some cases adjoin each other. As a result the local impact is amplified by the number of empty buildings within this locality. At a time when investment and new developments are spreading from the City centre, these sites act as a potential drag on investment.
- 4.2 There is also a social dimension to the issue. In some cases leaseholders are unable to occupy properties because the buildings are subject to fire prohibition notices – denying them either a home or an investment income. In some cases apartments have been built ‘off plan’ but have never been completed, leaving owners without any property at all. On other sites residents continue to be affected by the consequences of non-compliant construction. Where properties are empty, they may be subject to vandalism and anti social behaviour – and require ongoing attention from the Council or emergency services.

#### **5. The Case for Intervention**

- 5.1 There are consequently social, economic and environmental impacts arising from the poor condition of properties in this part of Old Trafford. There is also a demand on public resources to manage and mitigate the ongoing consequences of empty

buildings and non-compliant construction. Many of the problems have been continuing for more than ten years and show little sign of resolution.

- 5.2 There is accordingly a strong case for regulatory and other intervention to remedy these problems. The details of possible action, the issues, costs and timescales involved are set out in a report in Part 2 of this agenda.

## 6.0 List of Appendices

- 6.1 Appendix 1 – Map of Sites

### Other Options

The Council could choose not to take any action and allow current position to continue.

### Consultation

In some locations residents have called on the Council to take proactive steps to improve conditions. Other regulatory measures are not normally subject to consultation.

### Reasons for Recommendation

The recommendations will help ensure that poor environmental and social conditions that have persisted at these sites over several years are steadily addressed. A programme of work will enable the Council to steadily work through sometimes complex issues and secure an ultimate improvement.

### Key Decision No

If Key Decision, has 28-day notice been given? N/a

Finance Officer Clearance PC

Legal Officer Clearance TR

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

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

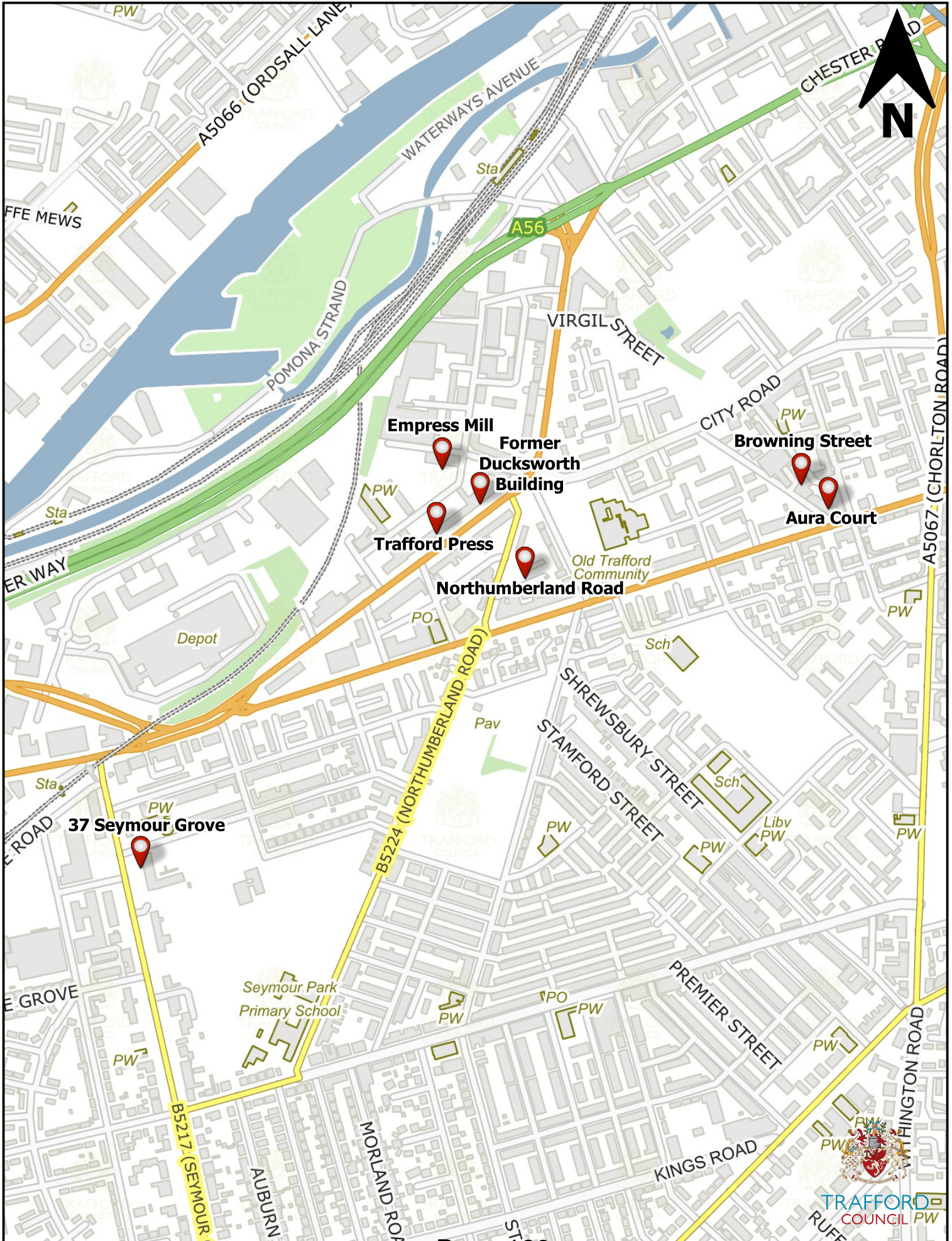


## **APPENDIX 1 – Map of Sites**

This page is intentionally left blank



# Site Locations



This page is intentionally left blank

## TRAFFORD COUNCIL

**Report to:** Executive  
**Date:** 20<sup>th</sup> February 2023  
**Report for:** Decision  
**Report of:** Executive Member for Housing and Neighbourhoods

### Report Title

**New Partnership Agreement for CCTV Services**

### Summary

In 2016, the decision was taken by the Executive Member for Communities & Partnerships to co-locate Trafford's public spaces CCTV services with that of Salford City Council (Salford CC) at Salford Civic Centre.

A partnership agreement for CCTV services was entered into with Salford CC which has since been extended to March 2023.

This partnership has proved to be very successful, and it is now proposed to secure a new partnership agreement for 5 years between Trafford Council and Salford CC, so that the authorities can build on the successful collaborative working to date.

### Recommendation(s)

It is recommended that the Executive:

- (i) Note the progress and success over the last six years of the current partnership agreement with Salford City Council for CCTV services.
- (ii) Approve the proposal to enter into a new 5year partnership agreement with Salford City Council for public space CCTV services.
- (iii) Delegate authority to the Corporate Director, Place, in consultation with the Director of Legal and Governance, the decision to approve the final Terms and Conditions of the Partnership Agreement and enter into that Agreement on behalf of the Council.

Contact person for access to background papers and further information:

Name: Nigel Smith



Head of Regulatory Services

Email: nigel.smith@trafford.gov.uk

Background Papers: None

*Implications:*

Relationship to Policy Framework/Corporate Priorities	Public spaces CCTV makes a considerable contribution to the safety of residents, businesses and visitors to the area, by providing a safe, cost-effective deterrent to reduce crime and anti-social behaviour in Trafford. It therefore contributes to the Council's Community Safety Strategy and the promotion of successful and thriving places.
Relationship to GM Policy or Strategy Framework	The partnership agreement with Salford supports the GM CCTV Collaboration Programme which aims to provide an opportunity for GMP, TfGM and the 10 local authorities to come together to collaborate and share good practice relating to the operation of public space CCTV that is owned by those organisations (see 5.2).
Financial	The main financial considerations are set out in section 4 of the report. The costs for the partnership agreement are within budget.
Legal Implications:	<p>The partnership agreement provides Trafford with a legally compliant and accredited CCTV Control Room and service, including providing all the necessary data and evidence to support external inspection visits and audits. Since 2017, Salford's CCTV Control Room manager has helped ensure Trafford has been awarded accreditation to the British Standard (BS7958), as well as achieving high levels of compliance following audits annually under the Regulation of Investigatory Powers Act 2000, and by the Office of Biometrics &amp; Surveillance Camera Commissioner audit in 2022.</p> <p>There is an exemption to the usual requirements of the Public Contracts Regulations 2015 for an arrangement of this nature between contracting authorities provided the conditions in Regulation 12(7) are met. See 'Reasons for recommendation' below.</p>
Equality/Diversity Implications	None
Sustainability Implications	None

Carbon Reduction	None
Resource Implications e.g., Staffing / ICT / Assets	The agreement with Salford means that by using their control room, we meet our legal requirements in respect of ICT and infrastructure assets. It also means that staffing resource can be shared to ensure that there is appropriate cover at all times.
Risk Management Implications	Continuing with the partnership agreement means that Trafford's systems will inevitably become more interlinked with those of Salford and they will therefore become more difficult to separate in the future, should there be a decision to do so.
Health & Wellbeing Implications	The Council directly employs its own CCTV Operators who are engaged on local government terms and conditions. Co-location in Salford has reduced isolation and increased staff wellbeing.
Health and Safety Implications	The CCTV makes a considerable contribution to the safety of residents, businesses and visitors to the area.

## 1.0 **Background**

- 1.1. Trafford Council previously managed its own CCTV service directly. This service was subsidised at an unsustainable level and in 2015 work commenced to agree a future sustainable operating model.
- 1.2. The CCTV service was previously delivered through a non-compliant CCTV Control Room in Trafford and the Council was faced with a choice of finding additional capital funding to upgrade the 'Control Room', or to outsource to another provider.
- 1.3. In 2015, some soft market testing commenced but the outcome of this was inconclusive as there was little interest from the private sector in taking over public realm CCTV monitoring and there was no interest in the emergency call handling aspect of the provision.
- 1.4. The then Head of Service began exploring a partnership arrangement with other local government providers and subsequently submitted a report to the Executive Member for Communities & Partnerships recommending the co-location of Trafford's CCTV service with that of Salford City Council at Salford Civic Centre. Salford CC had invested heavily in their CCTV Control Room which met all industry standards and had a successful business operating model.
- 1.5. This was approved and a three-phase programme was commenced. These were to:

- Relocate Trafford CCTV staff to Salford Council's Town Hall (CCTV Control Room) in 2017
  - Upgrade the CCTV infrastructure to wireless 'line of sight' CCTV to save costs on the maintenance contract on a phased basis
  - Consider income generating opportunities.
- 1.6. A partnership agreement was agreed for three plus two years up until March 2022. The agreement was further extended through a Deed of Variation to March 2023.
- 1.7. This report provides a review of the existing arrangements and seeks agreement from the Executive to approve a new partnership agreement with Salford CC for a further five years.

## **2. Review of existing arrangements**

- 2.1. The current agreement provides for management support and operational oversight in terms of both a CCTV Service Manager and a Control Room Manager directly employed by Salford CC who support Trafford with performance, repairs and maintenance contracts, ordering works, technical expertise on infrastructure upgrades, Freedom of Information requests and complaints.
- 2.2. Trafford's Emergency Planning / CCTV Manager line manages seven CCTV operators in the Salford Control Room. Trafford are also the Data Controller and manage Trafford's out of hours services and the emergency response on call team.
- 2.3. Trafford Council created the agreement in order to save costs and improve quality. The agreement has enabled Trafford Council to:
- Provide a legally compliant and accredited CCTV service, including providing all the necessary data and evidence to support external inspection visits and annual audits. Since 2017, Salford's CCTV Control Room manager has helped ensure Trafford has been awarded accreditation to the British Standards (BS7958), as well as achieving high levels of compliance following audits annually under the Regulatory Powers Act 2000, and by the Office of Biometrics & Surveillance Camera Commissioner audit in 2022.
  - Provide services through a legally compliant CCTV Control Room without the capital resource that would have otherwise been required.
  - Procure maintenance services jointly with Salford thereby receiving these at reduced cost but increasing quality by significantly reducing the downtime of cameras.
  - Share contracts for camera, hardware and software providers, and by using and installing the same products, we have been able buy once and

maximise equipment output, without incurring individual costs whilst keeping our resources and data separate and secure.

- Provide data analysis and quarterly reporting on performance which inform and support decisions such as which camera locations are achieving the best results.
- Provision of joint training for staff, developing knowledge and skills alongside CCTV colleagues from both services.
- Provide Trafford staff with the support of Salford colleagues working alongside them 24 hours a day, which has improved staff wellbeing by reducing isolation.
- Receive support for all the technical knowledge and oversight together with lessons learnt from Salford in the design and build model for the CCTV infrastructure project (see section 5), which will further improve quality and reduce costs.

2.4 Salford also benefit from the agreement in several ways including:

- Co-production of a robust CCTV service, characterised by strong compliance levels, accredited and recognised by industry standards.
- Joint procurement of camera, hardware and software providers and maintenance services thereby reducing costs.
- Joint training of staff and resilience in the event of a serious incident or staffing resource shortage.
- Collaborating with Trafford's shared strategic vision for public spaces CCTV as a neighbouring borough who share the unique position of hosting several high-profile sites and events.
- Collaborating with Trafford at GM forums to develop and share best practice across GM, forging strong links and solutions with partners such as GMP.

2.5 There has been peer recognition for the innovative approach taken by Trafford Council and Salford CC, with the collaboration being recognised as a best practice model.

### **3.0 Proposal for a new Partnership Agreement**

3.1 The vision for the new partnership agreement is that it will continue to build on the established relationship and successful collaborative approach over the last six years. Keeping within the spirit of collaboration, the agreement will continue to build a high performing CCTV service, with the capability to provide a safe, cost-effective deterrent to reduce crime and anti-social behaviour in Trafford.

- 3.2 A revised Service Specification and Partnership Agreement has been drafted together with Trafford Legal Services and Salford CC, which details how Salford CC will manage the CCTV operation in collaboration with Trafford Council. This will implement a robust partnership business model that will facilitate the following objectives:
- To host the Trafford and Salford CCTV Services and Emergency response activation processes, collocated in a purpose-built CCTV facility at Salford Civic Centre, Swinton.
  - To achieve greater efficiencies in terms of service delivery including staffing, accommodation costs, joint procurement of equipment, maintenance and training, thereby reducing expenditure on the public purse.
  - To create and promote a best practice model of collaborative working which mutually benefits both authorities, in the pursuit of delivering an innovative, robust, and compliant CCTV operation.
  - To provide operational management oversight, specialist CCTV knowledge and expertise to Trafford CCTV Operators and enable them to reduce crime and assist in the capture of those responsible and to work with GMP and partners to provide a high-quality service to the residents of Trafford.
- 3.3 The agreement will ensure that the service will continue to demonstrate high levels of compliance and monitoring, using tools developed in partnership with legal services and Salford, which stand up to robust scrutiny.
- 3.4 The agreement also provides for additional support from Salford's Control Room staff in the event of a serious incident or staffing resource shortage. Shared systems enable Salford staff to operate and monitor Trafford camera's providing a level of resilience in an emergency situation.
- 3.5 It is proposed that the new partnership agreement will be in place for five years, with an anticipated start date of 1<sup>st</sup> April 2023.
- 3.6 Should the Executive approve the proposal to enter into this new partnership agreement, then a final version of the agreement will be agreed with Salford CC and Legal Services and then submitted to the Corporate Director, Place for approval.

#### **4.0 Financial Considerations**

- 4.1 The cost of the service was originally agreed in 2017 as £97,624 per year.
- 4.2 The cost of the existing agreement for 2022-23 is currently £103,670 per annum. However, the proposed new 12-monthly charge for the new agreement from April 2023, based on the revised service specification, will be £98,402 per annum.



- 4.3 Maintenance and repair costs savings have already been achieved following the implementation of phase one through the infrastructure project. This has already reduced repair costs of assets which were coming to the end of their lifecycle and has significantly reduced down-time of cameras. Further savings will be achieved in phase two by moving away from the BT fibre network which is costly and limiting in respect of the number of cameras which can be connected.
- 4.4 In 2023, much of the hardware and camera warranties will start to come to an end, providing further opportunity to carry out cost saving procurement exercises with Salford by buying less equipment and sharing costs between the two services.
- 4.5 In terms of potential commercial opportunities, whilst the council generates a modest income from the provision of CCTV services with housing partners, the original proposal to consider options for income generation have not been realised. However, with Salford's continued technical support and with the new network in place, opportunities will be reviewed and explored in the future.

## **5.0 Update on CCTV Projects**

### **5.1 CCTV Infrastructure Project (Phase Two)**

- 5.1.1 The streaming of footage from CCTV cameras currently relies upon third parties such as BT and M247 (formerly MetronetUK) for the network connections to each camera and backhaul circuits relaying camera images to the Salford CCTV control room.
- 5.1.2 The aim of CCTV Infrastructure Project is to build a private wireless network across six new node sites which will release Trafford from the current provider contracts which are expensive and offer a poor-quality service.
- 5.1.3 The existing fibre network is costly and limiting in respect of the number of cameras which can be connected. The new private wireless network will give increased flexibility to add and move cameras which we have previously not been able to do.
- 5.1.4 Trafford having its own wireless network will also provide opportunities for progressing towards a smart/digital borough, creating a Trafford public Wi-Fi. This has several benefits:
- Provide universal access to support residents who may not have regular access to broadband and helping to reduce digital poverty
  - Generate analytics that can give insight into footfall, how long people spend at a place and commercial, income generating potential. This can be used to inform decision on public safety and planning. This data could potentially also be used to generate income through advertising and sponsorships.

5.1.5 Phase two is now progressing, with six new node sites under construction across the borough. These node sites will be connected back to the CCTV control room at the Civic Centre. Testing is complete and OFCOM licences have been ordered for the Sale West and Partington sites, as well as notice given to one of the current providers. It is expected that the project will be finished in June 2023 depending on weather conditions and third-party access agreements to sites.

## 5.2 GM CCTV Collaboration Programme

5.2.1 The potential for more collaborative and optimised use of public space CCTV across Greater Manchester was explored by the GM Public Space CCTV Discovery exercise, which concluded that there is significant scope (with associated benefits) for such collaboration. The exercise identified the Trafford and Salford collaboration as a model of best practice.

5.2.2 GMCA are now leading on the GM CCTV Collaboration Programme and are working with TfGM, GMP and the 10 local authorities on collaborative initiatives in the operation of public space CCTV that is owned by those organisations. Opportunities for collaboration include data and information sharing agreements, the development of GM and local CCTV strategies, joint procurement, and the sharing of expertise through a quarterly GM CCTV network meeting.

5.2.3 Through our partnership agreement with Salford, Trafford are also working with GMP to deliver a project to link Trafford's CCTV images to GMP's Silver Command room at Force Head Quarters. This has been a long-awaited ambition for GM authorities, and in particular for Salford and Trafford given the advantages it will provide. Sharing images from our cameras directly into the Silver Command room would give an immediate benefit to GMP and other stakeholders at Tactical Coordination Groups or Strategic Coordination Groups especially during an incident. Our exposure to risks generated by an event would be reduced on some levels and any response would certainly be coordinated more quickly, with eyes on the ground. The project has now reached the testing phase and we are hopeful to finalise operating agreements very soon.

## Other Options

- a. **In House:** The previous report to the Executive in 2016 outlined several obstacles around re-locating the control room to Trafford Town Hall. Conservative estimates of capital expenditure at that time were that in the region of £1.1m would be needed to build an industry compliant facility. Major building works would also be required which may be impossible to deliver given Trafford Town Hall's status as a listed building.

Significant ongoing investment would also be required to install equipment and technology to produce images of sufficient quality. An increase in staffing levels to give operational oversight, governance, and technical expertise would also be needed which would make this an expensive long-term option.

- b. Go out to Tender:** This option was also considered through soft market testing in 2015. This tried to identify the appetite from potential partners to deliver the service at a reduced cost. This exercise was inconclusive as there was little interest from the private sector to take over the public realm camera monitoring and no interest in emergency call handling.

The potential for large knowledge and skills gaps were also identified by not using Council staff. Local Authority statutory responsibilities rely heavily on skilled staff working closely with partners around sensitive issues for which Council operators have a good understanding.

### **Consultation**

None required

### **Reasons for Recommendation**

This existing partnership between Trafford Council and Salford CC has proved to be very successful, and the recommendation to secure a new partnership agreement will mean that the authorities can build on the successful collaborative working to date. This option offers value for money as well as numerous other value-added benefits, as outlined in the report.

Trafford Council is required to comply with the procurement rules as set out in the Public Contracts Regulations 2015 (PCR 2015) for a contract of this value. However, where there is an arrangement between contracting authorities co-operating with one another to provide the public services that they have to perform with the aim of achieving common objectives, the usual requirements can be departed from. Instead the council must comply with the conditions set out in Regulation 12(7) PCR 2015 for the exclusion to apply:

A contract concluded exclusively between two or more contracting authorities falls outside the scope of this Part where all of the following conditions are fulfilled:—

- (a) the contract establishes or implements a co-operation between the participating contracting authorities with the aim of ensuring that public services they have to perform are provided with a view to achieving objectives they have in common;
- (b) the implementation of that co-operation is governed solely by considerations relating to the public interest; and
- (c) the participating contracting authorities perform on the open market less than 20% of the activities concerned by the co-operation.

This collaboration between the parties complies with all of the above requirements and therefore a procurement process is not required.

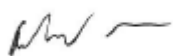
**Key Decision** Yes

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

**Finance Officer Clearance** PC

**Legal Officer Clearance** SL

**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: 20 February 2023**  
**Report for: Information**  
**Report of: Executive Member for Finance and Governance**

**Report Title**

**Report on Complaints Determined by the Local Government & Social Care Ombudsman 2021/22**

**Summary**

**There is a statutory duty to report to Members on adverse outcomes of complaints formally investigated by the Local Government & Social Care Ombudsman. This report sets out the background to this duty, and provides Members with a summary of complaints determined in 2021/2022.**

**Recommendation(s)**

**That the content of the report be noted.**

Contact person for access to background papers and further information:

Name: J.M.J. Maloney  
 Extension: 4298  
 Background Papers: None.

*Implications:*

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

## **Background**

### **1. Complaints to the Local Government & Social Care Ombudsman**

Services provided by the Council and agencies working on its behalf are subject to the jurisdiction of the Local Government & Social Care Ombudsman, who is empowered to investigate complaints of maladministration and / or injustice in relation to the delivery of those services.

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

It follows from this that the population of complaints actually referred by the Ombudsman for detailed investigation is comparatively small, and will tend to involve the most long-running and intractable issues; there is thus a significant likelihood that any complaint subject to detailed investigation will be upheld.

### **2. The Requirement to Report to Members**

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

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

### **3. Change in Ombudsman Complaint Classification / Need to Report**

In the year 2021/22, no Public Interest report was issued which would have given rise to a report to Members under LGA '74 s. 30(1).

In respect of the LGHA '89 duty, a number of years ago the Ombudsman amended its classification / definition system, to base it on a binary distinction of complaints as being "Upheld" or "Not Upheld". Crucially, *any complaint deemed to be upheld is classed as "Maladministration"*, however trivial the identified fault, and whether or not any injustice arose to the complainant as a result of that fault. As a result of this descriptive change, the Council now receives comparatively regular technical findings of "Maladministration". Another consequence of the use of this term to define the finding in these cases is that it also triggers the statutory requirement under LGHA '89 to report on "Maladministration" findings to Members.

Whilst there has been no substantive change in the complaints environment or the Council's performance, this additional reporting requirement has arisen essentially from a change in the Ombudsman's terminology.

#### **4. Complaints 2021/22**

For the purposes of this report, the complaints included are those recorded in the Ombudsman’s Annual Letter for 2021/22 as having been formally determined within that municipal year.

Annexe A provides for Members’ information an anonymised summary of cases where complaints have been upheld, and thus, under the current classification, deemed to involve “maladministration”. Details are included of service area, subject of the complaint, and outcome following the Ombudsman’s investigation.

According to the Ombudsman’s analysis, there were 10 upheld decisions during the year, a number of these relating to ongoing complaints primarily handled in the previous year. In terms of service area, the highest numbers tend to arise in areas which are either high volume services or which can be by their nature contentious and / or involve significant financial aspects, such as Waste Management, Revenues & Benefits and Adult Care charges. (These 3 areas account for 1 half of the 10 cases listed below.)

In terms of the nature of findings / resolution, the following issues can be noted. 1 case resulted in an “Upheld” finding, but with no remedy proposed as this had already been satisfactorily provided prior to the Ombudsman’s involvement. In 1 case, the remedy was solely an apology, as all other issues had been addressed. One case simply involved a reminder to staff about adherence to established procedures; and in a further case, the “remedy” was simply to continue what was already being done to support the complainant. This leaves 6 cases which involved some element of financial remedy, usually accompanied by an apology and / or proposals for amendment to / review of decision-making processes or systems. The financial remedy could take the form of an actual payment (sometimes nominal, in respect of time and trouble / inconvenience), waiver of liability for fees / charges, a review of a previous assessment decision, etc. The highest value settlement amongst those listed related to a multiple complainant who had lodged at least four complaints with the Ombudsman during the year. Such circumstances can of course significantly affect comparative statistics, especially where the base population is very small.

#### **Other Options**

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

#### **Reasons for Recommendation**

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

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

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

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

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

**OMBUDSMAN DECISIONS 2021/2 – UPHELD COMPLAINTS**

Refs.	Decision Date	Area	Description	Outcome
<b>UPHELD:</b>				
19014201	17.5.21	Waste Collection	Missed collections; fault in complaint handling and delay in making of reasonable adjustments.	Apology; payments in respect of distress, time and trouble; review of aspects of service including in respect of procedures for identifying and implementing reasonable adjustments.
19020081	3.6.21	Revenues & Benefits / Recovery	Fault in approach and communications regarding recovery of debt	Apology; nominal payment in respect of distress; review of communications re longstanding debts.
19016930	8.6.21 (Revised)	Adult Social Care	Fault in support to access a personal assistant.	Council to continue to provide support in sourcing access to a personal assistant.
19000917	24.6.21	Highways / outdoor event management	Fault in complaint handling in aftermath of marathon event	Finding of fault but no remedy proposed, since actions already taken by Council left no significant unremedied injustice.
20002177	28.6.21	Home to school transport	Fault in communications following policy change	Apology; payment in respect of distress; and review of communications processes.
20009198	19.7.21	Environmental Health	Fault in handling of complaint regarding household noise.	Apology; nominal payment in respect of time and trouble; and review of certain technical aspects of noise monitoring processes.
21004594	10.12.21	Adult Social Care	Fault in communications regarding care charges.	Reminder to be issued to relevant staff regarding communications / record keeping.
20002414	19.11.21	Environmental Health / Noise	Fault in respect of enforcement action advice and investigation.	Apology; payment in respect of time and trouble; and invitation to complainant to submit further evidence.
20009037	7.2.22	Waste Management	Fault in bin collections.	Apology and nominal payment to recognise injustice.
20010065	8.2.22	Waste Management	Fault in assisted collections / bin return.	Apology only – all other issues resolved by service during course of service delivery / investigation.



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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank



Document is Restricted

This page is intentionally left blank