



TRAFFORD COUNCIL

AGENDA PAPERS FOR SCRUTINY COMMITTEE

Date: Wednesday, 6 November 2024

Time: 6.30 pm

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

| A G E N D A | PART I | Pages |
|--|---------------|--------------|
| 1. ATTENDANCES | | |
| To note attendances, including Officers, and any apologies for absence. | | |
| 2. MINUTES | | 1 - 10 |
| To receive and, if so determined, to agree as a correct record the Minutes of the meeting held on 18 th September 2024. | | |
| 3. DECLARATIONS OF INTEREST | | |
| Members to give notice of any interest and the nature of that interest relating to any item on the agenda in accordance with the adopted Code of Conduct. | | |
| 4. QUESTIONS FROM THE PUBLIC | | |
| A maximum of 15 minutes will be allocated to public questions submitted in writing to Democratic Services (democratic.services@trafford.gov.uk) by 4p.m. on the working day prior to the meeting. Questions must be relevant to items appearing on the agenda and will be submitted in the order in which they were received. | | |
| 5. COMMITTEE WORK PROGRAMME | | 11 - 16 |
| To consider the items within the work programme for the remainder of the Municipal Year. | | |

6. DRAFT BUDGET PROPOSALS 17 - 46

To receive the draft Budget proposals for 2025/26 from the Director of Finance.

7. CULTURE, SPORT AND HERITAGE STRATEGY 47 - 74

To receive a report on the Cultural Strategy Activation from the Director of Cultural Transformation.

8. TRAVELLERS UPDATE 75 - 82

To receive an update on visits by the Traveller community in Trafford from the Director of Growth and Regulatory Services.

9. URGENT BUSINESS (IF ANY)

Any other item or items which, by reason of special circumstances (to be specified), the Chair of the meeting is of the opinion should be considered at this meeting as a matter of urgency.

10. 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.

SARA TODD

Chief Executive

Membership of the Committee

Councillors F. Hornby (Chair), J. Holden (Vice-Chair), J.M. Axford, G. Coggins, F. Cosby, W. Frass, K Glenton, B. Hartley, D. Jarman, W. Jones, S. Thomas, D. Butt (ex-Officio) and D. Western (ex-Officio).

Further Information

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

Harry Callaghan, Senior Democratic Support Officer,

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This agenda was issued on **Tuesday, 29 October 2024** by the Legal and Democratic Services Section, Trafford Council, Trafford Town Hall; Talbot Road, Stretford, Manchester, M32 0TH

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SCRUTINY COMMITTEE

18 SEPTEMBER 2024

PRESENT

Councillor F. Hornby (in the Chair).

Councillors M.J. Taylor (Vice-Chair), J.M. Axford, G. Coggins, F. Cosby, W. Frass, K Glenton, B. Hartley, D. Jarman, W. Jones and S. Thomas.

In attendance

| | |
|---------------------------|--|
| Councillor Aidan Williams | Executive Member for Climate Change |
| Chris Morris | Director of Highways, Transport and Environment |
| James Lomax | Head of Highways and Transport |
| Alan Whitfield | Project Delivery Manager |
| Danny Vaughan | Chief Network Officer, Transport for Greater Manchester (TfGM) |
| Anne Marie Purcell | Chief Transformation Officer, TfGM |
| Stephen Rhodes | Network Director for Buses, TfGM |
| Richard Nickson | Network Director Active, TfGM |
| John Addison | Governance Manager |
| Harry Callaghan | Senior Democratic Support Officer |

APOLOGIES

Apologies for absence were received from Councillors D. Butt and D. Western

43. MINUTES

RESOLVED: That the Minutes of the meeting held on the 10th July 2024 be agreed as an accurate record.

44. DECLARATIONS OF INTEREST

None were declared.

45. QUESTIONS FROM THE PUBLIC

One question had been submitted for the meeting by Ms. Stanley as follows:

What consideration has been given to the impact of the charging points on people who are disabled, have reduced mobility or those with visual or other impairments. What consideration has been given to positioning public charging point at a suitable height for wheelchair users to access?

The Head of Highways and Transport provided the following response:

Charging infrastructure, inclusive or cable connectors, can cause a tripping hazard and an obstruction. For the existing installs, in car parks, they

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[charging infrastructure] have been located by our supplier to help ensure no trip obstructions / trip hazards are created.

A new public standard, (PAS:1899) has been published. This [the standard] provides guidance for charger accessibility – inclusive of the charging device and public realm. Existing install design, pre-date the standard. Installs safely made the best space allocated in existing car parks.

All future charge points will be PAS:1899 compliant and our supplier will work with us to specify requirements on a site basis. For any future installs within a car park at least 1 bay will be fully accessible [as advised by our existing supplier].

46. ELECTRIC VEHICLE CHARGING PROVISION

[Contrary to the Agenda, due to Officer availability, it was agreed at the outset of the meeting to consider this item earlier]

The Director of Highways, Transport and Environment was in attendance to respond to any questions on the report which was circulated with the agenda. Prior to questions, the Director outlined key areas of work ongoing within Trafford on Electric Vehicle (EV) charging. Statistics on the current numbers (outlined on slide thirteen in the agenda), as well as a need of upwards of 900 in the future to ensure there were no barriers to entry, was also shared.

The Director added the next stages in EV Charging across the Borough, which included future funding applications, trials of column chargers, increasing gully and streetlamp charging, and the concerns associated with these. Concluding, the Director highlighted the positive position Trafford was in when it came to EV Charging, being ahead of all other Boroughs in Greater Manchester (GM)

The Chair opened to the Committee for questions.

Councillor Axford asked what the Council's position was on encouraging employers to offer free chargers at work. The Director responded that all employers were being encouraged but highlighted the Council focus to fill gaps itself.

[Note – Councillors Hartley and Taylor entered the meeting at 18:45]

Councillor Jones referred to point four in the introduction of the report on mass adoption of EV and low emission vehicles, asking the Director the risks involved with EV take up and how it might be mitigated with Trafford's active travel strategy. The Director responded that whilst EV charging was central to ongoing work, it was only part of a wider strategy, specifically in Active Travel, aiming to have a greater network so that shorter journeys were easier and quicker by walking, wheeling, or cycling.

Councillor Coggins raised observations from the report. On the Amey proposal, Councillor Coggins asked about the procurement associated with this, raising a

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company which did this work. Furthermore, Councillor Coggins asked about the funding of the proposal. Finally, the Member asked if less economically viable areas would get slower chargers. Regarding the proposal, the Director stressed it was more a trial, with the work being joint between the Council and Amey, also stressing that it was a trial as it stood. The Director added that it was right that less economically viable sites be considered, and that it was the Council's responsibility to make sure that there was equal distribution across the Borough.

Councillor Frass raised ownership issues of gully chargers, especially on a main carriageway. The Member asked if they would be financed by Trafford should a resident request it. The Director highlighted at least three models currently ongoing in GM, with some Councils reporting gully charging to be too difficult. Committee members were informed that there was not a solution at the time, but a consensus on the most sensible option was being sought.

Councillor Thomas asked whether the cost impact of accessible chargers, was so great that there could not be accessible units at all sites. The Head of Highways and Transport responded that ideally all units would be accessible, adding that it would be advantageous to have accessible chargers at all sites if not cost permitting. Concluding, it was highlighted that all bays were in line with the guidance in PAS1899 which covered accessibility.

Councillor Hartley shared similar thoughts on the Amey proposal, asking what due diligence was being done to know this was the best proposal and what mechanisms the Council would have to review the consequences. The Director responded that the Council was inundated with different suppliers approaching daily, with the major issue of EV chargers being maintenance. The Council had installed a mix of chargers, both faster and slower, but trial limits had been set to make sure the service was viable after a year. The Director confirmed that any larger procurement would need to go through a full process, and as such would not be automatically given.

The Executive Member for Climate Change provided reassurance that no decision had yet been made, with interest in the Amey proposal present partly due to them having interest in filling gaps that private companies might not be willing to undertake.

The Chair asked for a timeline and the known barriers on on-street charging via lampposts. The Director confirmed barriers to these, but highlighted ongoing work for a proposal. Committee were informed that go ahead for this was way off.

Councillor Axford was unsure about predicting the future need of EV chargers, asking whether the Council had a balanced approach on the solutions to climate issues. Asking further, the Member asked whether the Council was aware if residents were being discouraged from buying EVs if they could not charge at home. The Director stressed that current EV charging coverage was a trial, with several faster chargers and less slow chargers. It was felt that the Council had not yet found the answer to how people used electric cars, whether charging it once a week or plugging in every night. The Director added that the EV charging process

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was being managed, research based, to understand resident demand, agreeing with the Member that EVs were not the panacea. Councillor Axford highlighted the fine balance in EV ownership and encouraging active travel.

Councillor Jones highlighted successful implementation of lamppost chargers across the UK and encouraged the Council to look at these in a focused way. Councillor Jones also asked whether charging points, either lamppost or gulley, would be finite or on demand. The Director confirmed that the numbers of chargers would be dependent on the ongoing study, which would then be subject to a review, with commercial companies looking at usage. The Director added that there was a need to make chargers revenue effective so less popular areas could also be served. On lampposts, the Director highlighted the number of lampposts set to the back of the footway, making the areas being trialled easier to source. The Council was also monitoring its success in other areas.

Councillor Hartley asked if being able to install a charge point at home was the cheapest way to charge, which was confirmed. The Member noted issues in his ward with installation of the electricity supply at home and subsequent roadworks to provide the electricity supply, asking whether this was always needed and if the Council had a process of managing the disruption. The Director confirmed that not all installations require changes to the electricity supply. It was confirmed that disruption had only happened on minimal occasions, but if it became an issue in the future the street works team would look at it.

Councillor Coggins had raised car clubs in the past and asked whether this had been moved forward, highlighting benefits seen from them in Chorlton. The Director confirmed that the Council was behind other areas on car clubs, with the need to work with other Local Authorities (Salford and Manchester) required if it was to move forward. Committee were reassured that it was being looked at.

The Chair thanked Officers for the report.

The Executive Member for Climate Change raised the desire of GM Mayor Andy Burnham for the LAs of GM to have local Bee Network Committees / Working Groups and asked whether there would be interest from Members to discuss this outside of the meeting. The Chair asked that Councillor Williams contact them via email to be circulated with the Committee.

RESOLVED:

- 1) That the report be noted.
- 2) That the Chair of Scrutiny, Executive Member for Climate Change, and other relevant Officer discuss how best to scrutinise the Bee Network in Trafford moving forward.

47. TRANSPORT FOR GREATER MANCHESTER BEE NETWORK - BUS FRANCHISING IMPLEMENTATION IN TRAFFORD

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Officers from Transport for Greater Manchester (TfGM) attended Committee, presenting first on Bus Franchising in Trafford, coming in the third and final tranche in January 2025.

The Chief Network Officer, TfGM, outlined the vision in Greater Manchester (GM) for the Bee Network, namely for reliable affordable transport for the people of GM and the sustainable growth and opportunities that could be provided through a strong public transport system.

The Chief Transformation Officer outlined her role in leading on the transformation of the network, with the Network Director for Buses responsible for the network once set up. The Chief Transformation Officer highlighted the accountability that was to come through the franchising, improvements seen during the first two tranches across GM, and an overview of the new buses which were to be seen in Trafford on the 5th January, covering the routes currently in existence. Other areas raised by the Officer included the Bee Network App, the travel safe partnership, and ongoing work with credit unions.

The Network Director for Buses outlined the six commitments of the Bee Network – Safe, Sustainable, Accessible, Affordable, Accountable, Reliable – and shared the exciting time to work in public transport. The Director pointed the Committee to the performance table seen within the report from tranche one and two and outlined the target for 2030 accepting the work to be done to get there. The Director finally spoke through the stages and indicative timelines, with the GM Mayor hoping they would be moved forward quicker, whilst accepting the long journey involved.

The Chair was glad to see the buses coming back into control. The Chair was also pleased to see the agreement with credit unions and asked how as elected Members they could encourage take up of the offer. The Chief Network Officer highlighted how annual public transport products were available to everyone, with the credit union an option to fund the tickets. It was planned to market the option heavily in 2025, and hoped Members could encourage their communities to explore.

Councillor Axford felt a stigma remained regarding travelling on bus compared to Metrolink, asking how this could be changed. The Network Director for Buses agreed that the image needed improving through resetting how the bus system looked and felt, with a need to talk up bus usage and the additional safety measures coming to the network.

The Member also raised congestion caused by cars on the road and how this deterred people from using the bus, asking how TfGM was encouraging bus usage. The Network Director for Buses highlighted the need for cooperation with Councils to encourage bus priority, which would involve tough decisions by Local Authorities to encourage bus usage.

Councillor Hartley welcomed the encouraging progress. The Member asked what the ambitions for school bus services was, suggesting that expanding the number of services would increase patronage. The Network Director for Buses responded

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that franchising did not change procurement of bus services yet, with TfGM not necessarily looking to expand school services, in part due to linking in with wider school travel through active travel, and due to the cost associated with services running with limited service. Instead, the target of TfGM would be to get the main network of buses to a greater extent to ensure school children can travel to school efficiently.

Prompting a further question, Councillor Hartley referred to the aim by 2030 to have 90% of the population within 400M of a 30-minute frequency bus service, and asked whether there was ambition to reduce this further in the future. The Network Director for Buses referred to a large plan for a proportion of 12-minute frequency buses or better but suspected there might have to be choices in the future as to either upping the frequency or putting other low frequency routes into estates, noting the 192 the only GM bus currently running on a sub-12-minute frequency.

Councillor Jones asked what the growth and strategic reviews might look like for neighbourhoods, such as Partington, who have less provision. The Network Director for Buses referred to reviews undertaken in the first two tranches which involved looking at estate services and had no reason that this would not be the same in Trafford. The Director was excited that the new buses would also be going on local bus routes.

Councillor Coggins referred to the wider improvements, including what was being considered for extra functionality within the Bee Network App, where TfGM was on getting a unified payment system for buses and metrolink, and whether bus on demand was being considered. The Chief Network Officer felt the app had improved since its launch including integrated products for bus and tram. The Officer confirmed that integrated touch-in and touch-out on buses was being looked at for March 2025, highlighting the good progress in a tricky setting. The Network Director for Buses confirmed ongoing work with Local Link and Ring and Ride Services, and how these could fit into the Bee Network. The network review process would consider this.

Councillor Cosby asked what training drivers would be receiving to improve passenger safety. The Chief Transformation Officer confirmed that all new buses which had been purchased, included several safety standards, with drivers to go through training on how to use those standards, and receive training on passenger vulnerability. New buses included greater levels of CCTV, two disabled bays, and increased hearing loop access. The number of partners present in the travel control room had increased, with a travel safe officer available to drivers if required. The Chief Network officer added that 60 new travel safe bus network officers had been hired, with similar numbers on the tram, noting that the partnership between TfGM and Greater Manchester Police (GMP) had never been better.

Councillor Frass was unimpressed by the response on school buses, especially considering schools in more rural areas such as Hale Barns, where a school bus arriving to a specific location would be safer than a child waiting on the streets.

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The Chief Network Officer felt it was worth noting that TfGM was to publish a School Travel Document in the next month, with the service was not saying that school buses would not be considered, rather TfGM needing to ensure services were equitable across the network.

Councillor Thomas was worried by the archaic bus services on the network, which missed out several changes across Trafford, such as no bus connecting Flixton / Urmston to Manchester Royal Infirmary. The Chief Transformation Officer replied the reason for routes remaining the same at launch was due to the complex work undertaken on the night leading into the 5th January, which will have teething issues. As such, the Officer added that changes to services would increase the complexity and any potential issues. The Network Director for Buses added that there was desire to change routes but stressed the need to undertake this in an orderly manner.

Councillor Jarman highlighted the cost of a 7-day Bee Any Bus day ticket being £20 and a 28-day at £80, not adding any incentive and asked whether this could be considered to have the public commit to longer term use. The Chief Network Officer confirmed that the current commitments were set to early 2025, with fares constantly being under review.

The Executive Member for Climate Change reassured Members that Tranche Three was to come, and as such Trafford was at the start of its journey. Councillor Williams informed Members that the Council had no adopted local plan at present, but this was something the Executive was working on and would happily work with Scrutiny as a possible pre-decision Scrutiny item, when the time came.

The Chair finished by agreeing that this would be considered in the future and thanked Officers from TfGM for the presentation.

RESOLVED:

- 1) That the update on Bus Franchising in Trafford be noted.
- 2) That any future Local Bee Network Plan for Trafford, be considered as a possible item for the Scrutiny Committee.

48. TRANSPORT FOR GREATER MANCHESTER BEE NETWORK - METROLINK OPERATION AND ACTIVE TRAVEL

The Chief Network Officer, TfGM opened by speaking to the improving patronage figures on Metrolink post-Covid, with performance in Trafford being good, and the Borough including the most travelled line. The Chief Network Officer also highlighted the Trafford Park line, which had increasing patronage.

The Network Director for Active alerted Committee that Active Travel on the Bee Network was at the beginning of its journey, emphasising the progress made since 2020 in Trafford, with over 140Km of Bee Network standard routes available. The Director highlighted how Active Travel work was collaborative between Transport for Greater Manchester (TfGM) and Local Authorities on how schemes were delivered. Bee Network branding was desired to bring transport across Greater

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Manchester (GM) under one umbrella. The Director provided detail on the transformative journey, which was hoped for, with a vision of total GM coverage of over 2700Km of walking, wheeling and cycling routes being three times the road length in the whole of Trafford.

The Chair thanked the Officers and asked what could be done in Trafford to support residents with the storage of bikes. The Network Director for Active highlighted trials across GM of residents' cycle hangers, with Members able to support on planning policies for these types of residential options. However, the Director added that despite there being a range of solutions, there was not yet a consistent GM policy for this.

Councillor Hartley was disappointed by the lack of investment and progress in walking as part of the Active Travel network, asking what the ambition was for improving the proportion of active travel spend on walking. The Network Director for Active responded that TfGM agreed with the Member, with the mission shifting since the appointment of Dame Sarah Storey as Active Travel Commissioner, who had been successful in a bid for funding from Active Travel England. The Director referred to the School Travel Strategy which would include plans for school streets, and other exploration into how TfGM can up the rate of investment in crossings.

Councillor Glenton asked for an update on the progress following a trial on bikes on trams earlier in the year. The Network Director for Active highlighted a strong commitment to this, with a report surrounding this expected to be published later in 2024. The Chief Network Officer added that it was a likely proposition, with the trial being successful. The Officer did highlight some concerns around provision and possible need to change layout of trams for greater space. It was highlighted that disabled / wheelchair users were the most against the trial, but reassured Members that spaces for those residents would not be compromised.

Councillor Axford echoed Councillor Hartley on walking and crossing, feeling as though pedestrian prioritisation at traffic light could be a straightforward change in the future to increase usage. The Network Director for Active highlighted timings being modified on 160 crossings so far, with further changes ongoing.

Councillor Coggins referred to a study done by the GM Cycle campaign which had looked at the very tram being used in Trafford elsewhere (Cologne, Minneapolis), and being able to take bikes, so asked what was delaying this. The Chief Network Officer responded that TfGM had consulted Edinburgh on their approach, who had faced challenges and did not allow bikes on trams during festival season and at peak time. The Officer added that many areas which did allow bikes on trams were much more well-staffed than in GM. Concluding, the Officer added that safety was a big concern, but Members should expect the report to come later in the year to be much more positive.

Councillor Thomas thanked Officers for the work and funding from TfGM, and highlighted heartwarming responses heard to community led schemes in his ward.

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The Executive Member for Climate Change thanked Flixton ward Members, Councillors G. Carter and Thomas for being fantastic advocates for the schemes.

Councillor Hartley asked whether TfGM had any plans to make sure footways were more accessible for those residents who need it. The Network Director for Active responded that there were currently no plans. However, funds had been made available for maintenance which could be invested into things such as dropped curbs. The Director highlighted responses he was awaiting from Government on possible legislation changes, with growing awareness of the role that active lives had on health. The Director concluded that promising noises were being heard from the new Transport Secretary on regulations.

Councillor Taylor asked whether there were any plans to increase the number of double trams at peak times, having often experienced busy services at peak times in Stretford. The Chief Network Officer responded that there were no plans for increased numbers of trams, with the service purchasing new trams recently, which were already out on the network. The Officer confirmed that the busiest lines (of which Altrincham was the busiest) were being targeted. The Officer also highlighted network wide improvements, including work ongoing on the section of track between Altrincham and Timperley to take it into TfGM ownership, which would take journey time off the line.

Councillor Coggins asked three brief questions at the end on scooters, a walking and cycling forum with Walk Ride GM which was to be rearranged, and an update on the Bee Network in Altrincham. The Executive Member for Climate Change needed to speak with a Trafford Officer regarding this.

RESOLVED: That the report be noted.

49. COMMITTEE WORK PROGRAMME

The Chair had received an email for an update on Travellers in Trafford, which would be considered for a space later in the year.

Councillor Axford on the permit parking for November currently, asked whether this could look more widely at the parking review. The Member also raised possibility for a Task and Finish group. This was to be discussed after the meeting.

Councillor Hartley referring to the damp and mould response in January, asked whether a more general update from housing providers on maintenance work could be included.

The Senior Democratic Support Officer responded that he would need to contact the Corporate Director for Place to consider the parking item and get a scope for what the item may look like.

The Chair asked whether the Senior Democratic Support Officer could find out from the Executive Member for Climate Change when the local Bee Network plan might be coming, so the Committee could undertake pre-decision Scrutiny.

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RESOLVED:

- 1) That the work programme be noted.
- 2) That an update on travellers be considered for the Work Programme later in the year.
- 3) That possible Task and Finish group topics be discussed outside of the meeting.
- 4) That the items on housing be considered to include general housing maintenance.
- 5) That the Senior Democratic Support Officer contact the Corporate Director for Place to gauge a scope for the parking item in November.
- 6) That the Senior Democratic Support Officer contact the Executive to understand when the local Bee Network Plan for Trafford may be ready for Scrutiny.

The meeting commenced at 6.30 pm and finished at 9.10 pm

Trafford Scrutiny Committee 2024/25 Work Programme

| Wednesday 10th July 2024 – 6:30pm, Committee Rooms 2&3, Trafford Town Hall | | | | |
|--|---|--|--------------------------------|-----------------|
| <i>Report submission deadline – midday Tuesday 2nd July 2024</i> | | | | |
| Item | Information | Executive Member(s) | Lead Officer(s) | Comments |
| Leaders Priorities 2024/25 | To receive a report from the Leader of the Council's Priorities and the Corporate Plan 2024/27 | The Leader | Sara Saleh | |
| Constitutional Working Group report | To receive a report of the Constitutional Working Group | | Dominique Sykes | |
| Executive Response to Scrutiny T&F Group report on Old Trafford | To receive a response from the Executive following submission of the T&F group report from the Committee to the Executive meeting 29 th January 2024 | Executive Member for Highways, Environmental & Traded Services | Adrian Fisher and Chris Morris | |
| Executive Response to Scrutiny Access to Council Services Report | To receive a response from the Executive following submission of the report from the Committee to the Executive meeting 11 th December 2023 | Executive Member for Finance, Change & Governance | Simon Davis | |
| Reducing Car Dependency T&F Group report | To consider the interim T&F Group report for submission to the Executive | | | |

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| Committee Work Programme 2024/25 | To Agree the Committee work programme for the year. | N/A | | |
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Wednesday 18 September 2024 – 6:30pm, Committee Rooms 2&3, Trafford Town Hall

Report submission deadline – midday on Tuesday 10 September 2024

| Item | Information | Executive Member(s) | Lead Officer(s) | Comments |
|-------------|---|-------------------------------------|-----------------------------|----------|
| Bee Network | To invite colleagues from the GMCA / TfGM to discuss tranche 3 of the Bee Network buses, specifically on its impact for Trafford. This will consider bus provision across the Borough, including coverage in rural areas. | | | |
| | To look at GMCA active travel schemes, including cycling provision | | | |
| | To look at Bee Network Tram Provision and any improvements and changes within the Borough | | | |
| EV Charging | To look at Electric Charging provision in the Borough and monitor its performance | Executive Member for Climate Change | Corporate Director of Place | |

| Wednesday 6 November 2024 – 6:30pm, Committee Rooms 2&3, Trafford Town Hall | | | | |
|--|---|--|---|--|
| <i>Report submission deadline – midday on Tuesday 29 October 2024</i> | | | | |
| Item | Information | Executive Member(s) | Lead Officer(s) | Comments |
| Budget Presentation | To receive an outline of the budget position for 2024/25 to inform the Budget Scrutiny process | Executive Member for Finance, Change, and Governance | Director of Finance and Systems | |
| Culture, Sport and Heritage Strategy | To receive an update from the Director of Culture on her role and developments of the Culture Strategy since its launch | Executive Member for Culture, Sport and Heritage | Director of Culture | |
| Permit parking for key workers in the community | To look at key worker parking provision and how this could be improved | | Corporate Director for Place | Postponed – this was due to no ongoing Parking Review and the topic being too narrow to discuss at this time. Possible for future rearrangement to involve a wider scope on parking. |
| Travellers | To receive an update on the issues around supporting the travelling communities in areas of Trafford | Executive Member for Communities and Safety | Corporate Director of Place | Added to the Work Programme from the priority list to replace the item on parking |

Budget Scrutiny

There are two Budget Scrutiny sessions scheduled for the 25 November and 27 November 2024. Discussions at these sessions, will help formulate the Scrutiny Committee's Budget Scrutiny report to the Executive (To be presented to Scrutiny at the 22 January 2025 meeting).

| Wednesday 22 January 2025 – 6:30pm, Committee Rooms 2&3, Trafford Town Hall | | | | |
|--|---|--|------------------------|--|
| <i>Report submission deadline – midday on Tuesday 14 January 2025</i> | | | | |
| Item | Information | Executive Member(s) | Lead Officer(s) | Comments |
| 2024/25 Budget Scrutiny Report | A report produced by the Scrutiny Committee providing its recommendations on the 2025/26 Budget Proposals. | N/A – Report of the Scrutiny Committee | | |
| Damp and Mould response | To invite back colleagues from housing providers who attended Scrutiny in September 2023 to discuss the enquiries and promises made | Member for Housing and Advice | | Raised by Councillor Hartley in September that this could include a more general response on housing maintenance. |
| Issues of void / empty homes | To invite the colleagues from housing providers to discuss and scrutinise their void / empty homes policies. | Member for Housing and Advice | | The Chair and Vice-Chair would like Members to provide further clarity into what they would like this to consider. |
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| Wednesday 12 March 2025 – 6:30pm, Committee Rooms 2&3, Trafford Town Hall | | | | |
|--|---|----------------------------|------------------------|-----------------|
| <i>Report submission deadline – midday on Tuesday 4 March 2025</i> | | | | |
| Item | Information | Executive Member(s) | Lead Officer(s) | Comments |
| FOCUS ON HIGHWAYS – discuss further at the next Scrutiny meeting | Highways Maintenance, duration and duplication of roadworks, and leaf clearing / streetscapes on the priority list to be scheduled. | | | |
| | | | | |
| | | | | |
| Task and Finish group report - tbc | | | | |

| Ongoing Task and Finish work | | | | |
|-------------------------------------|--------------------|----------------------------|------------------------|-----------------|
| Item | Information | Executive Member(s) | Lead Officer(s) | Comments |
| Scrutiny Review | | | | |
| | | | | |
| | | | | |

DRAFT

Scrutiny Committee Update 6 November 2024

Draft Budget Proposals 2025/26

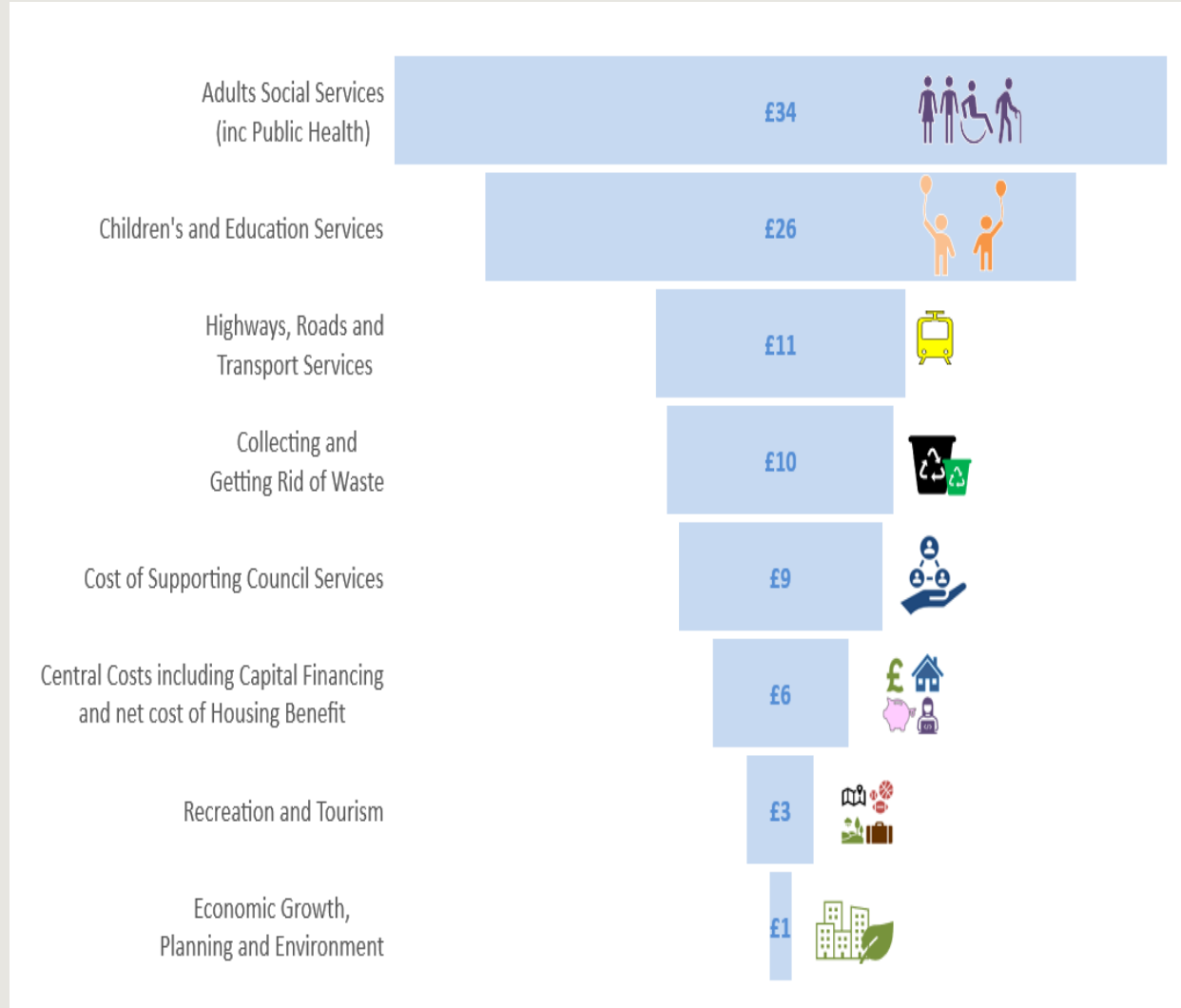
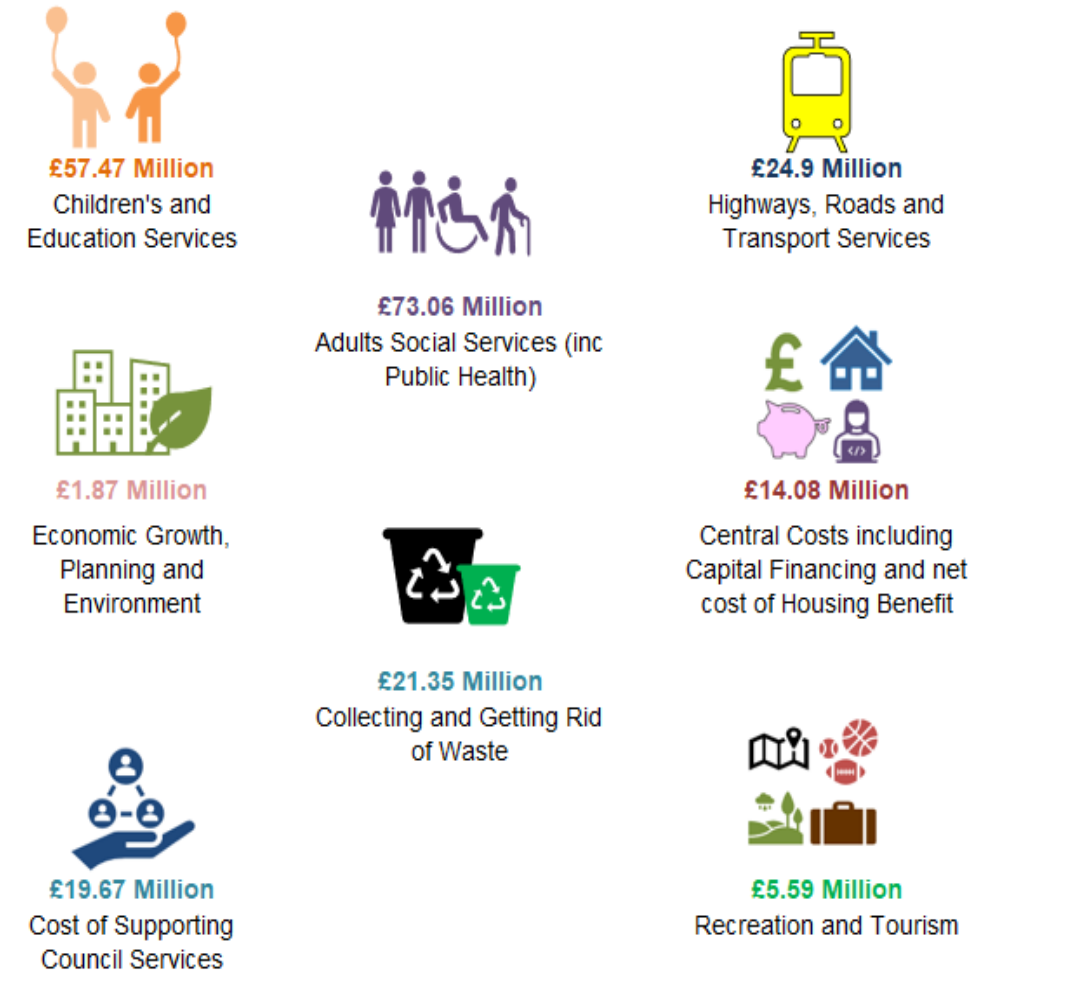
Agenda

- Update on the Current Budget, how it's financed and the latest 24/25 Monitoring Position
- Forecasts for 2025/26 to 2026/27
- Key Budget Assumptions
- Draft Savings Programme 2025/26
- Next Steps

Part I: 2024/25 Budget Position

2024/2025 Controllable Revenue Budget **£217.99m** by Service Theme and what £100 spend looks like

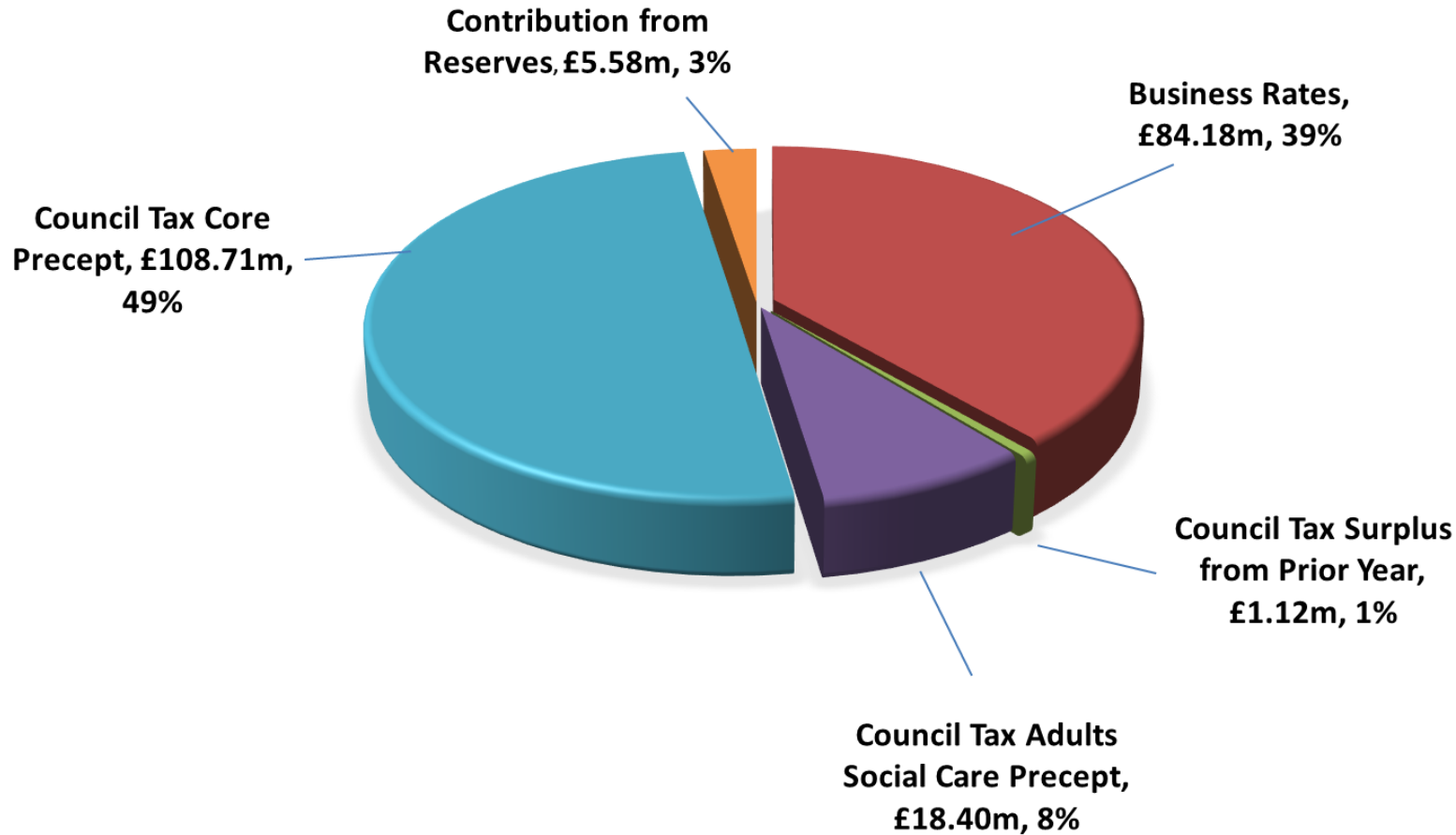
Trafford spends £217.99 Million on the following services



£60 in every £100 is spent on Children's and Adults Services

2024/25 Net Budget Funding by Source

2024/25 BUDGET FUNDING BY SOURCE- £217.99M



£128.23m -
58% of income
from Council
Tax

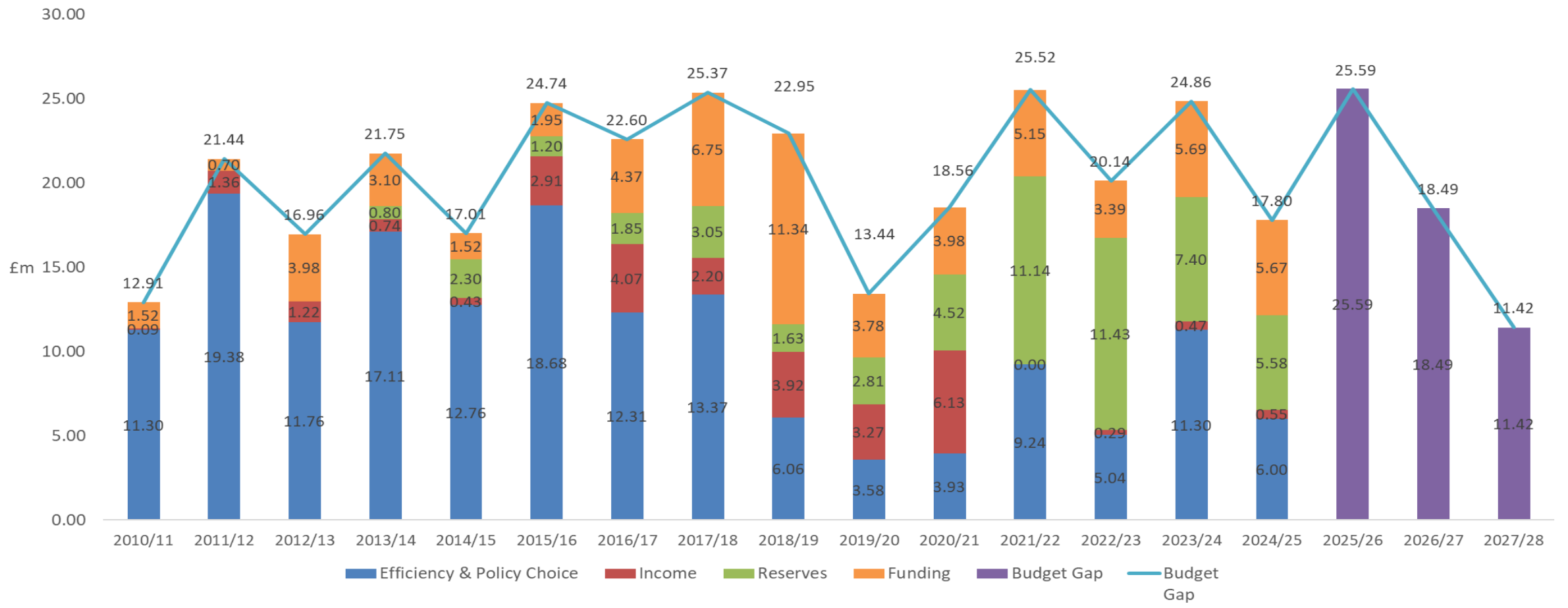
£84.18m- 39%
from Business
Rates :- includes
share of
grow/prior year
appeals review.
Can be volatile
driven by
economy

2024/25 Period 5 Update

- P4 position £4.2m projected overspend
- Deep Dive reviews of key areas undertaken
- Potential mitigations of £1.7m utilising specific provisions and reserves
- **P5 – monitoring of demand led budgets – identified further pressure of £1.0m**
- **Potential to initiate further expenditure controls once P6 position is known (Reported to Exec in Nov)**
- P6 position will need to be considered as part of the final budget setting

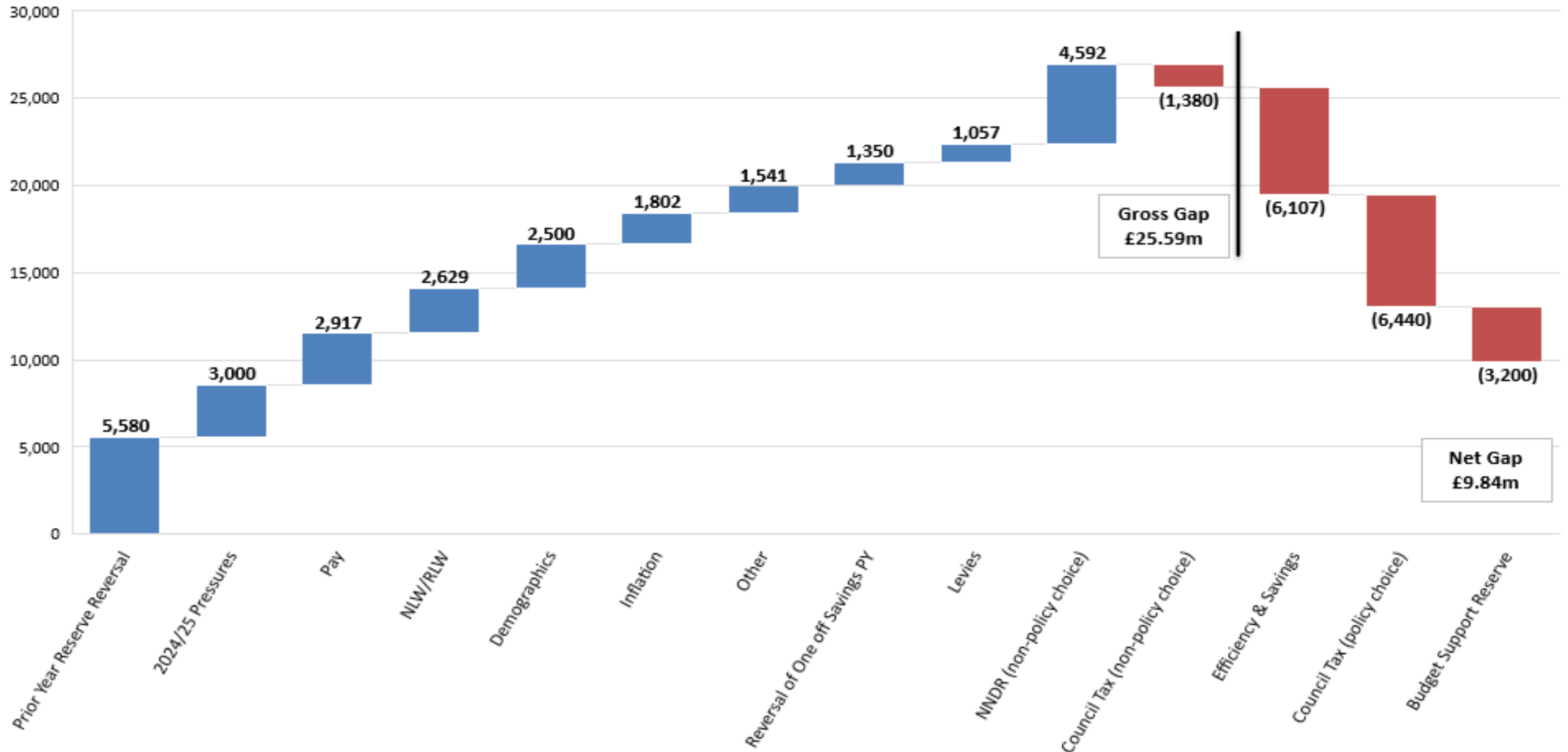
Part 2: Forecasts 2025/26 to 2026/27

Trafford Savings & Budget Gap Analysis 2010/11 to 2027/28



Components of the £25.59m Gross Gap and Factors closing the Gap

■ Increase ■ Decrease ■ Total



Where We Are Now – Balancing the Draft Budget in 2025/26

| <i>Summary of the Budget Proposals</i> | 2025/26 £'000 | 2026/27 £'000 | 2027/28 £'000 | Total £'000 |
|--|------------------|------------------|------------------|-----------------|
| Gross Budget Gap | 25,588 | 18,485 | 11,420 | 55,493 |
| Policy Choice Funding Proposals | | | | |
| General Increase in basic Council Tax to 2.99%, 1.99%, 1.99% (*) | (3,859) | (2,761) | (2,911) | (9,531) |
| Social Care Precept increase 2.0%, 1.0%, 1.0% (*) | (2,581) | (1,395) | (1,450) | (5,426) |
| Budget Support Reserve | (3,200) | 3,200 | 0 | 0 |
| Total Policy Choice Funding | (9,640) | (956) | (4,361) | (14,957) |
| Savings and Income proposals | (6,107) | (907) | (311) | (7,325) |
| Revised Budget Gap | 9,841 | 16,622 | 6,748 | 33,211 |

} Council Tax
 £6.44m
 Reserves
 £3.20m
 Savings £6.11m

Part 3: Key Budget Assumptions

Medium Term Financial Plan (MTFP) 2025/26 to 2027/28

| Base Budget Assumptions | 2025/26 £m/% | 2026/27 £m/% | 2027/28 £m/% |
|---|-----------------|-----------------|-----------------|
| Service Expenditure | | | |
| Pay: Inflation – 2024/25 (not yet agreed) | 4.00% | n/a | n/a |
| Pay: Inflation | 3.00% | 2.00% | 2.00% |
| Pay award cost | £2.90m | £1.92m | £1.94m |
| Pay: Pension Inflation | 0.0% | 0.0% | 0.0% |
| | £0.00m | £0.00m | £0.00m |
| Pay: Living Wage/ FPFC/Real Living Wage | £5.77m | £2.23m | £1.88m |
| General Inflation: Prices | 2.0% | 2.0% | 2.0% |
| | £0.28m | £0.09m | £0.10m |
| Contractual Obligations: Inflation Specific | £3.85m | £2.81m | £2.47m |
| Energy Inflation | -£0.80m | £0.00m | £0.00m |
| Levies: Waste (GMWDA) % Levy Increase/ (Decrease) | 4.50% | 4.31% | 4.00% |
| Levies: Transport % Levy Increase/ (Decrease) | 3.00% | 3.00% | 3.00% |
| Demographics: Children | £1.00m | £1.00m | £1.00m |
| Adults | £1.50m | £1.50m | £1.50m |
| Treasury Management | | | |
| Investment Rates (3-month money market) | 3.61% | 3.13% | 3.15% |
| Debt Rates (10-year PWLB) | 4.54% | 4.54% | 4.60% |
| Funding | | | |
| Council Tax rate increase (Adult Social Care) | 2.00% | 1.00% | 1.00% |
| Council Tax rate increase (Relevant Basic Amount) | 2.99% | 1.99% | 1.99% |
| Council Tax base increase | 1.84% | 1.00% | 1.00% |

Part 4: Budget Approach and Draft Savings Programme 2025/26

Budget Approach

- **Finance and Change Programme – Key Themes**
- **Review of the savings programmes from S114 and EFS LA's**
- **Cipfa Review (See Next Slide)**

Cipfa External Assurance Review

Why

- **A recommendation from the S151 officer**
- **To support the budget process for 2025/26**

Areas Covered

- **Financial Management and Sustainability** - An assessment of the Council's financial management and management of risk, financial pressures, deliverability of savings plans and efficiency in delivering services
- **Commercial Investments and Debt** - An assessment of the Council's assets and investments, including dependence on commercial income, debt costs and other risks
- **Capital programme and companies** - An assessment of the Council's capital programme and management of related risks, including arrangements with Council-owned companies
- **Children's and Adults Services** - An assessment of Children's and Adults Services, including a review of their current and future demand model, key pressure, budgets and improvement plans
- **Governance** - An assessment of the Council's governance and management processes, leadership, operational culture and its capability and capacity to build financial resilience

Draft Findings

• Strengths

- Clear, comprehensive and timely reporting on financial position and against budget and reasonable track record of delivering savings
- Shared understanding of the financial challenge facing the Council from Members and Officers with financial awareness and understanding amongst lead members.
- Experienced and respected Finance and Procurement team with good corporate knowledge
- Established governance arrangements in place through Investment Management Board and reporting through to Executive
- Annual business planning and detailed reporting, management information to manage investment and company portfolio
- Prudent approach to recognising commercial and investment income in the budget and creating a risk reserve
- Relatively stable children's placement numbers and good oversight including steering group oversight on placements.
- No major audit concerns

• Challenges

- Historic relative funding challenges which create structural funding issues which adds further pressure.
- Reliance on rental and commercial income and the volatility that brings.
- The Council spends around 60% of its net budget on Education and Social Care with a growing DSG deficit.
- Historic use of reserves to balance the budget over recent years which is unsustainable and could be prone to shocks.
- Maintaining capacity and support in company interests with other pressures and savings challenges.

Savings and Income Proposals 2025/26

| Saving Title | Previously Approved/ New | Service Area | Description of saving | 2025/26 £000 |
|--|-----------------------------|---------------------|---|-----------------|
| Children Placements | PA | Children's Services | Continuation of demand management approaches and review of placements for looked after children | (500) |
| Investing in our Children – Family Help | PA | Children's Services | Implementation of the Family Help service redesign | (75) |
| Family Practitioner Posts | PA | Children's Services | Review of the service posts once the service re-design has been completed | (142) |
| Review of service posts | New | Children's Services | Review of the service posts once the service re-design has been completed and this saving will be achieved through the management of some vacancies and reconfiguration of the resource | (112) |
| Agency spend | New | Children's Services | Two weeks pause on agency recruitment | (102) |
| Sub-Total Children's | | | | (931) |

Savings and Income Proposals 2025/26

| Saving Title | Previously Approved/ New | Service Area | Description of saving | 2025/26 £000 |
|--|-----------------------------|-----------------------|---|-----------------|
| Bad debt provision - Adults Social Care | PA | Adults and Well Being | Review level of contribution to bad debt provision | (50) |
| Living Your Best Life | PA | Adults and Well Being | Enhancing and re-designing services for people with a learning disability and people with Autism. | (300) |
| Direct payments review | New | Adults and Well Being | Increase in take up and review of systems | (300) |
| Grant maximisation - Public Health | New | Adults and Well Being | A review of the use of the Public Health Grant. | (600) |
| Public Health reserve | New | Adults and Well Being | One off use of the reserve | (600) |
| Agency spend | New | Adults and Well Being | Two weeks pause on agency recruitment | (24) |
| Sub-Total Adults | | | | (1,874) |

Savings and Income Proposals 2025/26

| Saving Title | Previously Approved/ New | Service Area | Description of saving | 2025/26 £000 |
|--|-----------------------------|--------------|---|-----------------|
| Electric vehicle (EV) charging points | PA | Place | Expand number of EV charging points on a revenue share model | (50) |
| Review of operational and strategic estates | PA | Place | Efficiency review of operational estate and lease/rent reviews to ensure full cost recovery across the Council's estate | (208) |
| GMCA contribution | PA | Place | Review level of contributions | (50) |
| Highway Advertising | PA | Place | Review opportunities to increase income | (50) |
| Sale Water Park | PA | Place | Review service provision and cost recovery | (90) |
| Sale Waterside | PA | Place | Review the occupancy level both with external and internal service. Will impact on all service areas | (75) |
| Investment Income | New | Place | Dividend income from LLP with Bruntwood | (200) |
| PFI | New | Place | Use of PFI reserve and review of PFI contribution to reserves | (440) |
| Garden waste | New | Place | Introduce a charge for collection of garden waste | (916) |
| Service vacancy factor | New | Place | Increase to existing efficiency target | (71) |
| Sub-Total Place | | | | (2,150) |

Savings and Income Proposals 2025/26

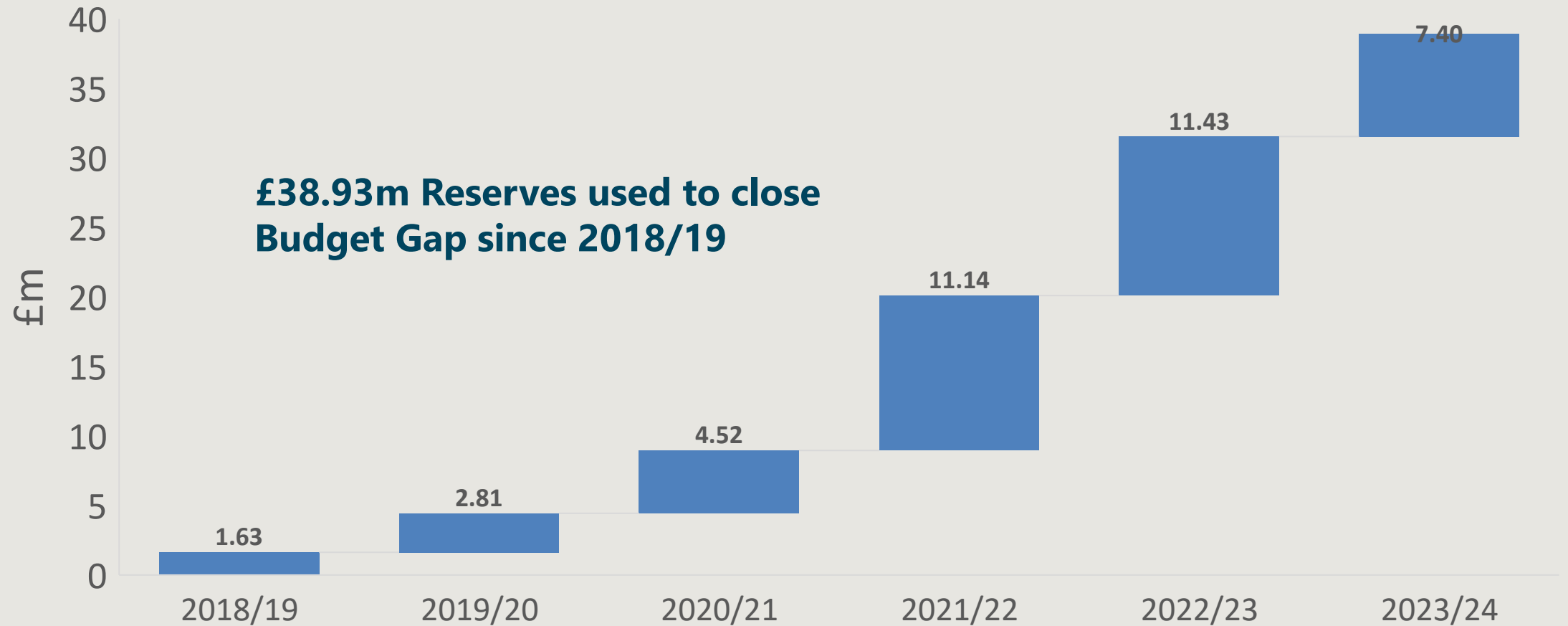
| Saving Title | Previously Approved/ New | Service Area | Description of saving | 2025/26 £000 |
|---|-----------------------------|-------------------|--|-----------------|
| Traded Services | PA | Finance & Systems | Traded Services income - increase in contributions to offset pay and cost inflation. | (42) |
| Review of Trafford Assist Scheme | PA | Finance & Systems | Review of the use of the scheme, focussing on the administrative cost of delivery. | (50) |
| Service vacancy factor | New | Finance & Systems | Increase to existing efficiency target | (79) |
| Sub-Total Finance & Systems | | | | (171) |

Savings and Income Proposals 2025/26

| Saving Title | Previously Approved/ New | Service Area | Description of saving | 2025/26 £000 |
|--|-----------------------------|----------------------|--|-----------------|
| Traded Services - Catering & Cleaning | PA | Strategy & Resources | Review Traded Services income - increase in charges to offset pay and cost inflation. | (561) |
| Libraries | PA | Strategy & Resources | Investigate different operating models | (30) |
| Review of Sale Waterside Arts Centre | PA | Strategy & Resources | Improve effective use of asset and business development | (50) |
| Review School Crossing Patrols | PA | Strategy & Resources | Undertake a review of options to introduce digitalised School crossing points by having more pelican/toucan crossings where possible | (100) |
| Bereavement Charges | New | Strategy & Resources | Recovery of inflationary pressures on service costs | (50) |
| Library book purchases | New | Strategy & Resources | Defer annual library book purchases | (50) |
| Corporate events | New | Strategy & Resources | Pause activity on corporate events | (7) |
| Service vacancy factor | New | Strategy & Resources | Increase to existing efficiency target | (87) |
| Sub-Total Strategy and Resources | | | | (935) |
| Treasury Management | New | Council Wide | Interest saving linked to the PFI | (46) |
| Sub-Total Council Wide | | | | (46) |
| TOTAL SAVINGS AND INCOME PROPOSALS | | | | (6,107) |

Part 5: Update on Reserves

Use of Reserves to close Budget Gap



Reserve Forecasts

| <i>Usable Reserves</i> | Opening Balance 1/4/2024 | Estimated Balance 1/4/2025 | Estimated Balance 1/4/2026 | Estimated Balance 1/4/2027 |
|--|-----------------------------|-------------------------------|-------------------------------|-------------------------------|
| | £m | £m | £m | £m |
| Budget Support Reserve | 11.14 | 9.73 | 6.53 | 6.53 |
| Smoothing and Business Risk | 26.79 | 18.47 | 14.50 | 9.72 |
| Strategic Priority | 17.91 | 10.33 | 7.25 | 1.15 |
| Corporate | 0.69 | 0.20 | 0.19 | 0.19 |
| General Reserve | 10.50 | 10.50 | 10.50 | 10.50 |
| Service Area Priorities | 12.87 | 3.89 | 2.70 | 2.29 |
| Earmarked Reserves | 79.90 | 53.12 | 41.67 | 30.38 |
| Capital Related Reserves | 29.19 | 22.68 | 22.18 | 22.18 |
| School Related Reserves | 15.61 | 15.61 | 15.61 | 15.61 |
| Total Usable Reserves | 124.70 | 91.41 | 79.46 | 68.17 |
| School DSG (Mitigated position) | (9.72) | (19.78) | (28.18) | (34.90) |

Part 5: Next Steps

Update on Budget Announcement

Other areas to be considered

- the contributions made to other local authorities to ensure best value is being achieved.
- the scope to accelerate dividends from Manchester Airport Holdings Ltd.
- several other savings identified by CIPFA from work they have done with other authorities.
- accelerate work on policy savings options not yet costed.
- complete further review of service earmarked reserves to identify if any uncommitted balances can be released, although there is limited opportunity given the extensive exercise undertaken in preparation of 2024/25 budget.
- explore the outcome of the CIPFA review with Ministry of Housing, Communities and Local Government (MHCLG) and opportunities for a different approach to authorities in Trafford's position which are well run but face substantial pressures in demand outside of their control.
- progress the lobbying strategy.

Next Steps

Before Final Budget

- Develop Business Cases for Savings identified to date
- Which are subject to consultation and with who (public/staffing/partners)
- Work with F&C Board/CLT/Modernisation Team to identify other areas of potential savings/income
- Continue to lobby Government. Trafford is one lowest resourced councils
- Government announcement – Autumn Budget – 30 October 2024
- Provisional local government settlement mid-December (detailed local government level and council tax thresholds)
- Review reserve balances to support the range of risks the Council faces.
- Further review of budget assumptions (pay award, National Living Wage, October inflation, In year monitoring)
- Challenge budget assumptions for affordability pending outcome of Government Funding (particularly Fair Price for Care, Hospital Discharge)

Questions ?

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TRAFFORD COUNCIL

Report to: Overview and Scrutiny Committee
Date: 6 November 2024
Report of: Director of Cultural Transformation

Report Title

Cultural Strategy Activation

Summary

The Cultural Strategy was adopted by Trafford Council in July 2023. The Director of Cultural Transformation arrived in post in December 2023, in order to lead the Strategy's activation, for which this report provides an update and forward priorities.

Recommendation(s)

To note progress in respect of activation of the Cultural Strategy.

Contact person for access to background papers and further information:

Name: Maria Bota
Extension: n/a

Background Papers:
A Cultural Strategy for Trafford 2023-2028

1. Introduction

- 1.1 Trafford's Cultural Strategy was developed over 2022/2023, drawing on extensive research as well as consultation and engagement with a wide range of stakeholders, led by experts in the field, CT Consults.
- 1.2 The vision of the Cultural Strategy is – "We will make Trafford a place powered by cultural and creative expression that comes from everyone, and which will enrich lives and life chances."
- 1.3 The strategy detailed the positive impact the approach would have for residents across the borough and how it would help to stimulate the borough's economy. The strategy looked to build upon the area's rich heritage in sport and the arts.
- 1.4 The Cultural Strategy was adopted by Trafford Council in July 2023.
- 1.5 The Director of Cultural Transformation arrived in post in December 2023, in order to lead the Strategy's activation.
- 1.6 In July 2024, the Council launched its new Corporate Plan, which includes the new priority of Culture, Heritage and Sport for all.

2. Strategic Aims of the Cultural Strategy

There are 3 strategic aims that are based on Leadership, Talent and Communities:

- 2.1 Trafford will develop a distinctive and inclusive approach to cultural leadership, based on a shared set of priorities with key partners.
- 2.2 Trafford will become a creative factory – GM's 'talent belt' – driving opportunities for embryonic, emerging and established cultural talent, with clear pathways for skills, talent and career development.
- 2.3 Trafford will champion and nurture connected cultural communities from the grassroots up, by supporting more hyperlocal and community-led activity.

This note provides an update against the objectives set for each of the above aims.

3. Leadership

3.1 The new Cultural Transformation Hub is established and delivering. The Hub is a strategic panel for cultural development, chaired by Trafford Council, with a clearly defined set of roles and responsibilities to drive the vision for the Cultural Strategy. The Hub is chaired by Cllr Hynes, and the Vice-Chair is Sara Saleh. Membership includes Cllr Taylor, Cllr Welton and Cllr Ennis, officers from Place, Communications, Public Health, Net Zero, Children's Services, Growth and Leisure, and external partners Imperial War Museum North, Groundwork, Lancashire Cricket Club and Bruntwood. The Hub has a rolling programme to explore Culture working together with Heritage, Sport, Visitor Economy, Children and Young People, Public Health and Wellbeing, Climate and Nature, and Place. Future plans will include a focus on developing a Year of Culture programme. As a result of the initial discussion around Heritage and Culture, Trafford will be developing a heritage framework for the Borough over the next twelve months.

1.1 Many organisations are creating and presenting cultural programmes across Trafford, but there is currently no single place where these are promoted, and so the majority of events are not reaching a wide audience. A business case has been approved to build an online Trafford listings platform – a channel to promote the offer, but also build sector engagement and partnership. Called Trafford Is.. the platform will support visitors as well as residents. The web platform will help to activate the connectivity of the 'hub & spokes' model digitally – to build a comprehensive Trafford-wide online events listings platform with digital channels and services to showcase and promote the offer, build sector and partner engagement and encourage audience/community discovery, participation and exchange around the Borough. These need to be in place in advance of a Year of Culture and will take a year to deliver and embed.

1.2 Trafford Council has registered its interest in applying to Greater Manchester's Town of Culture programme (for 2026, 2027 or 2028 in order of preference) as a means of providing impetus to the activation of the cultural strategy.

1.3 The Director of Cultural Transformation (3.5 days a week) and a Culture Support officer (2 days a week) are activating the 'hub and spoke' model and working to bring together Trafford Council's assets in support of the strategy (including Waterside Arts, Music Service, Libraries, Leisure Trust, and other departments).

1.4 Significant time has been spent shaping the future of Waterside Arts and potential operating models and funding streams. This has led to the creation of a Waterside Arts Steering Board, meeting from October 2024, to oversee operations, development and progress towards a successful Arts Council England National Portfolio Bid for 2027 onwards.

- Led by Simon Davis, a Libraries Vision and Action Plan has been developed with the Cultural Strategy and the Finance and Change Programme as key focuses. This work has identified six priority areas for Trafford Libraries: Excellent core offer; Expand partnership working; Create volunteering opportunities; Deliver against Green Libraries Manifesto; Align with Trafford's Cultural Strategy activation; and Maximise space and commercial opportunities. The first major action was a service redesign to support the future ambitions which will be implemented from November 2024.
- 1.5 The Music Service is aligning its activity with the activation of the cultural strategy.
 - 1.6 The Director of Cultural Transformation is engaging with Council officers and partners to build confidence and opportunities for working together with cultural activities.

2. Talent

- 2.1 The Creative Cluster programme (detailed below within the Communities part of this report) is identifying current creative and cultural activities, alongside opportunities and interest captured through community gatherings.
- 2.2 A new Creative and Cultural Leadership Group is a strategic panel which brings a range of leading cultural organisations, large and small, together, chaired by Trafford Council, with clearly identified terms of reference. The group is exploring opportunities for collaboration, co-ordination, capability and capacity-building. Early meetings have identified opportunities to swap skills and training, and to volunteering and the music offer across Trafford. The members of this group will also participate in the Creative Cluster conversations within their respective geographic areas. Through one-to-one conversations with many cultural organisations, it is clear that the majority are operating with very limited, if any, reserves and, like many organisations at this time, have challenges in relation to their ongoing sustainability.
- 2.3 The fledgling Trafford Cultural Education Partnership (TCEP) led by Gorse Hill Studios and co-chaired by the Music Service has relaunched and is collaborating with Children's Services to establish current levels of engagement amongst children and young people in creative and cultural activities. The core TCEP group is enhanced by membership from Children's Services, Public Health and Trafford College. In time, they could work to establish clear pathways for young people in Trafford to access creative and cultural activities (for skills, talent and career development, enterprise or simply life-enrichment) within and outside of the formal education environment.
- 2.4 Third sector and community networks, such as voluntary and amateur activity, are intrinsic to the Creative Cluster programme, which will identify development needs and opportunities, and explore ways of supporting. For example, skills and training, getting involved and learning, communications, funding, creative exchange, and social exchange.
- 2.5 The new Trafford Creatives is offering a chance for all creatives in the Borough to register for free, participate in regular gatherings together, receive news of funding and development opportunities, and share their needs to thrive in Trafford. In time, individuals within this group could mentor local talent.

3. Communities

- 3.1 Trafford has been divided up into ten Creative Clusters, and an extensive programme of engagement is underway, which will identify existing creative and cultural activity, alongside opportunities for organisations, individuals and the Council to work effectively together to enable more residents to live creative and cultural lives. This will strengthen hyperlocal cultural

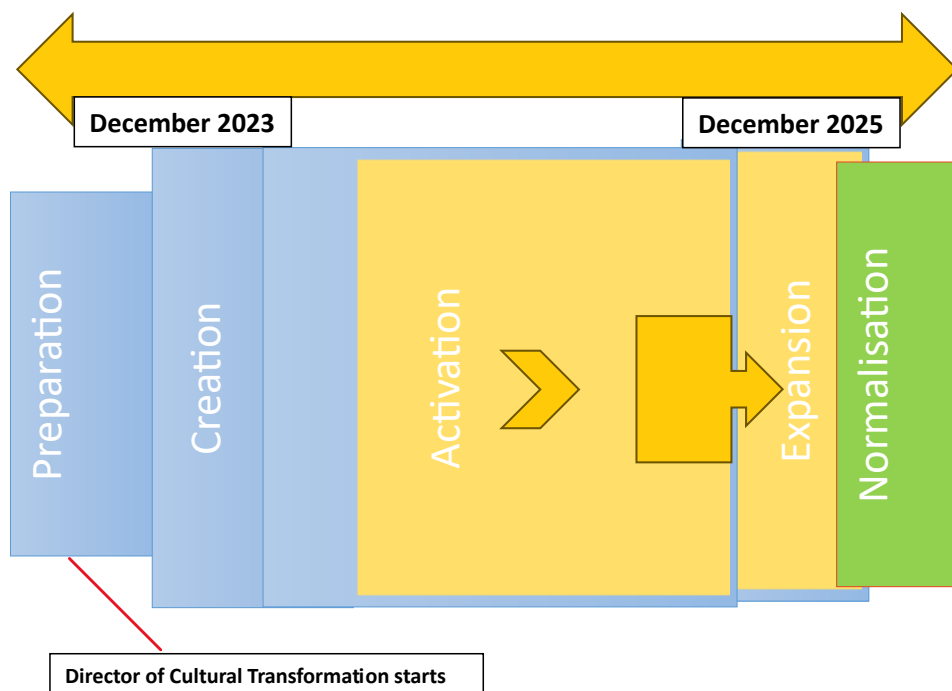
programming, and roll-out across the borough, including helping to generate ideas for a Year of Culture. It has proved an attractive proposition for Arts Council England, which has given some investment towards this exploratory programme of work.

3.2 Trafford Leisure and Trafford Libraries are inviting cultural community groups to explore accessing facilities in an affordable and timely manner.

3.3 The Creative and Cultural Leadership Group and the Creative Cluster programme are enabling officers to develop a stronger picture of cultural activity and investment.

4. Timing of Cultural Strategy programme

4.1 As identified to members in July 2023, for the Cultural Strategy to be successfully adopted, the activity required will need to be iterative and, at times, organic, therefore not all actions are known now. This initial implementation plan set out:



4.2 Between December 2023 and September 2024, the following activity has been delivered:

- i. Consultation and business case development for Trafford Is..
- ii. Strategic Panel established – the Cultural Transformation Hub
- iii. Creative Cluster programme commencing
- iv. Trafford Creatives launch (Sale Waterside lead)
- v. Creative and Cultural Leadership Group established
- vi. Trafford Cultural Education Partnership relaunch (Gorse Hill Studios lead, co-chaired by Trafford Music Service)
- vii. Engagement with stakeholders who contributed to the strategy development to maintain engagement
- viii. Established/maintained relationships with key organisations (Arts Council England, National Lottery Heritage Fund, Greater Manchester Combined Authority) to ensure strategic alignment
- ix. Agreed approach to scoping a Heritage Framework for Trafford.

5. Future funding bids

5.1 The activation budget for the Cultural Strategy is committed to the above activity, and does not include funds for commissioning or staging events. Two

areas of work, however, are designed to support future funding bids, to allow for the demonstration of the cultural strategy from 2026 onwards:

- 5.1.1 Creative Cluster programme – The work will provide content for an Arts Council England Place Partnership bid in 2025, to support a Year of Culture programme, the ideas for which have been generated from the ground up. Note that Arts Council England has invested in the Creative Cluster programme development. A bid will also go to GMCA for the Year of Culture programme.
- 5.1.2 Heritage Framework for Trafford – The activity will identify ideas and projects for bids in 2025/2026 to the National Lottery Heritage Fund and others, to help to bring together and celebrate Trafford's heritage stories. Note that the National Lottery Heritage Fund has helped to inform Trafford Council's approach to developing the heritage framework.

6. Partnerships

6.1 The effective activation of the Cultural Strategy requires and benefits from collaboration with many areas of Trafford Council's programmes:

- i. Trafford Partnerships – opportunities for engagement in the Creative Cluster, Year of Culture programmes, the TCEP and the Trafford Is.. platform
- ii. Trafford Social Value – identification of benefits in Creative Cluster areas and across the whole Borough
- iii. Visitor Economy – developing Trafford's approach and connecting with the GMCA's new Visitor Economy Strategy
- iv. Creative Health and Well-Being – bringing the benefits of creativity and culture to Trafford's ground up approach to health and wellbeing, and connecting with the GMCA's Creative Health Strategy. Maintaining a focus on the Trafford Moving areas within Creative Cluster conversations.
- v. Skills – working across Trafford and with GM boroughs on the creative skills agenda
- vi. Creative Industries – collaborating with Manchester and Salford Councils in particular, and the GMCA, in growing and supporting the creative industries in Trafford.
- vii. Film and Drama – participating in Creative England's Film in England Regional Hub, and bringing more activity to Trafford.
- viii. Animation – building on the Cosgrove Hall Archive collection, and the presence of the world class animators MacKinnon and Saunders, to build a national focus on animation in Trafford.

7. Challenges

7.1 The activation of the Cultural Strategy is taking place within a challenging context. The potential in Trafford is significant, however, we note that:

- i. The sector is struggling, with time limited for idea generation
- ii. There are no funds to sustain the hub and spoke model
- iii. We are reliant upon tremendous goodwill from the sector in scoping the work together
- iv. Building trust and engagement takes time
- v. Currently, there is no grants programme to support new ideas
- vi. Overall, there is a need for stronger diversity and representation across the sector in Trafford
- vii. We do not currently hold or offer match funds for funding bids
- viii. We have a small team delivering a big programme of work.

8. Success at the end of 2025

8.1 We are working to achieve the following:

- i. Trafford Is.. Delivering increased attendances, profile and benefit
- ii. The Hub and spoke model operational and valued
- iii. The benefits of Culture contributing across the Council's teams
- iv. TCEP collaborations underway
- v. Creative and Cultural Leadership Group collaborations underway
- vi. A small grants programme established, to support the sector
- vii. Museum status secured for Cosgrove Hall Archive
- viii. Development of longer-term plan for creating a Centre of Children's Animation at Sale Waterside and/or artists' studios.
- ix. Year of Culture programme ideas shaped and communities activated
- x. A Heritage Framework established for Trafford
- xi. Major bids to ACE, NLHF and the GMCA to support Year of Culture and Heritage projects
- xii. Trafford Partnership aligned with the cultural programme
- xiii. Strong National Portfolio Organisation (NPO) bids to ACE shaping up from Sale Waterside and other Trafford organisations
- xiv. Substantial bids going into ACE, NHLF and GMCA from Trafford partners, alongside those from Trafford Council, with shared vision.

9. Principle next steps

- i. Kick start Trafford Is...
- ii. Develop and run Creative Cluster programme
- iii. Continue with Cultural Transformation Hub – forthcoming focus on Culture and Visitor Economy, Children and Young People, Health and Wellbeing, Climate and Nature, and Place
- iv. Develop a Heritage Framework for Trafford
- v. Support the TCEP, and the Creative and Cultural Leadership Group
- vi. Support Sale Waterside to develop a strong approach for ACE NPO funding.

Activating the Cultural Strategy

We will make Trafford a place powered by cultural and creative expression that comes from everyone, and which will enrich lives and life chances...

Maria Bota, Director of Cultural Transformation

Strategic Context

- The Cultural Strategy was adopted by Trafford Council in July 2023
- The Director of Cultural Transformation arrived in post in December 2023, in order to lead the Strategy's activation
- In July 2024, the Council launched its new Corporate Plan, which includes the new priority of **Culture, Heritage and Sport for all.**



Three Strategic Aims – Leadership, Talent, Communities

1. Trafford will develop a distinctive and inclusive approach to cultural **leadership**, based on a shared set of priorities with key partners.
2. Trafford will become a creative factory – GM’s ‘**talent** belt’ – driving opportunities for embryonic, emerging and established cultural talent, with clear pathways for skills, talent and career development.
3. Trafford will champion and nurture connected cultural **communities** from the grassroots up, by supporting more hyperlocal and community-led activity.



Leadership

1. The new **Cultural Transformation Hub** is established and delivering. For example, a new heritage framework is in development
2. Trafford Council has registered its interest in applying to Greater Manchester's **Town of Culture** programme (for 2026, 2027 or 2028 in order of preference) as a means of providing impetus to the activation of the strategy
3. The **Director of Cultural Transformation** (3.5 days a week since December 2023) and a **Culture Support Officer** (2 days a week since September 2024) are activating the 'hub and spoke' model
4. The Director of Cultural Transformation is engaging with Council officers and partners to build confidence and opportunities for working together with cultural activities.



Talent

1. The **Creative Cluster programme** is identifying current creative and cultural activities, alongside opportunities and interests
2. A new **Creative and Cultural Leadership Group** is exploring opportunities for collaboration, co-ordination, capability and capacity-building
3. The fledgling **Trafford Cultural Education Partnership (TCEP)**, led by Gorse Hill Studios, has relaunched and is undertaking baselining activity.
4. Third sector and community networks are intrinsic to the Creative Cluster programme, and helping to identify development needs
5. The new **Trafford Creatives** is offering a chance for all creatives to participate in regular gatherings, receive news of funding and development opportunities, and share their needs in order to thrive in Trafford.



Communities

1. A business case has been developed to build a Trafford listings platform online to position and promote the Borough's cultural offer, and to build sector engagement and partnership. Called **Trafford Is..** the platform would support residents and visitors.
2. Trafford has been divided up into **ten Creative Clusters**, and an extensive programme of engagement will strengthen hyperlocal cultural programming and generate ideas for a Year of Culture.
3. **Trafford Leisure** and **Trafford Libraries** are inviting cultural community groups to explore accessing facilities in an affordable and timely manner.
4. The Creative and Cultural Leadership Group and the Creative Cluster programme are enabling officers to develop a picture of cultural activity and investment.

Creative Conversations

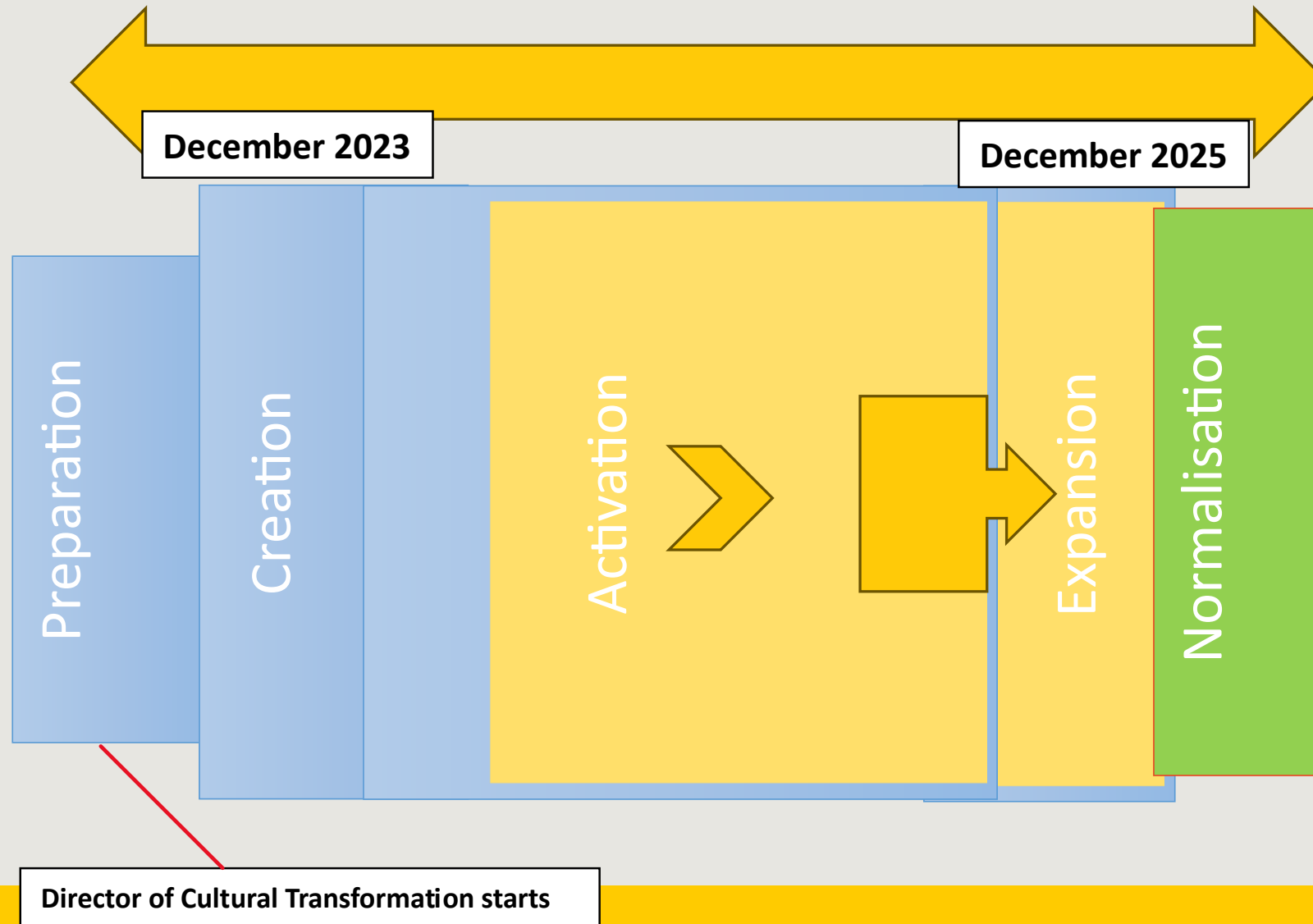
- Old Trafford
- Gorsehill and Cornbrook
- Sale Central, Sale Moor, Brooklands, Ashton Upon Mersey and Manor
- Stretford, Humphrey Park and Longford
- Lostock and Barton
- Urmston, Davyhulme and Flixton
- Bucklow St-Martins
- Altrincham, Broadheath and Bowdon
- Timperley North and Central
- Hale, Hale Barns and Timperley South



Conversations to enable creative and cultural activity for everyone

- What is currently happening? Who is not participating? How could we reach them? What are the stories of this place that we would like to celebrate?
- What could enable more people living here to experience creative and cultural activity in their daily lives? How could we work together to enable this?
- If we held a Year of Culture, how would you imagine us celebrating in this area together?

Timing of Cultural Strategy development



Delivered December 2023-September 2024

- Consultation and business case development for **Trafford Is..**
- Strategic Panel established – the **Cultural Transformation Hub**
- **Creative Cluster** programme commencing
- **Trafford Creatives** launch (Sale Waterside)
- **Creative and Cultural Leadership Group** established
- **Trafford Cultural Education Partnership** relaunch - Gorse Hill Studios
- **Engagement with stakeholders** who contributed to the strategy development to maintain engagement
- Established/maintained relationships with key organisations (**ACE, NLHF and GMCA**) to ensure strategic alignment
- Agreed approach to scoping a **Heritage Framework** for Trafford

Timing of creative programmes

Two areas of work designed to support **future funding bids**, to be demonstrated from 2026 onwards:

- Creative Cluster programme – The work will provide content for an **Arts Council's Place Partnership funding** in 2025, to support a Year of Culture programme
- Heritage Framework for Trafford – The activity will identify ideas and projects for bids in 2025/2026 to the **National Lottery Heritage Fund** and others, to help to bring together and celebrate Trafford's heritage stories.

Partnerships - connecting with GMCA, ACE, NLHF and sponsors

- Trafford Partnerships
- Trafford Social Value
- Visitor Economy
- Creative Health and Well-Being
- Skills
- Creative Industries
- Film and Drama
- Animation

Challenges

- Sector is struggling, with time limited for idea generation
- No funds to sustain hub and spoke model
- Reliant on tremendous goodwill from the sector
- Takes time to build trust and engagement
- No small grants programme to support new ideas
- Need for stronger diversity and representation across the sector
- No match funds for funding bids
- A small team delivering a big programme of work

What success would look like in 2025..

- Trafford Is.. Delivering increased attendances, profile and benefit
- Hub and spoke model operational and valued
- Benefits of Culture contributing across the Council
- TCEP collaborations underway
- Creative and Cultural Leadership Group collaborations underway
- Small grants programme established, to support the sector
- Museum status secured for Cosgrove Hall Archive
- Development of longer-term plan for creating a Centre of Children's Animation at Sale Waterside and/or artists' studios

What success would look like in 2025..

- Year of Culture programme ideas shaped and communities activated
- Major bids to ACE and NLHF to support Year of Culture and Heritage projects
- Trafford Partnership aligned with the cultural programme
- Strong National Portfolio Organisation (NPO) bids to ACE shaping up from Sale Waterside and other Trafford organisations
- Substantial bids going into ACE, NHLF and GMCA from Trafford partners, alongside those from Trafford Council, with shared vision.

Next steps

- Trafford Is... development and activation
- Creative Cluster programme development
- Cultural Transformation Hub – forthcoming focus on Culture and Visitor Economy, Children and Young People, Health and Wellbeing, Climate, Nature and Place
- Development of a Heritage Framework for Trafford
- Supporting the TCEP, and the Creative and Cultural Leadership Group
- Supporting Sale Waterside to develop NPO approach.

Activating the Cultural Strategy

We will make Trafford a place powered by cultural and creative expression that comes from everyone, and which will enrich lives and life chances.

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Gypsy & Traveller Update

Scrutiny Committee 6 November 2024

AGENDA

Update on visits by Gypsies & Travellers to Trafford

Update on the provision of sites and any implications for the planning system



2022 Encampments

In this year there were 8 different encampments on Council land.

Where visits by Gypsies & Travellers interrupts the normal use of land – such as playing fields, sports pitches or parks, it may be necessary to take steps to move the group on from the site.

In 2022 two of the encampments required the Council to submit applications to the Magistrates Court to obtain a court order for removal of the encampment, which were both successful and resulted in the traveller group vacating the site.

On a further three occasions in 2022 the Council instructed private bailiffs to remove the encampments; this also resulted in groups moving on from their location.





2023 Encampments

In 2023 5 separate encampments on Council land were reported and 2 of these required applications to the Magistrates Court and 2 required bailiff intervention.

2024 Encampments

In 2024 3 separate encampments have been reported on Council land. None of the encampments have required Officer intervention as the vehicles have left site within a couple of days of arrival. This year we have seen an increase in the number of reports of single vans residing on Council land. Following these reports, Officers will engage with the inhabitants to work through the usual process of undertaking welfare checks to assess if assistance is required and requesting the land to be vacated.



Provision of Sites

Temporary Stopping Facility

During the 2024 Season, the Council trialed the provision of a temporary stopping facility at Boyer street in Old Trafford

This facility would enable visiting Gypsies & travellers to remain on site – along with the provision of waste bins and temporary toilets.

The facility was offered to several groups over the summer of 2024, but none took up the offer. Future operation will therefore be reviewed



Image:Google streetview

The Local Plan

It is a function of a Council's Local Plan to make appropriate provision for Gypsy and Traveller sites. Such sites will normally be of two kinds:

Residential – a site of permanent residence for one or more groups, usually including hard standing and an individual utility block. This may be the base from which families then move around elsewhere in the Country.

Transit - a site for temporary residence, usually for more than one group. These sites will often feature larger hard standings and communal utility blocks. They are intended for occupation of a few days or weeks as groups move to new locations.



Image: Google Maps

Gypsy & Traveller Accommodation Assessment

This study makes an assessment of the need for Gypsy & Traveller sites across Greater Manchester – and will be published later in the year by the GMCA

The 2021 Census identified a population of 2,170 people (47 in Trafford) who identified as ‘White: Gypsy or Irish Traveller’ or ‘Gypsy/Romany’ living in Greater Manchester.

Should there be any need for an additional gypsy site in Trafford, it will fall to the Local Plan to either allocate a site or devise a suitable criteria based planning policy against which applications can be judged.

Planning Applications

There is currently one live and undetermined Planning application for a pitch at Easbrook in Urmston. It is a retrospective application for the siting of caravans (two), stabling and a dayroom.

QUESTIONS