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TRAFFORD COUNCIL

AGENDA PAPERS FOR EXECUTIVE MEETING

Date: Monday, 27 January 2014

Time: 6.30 pm

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

AGENDA	PART I	Pages
1. ATTENDANCES		
To note attendances, including officers, and any apologies for absence.		
2. DECLARATIONS OF INTEREST		
Members to give notice of any interest and the nature of that interest relating to any item on the agenda in accordance with the adopted Code of Conduct.		
3. MINUTES		1 - 10
To receive and, if so determined, to approve as correct records the Minutes of the meetings held on 18th November and 3 rd December 2013.		
4. MATTERS FROM COUNCIL OR OVERVIEW AND SCRUTINY COMMITTEES (IF ANY)		
To consider any matters referred by the Council or by the Overview and Scrutiny Committees.		
(a) Overview & Scrutiny Review of the Executive's Draft Budget Proposals 2014/15		11 - 22
To receive a report of the Scrutiny Committee.		
5. STRETFORD TOWN CENTRE MASTERPLAN		23 - 82
To consider a report of the Executive Member for Economic Growth and Prosperity.		

6. **ALTRINCHAM STRATEGY** 83 - 118
- To consider a report of the Executive Member for Economic Growth and Prosperity.
7. **REVENUE BUDGET MONITORING 2013/14 - PERIOD 8 (APRIL TO NOVEMBER 2013)** 119 - 154
- To consider a report of the Executive Member for Finance and Director of Finance.
8. **DECISIONS MADE BY THE GREATER MANCHESTER COMBINED AUTHORITY AND AGMA EXECUTIVE BOARD**
- To note the following decisions:
- (a) Greater Manchester Combined Authority 29/11/13 155 - 158
- (b) AGMA Executive Board 29/11/13 159 - 160
9. **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.
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.

Membership of the Committee

Councillors M. Colledge (Chairman), S. Anstee (Vice-Chairman), Dr. K. Barclay, Miss L. Blackburn, M. Cornes, J. Coupe, M. Hyman, A. Mitchell, A. Williams and M. Young

Further Information

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

Jo Maloney, 0161 912 4298

Email: joseph.maloney@trafford.gov.uk

This agenda was issued on **Thursday 16th January 2014** by the Legal and Democratic Services Section, Trafford Council, Trafford Town Hall, Talbot Road, Stretford M32 0TH.

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EXECUTIVE

18 NOVEMBER 2013

PRESENT

Leader of the Council (Councillor M. Colledge) (in the Chair),
Executive Member for Finance (Councillor S. Anstee),
Executive Member for Community Health and Wellbeing (Councillor Dr. K. Barclay),
Executive Member for Supporting Children and Families (Councillor Miss L. Blackburn),
Executive Member for Education (Councillor M. Cornes),
Executive Member for Safe and Strong Communities (Councillor J. Coupe),
Executive Member for Economic Growth and Prosperity (Councillor M. Hyman),
Executive Member for Highways and Environment (Councillor A. Mitchell),
Executive Member for Transformation and Resources (Councillor A. Williams).
Executive Member for Adult Social Services (Councillor M. Young).

Also present: Councillors Acton, Adshead, Baugh, Bennett, Bowker, Brotherton, Cordingley, Fishwick, Lloyd, Procter, Ross, Shaw and A. Western.

In attendance:

Chief Executive (Ms. T. Grant),
Corporate Director, Economic Growth and Prosperity (Mrs. H. Jones),
Corporate Director, Transformation and Resources (Mrs. W. Marston),
Corporate Director, Environment, Transport & Operations (Mr. P. Molyneux),
Director of Finance (Mr. I. Duncan),
Director of Legal & Democratic Services (Ms. J. Le Fevre),
Deputy Corporate Director, Children, Families and Wellbeing (Ms. L. Harper),
Senior Democratic Services Officer (Mr. J.M.J. Maloney).

APOLOGIES

No apologies for absence were received from Executive Members.

60. DECLARATIONS OF INTEREST

No declarations were made by Executive Members.

61. EXECUTIVE'S DRAFT REVENUE BUDGET PROPOSALS 2014/15

The Executive Member for Finance and Director of Finance submitted a report which set out for approval the Executive's draft revenue budget proposals for 2014/15, to provide for consultation processes and review by the Scrutiny Committee prior to referral to Council in February 2013.

RESOLVED:

- (1) That the proposals in the draft revenue budget for 2014/15 be agreed for the purposes of consultation and referred to the Scrutiny Committee for their consideration.

- (2) That it be noted that the draft proposals are subject to various consultation exercises and impact assessments, movements in core funding, specific grants, costing and robustness assessments.

62. INVESTMENT IN STREET LIGHTING

The Executive Member for Highways and Environment and Corporate Director of Environment, Transport and Operations submitted a report which set out a range of detailed proposals relating to the procurement of future street lighting provision. The Executive Member tabled an additional information report detailing the response to a range of representations received on the proposals following the publication of the Executive agenda. Advice was provided by the Council's Monitoring Officer on issues relating to the publication of background papers relating to the report.

RESOLVED:

- (1) That it be recommended that the Council agrees:
 - a. that additional borrowing be approved, subject to a full procurement exercise in the sum stated in the report;
 - b. the changes to the prudential indicators as detailed in the report.
- (2) That, subject to the Council approving the recommendations above, approval be given to the procurement of a contract to replace the existing SOX/SON luminaires with LED luminaires and other matters as detailed in the report. Following the procurement exercise a further report will be submitted to the Executive detailing the outcome of the procurement exercise and to seek approval for the award of the contract.

63. CAPITAL INVESTMENT PROGRAMME MONITORING 2013/14 2ND QUARTER (APRIL-SEPTEMBER)

The Executive Member for Finance and Director of Finance submitted a report which summarised the findings from the capital programme budget monitoring for the period to 30th September 2013.

RESOLVED:

- (1) That the amendments to the 2013/14 Capital Investment Programme be approved.
- (2) That the content of the monitoring report be noted.

Executive (18.11.13)

64. REVENUE BUDGET MONITORING 2013/14 - PERIOD 6 (APRIL TO SEPTEMBER 2013)

The Executive Member for Finance and Director of Finance submitted a report which summarised the findings from the revenue budget monitoring until the end of period 6 (30th September 2013) and sought approval for changes to commitments to the General Reserve as set out in the report.

RESOLVED:

- (1) That the latest forecast and planned actions be noted and agreed.
- (2) That the changes to the commitments to the General Reserve for support to the Greater Manchester Work Programme Leavers project at £121k, and additional professional fees for Town Centre development of £60k, be approved.

The meeting commenced at 6.30 pm. and finished at 7.02 pm.

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EXECUTIVE

3 DECEMBER 2013

PRESENT

Leader of the Council (Councillor M. Colledge) (in the Chair),
Executive Member for Finance (Councillor S. Anstee),
Executive Member for Community Health and Wellbeing (Councillor Dr. K. Barclay),
Executive Member for Supporting Children and Families (Councillor Miss L. Blackburn),
Executive Member for Education (Councillor M. Cornes),
Executive Member for Safe and Strong Communities (Councillor J. Coupe),
Executive Member for Economic Growth and Prosperity (Councillor M. Hyman),
Executive Member for Highways and Environment (Councillor A. Mitchell),
Executive Member for Transformation and Resources (Councillor A. Williams).
Executive Member for Adult Social Services (Councillor M. Young).

Also present: Councillors Acton, Adshead, Baugh, Bennett, Bowker, Brotherton, Fishwick, Freeman, Holden, Lloyd, Procter, Rigby, Sharp, Shaw, A. Western, Whetton and Mrs. Young.

In attendance:

Chief Executive (Ms. T. Grant),
Corporate Director, Economic Growth and Prosperity (Mrs. H. Jones),
Corporate Director, Transformation and Resources (Mrs. W. Marston),
Corporate Director, Environment, Transport & Operations (Mr. P. Molyneux),
Director of Finance (Mr. I. Duncan),
Director of Legal & Democratic Services (Ms. J. Le Fevre),
Director of Human Resources (Ms. J. Hyde),
Director of Service Development – Children, Family and Education (Mr. J. Pearce),
Head of H.R. Business Partnering (Ms. D. Lucas),
Senior Democratic Services Officer (Mr. J.M.J. Maloney).

65. DECLARATIONS OF INTEREST

No declarations were made by Executive Members.

66. MINUTES

RESOLVED: That the Minutes of the Meeting held on 28th October 2013 be approved as a correct record.

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

(a) Review Of Scrutiny Topic Group C: Dignity in Hospital Care

Councillor Mrs. Young was in attendance to introduce the report of Scrutiny Topic Group C into Dignity in Hospital Care. In discussion, Members agreed that the report raised significant issues which were of relevance to the Health and Wellbeing Board, and that it should accordingly be formally referred to the Board for review and action.

RESOLVED:

- (1) That the recommendations set out in the report be noted.
- (2) That the Executive Member for Community Health and Wellbeing coordinate a response to be considered by the Health Scrutiny Committee.
- (3) That the report be referred to the Health and Wellbeing Board for ongoing attention to the issues raised.

(b) Scrutiny Topic Group - Review of Environmental Enforcement

In Councillor John Reilly's absence Councillors Shaw and Adshead introduced correspondence from Councillor Reilly to the Executive Member for Highways and Environment, setting out the conclusions arising from the review of Scrutiny Topic Group B into proposals in respect of the Environmental Enforcement service. (Item 68 below also refers.) In responding, Councillor Mitchell thanked the Topic Group for its work, which had highlighted a number of significant changes issues with the previous version of the report and had resulted in a number of consequential changes in the paper which was now before the Executive for decision.

RESOLVED:

- (1) That the observations set out in the Topic Group Chairman's correspondence be noted.
- (2) That it be noted that representations made in the course of the Topic Group's review had been taken into account in bringing forward updated proposals for the Executive's consideration on 3/12/13.

68. ENVIRONMENTAL ENFORCEMENT SERVICE - IMPLEMENTATION OF BUDGET PROPOSAL 2013/14 BUDGET

The Executive Member for Highways and Environment introduced a report which set an updated report, further to the Scrutiny review (Minute 67b above refers), in relation to the implementation of the 2013-14 budget proposal concerning the Environmental Enforcement service. Members' attention was drawn in particular to the detailed responses to Scrutiny questions set out in Appendix 1 to the report.

Executive (3.12.13)

RESOLVED: That the proposals in relation to the Environmental Enforcement Service be approved as set out in the report subject to the there being no significant issues arising out of the further formal consultation detailed in Para. 5.13 of the report. In particular the Executive agreed to:

the disestablishment of the Environmental Enforcement Team;
 the retention of two posts for a period of 12 months to manage the transition to the proposed new way of working;
 a further review of the service after 12 months;
 the proposals for partnership working and community engagement as set out in the report and as will be further defined in the proposed Environmental Strategy.

69. TRAFFORD LOCAL PLAN: LAND ALLOCATIONS - CONSULTATION DRAFT

The Executive Member for Economic Growth and Prosperity submitted a report presenting the draft Trafford Local Plan: Land Allocations Development Plan Document (DPD) for approval as a basis for further public consultation.

RESOLVED:

- (1) That approval be given to the Trafford Local Plan: Land Allocations Consultation Draft, the Policies Map and supporting documents for consultation.
- (2) That authority for approving any minor amendments to the wording and/or layout of all consultation material including the draft Land Allocations Plan document, the draft Policies Map and supporting documents be delegated to the Corporate Director Economic Growth and Prosperity, prior to commencement of public consultation.

70. PROPOSED CHANGES TO STAFF TERMS AND CONDITIONS

The Deputy Leader of the Council submitted a report which set out the outcomes of the statutory consultation which had taken place in relation to proposed changes to staff terms and conditions, and asked Members to note the decision of the Employment Committee in relation to the proposals.

RESOLVED:

- (1) That the feedback from the formal consultation process be noted.
- (2) That the decision be noted of the Employment Committee in adopting a revised package of changes to staff terms and conditions approved for implementation with effect from 1st April 2014; and that the financial implications of implementing that decision also be noted.

71. CAPITAL INVESTMENT PROGRAMME AND PRUDENTIAL INDICATORS 2014-17

The Executive Member for Finance and Director of Finance submitted a report which sought the Executive's approval to recommend to Council a Capital Investment Programme for the period 2014-17, and associated Prudential Indicators.

RESOLVED:

- (1) That the Executive approve the Capital Investment Programme as detailed in the report.
- (2) That the Executive recommends the Council to approve the Capital Investment Programme in the sum of £72.0m for the period 2014-17.
- (3) That the Executive recommends the Council to approve the Prudential Indicators as set out at Appendix 3 of the report.

72. TREASURY MANAGEMENT 2013-14 MID-YEAR PERFORMANCE REPORT

The Executive Member for Finance and Director of Finance submitted a report which, in accordance with the CIPFA Code of Practice, provided an update on the progress of the Council's treasury management activities undertaken in the first half of 2013/14.

RESOLVED: That the treasury management activities undertaken in the first half of 2013/14 be noted.

73. ANNUAL DELIVERY PLAN 2013/14 SECOND QUARTER PERFORMANCE REPORT

The Executive Member for Transformation and Resources and Corporate Director, Transformation and Resources submitted a report which provided a summary of performance against the Council's Annual Delivery Plan for 2013/14. An opportunity was provided for Members to raise queries regarding the report's content.

RESOLVED: That the content of the Annual Delivery Plan second quarter performance report be noted.

74. TRAFFORD DEMENTIA KITEMARK

The Executive Member for Adult Social Care submitted a report which set out for Members' information details of the Dementia Kitemark initiative, which aimed to develop a set of standards detailing best practice with regard to delivering care and support to individuals with dementia. In response to a query, the Executive Member advised that he would investigate and report back on a report regarding the possible relocation of a local dementia assessment unit.

Executive (3.12.13)

RESOLVED: That the content of the report be noted.

75. TRAFFORD ASSIST - SIX MONTH UPDATE

The Executive Member for Health and Wellbeing submitted a report which provided an update for Members on the implementation of the Trafford Assist programme, with a statistical analysis of claims received and examples of case studies where the programme had been of assistance. In discussion, support was expressed for the inclusion of enhanced information and / or signposting from the Council's website to Rainbow Furniture.

RESOLVED: That the positive evaluation of Trafford Assist, as set out in the report, be noted.

76. DECISIONS MADE BY THE GREATER MANCHESTER COMBINED AUTHORITY AND AGMA EXECUTIVE BOARD

The Executive received for information details of decisions made by the Greater Manchester Combined Authority and AGMA Executive Board at their meetings held on 25th October 2013.

RESOLVED: That the content of the decision summaries be noted.

The meeting commenced at 5.00 pm. and finished at 6.26 pm.

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TRAFFORD COUNCIL

Report to: Executive
Date: 27 January 2014
Report for: Consideration
Report of: Scrutiny Committee

Report Title

OVERVIEW AND SCRUTINY REVIEW OF THE EXECUTIVE'S DRAFT BUDGET PROPOSALS FOR 2014-15

Summary

The Executive's Draft Budget Proposals for 2014/15 were agreed at its meeting held on 18 November. Directorate-based Scrutiny Topic Groups then held a series of preparatory meetings, to determine issues to be explored in greater detail in workshops held during December with relevant Executive Members and senior officers. This report reflects the outcome of those discussions and summarises issues for the Executive's further consideration and response.

Recommendation(s)

That the Executive consider and respond to the report and recommendations made.

Contact person for access to background papers and further information:

Name: J.M.J. Maloney, Senior Democratic Services Officer

Extension: 4298

Background Papers: None

Budget Scrutiny 2014/15

Foreword by the Chairman and Vice-Chairman of Scrutiny Committee

Budget Scrutiny 2014/15 has been a challenge for, and made significant demands on, all those involved. On behalf of Scrutiny Members, we would like to thank the Executive, Corporate Management Team, Finance officers, Scrutiny Councillors and Co-opted Members for their patience throughout.

We welcome the Executive's decision to consult widely on its budget proposals, and the opportunity for Scrutiny to review and comment on them at an early stage.

Members have acknowledged that the Council continues to work within an increasingly challenging financial climate; and it is recognised that significant elements of proposals for 2014/15 were prefigured in the Executive's decisions taken in respect of the 2013/14 budget round. The focus of Scrutiny input this year has been on the robustness and deliverability of the current proposals in the light of experience to date, and the potential impact on significant groups of service users.

We and our Scrutiny colleagues have welcomed the serious commitment of the Executive to responding to our enquiries this year; and have been appreciative of the positive engagement with the process, and of the thoroughness of the responses we have received.

In this light the following report details the observations and recommendations remaining after Scrutiny Members held workshops with Executive Members and senior officers in December 2013. The nature of the process described above has resulted in what may be a smaller number of specific comments than in some previous years. This should not, however, be seen as lessening Members' concerns that the budget proposals should be robust and their impacts mitigated where possible. We hope that our Budget Scrutiny has contributed to these objectives, and we look forward to receiving the observations of the Executive accordingly.

Councillors Brian Shaw and Mike Cordingley
Chairman and Vice-Chairman, Scrutiny Committee.
10 January 2014

Background:

This year the approach to budget scrutiny was agreed by Scrutiny Committee, with a rigorous programme designed to forward any recommendations / observations to the Executive at the earliest opportunity in response to its consultation.

The process built on improvements agreed in the previous year, giving Scrutiny Members an enhanced opportunity for involvement and therefore promoting the Member-led approach, which is increasingly characterising all Scrutiny activity, in budget scrutiny.

The four Scrutiny Topic Groups each took on responsibility for a broad service area (CWB Adults, CWB Children, ETO / EGP combined, and T&R), and Scrutiny Members agreed to participate in the process according to their particular areas of interest.

Each topic group held a preliminary meeting to identify those aspects of the respective Directorates' budgets which Members wished to review in more detail. This formed the agenda to be taken forward to the subsequent workshops with Executive Members and senior officers. This was supplemented by a range of additional, more tightly-focussed questions, for which written responses were requested, and received, in advance of the Topic Group workshops.

As a result of developing a focussed agenda, which was shared with the Executive and Corporate Directors in advance of the meetings, the budget scrutiny workshops were able to receive effectively informed responses to their questions. This both enhanced Members' appreciation of the budget-setting environment and promoted a robust challenge to the Executive in explaining and defending the budget proposals.

General Observations:

As set out in the Foreword, there was a broad welcome from Scrutiny Members for the commitment and engagement shown by the Executive to the Budget Scrutiny process. Responses received were, in the main, thorough, comprehensive and focussed on Members' enquiries. In certain areas there was a notable improvement compared to Members' experience in scrutinising the budget proposals for 2013/14.

A particular prominent and constant theme emerged throughout all of the Topic Groups. This related to the fact that many of the proposals were not directly linked to specific, readily identifiable cuts / reductions, but based on further extending / expanding different ways of working, which had already delivered savings in the previous year. Members did express some concerns over the extent to which the "direction of travel" robustly supported future savings estimates, and the extent to which delivery of further savings would be as readily deliverable once the earlier, and in some cases easier, targets had been achieved. In Members' view, this does make it more difficult to evaluate the robustness and the impact of such proposals; and in consequence Members are minded to devote some resource to reviewing the impact of the budget proposals during the year to which they relate.

The remainder of this report covers the Directorate-specific issues and comments which remained following the Topic Group workshops held during December 2013.

Service Specific Issues / Observations

Children Families and Wellbeing: Adults' Services

Foreword by Topic Group Chairman – Councillor John Holden

“The role of scrutiny has been described as that of a ‘critical friend’ and it was with this in mind that we approached our activities this year. We sought to present a robust but fair challenge where concerns could be addressed and understood. The process of preparing a budget is long and labour intensive. It is therefore to be welcomed that the officers and executive members involved engaged so seriously and openly with the scrutiny process. The process has been developing over a number of years now, and it is clear that the process is progressing in quality from year to year.

The main body of this report sets out our impressions and findings and it is not my intention to repeat them in this introduction. I would, however, like to stress one area of concern that emerged from the process.

The nature of the service means that it is inevitably ‘demand led’ and many parts of the budget will be based upon the best possible estimates of activity levels through the coming years. Many areas of the budget were characterised, very honestly, as best estimates. The interdependence of new approaches and the savings they will deliver is to be expected, but in the case of this service the amounts are uncomfortably large. While there is no intention to question the achievability of the required savings, it was felt that the level of risk did suggest that an enhanced degree of scrutiny throughout the year should be offered as part of the overview process.”

The agenda set by the Topic Group included (N.B. (D) denotes discussion item, (W) denotes Written Response submitted.) :

1. Learning Disabilities – Retendering of Schemes / Cost of Placements (D)
2. Learning Disabilities – Personal Budgets for Transport (D)
3. Enhanced Reablement Offer (D)
4. Enhanced Telecare Offer (D)
5. Market Management – All Services (D)
6. Running Costs / Inflation – All Services (D)
7. Personalisation Agenda – All Services (W)
8. Children’s / Adults’ Commissioning Integration (W)
9. Mental Health – Personal Budgets (W)
10. Running Costs – Ascot House (W)
11. Efficiencies – Advice and Information (W)
12. Efficiencies – Shared Functions: Council and Public Health (W)
13. Complex Needs – Placement Budgets (W)
14. Ending External Provision of Day Centres (W)
15. Replacement of Carers’ Services Contract with Personal Budgets (W)
16. New Service Plan – Supporting People (W)

1. Learning Disabilities – Personal Budgets for Transport (CWBA11)

Members were advised that the proposed savings were deliverable. However, it was noted that a large saving was proposed (£200k), in an area potentially affecting a particularly vulnerable service user group. The saving was contingent on the development of a policy for assessment, and it was acknowledged in the report that significant input would be required to deliver the envisaged change. In this light, Members expressed concerns about both potential delivery risk to these savings, and the potential impact, both on the budget and service users, were this risk not to be avoided. The Group would therefore welcome any further evidence to demonstrate the achievability of the proposals.

2. Enhanced Reablement Offer (CWBA14) and Enhanced Telecare Offer (CWBA15)

The combined savings across these two areas amount to a very significant sum of not far short of £1M. Members clearly appreciate the benefits, in terms of independence and quality of life, which can accrue from the reablement and telecare approaches, and are supportive of continued investment in these areas. They did, however, raise a number of concerns. The scale of savings involved, and the fact they derive from demand-led areas, requires particular assurance of their deliverability. Members would wish to be assured of what contingency plans are in the event that predicted savings are not met, particularly in respect of those elements of this service which are not statutory, and which may therefore be more susceptible to funds being vired away from them. Members also recognised the benefits of telecare in many cases; but also noted that there will be significant groups of service users for whom personal contact and interaction are critical for the maintenance of their quality of life. In these cases, Members would not wish the attractiveness of telecare savings to outweigh the wider wellbeing benefits of an alternative approach, where this was in fact more appropriate for the service-user's specific needs. The group would welcome an assurance that any assessment of need would take account of the importance of mitigating isolation, and be based on a genuinely person-centred approach.

3. Running Costs / Inflation – All Services (CWBA19)

The group noted that the savings proposed here were again very substantial, exceeding £420k, and Members were advised that this built on savings already achieved in the previous two years. Members would appreciate further detail on where precisely these savings will impact, what percentage of the relevant budget line this represents, and what percentages of savings in this same area were made in the two previous years. Whilst the group was advised that residential and homecare rates were explicitly excluded from this proposal, Members would welcome greater assurance on the impact and deliverability of this saving, given the cumulative year-on-year effect, the likely reducing scope for further efficiencies, and potential impact on procurement, support services, etc.

Children, Families and Wellbeing: Children's Services

Foreword by Topic Group Chairman – Councillor Mrs. Patricia Young

“I would like to thank the Executive Members, the Corporate Director of CWB and her officers for the detailed presentation. I feel I should also thank them for their patience, especially in view of the reduced Committee assembled to take part in this session. Scrutiny members have noted that Trafford is going through a period of significant organisational change and understood the need to implement a range of austerity measures such as maximising income, changing ways of working, better procurement and reducing back office staff. We appreciated how these proposals will help transform the services provided without any significant detriment to the overall provision. The following section details the observations and recommendations made by Topic Group C arising from its review of the budget proposals.”

The agenda set by the Topic Group included (N.B. (D) denotes discussion item, (W) denotes Written Response submitted.) :

1. Children In Care Placements (D)
2. Market Management (D)
3. Children's / Adults' Commissioning Integration (D)
4. Connexions – Costs Reduction (D)
5. Connexions – Reduced Targeted Service Offer (D)
6. YOS – Costs Reduction (D)
7. YOS – Reduction in Grant Assisted Projects (D)
8. Reducing Costs of Homelessness Provision (W)
9. Reduction in Cost of MARAS (W)
10. Complex Needs – Reduction in Placement Budgets (W)
11. Music & Education Psychology Service (W)

Members noted the challenge, in general terms, of effective Scrutiny in cases where a key theme of savings proposals is the expansion / extension of broad approaches to service provision, rather than specific, readily quantifiable measures. In such cases, the risk exists that past performance is not necessarily a reliable guide to future achievement, especially where increasing challenges are faced on a year-on-year basis, and against the background of essentially unquantifiable demand-led pressures. The Group's discussions suggested that these challenges are likely to be replicated in the budget-setting process itself.

In this light Members expressed the view that robust impact assessments would be required in support of the developed proposals; and would welcome more information on what contingency planning was in place in the event of non-achievement, and whether prudent financial provision had been made to mitigate this.

1. Children In Care Placements (CWBC2)

Members noted that the delivery of approaching £500k of savings was significantly dependent on the increase in the use of in-house carers. The recruitment strategy was already described as “comprehensive”, raising the question of whether there was a natural limit on the scope for further development. Members would welcome further assurance on how robustly quantifiable savings estimates in this area actually are. Members also raised the question of the nature of the impact of costs (education, health, etc.) in respect of out-of-borough children who were being fostered in the borough.

2. Market Management (CWBC5)

Members noted the advice set out in the report that achievement of the £350k of savings “should not have a service impact but could be challenging for providers”. Notwithstanding this, Members noted that significant elements of inflation are not directly within the Council’s control, and had concerns about the potential impact of non-achievement of this target on the internally-provided elements of service provision. Members would welcome further information on contingency plans in the event of non-achievement.

3. Connexions – Costs Reduction (CWBC28) and Connexions – Reduced Targeted Service Offer (CWBC29)

Members noted that the total savings across these two areas amounted to £160k. Whilst they were advised that this followed on from previous reductions, and that statistics for NEETs remained generally positive, Members queried how far this was sustainable, noting that the budget proposals report referred to “service reduction and risk of higher numbers of young people not progressing to education training and employment”. Members requested details of what proportion of the total budget these savings amounted to; and similar figures for the past two years. They also queried what account had been taken of the possible adverse social, and therefore financial costs, of this policy choice, particularly when viewed in conjunction with point 4 below.

4. YOS – Costs Reduction (CWBC30) YOS – Reduction in Grant Assisted Projects (CWBC31)

Members considered that the proposal for an integrated service should incorporate more detail of precisely how the £150k savings would be achieved. The Group was advised that, whilst money had already been withdrawn from the service in the current year, a positive impact on offending rates had still been achieved through a greater concentration on preventative initiatives. Similarly to concerns on other proposals, Members would welcome further assurance on how secure predictions are that this effect could be continued and expanded into the future, and hence how robust the savings, and impact assessments, in fact are.

5. Music & Education Psychology Service (CWBC27)

In respect of the Education Psychology Service, the Group noted that the envisaged increase in SLA income appears to be £15k on the basis of £27k, i.e. in excess of 55%. Members would welcome confirmation of the basis of this projection, and whether the income increase derives from price or activity levels. If the former, Members would welcome any assurance which can be given that schools will not fail to access an important service.

Transformation and Resources Directorate

Foreword by Topic Group Chairman – Councillor Rob Chilton

“I would like to thank all who took part in the Budget Scrutiny session for the Transformation & Resources Directorate. There were a number of issues raised regarding the budget, largely associated with ensuring that there was a reasonable statistical/operational basis behind some of the conclusions reached in the budget options. Thanks to the very detailed and thorough responses to our concerns that were provided by the T&R Directorate, most of our questions were already answered in written form by the time we came to our final questioning session with Executive Members and Senior Staff, which allowed us to concentrate on what we deemed the most pertinent issues. It is my personal feeling that the extremely thorough way the T&R Directorate approached the Budget Scrutiny sessions, and the quality of their written and verbal responses should be seen as an exemplar for all other Directorates.”

The agenda set by the Topic Group included (N.B. (D) denotes discussion item, (W) denotes Written Response submitted.) :

1. Design & Print Savings (D)
2. ICT Maintenance & Infrastructure Costs (D)
3. Welfare & Council Tax Reform (D)
4. Contact Centre Review (D)
5. HR Staffing Review (D)
6. Redesign: Partnerships & Performance and Safe & Strong Communities (D)
7. Communities Support Review (D)
8. Operations at Sale Water Sports Centre (D)
9. Public Health Overhead Harmonisation (W)
10. Legal & Democratic Staff Review & Re-Banding (W)
11. Review of Funding for TCLT (W)
12. Culture & Sport Resource Review (W)
13. Revenues & Benefits Staffing (W)
14. Review of Libraries Strategy (W)
15. Review of Voluntary Grants (W)

T&R Issues / Observations:

1. Design & Print Savings (TR3) and ICT Maintenance and Infrastructure (TR5)

Members noted the volume of proposed savings in these areas, and suggested that an indication of their extent in relation to the total budget in these areas would assist in assessing their deliverability. Members were conscious of the delivery and timescale risks frequently associated with significant IT projects and their rollout. Whilst recognising the potential benefits, both financial and non-financial, as now set out, the group agreed that implementation should be closely monitored to minimise slippage, and would welcome further detail of governance / accountability arrangements in respect of the significant IT projects proposed. Members also made the point that any impact assessment should set out any potential impacts of proposed design and print savings on customers with disabilities.

2. Contact Centre Review (TR11)

The savings proposed derive in part from the reduction of 2 x fte staff, in response to a projected reduction in call volume. Given the envisaged pressure in services arising in part from other budget proposals, the Group was not convinced of the likelihood of such a reduction; and this view appeared to be supported by an apparent significant increase in the call volume trend over the past 12 months. Members felt that this saving would be dependent on a more robust assessment of factors contributing to this trend in order to demonstrate its deliverability.

3. HR Staffing Review (TR12)

Given savings already secured in this area, Members expressed concerns regarding the magnitude of the proposal for 2104/15. It was suggested that the savings estimate was to a degree aspirational rather than quantified, particularly given that the report acknowledged that the operating model has yet to be determined, and that any slippage in savings would be met from reserves. Given that some of the cost reduction was predicated on developing business with schools, Members raised the question of how significant budget reductions would facilitate this; the levels of confidence on the part of the Executive that this was achievable; and whether any general contingency planning had been done, apart from a potential call on reserves. Members would welcome greater assurance on these points, and consider that close review of achievement against targets will be necessary.

4. Redesign of Partnerships & Performance / Safe & Strong Communities (TR13) and Communities Support (TR17)

Members noted that the volume of proposed savings across these areas (£350k) was large, and that this was additional to significant savings listed for the previous two years. This raised questions of whether additional savings of this magnitude were deliverable and, if so, why they had not been identified in preceding years. Members raised a number of specific concerns, including: the impact of on the range of functions supported by the staff concerned, including Locality Working and performance data monitoring and analysis; the extent to which the proposed structure would be flexible and responsive to changing demands across the services involved. Members would welcome assurance on these points, and that the fitness for purpose of the structure would be kept under review.

Environment, Transport and Operations Directorate / Economic Growth and Prosperity

Foreword by Topic Group Chairman – Councillor John Reilly

“Scrutinising the Executive’s budget proposals this year once again afforded Topic Group B Members the opportunity to inform the Executive on specific issues and general areas of concern. Given the vast experience of each Member of the Topic group, I stand witness to the robustness of those discussions and debates. Clearly, in this challenging financial climate, the necessity to hold the Executive to account for its decisions and ensure that budget proposals are robust and fit for purpose is paramount, particularly on delivery of the Council’s statutory responsibilities and those relating to sensitive and high profile areas. I believe that a good understanding between the Executive Member, Senior Officers and Members of the topic group was achieved and, although it is of course acknowledged that individual Members will still hold reservations as to certain aspects of the proposals, resulted in a fair and balanced scrutiny approach and at least one amendment to the EGP/ETO savings schedules.”

A. EGP

The agenda set by the Topic Group included (N.B. (D) denotes discussion item, (W) denotes Written Response submitted.) :

1. Property & Development – Surplus Property (W)
2. Town Centre Space Advertising (W)
3. Green Deal – New Income (W)
4. Transfer of Assets / Running Costs (W)

In reviewing the Budget proposals, and bearing in mind some of the very significant ETO issues to be reviewed in the same session, Members agreed that they would confine their enquiries, in the first instance, to requests for written responses. In the event, the associated responses proved satisfactory, so no formal discussion was, in the event, required with the Executive Member / Corporate Director.

B. ETO

The agenda set by the Topic Group included (N.B. (D) denotes discussion item, (W) denotes Written Response submitted.) :

1. Business Support Review (D)
2. Outdoor Media (D)
3. Highways Management (D)
4. Parks Maintenance (D)
5. Groundforce – Redesign & Reprioritisation (D)
6. Tree Unit – Operational Delivery Model (D)
7. Highways Depot Security Costs (W)
8. TRO Advertising Costs (W)
9. Moving Travel Offences (W)
10. Highway Verges (W)
11. Festive Lights (W)
12. Waste Management Sites – Rationalisation (W)
13. Public Protection Restructure (W)

ETO Issues / Observations:

1. Business Support Review (ETO9)

Whilst this saving was listed as applying to both ETO and EGP, it was unclear from the report where this proposal would impact; and no reference appeared within the EGP savings schedules. Members agreed that it would be helpful for this to be clarified when the proposals are brought forward for formal decision.

2. Outdoor Media (ETO13)

Members raised a number of concerns about these proposals, including the extent to which their delivery might be dependent on Planning or other third party approvals. Whilst the group was assured that the estimate had taken account of these issues, Members requested further information to demonstrate the proposals' robustness.

3. Highways Management (ETO18)

Whilst Members were advised that the proposed savings related to managerial and supervisory posts, concerns remained, especially given the envisaged changes in some cases to inspection frequencies and tolerance levels, and availability of capital funding for structural maintenance projects, regarding the impact on the infrastructure. Members would request that the developed proposals are accompanied by a thorough assessment of the risks and identification of mitigation measures.

4. Parks Maintenance (ETO22) / Groundforce – Redesign & Reprioritisation (ETO23)

Especially in view of the level of savings proposed in these areas (£750k), and the fact that the inevitability of reduced service levels in some areas were already acknowledged in the Budget report, Members had raised queries in their preliminary meeting about their deliverability. Whilst responses were provided to the Topic Group, Members felt that concerns in relation to envisaged plant / equipment cost reductions, certainty of assistance from e.g. Housing Associations and Friends of Parks groups, and the overall assessment of impact had not been fully addressed; and would welcome further assurance on these issues in particular.

5. Tree Unit – Operational Delivery Model (ETO24)

Members had raised concerns regarding the potential impact on service levels in what can frequently be a sensitive and high-profile area. Members were advised that the proposals were explicitly designed to avoid any direct impact on front-line operatives. Members retained concerns regarding the misdirection of tree-related calls and the potential impact on the efficiency of the service, and were interested to know if there was any scope to enhance efficiencies in tree-related services delivered through ETO and RGP directorates.

6. Waste Management Sites – Rationalisation (ETO28)

In discussing the proposals with the Executive Member, the rationale for, and appropriateness of, the geographical distribution of the retained sites remained unclear; and equally the extent to which these proposals were based on, for example, usage tonnages rather than convenience for residents across the borough. Members had significant concerns on this point, and requested that further information be supplied to demonstrate why the proposal represented the optimal configuration.

7. Public Protection Restructure (ETO30)

The Topic Group expressed concerns regarding the impact of the proposed reduction of £167k in what was thought to be already a comparatively small service area, but one which had its focus on delivering the Council's statutory responsibilities in sensitive and potentially high-profile areas. Members agreed that a thorough analysis of risk and mitigation measures was needed in view of the potential impact of these proposals.

TRAFFORD COUNCIL

Report to: Executive
Date: 27 January 2014
Report for: Decision
Report of: Executive Member for Economic Growth and Prosperity

Report Title

STRETFORD TOWN CENTRE MASTERPLAN

Summary

The Masterplan provides a bold vision for delivering transformational change to Stretford Town Centre. It represents a significant step forward in setting out a route to securing a sustainable economic future for the town centre with lasting improvements to its vibrancy. The Masterplan will provide a coherent framework for the Council, property owners, prospective developers, existing occupiers and community stakeholders which will assist in realising the opportunities which exist within the Masterplan area over the next 10-15 years

The successful implementation of the Masterplan will enable Stretford Town Centre to maximise the opportunities of its key assets and create a strong and attractive town centre that is a destination of choice for local people.

Recommendation(s)

That the Executive approve the Stretford Town Centre Masterplan.

Contact person for access to background papers and further information:

Name: Mike Reed (Growth and Masterplan Manager)
Extension: x4924

Background Papers:

Consultation questionnaire
Summary of consultation responses data
Feedback from M32 Group Public Meeting
Feedback from Neighbourhood Forum
Feedback from workshop with Victoria Park Junior School
Local Labour Party consultation findings
Full record of consultation responses received

Implications:

Relationship to Policy Framework/Corporate Priorities	The Masterplan supports the corporate priority for economic growth and development. The successful implementation of the Masterplan will support the delivery of the adopted Trafford Local Plan: Core Strategy which identifies Stretford Town Centre as a location for regeneration and change over the plan period.
Financial	At this stage the detailed financial consequences are not known but as proposals are developed then more detailed financial implications will be the subject of future reports.
Legal Implications:	Any proposals within the Masterplan would be undertaken in accordance with legal requirements.
Equality/Diversity Implications	The Masterplan has been subject to an EIA assessment to ensure that equality issues have been considered as part of the preparation.
Sustainability Implications	The Masterplan is supported by sustainability analysis of its economic, environmental and social impact that has been undertaken as part of its preparation. Development within the Masterplan area will need to meet current planning policy in relation to energy and sustainable design. The Masterplan also sets a number of sustainability principles that future development proposals should be in accordance with.
Staffing/E-Government/Asset Management Implications	The delivery of the Masterplan will be undertaken by existing staff resources in Economic Growth and Prosperity, Environment, Transport and Operations and Transformation and Resources in conjunction with external partners and agencies where appropriate. Information on the Masterplan and its delivery will be made available on line and all the documents will be available to access through the Council's web pages. There are a number of Council landholdings identified within the Masterplan. The Masterplan will provide a framework for the Council to realise the potential of its assets within the area.
Risk Management Implications	The Masterplan is clear that this document provides a framework for the next 10-15 years. A risk register has been completed and this will be monitored and updated as required.
Public Health Implications	None.
Health and Safety Implications	None.

1.0 Background

- 1.1 Stretford is one of Trafford's town centres and an important driver in the economic growth of the Borough. Many town centres nationally have suffered in recent years due to the pressures of out of town retail, internet shopping, the global economic recession and the lack of a distinctive offer. Stretford has not been immune from these pressures and it is recognised that more is needed in order to make Stretford Town Centre a unique and attractive destination of choice.
- 1.2 There is a clearly recognised need to improve the offer of Stretford which is identified in the Trafford Core Strategy as one of the borough's key town centres and a location for regeneration and change (Policy W2). The Trafford Retail and Leisure Study (2007) stated that Stretford Town Centre is "*in need of urgent improvements*". The Retail and Leisure Study identified potential for future retail growth and an improvement in the evening economy focused on the food and drink offer and family orientated leisure facilities. In order to deliver the change and growth sought within Stretford Town Centre it is necessary to consider how this location can maximise the opportunities of its key assets, link key spaces together and create a strong and attractive destination of choice meeting the needs of the community.
- 1.3 Trafford Council invited representations on the consultation draft Stretford Town Centre Masterplan for an 8 week period from 24 July to 18 September 2013. The public consultation was subsequently extended by a further 4 weeks to 20 October 2013 to allow additional time for representations to be made. The Masterplan has now been amended to take account of the comments received.
- 1.4 The Masterplan will provide a coherent framework for the Council, property owners, prospective developers, existing occupiers and community stakeholders which will assist in realising the opportunities that exist in the Masterplan area over the next 10-15 years. The ambition is to create a unique town centre for Stretford that is a destination of choice for local people to shop, eat, drink, relax and access key services. It will feed into and support the designated policy areas and site allocations for Stretford Town Centre and adjacent area in the emerging Trafford Local Plan: Land Allocations Development Plan Document (DPD).

2.0 Masterplan Vision and Objectives

- 2.1 The vision for Stretford Town Centre, as set out in the Masterplan, is:

'To create within Stretford Town Centre a prosperous, vibrant, attractive and safe destination that provides facilities throughout the day and evening to meet the needs of the community whilst maximising the opportunities provided by its key assets'.

- 2.2 The primary objective of the Masterplan is to secure the successful regeneration of Stretford Town Centre and provide a prosperous, vibrant, attractive and safe destination.

3.0 Masterplan Development Sites

- 3.1 Ten priority development sites have been identified within the Masterplan area where there are opportunities for intervention or new development to help address the challenges faced by Stretford Town Centre and meet the vision and objectives of the Masterplan. The sites selected are those within the Masterplan area that are either within the Council's ownership, vacant land or buildings, or sites of strategic

importance. It is important to make clear that no one project in isolation will deliver the vision and objectives of the Masterplan.

3.2 The development sites identified within the Masterplan are as follows:

- § Site 1: Stretford Mall
- § Site 2: Arndale House
- § Site 3: Stretford Public Hall
- § Site 4: Essoldo Cinema
- § Site 5: Lacy Street/Newton Street
- § Site 6: Former Boatyard, Edge Lane
- § Site 7: Royal Canal Works, Edge Lane
- § Site 8: Stretford Metrolink Station
- § Site 9: Mitford Street Clinic
- § Site 10: The Drum

4.0 Public Realm, Highways and Pedestrian Movement

- 4.1 Successful town centres require good quality streets and spaces that provide an attractive physical environment. The existing public realm in Stretford Town Centre is tired, dated and the linkages between key areas are poor. There is a lack of any sense of arrival at key town centre gateways and limited town centre activity in the evenings. The revitalisation of Stretford Town Centre will require the provision of safe and attractive routes alongside enhanced gateways to the town centre.
- 4.2 The six lane A56 and Kingsway/Edge Lane dual carriageways separate Stretford Mall from the local population and key assets while their associated traffic dominates the town centre environment. The A56 presents a significant barrier to pedestrian movement in Stretford Town Centre. Pedestrian access across the A56 into the town centre is currently provided by four subways which are widely viewed as unattractive, unsightly and associated with fear of crime and anti-social behaviour.
- 4.3 Any potential removal of the subways and their replacement with surface level crossing points will need to take account of the impacts on pedestrian safety and the Council's statutory duties to maintain traffic flows.
- 4.4 To facilitate the change required consideration will be given to commissioning a Public Realm and Movement Strategy as part of the works to deliver the Masterplan. This study will identify the specific interventions required as part of a comprehensive scheme that will make Stretford a more attractive and successful town centre whilst balancing the need to minimise the risk of accidents and providing for pedestrian safety.

5.0 Other Options

- 5.1 Under a continuation of the existing programme for the delivery of development within Stretford Town Centre that development would largely be dictated by market conditions and be delivered in a piecemeal manner. This approach is rejected as it would be highly unlikely to deliver the step change the town centre requires. If this option were pursued without other significant interventions Stretford would be

expected to continue to decline in comparison with other competing centres and would fail to make full use of its existing assets. Furthermore this option would not achieve the objectives of the Core Strategy.

6.0 Modifications to the Masterplan

6.1 The Council held a public consultation on the consultation draft Stretford Town Centre Masterplan from 24 July to 20 October 2013. In total 242 representations were received during the consultation period via both the questionnaire and stand-alone responses. Consultation responses and the identity of those making them are matters of public record and open to public scrutiny. A full report on the consultation is provided at Appendix 2.

6.2 The majority of the responses received have been positive and a majority have stated that they agree with the proposed approach to the regeneration of Stretford. There is a recognition that the town centre needs to be significantly improved if it is to meet the needs of the community. However there are different views as to how this can be achieved.

6.3 To take account of the Consultation feedback the following modifications have been made to the Stretford Town Centre Masterplan:

- § There is a clearer link made between the vision and objectives and the proposals for each development site.
- § The sustainability principles underpinning the Masterplan have been brought forward to form part of the 'vision and objectives' section.
- § The boundary of the Masterplan area has been amended to include the units at the Barton Road/Kingsway junction.
- § The illustrative Masterplan has been amended to reflect the proposed changes to the development sites.
- § A new section has been added on Stretford's assets.
- § Additional detail has been added to the challenges and opportunities section on the performance of the national economy, the town centre, the local office market and the residential market to add clarity to the approach being taken.
- § The proposed development for each site has been updated to reflect comments made and changes on the ground.
- § The proposals for improvements to pedestrian movement and highways have been moved to a stand-alone section and expanded to reflect their importance in the Masterplan.
- § A delivery section, including key actions and a phasing plan for the next five years has been added to the document.

7.0 Next Steps

7.1 It will be important to ensure that all stakeholders, particularly businesses and property owners, are involved in the delivering activity in Stretford Town Centre. To achieve this there is an opportunity to refresh the governance model for the town centre and particularly secure more business representation and a wider community input.

7.2 The delivery of the Masterplan will be dependent on effective partnership working. As part of the new governance structure collaborative working with the community, businesses, landowners, developers, investors, retailers and residents will support the delivery of a revitalised Stretford Town Centre.

7.3 A series of key actions have been identified for the next five years to progress the delivery of the Masterplan. These include:

- § Establishment of a new governance structure
- § Preparation of public realm and movement designs
- § Securing indoor markets within the Mall
- § Delivery of new retail/leisure uses on Edge Lane
- § Disposal and reuse of Stretford Public Hall
- § Development of the Drum site
- § Development of the Royal Canal Works site
- § Implementation of phase one public realm works
- § Development of the former Boatyard site
- § Delivery of the Lacy Street/Newton Street site

Reasons for Recommendations

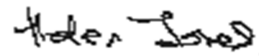
The Executive is asked to approve the Stretford Town Centre Masterplan which will form the Council's strategy for securing the revitalisation of Stretford Town Centre over the next 10-15 years.

Key Decision: Yes.

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

Finance Officer ClearanceGB.....

Legal Officer ClearanceEO.....



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

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

Stretford Town Centre Masterplan Consultation Report

1. Background

- 1.1 Trafford Council invited representations on the consultation draft Stretford Town Centre Masterplan for an 8 week period from 24 July to 18 September 2013. The public consultation was subsequently extended by a further 4 weeks to 20 October 2013 to allow additional time for representations to be made.

2. Statement of Community Involvement

- 2.1 The Council adopted its Statement of Community Involvement on the 27th July 2006. This sets out the process by which the Council will consult appropriate bodies in the course of drafting all documents that are part of the Local Development Framework.
- 2.2 The Stretford Town Centre Masterplan consultation has been carried out in accordance with the principles of the adopted Statement of Community Involvement.

3. Informal Consultation

- 3.1 An informal consultation stage ran from 25 June to 23 July 2013 and included presentations to the Stretford Town Centre Partnership, Gorse Hill Action Group, Stretford M32 group and the Meadows and Trees Tenants and Residents Associations prior to full public consultation. The consultation draft Stretford Town Centre Masterplan was also discussed at the North Community Networking Event, on 15th July 2013

4. Consultees

- 4.1 The Council has formally consulted the following key stakeholder groups in relation to the consultation draft Stretford Town Centre Masterplan. These included:
 - § local resident bodies and community groups, eg. Gorse Hill Action Group, Meadows Tenants and Residents Association, Tree Tenants and Residents Association, Stretford M32 Group;
 - § town centre organisations, eg. Stretford Town Centre Partnership;
 - § local businesses;
 - § local politicians;
 - § land and property owners;
 - § developers;
 - § highway authorities;
 - § statutory consultees and agencies, eg. English Heritage, the Environment Agency;
 - § public funders, eg. Homes and Communities Agency;
 - § local service providers, eg. the Trafford Clinical Commissioning Group, registered providers of social housing;

- § utilities companies; and
- § transport providers eg. Transport for Greater Manchester.

4.2 Neighbouring authorities of Trafford were also invited to make representations regarding the Stretford Town Centre Masterplan in accordance with the Council's 'Duty to Co-operate' obligations.

4.3 In addition the Council notified consultees listed on the Strategic Planning and Stronger Communities databases.

5. Formal Public Consultation

5.1 A questionnaire was prepared to record feedback on the consultation draft Masterplan. This was made available on the Trafford Council website. Hard copies of the questionnaire were also made available on request from any Council library.

5.2 On commencement of the public consultation of 24 July 2013 a dedicated page on the Trafford Council website was launched detailing the consultation process and planned events along with links to the Stretford Masterplan document, an information leaflet and an online questionnaire. An email notification was sent to all relevant contacts within both the Strategic Planning and Stronger Communities consultation databases.

5.3 A display of the Masterplan proposals was located in the foyer of Stretford Library and at Stretford Hive throughout the consultation period. The Council distributed 2,000 information leaflets, summarising the Masterplan and the consultation process to community groups and all businesses within Stretford Mall and the surrounding area. The information leaflets were also made available at Stretford Library, Old Trafford Library, Lostock Library and the self-service library in Trafford Town Hall.

5.4 A presentation was made at a public meeting organised by the Stretford M32 Group on 24 July 2013. Over 100 people attended this event which also included small group workshops and a question and answer session.

5.5 Consultation drop-in sessions took place at The Hive in Stretford Mall on 24 July, 5 September, 7 September and 20 September 2013 where Council officers were available to provide information and answer any questions. Consultation material was also made available at the Lostock Community Fun Day, held in Lostock Park on 8 September 2013.

5.6 A Neighbourhood Forum was held at St Matthew's Church Hall in Stretford on 16 September 2013 and attended by 175 residents. The Council gave a presentation on the consultation draft Masterplan followed by a question and answer session.

5.7 Local schools have been offered the opportunity for workshop sessions to discuss ideas for Stretford Town Centre. A workshop was held with 60 children at Victoria Park Junior School on 16 October 2013. Pupils were asked what they think makes a good town centre, what they currently enjoy

about Stretford and what they think is currently missing from the town centre offer.

6. Inspecting the Plans

6.1 In addition to the consultation events held the consultation draft Stretford Town Centre Masterplan was made available for inspection at the following locations:

- § On the Council's website: <http://www.trafford.gov.uk>;
- § Stretford, Old Trafford and Lostock libraries;
- § The Hive in Stretford Mall; and
- § Stretford Leisure Centre.

7. Representations Received

- 7.1 The deadline for comments to be made was 18 September 2013. This was subsequently extended by a further 4 weeks to 20 October 2013.
- 7.2 The consultation questionnaire was available for completion online on the Trafford Council website. Hard copies of the questionnaire were also made available on request at any Trafford library.
- 7.3 Written Correspondence was sent to: Economic Growth, Trafford Council, Waterside House, Sale Waterside, Sale, Greater Manchester, M33 7ZF.
- 7.4 Representations by e-mail were sent to: stretfordmasterplan@trafford.gov.uk
- 7.5 In total 242 representations were received during the consultation period via both the questionnaire and stand-alone responses. Consultation responses and the identity of those making them are matters of public record and open to public scrutiny.
- 7.6 The local Labour Party also carried out its own consultation exercise on the draft Masterplan during the public consultation period with 200 people taking part in its survey.
- 7.7 A summary of the main issues raised by the respondents is set out below.

Overall Approach

- 7.8 The majority of the responses received have been positive. A majority have stated that they agree with the proposed approach to the regeneration. There is a recognition that Stretford Town Centre needs to be significantly improved if it is to meet the needs of the community.
- 7.9 However there is some disagreement as to how this can be achieved. There is a general concern expressed that there is too great a focus on new residential accommodation within the Masterplan as currently drafted and not enough commitment to the provision of new amenities, particularly in respect of growing the evening economy, providing a broader retail offer and the need for supporting community facilities. There are also concerns around the

amount of public investment available to kick start the regeneration of Stretford and the Council's influence over privately owned sites/buildings in the Masterplan area.

- 7.10 The inclusion of sustainability principles within the Masterplan has been welcomed. However it is suggested that these principles should more clearly underpin the proposals with the social, economic and environmental elements of sustainable development considered and balanced in the Masterplan.

Vision and Objectives

- 7.11 50% of respondents agreed with the vision and objectives, with 31% disagreeing and 19% responding with don't know. Whilst there is some agreement with the visions and objectives concern was expressed that the ambition for Stretford does not go far enough. Furthermore there should be a clearer linkage between the vision and objectives within the Masterplan and the identified projects. Some concern was also expressed around the ability to deliver the vision and objectives in the Masterplan given the current public funding and financial climate.

Masterplan Boundary

- 7.12 A clear majority supported the proposed Masterplan boundary. However a number of comments were made that identified areas where the boundary could be extended. The Barton Road shops were highlighted as a retail location outside the Mall that could be linked more effectively to the town centre. Some views were expressed that the boundary should include additional gateways into the area such as Stretford House and the Barton Road/Kingsway junction. It was noted that the inclusion of additional surrounding residential uses would contribute to the desired mix of uses. There were several comments focused on the need to create stronger connectivity with both Victoria Park and Longford Park. It was also suggested that potential longer-term opportunity sites along the A56 between the town centre and the M60 could be included.

What Stretford Town Centre Needs

- 7.13 The three improvements that would most encourage people to spend more time in the town centre are identified as an improved selection of food and drink outlets, an improved range of shops, and more attractive outside spaces. There is a clearly expressed view that Stretford Town Centre needs to provide a broader offer if it is to compete effectively with other centres and attract people to stay for longer periods of time. In general people would like the ability to do day-to-day shopping in their local area. A number of comments focus on the need to develop more evening attractions and provide town centre activity after 5pm. An improvement in the quality of the public realm, mitigation of the negative impact of the A56 and provision of more attractive pedestrian routes throughout the town centre are also all identified as improvements that would encourage people to use Stretford Town Centre more regularly.

Stretford's Assets

- 7.14 Stretford's historic buildings are identified as its best asset in the consultation responses. The library and old Post Office building on King Street are both identified as important historic buildings in the town centre in addition to Stretford's listed buildings. With regards to Stretford's historic buildings there is some concern expressed around their future use and ownership. There are a number of comments made that both the library and Stretford Public Hall should be kept in public ownership and/or developed with local residents and the community in mind.

Development Sites

- 7.15 There are a number of different views around the ten development sites and their proposed uses and also whether the extent of intervention proposed in the consultation draft Masterplan is sufficient to address the problems facing Stretford. A summary of these views by development site is set out below.

Stretford Mall

- 7.16 The majority see the future of the Stretford Mall site as critical in revitalising the town centre but there is concern around how it will be delivered given the current ownership and that the proposals are not radical enough. There is strong support expressed for a more comprehensive redevelopment of the Mall site if this is a feasible option. The improvements that are strongly supported for the Mall are a better mix of shops, more food and drink outlets, cheaper car parking, regular markets and more attractive frontages.
- 7.17 Edinburgh House Estates, who act on behalf of the lender and receiver of Stretford Mall, note in their representation that a range of occupiers and users have been approached to take up floorspace, especially food and drink outlets along Chester Road. Whilst there has been some interest from local occupiers the interest received is limited. They note initiatives that would help occupiers to take space including aid with business rates, contribution to fit out and guaranteeing of leases.

Arndale House

- 7.18 There are limited comments made on Arndale House. Those comments that have been made are supportive of the proposed refurbishment of this site for commercial or residential use.
- 7.19 Edinburgh House Estates note in their representation that a number of potential affordable housing providers have been approached in relation to this site, with feedback universally negative driven by the lack of space available to make projects viable.

Stretford Public Hall

7.20 There are a number of comments made around the future of Stretford Public Hall which is viewed as a key asset that makes a positive contribution to the town centre. Whilst some people are supportive of plans to use the building for a hotel or new office space others have expressed the view that some community use would be more preferable. There is a concern by some respondents that the receipts from any disposal of this publicly owned building would not be used to benefit the future regeneration of Stretford. There are also some representations from residents on Dorset Street with concerns over the implication of these proposals on the immediate vicinity.

The Essoldo

7.21 There is strong support for the proposal to use the Essoldo for leisure uses. The idea of opening up the rear of the site and making use of the canalside setting is also supported. It is broadly recognised that the building could be an asset for the area but there is frustration that it has been vacant for a long time. There is some concern over what influence the Council has in securing the active re-use of this building. It is also requested that the implications of any development at this site on residents of nearby properties is fully considered.

7.22 A number of comments have been made in relation to the empty office units on Edge Lane adjacent to the Essoldo and identified in the Masterplan for residential development. These are often referred to as the Edge Lane shops, although the units in question were formerly used as office floorspace by the NHS. A planning application was granted for the conversion of the five vacant office units on Edge Lane to residential in 2012 although this conversion has not started on site. There is strong support for these units being used for retail/leisure uses supporting an attractive route between the Mall site and the Metrolink Station/Bridgewater Canal.

Lacy Street/Newton Street Car Park

7.23 The representations received are broadly supportive of the redevelopment of the Lacy Street/Newton Street car park site. There is some support expressed for a landmark building at this location with a development that opens onto the canal and provides a mix of uses including restaurants and cafes. The existing car park is largely used by commuters travelling by Metrolink and there is some concern around the potential loss of car parking and the subsequent effect on surrounding residential areas.

7.24 Royal Mail have emphasised that should the area of the site occupied by their sorting office come forward for redevelopment then it is essential that a viable and commercially attractive re-provision / relocation of Royal Mail's operation is secured prior to the redevelopment. They also note that, should they remain in situ and any land surrounding the sorting office is redeveloped, any new uses should be designed and managed in a way that is sensitive to Royal Mail operations.

7.25 If the existing sorting office and office uses are relocated from this site there is a desire expressed to keep them in the surrounding area.

Former Boatyard, Edge Lane

- 7.26 This site is recognised as providing an opportunity to increase the attractiveness of this section of the Bridgewater Canal and function as an enhanced gateway to the town centre from the Metrolink Station. There is some concern in relation to the development of this site solely for residential use. A number of respondents would like to see new bars and restaurants developed which face onto the canal and make this area a destination. There is also concern expressed around extra traffic that may be generated in the vicinity of the Metrolink Station. Some would prefer to see a canal-themed attraction with boat moorings opening this area up to the wider community and tourists.
- 7.27 The site is in the ownership of the Bridgewater Canal Company who have welcomed and supported its inclusion as a potential site for residential development.

Royal Canal Works, Edge Lane

- 7.28 The representations made in respect of the Royal Canal Works site are broadly the same as those made in respect of the former boatyard site. Whilst there is some support for residential development a number of respondents would prefer a more mixed development with some canalside bars and restaurants provided. There are also some concerns raised around access to the site from Edge Lane and the potential impact on existing residential properties on the opposite side of the Metrolink line.
- 7.29 The landowner of the Royal Canal Works site strongly supports its identification as a development opportunity. It is suggested by the landowner that the site identified in the Masterplan be enlarged to accommodate additional adjoining land controlled by Transport for Greater Manchester (TfGM) that could be brought into the development. It is also requested that the Masterplan have greater flexibility in respect of the types of land use that could be accommodated on the site including bar and restaurant uses and purpose built student accommodation.

Stretford Library and Mitford Street Clinic/Bennett Street Surgery

- 7.30 There is considerable opposition expressed to the relocation of Stretford Library into the Mall as part of a new combined facility. The library building itself is seen as a valuable part of the streetscape and offers potential to create a more effective link across Kingsway. The library site was identified alongside the former Mitford Street Clinic/Bennett's Street surgery site for future residential development if the library were to be relocated.

The Drum

- 7.31 The Drum site was identified in the draft Masterplan for residential development. The owner of this site is currently pursuing the development of a drive-thru restaurant which is now subject to a planning application

(81449/FULL/2013). There have been mixed views expressed in relation to this with some supportive of the scheme and others strongly opposed.

Highways and Public Realm

- 7.32 The proposals to make the town centre more pedestrian friendly and reduce traffic speeds are largely supported but some concerns are expressed around how this will work in practical terms.
- 7.33 Chester Road is specifically identified as a major barrier where a narrower road and lower speed limit may be appropriate. There are mixed views as to whether the subways should be closed and replaced with pedestrian crossings or left in situ and improved. There are some representations that would prefer to see the A56 tunnelled underground as it passes through the town centre.
- 7.34 There is broad agreement that improving the public realm and pedestrian environment is vital to securing the successful regeneration of Stretford Town Centre, but this needs careful design and a comprehensive approach if it is to work effectively.

Priorities for Investment

- 7.35 The three priorities where people would most like to see investment are in redeveloping Stretford Mall, developing the evening economy and securing new uses for the Essoldo. The next three most cited priorities are all in relation to highways and public realm, namely, improving landscaping and quality of outside spaces, reducing the impact of traffic on the town centre, and replacing the subways with pedestrian crossings.
- 7.36 A number of respondents noted that given the scale of change needed in Stretford Town Centre it was extremely difficult to select three priorities. The detailed comments made here largely reflect the comments made in earlier sections.

8. Modifications and Next Steps

- 8.1 Following the close of the public consultation the Council will prepare a revised draft of the Stretford Town Centre Masterplan. All consultation responses received will be fully considered and taken into account in making modifications to the Masterplan.
- 8.2 It is recommended that the following modifications be made to the Consultation Draft of the Stretford Town Centre Masterplan:
- § There will be a clearer link made between the vision and objectives and the proposals for each development site.
 - § The sustainability principles underpinning the Masterplan will be brought forward in the structure of the document to form part of the 'vision and objectives' section.
 - § The boundary of the Masterplan area will be amended to include the units at the Barton Road/Kingsway junction.

- § A new section will be added on Stretford's assets reflecting the comments made in the consultation.
- § Within the challenges and opportunities section additional detail will be added on the performance of the national economy, the town centre, the local office market and the residential market to add clarity to the approach being taken.
- § Further information will be added to the Masterplan to explain why additional residential development is required and how supporting community facilities, such as schools, is currently being planned for.
- § Additional detail will be added to the 'development options' section to clarify how options have been developed and the reasons for selection.
- § The proposed development for Stretford Mall will be clarified to provide additional detail around what this could entail and the mechanism for delivery.
- § A section will be added to the proposed option for Stretford Public Hall explaining the rationale behind the Council disposing of the building. Its future use will also be made more flexible to enable use as an arts/cultural facility if there is a viable/self funding scheme.
- § The reference to the vacant office units along Edge Lane will be amended to reflect the fact that the residential proposal for this location have not progressed and the recent interest expressed in using some of these units for retail/leisure use.
- § Additional detailed will be added to the proposed option for the Lacy Street/Newton Street car park to clarify how the Post Office sorting depot would be dealt with.
- § Clarification will be added that any closure of the Lacy Street/Newton Street car park would be considered alongside a wider review of car parking provision for the town centre as a whole.
- § The proposed development for the Royal Canal Works site will be amended to provide for the potential to include restaurant/bar use as part of a residential scheme.
- § An amendment will be made to the Stretford Library and Mitford Street Clinic/Bennett Street Surgery site with the library remaining in situ.
- § The proposed development for The Drum site will be amended to reflect the recent planning application that has come forward for the development of a drive-thru restaurant.
- § The proposals for improvements to pedestrian movement and highways will be moved to a stand alone section to reflect their importance in the Masterplan. Additional detail will be added relating to how these will be taken forward through a more detailed piece of work.
- § The illustrative Masterplan will be amended to reflect the proposed changes to the development sites and also included clearer reference to the creation of green linkages to both Victoria Park and Longford Park.
- § A delivery strategy will be prepared to support the implementation of the Masterplan.

Background Documents

Background Document 1: Consultation questionnaire

Background Document 2: Summary of consultation responses data

Background Document 3: Feedback from M32 Group Public Meeting

Background Document 4: Feedback from Neighbourhood Forum

Background Document 5: Feedback from workshop with Victoria Park Junior School

Background Document 6: Local Labour Party consultation findings

Background Document 7: Full record of consultation responses received

STRETTFORD TOWN CENTRE MASTERPLAN

Introduction

Many town centres nationally have suffered in recent years due to the pressures of out of town retail, internet shopping, the global economic recession and the lack of a distinctive offer. Stretford has not been immune from these pressures and it is recognised that more needs to be done in order to make Stretford Town Centre a unique and attractive destination of choice.

Stretford benefits from a strong community spirit and at its heart is a town centre serving local people; however there remain significant challenges. In order to realise its potential we need to address these key challenges and maximise the contribution made by Stretford's existing assets.

Ensuring the vitality of town centres is a priority of Trafford Council and there is a commitment to ensuring that local people are able to shop, eat, drink, relax and access key services within their town centre. Delivering the successful regeneration of Stretford Town Centre is therefore considered to be a key priority. The Stretford Town Centre Masterplan seeks to establish a comprehensive vision for the town centre, identify areas for future development and set out the key actions required to deliver this change and growth.

Stretford Town Centre

Stretford is one of Trafford's town centres and a key driver in the economic growth of the Borough. Stretford Town Centre is located in a prominent position along the A56 corridor at the northern end of Trafford and benefits from links to the M60, good public transport connections and access to the Bridgewater Canal. The Victoria, Longford, Moss and Gorse Hill parks are all located within walking distance of the town centre and provide access to areas of attractive green space.

Until the 1960s the town centre contained a wide range of retail, leisure and entertainment facilities within a conventional suburban neighbourhood. In the late 1960s and early 1970s significant development took place in the area with the widening of the A56 to six lanes and the completion of the Arndale Centre, a covered shopping centre now known as Stretford Mall. The core of the town centre area is now dominated by Stretford Mall. The mix of leisure and family entertainment uses has diminished over the years and there is no functioning evening economy in the town centre to provide for local people or visitors, furthermore there is no life or vitality in the



Stretford Town Centre Masterplan (January 2014)

centre after Stretford Mall closes. There are a limited number of office uses including Trafford Housing Trust, JobCentre Plus, Connexions and a mix of professional services. A number of important community facilities are located in the area, including Stretford library.

Purpose of the Masterplan

There is a clearly recognised need to improve the offer of Stretford Town Centre which is identified in the Trafford Core Strategy as a location for regeneration and change. The Trafford Retail and Leisure Study (2007) stated that Stretford Town Centre is “*in need of urgent improvements*”. The Retail and Leisure Study identified potential for future retail growth and an improvement in the evening economy focused on the food and drink offer and family orientated leisure facilities.

Delivering the successful regeneration of Stretford Town Centre is a key priority for the Council. In order to deliver the change and growth sought this Masterplan sets out how Stretford can maximise the opportunities of its key assets, link key spaces together and create a strong and attractive destination of choice meeting the needs of the community.

The ambition is to secure the revitalisation of Stretford Town Centre and create a unique town centre that is a destination of choice for local people to shop, eat, drink, relax and access key services. The Stretford Town Centre Masterplan will provide a coherent framework for the Council, property owners, prospective developers, existing occupiers and community stakeholders which will assist in realising the opportunities which exist within the Masterplan area over the next 10-15 years.

Public Consultation

Trafford Council invited representations on the Consultation Draft Stretford Town Centre Masterplan for an eight week period from 24 July to 18 September 2013. The public consultation was subsequently extended by a further four weeks to 20 October 2013 to allow additional time for representations to be made. In total 242 representations were received during the consultation period. A separate report on the consultation process, including a summary of the issues raised and full details of all representations received, has been completed. All consultation responses received have been fully considered and taken into account in making modifications to the Masterplan. The comments received will also be taken into account in the preparation of the Land Allocations Plan which is out for consultation in January/February 2014.

Structure of the Masterplan

- Masterplan Area
- Vision, Objectives and Sustainability Principles
- Illustrative Masterplan
- Policy Drivers
- Stretford's Assets
- Challenges and Opportunities
- Development Opportunities
- Public Realm, Highways and Pedestrian Movement
- Design Guidance
- Delivering the Masterplan

The Masterplan Area

Area Boundary

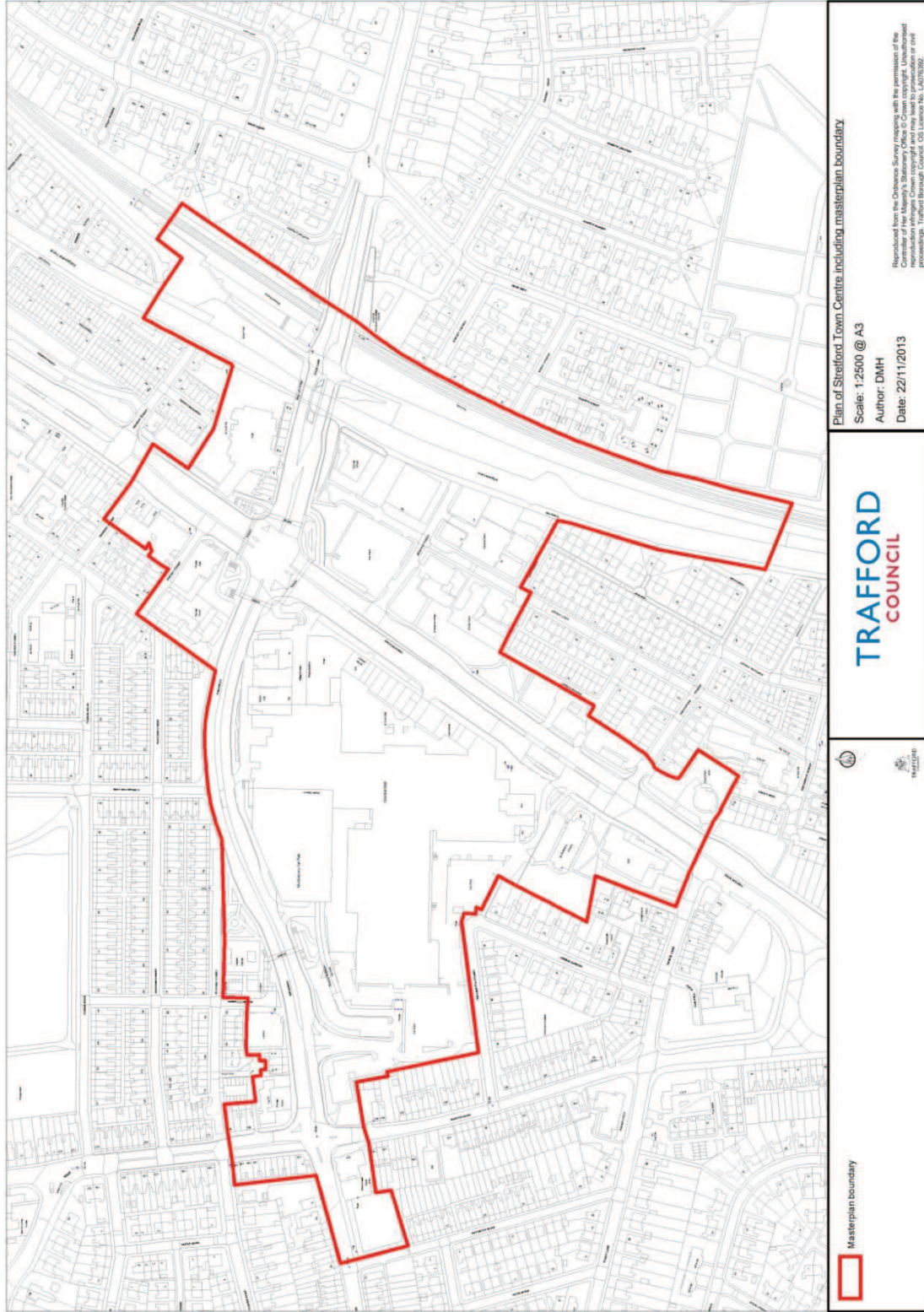
The Masterplan area boundary, as shown in Figure 1 below, encompasses Stretford Town Centre, as defined by the Trafford Unitary Development Plan (UDP) Proposals Map, in addition to a section of the Bridgewater Canal and key gateway sites at Chester Road, Edge Lane and Kingsway.



The Masterplan area boundary comprises the existing Stretford Town Centre boundary, in addition to a section of the Bridgewater Canal, Stretford Metrolink Station, the Essoldo Cinema, Stretford Public Hall, Lacy Street/Newton Street Car Park and adjoining employment uses, The Drum Public House, St Matthew's Church, Stretford Library and Mitford Street Clinic/Bennett Street Surgery and a section of Barton Road.

The rationale for this boundary is to include key gateways into the area, landmark buildings, community facilities such as the public library, the Metrolink Station and the Bridgewater Canal whilst ensuring development can be concentrated around a strong town centre core. The Masterplan area encompasses a number of sites where there are opportunities for intervention or new development.

Figure 1: Masterplan Area Boundary



Prominent Buildings

The Masterplan area contains a number of prominent buildings, the locations of which are identified in Figure 2 below, most of which currently fail to make a positive contribution to the urban character of the town centre. If Stretford is to maximise the potential of its key physical assets then intervention will be required in respect of the majority of these buildings.

Stretford Mall

Stretford Mall was opened in 1969 as the Arndale Centre and provides the retail core of the town centre containing over 100 businesses. At the time of opening the Mall was one of the largest covered shopping centres in the country, providing modern retail facilities in the heart of the community. However, over recent years Stretford Mall has suffered from a lack of investment, competition from other centres and the loss of several major occupiers. Furthermore the once popular indoor market area is now largely vacant. As a consequence the Mall and town centre as a whole has been losing out to other centres that can offer both a more attractive retail environment to shoppers and modern retailers with more suitable premises.



Trafford Council is the freeholder of the Mall site. The operator of the Mall, which has a long leasehold interest in the site, is currently in administration.

Essoldo Cinema



The Grade II listed Essoldo Cinema building, designed in the art deco style, is an important heritage asset for Stretford Town Centre. Its distinctive frontage and location at a gateway into the town centre makes it a key landmark building. Originally known as the Longford Theatre, the building opened in 1936 and was renamed the Essoldo in 1950. From the mid-1960s the building was used as a bingo hall until its closure in 1995. It is currently in private ownership and has remained vacant for over 15 years providing an unattractive frontage. Adjacent to the Essoldo Cinema are three retail units located in a three storey terrace block alongside the Brick Top hairdresser unit and a row of five vacant office units with two storeys of residential above.

Stretford Town Centre Masterplan (January 2014)

Stretford Public Hall

The Grade II listed Stretford Public Hall was built by John Rylands and opened in 1878. It is located on the A56 opposite the Essoldo Cinema and recognised by the community as a significant part of the architectural and historic fabric of Stretford. The building has accommodated a variety of uses over its lifetime including a library and civic theatre. It was refurbished in the mid-1990s and until recently was used as office premises by Trafford Council.



Stretford Library

The Stretford Library building is located on Kingsway, opposite Stretford Mall. The building opened in 1940 and contains the library, learning centre and the Stretford Citizens Advice Bureau. It is Trafford's oldest operational library building and requires improvements if it is to be made accessible for all.



Stretford Metrolink Station

Stretford is situated on the Altrincham to Bury Metrolink line and the station is a key public transport gateway into the town centre. The station originally served the Manchester South Junction and Altrincham Railway. The former street level booking hall building on Edge Lane currently contains retail and service uses.



St Matthew's Church

St Matthew's Church is a Grade II listed building constructed in the Gothic Revival style and is located adjacent to the southern side of Stretford Mall. The building was completed in 1842 to replace the original Stretford Chapel built by the de Trafford family in the 15th Century.



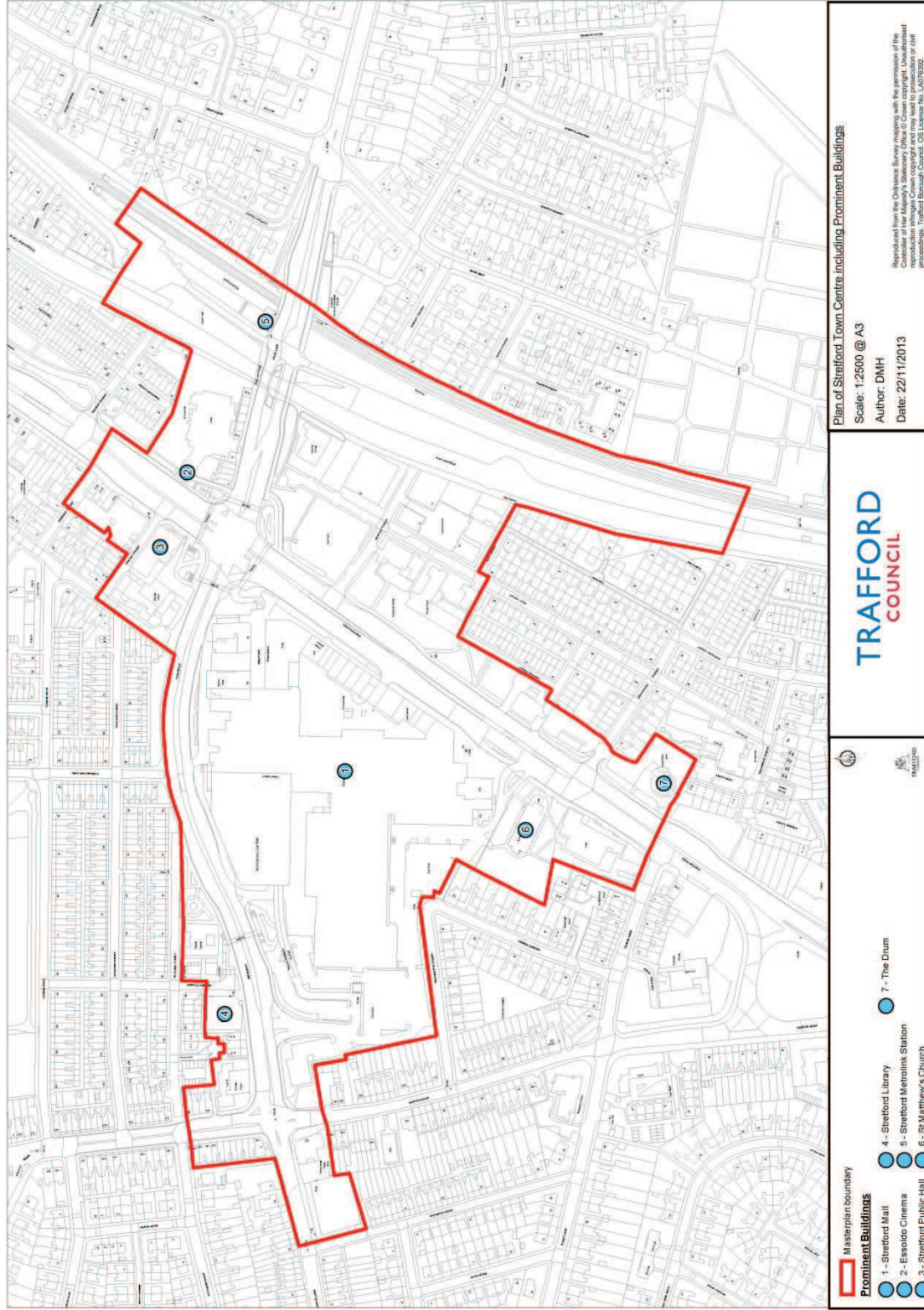
The Drum

The Drum is a vacant two storey building that fronts onto Chester Road and is located at the southern edge of the town centre opposite St Matthew's Church. Until recently it contained The Drum Public House.



Stretford Town Centre Masterplan (January 2014)

Figure 2: Prominent Buildings



Plan of Stretford Town Centre, including Prominent Buildings
 Scale: 1:2500 @ A3
 Author: DMH
 Date: 22/11/2013

TRAFFORD
 COUNCIL

Map of Stretford Town Centre, including Prominent Buildings, with the permission of the Controller of Her Majesty's Stationery Office. Crown copyright. Unauthorised reproduction infringes Crown copyright and may lead to prosecution or civil proceedings. Trafford Borough Council. OS Licence No. LA101032

Vision, Objectives and Sustainability Principles

Vision

The vision for Stretford Town Centre is as follows:

‘To create within Stretford Town Centre a prosperous, vibrant, attractive and safe destination that provides facilities throughout the day and evening to meet the needs of the community whilst maximising the opportunities provided by its key assets’.

To achieve this Vision:

‘The Masterplan will deliver a strong sense of place within Stretford Town Centre with a thriving retail and leisure offer alongside new employment and residential development. There will be a clear and distinctive identity taking advantage of its listed buildings, covered shopping centre facilities and access to environmental assets including Stretford’s parks and the Bridgewater Canal. The town centre will also be highly accessible with excellent public transport links and attractive pedestrian and cycle routes.

There will be a balance of independent retailers alongside national chains in an attractive shopping environment. The town centre will include a range of restaurant and café uses alongside family orientated entertainment activities contributing to a vibrant evening economy. The area will contain a range of high quality community facilities that meet the needs of local residents and support activity within the town centre. It will provide opportunities for those attending major cultural and leisure attractions in the surrounding area to visit and stay within the town centre’.

Objectives

The primary objective of the Masterplan is to secure the successful regeneration of Stretford Town Centre and provide a prosperous, vibrant, attractive and safe destination. The objectives of the Masterplan are:

- MO1: To bring forward sustainable development that realises the full potential of Stretford Town Centre and the surrounding area.
- MO2: To create a strong sense of place within the town centre.
- MO3: To improve key town centre gateways.
- MO4: To develop unused, under-used or derelict land for a mix of uses.
- MO5: To promote the refurbishment, enhancement and reuse of historic buildings such as the Essoldo Cinema and Stretford Public Hall.
- MO6: To enhance the retail, leisure and services offer in the town centre, particularly the evening economy.
- MO7: To deliver additional employment activity within the town centre.
- MO8: To provide residential development and a better balance in housing types.
- MO9: To attract visitors using major cultural and leisure attractions in the surrounding area to Stretford Town Centre.
- MO10: To maximise the role of recreational assets and green spaces including the Bridgewater Canal, Trans Pennine Trail and Stretford's parks.
- MO11: To address poor air quality and congestion along the A56.
- MO12: To improve pedestrian and cycle routes through the area and access by public transport.
- MO13: To provide clear signage throughout Stretford Town Centre.
- MO14: To create a safe and secure town centre where crime and anti-social behaviour is actively discouraged and reduced.
- MO15: To reduce economic deprivation within the surrounding area.
- MO16: To ensure the town centre fulfils its role as a vibrant social hub for the whole community.

Sustainability Principles

Development within the Masterplan area will be required to meet current planning policy in relation to energy and sustainable design. Future development proposals should also be in accordance with the following sustainability principles:

- SP1: Sustainability should be a primary consideration within the development process and lead to energy efficient design that reduces energy consumption and carbon emissions.
- SP2: New development should make use of renewable energy sources.
- SP3: There should be a focus on reducing the need to travel by privately owned vehicles and improving linkages with public transport infrastructure, cycle networks and pedestrian routes. A range of facilities should be provided to allow people to work, live and play in the local area.
- SP4: New development should aim to exceed building control minimum requirements such as those relating to reductions in CO2 emissions and climate change mitigation at the time of development.
- SP5: Modern methods of construction and sustainable materials should be utilised in new development, where appropriate.
- SP6: The use of green roofs and living walls on new and existing buildings should, where appropriate, be encouraged to enhance the green environment and help create unique identity.
- SP7: Sustainable waste management and recycling strategies should be developed.
- SP8: New development should manage surface water run-off and make use of Sustainable Urban Drainage Systems (SUDS).
- SP9: The positive impact of biodiversity should be maximised and the greening of the urban environment required.

Illustrative Masterplan

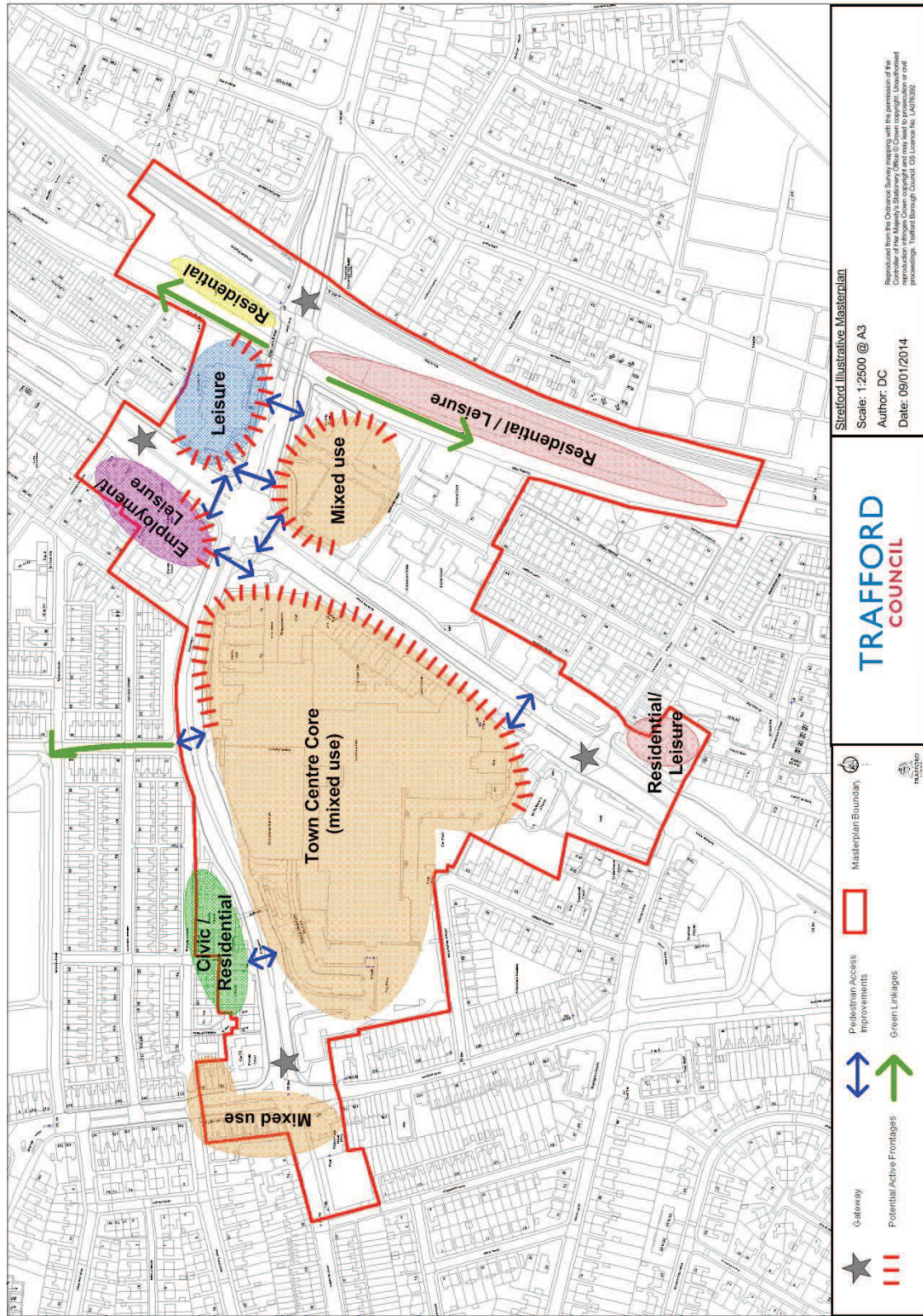
To be a successful town centre Stretford requires a diverse mix of land uses and a variety of experiences that provide an attractive offer to both the local community and visitors. Stretford currently lacks a diverse retail offer, appropriate mix of leisure and family entertainment uses, and development that maximises the impact of key assets such as its historical buildings and the Bridgewater Canal. The absence of these has an adverse impact on the performance of Stretford Town Centre and its ability to provide a prosperous, vibrant, attractive and safe destination.

Land Use Areas

Whilst a vibrant and active town centre requires a mix of land uses, it is important to provide defined land use areas in order to provide strong recognisable areas and clear urban design. The illustrative Masterplan shown in Figure 3 below seeks to define the role and function of different areas of the town centre.

A wider mix of uses will be encouraged within the town centre core at the Stretford Mall site. Land uses at key gateways should provide a sense of arrival in a town centre. Leisure and residential uses will be promoted on both sides of the Bridgewater Canal with more attractive routes provided to the town centre core. The area surrounding the Stretford Public Hall site is identified for employment and leisure use to support the town centre core. Improved linkages will be provided from the town centre core to the civic and residential uses on Kingsway and the existing retail and commercial uses along Barton Road. It will be necessary to alleviate the severance caused by the A56 and Kingsway and deliver an enhanced physical environment throughout the town centre.

Figure 3: Illustrative Masterplan



Stretford Town Centre Masterplan (January 2014)

Policy Drivers

The Stretford Town Centre Masterplan will support the delivery of key elements of national and local planning policy. This section provides a brief summary of the key planning policy documents and how they relate to the Masterplan.

National Planning Policy Framework

At the heart of the National Planning Policy Framework (NPPF) is the presumption in favour of sustainable development. Town centres are recognised by the NPPF as being at the heart of communities and planning policies should support their viability and vitality, promote competitive town centres, and provide customer choice and a diverse retail offer reflecting the individuality of town centres. The NPPF requires that local planning authorities 'positively seek opportunities to meet the development needs of their area' and develop positive planning policies to promote competitive town centre environments. Where town centres are identified as being in decline, local planning authorities should plan positively for their future to encourage economic activity.

Trafford Core Strategy

The successful implementation of the Masterplan will support the delivery of the adopted Trafford Local Plan: Core Strategy (2012). The Core Strategy sets eight Strategic Objectives for the Borough as a whole and 23 specific Place Objectives for Stretford. Stretford Town Centre is identified in the Core Strategy as a location for regeneration and change over the plan period.

Core Strategy Policy W2.4 states that Stretford Town Centre will be a focus for the consolidation and improvement of the convenience and comparison retail offer, as well as diversification to other uses such as offices, services, leisure, cultural and residential, as appropriate. Core Strategy Policy W2.6 identified the following actions for the successful delivery of regeneration in Stretford Town Centre:

- *New/improved retail floorspace to enhance the offer of the town centre, in particular within Stretford Mall and its immediate vicinity;*
- *New/updated commercial office accommodation and family oriented leisure facilities;*
- *New residential (apartment and family) accommodation (minimum of 250 units);*
- *Public realm enhancements and accessibility improvements around the A56 Chester Road – A5145 Edge Lane / Kingsway junction and between the town centre and the Metrolink station; and*
- *Securing the active reuse and preservation of the Essoldo building.*

Stretford Town Centre Masterplan (January 2014)

Trafford Land Allocations Plan (Draft)

The Council is currently preparing the Trafford Local Plan: Land Allocations Plan which will provide detailed, site specific guidance for allocated sites and will be accompanied by a new Policies Map. It will supersede the majority of the remaining Policies and Proposals of the Revised Trafford Unitary Development Plan (UDP), including the boundaries of the town, district and local centres, including Stretford Town Centre, and primary and secondary retail frontages.

The draft Land Allocations Plan will go out to public consultation in January/February 2014. Following analysis of comments received at this stage the plan will be refined and, ultimately, a further version will be prepared. However, all comments received as part of the Stretford Town Centre Masterplan public consultation in 2013 will be taken into account in the preparation of the Land Allocations Plan.

SPD2: A56 Corridor Development Guidelines

The A56 Supplementary Planning Document (SPD) sets out how the Council will promote improvements and reduce congestion along this important sub-regional transportation corridor through the provision of guidance to landowners, developers, architects, engineers, planners and other stakeholders. The SPD also provides guidance on how improvements will be implemented through such measures as planning applications, planning enforcement, development briefs and developer contributions.

The SPD identifies opportunity areas including Chester Road, Stretford, which are in need of improvement either through cleaning, landscaping or redevelopment. The Essoldo Cinema is identified as one of the major opportunity sites for intervention. The SPD also includes general guidance for new development to ensure it enhances the townscape along the A56 and identifies measures to improve road safety and accessibility for pedestrians, cyclists, public transport users and the disabled. The Chester Road and Edge Lane junction is specifically identified as one of the gateways along the A56. Further guidance is provided on making the use of the A56 more environmentally sustainable including improving air quality, tree planting, and the linkage of greenspaces.

Trafford Vision 2021

The Trafford Partnership's Sustainable Community Strategy sets the vision for Trafford by 2021, including its town centres and their importance for local people and the Borough. The priority outcomes include:

- A balanced mix of residential, retail, commercial, leisure and food and drink uses in Trafford's town centres;
- More jobs and wealth created locally;
- Plenty of high quality businesses in well served locations for both new and expanding businesses and major relocations;
- More jobs and wealth created locally, particularly in the growth sectors;
- People feel a sense of belonging and involvement in their neighbourhood;
- More new homes and more affordable homes built on previously developed land;
- Public spaces, countryside and streetscape that are easily accessible to all, attractive and well managed for residents and wildlife and well used by residents; and
- More people using accessible public transport, walking and cycling.

Stretford's Assets

There are a number of key assets in Stretford Town Centre which provide the basis for creating a successful and distinctive town centre. However many of these assets are currently under-exploited and fail to support the town centre effectively. Stretford's key assets include:

- Historic buildings
- Proximity to environmental assets
- Accessibility by road, public transport, cycles and foot
- Proximity to major destinations
- A strong local community

Historic Buildings

The Masterplan area contains three Grade II listed buildings, namely, Stretford Public Hall, the Essoldo Cinema, and St Matthew's Church. The former Post Office building on King Street and Stretford library on Kingsway, whilst not listed, are buildings of historic interest and provide a link to Stretford's past. These buildings provide a valuable contribution to Stretford's identity and character. It will be important to ensure these are preserved and enhanced in the delivery of the Masterplan.

Environmental Assets

Stretford is located in close proximity to the Mersey Valley which provides access to the countryside. Victoria Park, Longford Park, Moss Park and Gorse Hill Park all provide attractive areas of public open space within walking distance of the town centre. A section of the Bridgewater Canal runs through the town centre providing potential for an attractive waterside setting linked to the town centre. Stretford also benefits from access to the Transpennine trail, which is a national coast to coast route that provides a largely traffic free environment for walking and cycling. In delivering the Masterplan public realm enhancements and other works should improve connections to these key environmental assets.

Accessibility

Stretford benefits from excellent accessibility by both road and public transport. The town centre sits at the junction of the Manchester to Altrincham and the Stockport to Urmston bus corridors providing regular connections from destinations across Greater Manchester. The Stretford Metrolink station provides regular connections from destinations across the sub-region. However the station and the physical environment surrounding it does not currently function as an effective town centre gateway and is in need of further improvement. The proximity to surrounding residential areas provides excellent opportunities for accessing the town centre by walking and cycling, however current routes for both pedestrians and cyclists are poor. Whilst Stretford benefits from excellent road connectivity via the A56 corridor and proximity to junction 7 of the M60 some rebalancing is required between the need of road users and pedestrians at key junctions within the town centre.

Proximity to Major Destinations

Stretford Town Centre is located in close proximity to a number of major destinations including Manchester United FC, Lancashire County Cricket Club, Imperial War Museum North and MediaCityUK. Whilst these bring large numbers of people into the local area there is currently little to attract them to spend time in Stretford Town Centre and capture the resulting economic benefits. The delivery of the Masterplan will provide additional facilities to attract visitors using attractions in the wider area to spend time and money in Stretford.

Local Community

There is a strong local community within Stretford and a desire for a town centre that provides facilities to meet local people's day to day needs. The area benefits from a diverse culture and a broad mixed population and the town centre should provide them with the appropriate space and focal point. There are a lot of community groups within the area such as Friends of Victoria Park that are very active and organise regular events. This will help provide a strong base from which to deliver a revitalised Stretford and future governance structures for the town centre will seek representation from a wide cross section of the local community.

Challenges and Opportunities

National Economy

As a consequence of the recent recession, levels of retail expenditure growth have declined. This has had a knock on effect on investor and developer confidence with a number of town centre development schemes across the country either cancelled or put on hold. There has been a squeeze on growth in consumer expenditure creating tough trading conditions for retailers and other town centre businesses.

Numerous high-profile retailers have gone out of business or into administration in the last few years including Woolworths, HMV, Adams, MFI, Zavvi, Borders and TJ Hughes. In response to declining sales other retailers have closed some stores to rationalise their portfolio or reduced previous expansion plans. Furthermore numerous town centres across the country have witnessed an increase in vacancies, the loss of anchor stores and a decline in town centre development.

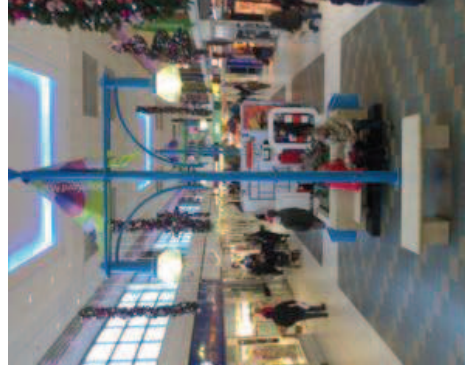
The residential property market has witnessed significant change following a peak in 2007. The UK housing market underwent a period of significant downturn following the recession. The decline in residential property values was exacerbated by the decrease in the availability of mortgage finance and other economic uncertainties which destabilised the market. Whilst values are now increasing once again challenges remain around the housing supply required to meet predicted demographic changes.

Town Centre Performance

The town centre retail property market is currently in a period of transition. Retail rental levels and yields have been adversely affected by a combination of the poor performance of retailers, a decline in consumer spending power and limited access to investment capital. The retail performance of Strefford Town Centre has also suffered from strong competition from other destinations alongside changes to the national retail market, including the growth of online shopping.

Strefford Town Centre includes 138 ground floor retail units and over 35,000 sq.m of retail floorspace. The inward facing Strefford Mall dominates the town centre and does not provide active frontages to the main roads. As a consequence it is difficult to recognise it as a town centre and fails to provide a sense of place or any focal point. Whilst the Mall does include several national retailers and some strong independent business, overall the range and quality of operators is not sufficient to

Strefford Town Centre Masterplan (January 2014)



provide an attractive retail destination of choice. There have been several high profile closures in the Mall as a consequence of the national economic climate, most notably the TJ Hughes and Argos stores. In October 2013 there were 49 vacant town centre units equating to a vacancy rate of 36%.

Whilst the former market area is currently vacant there is potential to utilise this space of provide a regular market that can provide a range of goods from everyday items to higher end produce. Further themed or event markets could also help to revitalise the town centre and attract more local people and visitors.

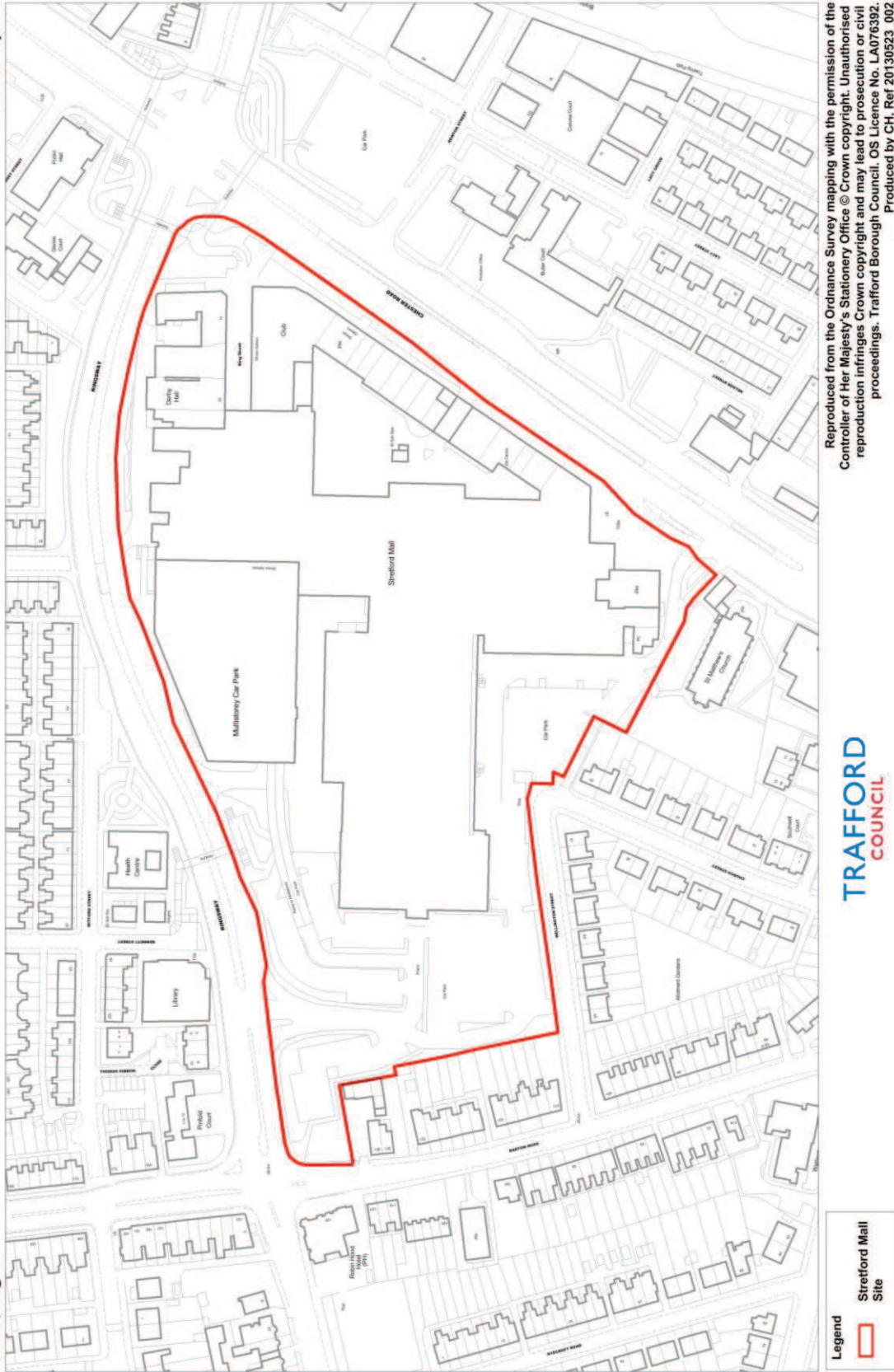
A major omission within the Masterplan area at present is the lack of an adequate mix of leisure and family orientated entertainment uses and a functioning evening economy to ensure town centre activity after 5pm. Whilst Stretford is located in close proximity to major cultural and leisure destinations, including Manchester United FC and Lancashire County Cricket Club, there is little to attract visitors using these facilities to the town centre.

It is widely recognised that Stretford Mall requires intervention to provide a more diverse town centre offer and more attractive retail frontages to both Chester Road and Kingsway. Whilst it is unlikely that growth in consumer expenditure will reach the levels which supported many of the large scale retail developments of the last decade for the foreseeable future there is potential for a reduction in the quantum of retail floorspace within Stretford's town centre core and the introduction of a wider mix of uses to better serve the local community.

Figure 4: Stretford Mall

Scale 1:2,500 @ A3

As At 23 May 2013



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TRAFFORD
COUNCIL

Legend
Stretford Mall Site

Office Market

The existing office market within Stretford Town Centre is very limited. The quantum of existing office floorspace within the Masterplan area is low and the limited amount of office floorspace that exists is generally of poor quality. Furthermore recent trends across Trafford have shown a move towards out of centre office locations, in line with the national pattern.

Within Stretford Town Centre there is no recently recorded uptake of office floorspace¹; this is largely due to the absence a supply of good quality space. Whilst the current market for office floorspace is relatively flat, an increase in the amount of good quality space within the town centre would help to support and enhance the wider town centre offer. As a location Stretford benefits from a number of assets including excellent accessibility by road and public transport, affordable office rents and proximity to the major employment locations of Manchester City Centre, Trafford Park and MediaCityUK. There is potential to strengthen the office market through the provision of some modern office space that can take advantage of Stretford's existing assets and link to a revitalised town centre retail and leisure offer.

Residential Market

The residential property market in Trafford has historically been strong relative to the performance of the regional and sub-regional market with average prices in the region of £230,000. Average sold house prices within Stretford are currently below the Trafford average and in the region of £150,000. Housing in Stretford is more affordable compared to areas immediately to the south and east, such as Sale and Chorlton where average sold prices are in excess of £200,000.

There is an identified need to deliver approximately 12,000 new homes across Trafford over the next 15 years. The distribution of new housing proposed in the Trafford Core Strategy is designed to ensure that sufficient housing is delivered in the right location to support Trafford's economic growth ambitions. Furthermore new residential development should contain the right mix of housing types and sizes to meet the needs of the community. New residential development within Stretford Town Centre will not only meet the identified need for new homes in Trafford but also support the development of the town centre retail and leisure offer by providing additional footfall and expenditure for the area and bring vacant sites back into active use. The delivery of new residential development will be supported by new community facilities within the area, including additional school provision as required.

¹ Focus Costar, October 2013
Stretford Town Centre Masterplan (January 2014)

Land Ownership

There are a number of Council land holdings within Stretford Town Centre. The Council owns Stretford Public Hall, Stretford Library and the Lacy Street/Newton Street Car Park. Whilst the Council owns the freehold interest for the Stretford Mall site the majority of this is on a long lease to Stretford Limited Partnership which went into Receivership in 2011. The Mall is therefore run by asset managers acting on behalf of Aviva Commercial Finance. Where the land interests required for delivery of key projects are not in the ownership of the delivery parties it may be necessary for the Council to consider acquiring land by using its compulsory purchase order (CPO) powers.

Movement and Highways

The six lane A56 and Kingsway/Edge Lane dual carriageways cut through the heart of the area and sever Stretford Mall from the local population and key assets such as the Bridgewater Canal, Metrolink Station and key buildings including the Stretford Public Hall and Essoldo Cinema. As a consequence the A56 and associated traffic dominate the town centre environment. The existing subways which provide access across the A56 are unattractive, unsightly and associated with fear of crime and anti-social behaviour. There is poor pedestrian access between sites within the Masterplan area.



Townscape and Public Spaces



The townscape is generally considered poor and uninspiring in appearance which contributes to negative perceptions of the area as a destination. Furthermore landscaping is dated and of poor quality throughout the Masterplan area. There is a lack of high quality and functional public open spaces within the town centre and linkages to key environmental assets are poor. Generally the built form within the town centre is of poor quality, particularly dominated by Stretford Mall. The Mall has a negative impact on the townscape with a number of blank and inactive frontages. In some areas the rear of retail units or service yards at Stretford Mall front onto the street. There are some notable buildings of historic and architectural interest within the Masterplan area, however, some of these are vacant and/or in poor condition. Throughout the town centre the existing public realm is tired, dated and does not promote a strong sense of place.

There are attractive recreational areas and high quality public open space located within walking distance of the town centre at the Victoria, Longford, Moss and Gorse Hill parks. Furthermore the wider area benefits from high quality sports and leisure facilities at Stretford Sports Village which is located 1 mile from Stretford Town Centre. These facilities include a swimming pool, gyms, a sports hall, squash courts, and a floodlit 4G artificial pitch.

Development Opportunities

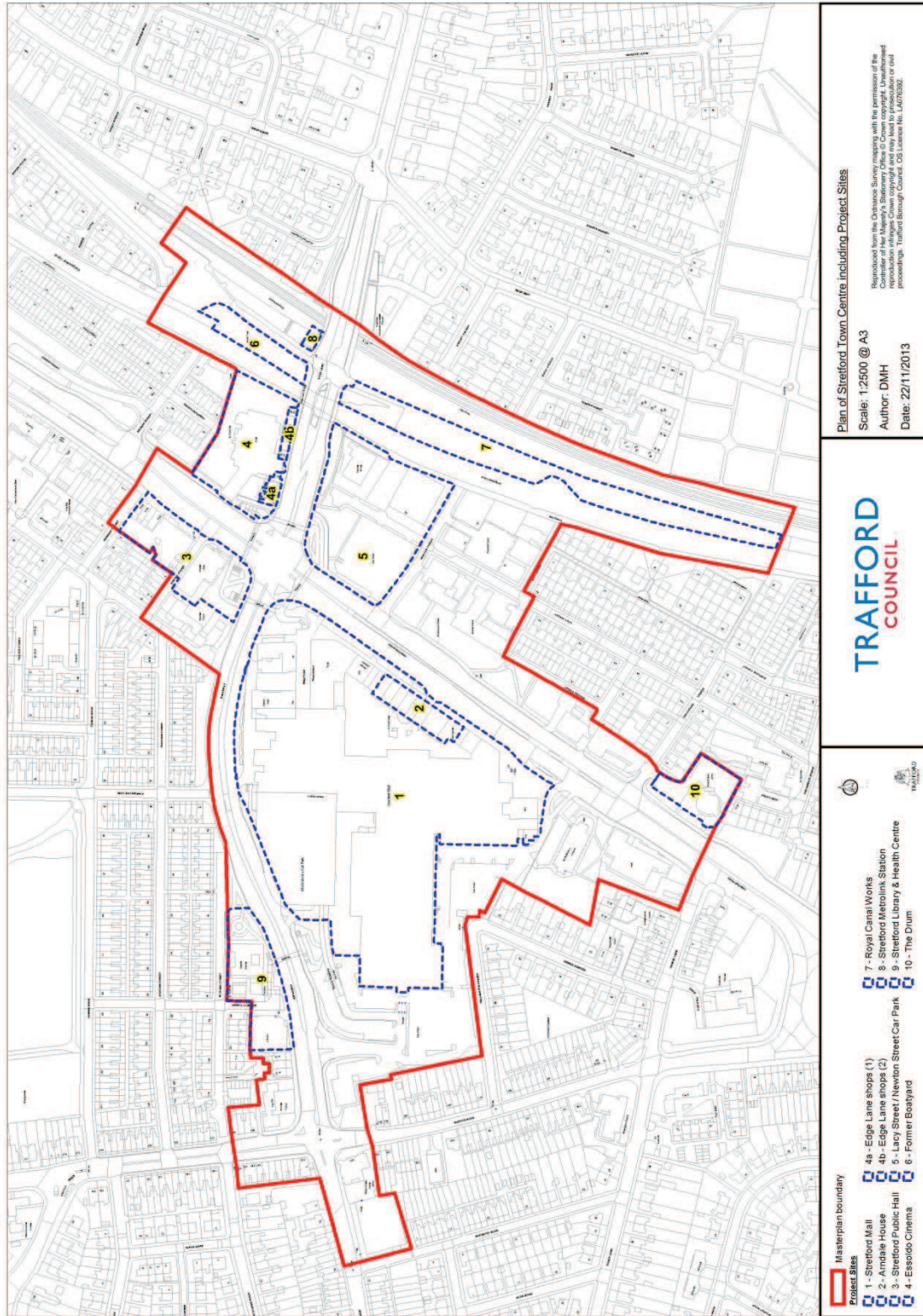
Development Sites

The approach to the regeneration of Stretford focuses primarily on remodelling of the Mall, reusing historic buildings, introducing a wider mix of uses into the town centre, developing an enhanced evening economy and improving the linkages between key environmental assets such as the Bridgewater Canal and Victoria Park.

Ten priority development sites, shown in Figure 4 below, have been identified within the Masterplan area where there are opportunities for intervention or new development. The delivery of these sites will help address the challenges faced by Stretford Town Centre, although no one project in isolation will deliver the vision and objectives of the Masterplan. The sites selected are those within the Masterplan area that are either within the Council's ownership, vacant land or buildings, or sites of strategic importance. The successful delivery of the identified development sites will help to bring life and vitality to the area and secure the regeneration of Stretford Town Centre.

The Masterplan will provide a framework to consider the area as a whole and avoid piecemeal development. In the case of privately owned sites it will provide owners/developers with greater confidence that the future of Stretford Town Centre is being considered holistically and support their delivery.

Figure 5: Development Sites



Site 1: Stretford Mall



Stretford Mall is recognised as being central to the economic health of Stretford Town Centre. Historically the Mall has suffered from a lack of investment although there are opportunities to attract new investment to the area. The previous owners of the Mall had plans for the partial redevelopment of the Mall but these have not been implemented.

The Mall offers potential for expansion, reconfiguration or redevelopment in the longer term with a consolidation of retail space, a larger convenience retail store, the creation of more attractive frontages at key entry points and the introduction of a wider mix of uses into the town centre core, including residential. Ensuring that this site maximises its potential will be critical in positioning Stretford as a modern and competitive town centre.

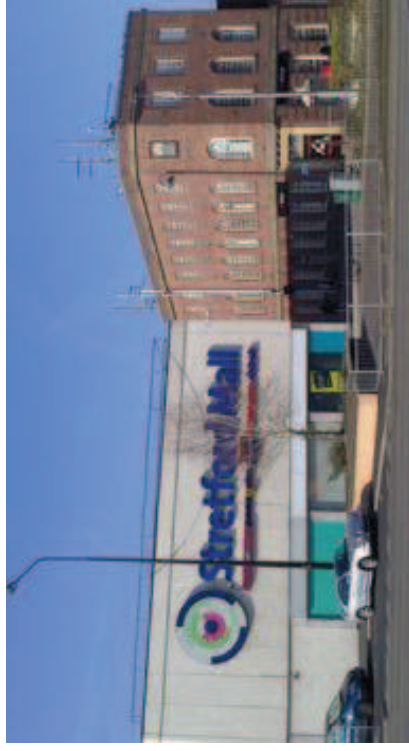
There is potential to change the use of shop units along Chester Road to provide restaurant and café uses strengthening the evening economy and creating a more active and attractive frontage. A lay-by in front of these units has already been created to facilitate this change and provide short-stay car parking and a drop off area.

Whilst Stretford Mall is recognised as a dated and underperforming facility, there would be considerable cost implications in demolishing a significant proportion of the Mall. Therefore the Masterplan proposes the retention of the majority of the existing Mall which can be remodelled to create a more outward facing development. The remodelling would focus on the creation of more active frontages at key locations and the improvement of the physical attractiveness of the Mall. This includes scope for some demolition works and the delivery of a wider mix of town centre uses.

These uses would include:

- an anchor convenience retail store;
- balance of national retailers and independent stores;
- restaurant and café uses to provide for both the local community and visitors to the area;
- family orientated activities;
- professional services;
- community facilities; and
- residential accommodation.

Objectives delivered: MO1, 2, 6, 7, 8, 9, 15, and 16



Site 2: Arndale House

Arndale House is an office block located above Stretford Mall. The future of this site will need to be considered alongside the plans for Stretford Mall as a whole. This unit could be refurbished to offer higher quality office accommodation that would be more attractive to potential occupiers or be converted for residential use.

The Arndale House office block could receive both an internal and external refurbishment in order to make the existing office floorspace more attractive to potential occupiers and improve the physical appearance of this landmark building. The ground floor entrance on Chester Road would be improved to provide a more attractive and active frontage. The attraction of new employers to Arndale House will both provide additional jobs for local people and contribute to increased footfall within the town centre.



Another development option for Arndale House would be conversion of the existing block for either residential or student accommodation, taking advantage of the town centre's good public transport linkages via the Metrolink. This would secure the active reuse of the building and provide an increased residential population to support town centre uses and the evening economy.

Objectives delivered: MO1, 7, 8 and 15

Site 3: Stretford Public Hall



Stretford Public Hall is a Grade II listed building which has been used for a variety of purposes over its lifetime and most recently has been utilised as office premises by Trafford Council. The Council will fully vacate the building in 2014 as part of the strategy to rationalise its office space. The building is one of the key landmarks within the Masterplan area and recognised by the community as a significant part of the architectural and historic fabric of Stretford. Therefore its retention and continued active use will be important in achieving the objectives of the Masterplan.

Stretford Public Hall and its adjoining land could provide opportunities for new leisure, employment or community uses. Future leisure uses contributing to the vitality of a rejuvenated evening economy could include a bar/restaurant facility or a new hotel in the heart of the town centre taking advantage of the proximity to major cultural and leisure destinations. There is also potential for community led arts/cultural provision within the Public Hall where an appropriate operator can be identified. The refurbishment of the Public Hall could provide a distinctive office location within the town centre that would bring additional economic activity into the area to support amenities.

There may be opportunities to utilise the adjoining surface car park to provide additional floorspace as part of any new development. This would potentially require a partial closure of Dorset Street, subject to appropriate consultation. A removal of the existing subways would also release additional land adjacent to the Public Hall that could support its future use.

The Council does not have the necessary resources to retain ownership of the building and will therefore seek its disposal to an appropriate purchaser in order to secure its continued active use and preservation. Consideration will be given to the potential for a community asset transfer if there is a robust business plan to support it. Any future use of Stretford Public Hall will need to have full regard to its listed building status and its role as a major landmark and gateway building in the town centre.

Objectives delivered: MO1, 2, 3, 5, 7, and 15

Site 4: Essoldo Cinema

The Grade II listed Essoldo Cinema has been vacant since 1995. Repairs have recently been made to the external fabric of the building. There is potential to create a new entertainment / leisure facility at this location contributing to the development of the evening economy and providing family orientated activities within the town centre. Restoration of the Essoldo Cinema could link more effectively with the parade of shops, office units and residential uses on Edge Lane immediately to the south of the building and with the Bridgewater Canal to the rear of the site.



The restoration of the Grade II listed Essoldo Cinema building would provide the opportunity for a large scale family friendly entertainment facility within Stretford Town Centre. This would support the development of the evening economy and also encourage families to use the town centre for leisure uses. Restaurant / café / bar facilities could also be provided as part of the Essoldo site. Works to the rear of the site would improve access to the Bridgewater Canal and take advantage of proximity to this waterside setting.

Adjacent to the Essoldo Cinema there is a row of three retail units alongside the Brick Top hairdresser unit and a row of five vacant office units with two storeys of residential above. These two areas are identified as sites 4a and 4b with potential to provide improved retail and leisure uses at a prominent location on Edge Lane. The reintroduction of active uses into these units will help to strengthen the linkage between the Stretford Metrolink station and the town centre and provide opportunities to grow the evening economy.

Objectives delivered: MO1, 2, 3, 4, 5, 6, 7, 9, 10, 15, and 16

Site 5: Lacy Street/Newton Street Car Park



This site currently provides an area of surface car parking, the Post Office sorting depot and offices for Atlas Bathroom and Heating. There is potential for this site to provide a mixed use development of residential, leisure and community uses. In developing this area it will be important to take full advantage of its gateway location and ensure that it contributes to an attractive route between the core of the town centre and the Metrolink and Bridgewater Canal. The area available for development may increase if the subways are removed which could release some additional land.

The car park is in the ownership of the Council, whilst this currently provides free parking a significant number of users are commuters using the Metrolink service rather than visitors to the town centre. If the Atlas Heating and Bathroom building and Post Office sorting depot are also brought forward as part of the development site then the viable and commercially attractive re-provision / relocation of these operations will be required prior to the redevelopment. If these units are to remain in situ and the car park site is redeveloped in isolation any new uses should be designed and managed so that they are both cognisant of and sensitive to adjacent operations.

Subject to securing necessary agreements in relation to third party land there is an opportunity to create a landmark building that also opens up access to the Bridgewater Canal. The site could include a new hotel with restaurant / café / bar uses at ground floor level and residential uses taking advantage of the canal-side setting. This would provide an attractive gateway to the town centre and significantly enhance the evening economy. Any new hotel facility would provide accommodation within Stretford Town Centre for visitors to major cultural and leisure destinations in the surrounding area, including Manchester United FC and Lancashire County Cricket Club, and further support the development of the evening economy. Subject to future viability studies, it may be possible to extend the area for development further by including adjoining uses such as the Probation Service office, subject to the identification of suitable alternative space in the area.

Any future development of this site will need to be mindful of the potential impacts that might arise out of any reduction in car parking provision. This will require consideration of car parking across Stretford Town Centre and adjacent residential areas.

Objectives delivered: MO1, 2, 3, 6, 7, 8, 9, 10, 15, and 16

Stretford Town Centre Masterplan (January 2014)

Site 6: Former Boatyard Site, Edge Lane

An outline planning application has been prepared for the development of residential apartments along the Bridgewater Canal at the former boatyard site. This canal-side development offers the potential to open up access from the town centre to this key environmental asset as part of a new 'Stretford Wharf'. Issues around access and parking remain under discussion between the applicant, the Council and Transport for Greater Manchester (TfGM).

The development of this site for high quality residential accommodation will take advantage of its waterside location and bring an area of brownfield land back into active use.

Objectives delivered: MO1, 4, 8, and 10



Site 7: Royal Canal Works Site, Edge Lane

As with development at the former boatyard site, this site offers the potential to open up access from the town centre to the Bridgewater Canal as part of a new 'Stretford Wharf'. Outline planning consent for the construction of 31 residential units on the Royal Canal Works site was granted in 2010, subject to the completion of a legal agreement. There is potential for development to also encompass the adjoining land to the east in the ownership of TfGM. This larger site would offer greater flexibility in terms of accommodating new development which could include residential with commercial pub/restaurant uses on the canal-side. The site could also accommodate purpose built student accommodation taking advantage of its proximity to the Metrolink station.

The site offers potential to deliver new high quality residential accommodation with some leisure use at ground floor level taking advantage of its waterside location.

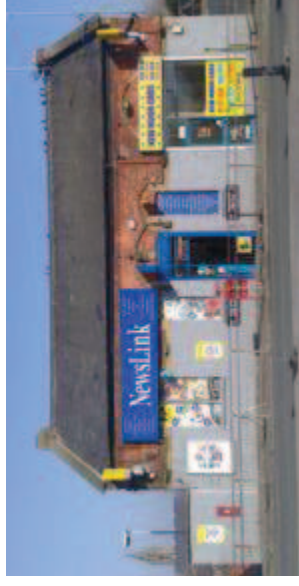
Objectives delivered: MO1, 4, 6, 7, 8, 9, 10 and 16

Stretford Town Centre Masterplan (January 2014)

Site 8: Stretford Metrolink Station

The Stretford Metrolink station is located at a major public transport gateway into the town centre and is also sited at a prominent location along Edge Lane. A key issue at this site is the lack of an effective linkage from the Metrolink station and the absence of any sense of arrival in the town centre. As part of the Masterplan proposals the Stretford Metrolink building and surrounding area is identified for intervention to further improve the external appearance of the station building, particularly at the rear, alongside enhanced landscaping, outdoor space and linkages to the wider town centre at this key public transport gateway.

Objectives delivered: MO1, 2, 3, 12, and 13



Site 9: Stretford Library and Mitford Street Clinic/Bennett Street Surgery



The existing Stretford library is located on Kingsway and housed within the oldest operational library building in Trafford. The building itself is widely recognised as a key landmark by the community.

The Mitford Street Clinic has now been vacated by the NHS and will be subject to a retrospective planning application for conversion to residential use. The former Bennett Street Surgery building is currently in use as an office location.

The potential to provide a new combined community facility within the town centre core has previously been proposed. This would offer modern high quality public services and help generate additional footfall to support adjoining retail and leisure uses. However the retention of the library at its current location will continue its valuable contribution to the streetscape and offer potential to create a more effective link across Kingsway by retaining some civic function in this area. The Mitford Street clinic site will be brought forward for residential development and the former Bennett Street Surgery unit will remain as commercial floorspace.

Objectives delivered: MO1, 5, 6, 8, and 16

Site 10: The Drum

The Drum site is located on the A56 at the southern edge of Stretford Town Centre and contains the vacant Drum Public House building. The site is subject to a planning application for a drive-thru restaurant that would bring this site back into active use and provide a new food and drink facility within the town centre.

If a drive-thru restaurant use cannot be delivered on this site it also offers potential to provide new residential development integrated with the surrounding area.

Future development at this location should provide an attractive entry point into Stretford Town Centre and reduce severance from the existing residential community.

Objectives delivered: MO1, 3, 4, 6, 7, and 15



Public Realm, Highways and Pedestrian Movement

Public Realm

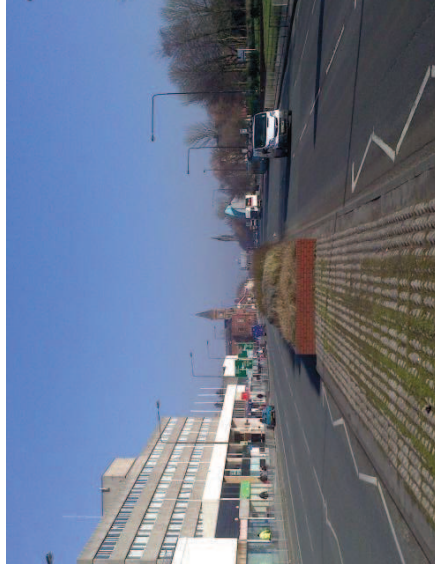
Successful town centres require good quality streets and spaces that provide an attractive physical environment. The existing public realm in Stretford Town Centre is tired, dated and the linkages between key areas are poor. There is a lack of any sense of arrival at key town centre gateways. In the evening there is limited activity in the town centre and consequently it feels sterile and lifeless. The streetscape suffers from a lack of animation along the A56, Kingsway and Edge Lane. There are a number of vacant buildings at prominent locations including the Essoldo Cinema, the units along Edge Lane, some of the Mall units along Chester Road and the former Drum Public House.

The revitalisation of Stretford Town Centre will require the provision of safe and attractive routes alongside enhanced gateways to the town centre. Intervention is also required to support the development of the evening economy and bring activity to the town centre after 5pm. More active building frontages are needed throughout the town centre if it is to provide an attractive environment in which people want to spend time. Improved signage and public realm works should provide enhanced linkages between the town centre and key environmental assets including Stretford's parks which offer attractive areas of formal green space in close proximity to Stretford Town Centre.

To facilitate this change a Public Realm and Movement Strategy will be commissioned as part of the works to deliver the Masterplan. This study will identify the specific interventions required as part of a comprehensive scheme that will make Stretford a more attractive and successful town centre whilst balancing the need to meet statutory duties to maintain traffic flows on the network, minimise the risk of accidents and provide for pedestrian safety.

Highways

The six lane A56 and Kingsway/Edge Lane dual carriageways separate Stretford Mall from the local population and assets such as the Bridgewater Canal, Metrolink Station and key buildings including the Stretford Public Hall and Essoldo Cinema. These highways and their associated traffic dominate the town centre environment.



The A56 is a major arterial route through Trafford. The A56/Kingsway/Edge Lane junction sits at the heart of the town centre and should provide a more effective gateway to Stretford. This space needs to be re-balanced to enable it to better serve the needs of pedestrians and cyclists. The existing brick planters down the centre of the A56 and Kingsway could be replaced with more attractive landscaping.

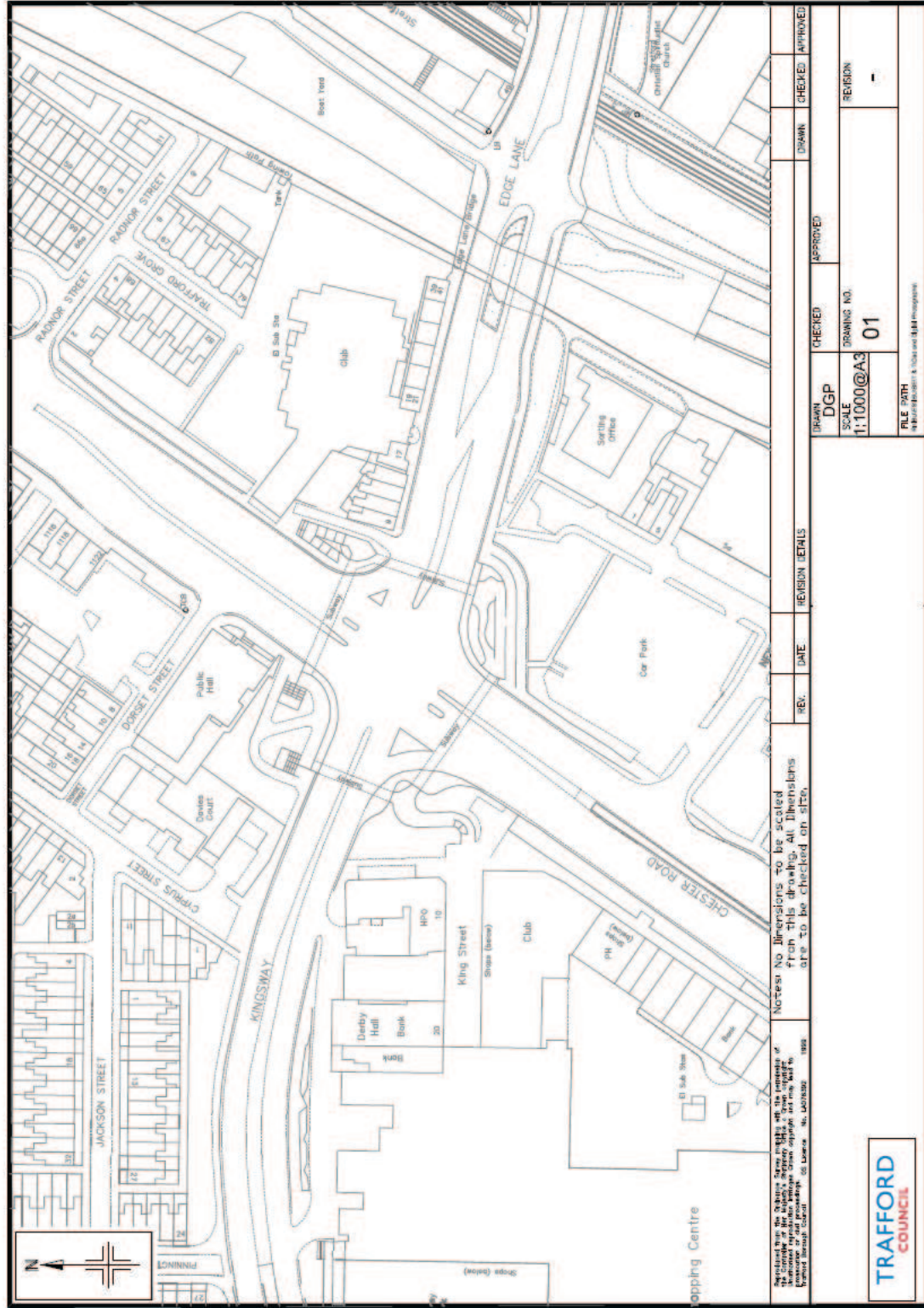
Where the A56 runs through Stretford Town Centre its speed limit is currently 40mph. It is recognised that drivers will generally drive according to conditions and the current nature of the A56 in this area, a multi-lane dual carriageway with no on-street parking and segregated pedestrian routes, is considered unsuitable for a lower speed limit. However, a substantial change to the nature of this route will provide an opportunity to review the speed limit in this area accordingly so it is more suited to a town centre environment.

The A56, Kingsway, Edge Lane and Barton Road all have extensive lengths of pedestrian guardrail. These are unsightly within the streetscape and act as a barrier to movement. As part of the public realm improvements the extent of pedestrian guardrail will be reduced where it would not result in a detrimental impact on road safety.

There should be effective provision for cyclists to access the town centre. The provision of new cycle hubs and parking facilities will assist in making the town centre more usable by cyclists. There are also opportunities to link the town centre more effectively with the wider existing and proposed cycle network.

It will be necessary to alleviate the severance caused by the highways in Stretford Town Centre if it is to perform more effectively. Landscaping, improvements to outdoor spaces and traffic calming works along Chester Road, Kingsway and Edge Lane would help improve the physical environment of this area and reduce the negative impact of existing highways supporting the wider transformation of the town centre.

Figure 6: Subways and Existing Highways Layout



Pedestrian Movement

The A56 presents a significant barrier to pedestrian movement in Stretford Town Centre. Pedestrian access across the A56 into the town centre is currently provided by four subways. These are widely viewed as unattractive, unsightly and associated with fear of crime and anti-social behaviour; there are particular concerns about using the subways after dark, which present a barrier to the development of the evening economy. There is an existing surface level pedestrian crossing point on the A56 within the town centre providing access to Stretford Mall by St Matthews Church.

The subways provide opportunities for a number of interventions to deliver more attractive pedestrian access into the heart of the town centre. The replacement of the existing subways with surface level pedestrian crossing points has been identified as a key intervention that would deliver more attractive pedestrian access into the heart of a redeveloped town centre core. If the existing subways are removed this will release additional land which could provide for the creation of new public spaces in the heart of the town centre and support the development of adjacent sites.

The existing subway on Kingsway between the Mitford Street Clinic site and Stretford Mall, which is not currently well used, could also be removed and replaced with surface level crossing to provide a more effective linkage across Kingsway. There are existing surface level crossing points on Kingsway between the Mall and Pinnington Lane and at the Kingsway/Barton Road junction.

Any removal of the subways and their replacement with surface level crossing points will need to take account of the impacts on pedestrian safety and traffic flows and should be considered as part of a comprehensive package of improvements within an overall Public Realm and Movement Strategy.

Objectives delivered: MO1, 2, 3, 9, 10, 11, 12, 13 and 14



Design Guidance

Stretford Town Centre should offer a safe, attractive and distinctive environment if it is to be a successful destination of choice. The urban design approach that underpins development within the town centre should:

- enhance the existing character of Stretford;
- create a centre with a unique identity;
- provide variety in the urban environment;
- create attractive outdoor spaces;
- ensure a safe and secure environment;
- enable ease of pedestrian and cycle movement;
- create a space that is easily understood;
- provide adaptability for future change;
- minimise the environmental impact; and
- protect and enhance Stretford's heritage assets.

The existing scale and massing of buildings varies throughout the town centre. The development of new buildings within Stretford Town Centre should relate in scale and mass to surrounding buildings and the size of development site. Where larger scale of development is appropriate, such as within the town centre core, careful consideration should be given in the design process to avoid development of a monolithic nature that has a negative impact on townscape.

Variation in building heights and elevation detailing can create a more interesting townscape and distinctive skyline. Taller buildings should be located in areas that emphasise key landmarks. Where taller buildings are appropriate consideration should be given to ensuring the design allows sufficient sunlight and daylight for different uses and protects the historic environment.

New development should contribute to the development of a high quality mixed use environment with a strong sense of place within the town centre. There should be well designed and active frontages, particularly at key entry points. Good quality materials and appropriate detailing should be used and where appropriate reflect the status of listed buildings. The physical environment should be enhanced through the use of good quality paving and landscaped edges, distinctive street furniture and clear and well positioned signage.

Delivering the Masterplan

Governance

It will be important to ensure that all stakeholders, particularly businesses and property owners, are involved in delivering improvements to Stretford Town Centre. There is an opportunity to refresh the governance model for the town centre and particularly secure more business representation. The future role, function and structure of the town centre partnership will be considered as part of this work to understand what the best approach is to deliver positive change.

A Stretford Retailers Forum will be established as a key group to encourage retailers to work together to come up with and implement ideas which can improve the town centre. The Steering Group of this forum should include a diverse range of representatives including multiples / independents and representation from Barton Road, Chester Road and Edge Lane, as well as within Stretford Mall.

Project Funding and Delivery

The Masterplan provides a framework for establishing a funding pot for the regeneration of Stretford Town Centre. The Council will look to pool developer contributions and other funding that can be used to kick-start further private sector investment. Initial funding has been identified that could deliver a first phase of public realm works acting as a catalyst to unlock other development opportunities. Any receipts from the sale of Council landholdings in the town centre can be identified for reinvesting in the town centre. There are other potential sources of grant funding such as the Heritage Lottery Fund that some projects within the Masterplan may be able to attract. The majority of projects within the Masterplan will be private sector led. The Council will use its resources proactively to provide support and confidence to the private sector in delivering significant new private investment within Stretford.

The delivery of the Masterplan will be dependent on effective partnership working. As part of the new governance structure described above collaborative working with the community, businesses, landowners, developers, investors, retailers and residents will deliver the revitalisation of Stretford Town Centre.

Key Actions for 2014-2018

The following key actions have been identified for the next five years to progress the delivery of the Masterplan.

- Revised governance structure for Stretford Town Centre, including Retailers Forum, established.
- A public realm and movement strategy with outline designs will be commissioned for the town centre to identify specific interventions to deliver the aspirations of the Masterplan.
- The Council will provide support to businesses looking to establish/grow within the town centre via the Town Centre Loan Scheme and other business support services.
- Inventive ways to ensure use of vacant town centre units will be explored including window displays, arts exhibitions/events and pop-up shops.
- A fact sheet will be prepared for businesses to assist in making business rate appeals.
- Work to continue with the administrators of Stretford Mall to identify how the performance of this facility can be improved, including delivery of wider mix of uses and indoor market events.
- The Council will dispose of Stretford Public Hall and consider the potential for a community asset transfer.
- Engagement will be undertaken with the owner of the Essoldo Cinema to progress proposals to bring this site back into active use.
- A targeted programme of business support will be provided to secure new retail and leisure uses in the Edge Lane units adjacent to the Essoldo Cinema.
- Further soft market testing will be undertaken in relation to the Lacy Street/Newton Street Car Park site and a detailed development proposal prepared.
- Work will be undertaken with the owners of the former Boatyard site and Royal Canal Works site to advance their plans for redevelopment.
- Retrospective planning application for residential uses of the former Mitford Street Clinic to be considered by Planning Committee.
- Planning application for drive-thru restaurant at The Drum site to be considered by Planning Committee.

Phasing Plan

The Stretford Town Centre Masterplan provides a framework for the transformation of Stretford Town Centre over the next 10-15 years. The phasing plan below sets out the priority activities for the next five years that will contribute to the vision and objectives of the Masterplan.

	2014	2015	2016	2017	2018
Establishment of new governance structure	■				
Preparation of Public Realm and Movement designs	■				
Securing indoor market within the Mall	■				
Delivery of new retail/leisure uses on Edge Lane	■	■			
Disposal and reuse of Stretford Public Hall	■	■			
Development of the Drum site		■	■		
Development of the Royal Canal Works site		■	■		
Implementation of first phase public realm works		■	■	■	
Development of the former Boatyard site		■	■	■	
Delivery of Lacy Street/Newton Street site			■	■	■

The successful delivery of this activity over the next five years will help to kick start the long term revitalisation of Stretford Town Centre and contribute to the achievement of the vision and objectives of this Masterplan. In addition to the above activity the Council will actively support the introduction of new uses within Stretford Mall and proposals for its longer term redevelopment.

TRAFFORD COUNCIL

Report to: Executive
Date: 27 January 2014
Report for: Decision
Report of: Executive Member for Economic Growth and Prosperity

Report Title

ALTRINCHAM STRATEGY

Summary

The report seeks the approval of the draft Altrincham Strategy for consultation.

The Strategy sets out the Council's vision and ambitions for the regeneration of Altrincham. The Council is working in partnership with the private and community sectors through Altrincham Forward to maximise the potential of the town centre.

The ambition is to create one of the best market towns in the country and make Altrincham the 'Modern Market Town'.

Recommendation(s)

That the Executive approve the draft Altrincham Strategy for the purposes of consultation.

Delegate responsibility for approving any minor amendments to the Altrincham Strategy to the Corporate Director of Economic Growth and Prosperity prior to the commencement of the public consultation.

Contact person for access to background papers and further information:

Name: Mike Reed (Growth and Masterplan Manager)
Extension: x4924

Background Papers:

None

Implications:

Relationship to Policy Framework/Corporate Priorities	The Strategy supports the corporate priority for economic growth and development. The successful implementation of the Strategy will support the delivery of the adopted Trafford Local Plan: Core Strategy which identifies Altrincham as the principal town centre in the Borough and a key driver of economic prosperity over the plan period. It will also inform the emerging Altrincham Neighbourhood Plan.
Financial	The consultation exercise will be undertaken in-house and the cost of this will be met from within the Economic Growth/Strategic Planning revenue budget. There is also provision in the existing capital budget for a number of the key schemes to support the development opportunities. A future report will be provided detailing any further financial implications following the consultation exercise.
Legal Implications:	All actions relating to the Strategy, when undertaken, will be done in accordance with legal requirements.
Equality/Diversity Implications	The Strategy will be subject to an EIA assessment to ensure that equality issues have been considered as part of the preparation.
Sustainability Implications	Development within the Strategy area will need to meet current planning policy in relation to energy and sustainable design. The Strategy will also support accessibility improvements to the town centre by public transport and improve provision for both pedestrians and cyclists.
Staffing/E-Government/Asset Management Implications	The delivery of the Strategy will be undertaken by existing staff resources in Economic Growth and Prosperity, Environment, Transport and Operations and Transformation and Resources in conjunction with Altrincham Forward and other external partners and agencies where appropriate. Information on the Strategy and its delivery will be made available on line and all the documents will be available to access through the Council's web pages. The Strategy will also provide a framework for the Council to realise the potential of its assets within Altrincham.
Risk Management Implications	The Strategy is clear that this document provides a framework for the next 10 years. Risk to delivery will be monitored and updated as required.
Public Health Implications	None.
Health and Safety Implications	None.

1.0 Background

- 1.1 Altrincham is the principal town centre in Trafford and has been a market town for more than 700 years with a rich and varied history. A combination of competition from out-of-centre retail destinations, the recent economic downturn and the growth of internet shopping have had a negative impact on Altrincham which has seen a decline in the performance of its centre. The Council and Altrincham Forward have recognised that Altrincham Town Centre can do more to maximise its potential and intervention is required to create a unique, attractive and vibrant centre.
- 1.2 The Altrincham Strategy will provide a coherent framework to assist in realising the transformation of Altrincham Town Centre over the next 10 years and support future formal planning guidance for the town.

2.0 Vision and Objectives

- 2.1 The vision for Altrincham Town Centre is as follows:

‘Altrincham will be a unique, attractive and vibrant Modern Market Town and an integral part of people’s everyday lives. It will have its own distinctive identity and be a place people can be proud of. The town centre will be an aspirational place with a wide variety of shops, cafes, bars restaurants, theatres, leisure, cultural and sports facilities alongside a quality residential offer.’

- 2.2 The aim of the Strategy is to create one of the best market towns in the country and make Altrincham the ‘Modern Market Town’. In summary the objectives of the Altrincham Strategy are to:

- § bring forward development that realises the full potential of Altrincham Town Centre as a key economic driver and the Principal Town Centre in Trafford;
- § support development opportunities for physical change;
- § improve Altrincham’s retail offer and increase footfall in the town centre;
- § promote and enhance Altrincham’s visitor and leisure offer;
- § consolidate high street retailers within a defined retail core
- § place Altrincham Market and the surrounding areas at the heart of plans for the future of the town centre;
- § provide opportunities for smaller independent town centre businesses and entrepreneurs;
- § promote an increased town centre residential offer;
- § deliver additional employment activity within the town centre and provide effective linkages between employment areas and other town centre uses;
- § link key town centre destinations through high quality public realm, green infrastructure and improve pedestrian and cycle routes through the town centre;
- § improve access by public transport, and maximise the benefits of Altrincham Interchange; and
- § protect and enhance the historic character of the town centre, especially the Conservation Areas and listed buildings.

3.0 Development Opportunities

- 3.1 The key development opportunity sites have been identified where there is potential for intervention or new development to help address identified challenges and meet the vision and objectives for Altrincham Town Centre.

3.2 The development opportunity sites are:

- § The Market Quarter
- § Altair
- § Stamford Quarter
- § Grafton Centre
- § Altrincham Hospital
- § Altrincham Interchange

4.0 Public Realm and Movement

- 4.1 Altrincham Forward and Trafford Council commissioned a Public Realm and Movement Strategy for the town centre in 2012. This strategy proposes a series of public realm improvements to create places for people to dwell and to bring activity to areas that are currently lifeless along with enhanced town centre gateways, a de-cluttering of the street scene and creation of active frontages at key destinations.
- 4.2 Two priority projects are identified within the Public Realm and Movement Strategy, namely the Stamford New Road-Railway Street and Moss Lane-Cross Street-Shaw's Road routes. The Lower Market Place is also identified for early improvement, linked to the delivery of the wider Market Quarter scheme. The delivery of these projects will be fundamental to the future success of Altrincham Town Centre and they interface with the committed development projects of the Altrincham Interchange, Altrincham Hospital and the Market Quarter.

5.0 Other Options

- 5.1 The Altrincham Strategy will bridge the gap between the strategic policy framework provided by the adopted Trafford Core Strategy and more detailed site specific planning policy.
- 5.2 The preparation of the Strategy has been informed by a range of documents that have been produced in recent years. These include the Altrincham Forward Town Centre Action Plans, the Altrincham Town Centre Public Realm and Movement Strategy, Conservation Area Appraisals and the Core Strategy. Drawing the outputs from these workstreams together as part of the Strategy will help provide a coherent framework to assist in realising the opportunities which exist within Altrincham Town Centre over the next 10 years.
- 5.3 The Strategy is intended to bring together various pieces of work that have been undertaken in Altrincham over the past few years into a single coherent document, setting out the Council's vision for the town. A failure to produce an overarching plan for Altrincham Town Centre could result in a lack of clarity in the approach to be taken. The Strategy is not intended to be a planning document but it will provide the framework for future formal planning guidance for the town, whether that is the emerging Altrincham Neighbourhood Plan or the Land Allocations Plan.

6.0 Consultation

- 6.1 The draft Altrincham Strategy has taken full account of the extensive public consultation and engagement that has taken place in Altrincham over recent years; this includes the 513 responses received as part of the Altrincham Town Centre and Market Survey in summer 2012.

- 6.2 There will be a period of informal consultation with key groups within Altrincham prior to full public consultation. It is then the intention of the Council to undertake a public consultation on the draft Altrincham Strategy from 3 February 2014 for a period of eight weeks concluding on 31 March 2014. The aim of this consultation process will be to involve local people and businesses in the development of the draft Strategy and enable them to shape its priorities, establish the views of the community and other key stakeholders, reconcile conflicting objectives where possible, and identify sensitive issues.
- 6.3 The consultation will open to all to submit their comments. All submissions will be available for public inspection following the closure of the consultation period.
- 6.4 The draft Altrincham Strategy will be made available online and at key venues, such as the Altrincham Library and the Altrincham Town Team office. Key stakeholders will be notified ahead of the commencement of the consultation and information will be provided on the Council website.
- 6.5 The Council will consider all written comments and representations made on the draft Altrincham Strategy and use them to improve the document. Public reports on the consultation and public participation undertaken, representations received and the response to those representations on the draft Strategy will be prepared and presented to relevant meetings of Trafford's elected members. These reports will also be made available via the Council's website.

7.0 Next Steps

- 7.1 The successful implementation of the Altrincham Strategy will help secure the transformation of the town centre.
- 7.2 It is hoped that the next five years will see the delivery of significant regeneration with a number of physical projects delivered in Altrincham Town Centre including:
- § Completion of the new Altrincham Interchange
 - § Completion of the new Altrincham Hospital
 - § Refurbishment of Market House and the covered market
 - § Delivery of the two priority public realm projects and the lower market place improvements
 - § Development of the Altair scheme
 - § Completion of the new Altrincham Library
 - § Redevelopment of the Old Hospital site as part of the Market Quarter
- 7.3 The successful delivery of these key projects will contribute to the achievement of the vision and primary objective to make Altrincham a thriving and successful destination and create the 'Modern Market Town'.

Reasons for Recommendations

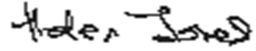
The Executive is asked to approve the draft Altrincham Strategy to enable public consultation to commence.

Key Decision: No.

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

Finance Officer ClearanceGB.....

Legal Officer ClearanceEO.....



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

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

The Altrincham Strategy (Consultation Draft)

Introduction

Altrincham has been a market town for more than 700 years and has a rich and varied history. Altrincham's historic market dates back to 1290 and there are a large number of buildings of architectural interest within the town centre. Altrincham is renowned for its outstanding schools, the quality of its residential offer and its proximity to both the Manchester City Region urban area and the Cheshire countryside. It benefits from an affluent catchment area and excellent connectivity by road and public transport.



In recent years town centres nationally have suffered from a combination of competition from out-of-centre retail destinations, the recent recession and economic downturn, the growth of internet shopping and a loss of unique identity and character. These pressures have had a negative impact on Altrincham which has seen a decline in the performance of its centre and retail offer. The Council and Altrincham Forward have recognised that Altrincham Town Centre can do more to maximise its potential and intervention is required to create a unique, attractive and vibrant centre.

The ambition is to create one of the best market towns in the country and make Altrincham the 'Modern Market Town'. Altrincham should be a town that residents and businesses can be proud of. It should be somewhere with a mix of retail, leisure, cultural, commercial and social provision meeting the day to day needs of local people and providing an attractive destination for visitors. The town centre



should be a vibrant place, with small independent businesses thriving alongside larger chains. It should be a destination where there is always something going on, with the historic Market at the heart of the town. Altrincham should be a place that successfully uses its heritage as the backdrop to a town for today.

Rationale for the Altrincham Strategy

The Altrincham Strategy will provide a coherent framework to assist in realising the opportunities which exist within Altrincham Town Centre over the next 10 years and support future formal planning guidance for the town.

The Strategy establishes a comprehensive vision for the town centre and provides a framework to support the delivery of development opportunities within Altrincham. It has been informed by a range of documents and activities including the Altrincham Forward Town Centre Action Plans, the Altrincham Town Centre Public Realm and

Movement Strategy, Conservation Area Appraisals and the adopted Trafford Core Strategy.

Structure of the Altrincham Strategy

- The Strategy Area
- Vision and Objectives
- Altrincham and its Assets
- Challenges and Opportunities
- Town Centre Quarters
- Development Opportunities
- Public Realm and Movement Strategy
- Delivering the Strategy

The Strategy Area

The Altrincham Strategy area, as shown in Figure 1 below, encompasses Altrincham Town Centre, as defined by the Trafford Unitary Development Plan (UDP) Proposals Map as well as part of the Old Market Place Conservation Area, the area of commercial office floorspace to the north of the town centre, an area along Oakfield Road either side of Manor Road and a section of residential properties on New Street.

The Strategy area boundary reflects the current work of Altrincham Forward and the initial work undertaken in respect of the potential Business Neighbourhood Plan. The rationale for the boundary is to support increased economic activity within the town centre and improvements to its vitality and viability. It will help ensure that existing town centre uses are maintained, active uses are encouraged within the town's historic buildings and the implementation of proposed public realm improvements is supported.

The Strategy area is made up of a number of town centre 'quarters' and key development sites that will enable Altrincham Town Centre to capitalise on its assets and maximise its potential as a 'Modern Market Town'.

Figure 1: Altrincham Strategy Area



Vision and Objectives

The Vision

The vision for Altrincham Town Centre is as follows:

‘Altrincham will be a unique, attractive and vibrant Modern Market Town and an integral part of people’s everyday lives. It will have its own distinctive identity and be a place people can be proud of. The town centre will be an aspirational place with a wide variety of shops, cafes, bars restaurants, theatres, leisure, cultural and sports facilities alongside a quality residential offer.’

To achieve this Vision:

‘The town centre will be an attractive destination, accessible by foot, car, cycle and public transport, with routes that reflect its historic urban grain. High quality public realm and green infrastructure will link Altrincham’s key destinations effectively. The town centre will contain lively shopping streets where independent businesses thrive alongside national chains. The high street retailers will be consolidated in the existing retail heart with a new boutique quarter to the south of the primary shopping area. An enhanced market quarter will strengthen the role of one of Altrincham’s most important heritage assets and provide a focus for events. The town centre will be a high quality business location that encourages innovation with excellent connections, office space, business support and a strong local skills base. Altrincham’s employment areas will be well integrated with the rest of the town centre to provide effective linkages to retail and leisure facilities.

The town centre will celebrate its heritage assets and history whilst encouraging complementary new development. Altrincham will be a gateway to wider opportunities and a town centre to be proud of. It will be a place where local people regularly use its facilities; an historic place that successfully utilises its heritage assets as the backdrop to be a successful Modern Market Town’.

Objectives

The objectives of the Altrincham Strategy are to:

- bring forward development that realises the full potential of Altrincham Town Centre as a key economic driver and the Principal Town Centre in Trafford;
- support development opportunities for physical change;
- improve Altrincham’s retail offer and increase footfall in the town centre;
- promote and enhance Altrincham’s visitor and leisure offer;
- consolidate high street retailers within a defined retail core;
- place Altrincham Market and the surrounding areas at the heart of plans for the future of the town centre;
- provide opportunities for smaller independent town centre businesses and entrepreneurs;
- promote an increased town centre residential offer;
- deliver additional employment activity within the town centre and provide effective linkages between employment areas and other town centre uses;

- link key town centre destinations through high quality public realm, green infrastructure and improve pedestrian and cycle routes through the town centre;
- improve access by public transport, and maximise the benefits of Altrincham Interchange; and
- protect and enhance the historic character of the town centre, especially the Conservation Areas and listed buildings.

Altrincham and its Assets

Altrincham is Trafford's principal town centre and one of the Borough's key drivers of economic growth. It has a long tradition of serving local people with a good choice of shops and services. It contains a mix of high street and convenience retailers, independent shops, services and restaurants, residential properties and excellent access to local public transport and car parking. The town has an enviable built and cultural heritage and attractive period buildings, streets and squares.

It is a hub for small to medium sized businesses, particularly in the retail, finance and professional services sectors. Businesses are attracted by lower office rents than Manchester City Centre, Altrincham's good location and accessibility, an appealing lifestyle and the highly skilled local workforce. The town has a significantly higher proportion of senior, managerial and professional occupations than the national rate, as well as a higher rate of local entrepreneurs.

Altrincham has some of the highest educational standards in the UK, reflected in the strength of the town's primary schools, secondary schools and sixth form colleges. Trafford College, one of the top 8% of colleges in the UK and graded 'outstanding' for teaching and learning excellence, has a campus to the north of the town centre.

These key strengths provide a strong base for building on Altrincham's inherent identity and character, to create a town centre that will be the focal point for local people.

Altrincham's Assets

Altrincham Town Centre benefits from a number of key assets which provide the opportunity to deliver a new and revitalised Altrincham. These assets include:

- Unique historic character
- Accessibility by both road and public transport
- Compact and walkable town centre
- Well established destinations
- Strong independent retail sector
- Green assets and proximity to recreational attractions
- Local commitment and leadership

Historic Character

Altrincham is an historic market town and includes five Conservation Areas, with attractive and important historic buildings, streets and alleys/ginnels. The town centre includes a series of historic spaces, such as Old Market Place, Goose Green, and other areas of historic reference. Together these define Altrincham as a unique place, providing local interest and an inherent identity and character.



Accessibility

Altrincham Town Centre benefits from excellent road and public transport connections. The A56 and A560 provide connections from the wider motorway network. The Altrincham Interchange, located in the heart of the town centre, provides regular connections from destinations across Greater Manchester and beyond by bus, train and Manchester Metrolink.



A £19 million redevelopment of the Altrincham Interchange is now underway, and due to be completed by the end of 2014. These works will transform the interchange into a modern and fully accessible facility with improved linkages between different modes of transport and provide an attractive gateway to the town centre. The town centre provides over 4,700 car parking spaces with low car parking charges.

Compact and Walkable Town Centre

Altrincham is a compact and walkable town centre with strong linkages to surrounding residential areas. There is a wide range of retail, leisure, cultural and community destinations located within a 10 minute walk from the heart of the town, including Stamford Park and John Leigh Park.

Established Destinations

Altrincham Town Centre performs three primary roles acting as a retail centre, leisure destination and employment location. Within the town centre there are established zones for retail, commercial offices and leisure facilities. There are a number of established cultural destinations located within Altrincham and its immediate surrounds, providing a strong base from which to maximise its potential.

As the principal town centre in Trafford and one of the eight sub-regional town centres in Greater Manchester, Altrincham is an important shopping destination. There are a number of large anchor retail stores alongside a range of smaller independent retailers and the indoor and outdoor market. The majority of the national retail stores are located in the refurbished section of the Stamford Quarter. Two large supermarkets are situated towards the south eastern edge of the town centre.



Local Commitment and Leadership

There is strong commitment at the local level to deliver a revitalised town centre in Altrincham, address the key challenges that it faces and maximise the potential of its core assets. Altrincham Forward was established in 2011 to bring together the town's key stakeholders in a single partnership to drive forward change. Altrincham Forward is made up of: local traders; residents; major businesses; Altrincham & Sale Chamber of Commerce; Altrincham & Bowdon Civic Society and Trafford Council. This partnership approach, involving a wide range of individuals and organisations, will help to realise the opportunity to deliver a new Altrincham.

In September 2013 Altrincham Forward recommended that a Business Neighbourhood Plan for Altrincham Town Centre be produced. The Altrincham Strategy will act as part of the evidence base for the Neighbourhood Plan.

Challenges and Opportunities

National Economy

As a consequence of the recent recession, levels of retail expenditure growth have declined. This has had a knock on effect on investor and developer confidence with a number of town centre development schemes across the country either cancelled or put on hold. There has been a squeeze on growth in consumer expenditure creating tough trading conditions for retailers and other town centre businesses.

Numerous high-profile retailers have gone out of business or into administration in the last few years including Woolworths, HMV, Adams, MFI, Zavvi, Borders and TJ Hughes. In response to declining sales other retailers have closed some stores to rationalise their portfolio or reduced previous expansion plans. Furthermore numerous town centres across the country have witnessed an increase in vacancies, the loss of anchor stores and a decline in town centre development.

The residential property market has witnessed significant change following a peak in 2007. The UK housing market underwent a period of significant downturn following the recession. The decline in residential property values was exacerbated by the decrease in the availability of mortgage finance and other economic uncertainties which destabilised the market. In 2013 the residential market has started to show signs of recovery with a 4.2% increase in average house price growth nationally, however this has largely been driven by London and the South East with a more modest increase of 0.5% for the North West.

Current Town Centre Performance

Altrincham Town Centre includes approximately 400 ground floor units and over 80,000 sq.m of retail floorspace. In September 2013 there were 87 vacant town centre units, excluding sites earmarked for redevelopment. This equates to a vacancy rate of 21%. There are a number of large vacant units in prominent locations including the former JJB and New Look stores. In Altrincham Town Centre 65% of the retail and leisure operators are independents. This compares to an average of 46% in the North West and at national level¹.

Nationally retail rental levels and yields have been adversely affected by a combination of the poor performance of retailers, a decline in consumer spending power and limited access to investment capital. Altrincham Town Centre has experienced similar pressures to other town centres as a consequence of the recent recession and national trends affecting the retail market. Consequently the town centre retail property market is in a period of transition.

Whilst the local catchment area is relatively affluent, the retail performance of the town centre has suffered due to strong competition from other destinations, particularly Manchester City Centre and the Trafford Centre, alongside changes to the national retail market including the growth of internet shopping. Without continued intervention to provide a more attractive and competitive retail offer it is

¹ Springboard, January 2013

likely that retail expenditure and investment will be increasingly attracted to other centres.

The detailed analysis in the Altrincham Town Centre Assessment (DTZ, 2011) report forecast spending capacity to support up to 3,100 sq.m gross new floorspace within the Altrincham catchment over the next 10 years. There is capacity to support new and refurbished comparison retail development in the town centre of up to 23,300 sq.m gross new floorspace to 2021.

Despite the negative impact of the recent recession there are potentially some longer term benefits to the retail market in town centres such as Altrincham. It is unlikely that growth in consumer expenditure will reach the levels which supported many of the large scale retail developments of the last decade for the foreseeable future. As a consequence there may be a shift from large scale city/town centre developments to smaller schemes containing a range of retailers and other uses that are more deliverable in this restrained market.

Altrincham Office Market

Altrincham is part of the South Manchester office market². Altrincham's key strengths in its office market relate to the quality of economic activity located in the centre and the relatively strong performance of the private sector knowledge based and creative industry employment sectors. Altrincham Town Centre is perceived to be a location of choice for higher skilled office based activity, particularly professional and financial services due to its excellent connectivity.



The town centre contains in the region of 110,000 sq.m office floorspace³. A total of some 844 sq.m office floorspace was let within Altrincham Town Centre in 2012⁴, the lowest office floorspace take up figure recorded in the last five years. A survey carried out in July 2012 by Trafford Council identified approximately 11,000 sq.m vacant office floorspace within Altrincham Town Centre.

Recent trends across the South Manchester office market have shown a move towards out of centre office locations, in line with national trends. Altrincham Town Centre is not immune to these pressures and market share has been lost to out of centre business parks. Furthermore localised congestion within the town centre has been identified as providing an additional constraint to expanding the office offer.

Whilst the current market for office floorspace is relatively flat an increase in the amount of office floorspace in the town centre would help to support and enhance the town centre offer. Any future demand for offices in Altrincham is likely to come from knowledge based and creative industries requiring Grade A office floorspace.

² The South Manchester office market comprises Alderley Edge, Altrincham, Cheadle, Didsbury, Knutsford, Macclesfield, Poynton, Sale, Stockport and Wilmslow

³ GM Town Centres Review (Drivas Jonas, April 2009)

⁴ Focus Costar, March 2013

Altrincham Residential Property Market

The Altrincham residential property market has historically been very strong and is made up of a large proportion of owner occupiers. House prices are above the borough, regional and national averages.

Average house prices within Altrincham are in the region of £300,000. However, house prices are more affordable when compared to areas immediately to the south such as Bowdon and Hale where average prices are in excess of £400,000.

Whilst Altrincham and the surrounding area comprises a highly sought after residential area, historically the town centre market has performed less well, although there have been some recent residential developments. This is in part due to a limited number of sites coming forward for higher quality homes within the town centre.



Public Realm and Movement



In order to be successful, town centres need good quality streets and spaces. Delivering enhancements to the public realm and improving accessibility within Altrincham Town Centre is identified as a key priority. To facilitate this change a Public Realm and Movement Strategy was commissioned by Altrincham Forward in 2012.

The existing public realm suffers from a fragmentation of key areas and a lack of any sense of arrival at gateways into the town centre. The provision of attractive town centre gateways and safe, efficient and attractive routes is essential to the future success of Altrincham Town Centre. The majority of the existing footways are along busy roads and in pedestrianised areas they are perceived as being unsafe and hostile when the retail units are closed. There is a perception that walking distances are long due to the lack of animation in the streetscape. Furthermore the public realm does not provide sufficient flexibility to allow activity to spill out onto key streets. There are a number of historic spaces within the town centre which have been undermined by vehicular movement and historic ginnels and features are not used to maximum effect.

Altrincham Town Centre has excellent connections to the rest of Trafford and the wider sub-region by road and public transport. The Altrincham Interchange, which is currently undergoing a major redevelopment, is the main arrival point for public

transport users and facilitates access to buses, trains and the Manchester Metrolink. The town centre is served by approximately 4,700 public car parking spaces, of which 2,650 are off street.

The Public Realm and Movement Strategy identifies the interventions required to make Altrincham an attractive town centre which is accessible by foot, car, cycle and public transport.

Altrincham's Heritage

The Altrincham Strategy is not intended to be comprehensive in its scope and content in relation to architectural and historic assets within the town centre. In relation to these matters, particularly within the five Conservation Areas of George Street; Goose Green; The Old Market Place; The Downs and; Stamford New Road, reference will need to be made to the emerging Conservation Area Appraisals and Management Plans together with the Revised Trafford Unitary Development Plan (UDP) Proposals Map and the Trafford Core Strategy.



Altrincham has a number of buildings and frontages which play an important part in the town's heritage, not all of which are formally listed. The Conservation Area Appraisals detail the buildings and frontages which make a positive contribution to the conservation areas. These properties and frontages include: properties in the Old Market Place; properties along Market Street;

Stamford New Road; The Downs; Oxford Road; the original buildings within Goose Green; The Bricklayers Arms; Altrincham Station and the Clock Tower. The Conservation Area Appraisals not only identify positive aspects within the conservation areas, but also they identify those areas which currently display negative aspects including land at Greenwood Street, Central Way, Lloyd Square and Back Grafton Street.

Currently a number of individual structures (including buildings and boundary walls) are demonstrating levels of decay and dereliction. In some areas of the town centre, intrusive modern additions and alterations to historic structures have had negative impacts on historic assets in the town. The desirability of retaining historic character, architectural detail such as the painting of stonework, roof lines and door and window details, should be balanced with the need to adapt properties to meet modern requirements.

Key views and vistas also play an important role in Altrincham's heritage. The conservation area appraisals detail these which include:

- along Market Street;
- into and out of the Old Market Place;
- into and within Goose Green;
- along George Street;
- along Stamford New Road and Railway Street; and
- along The Downs towards Railway Street.

The management plans will provide policy guidance to address the threats highlighted in the appraisals including policies relating to public realm, traffic management and green infrastructure. New development within Altrincham Town Centre should be of a high quality and reflect the design aesthetics and/or the historic character of the area.

Town Centre Quarters

Market Quarter



The Market Quarter contains the Grade II listed Market House and outdoor Market area. Whilst Altrincham Market Hall is recognised as a key asset within the town centre, the market currently underperforms. The area also contains a number of other heritage assets, such as the Hospital site on Central Way and Shaws Road along with Altrincham Town Hall.

The Market Quarter will form a new heart for the town centre with new public spaces acting as a focus for events.

Anchor Retail Quarter

The main shopping area in Altrincham is the Stamford Quarter and George Street. This area will act as the Anchor Retail Quarter, functioning as the retail heart of the town centre. Although shopping habits and the future form and content of these streets may change, it is proposed that comparison retail uses will continue to dominate Stamford Quarter and the northern end of George Street and their offer will strengthen as the town continues to revitalise.



Boutique Quarter



The Boutique Quarter is centred along the southern end of George Street, Greenwood Street and Stamford New Road. The consolidation of the high street retail offer into the Anchor Retail Quarter will provide opportunities to encourage small independent retailers alongside cafes and bars in this area.

It is proposed to bring in activity beyond the traditional 9 to 5 shopping hours, encourage new investment into residential, leisure and office development and secure an improved street environment. New uses will be encouraged in some of the vacant shop units in the town centre which will give people several reasons to visit Altrincham.

Leisure Quarter



The Leisure Quarter in the east of the town centre contains a number of existing leisure facilities including the ice rink, leisure centre, cinema and a health and fitness centre. These uses are currently poorly connected to the rest of the town centre due to a combination of the severance caused

by the railway line, major roads and poor public realm. New green infrastructure will improve linkages between these leisure destinations and the rest of the town centre.

Evening Economy Quarter

Altrincham's evening economy is largely focused around The Downs, Goose Green, Regent Road and Greenwood Street. These areas already contain a mix of restaurants, bars and jazz clubs. This will form Altrincham's Evening Economy Quarter. The focus for this area will be on providing an attractive and vibrant physical environment for these uses to flourish with a public realm that improves pedestrian movements and encourages activity to spill out into the street.

The Evening Economy Quarter should also link effectively with the Market Quarter and Boutique Quarter where there are complementary uses.



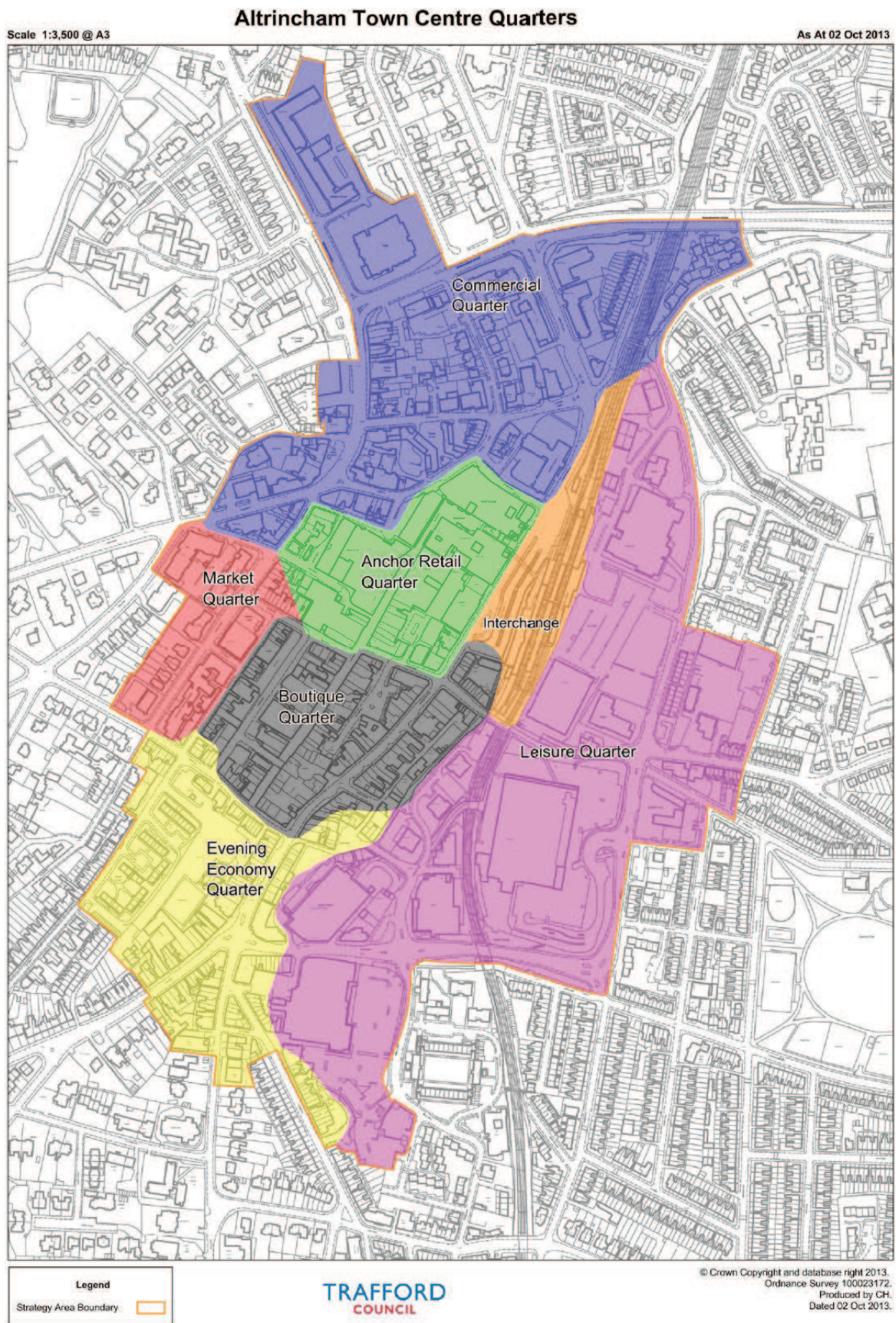
Commercial Quarter



The town centre plays an important role as an employment location with occupiers attracted by Altrincham's accessibility, facilities and quality of life. The Commercial Quarter to the north of the town centre comprises the land bounded by Church Street, Woodlands Road and Grosvenor Road and contains the main concentration of office floorspace within

Altrincham. This area needs to integrate more effectively with the wider town centre and provide customers to support the retail and leisure offer within Altrincham. It also has the potential to offer scope for additional residential development.

Figure 2: Altrincham Quarters



Development Opportunities

The following key development opportunity sites have been identified where there is potential for intervention or new development to help address identified challenges and meet the vision and objectives for Altrincham Town Centre.

Market Quarter

The historic Market House and outdoor market area offer the potential to create a new heart for Altrincham Town Centre. A new public space will be created to offer a focus for events.

The first phase in the creation of the Market Quarter will be the refurbishment of the Grade II Listed Market House and the covered market alongside improvements to the Lower Market Place area. The Council leased the market to a new commercial operator in Autumn 2013 to support its transformation as part of a vibrant new Market Quarter.



On completion of the new Altrincham Hospital facility at Railway Street, the current hospital site on Market Street will become vacant. This will enable the redevelopment of this site by Citybranch for a mixed use scheme, including the relocation of Altrincham Library from Stamford New Road, forming part of the new Market Quarter.



Altair

The Altair site is a development opportunity located on one of the key approaches to the town centre by car and adjacent to the Altrincham Interchange. It is situated in a part of the town centre currently dominated by large retail and leisure units.

The site is identified in the Core Strategy for a mixed use development. The Council is currently working with Nikal to bring forward development of the Altair site. An outline planning application was submitted to the Council in September 2013 for a £70m mixed use development. The proposed development will support the development of the Leisure Quarter in the town centre, anchored by an ice rink and leisure facility with supporting restaurant and café uses.

Stamford Quarter

The first phases of the Stamford Quarter redevelopment have now been completed and contain the majority of the town centre's national retailers and a 700 space car park. A proposed future phase could include the redevelopment of the frontage along Stamford New Road to provide active uses. The delivery of this redevelopment would vastly improve the first impression of the town centre that many visitors experience when arriving from the Altrincham Interchange, a key gateway into Altrincham. There is potential to deliver new residential development above ground floor retail uses at the Stamford Quarter. The later phases of the development will encompass improvements to the public realm along George Street, including new street furniture.



Grafton Centre

The Grafton Centre is Altrincham's other main shopping centre and provides an opportunity for a town centre offer that is complementary to Altrincham's retail heart and includes a wider mix of uses. The centre has recently been refurbished for a range of retail, food and leisure businesses. A 91 room Travelodge hotel was completed in the existing office tower in 2012 as part of the scheme.

Altrincham Hospital

Development of the new £17m Altrincham Hospital facility on Railway Street started on site in 2013. The site is being delivered by Pochin Property in partnership with Citybranch and Central Manchester University Hospitals NHS Foundation Trust. The completed development will comprise a new hospital facility including a minor injuries unit, out-patient consultation and treatment rooms, physiotherapy, X-ray, ultrasound and blood testing services. The redevelopment of this site will facilitate the refurbishment and redevelopment of another key development opportunity in the town centre, the current hospital site on Market Street. The project is due to complete in early 2015.



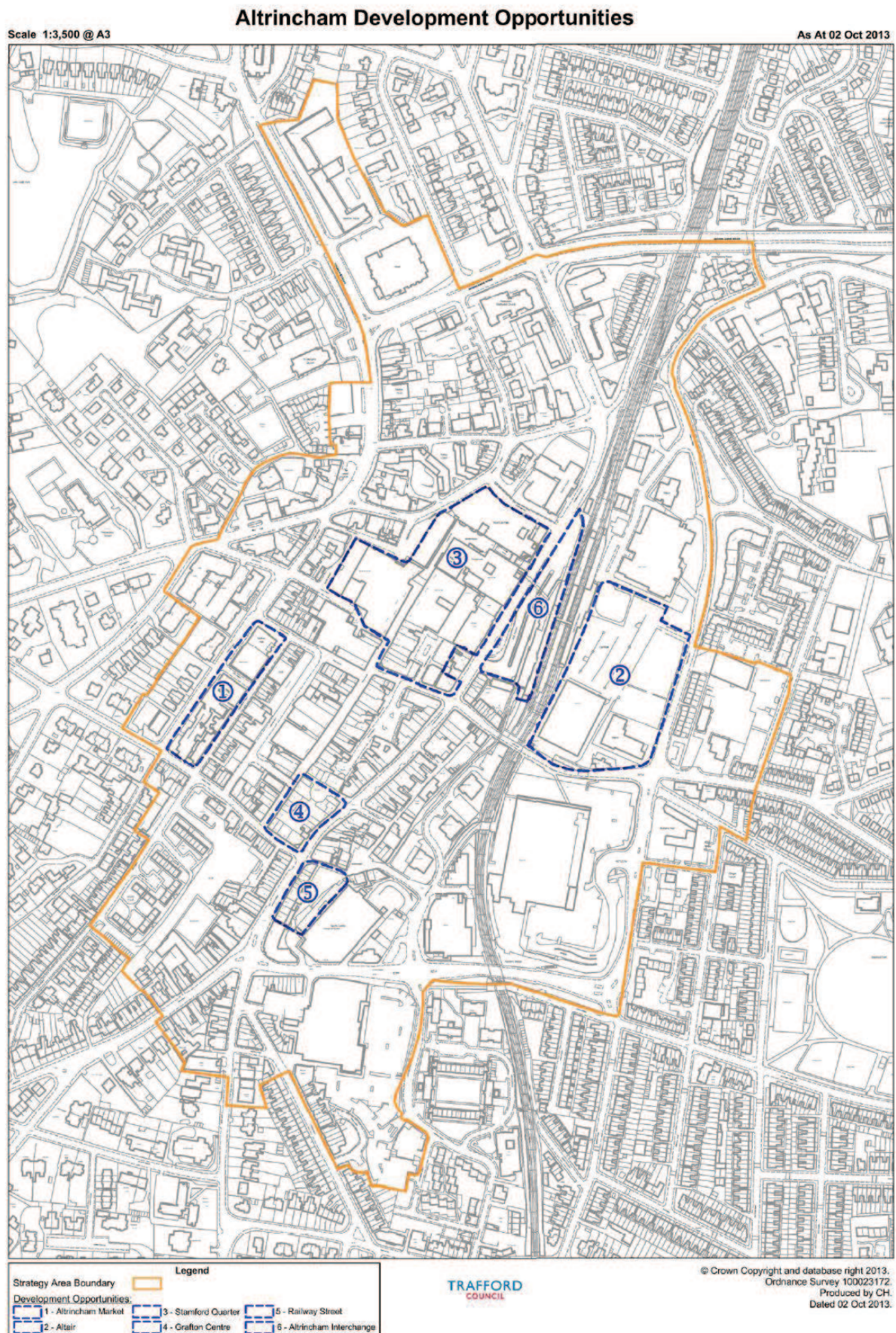
Altrincham Interchange



The Altrincham Interchange has been recognised as requiring major improvement if it is to function effectively. As one of the main gateways to the town centre, the Altrincham Interchange should be a focal point in the town centre. Its transformation will make visiting or working in Altrincham an even more attractive proposition.

Transport for Greater Manchester commenced work on the new £19m Altrincham Interchange facility in 2013 with the demolition of the existing bus station commencing in July 2013. The key objective of the new Interchange will be to create a modern, integrated facility which is fully accessible, efficient, and sustainable. The new Interchange will open at the end of 2014.

Figure 3: Development Opportunities



Public Realm and Movement Improvements

Altrincham Forward and Trafford Council commissioned a Public Realm and Movement Strategy for the town centre in 2012. The Strategy proposes a series of public realm improvements to create places for people to dwell and to bring activity to areas that are currently lifeless. Enhanced gateways will mark the arrival into the town centre with visual connections between Altrincham's professional areas and the town centre. The de-cluttering of the street scene, distinctive materials, planting or artwork, widening of footpaths, use of historic ginnels and creation of active frontages at key destinations will help enhance pedestrian connectivity across the town centre whilst building on Altrincham's unique character.

Vehicular Movement

The imbalance between pedestrians and vehicles at key junctions will be addressed. The re-balancing of streets will enable the existing network of streets and ginnels through the town centre to function more effectively. Movement will be re-introduced into areas of the town centre that have become sterile and lifeless during certain times of the day/night. Cycle hubs and cycle parking facilities will be provided at key locations within a cycle friendly town centre core.

Shared spaces will be introduced on key streets where both vehicles and pedestrians will have equal priority and a single surface will be encouraged. The key junctions where this will be promoted are:

- Railway Street/Lloyd Street/The Downs
- Regent Road/Stamford New Road Junction
- Stamford New Road/Moss Lane/Cross Street Junction
- Old Market Place

In order to stimulate the performance of shops, bars and restaurants (including the evening economy) and to reduce unnecessary car journeys controlled vehicular movements will be introduced in parts of the following locations:

- Market Street/Shaws Road/Greenwood Street/Central Way
- George Street/Cross Street

Pedestrian Movement

The creation of a series of outer gateways will direct people to key destinations. Within the town centre the focus should be on the activity of the streets and spaces, rather than vehicular movement. Safe, efficient and attractive routes from the new Altrincham Interchange to the rest of the town centre will help maximise the potential of this facility. The improvements will also deliver improved traffic flows throughout the town centre with vehicle speeds reduced on key roads.

Some streets in the town centre will become pedestrian priority streets. This will result in behavioural change, with drivers being encouraged to drive more slowly and be more aware of other street users, with most vulnerable users having priority across the spaces wherever possible.

Implementing the Public Realm and Movement Strategy

Following the completion of the Public Realm and Movement Strategy in early 2013, an implementation strategy for short and medium term projects has been prepared alongside further design work for the identified priority projects. The Implementation Strategy identifies the ten key street and space public realm projects for Altrincham and sets out strategic programming, outline costing, and project prioritisation.

The two priority projects within the Public Realm and Movement Strategy are the Stamford New Road-Railway Street and Moss Lane-Cross Street-Shaw's Road routes. The Lower Market Place is also identified for improvement, linked to the delivery of the wider Market Quarter scheme. The delivery of these projects will be fundamental to the future success of Altrincham Town Centre and they interface with the committed development projects of the Altrincham Interchange, Altrincham Hospital and the Market Quarter. Delivery of the priority projects will start on site in Spring 2014, whilst initial works to the Lower Market Place will complete in December 2013.

The design work that has been completed for the implementation of the Public Realm and Movement Strategy is summarised in Appendix One.

Delivering the Strategy

Governance

Altrincham Forward is responsible for spearheading the revitalisation of Altrincham. It brings together people who can influence positive change to ensure that Altrincham addresses its problems and fulfils its potential. The Board is supported by officers from Trafford Council, the Altrincham Town Team and a range of associates who bring expertise in the development of specific projects.

The Altrincham Town Team has been established to provide a coordinating role for the activities involved in the revitalisation of the town centre and is working with the community and partners across a wide range of organisations to deliver a joined-up and cohesive programme of support.

Altrincham Forward has agreed to pursue the preparation of a Business Neighbourhood Plan for Altrincham. In the first instance a Shadow Neighbourhood Forum will be established, building on the Altrincham Forward organisation. This Shadow Forum will be responsible for the finalising the Neighbourhood Plan Area and Neighbourhood Forum for submission to the Council for consultation prior to its formal designation.

Working with Partners

The successful delivery of the vision for Altrincham Town Centre will be dependent on effective partnership working. The partnership approach of Altrincham Forward working collaboratively with the community, businesses, landowners, developers, investors, retailers and residents is already delivering positive change at a number of key development sites. These sites include Altrincham Hospital, the Altrincham Interchange, Altair and Altrincham Market.

Key Actions for 2013/14

The following key actions have been identified for the period 2013/14:

- Consultation has been undertaken on plans to implement further public realm improvements in 2014.
- An initial phase of the public realm improvements commenced in September 2013 at the Lower Market Place area.
- The transfer of the Market to a new commercial operator will complete in the autumn 2013, with an investment programme to transform the Grade II Listed Market House being commenced by April 2014 as part of the new Market Quarter.
- An Investment Pack for Altrincham will be launched in spring 2014 to support landlords and agents in attracting new operators to the town.
- A funding package to deliver a Fab Lab facility in the town centre will be prepared with a target launch in 2014.
- Transport for Greater Manchester will deliver the new Altrincham Interchange for the end of 2014.

- Work will be undertaken with Citybranch to advance plans for the current hospital site as part of the Market Quarter redevelopment for implementation once the current hospital vacates in 2015.
- The Landlords Forum will continue to be supported to promote the exchange of ideas and sharing best practice in support of the regeneration of the town.

Phasing Plan

The next five years will see the delivery of significant regeneration with a number of physical projects delivered in Altrincham Town Centre.

	2013	2014	2015	2016	2017
Completion of new Altrincham Interchange	■	■			
Completion of new Altrincham Hospital	■	■	■		
Public Realm Works (Lower Market Place)		■			
Refurbishment of Market House and Covered Market		■			
Public Realm Works (Priority Projects)		■	■		
Development of the Altair Scheme		■	■	■	■
Completion of new Altrincham Library			■	■	
Redevelopment of the Old Hospital Site			■	■	

The successful delivery of these key projects will contribute to the achievement of the vision and primary objective to make Altrincham a thriving and successful destination and create the 'Modern Market Town'.

Appendix One: Public Realm Works Outline Design

Outline design work was completed in Autumn 2013 in relation to the delivery of the two priority projects within the Public Realm and Movement Strategy, the Stamford New Road-Railway Street and Moss Lane-Cross Street-Shaw's Road routes. Outline design work has also been completed in relation to the Lower Market Place which is identified for improvements linked to the delivery of the wider Market Quarter scheme.

Stamford New Road/Railway Street

The Downs junction should be a key gateway to Altrincham Town Centre. The junction is currently dominated by vehicular movement with traffic flows constrained by traffic lights. The pedestrian environment is poor and the junction provides no sense of arrival in the town centre.

Shared space will be introduced at this junction to re-balance pedestrian and vehicular movement. Traffic flows at the junction will be improved by the removal of traffic lights and through traffic will be discouraged from continuing onto Railway Street/Stamford New Road and will be directed onto Lloyd Street/Oakfield Road. The area available for pedestrians will be increased and the quantum of street clutter reduced.



Existing traffic flows along Railway Street/Stamford New Road create a physical and visual barrier to pedestrian movements and have a negative impact on the town centre environment. A large number of vehicle journeys along this route would be better served by the strategic network because they are through traffic rather than users of the town centre. Movement will be re-balanced through the creation of a shared surface street where both vehicles and pedestrians have equal priority. Along Railway Street and Stamford New Road a running strip will be designed to separate vehicle lanes. Semi-mature trees will be planted to give the streetscape definition while also adding character. Courtesy crossing points will be provided to encourage effective circulation of pedestrians. Local businesses will be supported through the provision of on-street parking and areas for loading. The works will enable the new Altrincham Hospital development and Altrincham Interchange to be integrated into the public realm improvements and linked effectively to the wider town centre.



Moss Lane/Cross Street/Shaw's Road

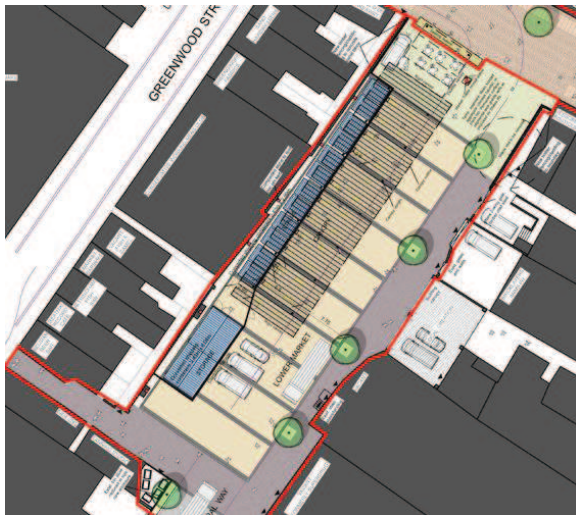
The existing Moss Lane Junction with Stamford New Road forms a visual and physical barrier to pedestrian access. A pedestrian friendly environment will be created at the junction which will become a shared surface junction with more user friendly crossing points, indicated by a change in surface material, increasing pedestrian flow and movement.



Cross Street and Shaw's Road will be pedestrian priority streets over vehicles with drivers encouraged to be more aware of other users. The quantum of street clutter will be reduced and spaces will be provided for activity to spill out onto the street creating an environment that supports a café culture in the heart of the town centre. The improvements to the Moss Lane/Cross Street/Shaw's Road route will provide an effective linkage between the Market Quarter, the Leisure Quarter / Altair development and Altrincham Interchange.

Lower Market Place

Initial work to transform the Lower Market Place on Central Way into a new contemporary shared space commenced in September 2013. New lock up market units and a canopy will be provided at the site. Central Way will be closed to traffic on market days. An enhanced link will be provided to Greenwood Street and the wider Market Quarter, supporting the wider aspirations for the transformation of this area.



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TRAFFORD COUNCIL

Report to: Executive

Date: 27 January 2014

Report for: Information

Report of: The Executive Member for Finance and the Director of Finance

Report Title:

Revenue Budget Monitoring 2013/14 – Period 8 (April to November 2013).

Summary:

The approved revenue budget for the year is £159.003m. The forecast for the end of the year, as projected following eight months of activity, is £156.811m being a net underspend of £(2.2)m, (1.4)% of the budget. This is a favourable movement of £(0.1)m on the previous month.

In addition, the Learning Disability Recovery plan is forecasted to achieve £(0.5)m of in-year cash savings. The main areas of budget variance are summarised as:

Activity	Forecast £m	Movement £m
Vacancy management & control	(1.1)	-
Social Services demand led budgets	1.3	0.0
Projects/savings rescheduling	0.3	-
Running costs	0.2	(0.0)
New Grant	(0.2)	-
Income	(0.9)	(0.1)
Service Outturn	(0.4)	(0.1)
Additional Airport dividend	(1.3)	-
Other Council-wide budgets	(0.5)	-
Forecasted outturn	(2.2)	(0.1)
Learning Disability Pool	(0.5)	0.1

Reserves

The forecast level of General Reserve at year end is £(10.5)m. Deducting future planned commitments the long term balance is £(8.4)m, or £(2.4)m above the minimum level of £(6.0)m.

The net service carry forward reserves at the beginning of the year were £(3.6)m. With a planned use to support savings and change projects of £2.1m, plus a net underspend of £(0.3)m, the projected carry forward is £(1.8)m. The Learning Disability Pool reserve had an adverse brought forward balance of £1.5m, which will be reduced by the recovery plan in-year to £1.0m, with a view to full recovery by the end of next year.

Council Tax

There is an in-year forecasted Council Tax surplus, of £(0.872)m, a minor movement of £(0.003)m since last period.

Recommendation(s)

It is recommended that:

- a) the latest forecast and planned actions be noted and agreed.

Contact person for access to background papers and further information:

Head of Financial Management Extension: 4302

Background Papers: None

Relationship to Policy Framework/Corporate Priorities	Value for Money
Financial	Revenue expenditure to be been contained within available resources in 2013/14.
Legal Implications:	None arising out of this report
Equality/Diversity Implications	None arising out of this report
Sustainability Implications	None arising out of this report
Staffing/E-Government/Asset Management Implications	Not applicable
Risk Management Implications	Not applicable
Health and Safety Implications	Not applicable

Director of Finance:.....ID...

Director of Legal & Democratic Services:.....MJ...

Signature: [Appended in hard copy.]

Budget Monitoring - Financial Results

- The approved budget is £159.003m. Based on the budget monitoring for the first 8 months of the year, the overall forecast for the year is £156.811m, being an underspend of £(2.192)m, (1.4)%. Included within this total is a net service underspend of £(0.343)m or (0.3)% of the relevant budget, and underspends in Council-Wide budgets of £(1.849)m or (7.8)% of the relevant budget.
- The Learning Disability (LD) Pool recovery plan is forecasted to achieve £(0.515)m or (2.6)% of cash savings to offset the brought forward adverse balance on the fund of £1.472m. The details of service variances can be found in Annexes 1 to 4, and for Council-Wide, Annex 5:

Table 1: Budget Monitoring results by Directorate	Year end Forecast (£000's)	Percentage %	Period Movement £(000's)	Annex
Children, Families & Wellbeing	(12)	0.0%	(28)	1
Environment, Transport & Operations	93	0.3%	(6)	2
Economic Growth & Prosperity	-	0.0%	-	3
Transformation & Resources	(424)	(2.1)%	(20)	4
Total Service Variances	(343)	(0.3)%	(54)	
Council-wide budgets	(1,849)	(7.8)%	(20)	5
Estimated outturn variance (period 8)	(2,192)	(1.4)%	(74)	
Learning Disability Pool	(515)	(2.6)%	60	1
Total Forecasted outturn	(2,707)	(1.7)%	(14)	

Table 2: Budget Monitoring results by Executive Portfolio Holder	Year end Forecast (£000's)	Percentage %	Period Movement £(000's)
Supporting Children & Families	(171)	(0.7)%	(108)
Education	180	2.6%	60
Adult Social Services	(21)	(0.1)%	20
Community Health & Wellbeing	-	0.0%	-
Highways & Environment	93	0.3%	(6)
Safe and Strong Communities	25	1.2%	(15)
Economic Growth & Prosperity	-	0.0%	-
Transformation & Resources	(261)	(1.8)%	(15)
Finance	(2,037)	(7.4)%	(10)
Estimated outturn variance (period 8)	(2,192)	(1.4)%	(74)
Adult Social Services (LD Pool)	(515)	(2.6)%	60
Total Forecasted outturn	(2,707)	(1.7)%	(14)

Key Month on Month Variations

- The key variances contributing to the period movement of a favourable £(0.014)m are:
 - £(0.100)m due to a net decrease of 8 service users across residential, homecare and direct payments within Older People Service;

- an increase in Home to School transport costs of £0.139m in Education & Early Years' Service;
- £(0.104)m relating to lower contract costs within commissioned Early Intervention and Complex & Additional Needs service;
- £0.095m relating to a reduction in the savings expected within the Equipment & Adaptations budget than previously reported;
- £(0.143)m additional SLA income from Schools and Academies within Education & Early Years, £(0.096)m and HR Shared service, £(0.047)m
- £0.060m relating to a lower in year underspend expected in the Learning Disability Pooled fund;
- Other minor net movements across all other services, £0.039m.

MTFP Savings and increased income

4. The Budget included for £(18.5)m of savings and increased income. The table below summarises the current forecasts against this savings target:

Table 3: Savings 2013/14	Budget target (£000's)	End of Year Forecast (£000's)	Variance (£000's)
Transformation savings	(8,131)	(8,132)	(1)
Other savings	(10,389)	(10,389)	
Total	(18,520)	(18,521)	(1)

5. There has been slippage on savings in Groundforce £0.120m pending a review of working conditions and Enforcement £0.314m due to additional staff consultation. These will be mitigated in full from management action taken across the Directorate or use of accumulated balances if required.

Council Tax

6. In-year Council Tax collection to the end of November was 77.56% of total tax due, which is slightly down on last year's figure of 78.04%. As well as a number of changes to the welfare system, including the introduction of the Council Tax Support Scheme, the law changed to allow residents to take up a 12 month payment plan option rather than the previous 10 month. Around 2% of residents have moved from a 10 month to 12 month payment plan, which will have impacted on collection rates.
7. Overall, the current end of year total revenue forecast is for an additional £(872)k of Council Tax above budgeted levels, which is a minor monthly movement of £(3)k. The variances are detailed in the table below.

Table 4: Council Tax forecast and surplus estimate for 2013/14	Overall (with all precepts)		Trafford element only	
	£(000's)	£(000's)	£(000's)	£(000's)
Surplus brought forward		(6)		(5)
Changes in Band D equivalents	(454)		(383)	
Empty Homes Premium	(160)		(135)	
Council Tax Support awards	(750)		(631)	
Backdated valuations & discounts	329	(1,035)	277	(872)
Surplus carry forward		(1,041)		(877)

Business Rates

8. As previously reported, the Valuation Office Agency provided a quarterly update on the level of appeals as at 30 September 2013, showing that the amount outstanding had reduced from £156m to £150m. It is expected that the cost of settled appeals in the future will be significant and this is compounded with the level of backdated payments. Government guidance is awaited on the accounting treatment of appeals and potentially the Council could be in a position of triggering the 'safety net' this year which would cost £2.4m. As highlighted in the previous monitor, the situation is still under evaluation and will form part of the considerations for the 2014/15 budget.

Reserves

9. The General Reserve balance brought forward was £(10.6)m, against which there are planned commitments up to the end of 2014/15 of £4.0m. This includes an adjustment to the contribution to the AGMA-wide Work Programme Plus initiative from an estimated £121k, previously agreed at Executive 18 November 2013, to £103k as a result of more up to date information.
10. The addition of the Council-Wide underspend of £(1.8)m provides for a projected 31 March 2015 balance of £(8.4)m, being £(2.4)m above the agreed minimum level of £(6.0)m. The utilisation of reserves is a consideration of the 2014/15 budget and medium term financial planning process.

Table 5: General Reserve Movements	(£000's)
Balance 31 March 2013 (subject to audit confirmation)	(10,643)
Commitments in 2013/14:	
- Planned use for 2013/14 Budget	906
- One-off projects from 2012/13 brought forward	98
- Planned use for one-off projects 2013/14	1,019
- Council-wide budgets underspend	(1,849)
Balance 31 March 2014	(10,469)
- Planned use for 2014/15 Budget	2,094
Projected balance after known commitments	(8,375)

11. Service balances brought forward from 2012/13 were a net £(3.6)m. After planned use to support one-off projects and adjusting for the estimated outturn, there is a projected net surplus of £(1.763)m to be carried forward to 2014/15 (Table 6). There is also an outstanding balance on the Learning Disability Pool of £0.957m, however, there is a recovery plan to bring the pool back into balance by the end of 2014/15 (see Annex 1).
12. The use of Service reserve balances during the year is detailed in Annexes 1 to 4 of the report. However the main highlights include :
- invest to save projects in CFW of £0.803m;
 - £0.126m committed on re-phased projects per the 2012/13 outturn report in EGP with the remaining balance £0.186m earmarked to supplement 2013/14 project work, plus provide one-off mitigation if income levels continue to be adversely affected by the economic climate;
 - Transformation Support within T&R of £0.177m and £0.185m set aside for Land Charges Claims.

	B/f April 2013 (£000's)	Forecast Movement in-year (£000's)	Forecast Balance (£000's)
Table 6: Service balances			
Children, Families & Wellbeing	(1,427)	837	(590)
Environment, Transport & Operations	(439)	330	(109)
Economic Growth & Prosperity	(312)	312	0
Transformation & Resources	(1,389)	325	(1,064)
Total All Services (Surplus)/Deficit	(3,567)	1,804	(1,763)
Learning Disability Pool	1,472	(515)	957
Total (Surplus)/Deficit	(2,095)	1,289	(806)

Recommendations

13. It is recommended that the latest forecast and planned actions be noted and agreed.

TRAFFORD MBC

Report to: CFW Directorate Management Team
 Date: 19 December 2013
 Report for: Discussion
 Report author: CFW Finance Managers

Report Title

**Revenue Budget Monitoring 2013/14 – Period 8
 (April 2013 to November 2013 inclusive)**

1 Outturn Forecast

- 1.1 The approved revenue budget for the year is £82.571m. The projected outturn is £82.044m which is £(0.527)m under the approved budget (0.64%), a £0.032m adverse movement from the October forecast.
- 1.2 The £32k net adverse movement in the month is a result of:
- £14k adverse movement in staff costs across the Directorate.
 - £138k adverse movement in home to school transport costs, due to the new academic year's contract prices and number of scheduled runs not reducing in line with expectations.
 - £(86)k favourable movement in staff costs for the Adoption Reform Grant due to delay in staff employed for fixed term twelve month posts. This funding will be required in 2014/15 from the CFW reserves.
 - £122k adverse movement in care package and commissioned services costs, consisting of a £95k adverse movement in the Physical Disabilities community equipment budget and an adverse £27k movement in care package costs.
 - £(156)k favourable movement in other income £(96)k and running costs £(60)k across the Directorate.

2 Explanation of Variances

- 2.1 The forecast outturn variances are summarised below by Portfolio, with more detail at Appendix 1.

Supporting Children & Families and Education Portfolios - £(48)k favourable movement.

- Despite a number of actions to reduce demand and the cost of placements, there has been an increase in client numbers generating a net overspend of £504k in external placement costs and £325k of internal costs (staffing £72k, adoption fees £77k and other running costs £90k). This has been mitigated in year by the use of a one-off Intensive Fostering Grant of £(198)k and other income of £(10)k.

- There is an anticipated surplus of adoption income of £(423)k. This is being generated through the approval of 35 adopters and their use by other Local Authorities for which we can charge £(27)k per placement. However, the activity supporting the identification of suitable families is supported by grant that cannot be guaranteed in the long term.
- Commissioning service projected underspend of £(140)k from staff savings and other variances.
- Education and Early Years' service predicted overspend of £180k: Home to School transport pressure of £516k, vacant staff posts totalling £(137)k, additional income of £(226)k and other variances £27k, and
- Children's Centres projected underspend of £(126)k, relating to staffing.

Adult Social Care Portfolio - £20k adverse movement

- A decrease of £(100)k in Older People residential placements (8).
- An increase of £95k in the Physical Disabilities Integrated Community Equipment service arising from an increase in minor adaptations
- Net increase in placement costs of £22k from an increase of 1 Mental Health residential placement
- Other minor favourable variances of £3k in Support and Other Services.

Learning Disabilities (LD) Pooled Budget - £60k adverse movement

- An increase in placement costs of £60k.

2.2 The budget depends on the successful implementation and delivery of two key savings plans to reduce demand; Telecare £(400)k and Reablement £(500)k. Whilst the plans have been implemented the effectiveness of the plans on the reduction in demand is currently being analysed and assessed.

3 Learning Disabilities Pooled Fund

3.1 At the beginning of the year the LD Pool had a carry forward adverse balance of £1,472k, and a recovery plan to deliver cash savings against budget over two financial years to address this. The 2013/14 target is for an outturn balance of £900k. The projected outturn is £957k.

3.2 The Deputy Corporate Director has re-phased the recovery plan, and included additional initiatives. As a result of the movement in period 8 additional work is being undertaken to recover the position:

- A review of all existing and projected placements
- Expansion of telecare and reablement into Learning Disabilities services
- Additional services identified for retendering
- High cost and out of borough placements review
- Accommodation development to reduce cost of provision

3.3 The updated plan is shared with the Trafford Clinical Commissioning Group (CCG), which replaced the previous Primary Care Trust delivery partner. The Council and the CCG will target the outstanding balance to bring the LD Pool into balance by 31 March 2015.

4 Service carry-forward reserves

- 4.1 At the beginning of April 2013 the Children, Families and Wellbeing Directorate had accumulated balances of £(1,427)k carried forward from previous financial years.
- 4.2 The remaining carry-forward balances at the end of the year after taking into account the outturn position are:

Table 1: Utilisation of Carry forward Reserve 2013/14 –	(£000's)
Balance brought forward 1 April 2013	(1,427)
Specific expenditure assigned against the reserve re: invest to save	803
Specific expenditure committed from 2012/13	46
P8 Forecast Outturn	(12)
Balance carried forward at 31 March 2014	(590)
Specific Expenditure committed 2014-15 re Adoption Reform Grant	86

Table 2: Utilisation of Carry forward Reserve 2013/14 – Learning Disabilities Pooled Fund	(£000's)
Balance brought forward 1 April 2013	1,472
P8 Forecast outturn cash movement	(515)
Balance carried forward at 31 March 2014	957

- 4.3 Any use of the reserves will be managed to ensure that it has a positive impact on the following year's budget e.g. invest to save initiatives.

5 Management Action

- 5.1 Key to the delivery of the budget is management of demand, placement costs and delivery of the Learning Disabilities Pooled Fund Recovery Plan. The Directorate will focus on
- Monitoring the impact of the changes in activity and discharges from services seen in period 8. Putting in place action to mitigate the budget pressure.
 - Delivery of the Learning Disability Pooled Fund Recovery Plan in partnership with Trafford Clinical Commissioning Group.
 - Monitoring of the impact on demand of the Telecare and Reablement budget savings.
 - Continuous review of all placements to ensure the most effective provision is made.
 - A number of actions are being taken in relation to the Home to School Transport budget pressure. These include a service review, tender process and options appraisal for transport to out of borough placements.
 - The Adoption Grant (£529k) in 2013-14 is currently supporting strategies to increase the number of approved adoptive families and increasing the support network to those families. If the grant reduces/ends, the income generated from the provision of additional adoptive placements will be sufficient to support an appropriate level of service.

Period 8 Projected Outturn revenue expenditure and income variances

The following tables detail the main variances from the revenue budget to the forecasted outturn, and the movements since the last monitoring report in both Management Accounts (“Budget Book”) format and by cause or area of impact of the variance.

Budget Book Format (Objective analysis)	Full Year Budget (£000's)	P8 Outturn (£000's)	P8 Outturn variance (£000's)	P7 Outturn variance (£000's)	P7 – P8 movement (£000's)	Ref
Education Portfolio						
Dedicated Schools Grant	0	0	0	0	0	CFW1
Transfer to Dedicated Schools Grant Reserve	0	0	0	0	0	CFW1
Education Early Years' Service	6,869	7,049	180	120	60	CFW5
Sub-total	6,869	7,049	180	120	60	
Supporting Children & Families Portfolio						
Children's Social Services	15,232	15,438	206	264	(58)	CFW2
Children with Complex & Additional Needs	2,023	1,929	(94)	(119)	25	CFW2
Commissioning	1,712	1,572	(140)	(81)	(59)	CFW3
Multi Agency Referral & Assessment Service (MARAS)	1,471	1,504	33	1	32	CFW6
Youth Offending Service	527	477	(50)	0	(50)	CFW7
Children's Centres	2,213	2,087	(126)	(128)	2	CFW4
Youth Service	1,430	1,430	0	0	0	
Sub-total	24,608	24,437	(171)	(63)	(108)	
Adult Social Services Portfolio						
Older People	20,250	20,051	(199)	(99)	(100)	CFW8
Physical Disabilities	4,194	4,114	(80)	(81)	1	CFW9
Equipment & Adaptations	801	772	(29)	(124)	95	CFW10
Mental Health	3,416	3,710	294	257	37	CFW11
Other Adult Services	746	732	(14)	(12)	(2)	CFW12
Strategic & Support Services	896	910	14	21	(7)	CFW13

Adaptations	(52)	(52)	0	0	0	
Housing Services	1,247	1,271	24	21	3	CFW14
Community Services	251	255	4	4	0	CFW15
Equalities & Diversity	184	149	(35)	(28)	(7)	CFW16
Sub-total	31,933	31,912	(21)	(41)	20	
Community Health & Wellbeing Portfolio						
Public Health	(862)	(862)	0	0	0	
Sub-total	(862)	(862)	0	0	0	
Total	62,548	62,536	(12)	16	(28)	
Learning Disabilities Pooled Fund	20,023	19,508	(515)	(575)	60	CFW17
Total	82,571	82,044	(527)	(559)	32	

Business Reason / Area (Subjective analysis)	P8 Outturn (£000's)	P7 Outturn (£000's)	P7-P8 movement (£000's)	Ref
DSG Reserve				
DSG Reserve B/Fwd.	(2,453)	(2,453)	0	
Spend on DSG Reserve	1,103	1,853	(750)	CFW1
DSG projected underspend	(1,350)	(600)	(750)	
Transfer to DSG Reserve	1,350	600	750	
Children, Families & Wellbeing				
Management of staff vacancies	(553)	(481)	(72)	CFW3,4,5,6,7,8, 10,11,15,16
External care packages and commissioned services	241	119	122	CFW2,8,9,10,14, 16
Delay in closure of establishments	97	97	0	CFW7
Transport costs	515	377	138	CFW5
Other running costs	22	82	(60)	CFW3,5,12,13
Grant income	(198)	(198)	0	CFW2
Adoption income	(423)	(423)	0	CFW2
Other income	(228)	(132)	(96)	CFW3
Sub-total	(527)	(559)	32	
Total	(527)	(559)	32	

NOTES ON VARIANCES AND PERIOD MOVEMENTS

Supporting Families & Children Portfolio, Education Portfolio

CFW1 – DSG Reserve b/fwd.

- The DSG reserve brought forward balance is £(2.453)m. There are likely to be commitments against this in 2013/14 of £1.103m. This leaves an underspend of £(1.350)m. This underspend will be carried forward to 2014/15. Further variances will come to light once the full impact of the new academic year is known. (e.g. increased pupil numbers).
- The Funding Forum was made aware of this reserve at the July 2013 meeting and proposals will be forwarded at a future meeting on how to utilise this. It is very likely that some of it will be distributed to schools on a one off basis. Further details can be sought by accessing the July 2013 Funding Forum report.

Non DSG Variances £9k adverse

CFW2 – Children’s Social Care £112k adverse (Includes Children with Complex & Additional Needs)

- Despite a number of actions to reduce demand and the cost of placements, there has been an unexpected increase in client numbers generating a net overspend of £504k in external placement costs, an overspend of £72k in staffing, adoption agency placement fees of £77k and other costs of £90k. This is despite a significantly reduced unit cost per week over the last three years due to the placement strategy implemented. The increased demographics are in line with national trends and increased child population overall in Trafford. The increase has been mitigated in year by the use of a one-off Intensive Fostering Grant of £(198)k and other income of £(10)k.
- Fortunately this overspend is largely off-set for 2013-14 by an anticipated surplus in adoption income of £(423)k. This is being generated through the approval of 35 adopters and their use by other Local Authorities for which we can charge £(27)k per placement. This level of grant and income cannot be guaranteed in future.

CFW3 – Commissioning £(140)k favourable

- The favourable variance is due to staff posts being held vacant £(47)k, an underspend on contracts within commissioned Early Intervention and Complex & Additional Needs services totalling £(104)k, and other variances totalling £11k.

CFW4 – Children’s Centres £(126)k favourable

- The favourable variance within this area is due to a slippage in staffing totalling £(126)k.

CFW5 – Education & Early Years £180k adverse

- The projected overspend of £180k within the Education and Early Years’ service is due to the impact of demographic pressures on contract and escort costs for SEN Transport of £516k, overall staff savings across the service of

£(137)k, additional income received from schools and academies of £(226)k and other variances totalling £27k.

CFW6 – MARAS £33k adverse

- The estimated overspend within MARAS relates to additional staffing costs incurred in the year totalling £33k.

CFW7 – Youth Offending Service £(50)k favourable

- The saving within Youth Offending Service comes from an anticipated underspend in remand placement costs.

Adult Social Care Portfolio £(21)k favourable

CFW8 – Older People £(199)k favourable

- **Care Management/Assessment £(351)k favourable**
Due to managed vacancies within the Social Work, Assessment, Reablement and Screening teams.
- **Residential and Nursing Care/Home Care/Day Care/Direct Payments - £55k adverse**
In previous periods demand had been within expected levels, period 8 has seen a net decrease of 8 service users across residential, homecare and direct payments services reducing costs by £(100)k. The main reason for the net decrease is that there have been more people leaving services.
- **Katherine Lowe House and The Princess Centre - £97k adverse**
Delays in the closure of Katherine Lowe House (£82k) and the Princess Centre (£15k) resulting in additional costs being incurred.

CFW9 – Physical Disabilities £(80)k favourable

- **Care Management/Assessment £(81)k favourable**
Due to managed vacancies within the Social Work teams.
- **Residential and Nursing Care/Home Care/Direct Payments - £1k adverse**
One additional residential placement costing £45k more than budgeted, 1 additional homecare placement; £12k and 1 existing placement were package costs have increased; £17k. Recovery of Direct Payment allocations is greater than budgeted £(73)k.

CFW10 – Equipment & Adaptations - £(29)k favourable

- **External Minor Adaptations - £(29)k favourable**
The volume of repair call out is projected to be slightly lower than estimated in the budget.

CFW11 – Mental Health - £294k adverse

- **Care Management and Assessment £(52)k favourable**
Due to managed vacancies within the Community Mental Health Team.
- **Residential and Nursing Care/Home Care/Direct Payments/Supported Living £346k adverse**
There are 9 residential service users with significantly higher than budgeted costs and one homecare user higher than budgeted.

CFW12 - Other Adult Services £(14)k favourable

- **Emergency Duty Team £86k adverse**
Due to projected staff costs due to current workload.
- **Transport Services - £(100)k favourable**
Rationalisation of trips following merger of Princess Centre and Pathways.

CFW13 - Strategic & Support Services - £14k adverse

- **Finance Team £14k adverse**
Due to higher than expected client services costs.

CFW14 - Housing Services - £24k adverse

- **Supporting People £24k adverse**
Underachievement in income contribution.

CFW15 - Community Services - £4k adverse

- **Community Services £4k adverse**
Underachievement in income contribution.

CFW16 – Equalities & Diversity - £(35)k favourable

- **Equalities & Diversity £(35)k favourable**
Due to managed vacancies in the Team £(24)k and a projected underspend in the events budget £(11)k.

Learning Disabilities Pooled Fund

CFW17 – Learning Disabilities - £(515)k favourable – Pooled Fund Arrangement

- **Residential and Nursing Care/Home Care/Direct Payments £(548)k favourable**
The impact of the recovery plan on projected demand.
- **Daycare £(8)k favourable**
The new method of service provision at the Meadowside Centre has delivered a saving higher than estimated.
- **Care Management/Assessment £41k adverse**
Agency cover for long term sick and additional resource to deliver recovery plan.

TRAFFORD MBC

Report to: ETO Directorate Management Team
 Date: 18 December 2013
 Report for: Discussion
 Report author: ETO/EGP Finance Manager

Report Title

Revenue Budget Monitoring 2013/14 – Period 8 (April to November 2013)

1. Forecast Outturn

- 1.1 The approved revenue budget for the year is £29.193m. The forecast outturn before management action is £29.286m, which is £0.093m over the approved budget (0.3%). This is a minor favourable movement of £(0.006)m since last month.
- 1.2 Action to manage budget pressures will continue throughout the remainder of the year (see paragraph 2.2) and a nil variance is expected as a result. The financial forecasts will be revised once the results of this action are considered realisable.
- 1.3 The Directorate has also brought forward balances of £(0.439)m from previous years (paragraph 3). This includes £(0.202)m earmarked specifically to mitigate one-off budget pressures this year, such as from the Enforcement review. The aim is to deliver a balanced budget without use of these reserves but, based on the forecast overspend above, £0.093m has been earmarked as a commitment at this point.
- 1.4 The forecast outturn for the Directorate can be subject to external factors, such as the effects of weather, and income streams affected by economic conditions. Any remaining balances from previous years not currently committed are being held to mitigate such pressures for the remainder of the year.

2. Summary of Variances

- 2.1 The overall net variance reflects a number of individual under and overspends across the diverse areas of the Directorate, summarised as follows:
- Re-profiling of savings from the review of Enforcement due to additional staff consultations £0.314m;
 - Re-profiling of Groundforce staff savings pending the on-going review of working conditions (e.g. overtime) £0.116m;
 - Public Protection licencing income – continuing adverse effect of economic climate £0.070m;
 - Traffic Management costs for major events – additional costs £0.054m;
 - Street Lighting – prices in the new energy contract are higher than anticipated at the start of the year £0.035m;
 - Additional costs from the extension of the Parking enforcement contract prior to full re-tendering exercise during the year £0.035m;

- Head of Operations post part year vacancy (revenue element) £(0.030)m;
- The full closure of Oakfield Road car park has taken longer than predicted when setting the budget and income is £(0.153)m higher than expected for the full year;
- Other Parking income higher than expected £(0.049)m;
- Income in Bereavement Services has continued to be higher than expectations £(0.112)m;
- School crossing patrols underspend from on-going net vacancies £(0.055)m;
- Rebate expected from transport leasing contractor £(0.050)m;
- Waste Management – total underspend of £(0.050)m from the waste collection contract, refurbishing of existing dustbin stock, and other running costs;
- Other net underspend £(0.032)m.

2.2 The management action plan being implemented includes numerous steps to ensure that essential services are delivered within budget throughout the year. These will be monitored throughout the year and reflected in the forecast outturn for the service areas accordingly:

- Only necessary spending on supplies and services to be approved;
- Reduced use and greater control of overtime and travel expenses;
- Monitoring and evaluation of existing and potential new income streams;
- Analysis of rechargeable work for both revenue and capital schemes;
- Additional improvements to efficiency through service redesign and better procurement;
- Potential to accelerate future savings proposals.

3. Reserves

3.1 At the end of 2012/13 the Directorate had a surplus on accumulated balances of £(0.439)m, which was carried forward to 2013/14. This was a result of the successful management of budget pressures in 2012/13, plus generated surpluses to assist in mitigating future pressures (if required) while sustainable solutions are implemented.

3.2 The planned use of these balances is shown below. The current balance of £(0.109)m is being held to cover potential budget pressures from external factors, such as from adverse weather or reductions in income. Any balance remaining at year end will be carried forward to support services in 2014/15 accordingly.

Utilisation of Carry forward Reserve 2013/14	(£000's)
Surplus balance brought forward at 1 April 2013	(439)
Traded service investment projects c/f	132
Car Parking – contract cost/income	105
Period 8 forecast outturn (adverse)	93
Balance after known commitments	(109)

4. Savings

- 4.1 The approved Directorate budget includes savings of £(3.011)m, (9.3)% as follows:

	Budget (£000's)	Outturn (£000's)	Variance (£000's)
Increased and new income	(307)	(307)	0
Efficiencies and others	(605)	(575)	30
Policy Choice	(2,099)	(1,695)	404
Mitigating action across ETO	0	(434)	(434)
Total ETO	(3,011)	(3,011)	0

- 4.2 The shortfall of £0.434m relates to re-profiling of savings in Enforcement and Groundforce above. These are to be mitigated in full from management action and other favourable variances across the Directorate, or by the use of accumulated balances if required.

5. Recommendations

- 5.1 It is recommended that the forecast outturn be noted.

Period 8 Forecast Outturn revenue expenditure and income variances.

The following tables detail the main variances from the revenue budget to the forecast outturn, and the movements since the last monitoring report in both Management Accounts (“Budget Book”) format and by cause or area of impact of the variance.

Budget Book Format (Objective analysis)	Full Year Budget (£000's)	P8 Forecast Outturn (£000's)	P8 Outturn Variance (£000's)	P7 Outturn Variance (£000's)	P7 – P8 Movement (£000's)	Ref
Highways & Environment Portfolio						
Highway and Network Management, incl. Traffic & Transportation	5,130	5,180	50	55	(5)	ETO1
School Crossing Patrols	512	457	(55)	(55)	0	ETO2
Parking Services	(150)	(320)	(170)	(170)	0	ETO3
Groundforce	4,593	4,705	112	109	3	ETO4
Bereavement Services	(998)	(1,089)	(91)	(91)	0	ETO5
Sustainability & Greenspace	410	349	(61)	(63)	2	ETO6
Waste Management (incl. WDA levy)	18,661	18,611	(50)	(50)	0	ETO7
Public Protection	806	860	54	50	4	ETO8
Environmental Enforcement	30	344	314	314	0	ETO9
Directorate Strategy & Business Support	471	461	(10)	0	(10)	
Sub-total	29,465	29,558	93	99	(6)	
Operational Services for Education	(272)	(272)	0	0	0	
Total Forecast Outturn Period 8	29,193	29,286	93	99	(6)	

ETO Business Reason / Area (Subjective analysis)	P8 Outturn Variance (£000's)	P7 Outturn Variance (£000's)	P7 – P8 Movement (£000's)	Ref
Highways and Network Management				
Traffic Management costs - events	54	54	0	
Fee income shortfall	5	8	(3)	
Transport rebates	(25)	(25)	0	
Staffing vacancies	(30)	(30)	0	
Energy – Street Lighting	35	35	0	
Other running costs	11	13	(2)	
Sub-total	50	55	(5)	ETO1
School Crossing Patrols - vacancies	(55)	(55)	0	ETO2
Parking Services				
Additional income – Oakfield Road	(153)	(153)	0	
Additional income - others	(49)	(49)	0	
Contract extension one-off costs	35	35	0	
Staffing and running costs	(3)	(3)	0	
Sub-total	(170)	(170)	0	ETO3
Groundforce				
Re-profiling of staff/equipment savings	116	116	0	
Overtime/other additional running costs	21	18	3	
Transport rebates	(25)	(25)	0	
Sub-total	112	109	3	ETO4
Bereavement Services				
Essential maintenance costs	21	21	0	
Income above budget	(112)	(112)	0	
Sub-total	(91)	(91)	0	ETO5
Sustainability & Greenspace				
Vacancy, supplies & services	(61)	(63)	2	ETO6
Waste Management				
Refurbishment and reduced demand for bin replacement	(10)	(10)	0	
Contract costs	(30)	(30)	0	
Running costs	(10)	(10)	0	
Sub-total	(50)	(50)	0	ETO7

ETO Business Reason / Area (Subjective analysis)	P8 Outturn Variance (£000's)	P7 Outturn Variance (£000's)	P7 – P8 Movement (£000's)	Ref
Public Protection				
Income shortfall including licencing	70	70	0	
Mitigating action – hold on filling vacancies	(16)	(20)	4	
Sub-total	54	50	4	ETO8
Environmental Enforcement				
Re-profiling of staff/equipment saving	314	314	0	ETO9
Director & ETO Business Support				
Staffing and Running costs	(10)	0	(10)	
Total Forecast Outturn Period 8	93	99	(6)	

ADDITIONAL NOTES ON FORECAST OUTTURN VARIANCES

ETO 1 – Highways & Network Management - £0.050m (adverse)

Traffic management costs associated with major events are estimated at £0.054m above budget for the year. These costs have arisen due to clarification on the statutory responsibilities, and are being addressed in the Medium Term Financial Plan. A number of options are also being evaluated up to reduce this pressure.

The overall adverse variance also includes expected receipt of rebates from the vehicle leasing contractor £(0.025)m.

There is an underspend on staffing arising from a vacant managerial post £(0.030)m.

Street Lighting energy costs are projected to be £0.035m higher than budgeted as a result of recent increases in the annual energy supplier contract.

Forecast running costs are £0.011m above budget, largely due to the re-phasing of work regarding changes to security arrangements at Carrington depot.

ETO 2 – School Crossing Patrols – £(0.055)m (favourable)

There is a forecast underspend on staffing of £(0.055)m due to the on-going difficulties in the filling of vacancies, which has continued from 2012/13. Leavers and new starters have broadly matched each other in recent months, which has meant the net staffing level has not increased as intended.

ETO 3 – Parking Services – £(0.170)m (favourable)

The approved budget included assumptions regarding the partial, then full closure of Oakfield Road car park during the year as part of the regeneration of Altrincham Town Centre. The re-phasing of the town centre project has resulted in forecast income being £(0.153)m above budget.

Other car parking income continues to be above expectations by £(0.049)m, following on from 2012/13.

The contract for Parking enforcement has been extended for a further 12 months while a full tender exercise is undertaken. The extension has increased costs by £0.035m from the previous contract period which has now expired. The new contract will be awarded from April 2014.

ETO 4 – Groundforce - £0.112m (adverse)

Savings associated with staffing, supplies, vehicles and equipment have been re-profiled, and there is forecast overspend of £0.116m this year. A review is on-going regarding revised terms and conditions, overtime and procurement accordingly. The review is informing the action plan to bring future spend in line with budget, plus balances have been carried forward from 2012/13 to be utilised as one-off mitigation, if required.

Other supplies, services and overtime costs are forecast to be £0.021m above budget. An element of this relates to one-off reactive service requests, which are often out of normal working hours. The review of the service above will also look to address these issues.

Receipt of rebates from the vehicle leasing contractor is expected to be £(0.025)m for the year.

ETO 5 – Bereavement Services £(0.091)m (favourable)

Net income levels for the year are expected to exceed the budget by £(0.112)m, and follows the levels from the last financial year. Forecast running costs are above budget by £0.021m and relates to essential works.

ETO 6 – Sustainability and Greenspace £(0.061)m (favourable)

Management action to control running costs, plus staff vacancies, gives rise to a predicted underspend of £(0.061)m.

ETO 7 – Waste Management £(0.050)m (favourable)

An underspend of £(0.010)m is expected relating to a reduction in the forecast purchase cost of replacement bins. This correlates to an increase in the refurbishing of existing bin stock and also a reduction in demand generally.

There is an underspend of £(0.010)m based on estimates of the waste collection contract costs for the year. In addition, there is a further £(0.020)m saving in the contract cost due to successful negotiations with the supplier regarding the annual inflationary increase which applies from October each year.

Other running costs are £(0.010)m less than budget.

ETO 8 – Public Protection £0.054m (adverse)

There is a predicted shortfall in income of £0.070m across the service. This relates in particular to licencing, which is due to lower levels of applications received. This is to a large extent related to the economic climate and has continued from the last financial year. This will also be assessed as part of the Medium Term Financial Plan.

The shortfall is expected to be partly mitigated through a variety of management actions to control costs throughout the year, including delays in filling vacant posts £(0.016)m. The management action plan includes for possible further restrictions on staffing vacancies.

ETO 9 – Environmental Enforcement £0.314m (adverse)

The savings associated with the review of Enforcement have been re-profiled following additional staff consultations. This has resulted in a forecast adverse variance of £0.314m for the year. This takes account of the additional time being taken to review and consult on the proposals, and incorporate feedback.

The management action plan for ETO is looking to address the adverse variance in-year from within the Directorate budget. The variance was identified very early in this financial year and the Directorate was also able to identify and earmark balances from the 2012/13 accounts to mitigate this variance, if required (paragraph 3).

TRAFFORD MBC

Report to: EGP Directorate Management Team
 Date: 19 December 2013
 Report for: Discussion
 Report author: EGP/ETO Finance Manager

Report Title

Revenue Budget Monitoring 2013/14 – Period 8 (April to November 2013)

1. Forecast Outturn

- 1.1 The approved revenue budget for the year is £3.310m. The forecast outturn is for a nil variance against budget. There are some offsetting under and overspends since reported last month. This includes £(0.073)m in backdated rent income relating to Shrewsbury Street, offset by additional pressures in other property rental income and costs £0.038m, a further shortfall in Green Deal income £0.010m, and increased Facilities Management staffing costs £0.025m.
- 1.2 The Directorate has balances of £(0.312)m brought forward from previous years which are largely related to re-phased project costs, but are also available to mitigate any future adverse variances, should they arise.

2. Explanation of Variances

- 2.1 The forecast outturn variances are summarised below, with more detail at Appendix 1:
- Shortfall in property rent income of £0.141m due to the on-going adverse effect of the economy, primarily on town centre rents (e.g. Stamford Centre). This is £0.038m higher than previously reported and relates to a number of properties;
 - Backdated rental income of £(0.073)m has been confirmed this month relating to Shrewsbury Street;
 - Rental income from airport land is £(0.019)m higher than budgeted, and is based on the notification received from Manchester City Council in March 2013;
 - Confirmation of the final 2012/13 rental income from Stretford Arndale by the agents of the owners was received in September, and was £(0.111)m higher than had been anticipated;
 - Facilities management staffing is £0.070m above budget due to the later than planned disposal of a number of properties. This is £0.025m higher than last month based on latest timescales, and also includes the cost of interim support to help deliver the Council's overall land sales programme;

- There is a forecast staffing underspend across EGP relating to the on-going restructure and appointments to vacancies £(0.062)m;
- Planning Application fees income predicted shortfall is £0.012m, a favourable movement of £(0.025)m this month. Building control income is forecast to be higher than planned by £(0.025)m, which is an adverse movement of £0.025m;
- Fee income from housing improvement capital schemes is a net £0.046m less than budget due to a reduced volume of property sales;
- Shortfall in income of £0.031m due to re-phasing of the implementation of Green Deal, an increase of £0.010m based on latest estimates;
- Net underspend on other running costs £(0.010)m.

3. Reserves

- 3.1 At the end of the last financial year the Directorate had £(0.312)m of balances brought forward from previous years, of which £0.126m is committed on re-phased projects per the 2012/13 outturn report.
- 3.2 The remaining balance is earmarked to supplement 2013/14 project work, plus provide one-off mitigation should income levels continue to be adversely affected by the economic climate, or for other budget pressures during the year.

Utilisation of Carry forward Reserve 2013/14	(£000's)
Surplus balance brought forward at 1 April 2013	(312)
Re-phasing of projects from 2012/13	126
Forecast outturn P8	0
Committed on 2013/14 projects plus mitigation for potential future budget pressures	186
Balance after forecast outturn/commitments	0

4. Savings

- 4.1 The approved Directorate budget includes savings of £(0.696)m, (17.4)% as follows:

	Budget (£000's)	Outturn (£000's)	Variance (£000's)
Increased and new income	(122)	(122)	0
Efficiencies and others	(351)	(351)	0
Policy Choice	(223)	(168)	55
Total EGP	(696)	(641)	55

- 4.2 The shortfall of £0.055m relates to savings in Facilities Management staffing which have needed to be re-profiled due to the disposal of certain buildings taking longer than had been planned. This will be mitigated by management action taken across the Directorate, or by the use of accumulated balances if required.

5. Recommendations

- 5.1 It is recommended that:
- The forecast outturn for 2013/14 be noted.

Period 8 Forecast Outturn revenue expenditure and income variances

The following tables detail the main variances from the revenue budget to the forecast outturn, and the movements since the last monitoring report in both Management Accounts (“Budget Book”) format and by cause or area of impact of the variance.

Budget Book Format (Objective analysis)	Full Year Budget (£000's)	P8 Forecast Outturn (£000's)	P8 Outturn Variance (£000's)	P7 Outturn Variance (£000's)	P8 – P7 Variance (£000's)	Ref
Economic Growth & Prosperity Portfolio						
Asset Management	1,118	1,125	7	17	(10)	EGP1
Planning & Building Control	174	129	(45)	(45)	0	EGP2
Strategic Planning & Development	525	519	(6)	(6)	0	
Economic Growth	723	702	(21)	(21)	0	
Housing Strategy	522	587	65	55	10	EGP3
Directorate Strategy & Business Support	248	248	0	0	0	
Total Forecast Outturn Period 8	3,310	3,310	0	0	0	

EGP Business Reason / Area (Subjective analysis)	P8 Outturn Variance (£000's)	P7 Outturn Variance (£000's)	P7 – P8 Movement (£000's)	Ref
Asset Management				
Investment Property Rental Income:				
- Stamford Centre - shortfall	34	34	0	
- Other properties - shortfall	69	45	24	
- Airport - surplus	(19)	(19)	0	
- Stretford Arndale 12/13 final rent	(111)	(111)	0	
- Shrewsbury St. backdated rent	(73)	0	(73)	
Community buildings – income/running costs	38	24	14	
Facilities Management - staffing	70	45	25	
Asset Management – staffing vacancies	(12)	(12)	0	
Other minor running cost variances	11	11	0	
Sub-total	7	17	(10)	EGP1
Planning & Building Control				
Planning applications income shortfall	12	37	(25)	
Building Control income surplus	(25)	(50)	25	
Staffing vacancies	(32)	(32)	0	
Sub-total	(45)	(45)	0	EGP2
Strategic Planning & Development				
Staffing/running costs savings	(6)	(6)	0	
Sub-total	(6)	(6)	0	
Economic Growth				
Staffing/running costs savings	(21)	(21)	0	
Sub-total	(21)	(21)	0	
Housing Strategy				
Housing improvements capital fee income shortfall	46	46	0	
Green Deal income re-phased implementation	31	21	10	
Running cost savings	(12)	(12)	0	
Sub-total	65	55	10	EGP3
Total Forecast Outturn Period 8	0	0	0	

NOTES ON OUTTURN VARIANCES

EGP1 – Asset Management - £0.007m (adverse)

The effect of the economy is continuing to adversely affect rents across the property portfolio, including Stamford Centre £0.034m, and Community Buildings £0.038m. Other investment property is expected to have a shortfall of £0.069m. Airport rent is expected to be £(0.019)m above budget following notification in March from Manchester City Council of new rent levels for the next five years.

For Stretford Arndale, the Agents for the owners have managed to continue to make a number of short term lettings to ensure the number of vacant units is minimised and this has held up gross rental income. This is despite rent reductions on the bigger units of around 40% upon lease renewals. The year-end rental payment notified during September is hence £(0.111)m higher than expected.

Backdated rental income has also been confirmed since the last report relating to Shrewsbury Street £(0.073)m.

Facilities Management staffing is expected to be £0.070m above budget. The associated saving has needed to be re-profiled as the planned disposal of buildings is taking longer than expected. Interim staffing costs of £0.015m are also included to provide support to the Council's overall land sales programme, for which future capital expenditure plans have a level of reliance on.

EGP2 – Planning and Building Control – £(0.045)m (favourable)

Income from planning fees is forecast to be £0.012m less than budget, which is due to external economic conditions. This is a favourable movement of £(0.025)m from last month.

Building control income is forecast to be above budget by £(0.025)m, which is an adverse movement of £0.025m. The forecast outturn includes some capital related income plus the service has been successful in competing with other external providers.

Planning and building control fees are continuing to be monitored on a weekly basis.

An underspend from staffing vacancies is predicted to be £(0.032)m. The filling of vacant posts will be addressed by the on-going restructure of EGP.

EGP3 – Housing Strategy – £0.065m (adverse)

This includes an adverse variance of £0.046m relating to Housing Improvement fee income. The cost of housing improvement work is recouped when properties are sold in the future, and the sale proceeds are reinvested in new works to top up the existing capital programme. Where new improvement works are carried out, this generates fee income for the service to recover the Council's management and administration costs. There has been a reduction in the number of property sales due to the adverse economic climate and this has reduced the availability of capital funds for new works. Fee income has, hence, reduced compared to that expected in the revenue budget. This will be taken forward in the Medium Term Financial Plan.

There is a projected shortfall in income of £0.031m due to re-phasing of the implementation of Green Deal, which is £0.010m higher than last reported. Savings from staff vacancies are £(0.012)m, with vacancies being addressed through the restructure of EGP.

TRAFFORD MBC

Report to: Transformation & Resources Directorate Management Team
Date: 19 December 2013
Report for: Discussion
Report author: T&R Finance Manager

**Revenue Budget Monitoring 2013/14 – Period 8
(April 2013 – November 2013 inclusive)**

1 Outturn

1.1 The current approved revenue budget for the year is £20.327m. The forecast outturn of £19.903m is £(0.424)m below the approved budget. This is a £(0.020)m favourable movement since last month.

1.2 The £(20)k favourable movement in the month is a result of:

£12k adverse variance on staffing costs due to staff turnover being less than previously forecast.

£29k adverse variances on various running costs across the Directorate.

£(47)K favourable variance on SLA income in Human Resources with increased take-up of services.

£(27)k favourable movement in Waterside Arts Centre ticket sales.

£13k adverse collective variance on other income streams.

2 Reserves

2.1 The Directorate has accumulated balances of £(1.389)m brought forward from 2012/13. Over the year the surplus balance will be used to ensure that the Directorate can meet and sustain the challenges of the future, including support for the Transformation Programme. The table overleaf summarises the projected movement during 2013/14:

Table 1: Utilisation of Carry Forward Reserve 2013/14	£000's
Balance b/f 1 April 2013	(1,389)
Planned use in 2013/14	
Land Charges Claims	185
Transformation Support	177
CCTV/ Control room marketing and set up costs	55
Library improvements	52
LGG Support	51
SWITch Support	51
Waterside Arts Centre – Marketing and Venue Improvements	50
EDRMS	40
ICT textlink and contracts	34
Altrincham Forward	20
Investment in New Operating Model	13
Trafford Today	12
Legal Case Management System	7
Finance IT improvements	2
2013/14 Outturn	(424)
Remaining Balance at 31 March 2014	(1,064)

- 2.2 In 2013/14 and future years the surplus balance will be used to ensure that the directorate can meet and sustain the challenges of the future, particularly ensuring support for the Transformation Programme.

3 Welfare Reform

- 3.1 In the eight months of operation, Trafford Assist has made awards to 1,521 different individuals with a total value of £103,071. The total value of awards are shown in the table below:

Item	Awards	Value
Furniture	364	£79,405
Paypoint (cash)	789	£11,598
Food	1,156	£12,068
Total	2,309	£103,071

- 3.2 The Trafford Assist scheme is within budget after the first eight months in operation. There are no plans to adjust the qualifying criteria at this stage, as demand on the scheme may increase when other Welfare Benefit changes are introduced and during the winter. The scheme continues to receive favourable comments from customers, DWP and other Partners particularly about positive intervention and signposting.
- 3.3 In addition to the above, 835 awards, out of 1,180 requests, for Discretionary Housing Payment have been made amounting to £243,150. This is in line with budgeted expectations.

Period 8 Forecasted Outturn revenue expenditure and income variances

The following tables detail the main variances from the revenue budget to the forecasted outturn, and the movements since the last monitoring report, in both Management Accounts (“Budget Book”) format and by cause or area of impact of the variance.

Budget Book Format (Objective analysis)	Full Year Budget (£000's)	P8 Forecast Outturn (£000's)	P8 Outturn variance (£000's)	P7 Outturn variance (£000's)	P7 to P8 Movement (£000's)	Note ref
Transformation and Resources Portfolio						
Legal & Democratic	1,935	2,050	115	109	6	T&R2,4,6
Communications & Customer Services	6,865	6,729	(136)	(145)	9	T&R1,4,6
Partnerships & Performance	2,712	2,496	(216)	(218)	2	T&R3
Strategic Human Resources	2,332	2,317	(15)	17	(32)	T&R4
Corporate Leadership and Support	367	358	(9)	(9)	(0)	
sub-total	14,211	13,950	(261)	(246)	(15)	
Finance Portfolio						
Finance Services	3,944	3,756	(188)	(198)	10	T&R1,5
sub-total	3,944	3,756	(188)	(198)	10	
Safe and Strong Communities						
Culture & Sport	2,172	2,197	25	40	(15)	T&R4,6
sub-total	2,172	2,197	25	40	(15)	
Total	20,327	19,903	(424)	(404)	(20)	

Business Reason / Area (Subjective analysis)	P8 Outturn variance (£000's)	P7 Outturn variance (£000's)	P7 to P8 movement (£000's)	Note ref
Management of Vacancies	(418)	(430)	12	T&R1
Court Costs and Legal fees	154	142	12	T&R2
Running costs relating to Public Health	(209)	(209)	0	T&R3
Running Costs	171	154	17	T&R4
Proceeds of Crime Income	35	35	0	T&R5
Income	(157)	(96)	(61)	T&R6
Total	(424)	(404)	(20)	

NOTES ON PROJECTED VARIANCES

T&R1

There are a number of posts which were held vacant whilst staffing structures were being reviewed, particularly in ICT (£212k) and Revenues & Benefits (£212k).

T&R2

Legal expenses are forecast to be £154k adverse to budget due to a continuing increase in childcare cases and a number of new development projects.

T&R3

Savings from support services that the council can provide within its existing resources for Public Health functions are £(209)k. This budget is included within Partnerships & Performance but related to back office services across T&R. This sustainable saving has been included within the T&R MTFP for 2014/15.

T&R4

Running costs are being tightly controlled to remain within budget. However, the initiative to reduce sickness levels has impacted on utilisation of Occupational Health services causing an increased forecast adverse variance of £46k within HR. Other significant unbudgeted spend includes by election costs (£20k), additional SWITCh costs (£37k) and grant funded expenditure in the Waterside Arts Centre.

T&R5

The number of new Proceeds of Crime cases and timing of receipts of existing cases has been reviewed. There is a forecast shortfall in income of £35k.

T&R6

There is forecast to be a favourable variance on income of £(157)k, particularly on Legal income, including Registrars, Waterside Arts Centre grants and HR SLA income. The shortfall in ticket sales in the Waterside Arts Centre has reduced in the month.

TRAFFORD MBC

Report to: Director of Finance
 Date: 19 December 2013
 Report for: Information
 Report author: Head of Financial Management

Report Title

Revenue Budget Monitoring 2013/14 – Period 8 Outturn - Council-Wide Budgets (April 2013 to November 2013 inclusive)

1 Outturn Forecast

- 1.1 The current approved revenue budget for the year is £23.602m. The outturn forecast is £21.753m, which is £(1.849)m under budget, and a favourable movement of £(0.020)m since last month.
- 1.2 Appendix 1 details the variances from the approved budget and the period movement from the previous forecast by both function and activity, which in summary are:

Treasury Management - £(1.321)m relating to Manchester Airport Group dividend received above budget;

Members expenses - £(0.030)m, relating to the voluntary 1.9% reduction in allowances and savings in telephony and other running costs;

One-off NNDR refunds from backdated Exemptions and Rateable Value reductions on Trafford buildings £(0.070)m;

Housing and Council Tax Benefits overpayment recovery net variance of £(0.189)m;

Some of the savings from the proposed changes to staff terms and conditions will not be achieved in full this year, £0.144m;

Non ring-fenced grants - £(0.389)m relating to several grants that were not included in the 2013/14 budget;

There were a number of other minor variances across Council Wide budgets in the sum of £0.006m for the year.

2 Service carry-forward reserve and Recommendations

- 2.1 The underspend within Council-wide budgets is transferred to the General Reserve, as detailed in the summary report.

Period 8 Forecasted Outturn revenue expenditure and income variances

The following tables detail the main variances from the revenue budget to the forecasted outturn, and the movements since the last monitoring report, in both Management Accounts (“Budget Book”) format and by cause or area of impact of the variance.

Budget Book Format (Objective analysis)	Full Year Budget (£000's)	P8 Forecast Outturn (£000's)	P8 Outturn variance (£000's)	P7 Outturn variance (£000's)	P7 to P8 movement (£000's)	Ref
Finance Portfolio						
Precepts, Levies & Subscriptions	17,852	17,856	4	4		
Provisions (bad debts & pensions)	1,742	1,886	144	144		C-W4
Treasury Management	8,366	7,050	(1,316)	(1,316)		C-W1
Insurance	659	659				
Members Expenses	944	914	(30)	(30)		C-W2
Grants	(6,283)	(6,680)	(397)	(397)		C-W5
Other Centrally held budgets	322	68	(254)	(234)	(20)	C-W3
Total	23,602	21,753	(1,849)	(1,829)	(20)	

Business Reason / Area (Subjective analysis)	P8 Outturn variance (£000's)	P7 Outturn variance (£000's)	P7 to P8 movement (£000's)	Ref
Treasury Management:				
- Investment Income	(1,305)	(1,305)		C-W1
- Debt Management cost savings	(11)	(11)		C-W1
Members expenses	(30)	(30)		C-W2
Grants	(397)	(397)		C-W5
Other Centrally held budgets	(254)	(234)	(20)	C-W3
Staff terms and conditions	144	144		C-W4
Precepts, Levies & Subscriptions	4	4		
Total	(1,849)	(1,829)	(20)	

NOTES ON PROJECTED VARIANCES

C-W1 – Treasury Management - £(1.316)m (favourable)

The Council has now received a total dividend from Manchester Airport Group of £(2.321)m, which is £(1.321)m in excess of the budgeted figure. This includes a one-off allocation of £(0.969)m relating to the higher than expected levels of cash balances held in Stansted Airport at the time of acquisition. The base budget for 2014/15 will be amended to reflect the dividend expected from Trafford's new share allocation in the expanded group.

The adverse movement in the month of £0.015m relates to rephasing of the Land Sales programme resulting in lower cash balances and therefore reduced investment interest.

Other minor variances of £(0.010)m.

C-W2 – Members Allowances - £(0.030)m (favourable)

All 63 Trafford Members agreed to take a voluntary 1.9% reduction in the value of their allowances. This will generate a saving of £(0.016)m. Other minor savings from telephony and running costs are also expected of £(0.014)m.

C-W3 – Other Centrally held budgets - £(0.254)m (favourable), £(0.020)m (favourable) movement

NNDR Refunds - £(0.070)m (favourable)

A number of backdated Exemptions and Rateable Value reductions to Trafford buildings has generated one-off income of £(0.070)m.

Housing & Council Tax Benefits - £(0.189)m (favourable), £(0.025)m (favourable) movement

There is a net forecast variance of £(189)k within the Housing Benefit and Council Tax Benefit budgets, a favourable movement of £(0.025)m since last month; this consists of a pressure of £0.037m within the Housing Benefit budget, largely as a result of overpayments associated with reported benefit fraud cases, offset by a recovery of overpaid Council Tax Benefit from previous financial years of £(0.226)m.

Whilst the pressure associated with the Housing Benefit budget affects the current financial year, the pattern is dependent on the rate at which reported fraud cases become known to the Council and the success of recovery. It is difficult to predict if this level of activity will continue in to the future, however this may require the budget to be realigned if the pattern persists. In addition, whilst the credit from the recovery of overpaid Council Tax Benefit has been used to alleviate the in-year pressure, it too is difficult to predict and will eventually taper off as the Council Tax Benefit scheme was replaced on 1 April 2013 with the new Council Tax Support Scheme.

Other minor variances in the month of £0.005m.

C-W4 – Provisions - £0.144m (adverse)

A budget saving of £(0.180)m was set aside for the part-year effect of proposed changes to staff terms and conditions. Some of these savings will not now be achieved in full this year.

C-W5 – Grants - £(0.397)m (favourable)

Final notifications have now been received for the following non ring-fenced grants which are held within Council-wide. Cash has already been received or is being received in stages during the year from the appropriate Government department:

- Education Services Support - £(0.191)m. However, this amount will reduce depending on the final number of Schools becoming Academy in the year.
- Council Tax New Burdens - £(0.114)m.
- New Burdens Zero Based Review Adult Social Care - £(0.059)m. An assessment is currently being made of how much will be required to reconfigure the Social Care ICT system in order to meet the new statutory management information requirements. This figure may therefore reduce.
- Local Flood - £(0.025)m.
- Council Tax freeze - £(0.008)m.

DECISIONS MADE BY THE GREATER MANCHESTER COMBINED AUTHORITY MEETING HELD ON 29 NOVEMBER 2013

Decisions published on 5 December 2013 and will come into force from 4:00pm on the 12 December 2013, subject to call-in, except for any urgent decisions.

The process for call in of decisions is set out as an Appendix to this note, extracted from the Greater Manchester Combined Authority (GMCA) Constitution. The address for the purposes of the schedule is that of the GMCA Secretary, c/o Manchester City Council, PO Box 532, Town Hall, Manchester, M60 2LA; or by contacting k.bond@agma.gov.uk

The reports detailed in this note can be accessed at the AGMA website via the following link: - <http://www.agma.gov.uk/calendar/index.html>. Any report not available on the web site will be available for Scrutiny Pool members from the GMCA Secretary on request, on a private and confidential basis.

1. HS2 CONSULTATION (agenda item 6)

The Combined Authority received a report presented of Jon Lamonte, Chief Executive, TfGM and Sir Howard Bernstein, Head of Paid Service summarising the proposed High Speed Rail 2 Phase 2 extension from the West Midlands to Manchester and the significant rail capacity and potential economic growth benefits that it offers Greater Manchester. The report sets out the work that is underway to ensure that Greater Manchester is best placed to maximise the benefits offered by HS2 at the earliest opportunity and summarises the approach proposed for submitting a response to the current consultation on the Phase 2 proposals on behalf of GMCA.

The Combined Authority AGREED:

1. to welcome the Government's intention to progress with the proposed High Speed 2 (HS2) Phase 2 extension from the West Midlands to Manchester, which will include new stations at both Manchester Airport and Manchester Piccadilly and a new depot at Golborne in Wigan.
2. to note the quantum uplift in national rail connectivity that HS2 will secure for Greater Manchester, and endorse the Government's conclusion that none of the other options would provide the equivalent levels of capacity and national connectivity, or deliver the best balance between benefit and cost.
3. to welcome the initial report of the HS2 Growth Task Force, confirming the unique growth potential of HS2 and the focus of its on-going work to ensure that the right connectivity, regeneration/development and industry/workforce conditions are put into place to maximise the impact of HS2.
4. to note the significant potential that HS2 offers for economic growth in Greater Manchester and the arrangements being put into place to allow this potential to be maximised by ensuring that the optimum regional connectivity investment is identified to complement HS2, by seeking opportunities to accelerate the delivery of Phase 2 with a particular focus on the early delivery of the required station facilities in Greater Manchester, and by ensuring that the skills and business support arrangements are put into place to maximise the employment and supply chain opportunities for local residents and businesses across the city region.
5. that a full consultation response should be prepared by the Head of the

Paid Service and Chief Executive of TfGM, in consultation with the GMCA Chair, the GMCA Vice Chairs and the Chair of TfGMC, on the basis set out in this report, and on behalf of GMCA, so as to demonstrate Greater Manchester's strong support for the HS2 project and to set a clear framework for on-going engagement between Greater Manchester officers, DfT and HS2 officials on the project and its delivery.

6. to ask all Greater Manchester MPs to support HS2 as the only option to overcome the future capacity constraints to growth set out in this report, and to play their full part to ensure that all the necessary legislation and policies are put into place to safeguard the timely delivery of the programme.

2. MANCHESTER FAMILY RESTRUCTURING – UPDATE (agenda item 7)

The Combined Authority received a report from Sir Howard Bernstein, GMCA Head of Paid Service providing a progress update on the implementation of further integration across the Manchester Family of companies.

The Combined Authority AGREED:

1. to note the progress made by the Chair of the WLT and Group Chief Executive in implementing the actions agreed by the GMCA in September.
2. to note that an interim strategic plan and set of high level financial scenarios has been presented to the new board of directors of Economic Solutions Ltd (the "Group Board").
3. to request the AGMA Executive Board to approve the nomination of Councillor Keiran Quinn (GMCA Leader with portfolio responsibility for Investment) on the Group Board as a Director.
4. to endorse the principle of an independent Chair being appointed for the Group Board and for the Group Board's public sector Directors to be involved in the arrangements for recruitment and appointment of the Chair.
5. that the final, integrated Business & Financial Plan be presented to the GMCA and LEP as part of the 2014/15 Budget process.

ITEMS CONSIDERED UNDER PART B OF THE AGENDA

3. GREATER MANCHESTER INVESTMENT FRAMEWORK & CONDITIONAL PROJECT APPROVAL (agenda item 10)

The Combined Authority received a report from Eamonn Boylan seeking GMCA's approval for the MSP 'The Hub', Erad, iPlus and Monocore investment projects.

The Combined Authority AGREED:

1. that the project funding applications by MSP "The Hub" (loan of £2,500,000), Erad (loan of £2,000,000), iPlus (loan of £4,999,999) and Monocore (loan of £750,000), be given conditional approval and progress to due diligence.
2. a variation to the NXP project to reduce the funding request from £1,780,000 (representing a grant of £1,050,000 plus a loan of £730,000) to £1,050,000.
3. to delegate authority to the Combined Authority Treasurer and Combined Authority Monitoring Officer to review the due diligence information and, subject to their satisfactory review and agreement of the due diligence information and the overall detailed commercial terms of the transactions, to sign off any

outstanding conditions, issue final approvals and complete any necessary related documentation in respect of the loans at a) above.

4. to delegate authority to the Chief Executive of Stockport (as Chief Executive lead for Investment) in consultation with the Chair of the GMCA and Councillor Keiran Quinn (Leader with portfolio for Investment) to approve, subject to due diligence any projects requiring approval in the period following this meeting and the meeting of the GMCA in January 2013 in the view of there being no meeting of the GMCA in December 2013.

4. GREATER MANCHESTER INVESTMENT FUND (agenda item 11)

The Combined Authority received a report from Eamonn Boylan setting out the current status of the Greater Manchester Investment Funds and a summary of the next steps for the fund.

The Combined Authority AGREED:

1. to note the contents of the report.
2. to receive an update paper in the new year to enable consideration to be given to how the projected receipts back into the Investment Fund can be recycled over the longer term including an approved criteria.
3. that consideration be given to an active communications strategy in support of the fund and the progress made.

5. LOW CARBON INVESTMENT STRATEGY (agenda item 12)

The Combined Authority received a report from Eamonn Boylan summarising the current position regarding the proposed Joint Venture with the Green Investment Bank which sets out the need to develop and deliver a low carbon project pipeline, and seeks authority for the creation of a post of Low Carbon Commercial Director to assume responsibility for the management and delivery of the Low Carbon element of the wider GM Investment Strategy, reporting to the new Chief Investment Officer (currently being recruited by the GMCA).

The Combined Authority AGREED:

1. to approve the approach to the development of the low carbon pipeline and overall strategy as set out in the report.
2. to approve the constitution of a panel to appoint the proposed Low Carbon Commercial Director by the GMCA.
3. to note that the costs of the Low Carbon Commercial Director are funded in the short term (current and next financial year) with further options to be explored for the longer term team structure, including potential external sources of funding, via the normal AGMA budgeting process.

EXTRACT FROM THE GMCA CONSTITUTION

PART 5B - SCRUTINY ARRANGEMENTS FOR GMCA, TFGMC AND TFGM

5. Call in of decisions

5.1 Call in of decisions of GMCA and TfGMC

- (a) Members of the Scrutiny Pool appointed under this Protocol will have the power to call in:-
 - (i) any decision of the GMCA;
 - (ii) any major or strategic decision of the TfGMC which is taken by the TfGMC in accordance with the delegations set out in Part 3 Section B II of this Constitution.

5.2 Publication of Notice of Decisions

- (a) When:-
 - (i) a decision is made by the GMCA; or
 - (ii) a major or strategic decision is made by the TfGMC in accordance with the delegations set out in Part 3, Section B II of this Constitution;

the decision shall be published, including where possible by electronic means, and shall be available normally within 2 days of being made. It shall be the responsibility of the Secretary to send electronic copies of the records of all such decisions to all members of the Scrutiny Pool within the same timescale.

- (b) The notices referred to at subparagraph 5.2(a) above will bear the date on which they are published and will specify that the decision will come into force, and may then be implemented, as from 4.00 pm on the fifth day after the day on which the decision was published, unless 5 members of the Scrutiny Pool object to it and call it in.

ASSOCIATION OF GREATER MANCHESTER AUTHORITIES

DECISIONS MADE BY THE AGMA EXECUTIVE BOARD MEETING HELD ON 29 NOVEMBER 2013

Decisions published on 5 December 2013 and will come into force from 4:00pm on the 12 December 2013, subject to call-in, except for any urgent decisions.

The process for call in of decisions is set out as an Appendix to this note, extracted from AGMA's constitution. The address for the purposes of the schedule is that of the AGMA Secretary, c/o GMIST, Manchester City Council, P.O. Box 532, Town Hall, Manchester, M60 2LA; or by contacting k.bond@agma.gov.uk

The reports detailed in this note can be accessed at the AGMA website via the following link:- <http://www.agma.gov.uk/calendar/index.html>. Any report not available on the web site will be available for Scrutiny Pool members from the GMCA Secretary on request, on a private and confidential basis.

1. GREATER MANCHESTER METROPOLITAN DEBT ADMINISTRATION FUND ESTIMATED RATES OF INTEREST AND BORROWING STRATEGY 2013/14 REVISED AND 2014/15 ORIGINAL (agenda item 6)

The AGMA Executive Board received a report from Steven Pleasant, Chief Executive Tameside MBC presenting the Fund's estimated rates of interest for 2013/14 and 2014/15 together with the borrowing strategy to be employed.

The Executive Board AGREED to note the revised 2013/14 and the original 2015/16 estimate.

2. SECTION 48 GRANTS PROGRAMME UPDATE (agenda item 7)

The AGMA Executive Board received a report from Sir Howard Bernstein, GMCA Head of Paid Services providing an update on the S48 Grants Programme including recommendations made by the AGMA Statutory Functions Committee in relation to continued funding to organisation into year 3 (2014/15) of the three year funding cycle.

The Executive Board AGREED:

1. to note the contents of the report.
2. to reaffirm the S48 Grants Programme budget for 2014/15 as agreed at its meeting on 24th February 2012.
3. to note that a further report will come forward in relation to future years funding beyond this programme.

EXTRACT FROM THE GMCA CONSTITUTION

PART 5B - SCRUTINY ARRANGEMENTS FOR GMCA, TFGMC AND TFGM

5. Call in of decisions

5.1 Call in of decisions of GMCA and TFGMC

- (a) Members of the Scrutiny Pool appointed under this Protocol will have the power to call in:-
 - (i) any decision of the GMCA;
 - (ii) any major or strategic decision of the TFGMC which is taken by the TFGMC in accordance with the delegations set out in Part 3 Section B II of this Constitution.

5.2 Publication of Notice of Decisions

- (a) When:-
 - (i) a decision is made by the GMCA; or
 - (ii) a major or strategic decision is made by the TFGMC in accordance with the delegations set out in Part 3, Section B II of this Constitution;

the decision shall be published, including where possible by electronic means, and shall be available normally within 2 days of being made. It shall be the responsibility of the Secretary to send electronic copies of the records of all such decisions to all members of the Scrutiny Pool within the same timescale.
- (b) The notices referred to at subparagraph 5.2(a) above will bear the date on which they are published and will specify that the decision will come into force, and may then be implemented, as from 4.00 pm on the fifth day after the day on which the decision was published, unless 5 members of the Scrutiny Pool object to it and call it in.