



## TRAFFORD COUNCIL

# UPDATED AGENDA INCLUDING PAPERS MARKED 'TO FOLLOW' FOR SCRUTINY COMMITTEE

Date: Wednesday, 8 March 2023

Time: 6.30 p.m.

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

AGENDA	PART I	Pages
1. ATTENDANCES		
To note attendances, including Officers, and any apologies for absence.		
2. MINUTES		1 - 10
To receive and, if so determined, to agree as a correct record the Minutes of the meeting held on 11 January 2023.		
3. DECLARATIONS OF INTEREST		
Members to give notice of any interest and the nature of that interest relating to any item on the agenda in accordance with the adopted Code of Conduct.		
4. QUESTIONS FROM THE PUBLIC		
A maximum of 15 minutes will be allocated to public questions submitted in writing to Democratic Services ( <a href="mailto:democratic.services@trafford.gov.uk">democratic.services@trafford.gov.uk</a> ) by 4 p.m. on the working day prior to the meeting. Questions must be relevant to items appearing on the agenda and will be submitted in the order in which they were received.		
5. INVESTMENT MANAGEMENT STRATEGY		11 - 36
To consider a report from the Executive Member for Economy and Regeneration and the Corporate Director of Place.		

**6. CORPORATE PLAN DELIVERY 37 - 62**

To receive a report from the Leader and the Corporate Director of Strategy and Resources.

**7. ACCESSIBILITY OF COUNCIL SERVICES 63 - 78**

To consider a report from the Leader and the Corporate Director of Strategy and Resources.

**8. GYPSY, ROMA, AND TRAVELLER VISITS 79 - 86**

To consider a report originally submitted to and agreed by the Executive on the 23<sup>rd</sup> January 2023.

**9. ITEMS FOR CONSIDERATION 2023/24**

For Committee Members to raise any items they would like to be considered in the next Municipal Year.

**10. URGENT BUSINESS (IF ANY)**

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

**11. EXCLUSION RESOLUTION (REMAINING ITEMS)**

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

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

**SARA TODD**

Chief Executive

Membership of the Committee

Councillors D. Acton (Chair), D. Butt (Vice-Chair), J.M. Axford, G. Carter, G. Coggins, W. Frass, K. Procter, R. Thompson, L. Walsh, B.G. Winstanley, S. Zhi, D. Western (ex-Officio) and M.P. Whetton (ex-Officio).

## Scrutiny Committee - Wednesday, 8 March 2023

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### Further Information

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

Alexander Murray, Governance Officer,  
Tel: 0161 912 4250  
Email: [alexander.murray@trafford.gov.uk](mailto:alexander.murray@trafford.gov.uk)

This agenda was issued on **Tuesday, 28 February 2023** by the Legal and Democratic Services Section, Trafford Council, Trafford Town Hall; Talbot Road, Stretford, Manchester, M32 0TH.

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## **SCRUTINY COMMITTEE**

**11 JANUARY 2023**

### **PRESENT**

Councillor D. Acton (in the Chair).

Councillors D. Butt (Vice-Chair), J.M. Axford, G. Carter, G. Coggins, W. Frass, K. Procter, R. Thompson, B.G. Winstanley, S. Zhi and M.P. Whetton (ex-Officio)

#### In attendance

Councillor Ross	Leader of the Council
Councillor Adshead	Executive Member for Environmental Services
Councillor Williams	Executive Member for Climate Change and Transport Strategy
Graeme Bentley	Director of Finance and Systems
Chris Morris	Director of Highways, Transport, and Environment
Sharon Walls	Head of Highways, Transportation, and Greenspaces
Les Dagnall	Principal Engineering Manager, One Trafford, Amey Consulting
Alexander Murray	Governance Officer

### **APOLOGIES**

Apologies for absence were received from Councillors L. Walsh and D. Western.

## **26. MINUTES**

Committee Members raised issue with the late submission of reports and minutes and asked that this be addressed.

Councillor Axford noted that the Climate Change action plan had not been circulated to the Committee. The Governance Officer confirmed that he would chase the action after the meeting.

Councillor Winstanley asked whether the email regarding the Disability Access Task and Finish Group had been sent on behalf of the Committee. The Governance Officer responded that it had not and that it would be sent after the meeting.

#### **RESOLVED:**

- 1) That Committee Members comments regarding the late submission of reports be noted and addressed.
- 2) That the minutes of the meeting held 9 November 2023 be agreed as an accurate record.

## **27. DECLARATIONS OF INTEREST**

No declarations were made.

**Scrutiny Committee**  
**11 January 2023**

---

**28. QUESTIONS FROM THE PUBLIC**

Mr Stuart Donnelly attended the meeting and asked the following questions he had submitted in writing to the Committee relating to the work of the Events at Old Trafford Task and Finish Group.

“Following complaints from local residents regarding how Trafford Council and Greater Manchester Police deal with match days in the Stretford area, on 7<sup>th</sup> of December 2021, the Gorse Hill branch of Stretford and Urmston Conservative Association launched a campaign to collect resident’s views on what they are experiencing. The information would then be presented to the relevant authorities with a call to action. Seven days later, on 14<sup>th</sup> of December 2021, Trafford Council announced that it would start to take action against Anti-Social Behaviour associated with match days.

With an Events at Old Trafford Task and Finish Group having been established, can the Chair of the review please tell me where local residents can find minutes of what is being discussed on their behalf at review meetings, especially as the Terms of Reference state that “Meetings are conducted in a fair and transparent business-like fashion”?

Secondly, having originally raised the issue on resident’s behalf, Gorse Hill Conservatives are requesting to be a stakeholder in the review. Can the Chair tell me if he is agreeable to that request?”

The Chair responded that the task and finish group had been set up as a cross party group with members from all political parties being able to take part. The Chair informed Mr Donnelly that the minutes of individual meetings were not publicly available, but the outcomes of those meetings would be submitted to the Committee in a public report. With regards to the request to be involved in the work of the task and finish group the Chair stated that Mr Donnelly and Gorse Hill Conservatives would be able to have input within the review along with the other residents and stakeholders. The Chair then asked Mr Donnelly if he had any additional questions.

Mr Donnelly asked whether the minutes from the meeting during the previous week could be shared. The Governance Officer informed Mr Donnelly that no meeting of the task and finish group had been held during the previous week. The meeting Mr Donnelly referred to was one arranged by Manchester United with ward Councillors and he would need to contact Manchester United for minutes of the meeting.

RESOLVED: That the questions from Mr Donnelly and the response provided be noted.

**29. BUDGET SCRUTINY REPORT**

The Leader gave a brief update to the Committee of what had transpired since the budget scrutiny sessions which included an announcement of an increase in funding of 9.3%. The Committee were informed that the 100% business rates

**Scrutiny Committee**  
**11 January 2023**

---

retention would continue and the budget gap had been reduced to just over £4M. The Leader welcomed the Budget Scrutiny report and Scrutiny Members' involvement in the budget process.

Following the introduction Councillor Whetton asked whether the F20 group had had any impact so far. The Director of Finance and Systems responded that there had not been any direct impacts yet, but they were drafting a response to the draft settlement which would be finalised in February.

Councillor Butt asked whether the wording of recommendation 8 in the report could also reference the potential increase in crime in the areas when the lights were dimmed. The Chair supported the views of the Councillor Butt. The Director of Highways, Transport & Environment stated that an equality impact assessment had been conducted and the dimming was not to be done in any areas where a potential risk had been identified. The Executive Member for Environmental Services added that most of the saving was linked to the time that the old streetlights needed to be turned on to warm up, which the new LED lights did not need.

Councillor Whetton noted that the word "if" needed to be added to recommendation 3. The Committee approved the report for submission to the Executive following amendments to recommendations 3 and 8.

**RESOLVED:**

- 1) That the Leaders update be noted.
- 2) That recommendations 3 and 8 be amended in accordance with the suggestions by Councillor Whetton and Councillor Butt.
- 3) That the amended report be approved and submitted to the Executive.

**30. HIGHWAYS INFRASTRUCTURE ASSET MANAGEMENT PLAN (HIAMP)**

The Director of Highways, Transport, and Environment gave his apologies to the Committee for the late submission of the report and explained that it was due to disruption caused by the holiday period, the complex nature of the subject, and the constant changes in the asset. The Director of Highways, Transport, and Environment gave a brief introduction to the item in which he stated that the road network was the Council's largest asset in terms of both value and scale.

The Principal Engineering Manager went through a condensed version of presentation that had been circulated as part of the agenda pack. The Committee were informed the HIAMP was a Council document that was publicly available. The Principal Engineering Manager explained how the document had evolved over time with the monitoring of carbon emissions being added and the impacts of extreme weather having changed the problems people faced.

The presentation included a description of the HIMAP and the work the team did to maintain the road network. The Principal Engineering Manager informed the Committee of the overall deterioration of the road networks in Trafford and how the amount of funding available had reduced. On the positive side the move to

**Scrutiny Committee**  
**11 January 2023**

---

LED lighting across the borough represented a large benefit to the Council, especially when the recent price increase in electricity was considered.

The Principal Engineering Manager went into detail on how data was gathered and fed into the software the Council used to monitor the condition of the roads, which ensured it was a data driven approach based upon accurate live information. The Committee were informed of the different classifications of road and that the funding provided for Trafford's Highways was linked to the delivery of the asset management plan.

The Principal Engineering Manager showed the Committee a slide which explained the life cycle of a road with a need for regular maintenance to ensure the asset maintained its standard. The Director of Highways, Transport, and Environment informed the Committee that the further down the quality of a road sloped into the red zones on the chart the more it cost to bring the road back to a green or yellow standard.

The Director of Highways, Transport, and Environment then spoke to the Committee of the continued deterioration of the road network since 2016 and informed Committee Members that the additional funding received in the previous year had reduced the number of red by 1.5% and had also stopped the number of red roads increasing by 5%. The Committee were told about the backlog of work needed across the areas highways and that to deliver a 10% improvement across the highway network would require an investment of £64M over 10 years.

The Principal Engineering Manager moved on to talk about the condition of footpaths in the area. The Committee were advised that it would require £1.49M of investment per year to keep the quality of the footpaths at steady state. The Director of Highways, Transport, and Environment added that the Council were looking to have additional investment in the pathways to aid with disability access.

The presentation contained details of the approach for streetlighting including testing and maintenance schedules. The Principal Engineering Manager informed the Committee that the service was not looking at new types of street lighting but rather having a standard style of streetlights across the borough to achieve savings through stock management. The Director of Highways, Transport, and Environment stated that the increase in inflation had been an issue for streetlighting and while the Council had done what they could to build a stock of street lighting parts and equipment it would not last forever.

The next area covered was drainage and Committee Members were shown that the renewal capital allocation was increasing year on year. The Committee were informed of the issues with the network which included sections being of different ages and with different materials used across the network. Those issues were being exacerbated by the increase in the number of floods each year that damaged the drainage system. The Director of Highways, Transport, and Environment assured the Committee that Trafford were improving the management of the drainage system year on year as they gathered more data, but this was counteracted by the issues with the network.



**Scrutiny Committee**  
**11 January 2023**

---

The Chair raised a question about the damage done by tree routes to the drainage system. The Director of Highways, Transport, and Environment responded that about 95% of the network was within 25 feet of trees and so the service was not able to review all the areas where tree routes could be causing damage.

Councillor Axford asked whether any work was ongoing to tackle the wider factors that impacted drainage such as informing people of the impact of paving driveways, which decreased the amount of permeable land. The Director of Highways, Transport, and Environment responded that there was not any work being done in that area, but it was something the service could look at doing.

Councillor Axford asked whether the Council were putting in sustainable drainage across Trafford. The Director of Highways, Transport, and Environment responded that the Council was supporting sustainable drainage for new developments through the implementation of the Trafford design guide.

Councillor Axford asked the impact not clearing leaves had upon drainage. The Director of Highways, Transport, and Environment responded that not clearing leaves blocked drainage. The impact of leaves had been particularly bad this year as the cold snap had meant a lot of trees lost their leaves at the same time, which had led to issues with drainage across the borough.

Councillor Thompson asked how data was collected about roads flooding. The Principal Engineering Manager answered that the service collected information on the position of incidents and that information was fed into the system which helped to predict flooding for each year. Councillor Thompson stated that Councillors could help to add data points to the data set. The Director of Highways, Transport, and Environment encouraged all Councillors to contact the service whenever they were aware of an incident of flooding.

Councillor Winstanley asked how the Council worked with United Utilities. The Director of Highways, Transport, and Environment responded that the Council had a dedicated officer who worked alongside United Utilities and other providers to manage the network. The Chair stated that the work with United Utilities was an area that the Committee could investigate in greater detail.

Councillor Procter asked whether assumptions were made within the plan and what they were. The Principal Engineering Manager stated that there were assumptions made within the plan and gave some examples. However, the Council worked closely with United Utilities and other companies to ensure the data was fresh to reduce the assumptions relied upon.

Councillor Zhi spoke of leaves being a large issue in his area for drainage and whether there was a quick fix team who could help. The Director of Highways, Transport, and Environment stated that had a lack of resources and the team were not able to tackle all the issues across the borough. However, this was one area that residents could help with by clearing blockages they saw as it did not require specialist knowledge or equipment.

**Scrutiny Committee**  
**11 January 2023**

---

Councillor Frass asked how much the knowledge of Councillors was utilised as a source of information within the HIAMP. The Director of Highways, Transport, and Environment responded that it was an engineering statement of fact based upon the information standards set by the Department for Transport and Transport for Greater Manchester. The Principal Engineering Manager added that information from complaints received from Councillors and residents were factored into the data and helped to refine the information.

Councillor Frass asked whether there was a driveability standard for potholes or if just based on hitting the limits. The Director of Highways, Transport, and Environment answered that unfortunately the service had to focus upon major defects but if the condition of the road improved to a point where all of those had been address then they would move onto other considerations like drivability.

The next part of the presentation covered the work done to maintain structures. The Principal Engineering Manager spoke of the different types of inspections done and gave an example of a good bridge. The Committee were informed of the overall value of the structures and the ways the Council could invest in the assets. There had not been adequate investment within structures and so they were also a deteriorating asset. The Principal Engineering Manager then gave a brief overview of road signage and markings and informed the Committee of the assets and the issues the council faced around signage impacted by people and trees.

The Principal Engineering Manager concluded the presentation with a summary which covered all the areas. The annual investment in the road network was £4M and for the Council to maintain steady state would require an additional £11M over the next 10 years. The Committee were assured that the service took advantage of all funding available both from the Government and Greater Manchester.

The Leader thanked officers for the presentation and spoke of how much he had learned from it. The Leader noted the comments made by the Director of Highways, Transport, and Environment about it being a national problem and stated that he would look to work across councils to lobby the Government to address the issues.

Councillor Coggins noted that the presentation did not cover the length of segregated cycle lanes and asked if that information was available. The Director of Highways, Transport, and Environment responded that they could add the data around the length of segregated cycle routes. That figure would hopefully be a lot more in the next few years following the successful implementation of plans linking to the Mayors Challenge Fund and the Urmston Active Neighbourhood.

Councillor Coggins asked about barriers on pavements and whether there were any views to remove them. The Councillor spoke about the barriers around Stretford and the issues they caused for pedestrians. The Director of Highways, Transport, and Environment answered that the Council were looking at a programme of decluttering pavements and removing barriers. As part of that work health and safety assessments were required before the barriers could be removed.

**Scrutiny Committee**  
**11 January 2023**

---

Councillor Coggins noted that the carbon reduction due to LEDs was listed but there was no mention of the large carbon footprint of the highways. The Director of Highways, Transport, and Environment responded that the service was required to report carbon emissions on all the projects undertaken as part of the HIAMP and that information could be provided to the committee. The Principal Engineering Manager added that there had been a big improvement in terms of the carbon emissions of the materials used by the Council in recent years.

The Governance Officer asked whether the wider impacts of the deterioration of the roads were known. The Director of Highways, Transport, and Environment responded that the service did monitor the impact of the deterioration of roads on the Trafford economy. The Principal Engineering Manager added that it was difficult to say when an asset was reaching a tipping point as the service had only recently begun collecting detailed data as new measurement tools became available. The Committee were assured that as the level of information increased the ability in judging the risks associated with the deterioration of an asset would improve.

The Chair noted the wide range of issues discussed during this item and that there were several areas where Committee Members input into the HIAMP.

**RESOLVED:**

- 1) That the update be noted.
- 2) That the HIAMP be considered further by the Committee.

**31. ELECTRIC VEHICLE CHARGING STRATEGY**

The Executive Member for Climate Change and Transport Strategy provided a summary of what was contained in the presentation circulated with the agenda pack. The Executive Member then asked the Committee whether they wanted to go through the full presentation or proceed directly to questions. Committee Members agreed that they had taken on board the information within the presentation and so were happy to move straight to questions.

Councillor Carter thanked the officers for the information provided within the presentation and noted that there was going to be a large increase of demand for electric vehicles. Councillor Carter spoke about the people who only had roadside parking at their property and asked what possible options there were for them. The Head of Highways, Transportation, and Greenspaces stated that there were limited options as there were issues around cutting into the pavement due to other cross channels underneath. The Executive Member for Climate Change and Transport Strategy added that people were already running cables from their house to their car and putting something over the top of the cable. The Executive Member expressed that there was a need to change behaviour around charging cars compared to filling them up in petrol stations. The Director of Highways, Transport, and Environment spoke to the Committee of the range of options the Council were looking at to try to find the best solution for residents. Councillor Carter asked for an update to be provided in twelve months' time to the Committee on what the best solution would be.

**Scrutiny Committee**  
**11 January 2023**

---

Councillor Axford asked why people would use the Council supply rather than private and whether each house needed an access point rather than having shared access points for the street. The Director of Highways, Transport, and Environment spoke about how the switch to electric vehicles and charging presented an opportunity for Councils to generate income and if the Council provided charging in the correct way that was accessible for residents they would use it. One aspect of this was ensuring that as many people as possible were able to use the charging solutions the Council put in place. There were various connections available with each car model only able to use one. Transport for Greater Manchester were looking at this and would release guidance on what Councils should do.

The Chair recognised the issues faced especially on terrace housing areas where it was difficult for people to charge cars outside of their home. The Chair thought the idea of having shared charging points on a street was an idea worth pursuing, although it also raised issues. The Chair agreed with Councillor Carter's points about asking officers to continue to review options and reporting back to the Committee in 12 months' time.

Councillor Frass noted that roughly 60 sites had been listed and asked how the sites had been chosen and whether it was done against need or ease of installation. The Councillor also asked whether the lamppost model being used in London could be progressed in Trafford. The Director of Highways, Transport, and Environment responded that in terms of site selection the Council were trying to offer provision to people who could not use their home driveway. With regards to the streetlighting the issues were around the conditions of the streetlamps and the Council were looking to roll it out in some areas.

Councillor Coggins asked when the charging points in regent road car park would be installed. The Head of Highways, Transportation, and Greenspaces answered that there were other issues around the lease, but the chargers were in place.

Councillor Coggins asked about accessibility of the charging points across the borough. The Executive Member for Climate Change and Transport Strategy responded that work was being done on this, but it would be some time before he would be able to answer the question.

Councillor Coggins noted that the report mentioned charging points in Council owned car parks but there were many places like the Stamford quarter and Stretford Mall that did not have any. The Director of Highways, Transport, and Environment responded that Stretford Mall and Stamford quarter were being looked at as possible sites for charging points and could pass information to the Committee about those sites. There were also a lot of the areas among Council properties where the electricity grid was not good enough to put charging points in place.

Councillor Coggins spoke about the need to change habits and how Trafford should implement a car club to help reduce the need to own vehicles individually. The Councillor noted that the technology was developing rapidly in many ways and how the Council would not want to spend large amounts of time and

**Scrutiny Committee**  
**11 January 2023**

---

resources to install charging points with technology which might become obsolete within a couple of years.

**RESOLVED:**

- 1) That the report be noted.
- 2) That a further report indicating the best options available be submitted to the Committee in 12 months' time.

**32. COMMITTEE WORK PROGRAMME**

Councillor Axford suggested that a task and finish group be formed to look at how to reduce car usage within the borough. The Governance Officer informed the Committee that there was not adequate officer capacity to support an additional task and finish group. The Committee agreed that the task and finish group to be formed and would be conducted by Members with Councillor Axford as the Chair of the group. Councillor Coggins expressed her interest in taking part in the group. The Committee agreed that an email be sent to all Councillors to ask if they wish to take part in the Task and Finish group.

**RESOLVED:**

- 1) That a task and finish group be formed to look at reducing car usage within Trafford.
- 2) That an email be sent to all Councillors asking if they wished to take part in the task and finish group.

The meeting commenced at 6.30 p.m. and finished at 8.58 p.m.

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## TRAFFORD COUNCIL

**Report to:** Scrutiny Committee  
**Date:** 8th March 2023  
**Report for:** Information  
**Report of:** Executive Member for Economy and Regeneration and the Corporate Director of Place

### Report Title

Investment Management Strategy projected income and delivery strategy for 2023/24

### Summary

The Council has an Asset Investment Strategy (AIS), overseen by the Investment Management Board (IMB), with an objective of promoting the Council's strategic priorities while creating a suitable income stream to support local services. This strategy has an approved budget of £500m funded from prudential borrowing.

By the end of 2022/23, it is forecast that the AIS will have provided a net £22.98m over a five-year period to support the revenue budget.

In 2023/24, income target of £6.09m has been set for the AIS. Forecasting suggests current commitments will provide circa £4m of net income, with the shortfall of £2.04m to be met through further investments in year and, if necessary, utilisation of funds held in the AIS Risk Reserve.

### Recommendation(s)

It is recommended that the Scrutiny Committee:

- a) Note the contents of the report, including the forecast income shortfall and proposed mitigations

Contact person for access to background papers and further information:

Name: Frank Fallon

Extension: 4170

Background papers: None

*Implications*

Relationship to Policy Framework/Corporate Priorities	The Council's Asset Investment Strategy supports the corporate plan priorities, including building quality, affordable and social housing, successful and thriving places, pride in our area and green and connected.
Relationship to GM Policy or Strategy Framework	Not directly applicable, although the Strategy supports wider GM regeneration activity.
Financial:	As set out in the report
Legal Implications:	None
Equality/Diversity Implications:	None
Sustainability Implications:	See below regarding carbon reduction
Resources Implications: eg Staffing/ICT/Assets	None direct.
Risk Management Implications:	There are risk implications associated with any commercial acquisition and investment. The Asset Investment Strategy is a key document in effective risk management of the utilisation of investment funds.
Carbon Reduction	The Council's updated Investment Strategy gives priority to supporting investments which promote sustainable development.
Health and Wellbeing Implications:	No direct implications
Health and Safety Implications:	No direct implications.

**1. Background**

1.1. The Council on the 26<sup>th</sup> July 2017 approved a summary Asset Investment Strategy, and the establishment of the Investment Management Board (IMB) to oversee implementation of the Strategy. The overall objective of the strategy is:

“To promote Trafford Council's strategic priorities while creating a suitable income stream to support local services”

1.2. The strategy is reviewed, updated as necessary, and approved by the Council annually. The latest strategy, approved by Council on 15<sup>th</sup> February 2023, can be found in Appendix B.

1.3. In February 2020 approval was given to increase the fund to £500m, supported by prudential borrowing, to support the Council's Asset Investment Strategy. The value of the fund is reviewed annually to ensure that it is set at an appropriate level to cover the commitments and provide a reasonable level of head room. This review has been considered by the Scrutiny Committee as part of their review of the budget and is satisfied that it is appropriate to maintain the fund at its current level. The transactions that have been agreed by the Investment Management Board to date have a total current committed cost of £332.83m. This means the balance of the approved £500m which is available for further investment is £167.17m.



- 1.4. This investment to date has provided a net benefit to support the revenue budget in 2018/19 of £1.67m, £3.12m in 2019/20, £6.37m in 2020/21, £6.48m in 2021/22 and is forecast to provide £5.34m in 2022/23.
- 1.5. In 2023/24, the targeted net income for the Strategy is £6.09m. This target will require the Council to build upon the investments it has made to date to generate additional income, while ensuring that any new investments are compliant with the Investment Strategy and supports the Council's Corporate Priorities. To assist with achieving this target, as investments are sold or recouped, the funds will be recycled into new investments.

## 2. 2023/24 Net Income Forecast

- 2.1. In 2023/24, the strategy is forecast to generate £13.92m of gross income, which is offset by costs of £9.88m to provide a net income of £4.04m. This means that there is a shortfall of £2.04m against the target of £6.09m.
- 2.2. The table shows the net income and cost details for the investments by category. A table with the detail by investment can be found in Appendix A.

Asset Investment Strategy (AIS) Revenue Budget 2023/24	Gross Income £000	Financing Costs £000	Other Costs £000	Net Income £000	Risk Reserve Contribution to/ (withdrawn) £000	Net Income after Risk Reserve £000
Property Acquisition	(5,166)	3,625	193	(1,348)	592	(756)
Equity Investment	(815)	1,938	0	1,123	(947)	176
Property Development	0	0	6	6	0	6
Development Debt	(7,490)	3,888	0	(3,602)	354	(3,248)
Treasury Investment	(451)	206	0	(245)	24	(221)
<b>AIS Total</b>	<b>(13,922)</b>	<b>9,657</b>	<b>199</b>	<b>(4,066)</b>	<b>23</b>	<b>(4,043)</b>
					<b>Income target</b>	<b>(6,087)</b>
					<b>Variance</b>	<b>2,044</b>

## 3. Shortfall Mitigation

- 3.1. The current income gap of £2.04m will be met through the agreement of new income generating investments in year. Funds from the AIS Risk Reserve can also be used to meet any further shortfalls in this income challenge.
- 3.2. The IMB has agreed investments which have committed £332.83m of the £500m fund approved by Council, leaving a balance of £167.17m for further investments. This balance would need to be utilised to make new investments in 2023/24. A number of potential investments are being explored for suitability with the strategy or undergoing due diligence, and will be presented to the IMB in due course.
- 3.3. The Council uses elements of the income received from investments to contribute to a Risk Reserve, with an estimated contribution in 2023/24 of £0.99m. This reserve had a balance at the start of March 2022 of £6.31m. This balance is forecast to reduce to £5.46m by the end of 2022/23 as £0.85m is used in year to support borrowing costs at the investments at the shopping centres where regeneration work has impacted trading. A further £0.97m is expected to be drawn for the same purpose in 2023/24, in addition to £0.64m estimated to be Trafford's contribution to the preliminary costs of the redevelopment of the former GMP site, Chester House, on Chester Road.

3.4. The Risk Reserve is forecast to have a balance of £4.84m by the end of 2023/24. An assessment of the reserve will be undertaken and, if it is considered prudent to do so, an element of the Reserve could be utilised in year to support any income shortfall.

<b>Risk Reserve 2023/24</b>	<b>2023/24 £000</b>
<b>Reserve balance at start of year</b>	<b>5,464</b>
Contribution to the reserve	988
Support shopping centre for borrowing costs	(965)
GMP Site preliminary costs	(643)
<b>Reserve balance at year end</b>	<b>4,844</b>



## Appendix 1

Asset Investment Strategy (AIS) Revenue Budget 2023/24	Gross Income £000	Financing Costs £000	Other Costs £000	Net Income £000	Risk Reserve Contribution to/ (withdrawn) £000	Net Income after Risk Reserve £000
<b>Property Acquisition</b>						
Sonova House, Warrington	(729)	605	16	(109)	21	(88)
The Grafton Centre Altrincham	(642)	504	75	(63)	54	(8)
The Fort, Wigan	(939)	518	27	(394)	215	(179)
Sainsburys Altrincham	(1,523)	1,136	46	(342)	282	(60)
DSG Preston	(1,332)	862	30	(441)	20	(421)
<b>Property Acquisition</b>	<b>(5,166)</b>	<b>3,625</b>	<b>193</b>	<b>(1,348)</b>	<b>592</b>	<b>(756)</b>
<b>Equity Investment</b>						
Stretford Mall	0	359	0	359	(359)	0
Stamford Centre	(371)	978	0	607	(607)	0
Lumina Village	(444)	602	0	158	18	176
<b>Equity Investment</b>	<b>(815)</b>	<b>1,938</b>	<b>0</b>	<b>1,123</b>	<b>(947)</b>	<b>176</b>
<b>Property Development</b>						
Former RBS, Partington	0	0	6	6	0	6
<b>Property Development</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>6</b>	<b>0</b>	<b>6</b>
<b>Development Debt</b>						
Hale Library	(77)	32	0	(45)	0	(45)
Bruntwood: Lumina Village	(517)	394	0	(122)	354	231
Bruntwood: Shopping Centres	(1,166)	564	0	(602)	0	(602)
Castle Irwell; Phase 2	(373)	79	0	(294)	0	(294)
Network Space, Broadheath	(1,074)	610	0	(465)	0	(465)
Sunlight House	(1,647)	1,099	0	(548)	0	(548)
Pipeline Facility*	(296)	25	0	(271)	0	(271)
Barton Dock Road	(562)	349	0	(213)	0	(213)
CIS Tower	(1,778)	736	0	(1,042)	0	(1,042)
<b>Development Debt</b>	<b>(7,490)</b>	<b>3,888</b>	<b>0</b>	<b>(3,602)</b>	<b>354</b>	<b>(3,248)</b>
<b>Treasury Investment</b>						
Albert Estate	(451)	206	0	(245)	24	(221)
<b>Treasury Investment</b>	<b>(451)</b>	<b>206</b>	<b>0</b>	<b>(245)</b>	<b>24</b>	<b>(221)</b>
<b>AIS Total</b>	<b>(13,922)</b>	<b>9,657</b>	<b>199</b>	<b>(4,066)</b>	<b>23</b>	<b>(4,043)</b>
					<b>Income target</b>	<b>(6,087)</b>
					<b>Variance</b>	<b>2,044</b>

\*Debt facility agreed by IMB but agreement not yet finalised

## Appendix 2



Trafford Investment  
Strategy - January 20:

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# Asset Investment Strategy

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January 2023



# Contents

Executive Summary.....	2
Investment Objective .....	3
Strategic Priorities for Investment Strategy.....	6
Investment Characteristics .....	9
Local Authority Finance Guidance.....	13

# Executive Summary

## Introduction

CBRE Investment Advisory has updated the Investment Strategy for Trafford Borough Council (“Trafford” or the “Council”), originally drafted in September 2017 and last updated in July 2022.

Recent updates:

- 2021 update better aligned the Investment Strategy with Council’s current strategic priorities and values, protected against near-term market uncertainty and incorporated guidance on Local Authority finances.
- A further update was incorporated in 2022 to provide some flexibility to the strategy in instances where a potential transaction deviated from the parameters set out in the Investment Strategy, but where wider transaction characteristics help mitigate any potential risk associated with this. The intention was to allow the Council to engage in such transactions that meet the overall purpose and intention of the strategy.

There are no further strategy changes currently proposed for the strategy, which is currently operating successfully, with a strong portfolio of income producing investments and a healthy pipeline.

This document confirms the previous strategy and consolidates the 2022 changes into a coherent document.

# Investment Objective

*“To promote TBC’s strategic priorities while creating a suitable income stream to support local services.”*

## Rationale

The Council has for some time sought a holistic approach to its investments, to ensure that the Investment Strategy aligns with the Council’s wider social, economic and environmental objectives.

This can be done through:

- Using development, refurbishment or pre-construction lending to bring forward projects that compliment these objectives.
- Structuring lending transactions to incentivise borrowers to work towards objectives.
- An allocation within the fund aimed at deployment against social investments.
- Investing directly into regeneration projects or strategy real estate assets that give the council more control over their outputs.

The following shall not be included in the Investment Strategy:

- Investment Lending;
- High risk investments with a substantial possibility of loss; or
- The inclusion of grant, subsidy or sub-market pricing.

The definition of strategic priorities, as outlined in the Investment Objective, is defined in the next section.

# Strategic Priorities for Investment Strategy

Trafford Borough Council have adopted corporate priorities from 2021 - 2024. These are defined by three Council Outcomes, and three Council Priorities. Together these six metrics make the 'Strategic Priorities' for this Asset Investment Strategy.

## Council Outcomes

- All our residents will have access to quality learning, training and jobs.
- All our communities will be happy, healthy and safe.
- All our businesses and town centers will be supported to recover and flourish in an inclusive way.

## Council Priorities

- Reducing health inequalities
- Supporting people out of poverty
- Addressing our climate crisis

## Strategic Priorities

Each investment will evidence that it supports one or more of the Strategic Priorities, being either directly affecting the three outcomes or priorities of the Council.

## Preferred Attributes

CBRE has created 21 Development Attributes to align with the Strategic Priorities.

Investments in projects that include some of the Preferred Development Attributes identified will be prioritised.

Investments will be structured to attempt to incentivise Borrowers to include items from the 21 Preferred Development Attributes where possible.

This may be via the inclusion of pricing reductions or favourable terms for achieving certain related goals, so long as the incentives are not considered to be below minimum or market pricing.

The way in which the Council Outcomes, Priorities and Development Attributes align are set out below:

<p><b>Trafford Outcomes</b></p>	<p><b>All our residents will have access to quality learning, training and jobs</b></p>	<p><b>All our communities will be happy, healthy and safe</b></p>	<p><b>All our businesses and town centers will be supported to recover and flourish in an inclusive way</b></p>
<p><b>Trafford Priorities</b></p>	<p><b>Reducing Health Inequalities</b></p>	<p><b>Supporting People out of Poverty</b></p>	<p><b>Addressing our Climate Crisis</b></p>
<p><b>Development Attributes</b></p>	<ol style="list-style-type: none"> <li>1. Quality homes built</li> <li>2. Affordable housing</li> <li>3. Health and well-being uses or attributes</li> <li>4. Development designed for end user experience</li> <li>5. Job creation</li> <li>6. Key development for the area</li> </ol>	<ol style="list-style-type: none"> <li>10. Public space created</li> <li>11. Attractive design</li> <li>12. Brownfield land developed, or a building with architectural or historical importance retained within the development</li> <li>13. Energy efficient design</li> <li>14. Environmental impact assessed</li> </ol>	<ol style="list-style-type: none"> <li>18. Affordable commercial space included in development</li> <li>19. Developer applies fair tax to their investment structure</li> <li>20. Developer applies best practice supply chain policies</li> <li>21. Developer has apprentices on their construction site</li> </ol>

	<ul style="list-style-type: none"><li>7. Local sub-contractors employed</li><li>8. Forms part of a regeneration plan</li><li>9. Community uses included</li></ul>	<ul style="list-style-type: none"><li>15. Cycle / public transport promoted by project</li><li>16. Low carbon and renewable energy generation part of project</li><li>17. Energy storage part of project</li></ul>
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# Investment Characteristics

The below section outlines the investment characteristics and criteria that should be met for each transaction, in addition to those already outlined in meeting the objective.

## Routes to Investment

### Development Lending

Financing developments can help to bring about or accelerate development through the provision of localised finance that is more flexible than other mainstream Lenders. This investment product provides good risk-adjusted returns and helps to fulfil development and regeneration along the criteria set out previously.

For development lending, high quality schemes and developers with a strong track record will be targeted. The level of experience for the developer may be lower if a project is in Borough.

We will focus on senior lending, set appropriate covenants on all loans to ensure the Council's investment has sufficient headroom to protect against potential losses in the future.

### Direct Investment (Equity)

The Council also has an opportunity to invest in direct property. It has been established that, in line with the objectives, this would occur in two scenarios:

1. To buy a site in Borough to develop (either themselves or with a development partner) to repurpose or regenerate the asset and surrounding area.
2. Purchase strategic property that will assist land assembly in Borough or provide additional value due to marriage value or other strategic value enhancements.

## Pricing, Sector and Geography

### Minimum Return

2.50% + the "Cost of Funds" to the Council for that investment.

Every transaction as a minimum shall hit the return requirement. While the minimum return must be met, transactions will be assessed primarily on how appropriate the return is for the risk involved and market pricing.

Most transactions will be expected to exceed this return requirement. However, lower risk transactions that provide this return should be considered where appropriate.

For Lending investments, this shall apply to the "All-In Coupon" charged on the Facility:

For Direct Real Estate investments, this shall apply to the IRR of the investment over an agreed timeframe.

### Sector Preferences

The Investment Strategy is not limited to specific real estate asset sectors.

Each opportunity will continue to be assessed on a case-by-case basis and the individual characteristics of the opportunity will be considered, alongside the wider sector features, strengths and weaknesses.

Also considered will be overall portfolio diversification to mitigate concentration in any one sector.

### Geographic Investment Zones

There is a preference to invest locally in order for local constituents to benefit from the development and regeneration brought about by the Council's Investment Strategy.

The order of preference for investment is:

1. Trafford Borough Council area
2. Trafford Borough Council Economic Area (Neighbouring Councils and Greater Manchester)

### Prioritising In-Borough Investment

In order to prioritise investment within borough, the following measures are in place:

- A 0.50% reduction in the return requirement for investing in-Borough.
- Waiving the temporary leverage reductions if required (see Lending Investments – Specific Guidelines below).

This will ensure that the Council has more opportunity to invest within Borough.



In practice, it is likely that all new direct investments will be in-Borough investments as these will involve the Council bringing forward development directly or using their current in-Borough landownership to create value enhancement opportunities.

**Trafford Borough Council Economic Area**

Investment out of Borough but in this region will remain an important part of the strategy to avoid concentration of investment within too limited a geographical area.

## Lending Investments – Specific Guidelines

Lending Investment Transactions will have the following attributes (in addition to those reference in the “Investment Strategy” section):

- Lending facilities to provide a maximum of 80% of the total project cost and 70% of projected end value of the development.
- As noted above, the all-in coupon of a transaction will need to meet the minimum return, in addition to being at a market rate for the risk involved.
- We will seek to enhance the Council’s returns, through a combination of other fees on the facility (including arrangement fees, exit fees, commitment fees and cancelation fees).
- Short- and medium-term opportunities considered. No one phase to exceed three years, but can have multiple phases in one development, such as development phase followed by stabilisation phase. The Council would consider short term (eg. 6 month) opportunities if they presented themselves and fit the wider objectives.
- All loans will be senior facilities, with a fixed first charge over the freehold interest or equivalent. Other lenders may make up the capital stack, but only as joint lender in a more junior position to the Council, or a co-lender.
- Quality residential, commercial and infrastructure schemes (see “Sector” above) will be targeted within the Borough, neighbouring Boroughs or Greater Manchester.
- We will look to support schemes where the developer has a good track record and where the property provides appropriate security for the loan.
- Transaction sized of £20m to £50m will be targeted. A minimum commitment of £10m per facility, to ensure they are additive to the Council’s investment portfolio.
- We will reduce the minimum size of investment to £5.0m for in-borough investments to allow the Council to support appropriate local projects.

## Temporary Restrictions of Leverage Levels

During this period of economic uncertainty, leverage levels on new transactions are reduced by 5%.

- This would make the temporary maximum LTV Ratio 65% and a maximum LTC Ratio of 75%.

These temporary leverage levels are regularly reviewed. At present they are still considered to be appropriate and are therefore retained.

## Infrastructure Investments

In addition to traditional real estate sectors, lending to support the development of infrastructure will be considered as a potential investment type. This will predominantly be the funding of low carbon or renewable energy generation, such as solar, wind or biomass projects. This could also include the addition to exiting assets of on-site renewable or retrofitting, along with a loan against the property.

The same leverage and return criteria will apply as other development lending investments, and the investments will strictly require the following attributes:

- Developer / development manager with high levels of experience in the sector.
- Proven technology with certain build costs.
- High certainty over future income streams.
- Experienced third-party due diligence.

## Social Lending Investments

Investing in "Social" investments will be considered as well. The structure of these will be developed in 2023 by CBRE in consultation with local community groups, charities and innovators in these sectors. It is expected that these debt investments will be used in order to give community groups and charities a route to real estate acquisition, although the structure of this is to be confirmed.

The social investment strategy will:

- Target commercial returns, but with a minimum of 2.00% + PWLB (a 50 basis point reduction to the overarching target returns listed above).
- Target an allocation of £40.00m towards social investments.
- Where considered appropriate, exceed the leverage maximums for Lending Investments.

Examples of social investments could include (though are not limited to):

- Provision of long term high leverage (up to 10 years and 100% LTC) to established local charities with a particular housing need. The Council would sweep housing benefit receivable by the charity throughout the loan term to service the loan.
- Providing development funding to a community centre project.
- Investment into local 'meantime' housing projects which aim to establish housing on temporarily underutilised sites, such as large development sites awaiting master planning, or disused car parks etc

## Direct Investments – Specific Guidelines

Equity investment will take place under two main circumstances, both anticipated to be in-Borough:

- Council investment in a development, or
- To allow for strategic land purchase.

Investment styles:

- **Joint Venture:** A Joint Venture could occur between the Council and one or more other parties. There is no single formula for a joint venture as each party can bring different attributes to the relationship. In borough, it is possible that the Council would contribute land and/or costs, and the JV Partner would provide development or other expertise. Both parties would share in the upside and risks of the development.
- **Direct Investment:** the Council could choose to purchase land and develop themselves, or purchase land, work up planning and sell to a developer once planning is achieved, thus unlocking the land and accelerating the development.
- **Forward Funding a development:** This opportunity will arise from a Developer seeking capital investment into a project. The usual structure involves the investor purchasing the land, committing to piecemeal payments throughout the development with a final balancing payment upon practical completion. The key benefit to the Council would be that all of the Development expertise are placed in the third-party Developer. Furthermore, there is a prescribed fixed price payment plan as determined by a Development Agreement, so the costs are known from the outset.

If the Council seeks to invest in real estate for strategic purposes, the investment criteria will depend on the reason for investment or strategy. For example (but not limited to):

- If the Council seeks to purchase an income producing property to take control of a piece of freehold land which might be a key site in future years, the Council will have regard to the investment characteristics of the property, the potential competition from other investors, and the Council's cost of capital. All of which must be analysed to submit a competitive bid.
- If the Council wish to buy in the long leasehold of a site where the Council already own the freehold in order to take control of a certain site, the Council will have regard to the price which other investors would be willing to pay for the long leasehold interest, the potential marriage value creation, and any other investment characteristics applicable to the property.

## Investment Strategy Flexibility

The Investment Strategy includes parameters that help guide and inform the nature of Trafford's investments. These parameters include (though are not limited to) risk indicators such as leverage, return hurdles, ESG requirements, geographical constraints etc.

There is, however, an acknowledgement that every transaction is different, and there may be instances where transactions have characteristics which sit outside of the aforementioned parameters, but which also possess other qualities which, when viewed on balance, help mitigate this non-compliance with the strategy. In these instances, the Investment Strategy should provide some flexibility to assess the transaction holistically and across all of its characteristics, and support those which are deemed to meet the aims and objectives of the Investment Strategy and at no extra risk (as advised by CBRE). This should also be analysed on a portfolio level against the Council's existing investments.

By way of an example of such instances:

- Allowing for an increase in leverage in instances where there is a forward purchase agreement in place to purchase the whole, or part, of the property at practical completion, thus reducing market and exit risk. This will be subject to the following conditions, which ensure that (a) market risk, (b) exit risk and (c) cost risk are all sufficiently mitigated:
  - The third party has a strong financial covenant which can be expected to remain strong through the term of the development;
  - The purchase price is unconditional other than on completing the development to a certain specification (i.e. not linked to lettings achieved, market values etc.);
  - There is at least 12 months headroom between the project monitors projected PC date and the longstop date of the forward purchase;
  - There is a strong contractor in place with a fixed price design and build contract to complete the scheme, matching the specification of the forward purchase;
  - The headroom between purchase price and the total loan facility represents a minimum of 15% of the fixed price build contract of the scheme.
- Allowing for lower financial return requirements where the transaction would deliver other, wider returns to the Council (be it economic development, social or environmental), such as necessary regeneration, delivery of services for residents, excellent (above market) environmental credentials etc.
- Allowing for investments that are located marginally outside of the geographic zones, but where it can be proven it is within the economic area of the Council (and Council residents) and will drive benefits to both.

# Local Authority Finance Guidance

## Guidance since the Last Update

As and when guidance on Local Authority Finance has been introduced it has been incorporated into the Council's Investment Strategy. The latest requirements from consultations and guidance documents are found below.

## Chartered Institute of Public Finance & Accountancy (CIPFA) Prudential Code for Capital Finance, 2021

The Prudential Code was developed by CIPFA as a professional code of practice to support local authorities in the development and delivery of their programmes of capital investment. Local authorities are required by legislation to have regard to the Prudential Code when carrying out their duties.

The requirements of the Code have been reviewed and compliance has been ensured in the production of this strategy.

Relevant Code requirements, inclusive of those added in an update to the Code in December 2021:

- Investments are affordable and proportionate; all borrowing is prudent and within sustainable levels and the risks associated with commercial investments are proportionate to their financial capacity.
- Local authorities must not borrow to invest primarily for financial return
- It is not prudent for local authorities to make any investment or spending decision that will increase the capital financing requirement, and so may lead to new borrowing, unless directly and primarily related to the functions of the authority.
- Authorities with existing commercial investments (including property) are not required by the Code to sell these investments, however, authorities that have an expected need to borrow should review options for exiting financial investments (non-property commercial investments)

## PWLB Guidance –Revised in May 2022

Borrowing from the PWLB by authorities is permitted under the following definitions and categories:

- **Service delivery** - expenditure on assets that form part of the authority's public service delivery
- **Housing** - includes all spending on delivering new homes, maintaining or improving existing homes, and purchasing built homes to deliver housing services
- **Regeneration** - direct investments in assets to generate additional social or economic benefits.
- **Preventative action** - a special category which involves direct financial support to local companies or acquiring assets as a way to protect jobs, prevent social or economic decline
- **Treasury Management** - includes the refinancing or extending of existing debt from any source, the externalisation of internal borrowing or borrowing to manage cashflow within year

Borrowing for the purpose of investing primarily for yield is not supported, and would disqualify the authority from borrowing from the PWLB during the same three year capital cycle, including for the purpose of unrelated expenditure such as service delivery.

# Thank you

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# Corporate Plan Update

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**Scrutiny Committee**

**8 March 2023**

# Aims of Today's Update

- Provide an update on activity to date relating to the Corporate Plan and three strategic priorities since 2022
- Share details of key highlights relating to the priorities
- Outline next steps in progressing the Corporate Plan

# Our Trafford, Our Future



## Vision

Trafford – where all our residents, communities & businesses prosper

## Outcomes



All our residents will have access to quality learning, training and jobs



All our communities will be happy healthy and safe



All our businesses and town centres will be supported to recover and flourish for the benefit of everyone

## Priorities



Reducing health inequalities



Supporting people out of poverty



Addressing our climate crisis

**'better health, better jobs, greener future'**

# Recap since last meeting

- Corporate Plan 'Our Trafford, Our Future' is our key strategic document for identifying our vision, ambitions and priorities that we are seeking to achieve by 2025
- Corporate plan is complemented by the Medium Term Financial Strategy (MTFS) which provides the financial framework within which the priorities will be delivered
- Corporate Plan Performance and Budget Monitoring 2022/23 Period 8 (April to November 2022) was presented to Executive January 2023
- The monitoring report continues to look at key performance indicators and increased visualisation methods using dashboards and case studies to 'tell the story' and the impact to the borough
- Executive's Revenue Budget Proposals 2023/24 & MTFS 2024/25 - 2025/26 was approved at Council on 15 February 2023
- Leader presented key priorities at 'Lets Talk - Leaders Session' 21 & 24 February
- The final Corporate Plan report for 2022/23 financial year will be presented to Executive June 2023 post election

# Corporate Plan Performance

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## Indicators

# Performance Indicators

- There are a total of 57 indicators that are monitored as follows:

Strategic Priority	Annual Indicators	Quarterly Indicators
Reducing Health Inequalities	10	0
Supporting People out of Poverty	2	11
Addressing out Climate Crisis	11	3
Council Wide	0	20

- A dashboard of the three corporate priorities measures can be accessed on the Trafford Data Lab website: <https://trafforddatalab.shinyapps.io/corporate-plan/>
- The dashboard visualises a range of indicators relating to each of the three strategic priorities. These show trend data for Trafford compared to the average of other similar Local Authorities (in terms of statistical characteristics) and also, where possible, to England

# Performance Indicators Quarterly Status

The RAG (Red, Amber, Green) status for the mid-year Corporate Plan report quarterly indicators is as follows:

Priority	Red	Amber	Green	No target set
Supporting People Out of Poverty	1	3	5	2
Climate Crisis	1	0	2	0
Health Inequalities	NA	NA	NA	NA
Council wide	5	5	10	0

- Red status indicators are declined by more than 5% on the target
- Amber status indicators are within 5% of the target (slight decline)
- Green status indicators are on target or exceeding performance on target

# Reducing Health Priorities

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Strategic Priority



# Key highlights

- Continuing to work closely with our **health partners** including NHS Greater Manchester Integrated Care to achieve tangible improvements in this areas
- **Mobile Health Unit** – Trafford has been successfully awarded £82K to provide a mobile health unit for the next two years. The funding will enable the Council to provide a mobile outreach service to those recognised as homeless, as well as rough sleepers and will be based around providing medical and health advice remotely
- Trafford Council handed over the centre on Moss Lane Road, Partington, to the Greater Manchester Youth Federation for use as a **local youth centre**
- Developing **leisure centres** - to improve health and wellbeing opportunities - Trafford Council has successfully secured £18M for the redevelopment of Partington Sports Village



## Priority 1

Reducing health inequalities

- Promoting active **travel 25 schemes** which are included in our budget plans for 2023/24 and later years
- **Healthy Start Vouchers** – series of roundtable events to gather feedback and evidence on the cost of baby milk etc that can be shared in parliament
- **Working Well Passport** - voluntary tool that has been developed in collaboration with our staff forum groups, our EPIC Pioneers and unions colleagues to facilitate open and honest discussions between colleagues and their manager about their needs and how we can support them to flourish at work

# Key highlights

- **Inclusive cycling hub in Stretford** - supporting people from North Trafford with beginners' cycling sessions, including the use of adapted cycles. This has supported a wide variety of people, including refugees from Ukraine, a group of Asian men, and people with hearing loss
- **Empower You** - continue their work to support people with disabilities to increase their participation in physical activity
- **Falls prevention service** - provided by Age UK Trafford and Trafford Leisure is supporting older people at risk of falling to improve their strength and balance through specialist classes
- Trafford Council are working in partnership with GreaterSport on a Home Office-funded project in Old Trafford and Stretford to **improve safety for women and girls** by encouraging and enabling safe active travel around Old Trafford football and cricket stadium
- **Adult Weight Management programmes** - delivered by Slimming World and Foundation 92 (FitFans) are working closely with colleagues in specific neighbourhoods to ensure that uptake of these free programmes is maximised by people most likely to experience health inequalities
- **Foundation 92's family wellbeing programme** - continues to deliver positive outcomes around healthy eating, physical activity and mental wellbeing for families living in our most disadvantaged communities
- **Stop smoking** - working with Trading Standards to reduce the prevalence of vapes being sold locally to young people, Limelight to explore support options to those in sheltered accommodation who smoke and with schools to offer stop smoking education sessions in schools

## **Priority 1** Reducing health inequalities



# Supporting People out of Poverty

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Strategic Priority

# Key highlights

- **Real Living Wage** – formal application to become Real Living Wage Accredited has been submitted which would cover RLW for contracts with a combined value of £10M
- **Council Tax Support Schemes** - helps approximately 13,400 people on low income and is being extended in 2023/24 such that 80% of them will not have any council tax to pay
- **Trafford Assist Scheme** - administering support in excess of £3.2m
- **Free School Meals** - provision of support to families during school holidays
- **Community Hubs** - funding of £100k for two financial years
- **3,000 Winter Wellbeing packs** - issued to Trafford's most vulnerable residents to help them get through the winter and cost-of-living crisis. Delivered 1,000 packs to residents and 2,000 via Trafford Community Hubs and charity partners including the British Red Cross
- **Money Advice Referral Tool (MART)** - developed to boost household income and financial resilience by getting more money into people's pockets and helping them access the support they are entitled to. The tool was created via the Trafford Poverty Action Group and has been developed in partnership with the Greater Manchester Poverty Action Group

## Priority 2 Supporting people out of poverty



INFORMATION AND ADVICE: TRAFFORD SERVICES		
* WHO TO GO TO WHEN IN NEED OF SUPPORT *		
<p><b>MONEY &amp; LEGAL ADVICE</b></p>		
<p><b>WHO</b> can I go to?</p>	<p><b>WHAT</b> can they do for me?</p>	<p><b>WHERE/ HOW</b> can I contact them?</p>
<p>Citizens Advice Bureau</p>	<p>Offers free, impartial, confidential advice on such issues as debt, welfare and housing, helping you find a way forward</p>	<p>Phone: 0161 278 7863 (Open Monday to Friday, 9.30 am to 5.30 pm) Website: <a href="http://www.citizensadvice.org.uk">www.citizensadvice.org.uk</a></p>
<p>Trafford Council Welfare Rights Team</p>	<p>Advice and support regarding welfare benefits via telephone advice line and email</p>	<p>Phone: 0161 912 2720 (advice line open from 10.00 to 16.00 Mon-Fri) Email: <a href="mailto:welfare@trafford.gov.uk">welfare@trafford.gov.uk</a> Website: <a href="http://www.trafford.gov.uk">www.trafford.gov.uk</a></p>
<p>Health Advice Support</p>	<p>Provides in person benefits advice service for individuals requiring support related to their mental health and needing to navigate the complex benefits and welfare system.</p>	<p>Phone: 01457 87485 Email: <a href="mailto:healthadvice@trafford.gov.uk">healthadvice@trafford.gov.uk</a> Website: <a href="http://www.trafford.gov.uk">www.trafford.gov.uk</a></p>
<p>LMCP Care Link</p>	<p>Information and advice on welfare benefits and money management for the South Asian community, over the phone and in person.</p>	<p>Phone: 0161 226 4632 Email: <a href="mailto:carelink@lmcp.org.uk">carelink@lmcp.org.uk</a> Website: <a href="http://www.lmcp.org.uk">www.lmcp.org.uk</a></p>
<p>Age UK Trafford</p>	<p>Free, confidential and expert advice on issues such as benefits (including help with form filling, housing enquiries, assessing care), general advice and support.</p>	<p>Phone: 0161 746 9754 Email: <a href="mailto:advice@ageuktrafford.org.uk">advice@ageuktrafford.org.uk</a> Website: <a href="http://www.ageuktrafford.org.uk">www.ageuktrafford.org.uk</a></p>
<p>African Caribbean Care Group</p>	<p>Advice, information and individual support about welfare benefits, housing, energy, food aid, employment, support in areas, debt and money, family advice and health issues.</p>	<p>Phone: 0161 226 6334 Email: <a href="mailto:acccg@trafford.gov.uk">acccg@trafford.gov.uk</a> Website: <a href="http://www.african-caribbean-care-group.org.uk">www.african-caribbean-care-group.org.uk</a></p>
<p>Access Trafford</p>	<p>Information and advice can be sought on a wide range of issues such as council tax and benefits.</p>	<p>Phone: 0161 912 2320 Email: <a href="mailto:access@trafford.gov.uk">access@trafford.gov.uk</a> Website: <a href="http://www.trafford.gov.uk">www.trafford.gov.uk</a></p>
<p>Trafford Housing Trust</p>	<p>Welfare Rights advice from making a claim to representation at appeals. Advice, negotiate with creditors, repaying tenancy systems, etc. Energy Advice to reduce bills.</p>	<p>Phone: 01607 777 777 Email: <a href="mailto:advice@traffordhousingtrust.org.uk">advice@traffordhousingtrust.org.uk</a> Website: <a href="http://www.traffordhousingtrust.org.uk">www.traffordhousingtrust.org.uk</a></p>
<p>Travellers' Caravan Centres</p>	<p>Registered caravans can access the support of a dedicated benefits adviser to receive benefits, allowances and grants that you or your carer may be entitled to.</p>	<p>Phone: 0161 261 2800 (Open Monday-Thursday 10.00am-1.00pm, Fri-Sat 10.00am-1.00pm) Email: <a href="mailto:benefits@travellerscaravancentres.co.uk">benefits@travellerscaravancentres.co.uk</a> Website: <a href="http://www.travellerscaravancentres.co.uk">www.travellerscaravancentres.co.uk</a></p>





# Key highlights

**Trafford Poverty Action Group** - working in partnership to help coordinate activity and make the borough a place where no-one is marginalised or discriminated against due to their financial or material circumstances

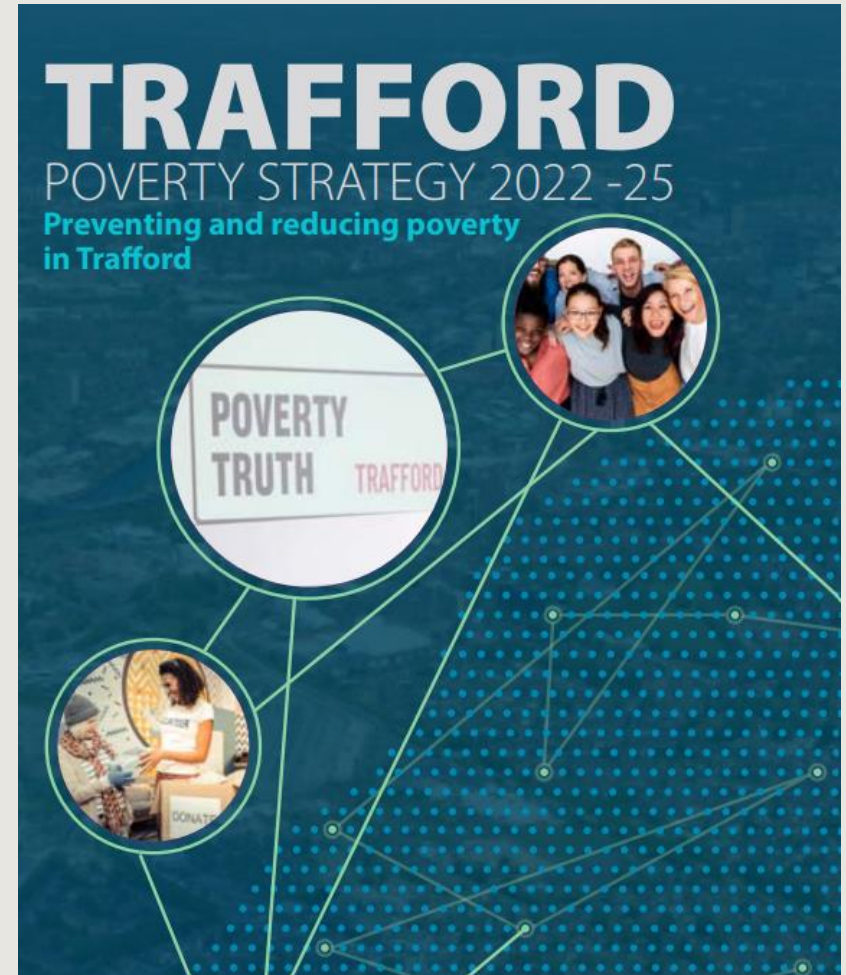
## **Trafford Poverty Strategy 2022-25:**

1. **Creating an inclusive economy**
2. **Improving access to information and advice**
3. **Maximising household income**
4. **Supporting children and young people**
5. **Facilitating community resilience**



## **Priority 2**

Supporting people out of poverty



# POVERTY TRUTH

TRAFFORD



## Priority 2

Supporting people out of poverty



- In March/April 2023, the Poverty Truth Commission will publish a report with recommendations
- Trafford Poverty Strategy 2022-25 will be reviewed to incorporate the findings and recommendations of the Poverty Truth Commission



# Cost of Living support

- **Household Support Fund** (national cost of living fund) which is being used for Trafford Assist, Free School Meals, Community Hubs
- **Real Living Wage** – paying 320 lowest paid roles which are Directly Employed eligible staff across the council and schools an uplift to the Real Living Wage
- 1393 **fuel grants** were made in Trafford in Jan. The average fuel grants made in the previous six months was 733 per month
- **Living Rooms/Warm Spaces** established – 50 in Trafford

# Addressing our Climate Crisis

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## Strategic Priority





# Priority 3

## Addressing our climate crisis

### Key highlights

Strategic activity towards delivering significant emission reductions

- **Your Home Better** (Home Energy Improvements) launched in May 2022
- Leader in **Heat Network development** (currently undertaking the Civic Quarter Heat Network Feasibility) and supporting the City Decarbonisation Delivery Plan (CDDP) and Network Zoning
- **Key partners** in the regional ongoing work including PSDS estate decarbonisation, Go Neutral and Your Home Better
- Working with GMCA and the Green Finance Institute (GFI) on developing local green finance
- **Cycling & Walking Infrastructure** - a range of projects are planned for 2023 and beyond that will enable low carbon and active travel
- **Net Zero Trafford Park** planning being developed
- **Local Area Energy Plan** - completed in June 2022 - setting out a high-level blueprint for transforming the borough towards Net Zero
- **Be.EV Electric Vehicle charging** infrastructure: 17 charge points installed and a further 30 are planned in 2023

# Other Key Activity

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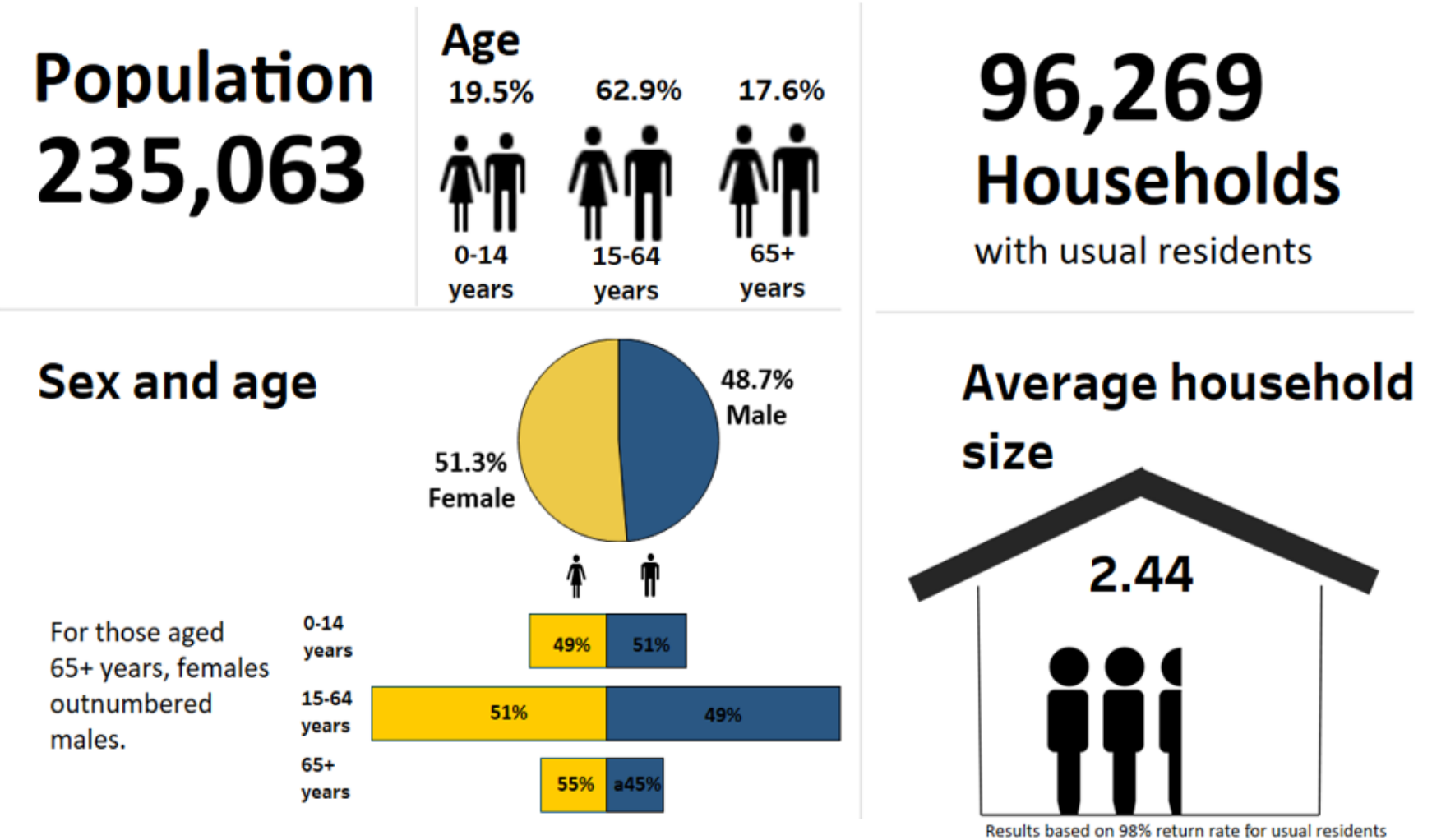
# Other key activity supporting the priorities:

- **The Right To Streets Project** (funded by the Home Office Safer Streets fund) was officially launched on 4th October. Project is led by GreaterSport, with Trafford Council, local organisations, and other partners, and has a core focus on how concerns of safety affect women's engagement and participation in physical activity, active travel, and other local events in their community
- Provided **targeted support sessions for our Hong Kong and Ukraine newcomers**, assisting with bespoke job finding events and delivering Business Start Up support sessions. These activities are complemented by a dedicated ESOL offer to develop and enhance English language skills
- A new **Trafford Carers, Family and Friends Strategy 2023-26** was launched
- **Deaf Awareness Course** - for colleagues from front line services and those who have identified a need through the EPIC Check-in process

# Other key activity supporting the priorities:

- **Menopause Support** - currently drafting a briefing proposal for menopause support ready for launch in 2023. This will be a co-produced through lived experience from our colleagues and will outline desired outcomes to help support colleague well-being
- **Me-learning** - refreshed our Transgender Awareness eLearning course in partnership with our LGBTQ staff group and transgender colleagues. Launched for Transgender Remembrance Day on the 20 November
- **Domestic Abuse** - with the launch of our refreshed Domestic Abuse Policy, Domestic Abuse Awareness training is currently being rolled out to managers by Trafford Domestic Abuse Service to help support colleagues who experience abuse
- **VCFSE Strategic Forum** held in January which supports the **VCFSE Strategy** and development of VCFSE Action Plan
- **Social Value Charter** and Action Plan agreed
- **Time to Shine Awards** – celebrating success by Council on poverty, climate and health inequalities took place February 2023

# Key Census Outputs



# Thoughts and Reflections

Given the activity to date relating to the delivery of the Corporate Plan, does Scrutiny have any questions or queries?



# Summary, Next Steps & Close

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# Next Steps

- **Prepare the annual corporate plan performance report for June Executive**
- **Revisit the priorities post Election**
- **Deliver Census outputs to inform future strategy and service provision**



# Thank you



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TRAFFORD  
COUNCIL

# Accessibility of Council Services

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Scrutiny Committee 8th March

# Purpose

- **To look into how well residents are able to contact the Council and Access services following the pandemic**
- **To provide current data across services and channels within Access Trafford**

# How are resident contacts received?



**Online – Numerous portals and forms available**



**Email – Majority of emails go direct to services**



**Phone – Contact Centres (Access Trafford and One Trafford) or direct to services**



**Face-to-Face – Either service specific or libraries for support to access online channels**

# Access Trafford Services

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# Access Trafford Contact Centre

- **Open 9am-5pm Monday to Friday**
- **Inbound calls for 17 different service areas**
- **Currently aim to answer 95% of calls and answer 70% of calls within 30 seconds**
- **Emails sent to –**
  - [access.trafford@trafford.gov.uk](mailto:access.trafford@trafford.gov.uk)
  - [general.enquiries@trafford.gov.uk](mailto:general.enquiries@trafford.gov.uk)
  - [RightToComplain@trafford.gov.uk](mailto:RightToComplain@trafford.gov.uk)
  - [feedback@trafford.gov.uk](mailto:feedback@trafford.gov.uk)



# Customer Focused Services

Residents can access our services via

- Telephone
- Email
- Online applications
- Online portal
- Libraries – support to access online services
- Call back service – for our most vulnerable residents with specific needs such as application/form filling.



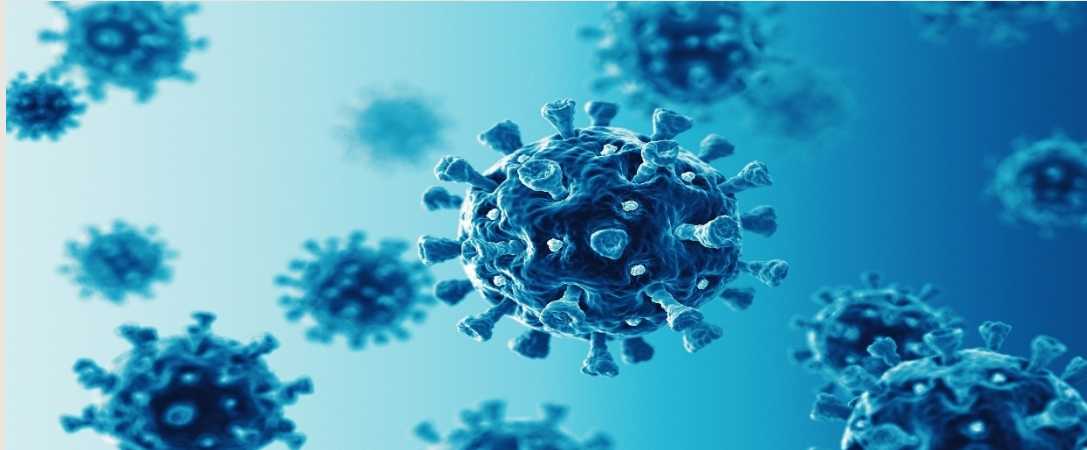
# Inbound Calls

- **General Enquiry line – 2000**
- **Blue Car Badge**
- **Adult Social Service**
- **Social Service out of hours**
- **Council Tax**
- **Housing Benefit**
- **Council Tax Support**
- **Call back appointments**
- **Elections**
- **Tree Unit**
- **Council Tax Recovery**
- **Financial Assessment ( adult social care )**
- **Libraries**
- **Discretionary Housing Payments**
- **Complaints**
- **Pest Control**
- **Planning and Building Control**

# Performance

	2019/20	2020/21	2021/22	2022/23 to mid Feb
Calls handled	216,352	151,234	201,514	179,876
Answered	76%	83%	59%	63%
Answered within 30s	61%	74%	41%	43%
Average call length (mm:ss)	04:53	04:59	05:32	05:30
Total call time (hours)	17,608	12,560	18,584	16,488

# Performance and Pandemic Effect



In 2020/21 calls were lower – a large factor being that Council Tax recovery was paused

Call complexity has increased, demonstrated by increased average call length

Covid support schemes contributed to increased complexity

Covid absences reduced capacity to meet the demand

# Post Pandemic Challenges

Since 2021 there have been additional challenges that have increased the number and complexity of calls –

- Increased calls for services not delivered within the Contact Centre
- Ukraine response
- Cost of living crisis

# Access Trafford Emails



- In 2021/22 **7270** email exchanges handled
- In 2022/23 c.**5000** email exchanges so far



# Vulnerable residents

Call back appointments for resident's who need help completing forms for Housing Benefit and Council Tax Support

Over **50** appointments carried out in 2021/22

In 2021/22 **1197** Blue Car Badge Applications completed with residents over the phone in the comfort of their own home.



# CRM- Self Service



**Residents can currently self serve using the C360 system for the following services**

**BCB**

**Pest Control**

**Comments, Compliments and Complaints**

**Waste and Recycling\***

**Highways\***

**Street cleaning\***

**Parks and open spaces\***

**\* Services managed by One Trafford.**

# CRM- Self Service



2021/22 self service transactions

Pest Control – **776** appointments booked

Blue Car Badge – **4186** application completed online by residents.

Comments, Compliments and Complaints\*  
- **2676** registered via the portal

\* Includes One Trafford compliments, comments and complaints.



# One Trafford

## Transaction data from CRM system.

### Definitions –

- **Mediated** – transaction completed within the One Trafford Contact Centre
- **Self-Service** – transaction completed online by the resident

	2021/22	2022/23 (Q1-3)
<b>Parks and Open Spaces</b>	<b>501</b>	<b>313</b>
Mediated	88	58
Self-Service	413	255
<b>Recycling, Rubbish and Waste</b>	<b>51108</b>	<b>46468</b>
Mediated	9294	9876
Self-Service	41814	36592
<b>Roads, Highways and Pavements</b>	<b>9127</b>	<b>5630</b>
Mediated	1547	1131
Self-Service	7580	4499
<b>Street Care and Cleaning</b>	<b>5418</b>	<b>3791</b>
Mediated	994	717
Self-Service	4424	3074
<b>Grand Total</b>	<b>66154</b>	<b>56202</b>
Mediated	11923	11782
Self-Service	54231	44420

# Next Steps

- Performance continues to be monitored
- New CRM being implemented, Dynamics365, live in June 24
- Regular reviews with services currently delivered within Access Trafford
- Ongoing development of digital support within libraries

## TRAFFORD COUNCIL

**Report to:** Executive  
**Date:** 23 January 2023  
**Report for:** Decision  
**Report of:** Executive Members for Housing and Neighbourhoods and Environmental Services

### Report Title

**Gypsy & Travellers – Temporary Stopping Places**

### Summary

The Scrutiny Committee has considered the issue of visits by Gypsy, Roma and Traveller people in Trafford following a number of temporary encampments in the Summer of 2021. A Task and Finish Group was established and reported its findings in March 2022; these were considered by the executive in June – with the decision to explore temporary stopping places.

This report sets out the practical and operational considerations connected with identifying and managing such temporary facilities. It recommends that plans be progressed on a site in Old Trafford on a trial basis

### Recommendation(s)

**It is recommended that that the Executive:**

- (i) Notes the feasibility considerations relevant to the creation of a Temporary Stopping Place.**
- (ii) That plans for a temporary stopping Place at Boyer Street be subject to local consultation.**
- (iii) to delegate to the Corporate Director of Place, in consultation with the Executive Members for Housing and Neighbourhoods and Environmental Services, the decision on whether to proceed following consultation – and if appropriate, all subsequent steps in developing a Temporary Stopping Place.**
- (iv) That if the site progresses, to review its operation after the first summer season.**

Contact person for access to background papers and further information:

Adrian Fisher Director of Growth & Regulatory Services – [Adrian.fisher@trafford.gov.uk](mailto:Adrian.fisher@trafford.gov.uk)

Background Papers: None.

Implications:

Relationship to Policy Framework/Corporate Priorities	Suitable accommodation or facilities for Gypsy, Roma and Traveller people supports the objective Reducing Health Inequalities. A range of evidence suggests that these communities generally suffer worse health outcomes when compared to the settled population.
Relationship to GM Policy or Strategy Framework	The 2018 Greater Manchester Gypsy and Traveller and Travelling Showperson Accommodation Assessment Update 2018 provides a strategic context for identifying Gypsy, Roma and Traveller needs.
Financial	Costs associated with the recommended temporary stopping place in this report are expected to be contained within overall current spending levels. Any additional costs are expected to be minimal (less than £5k).
Legal Implications:	The Council addresses unauthorised encampments under Sections 77-78 Criminal Justice and Public Order Act 1994. The Police possess powers under sections 61 of the same Act and more recently under Police, Crime, Sentencing and Courts Act 2022
Equality/Diversity Implications	Gypsy, Roma and some Traveller people are protected against discrimination under the Equality Act 2010 in England (Travelling Show People and 'New Age' Travellers do not enjoy protection). Section 149 of the Act provides that public authorities, when exercising their functions, must have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations between persons with protected characteristics and those that do not share them. Where exercising public functions such as the provision of education and health services, public authorities are required to have due regard to this equality duty.
Sustainability Implications	The Provision of suitable accommodation supports the 'social' element of sustainable development.
Carbon Reduction	None directly arising
Resource Implications e.g. Staffing / ICT / Assets	Each visit by Gypsy, Roma and Traveller people requires significant input from Council staff, notably amongst Environmental Health, Environmental services and where necessary Adults and Children's services. Providing suitable temporary accommodation is also a complex and resource intensive activity.
Risk Management Implications	Unauthorised incursions on to public or private land can pose risks for the public or individuals through the deposition of refuse or lack of adequate sanitation. Any temporary stopping place would require appropriate oversight and management.
Health & Wellbeing Implications	Providing suitable accommodation promotes better health amongst people who are travelling through a

	locality – by providing better sanitation, clean water and refuse facilities
Health and Safety Implications	The cleaning up of sites following encampments may have implications for health & safety

## 1.0 Background

- 1.1 The Scrutiny Committee on 16 March 2022 considered the Interim Report of the Gypsy, Roma, and Traveller Visits Task and Finish Group. This group was established in November 2021 following a summer of several unauthorised encampments by visiting gypsies and travellers.
- 1.2 The Executive then considered the Scrutiny recommendations on 20 June 2022. It was agreed to: “Explore the feasibility of providing a Temporary Stopping Place within the Borough and provide a further report on the matter by December 2022”. Accordingly, this current report considers the feasibility of those temporary arrangements, noting that the December Executive was postponed because of the Parliamentary by-election.

## 2.0 The case for Temporary Stopping Places

- 2.1 A temporary stopping place is a facility that becomes available for a short period of time when Gypsies or Travellers visit a community. The concept is that an area of land is identified and then brought into use when the need arises. Often basic facilities such as a waste bin or portable toilets may be provided.
- 2.2 A temporary stopping place is considered to be a lower cost, more informal alternative to a Transit Site. A transit Site is usually developed when there is a regular ongoing need to accommodate visiting travellers to an area. Such sites will usually be available all year and include permanent sanitary facilities.
- 2.3 The business case for such facilities is usually that they provide better outcomes for travelling and settled communities alike – and can save money on costs incurred in connection with unauthorised visits. The cost of establishing negotiated stopping Place will vary considerably according to its scale, nature and location.
- 2.4 The use of informal areas of highway might cost a few thousands of pounds; in contrast a temporary stopping place in Cornwall completed in 2018, cost a reported £185,000. The South Treviddo site includes hard standing, basic facilities and perimeter fencing. Accordingly, provision for reasonable set up costs would need to be made within the capital programme if the Council was to proceed with the concept.
- 2.5 The Council currently incurs costs of the provision of bins, the cleaning up of sites and on the use of Bailiffs to force removal in appropriate circumstances. During the summer of 2022, £11,820 was spent on Bailiffs – partly because of a limited staffing in the Environmental Health Teams. Full costs in terms of staff time and the cleaning up of sites is not recorded in detail but is estimated at between £15-20,000.
- 2.6 Unfortunately, there is no guarantee that such costs will be reduced if a stopping place is secured, as there can be no certainty that gypsy, traveller and Roma people

passing through the Borough will use the temporary facilities. However some authorities who have implemented this policy, report an overall reduction in costs.

### **3.0 Feasibility Considerations**

- 3.1 Site Selection. A key consideration is finding a suitable site – one that is both operationally effective, available for sporadic use and compatible with adjacent uses, including other residents. There is also the practical consideration of ensuring such a site is sufficiently commodious that it is utilised by groups passing through the Borough.
- 3.2 Examination of other areas where this technique has been employed suggest that areas of disused highway or underutilised areas of Council land tend to be best for this type of use. For example County Durham have a series of Temporary Stopping places that are brought into use each year in connection with those travelling to the Appleby Horse Fair in nearby Cumbria. Many of these are laybys or areas of wide highway verge, alongside other land not currently in active use.
- 3.3 Site Facilities. Usually basic facilities such as the provision of a bin and porta-loo are provided on site for the duration of any stay. Any such costs are met by the Local authority although in some cases payment may be secured. Ideally a site would have access to fresh water – obtaining clean water can be problematic for those travelling – but not every site will have an available supply. Issues also arise with metering and related costs.
- 3.4 Site effectiveness. The Purpose of providing a temporary stopping place is to ensure that groups of Gypsies, travellers and Roma people passing through an area have a safe designated place to resort to – and one that does not interfere with the every day activities of the settled population. In Trafford groups often choose to stay on parks or playing fields – and this can disrupt the normal use of those areas for sport and recreation.
- 3.5 Use of stopping places is purely voluntary – and therefore they must be attractive and suitable for use by those travelling through. Many of the authorities who employ such sites are those that cover large rural areas – and so have a wide variety of potential sites available, many of which will be located in a countryside setting. One Metropolitan area which has used the approach successfully is Leeds City Council - but even a City such as Leeds contains a large rural hinterland and urban fringe, alongside its core urban areas. In contrast Trafford is relatively small and highly urbanised; it is evident that our choice of sites will be limited, urban in character and much more constrained.
- 3.6 Where a local authority Transit site is in place, the Local Authority can employ enhanced powers to move travelling peoples off parks and playing fields. The Provision of a temporary stopping place however does not provide the same regulatory advantages – current procedures would remain as at present.

### **4.0 Site Considerations**

- 4.1 In contrast to a permanent Transit site, temporary stopping places are inherently more informal and temporary in nature. As such Highway and Planning Officers have

undertaken a site search of areas of vacant road or highway verge throughout the borough, employing the feasibility considerations set out above.

- 4.2 This exercise reveals there are very limited site options available, largely because most of Trafford is highly urbanised with most land being very intensively used. Accordingly the choice of suitable sites is inevitably constrained.
- 4.3 Having considered the feasibility criteria set out above, the best short term option appears to be to utilise little used road space on Boyer Street for this purpose. The road previously served adjacent land at the Greater Manchester Police Headquarters and a nearby car park. However both are currently not in use – and the northern end of the road is blocked by bollards and pavement from the adjacent Chester Road. As a result use of the road would not cause any obstruction for vehicles – and limited impediment for pedestrians. The Greater Manchester Combined Authority and Greater Manchester Police have been advised of the suggestion.
- 4.4 As a consequence this is a relatively quiet cul de sac – with very few adjoining active uses. Within a few years it is expected that the area will once again become highly developed – but in the meantime it provides a safe, suitable and self-contained environment in which Gypsies and Travellers could be accommodated for a temporary period.
- 4.5 The Boyer Street site requires very little alteration in order to accommodate visiting caravans and vehicles. Consequently the main cost involved in the project would be the provision of bins and portable toilets. This would arise when / if the site was put it use.
- 4.6 It is therefore proposed that the Boyer Street be progress to consultation with local residents and businesses. This will enable the idea to be tested with local people who live or work close to the site. In order to ensure that the site could be ready for the spring and summer season, it is recommended that all necessary further steps in the process be delegated to the Corporate Director of Place, in consultation with relevant Executive Members.
- 4.7 If it is concluded that the Boyer Street site should proceed as a temporary stopping place, it is further suggested that the role of the site be reviewed after a period of two summer seasons, so its operation and effectiveness can be assessed

## **5.0 Conclusions**

- 5.1 The use of Temporary Stopping Facilities can be helpful in ensuring that groups passing through an area have a safe place to stay with some basic facilities. They can also provide a genuine alternative to temporary stays in locations where conflict with other uses is more likely.
- 5.2 However the choice of potential sites in a dense metropolitan area like Trafford is limited – and we cannot be sure that any land that is identified will prove attractive to visiting groups. The under used road at Boyer Street appears to provide the best chance of finding a suitable site ready for the next travelling season – and so should now be progressed to consultation.

- 5.3 The Trafford local Plan will consider the need for Gypsy and traveller accommodation – including the need for transit pitches. The creation of a Transit site is a much more significant undertaking – in terms of site identification, construction and management costs – but it would provide a better standard of facilities and be more effective in ensuring travelling groups do not resort to unsuitable locations.
- 5.4 Consequently pending consideration of more permanent solutions, further progression of a temporary stopping place appears to provide the best outcome for travelling and settled communities alike,

**Other Options**

The Council could opt not to pursue a policy of providing temporary stopping places.

**Consultation**

Any temporary stopping facility would need to be the subject of local consultation. The policies of the Local Plan are subject to formal periods of consultation

**Reasons for Recommendation**

To ensure that the Council responds appropriately to Gypsy, Traveller and Roma People visiting the Borough.

**Urgency of Decision**

Not applicable

**Appendices**

Appendix 1 Location Plan

**Key Decision** (as defined in the Constitution): No  
**If Key Decision, has 28-day notice been given?** N/A

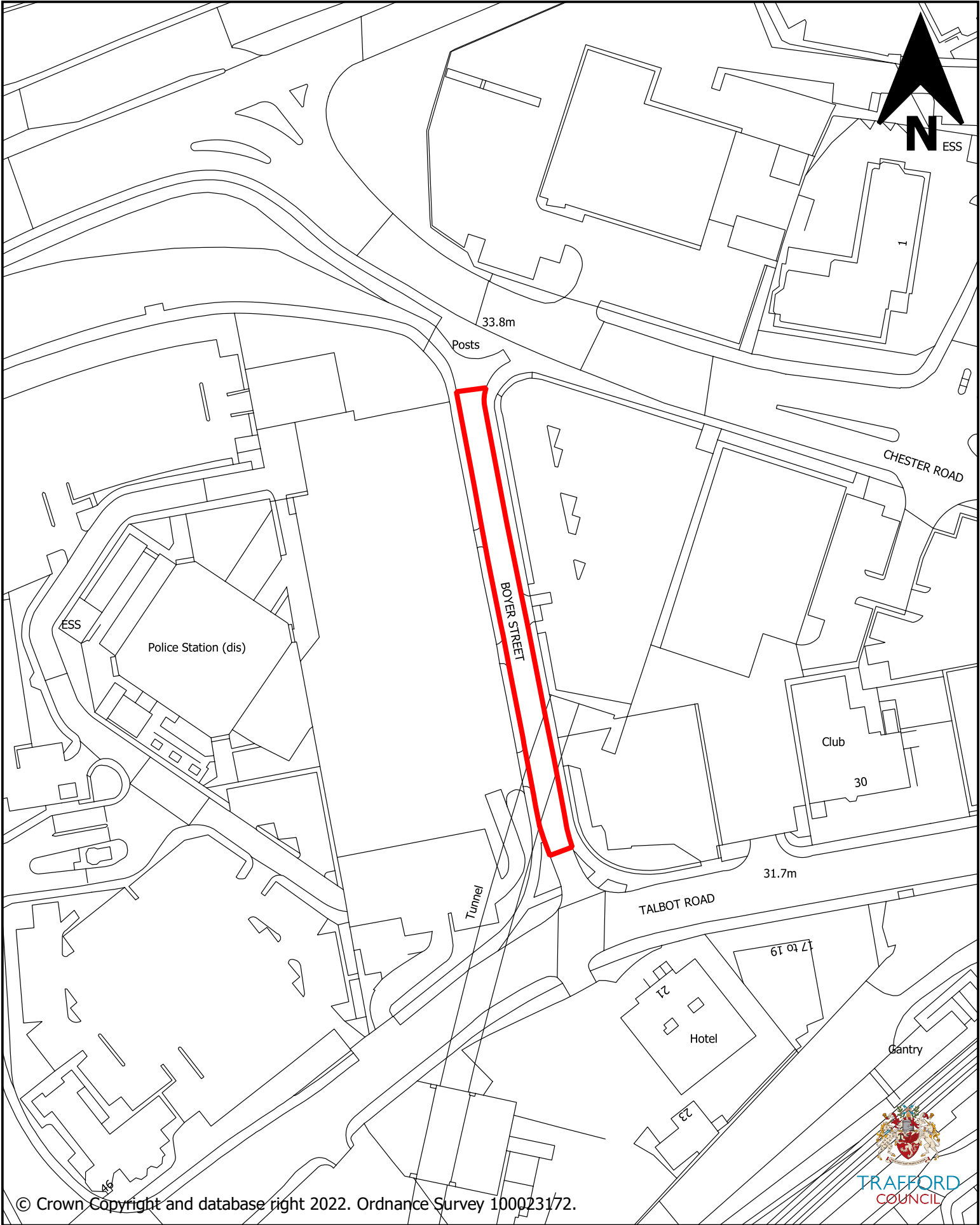
Finance Officer Clearance PC  
Legal Officer Clearance TR

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

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



# Boyer Street, Old Trafford



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