

# Public Document Pack



## TRAFFORD COUNCIL

### AGENDA PAPERS FOR SCRUTINY COMMITTEE MEETING

Date: Wednesday, 27 January 2016

Time: 6.30 p.m.

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

<b>A G E N D A</b>	<b>PART I</b>	<b>Pages</b>
1.	<b>ATTENDANCES</b>  To note attendances, including Officers, and any apologies for absence.	
2.	<b>MINUTES</b>  To receive and, if so determined, to agree as a correct record the Minutes of the meeting held on 18 November, 2015.	1 - 4
3.	<b>DECLARATIONS OF INTEREST</b>  Members to give notice of any interest and the nature of that interest relating to any item on the agenda in accordance with the adopted Code of Conduct.	
4.	<b>EXECUTIVE RESPONSE TO HOME TO SCHOOL TRANSPORT REVIEW</b>  To receive the Executive Member for Children's Services' formal response to the Scrutiny Committee's Home to School Transport Review.	5 - 8
5.	<b>ONE TRAFFORD PARTNERSHIP UPDATE</b>  To receive a presentation of the Contracts Director.	9 - 22
6.	<b>UNIVERSAL CREDIT ROLL OUT - UPDATE</b>  To receive a report of the Executive Member for Finance and Director of Finance.	23 - 30

## **Scrutiny Committee - Wednesday, 27 January 2016**

### **7. CYCLING REVIEW - PROGRESS UPDATE**

To receive a report of the Executive Member for Environment, Transport and Operations. 31 - 38

### **8. BUDGET SCRUTINY REPORT TO EXECUTIVE**

To receive and note the Budget Scrutiny Report for 2016-17, presented to the Executive on Monday 25th January 2016. 39 - 48

### **9. SCRUTINY COMMITTEE WORK PROGRAMME 2015/16 - UPDATE**

To receive a report of the Democratic and Performance Services Manager. 49 - 50

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

Any other item or items (not likely to disclose "exempt information") which, by reason of special circumstances (to be specified), the Chairman of the meeting is of the opinion should be considered at this meeting as a matter of urgency.

## **THERESA GRANT**

Chief Executive

### Membership of the Committee

Councillors J. Coupe (Chairman), M. Cordingley (Vice-Chairman), S.K. Anstee, R. Bowker, C. Boyes, C. Candish, K. Carter, L. Dagnall, Mrs P. Dixon, D. Hopps, D. Western, J. Lloyd (ex-Officio).

Co-opted Member: Sister P. Goodstadt, J. Hanley, S. Khan and T. Rushby.

### Further Information

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

Chris Gaffey, Democratic & Scrutiny Officer

Tel: 0161 912 2019

Email: [chris.gaffey@trafford.gov.uk](mailto:chris.gaffey@trafford.gov.uk)

This agenda was issued on **Tuesday, 19 January 2016** by the Legal and Democratic Services Section, Trafford Council, Trafford Town Hall, Talbot Road, Stretford, M32 0TH.

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Please contact the Democratic Services Officer 48 hours in advance of the meeting if you intend to do this or have any queries.

## SCRUTINY COMMITTEE

18 NOVEMBER 2015

### PRESENT

Councillor J. Coupe (in the Chair)

Councillors M. Cordingley (Vice-Chairman), S.K. Anstee, R. Bowker, C. Boyes, C. Candish, K. Carter, Mrs P. Dixon, D. Hopps, D. Western and J. Lloyd (ex-Officio)

#### Also Present

Ms Tora Rushby (Co-Opted Member)

#### In attendance

Cllr S. Anstee	- Leader of the Council
Cllr Mrs L. Evans	- Executive Member for Transformation & Resources
Cllr J. Lamb	- Executive Member for Communities & Partnerships
Joanne Hyde	- Acting Corporate Director Transformation and Resources
Ian Duncan	- Director of Finance
Richard Roe	- Director of Growth and Regulatory Services
Chris Hindle	- Contracts Director
Peter Forrester	- Democratic and Performance Services Manager
Chris Gaffey	- Democratic and Scrutiny Officer

### APOLOGIES

Apologies for absence were received from Councillors L. Dagnall

### 16. MINUTES

RESOLVED: That the Minutes of the meeting held on 1 October 2015 be agreed as a correct record and signed by the Chairman.

### 17. DECLARATIONS OF INTEREST

No declarations of interests were made by Members.

### 18. ANNUAL DELIVERY PLAN 2015/16 - SECOND QUARTER PERFORMANCE REPORT

The Committee received a report of the Executive Member for Transformation and Resources providing a summary of performance against the Council's Annual Delivery Plan, 2015/16, covering the period 1 June 2015 to 30 September 2015.

Members were in agreement that the report's new format was improved and clearer. It was noted that the Health Scrutiny Committee were currently investigating the below target performance on delayed transfers of care. The Executive Member for Transformation and Resources confirmed she would look into the suggestion that members of the public were experiencing longer than expected wait times for health checks.

**Scrutiny Committee**  
**18 November 2015**

The Director of Finance highlighted an error on page 13 of the agenda. The Q2 target for Council Tax revenue collected was incorrectly shown as 56.62%. The actual target was 58.58%.

RESOLVED: That the report be noted.

**19. UPDATE ON IMPACT OF ICT AND FINANCE BUDGET SAVINGS**

The Committee received a report of the Corporate Director for Transformation and Resources and the Executive Member for Transformation and Resources. The report updated Members on the management and impact of the service reorganisations of Finance and ICT services as part of the 2015/16 budget proposals.

Members welcomed the report and requested that their appreciation be fed back to the Finance Team for all their efforts.

RESOLVED: That the report be noted.

**20. SAFER TRAFFORD PARTNERSHIP UPDATE**

The Committee received a report of the Corporate Director Transformation and Resources and the Executive Member for Communities and Partnerships detailing the work of the Safer Trafford Partnership, including information on performance, the Trafford Crime Strategy, tackling anti-social behaviour and other key strategic programmes of work.

The overall declining trend in anti-social behaviour was noted. Members requested historic Trafford data as well as AGMA data for 'crimes per 1000 residents', which the Executive Member for Communities and Partnerships agreed to provide.

RESOLVED: That the report be noted.

**21. BUDGET PROPOSALS - PRESENTATION**

The Committee received a presentation of the Leader of the Council providing an overview of the 2016/17 budget proposals. The presentation provided detail on the six themes focused on in the proposals: Buying Better; Working Smarter; Eligibility and Access; Joined Up and Working Together; Promoting Independence; and Maximising Income.

Arrangements for the Budget Scrutiny sessions were confirmed where Members could have focused discussions around the proposals.

RESOLVED: That the presentation be noted.

**22. LOCAL GOVERNMENT OMBUDSMAN ACTIVITY FOR 2014/15**

The Committee received a report of the Director of Legal and Democratic Services. The report aimed to update Members on the complaints made to the

**Scrutiny Committee  
18 November 2015**

Local Government Ombudsman (LGO) against Trafford Council in the year ending 31 March 2015.

The Democratic and Performance Services Manager advised that the report was brought to the Committee for information purposes. It was explained that as the reports developed and progressed they would become more detailed. The aim would be to bring further reports to the Committee, possibly biannually.

RESOLVED: That the report be noted.

**23. TOWN CENTRES - UPDATE ON ACTIVITY, ACHIEVEMENTS TO DATE AND FUTURE WORK PROGRAMME**

The Committee received a report of the Executive Member for Economic Growth and Planning providing an update on town centre activity in Altrincham, Sale, Stretford, Urmston and Partington.

Referring to Altair (page 72 of the agenda), it was confirmed that the intention was for the mixed-use leisure and residential scheme to include a leisure centre. Plans for Sale were at an early stage, but certainty about the future of Sale Square was required before a 'master plan' could be created. It was noted that Sale was not in the same position as Altrincham and Stretford in relation to public realm funding, however town centre loans had been considered.

The Director of Growth and Regulatory Services agreed to provide Members with evidence of the environmental works that had taken place in Partington.

Discussions were had about how good practice in reducing shop vacancies could be shared between centres, and Members reminded the Committee how non-town centre areas should not be forgotten.

RESOLVED: That the report be noted.

**24. UPDATE ON THE IMPLEMENTATION OF THE COMMUNITY ASSET FRAMEWORK**

The Committee received a report of the Executive Member for Economic Growth and Planning summarising the work carried out to date on the implementation of the Community Asset Framework.

It was confirmed that Amey were in charge of managing the process of the Council's asset transfers. The transfer of Stretford Public Hall was due to be completed this week.

A correction was made to appendix 1 of the report in that Walton Park Leisure Centre was now Walton Park Sports Centre.

RESOLVED: That the report be noted.

**Scrutiny Committee**  
**18 November 2015**

**25. SCRUTINY COMMITTEE WORK PROGRAMME 2015/16 - UPDATE**

The Committee received a report of the Democratic and Performance Services Manager setting out the updated work programme for the 2015/16 municipal year.

The Committee was reminded that the Budget Scrutiny sessions would be held on 2 December and 8 December. Members were urged to submit any questions they would like to be answered at these sessions to Democratic Services, who would pass these on to the Executive.

It was noted that work had begun on the 'Closing the Gap' Task and Finish Group.

RESOLVED: That the report be noted.

The meeting commenced at 6.30 pm and finished at 7.55 pm

## TRAFFORD COUNCIL

**Report to:** Scrutiny Committee  
**Date:** 27<sup>th</sup> January 2016  
**Report for:** Consideration  
**Report of:** Executive Member Children's Services

### Report Title

Executive Response: Home to School Transport – Task and Finish Group

### Summary

As Executive Member Children's Services I welcome the report of the Home to School Transport – Task and Finish Group. I would like to thank the members of the topic group for a thorough and well balanced report that carefully considered a number of complex issues.

I accept the recommendations set out in the report and requested that officers review those recommendations with immediate effect to see how they can inform our practice. I provided an update below against each of the recommendations.

### Recommendations

**Recommendation 1 – Journey times impacted by buses queuing at schools**  
The executive member should look at the broad financial impact of contractors extending the journey time through long waits at schools and additionally, work with schools and parents/carers to explore reducing such occurrences where there are not valid logistical reasons.

*Trafford Transport Co-ordination Unit is working with schools to try and ensure a reduction in buses queuing at schools within the logistical restrictions. All runs are commissioned based on an efficient use of resources and pick up times agreed to enable children to arrive at school at an appropriate time.*

**Recommendation 2 – Releasing Information at Tender**  
Scrutiny felt that there was scope for exploring with Trafford Parents Forum the potential for a protocol to be devised that protected the child's details, but allowed the parent/carer to permit release, where they felt those details were important to the tender process. It was felt to be an issue upon which there could be co-production with Trafford Parents Forum.

*Substantial engagement was undertaken through the Trafford Parents Forum for the retendering of transport runs for the 2015/16 academic year. The transition in September went very well and feedback has been positive on the revised approach.*

### Recommendation 3 – Clarifying DBS responsibility

Since Scrutiny has found ambiguity in the statutory guidance, and has learned through the press of a nearby council recording DBS checks of drivers, it recommends obtaining definitive guidance from the DfE on this point.

*It has not been possible to obtain 'definitive guidance from DfE' who do not specify requirements in relation to DBS checks for drivers. However legal advice is clear that Trafford's approach is appropriate and it is in line with our requirements of all external contractors working with children and young people. It should be noted that passenger assistants employed by the Council and subject to Council employment checks are present on each of the transport runs with vulnerable children and young people and drivers are not travelling alone with pupils.*

### Recommendation 4 – Safeguarding Information to Parents

Scrutiny endorses the point made by Trafford Parent's Forum that parents and carers should be informed of the responsible person for safeguarding within the operator's organisation.

*This recommendation is accepted.*

### Recommendation 5 – Risk Assessment

Scrutiny has seen Birmingham City Council's generic risk assessment for Home to School Transport and believes overall that such a risk assessment enhances the assurance parents/carers feel in using the service and recommends a similar model is used in Trafford.

*A generic risk assessment similar to that referenced from Birmingham City Council has been implemented.*

### Recommendation 6 – Training

It is therefore recommended that the training requirements be revisited to ensure consistency within the delivery of this, e.g. clarity within written materials etc., and checking that all aspects defined within the statutory guidance are covered and delivered appropriately

*A full review of training has been undertaken to develop a workforce development programme encompassing all aspects defined within the statutory guidance.*

### Recommendation 7

Trafford explores the feasibility of co-production of policy with Trafford Parents Forum.

*A revised Travel Assistance Policy is currently subject to consultation up to 2<sup>nd</sup> February and was subjected to extensive input from the Trafford Parents Forum.*

### Recommendation 8

The most consistent call was for improved communications with parent/carers – early notice of changes. There had also been times at Trafford when there'd been a lack of empathy when the call was first answered, for the parent/carer's predicament.



*Whilst feedback suggest there has been a substantial improvement in communication with parents/carers this is an area that requires further work to ensure that all communication is appropriate and officers are empathetic in their discussions with parents.*

Contact person for access to background papers and further information:

Name: John Pearce

Phone x1901

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**ONE** Excellence  
Investment  
Efficiency  
**TRAFFORD**



working  
with



# One Trafford Partnership



## Services

### Lot 1a: Environmental Services

- § Domestic Waste
- § Commercial Waste
- § Grounds Maintenance
- § Street Cleaning

### Lot 2a: Highways

- § Highways
- § Winter Maintenance
- § Gullying Cleansing

### Lot 2b: Street Lighting

- § Street Lighting Infrastructure
- § Street Furniture
- § LED Street Lighting Project

### Lot 3: Technical Services

- § Highways and Bridges (engineering etc.)
- § Professional Services including engineering design
- § Building Professional Services including Structural engineering, landscape architects, asset management, land sales
- § Managements of Trafford's Investment Estate
- § Major Projects Team



working with



# The One Trafford Partnership



## Revenue Budget (2014/15) for Trafford Services in Scope:

<b>Lot 1a:</b>	Environmental Services:	£9.6m
<b>Lot 2a, 2b:</b>	Highways and Street Lighting (including potential LED rollout):	£3.0m
<b>Lot 3:</b>	Technical Services (including property services and technical services):	£2.9m

c. £15.5m annual expenditure plus £13m capital based on the current budget, plus LED Street Lighting (£9.3m over two years: 15/16 & 16/17).



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## One Trafford Partnership - Desired Outcomes

- § Significant savings from the outset (min. 20%)
- § Deliver further future efficiency savings through continued improvement and innovation
- § Have flexibility recognising the challenging financial climate
- § Protect jobs and maintain service standards wherever possible

# The One Trafford Partnership - Contract Terms



## Summary:

- § 15 year contract with an option for a further eight years (except LED rollout which would be 20 years)
- § Mid term review at year seven
- § Mid term review will consider service performance, finance, member and resident views of the service, viability and current market conditions
- § The Council will have 'step-in' rights in the event of serious service failure
- § Change controls built in to the contract to provide future flexibility

## One Trafford Partnership



### Key Contract Milestones – All achieved

- § Contract award: April 2015
- § Contract signed: 7<sup>th</sup> May 2015
- § Mobilisation period: 20<sup>th</sup> April 2015 – 3<sup>rd</sup> July 2015
- § Contract commencement (Mobilisation Day): 4<sup>th</sup> July 2015
- § Transition period (100 days): 4<sup>th</sup> July - 9<sup>th</sup> October 2015
- § Technical Services Plan (Lot 3) – submitted Jan 2016



## One Trafford Partnership - Governance

### § **Strategic Partnership Board**

Sets the vision and direction for the contract. It is a joint board composed of 3 Trafford elected members, the Trafford Deputy Chief Executive and equal representation from Amey LG. The board meets quarterly.

### § **The Partnership Operations Board**

Has operated from contract commencement. It is a joint board consisting of senior Trafford and Amey representatives, chaired by rotation. It meets monthly to manage and monitor performance.

## One Trafford Partnership – Achievements

- § “Go Live” mobilisation date achieved for all services – 4 July 2015.
- § Approximately 350 staff transferred to Amey under TUPE (250 from Trafford)
- § New training matrices developed for new personnel at all levels.
- § New works management system introduced along with handheld devices for the delivery of Street Lighting and Highways operations.
- § LED street lighting project commenced.
- § Links made with Friends of Parks Groups and detailed winter work programmes are being established for Parks and Open Spaces.
- § Leaf clearance programme developed and delivered.

## One Trafford Partnership – Achievements (Cont)

- § Pilot Scheme introduced for collecting fly tipped waste in a more structured manner, resulting in significantly reduced complaint levels
- § Better integration of some environmental services across the Lots to give increases productivity. (eg interchange between cleansing and GM)
- § Rationalisation and reorganisation of Carrington depot.
- § Transfer of all service telephone enquiries to Amey's call centre.
- § Increased street cleansing activity during Christmas period. (eg New Year's Day)
- § Enhanced collection service over Christmas period. (Additional food collection – reduced residual tonnage significantly)
- § 2016/17 Service plan submitted – to deliver a further £400k of savings with minimal impact on service levels.

## One Trafford Partnership – Performance Summary

- § 37 out of 43 monthly or quarterly KPI's have been met in the last period.
- § Currently 37 “Green”, 3 “Amber” and 3 “Red” indicators

Collected bio-waste tonnage  
Collected pulpable waste (paper and card)  
Response to none-urgent property repairs

All “Red” indicators are subject to improvement plans.

- § Steady increase in performance since mobilisation
- § On target for delivery of 100% of capital programme.
- § Strong achievement of Customer Care KPI's.
- § Payment deductions not active in early contract period

## One Trafford Partnership – Performance Summary

Example data – Street Cleansing :

KPI Ref	KPI Description	Reporting Frequency	KPI Frequency	Minimum Acceptable Level	SMART Target	Q2		Q3		Trend
						Sep 2015	Q2	Oct 2015	Nov 2015	
11	Percentage of the total number of streets in Trafford at a grade B or higher	Monthly	Monthly	77% in Year 1	80% in Year 1	80.4%		82.0%	85.2%	
13	Percentage of offensive graffiti removed or covered within 1 hour of notification	Monthly	Quarterly	80%	Target: 100% Performance Deduction: 85%	100.0%	100.0%	100.0%	100%	
14	Percentage of non-offensive graffiti on a Trafford Council owned or leased surface removed within 15 working days of notification	Quarterly	Quarterly	85%	95%	Quarterly	98%	Quarterly	Quarterly	
16	Percentage of litter bins in town centres, streets and parks emptied within 2 hours of notification of a bin being full or overflowing	Weekly	Monthly	90%	Target: 100% Performance Deduction: 95%	99%		100.0%	95%	
17	Percentage of Litter Bins in Town Centres emptied daily	Weekly	Monthly	90%	Target: 100% Performance Deduction: 95%	100%		95%	100%	
23	Percentage of hazardous / obstructive fly-tipping removed within 24 hours of notification	Monthly	Quarterly	80%	Target: 100% Performance Deduction: 90%	100%	100.0%	100.0%	100%	
24	Percentage of fly-tipping on Trafford Council owned land removed within 20 working days	Monthly	Monthly	80%	Target: 100% Performance Deduction: 90%	100%		100.0%	100%	
25	Percentage of fly-posters removed within 20 working days of notification	Monthly	Quarterly	80%	Target: 100% Performance Deduction: 90%	100%	100.0%	100.0%	100%	

# One Trafford Partnership – Performance Summary

§ Example data – Highways :

KPI Ref	KPI Description	Reporting Frequency	KPI Frequency	Minimum Acceptable Level	SMART Target	Q2		Q3		Trend
						Sep 2015	Q2	Oct 2015	Nov 2015	
26	% of Highway safety Inspections carried out in full compliance with the Agreed Programme	Monthly	Monthly	90%	Target: 100% PD: 95%	100%		100%	100%	
27	% of utilities road openings inspected A - whilst excavation open	Monthly	Annually	5%	10%	10.0%		10.0%	10.0%	
28	% of utilities road openings inspected B – up to six months after closure	Monthly	Annually	5%	10%	100%		74%	100%	
29	% of utilities road openings inspected C – up to 23 months after closure	Monthly	Annually	95%	100%	100%		100%	100%	
30	% of defects rectified in timescales defined in Highway Policy	Monthly	Monthly	80%	Target: 100% PD: 95%	71.4%		90.0%	95.6%	
31	Number of Emergency incidents attended to within 1 hour or 1 ½ hours (outside working hours) of notification	Annually	Annually	90%	Target: 100% PD: 95%	Annual		Annual	Annual	
32	% of precautionary salting routes completed in accordance with the Winter Maintenance Plan	Monthly	Annually	85%	Target: 100% PD: 95%	Annual		Annual	Annual	
36	Average achievement of Customer Care PIs (CCPIs)	Quarterly (CCPI Report Monthly)	Quarterly	80%	90%	96%	91%	98%	94%	

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## One Trafford Partnership – Next Steps

- § Services to transfer to Trafford’s new CRM system in March to provide enhanced service request tracking and data.
- § Roll out of 24,000 new LED street lights to commence April 2016 (18 month programme)
- § Exit from Wharf Road depot.
- § Identification of site for new depot.
- § Delivery of further budget savings

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## TRAFFORD COUNCIL

**Report to:** Scrutiny Committee  
**Date:** 27 January 2016  
**Report for:** Information  
**Report of:** Executive Member for Finance and Director of Finance

### Report Title

Universal Credit Roll Out - Update

### Executive Summary

Trafford's first Universal Credit Delivery Partnership Agreement was implemented on 23 June 2014 when Universal Credit was introduced in Trafford. Since then the Council entered in to a further agreement for 2015/16. The Scrutiny Committee requested a report on the impact of the agreement which was presented in July 2014.

As this was only a short time after the initial implementation, the Scrutiny Committee requested a further update on this matter once the new agreement had been operational over a longer period of time. This report details an update on the activity since the DPA was first introduced.

### Recommendation(s)

That the Scrutiny Committee notes the contents of this report

Contact person for access to background papers and further information:

Name: Louise Shaw  
Extension: 3120

## **1.0 Background**

- 1.1 One of the main elements of the Welfare Reform Act 2012 is the introduction of Universal Credit (UC) to provide a single streamlined benefit. UC, which is administered by the Department of Work and Pensions (DWP), includes child tax credit, working tax credits, Employment Support Allowance (ESA), Job Seekers Allowance (JSA), Income Support and Housing Benefit.
- 1.2 The purpose of UC is to create a system which strengthens work incentives so that it better supports and encourages work, and reduces benefits complexity, both through its structure and through its approach to delivery.
- 1.3 UC became live in Trafford on the 23 June 2014 for 'new claims'. The eligibility criteria for 'new claims' broadly means single claimants who are out of work but deemed fit for work currently not in receipt of any other welfare benefits.
- 1.4 The DWP invited all of the North West Authorities to provide services that will support the implementation of UC. The support is fully funded by the DWP and is detailed in a Delivery Partnership Agreement (DPA). Trafford Council has agreed to provide support to vulnerable residents claiming UC.
- 1.5 From June 2014 to date the DWP has had a Delivery Partnership Agreement (DPA) in place with the Local Authority to ensure people in such circumstances can readily obtain the support they need to access Universal Credit services and to move closer to and into work wherever possible.
- 1.6 As part of UC the Council has agreed to continue supporting the DWP to be a delivery partner until 31 March 2016 and are currently in discussions to finalise a further agreement for 2016/17.

## **2.0 Introduction**

- 2.1 Since UC was introduced in Trafford up to the end of December 2015, 2,600 Trafford residents have made a claim for UC.
- 2.2 The activities that Trafford Council undertakes on behalf of the DWP are as follows:
  - Management of information – The Council provides specific information on a monthly and 'ad-hoc' basis relating to the numbers of UC cases which have presented to the Local Authority;
  - Governance – Monthly and quarterly review meetings;
  - Provides expertise to UC Service Centre staff on complex housing issues;
  - Supports claimants to get online and stay online;
  - Processes Council Tax Support (CTS) for UC claimants using manual processes;
  - Supports claimants with complex needs and those that require personal budgeting;

- Worked with UC programme in preparing landlords.
- 2.3 Within Exchequer Services, the expertise is available to provide support to the UC Service Centres and carry out the manual processes required for the CTS claims received from UC claimants. The DWP funding has allowed the post holders duties to be filled in order to provide this support.
- 2.4 The DWP based the funding for 2015/16 on an automation process being implemented for CTS in October 2015. Unfortunately delays within the DWP have meant the automated service will be introduced in in April 2016. As a result of this additional capacity was required by Trafford Council. The DWP have fully met the cost of this.
- 2.5 Trafford is providing resident's assistance with online access and support in its libraries. Library staffs are trained in assisting residents who are new to computers. The locality of Libraries gives flexibility to residents wishing to apply for UC. The support funded by the DWP is for setting up an email address, registering for Universal Jobmatch and completing the online application form
- 2.6 Personal Budgeting Support (PBS) is about supporting claimants who need help managing their money adapt to the key changes that UC brings, in particular a monthly household payment inclusive of housing costs.
- 2.7 There are two elements to PBS:
- Money advice to help claimants cope with managing their money on a monthly basis and paying their bills on time.
  - Alternative payment arrangements for some claimants who genuinely cannot manage the standard monthly payment and where there is a risk of financial harm to the claimant or their family. This might include rent paid directly to the landlord, a more frequent than monthly payment, or a split payment between partners.
- 2.8 PBS is currently being provided by Shelter. Shelter is a registered charity providing support and advice for people with regards to housing and homelessness. With regards to PBS for UC claimants in Trafford, they will ensure residents have an understanding of priority debts and are able to budget for bills such as rent, and utilities, to make them ready for monthly UC payments. Guaranteed specialist, expert advice will be provided for UC claimants with more complex needs.
- 3.0 Activity in 2014/2015 and 2015/16 to date**
- 3.1 The activity for UC in Trafford has been lower than estimated. The DWP believe this to be due to the eligibility criteria and the fact that most claimants in this phase of the roll-out are unlikely to have complex needs and/or require online and/or budgeting support.

3.2 The table below breaks down the activity completed from the start date to the end of December 2015, broken down into financial years:

	Online Access	PBS	CTS	LA Expertise to UC Service Centre
<b>2014/15</b>	1	28	105	276
<b>2015/16</b> (Up to 31 <sup>st</sup> Dec 2015)	28	11	250	757
<b>TOTAL</b>	<b>29</b>	<b>39</b>	<b>355</b>	<b>1033</b>

3.3 As you can see from the table above, a significant proportion of the resource required by the DWP relates to back office processing as opposed to front line claimant service and/or support.

3.4 All of the online services provided have been to gain access to a computer, claimants have been able to log on and access the service without support.

3.5 The PBS can be broken down further as follows:

	Referrals	Appointments
<b>2014/15</b>	28	8
<b>2015/16</b> (Up to 31 <sup>st</sup> Dec 2015)	11	1

	Complex	Simple
<b>2014/15</b>	0	8
<b>2015/16</b> (Up to 31 <sup>st</sup> Dec 2015)	0	1

3.6 The majority of PBS referrals have not resulted in an appointment; claimants seeking advice have preferred having a telephone option rather than a face to face appointment. Analysis of the feedback outcome sheet identified that in all PBS cases claimants felt the advice session on money matters helped them feel more confident about managing their money and paying their bills. 100% of claimants said they felt like they were able to manage their money on a monthly basis.

3.7 As the PBS take up has been lower than expected the Council, DWP and Shelter are seeking ways in which to increase awareness of this service with claimants. As a consequence, the DWP agreed to Shelter and a Trafford employee attending a Jobcentre Team Meeting to promote the service. The first refresher course has

been completed in Altrincham and this had an immediate impact, 3 referrals were received on that day. A refresher course for Stretford is now being set up to promote the service further.

- 3.8 To promote all aspects of UC and the services funded through the DPA, the Council organised and participated in 3 Landlord forums alongside DWP colleagues and those partners involved in service delivery. In addition 7 newsletters were created and issued to stakeholders. The Council also made use of a 'benefit bus' which offered mobile advice throughout the Borough. Staffs were on hand to provide general benefit advice as well as assisting residents in preparing for UC.
- 3.9 In addition to the activities detailed in the DPA, the Council have taken the opportunity to identify further areas where joined up working at this stage of the expansion would be beneficial to UC claimants both now and in the future.
- 3.10 The first suggestion was for the DWP to provide training to relevant staff within the Council. The training detailed the claimant journey from making the claim to the assessment. An overview was provided on the Alternative Payment arrangement and time set aside for a Q&A session for staff. It was attended by staff from Access Trafford, Housing Benefits and Client Services. All staff found the training very useful in helping to answer claimant queries and in the processing of UC Discretionary Housing Payments.
- 3.11 Furthermore, the DWP arranged for 2 members of staff to visit the UC Service Centre in Bolton. The visit allowed the members of staff to have an understanding of the processes involved and they were able to ascertain vital contacts. The visit was ideal for establishing a working relationship with the processing centre with the intention of improving service delivery.

#### **4.0 Greater Manchester and Warrington Universal Support Trial**

- 4.1 On a larger scale, the Universal Support (US) – delivered locally framework is the product of joint working between DWP and LAAs (Local Authority Associations) to develop an approach that ensures those who need support to make and manage a UC claim receive it. This support is tailored to the needs of the local population and is delivered in partnership between DWP, Jobcentre Plus (JCP) and Local Authorities (LAs).
- 4.2 6 LA partnerships (Wigan, Warrington, Oldham, Stockport, Tameside and Trafford) agreed to work together with the local Jobcentres to implement 'Universal Support – delivered locally' scheme.
- 4.3 The aim of the trial is to test through two proposed new delivery models where DWP, LAs and other delivery partners can engage, identify and address complex issues which can be key to improving a person's ability to move in to work and/or to prepare for UC.

#### 4.4 The key themes are:

- Staff cultural shifts - through workforce confidence surveys and qualitative learning interviews with staff the aim was to look at staff awareness, staff reactions to the new delivery model and ways of working, differing experiences across DWP and LAs as well as across the 6 partnerships.
- Customer experience – through customer surveys gauge the reaction and impact of the PBS and online support provided, and seeking customer feedback on the value of joint working of DWP and LAs through the integrated intervention approach.
- Processes and delivery – through sharing and learning sessions with the local partnership groups, looked at learning and development, issues raised, differing experiences across the partnerships, data sharing challenges and opportunities, and the benefits experienced through co-located activities/staff.
- Implementation preparations – review the actual implementation experience against the core implementation action plan to determine achievements, and lessons learnt with a view to inform future implementation efforts.
- Scalability – when addressing the above themes also consider and document key opportunities and challenges that would need to be considered if the new delivery models (or aspects) were to be implemented on a wider scale.

#### 5.4 The trial ended on 30 November 2015. A number of partnerships are interested in continuing to operate elements of the trial however, this will be reliant on a number of issues:

- the appropriate legal framework for data sharing being in place
- commitment of partners to continue local co-location and/or operational arrangements

#### 5.5 It is anticipated that evidence and experience from this bespoke piece of learning will primarily be used to inform:

- DWP UC Test and Learn evaluation.
- Experience of partnerships, co-location and data sharing as part of the final USDL Framework document.
- Strategy colleagues in DWP and DCLG who are working together to articulate Lord Freud's vision of Universal Support.

## **6.0 Conclusion**

- 6.1 The UC roll out expansion has continued to be determined by the DWP.
- 6.2 The Council's decision to enter in to a DPA with the DWP was based on the fact that it is fully funded and therefore has enabled the Council to provide services to those who most need it without additional cost.
- 6.3 The DPA has been successfully implemented each financial year with the focus on adaptability to change to fit the needs of Trafford UC residents to maximise the service provisions as defined by the DWP via the DPA.
- 6.4 Trafford has been involved in the US trial which is designed to shape the future of UC support on a wider national scale and to be inclusive of the claimants with the most complex needs.

## **7.0 Recommendation**

- That the Scrutiny Committee notes the contents of this report

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## TRAFFORD COUNCIL

**Report to:** Overview and Scrutiny Committee  
**Date:** 27<sup>th</sup> January 2016  
**Report of:** Executive Member for Environment, Transport and Operations

### Report Title

Cycling Review – Progress Update

### Summary

In 2014 a Scrutiny Topic Group undertook a review of Commuter Cycling in Trafford. The report provides an update on use of funds to improve commuter cycling and action taken in response to the recommendations made by the Topic Group.

### Recommendation(s)

To note the contents of the report.

Contact person for access to background papers and further information:

Name: Richard Roe

Extension: 4265

Background Papers: N/A

Financial Impact:	Not applicable
Legal Impact:	Not applicable
Human Resources Impact:	Not applicable
Asset Management Impact:	Not applicable
E-Government Impact:	Not applicable
Risk Management Impact:	Not applicable
Health and Safety Impact:	Not applicable

## 1. INTRODUCTION

- 1.1 In 2014 a Scrutiny Topic Group carried out a review of Commuter Cycling in Trafford. The review welcomed the ongoing partnership work between Transport for Greater Manchester (TfGM) and the Council, and requested that a report be brought back to Scrutiny Committee with regard to the use of funding secured to improve Commuter Cycling.
- 1.2 The Topic Group also made a number of recommendations for consideration. This report provides an update on the use of funding and on implementation of the recommendations.

## 2. Funding

- 2.1 At the time of the review the Council had received funding from five sources for works to improve cycling. These were:
  - Local Sustainable Transport Fund (£1.3m)
  - Cycle Safety Fund (£140k)
  - Cycle City Ambition Grant (£1.8m)
  - Trafford Partnership (£130k)
  - Greater Manchester Casualty Reduction Partnership Reward Grant (£80k)
- 2.2 This funding has been used to implement a range of schemes which are now almost complete, as follows:
  - **Local Sustainable Transport Fund (£1.3m)** - this grant contributed to the implementation of Phase 4, 5 and 6 of the Bridgewater Way scheme, which included improved access from the Highway; schemes complete.
  - **Cycle Safety Fund (£140k)** - this grant contributed to the A56 parallel route cycle scheme (A56 Chester Road/A6144 Talbot Road); Scheme complete.
  - **Cycle City Ambition Grant (£1.7m)** - this grant contributed to the implementation of phase 7 and 8 of the Bridgewater Way, Phase 1 of the Flixton Station Cycle Route and the Brooklands to Airport City cycle route for the length within Trafford. Most of these schemes are complete with the exception of some highway improvements currently being carried out in Trafford Park associated with Phase 8 of the Bridgewater Way. The Flixton Station scheme runs from the station to the A6144 Carrington Lane.
  - **Trafford Partnership (£130k)** - this grant contributed to the implementation of Phase 4 of the Bridgewater Way; scheme complete.
  - **Greater Manchester Casualty Reduction Partnership Reward Grant (£80k)** - this grant contributed to the implementation of the A56 parallel route cycle scheme; scheme complete.

2.3 The Bridgewater Way scheme is now complete from Manchester city centre (Deansgate Locks) to Broadheath, with a further section complete to the Manchester Ship Canal.

2.4 Since the Topic Group review, the Council has been successful in securing funding for additional cycle schemes which will be delivered in 2016/17, as follows:

- **Cycle City Ambition Grant Phase 2 (£1.8m)** - this grant is to introduce three schemes at the following locations; Stretford Road/Talbot Road (£1.25M), National Cycle Route 55 - Warwick Road South/Oswald Road link (£100k) and highway/greenspace works associated with Phase 8 of the Bridgewater Way, including a link to the Trans Pennine Trail (£220k). There is currently an unallocated balance of £230k; allocation of this will be progressed with TfGM once detailed costs are finalised for the schemes referred to above. This may result in an additional scheme(s) to be progressed. Provisional design work is currently on-going for the three schemes with a view to have completed the detailed estimates by the end of March 2016 and to implement the schemes during the 2016/17 fiscal year.
- **Local Growth Reform (“LGR”) 1 grant (£675k)** - this grant will contribute to two schemes at the following locations: the Altrincham Town Centre Cycle link from the Bridgewater Way (£535k) and the Urmston to Ashton on Mersey cycle link (£140k). The Council is contributing a further £20k to the latter scheme through the Traffic Capital Programme. Provisional design work is on-going with a view to complete the schemes during the 2016/17 fiscal year.
- **LSTF 2015/16 revenue funding (£100k)** - this grant is for the following two schemes: Improvements to the Trans Pennine Trail in Stretford (near A56) including improved access ramp to the Bridgewater Way (£40k) and improvements to road humps within the Tavistock Road area, Sale (£60k). Schemes to be introduced by end of March 2016.

2.5 There is also a further cross-boundary scheme, which is being progressed by Manchester City Council:

- **Cycle City Ambition Grant Phase 2 (£3.9m)** - this grant is to introduce a scheme along the Chorlton Corridor - the majority of this scheme is within Manchester but there are stretches within Trafford (Chorlton Road and Upper Chorlton Road). Provisional design work is on-going by MCC and Trafford will be consulted in due course. Like the Trafford CCAG schemes the target is to have completed the detailed estimates by the end of March 2016 and to implement the schemes during the 2016/17 fiscal year.

### 3. Topic Group Recommendations

3.1 The Topic Group made ten recommendations, which can be grouped together under three broad themes; Strategy, Communications, Investment. The current position with regard to the recommendations is set out below, under each theme:

## Strategy

### 3.2 Related recommendations:

*Members were informed that a Trafford based Cycling Strategy was being compiled, and request that when completed the Strategy should be presented to a future Scrutiny Committee meeting.*

*It is recommended that encouragement be given, through the Cycling Strategy if appropriate, to the affording of priority to the maintenance of sections of highways used particularly by cyclists, such as cycle lanes, or the 2m of carriageway closest to the kerb where no cycle lane is present, wherever this is feasible.*

- 3.3 Work on the Trafford Cycling Strategy has currently been put on hold, pending the outcome of work on the Greater Manchester Transport Strategy, which is being developed by TfGM together with the GM authorities. There is an adopted GM Cycling Strategy (2014) to which the Council contributed, and a major survey of cycle use and attitudes was carried out across GM (and six other UK cities) in 2015. The Bike Life report is available on the TfGM website (<http://cycling.tfgm.com/Pages/pdfs/Bike-Life-Greater-Manchester-2015.pdf>), and identifies Trafford as having the highest level of adult bike ownership in GM, and the highest proportion of residents who had used a bike in the previous four weeks.
- 3.4 It is generally not cost effective to repair the carriageway closest to the kerb in isolation. If this strip was in poor repair then it would indicate that the rest of the carriageway was also in need of maintenance. The approach will therefore be to undertake improvements across the highway, which will include maintaining existing cycle lanes where this is appropriate.

## Communications

### 3.5 Related recommendations:

*Topic Group Members were advised that there had been an increase in cycling, associated with investment which has been made in Trafford, and it is recommended that communication be improved to promote Trafford as a successful Borough for cycling.*

*It is recommended that a leading figurehead, such as the Leader of the Council, could be considered to champion cycling in Trafford, and that photograph opportunities should be explored.*

*Topic Group Members recognise that there are events held in the Greater Manchester area promoting the use of bicycles, and recommend that the Council should form better links to tie in with the event organisers to promote cycling in Trafford.*

*The Topic Group would be pleased if the introduction of Member Cycle Champions was to be mainstreamed from each political party, so as to ensure that there will be continuity for the future of promoting cycling in Trafford.*

- 3.6 The Council looks for appropriate opportunities to promote and encourage cycling, and the investment and facilities available in the Borough. For example a press release was issued to note the opening of the Altrincham cycling hub, and the Leader is the overall cycling champion for the Council. Cycling is also promoted to Council staff through the cycle to work scheme, and the facilities for cyclists at Sale Waterside and Trafford Town Hall.
- 3.7 The Council has demonstrated a commitment to promoting cycling activity locally. A strong example of this is the British Cycling and TfGM Sky Ride Local programme where free lead cycle rides were promoted through the Cycle Forum, the Strategic Sport & Physical Activity Partnership, the Locality Partnerships and on social media. In addition, the Council's cycling pages were updated to reflect this new partnership:  
<http://www.trafford.gov.uk/residents/leisure-and-lifestyle/sport-and-leisure/cycling/recreational-cycle-rides.aspx>.
- 3.8 The Council recognises that there is more that could be done in working with a greater number of event organisers and local cycle training providers in promoting their activities. This will likely form a key part of the Strategic Sport & Physical Activity Partnership's commitment to delivering against the Greater Manchester Blueprint for Sport and Physical Activity and more specifically the strategic pledge within that blueprint of increasing the number of people cycling.

### Investment

- 3.9 Related recommendations:

*The Transpennine Trail is appreciated as a valued location for off road cycling, but sections are currently in a poor state of repair. With this in mind the Topic Group Members recommend that the Council should establish dialogue with all the landowners and organisations with an interest in the trail, to ensure that ongoing maintenance is given a higher priority.*

*It is proposed that closer working be promoted between the Council's Highways and Planning departments and developers, to ensure that high quality facilities for cyclists – routes, parking / storage facilities and shower / change facilities - be included in the highways / transport infrastructure associated with new developments subject to future planning applications. The importance of building in high quality, convenient cycle storage to residential developments is particularly highlighted.*

*The Topic Group would welcome the provision of better cycle parking at large facilities in Trafford to include all sporting arenas, Trafford's parks, and shopping areas including: the Trafford Centre, Stretford Mall, Sale, Altrincham, and Urmston town centres.*

*The work of Council officers in securing the high level of capital investment in cycling, as outlined above, is welcomed. However, this will provide only the start of what we would like to see achieved for cyclists in Trafford in the long term. It is recommended that officers continue to work with partners, particularly with Sustrans and TfGM, to secure continued investment in cycling; and that they develop a long term programme of cycle investment schemes in partnership with the Trafford Cycle Forum.*

- 3.10 Current position: Since 2014 the Council have undertaken significant improvements on the Trans Pennine Trail (TPT) between the River Mersey and the A56 underpass. This has involved the resurfacing of the paths, drainage where necessary and vegetation management along the side of Kickety Brook up to the motorway bridge, and on the opposite side, along the edge of Lesley Rd Tip. These improvements have been funded through the Council Capital Programme and landfill tax funding linked to the operator who manages Lesley Rd Tip.
- 3.11 As noted above, a further section of the TPT from the A56 to Hawthorn Lane including the link between the TPT and Bridgewater Way has received funding from the Local Sustainable Transport Fund and works on upgrading this section will be undertaken during 16/17.
- 3.12 The section of the trail from the Millennium Bridge to the end of Bankey Lane will also be upgraded by National Grid during 16/17 as part of their access works associated with the stabilisation of a river side pylon. The TPT will be diverted for 9 month period using a local diversion that will be upgraded to standard. At the end of the works, the current TPT route will be reinstated to the standard of the other recently upgraded sections.
- 3.13 The southern section of the TPT between Heatley and Dunham, along the former railway line continues to be maintained by the Bollin Valley Partnership on behalf of the One Trafford Partnership with Amey. The remaining length of the trail is included within Amey's contract, and the Council will agree maintenance requirements with them.
- 3.14 The Trafford Countryside Management Partnership have initiated conversations with landowners regarding improvements to the trail where it goes through private land, which is predominately the case around the Carrington section. Due to landownership changes there has not been any progress as yet, however it is intended that this will be progressed in the future.
- 3.15 The Council continues to encourage new investment in facilities for cyclists. New cycle hubs have now opened at Sale and Altrincham, providing additional facilities and security for cyclists. These hubs are located at the metrolink stops. The Council also encourage provision of cycle facilities in new development, for example the provision of cycle storage in recent Trafford Housing Trust developments in Old Trafford.

3.16 The Council will look to encourage the promotion of cycling through other developments, particularly those on the key strategic sites, for example Carrington, where the expectation is that there will be significant provision for cycling both within the site and to neighbouring settlements.

4. **Conclusion**

4.1 The Council has been, and continues to be, successful in securing funding to develop and improve cycle routes and provision in the Borough. The Council will also continue to contribute to the development of GM strategic documents to support cycling, and prepare local policies and strategies where it is appropriate to do so.

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## TRAFFORD COUNCIL

**Report to:** Executive  
**Date:** 25 January 2016  
**Report for:** Consideration  
**Report of:** Scrutiny Committee

### Report Title

#### **OVERVIEW AND SCRUTINY REVIEW OF THE EXECUTIVE'S DRAFT BUDGET PROPOSALS FOR 2016-17**

### Summary

The Executive's Draft Budget Proposals for 2016/17 were agreed at its meeting held on 16 November 2015. The Leader of the Council gave a presentation to the Scrutiny Committee on 18 November setting out the proposals.

Two Scrutiny Task and Finish Groups were then held during December with relevant Executive Members and senior officers attending to give background to the proposals and answer questions.

This report reflects the outcome of those discussions and summarises issues for the Executive's further consideration in developing its final proposals and response.

The Budget Scrutiny report identifies that Scrutiny Members feel that there are three key areas where the Executive needs to satisfy itself of the robustness of the proposals. These are

- Ensuring that the savings projections and assumptions are soundly based
- Making sure that effective risk management arrangements are in place
- That Equality Impact Assessments are produced and fully understood by the Executive in making their final decisions and that appropriate action is taken to mitigate the effect of any changes on vulnerable residents.

The Scrutiny Committee have also identified a number of areas where significant savings are to be made and where they intend to carry out follow up work next year to ensure that they are achieved and that the impact of changes is known and addressed. These include:

- Robustness of income projections.
- Car parking fees
- Proposals to collaborate with other
- All Age Front Door Transformation Project
- Recommissioned contracts
- Joint Venture Contract
- The impact on users whose packages of care are reduced
- Integrated Health and Social care

- Trafford Care Coordination Centre.
- Reablement services

### **Recommendation(s)**

- 1. That the Executive consider and respond to the report and recommendations made.**
- 2. That the Executive note that the Scrutiny Committee and Health Scrutiny Committees are intending to follow up work on a number of areas as part of their future work programmes.**

Contact person for access to background papers and further information:

Name: Peter Forrester, Democratic and Performance Services Manager

Extension: 1815

Background Papers: None

# **BUDGET SCRUTINY REPORT - 2016/17**

## **Foreword by the Chairman and Vice-Chairman of Scrutiny Committee**

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

Budget Scrutiny 2016/17 has once again been a challenge for, and made significant demands on, all those involved. On behalf of Scrutiny Members, we would like to thank the Executive, Corporate Management Team, Scrutiny Councillors and Co-opted Members for their patience and contribution to the process. We would particularly like to thank Councillor Judith Lloyd for chairing one of the sessions.

Members acknowledged that the Council continues to work within an increasingly challenging financial climate and the focus of Scrutiny input has been on the robustness and deliverability of the current proposals in the light of experience of budget savings already made in previous years, and the potential impact on communities and service users.

We hope that our Budget Scrutiny will contribute to the decision making process and in ensuring that robust processes are in place to manage changes. We have identified areas where we feel that there are risks to delivery and to users and we look forward to receiving details of how the Executive will address these.

**Councillors Jonathan Coupe and Mike Cordingley**  
Chairman and Vice-Chairman, Scrutiny Committee.  
December 2015

## **1.0 Background**

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

Two Task and Finish Group meetings were held to look at the proposals. The approach this year was to look at the proposals using the themes identified for budget consultation. Scrutiny members noted that the approach to the budget shortfall for 2016/17 and later years has focused on a “One Council” approach by taking a cross directorate view to the savings that need to be achieved by applying the following themes:-

- **Maximising Income** – maximising income from our services or generating income from assets such as advertising.
- **Working Smarter** – looking at the way things are done such as redesign of the workforce.
- **Buying Better** – working with our partners and suppliers to ensure we get best value for our expenditure.
- **Eligibility and Access** – reviewing current care packages and all new applications applying the reshaping social care policy utilising equipment, assistive technology and adaptations.
- **Joining Up and Working Together** – looking at how we deliver community health and social care services for adults in Trafford.
- **Promoting Independence** – helping people to help themselves, through our care strategy.

The meetings raised a number of questions which were dealt with at the meeting or were clarified following the meeting. Scrutiny Members were disappointed that some information was not available at the meeting and felt that this hindered their ability to provide scrutiny. This is something that will be reviewed in determining the process for budget scrutiny next year.

Members also expressed concerned at the low turnout for the public consultations and the costs of the exercise. The Committee recommend that the Executive review its arrangements for public consultation in 2016 so that it represents better value for money.

The main findings from the two meetings are set out below.

## **2.0 Key Messages**

Scrutiny Members identified a number of issues that cut across all of the budget proposals.

- **Savings Projections and Assumptions** – Some proposals are based on estimates of income generation and future work programmes. Whilst it is recognised that these are based on a solid evidence base and are made conservatively there are still a number of assumptions which savings and income generation targets rely upon to be delivered within the year. Scrutiny Members would ask that, if these assumptions prove to be incorrect or change in year, they are shared with Scrutiny at an early stage. This should include an analysis of the

impact in comparison to the projections made within the budget and the action to be taken.

- **Risk Management** – The budget proposals contain a number of workstreams to deliver savings. A recurring theme from discussion was to ensure that there is effective management of risk across key workstreams. It was clear from the Executive’s responses that there are recognised and well managed risk identification procedures with risk logs maintained by each team and equality impact assessments conducted for each project. Scrutiny would like these logs and assessments to be made available to the relevant Scrutiny Committees along with details of plans to mitigate the risks identified throughout the year.
- **Equality Impact Assessments** – Concerns were raised as to the impact of the budget proposals on the most vulnerable residents of Trafford and at this stage, there are no equality impact statements in place. Scrutiny would like assurance that these are produced and fully understood by the Executive in making their final decisions and that appropriate action is taken to mitigate the effect of any changes on vulnerable residents.

### **3.0 Specific Comments by theme**

#### **Maximising Income**

- As mentioned above, questions were raised about the robustness of income projections and the potential impact if they proved to be inaccurate. The Scrutiny Committee stated that they would look at this as part of their programme for 2016/17.
- The Committee raised questions about the levels at which car parking fees were set. Officers explained the importance of getting the correct balance to ensure prices do not reduce footfall in Town Centres and ensuring they are affordable for staff working in these areas. Members asked that information about parking fee income projections and any impact on footfall is included in the Town Centre updates that are periodically brought to the Scrutiny Committee.

#### **Working Smarter**

- Proposals to collaborate with other Councils to process telephone calls and share HR and ICT services were discussed. Scrutiny Committee would like updates on progress with these initiatives and progress in achieving savings identified in the budget.
- The Executive were not yet able to predict with accuracy the levels of savings that the All Age Front Door Transformation Project would be able to deliver through the reduction of duplication of work. Health Scrutiny Committee would like an update on this to come to a future meeting.

#### **Buying Better**

- Scrutiny members heard that there are a number of savings to be attributed to the recommissioning of contracts that are due to end in 2015/16. The members asked a series of questions about the length and clauses of these contracts and would welcome further updates on the level of savings that are achieved and how they compare to the budget projections.
- Members highlighted the importance of scrutinising services now provided by Amey as part of the Joint Venture Contract. Members identified concerns raised including

whether Amey would be reinvesting savings back into services, and what will happen in future when new efficiencies are more difficult to achieve. A continued review of the JVC is already part of the Scrutiny Committee work programme, but the Budget Scrutiny sessions reaffirmed the importance of this. Amey Officers will be present at the next Scrutiny Committee meeting in January 2016. The Scrutiny Committee will assess how to proceed from there.

### **Eligibility and Access**

- Concerns were raised about what the impact on those users whose packages of care are reduced and the ability of providers to track this. It was recognised that this situation will improve with the implementation of the TCCC and members welcome the additional information that this system will be able to provide. They would welcome an update to a future meeting of the Health Scrutiny Committee.

### **Joining Up and Working Together**

- Scrutiny Members were informed of the various projects that are currently underway which will further integrate Health and Social care services. This is already an area being monitored by the Health Scrutiny Committee and the Committee will continue to do so. The Committee would welcome more information on savings achieved and any impact on users.

### **Promoting Independence**

- It is apparent throughout the budget proposals and subsequent questions posed by Scrutiny, that a large amount of the work planned in 2016/17 is reliant upon the improved communications and patient tracking that will be brought about through the Trafford Care Coordination Centre. Given the importance of the TCCC, Scrutiny would like to be kept abreast of the impact it has in two ways. Firstly scrutiny would like to be informed of the progress of the TCCCs implementation and informed of the knock on effect of any delays that occur. Secondly, Members of Scrutiny would like an explanation of the new information that the TCCC makes possible so that they have a clear idea as to how this new resource can help shape Health, Social Care and Scrutiny going forward.
- Scrutiny members were disappointed that a review and redesign of the reablement service had been conducted without input from scrutiny. They were also concerned by the information that the Ascot House reablement service had not been meeting its targeted outcomes for users. Members asked questions as to what the new reablement offer was and were told that this will be developed further in the coming months. As such members requested that the findings of the recent reablement review be brought to Health Scrutiny as soon as possible and that the details of the new services be made available to scrutiny once in place.

## BUDGET SCRUTINY ACTION PLAN

Issue	Scrutiny Recommendation	Executive Response
<p><b>Information Provision</b> - Some information was not available at the meeting.</p>	<p>Scrutiny and Executive to review approach to the process for budget scrutiny next year to ensure that all information is available.</p>	
<p><b>Public Consultation</b> - Low turnout for the public consultations and the costs of the exercise.</p>	<p>Executive review its arrangements for public consultation in 2016 so that it represents better value for money.</p>	
<p><b>Savings Projections and Assumptions</b> – Some proposals are based on estimates of income generation and future work programmes. Whilst it is recognised that these are based on a solid evidence base and are made conservatively there are still a number of assumptions which savings and income generation targets rely upon to be delivered within the year.</p>	<p>Scrutiny Members ask that if assumptions prove to be incorrect or change in year that they are shared with Scrutiny at an early stage. This should include an analysis of the impact in comparison to the projections made within the budget and the action to be taken.</p>	
<p><b>Risk Management</b> – The budget proposals contain a number of workstreams to deliver savings. There are recognised and well managed risk identification procedures with risk logs maintained by each team and equality impact assessments conducted for each project.</p>	<p>Scrutiny would like these logs and assessments to be made available to the relevant Scrutiny Committees along with details of plans to mitigate the risks identified throughout the year</p>	
<p><b>Equality Impact Assessments</b> – Concerns were raised as to the impact of the budget proposals on the most vulnerable residents of Trafford and at this stage, there are no equality impact statements in place.</p>	<p>Scrutiny would like assurance that these are produced and fully understood by the Executive in making their final decisions and that appropriate action is taken to mitigate the effect of any changes on vulnerable residents.</p>	

<p><b>Income Projections</b> - As mentioned above, questions were raised about the robustness of income projections and the potential impact if they proved to be inaccurate.</p>	<p>Scrutiny Committee to look at this as part of their programme for 2016/17.</p>	
<p><b>Car Parking Fees</b> - The Committee raised questions about the levels at which car parking fees were set. Officers explained the importance of getting the correct balance to ensure prices do not reduce footfall in Town Centres and ensuring they are affordable for staff working in these areas. Members asked that information about parking fee income projections and any impact on footfall is included in the Town Centre updates that are periodically brought to the Scrutiny Committee.</p>	<p>Information about parking fee income projections and any impact on footfall be included in the Town Centre updates that are periodically brought to the Scrutiny Committee.</p>	
<p><b>Collaboration</b> - Proposals to collaborate with other Councils to process telephone calls and share HR and ICT services were discussed.</p>	<p>Scrutiny Committee would like updates on progress with these initiatives and progress in achieving savings identified in the budget.</p>	
<p><b>All Age Front Door Transformation Project</b> - The Executive were not yet able to predict with accuracy the levels of savings that the All Age Front Door Transformation Project would be able to deliver through the reduction of duplication of work.</p>	<p>Health Scrutiny Committee would like an update on this to come to a future meeting.</p>	
<p><b>Recommissioning of contracts</b> - Scrutiny members heard that there are a number of savings to be attributed to the recommissioning of contracts that are due to</p>	<p>Health Scrutiny Committee would like further updates on the level of savings that are achieved and how they compare to the budget projections.</p>	



end in 2015/16.		
<b>Joint Venture Contract</b> - Members identified concerns including whether Amey would be reinvesting savings back into services, and what will happen in future when new efficiencies are more difficult to achieve	Amey Officers will be present at the next Scrutiny Committee meeting in January 2016.	
<b>Care Packages</b> - Concerns were raised about what the impact on those users whose packages of care are reduced and the ability of providers to track this. It was recognised that this situation will improve with the implementation of the TCCC and members welcome the additional information that this system will be able to provide.	Update to a future meeting of the Health Scrutiny Committee.	
<b>Joining Up and Working Together</b> - Scrutiny Members were informed of the various projects that are currently underway which will further integrate Health and Social care services.	This is already an area being monitored by the Health Scrutiny Committee and the Committee will continue to do so. The Committee would welcome more information on savings achieved and any impact on users.	
<b>Promoting Independence</b> - It is apparent throughout the budget proposals and subsequent questions posed by Scrutiny, that a large amount of the work planned in 2016/17 is reliant upon the improved communications and patient tracking that will be brought about through the Trafford Care Coordination Centre.	Health Scrutiny Committee would like to be kept abreast of the impact it has in two ways. Firstly scrutiny would like to be informed of the progress of the TCCCs implementation and informed of the knock on effect of any delays that occur. Secondly, Members of Scrutiny would like an explanation of the new information that the TCCC makes possible so that they have a clear idea as to how this new resource can help shape Health, Social Care and Scrutiny going forward.	

<p><b>Ascot House</b> - Scrutiny members were disappointed that a review and redesign of the reablement service had been conducted without input from scrutiny. They were also concerned by the information that the Ascot House reablement service had not been meeting its targeted outcomes for users. Members asked questions as to what the new reablement offer was and were told that this will be developed further in the coming months.</p>	<p>The findings of the recent reablement review be brought to Health Scrutiny Committee as soon as possible and that the details of the new services be made available to scrutiny once in place.</p>	

## TRAFFORD COUNCIL

**Report to:** Scrutiny Committee  
**Date:** 27 January 2016  
**Report for:** Information  
**Report of:** Democratic and Performance Services Manager

### Report Title

Scrutiny Committee Work Programme 2015/16 – Updated.

### Purpose

This report sets out the updated work programme for the 2015/16 municipal year.

### Recommendations

That the updated work programme be noted.

Contact person for access to background papers and further information:

Name: Chris Gaffey, Democratic & Scrutiny Officer.

Phone: x2019

## Scrutiny Committee Work Programme – 2015/16 - Updated

Date of Meeting	Topic
17 June, 2015.	<ul style="list-style-type: none"> <li>• 2015/16 Scrutiny Committee Work Programme</li> <li>• JVC Update</li> <li>• Contract Procedure Rules (CPRs)</li> </ul>
1 October, 2015.	<ul style="list-style-type: none"> <li>• Education (Children)</li> <li>• Home to School Transport</li> <li>• Budget Scrutiny - Process for 2015/16</li> <li>• ADP Report (Quarter 1)</li> </ul>
18 November, 2015.	<ul style="list-style-type: none"> <li>• Budget Presentation by the Leader</li> <li>• ADP Report (Quarter 2)</li> <li>• Ombudsman Report</li> <li>• Management of Impact of Reductions in Financial and ICT Support Services</li> <li>• Town Centres – Update</li> <li>• Community Asset Framework</li> <li>• Update on Community Safety Initiatives - (including Doorstep Crime, Domestic Abuse, Safer Trafford Partnership)</li> </ul>
27 January, 2016.	<ul style="list-style-type: none"> <li>• One Trafford Partnership (JVC) Update</li> <li>• Universal Credit Update</li> <li>• Cycling Review – Progress</li> <li>• Executive Response to Home to School Transport Report</li> <li>• Budget Scrutiny Report to Executive</li> </ul>
16 March, 2016.	<ul style="list-style-type: none"> <li>• School Crossing Patrols</li> <li>• Provision of Leisure within Trafford</li> <li>• ADP Report (Quarter 3)</li> <li>• Feedback from Executive on Budget Scrutiny Report</li> </ul>

Possible additions to the programme:

- Library Closures.