



**TRAFFORD  
COUNCIL**

**AGENDA PAPERS FOR  
EXECUTIVE MEETING**

**Date: Monday, 26 June 2017**

**Time: 6.30 p.m.**

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

<b>A G E N D A</b>	<b>PART I</b>	<b>Pages</b>
1.	<b>ATTENDANCES</b>	
	To note attendances, including officers, and any apologies for absence.	
2.	<b>DECLARATIONS OF INTEREST</b>	
	Members to give notice of any interest and the nature of that interest relating to any item on the agenda in accordance with the adopted Code of Conduct.	
3.	<b>MINUTES</b>	1 - 4
	To receive and, if so determined, to approve as a correct record the Minutes of the meeting held on 27 <sup>th</sup> March, 2017.	
4.	<b>MATTERS FROM COUNCIL OR OVERVIEW AND SCRUTINY COMMITTEES (IF ANY)</b>	
	To consider two reports referred by the Council or by the Overview and Scrutiny Committees, along with the associated proposed responses by the Executive:	
	(a) EHCP Process	5 - 18
	(b) ECHP - Executive Response	To Follow
	(c) Joint Venture, Trafford / Amey	19 - 28
	(d) Joint Venture - Executive Response	To Follow

5. **WARRENER STREET SITE, SALE MOOR** 29 - 72  
To consider a report of the Executive Member for Housing and Strategic Planning.
6. **LAND SALES PROGRAMME 2017/8 AND BEYOND** 73 - 78  
To consider a report of the Executive Member for Investment.  
PLEASE NOTE: A related report is to be considered in Part II of this agenda.
7. **ALTRINCHAM TOWN CENTRE NEIGHBOURHOOD BUSINESS PLAN - REGULATION 18 - PUBLICATION OF THE EXAMINER'S REPORT AND MODIFICATIONS AND DECISION TO PROCEED TO REFERENDUM** 79 - 114  
To consider a report of the Executive Member for Housing and Strategic Planning.
8. **AGREEMENT FOR DELIVERY OF CYCLE CITY AMBITION GRANT WORKS (ROUND 2)** 115 - 118  
To consider a report of the Executive Member for Highways, Parks and Environmental Services.
9. **REGIONAL ADOPTION AGENCY (RAA) PROPOSAL (ADOPTION COUNTS)** 119 - 130  
To consider a report of the Executive Member for Children and Families.
10. **TRAFFORD FOSTER CARE ALLOWANCES** 131 - 144  
To consider a report of the Executive Member for Children and Families.
11. **DISCRETIONARY RELIEF AND EXEMPTION POLICIES** 145 - 156  
To consider a report of the Executive Member for Corporate Resources.
12. **ACQUISITION OF A COMMERCIAL PROPERTY WITH DEVELOPMENT POTENTIAL** 157 - 160  
To consider a report of the Executive Member for Investment.  
NOTE: A related presentation will be considered in Part II of this agenda.
13. **FUTURE OF THE S.48 AGMA GRANTS SCHEME** 161 - 168  
To consider a report of the Executive Member for Communities and Partnerships.
14. **APPOINTMENTS MADE BY THE EXECUTIVE TO OUTSIDE, INDEPENDENT AND EXECUTIVE BODIES** 169 - 174  
To consider a report of the Chief Executive.

**15. ANNUAL DELIVERY PLAN 2016/17 (FOURTH QUARTER) PERFORMANCE REPORT 175 - 208**

To consider a report of the Executive Member for Corporate Resources.

**16. BUDGET MONITORING 2016/17 - PERIOD 12 OUTTURN (APRIL 2016 TO MARCH 2017) 209 - 226**

To consider a report of the Executive Member for Corporate Resources and Chief Finance Officer.

**17. TREASURY MANAGEMENT ANNUAL PERFORMANCE 2016/17 REPORT 227 - 242**

To consider a report of the Executive Member for Corporate Resources and Chief Finance Officer.

**18. AGMA COMBINED AUTHORITY / EXECUTIVE BOARD: FORWARD PLANS AND DECISIONS**

To receive and note the following:

(a) GMCA Decisions 31/3/17 243 - 254

(b) Joint GMCA / AGMA Decisions 31/3/17 255 - 260

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

Any other item or items which by reason of:-

(a) Regulation 11 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, the Chairman of the meeting, with the agreement of the relevant Overview and Scrutiny Committee Chairman, is of the opinion should be considered at this meeting as a matter of urgency as it relates to a key decision; or

(b) special circumstances (to be specified) the Chairman of the meeting is of the opinion should be considered at this meeting as a matter of urgency.

**20. EXCLUSION RESOLUTION**

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

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

**PART II**

21. **LAND SALES PROGRAMME 2017/8 AND BEYOND** 261 - 264

To consider a report of the Executive Member for Investment.

PLEASE NOTE: A related report is to be considered in Part I of this agenda.

22. **ACQUISITION OF A COMMERCIAL PROPERTY WITH DEVELOPMENT POTENTIAL**

To consider a presentation by the Executive Member for Investment. (No papers to be circulated.)

NOTE: A related report is to be considered in Part I of this agenda.

**THERESA GRANT**  
Chief Executive

**COUNCILLOR SEAN ANSTEE**  
Leader of the Council

Membership of the Committee

Councillors S.B. Anstee (Chairman), A. Williams (Vice-Chairman), S.K. Anstee, Mrs. L. Evans, D. Hopps, J. Lamb, P. Myers, J.R. Reilly and M. Whetton

Further Information

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

Jo Maloney, 0161 912 4298  
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This agenda was issued on Thursday 15<sup>th</sup> June, 2017 by the Legal and Democratic Services Section, Trafford Council, Trafford Town Hall, Talbot Road, Stretford M32 0TH.

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## **EXECUTIVE**

**27 MARCH 2017**

## **PRESENT**

Leader of the Council (Councillor Sean Anstee) (in the Chair),  
Executive Member for Adult Social Services and Community Wellbeing (Councillor A. Williams),  
Executive Member for Children's Services (Councillor M. Hyman),  
Executive Member for Communities and Partnerships (Councillor J. Lamb),  
Executive Member for Transformation and Resources (Councillor Mrs. L. Evans).

Also present: Councillor Adshead, Baugh, Bowker, Brotherton, Butt, Cornes, Fishwick, Hynes, Procter, Ross, Shaw, Taylor (part only) and M. Young.

### In attendance:

Deputy Chief Executive (Ms. H. Jones),  
Corporate Director, Transformation and Resources (Ms. J. Hyde),  
Corporate Director, Children, Families and Wellbeing (Ms. J. Colbert),  
Director of Legal and Democratic Services (Ms. J. Le Fevre),  
Chief Finance Officer (Ms. N. Bishop),  
Democratic and Scrutiny Officer (Mr. J.M.J. Maloney).

## **APOLOGIES**

Apologies for absence were received from Councillors P. Myers and J.R. Reilly.

## **83. DECLARATIONS OF INTEREST**

In relation to the item of Urgent Business (Minute 90(a) below refers), Councillors Sean Anstee and Lamb each declared a Personal Interest in this item in respect of their Board membership of Trafford Housing Trust.

## **84. MINUTES**

RESOLVED – That the Minutes of the Meeting held on 23<sup>rd</sup> January, and of the Budget Meeting held on 22<sup>nd</sup> February, 2017, be approved as correct records.

## **85. MATTERS FROM COUNCIL OR OVERVIEW AND SCRUTINY COMMITTEES (IF ANY)**

There were no issues to be reported to this meeting.

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**86. SOUTH HALE CONSERVATION AREA APPRAISAL AND MANAGEMENT PLAN AND ADDENDUM TO BOWDON MANAGEMENT PLAN**

The Executive Member for Economic Growth, Environment and Infrastructure submitted a report which provided a summary of the consultation responses received to the consultation drafts of the South Hale Conservation Area Appraisal (CAA), Management Plan (CAMP) and the draft Addendum to the Bowdon Management Plan. It sought approval of the South Hale Conservation Area Appraisal (CAA) and Management Plan (CAMP) for adoption as Supplementary Planning Documents (SPD), and approval of the Addendum to the Bowdon Management Plan.

RESOLVED -

- (1) That the consultation responses and amendments made to the South Hale CAA and CAMP and to the Addendum Bowdon CAMP, in the light of these consultation responses, as set out in Appendices 2 and 3 to the report, be noted.
- (2) That the South Hale CAA and CAMP be approved for adoption and publication as Supplementary Planning Documents, as set out in Appendices 4 and 5 to the report.
- (3) That the Addendum to the Bowdon Management Plan as set out in Appendix 6 to the report be approved.
- (4) That authority be delegated to the Director of Growth and Regulatory Services to approve any minor amendments to the wording of the documents to prior to their publication.

**87. ANNUAL DELIVERY PLAN 2017/18**

The Executive Member for Transformation and Resources submitted a report presenting the proposed Annual Delivery Plan which was central to the Council's performance management framework and designed to deliver the Council's corporate priorities. It set out the priority actions to be delivered over the coming year and the indicators which would measure performance.

RESOLVED - That the content of the 2017/18 Annual Delivery Plan be agreed and that the Executive should receive quarterly reports on progress.

**88. BUDGET MONITORING 2016/17 - PERIOD 10 (APRIL 2016 TO NOVEMBER 2017)**

The Executive Member for Finance and Chief Finance Officer submitted a report which informed Members of the current 2016/17 forecast outturn figures relating to both Revenue and Capital budgets. It also summarised the latest forecast position for Council Tax and Business Rates within the Collection Fund. In response to a query, it was agreed that further information would be supplied outside the meeting on the scheduling of highways works projects which were not expected to be completed during the current year.

*Executive (27.3.17)*

RESOLVED – That the report and the changes to the Capital Programme as detailed in paragraph 22 be noted.

## **89. AGMA COMBINED AUTHORITY / EXECUTIVE BOARD: FORWARD PLANS AND DECISIONS**

The Executive received for information details of decisions taken by the GMCA, and by the GMCA and AGMA jointly, on 27<sup>th</sup> January and 24<sup>th</sup> February 2017.

RESOLVED – That the content of the Decision Summaries be noted.

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

### **(a) Changes to the Partnership Agreement with Trafford Housing Trust**

[Note: The Leader of the Council agreed to the consideration of this item as Urgent Business in order to put a revised arrangement in place prior to the conclusion of the financial year. It had only been possible to bring a report to the Executive at this stage as the outcome of discussions with the Trust had been awaited.]

The Executive Member for Economic Growth, Environment and Infrastructure submitted a report which set out proposed changes to the Partnership Agreement between Trafford Council and Trafford Housing Trust, to strengthen the partnership approach between the two parties, but also recognising the changing economic, social, statutory and regulatory environment in which Registered Housing Providers now operate. An opportunity was provided for Members to raise questions on the content of the report. These centred on the constitutional responsibility for a decision of this nature; the geographical extension of the Trust's activity; and the proposed governance arrangements, with particular regard to participation by Members of the Council.

RESOLVED -

- (1) That agreement be given to the proposed changes to the governance arrangements of Trafford Housing Trust ("THT") and to its obligations arising under the terms of the Transfer Agreement between the Council and THT dated 14 March 2005 as set out in the Report.
- (2) That authority be delegated to the Deputy Chief Executive, in consultation with the Director of Legal and Democratic Services, to finalise the terms of the proposed Deed of Variation and Partnership Protocol to give effect to the proposed changes.
- (3) That the Director of Legal and Democratic Services be authorised to complete and enter into the Deed of Variation and Partnership Protocol in the terms agreed.

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**(b) Helen Jones**

Members were advised that this was the last meeting of the Executive which would be attended by Helen Jones in her capacity as Deputy Chief Executive of the Council. Thanks and appreciation were accorded to her, both by the Executive and by Members of the Labour Group, for her support and her work on the Council's behalf.

**91. EXCLUSION RESOLUTION**

RESOLVED - 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.

**92. EDUCATION & EARLY YEARS CAPITAL PROGRAMME**

The Executive Member for Children's Services submitted a report giving details of the Council's proposals for the deployment of capital funding to meet its statutory duty to provide sufficient places in schools and early years settings. An opportunity was provided for members to raise questions on the content of the report; these concentrated on the timing of notification of the delayed 2019/20 capital funding allocation, and on the numbers of non-Trafford children securing places in the borough's schools. On the latter point, it was noted that admissions criteria were matters for schools' governing bodies, and that significant legal constraints existed; but the Leader observed that this could potentially be an appropriate area for involvement by the Scrutiny Committee.

RESOLVED - That approval be given to the proposals contained within the report to carry out condition and access work detailed in Appendix A, School Place Provision Projects and General Health and Safety Projects; and that the demand for school places be noted.

The meeting commenced at 6.30 p.m. and finished at 7.20 p.m.



## TRAFFORD COUNCIL

**Report to:** Scrutiny Committee  
**Date:** 22 March 2017  
**Report for:** Approval  
**Report of:** Scrutiny Committee Task & Finish Group: Review of the Education, Health & Care Plan Process

### Report Title

Scrutiny Committee Task & Finish Group Review into the Education, Health & Care Plan (EHCP) Process in Trafford.

### Purpose

With the introduction of the Children and Families Act of September 2014, children and young people (who require them) are now provided with an Education, Health and Care Plan (EHCP) instead of a Statement of Special Educational Needs (SEN). Anyone with an existing Statement of SEN must begin the 'Transition' to an EHCP and the duty is with the local authority to complete this process by 1<sup>st</sup> April 2018.

Following a number of issues encountered during the 2015/16 academic year when the new processes were introduced, Members agreed to undertake a review of the EHCP process and how it operates in Trafford.

### Recommendations

That the recommendations set out below be endorsed by the Scrutiny Committee for referral to the Executive:

Recommendation 1 – That the Executive support the EHCP Manager's team restructure proposals in section 9 of the report, including authorising the additional administrative assistant positions requested.

Recommendation 2 – That the working relationship between the Council and Trafford Parents Forum be championed and encouraged.

Recommendation 3 – That applicants be provided with as much information as possible at the start of the EHCP process, including the options available to them in relation to education (see section 8 of the report).

Recommendation 4 – That the Executive support the scheme of adopting SENCO Champions to encourage good practice in schools.

Recommendation 5 – That the Executive support the proposals to amend the EHCP funding structure, ensuring that the service’s budget is managed in the most efficient way possible.

Contact person for access to background papers and further information:

Name: Chris Gaffey

Extension: 2019

## **1. Background**

With the introduction of the Children and Families Act of September 2014, children and young people (who require them) are now provided with an Education, Health and Care Plan (EHCP) instead of a Statement of Special Educational Needs (SEN). Anyone with an existing Statement of SEN must begin the 'Transition' to an EHCP and the duty is with the local authority to complete this process by 1<sup>st</sup> April 2018.

The parent or anyone involved with the child can choose to apply for an EHC Needs Assessment, and all requests are considered by the Trafford Assessment Panel. If the panel decides to start an EHC Needs Assessment, a named EHC Coordinator is assigned to support and guide the child or young person and parent through the process, which includes a series of discussions, observations and assessments over a 12 week period. If a request for an EHC Plan is accepted, the final Plan should be issued within 20 weeks of the original request being received.

Following the introduction of the new system for the 2015/16 academic year, a number of issues and complaints were raised by service users. In July 2016, the Scrutiny Committee agreed to conduct a review of the EHCP process in an attempt to understand and make recommendations to resolve the concerns that had been raised.

## **2. Review Approach**

Members set out to have a better understanding of the process, and requested a meeting with Senior Officers to learn more. Members were also keen to meet with service users to hear about their experiences with the new system. The overall aim was to produce a report with the group's findings and recommendations to the Executive on how they believe the service could be supported. These are set out in the report.

## **3. Terms of Reference**

The terms of reference for the review was

To undertake a review of the Education, Health & Care Plan (EHCP) Service, ensuring the issues encountered during the 2015/16 academic year are resolved and that robust processes are in place to ensure that a good service is provided going forward.

## **4. Membership of the Scrutiny Task and Finish Group**

The review was carried out by

Councilors: K. Carter, R. Bowker, M. Cordingley, Mrs. P. Dixon, J. Harding and M. Young.

Co-Opted Member for Education Matters: Ms. Saadia Khan.

## **5. The EHCP Process**

There are three different strands of the EHCP process:

## EHC Needs Assessments

- New applications for an EHC Plan
- The process takes 20 weeks to complete
- 6 month wait to reapply for a plan (if rejected) in line with the national statutory guidance

## EHC Annual Reviews

- All current EHC Plans need to be reviewed and amended accordingly on an annual basis
- The Annual Review is a statutory requirement
- The Annual Review is shorter than a full application, lasting 14 weeks in total (the first 6 weeks is the 'Presentation Stage', with the actual assessment lasting 8 weeks after this)

## EHC Transfers

- Children / young persons with a Statement of SEN need to be transferred to the new EHC System
- The process takes 20 weeks to complete

## **6. Introduction of the new legislation and the resulting issues encountered during the 2015/16 academic year**

Under the new process, the EHCP Team confirmed that they encountered several issues. It was found that:

- There were issues with incomplete forms and information for all three strands
- The system in place at the time to capture the required information was substandard, which meant that a lot of resource was used to chase missing information, causing delays
- Schools had not fully understood what was expected of them and did not contribute in the ways that the service had hoped
- The writing of the EHCPs was initially outsourced, something that several Local Authorities had done nationally, however it was felt that the quality of the Plans would be of a better standard when done locally and were brought back in house
- It was nationally recognised that the timescale set were difficult to achieve

The service recognised there had been failings initially, however new processes are now in place and many of the issues have been resolved.

The Group feel that the Council was caught by surprise by these substantial changes, and that proper precautions had not been taken to ensure a smooth transition to the new system. The outsourcing of the writing of the EHCPs involved the sharing of confidential information about the families without their permission. When this came to light, some of the families found this extremely distressing. It was also extremely expensive for the Authority. The Group are pleased that this practice has ended, and the writing of the EHC Plans is now done by Trafford's EHCP Team.

## **7. Steps taken to address these issues**

In April 2016, a new EHCP Manager for Trafford was appointed. In September 2016, the Group met with the new EHCP Manager, the Interim Corporate Director, Children, Families and Wellbeing, and the Head of Service for Access and Inclusion to discuss their concerns. The Officers acknowledged that there had been issues when introducing the new process initially; however new and robust processes were now in place to ensure this would not happen going forward. Over the last year, the following actions have been undertaken:

- A new team structure is now in place and the Council have recruited well
- A mapping exercise was completed to map the whole system and process
- A full timetable has been created to ensure that the assessments, reviews and transfers are correctly managed and tracked (Appendix 1)
- New forms have been created for all three strands to ensure the correct information is being captured first time
- There is now a greater emphasis on coproduction with parents
- New ways for service users to contact the team have been introduced, making it easier for parents to raise any concerns they might have
- Training has been provided at all levels, and will be ongoing to ensure the new processes are embedded

## **8. Service User Experiences**

In January 2017, the Group met with several parents with varying experiences who had agreed to provide their views on the process of applying for / transferring to an EHCP. The Director of the Trafford's Parents Forum was also in attendance.

Several of parents had entered the process during the 2015/16 academic year, and most of these experiences confirmed the issues that were raised at that time. It was clear that some cases were not dealt with at the level of service the Council would expect to provide, and legitimate concerns about staff continuity and delays in issuing the Plans were raised. Members also felt that an important connection between the Council and the Trafford Parents Forum had been diluted, and recommended that both organisations work closer together going forward. Parents also raised their concerns about the outsourcing of the writing of the Plans, and felt that this was an error on the part of the Council.

Following the meeting with parents, the Group had the following observations / recommendations:

- If it is not already standard practice, all documentation relating to EHCPs should be provided to applicants in their initial pack. Although it is understood that all information is available on the Local Offer page of the Trafford Directory, the Group feel that as much information as possible should be provided directly to applicants as standard.
- The Group feels that there should be more information provided to parents on what the child or young person is eligible for in relation to education before they make an application. At present, parents are not sure what to apply for – Members feel that more transparency in this area would make the process less stressful for parents.

- Members feel that the system shouldn't be reliant on parents having to raise issues in order to obtain the services they want.

## 9. Current Situation

The Service recognises that there is still work to be done, but feel that the positive direction of travel demonstrates that the service has improved dramatically and will continue to do so. Following the new EHCP Manager's appointment in April 2016, a monitoring system was introduced to log parents' questions, queries and concerns (these are not formal complaints). As the table below demonstrates, the number of these queries has reduced substantially. April 2016 saw 19 queries raised, with only 3 raised in January 2017. Out of 39 queries raised since April 2016, only 3 were ongoing at the end of January 2017.

Month	No of Issues Raised	No of Issues Resolved	No of Issues Still Active
Apr-16	19	7	12
May-16	8	5	15
Jun-16	1	2	14
Jul-16	1	4	11
Aug-16	0	0	11
Sep-16	1	3	9
Oct-16	3	4	8
Nov-16	3	2	9
Dec-16	0	7	2
Jan-17	3	2	3
<b>Total</b>	<b>39</b>	<b>36</b>	<b>3</b>

The above figures should also be considered in the context that, at the end of February 2017, there were approximately 1500 children or young people with an EHC Plan or were going through one of the three different strands of the process.

In addition to the queries raised, the service has received 36 compliments from parents between September 2016 and January 2017.

It is also clear from the below that service delivery has improved significantly over the past year.

Year 6 completion in time for 15<sup>th</sup> February 2016 = 25%

Year 6 completion in time for 15<sup>th</sup> February 2017 = 80 %

Year 11 completion in time for 31<sup>st</sup> March 2016 = 0%

Year 11 completion in time for 31<sup>st</sup> March 2017 = projected 60% (currently at 25%)

Year 12/13 Transfers – 100% completed by March 2017 as requested by DFE

### New Team Structure

The team has now been split into two phases:

Phase One: 0 - 14 years old

Phase Two: 15 - 25 years old

The EHCP Manager has a deputy responsible for each phase, both of which provide the Manger with regular progress updates. Every EHC Plan is reviewed by the deputies and the manager to ensure adequate scrutiny is undertaken before they are signed off.

The service has recently filled the one vacant position on the EHCP Team (this person is expected to start in in April 2017), which means they will have a full complement of staff for the first time since April 2016. The team's staff are currently on temporary contracts. The EHCP Manager stressed the importance of administrative support – the team currently operates with one general admin assistant, and one financial admin assistant, who are responsible for all of the team's administrative duties.

Members were keen to know the EHCP Manager's views on what was required in the team's structure to ensure that the service is effective going forward. The EHCP Manager suggested the following:

- That the current positions be changed from temporary posts to be permanent posts
- Raising the amount of administrative support posts from two to four - two for each phase, which would ensure that the EHCP Co-ordinators could focus entirely on the work of co-ordinating the plans themselves.

The Group strongly support these suggestions and would ask that the Executive take them into consideration.

### Co-Production

A bigger emphasis is now put on ensuring that parents are an integral part of the process, with co-production championed. Some service users felt that there was not enough emphasis on this when the new system was introduced.

### Funding Restructure

The service's Senior Officers, in conjunction with the EHCP Manager, are currently considering a revised funding structure of the EHC Plans to be more specific. Under the current structure they feel that the funding bands are too wide, meaning some plans might receive more funding than required, with others not receiving enough. Under the new structure, the introduction of more funding bands with a narrower range would allow this to be more focused. This would make the funding more accurate and efficient, leading to a better management of the service's budget. It was suggested that the revaluating of the funding for current EHPs could be done at the EHCP review stage, meaning the additional work would be kept to a minimum.

### SENCO Champions

A better understanding of the EHCP process and when referrals should be made is required by schools in the borough. Trafford is currently above the assessing average, meaning we are receiving a relatively high number of EHCP Assessment referrals for cases that could be dealt with by the school and their resources.

The EHCP Manager has suggested introducing a system of appointing 'SENCO Champions', who would be responsible for cascading the correct information out to schools, as well as assisting with the completing of application forms and other procedural queries. They would be invited to take part in the scheme on a voluntary basis, provided training, and would then advise schools on the correct processes. It is important that schools understand the criteria for referring a case to the EHCP Team. Reducing the amount of incorrect referrals will help the service run more efficiently and enable them to focus their resources effectively.

## **10. Risks to be monitored**

The new legislation means that the scope of the EHCP has gone from 5-16 year olds (under the old SEN system), to cover children and young people between the ages of 0-25. Although the 0-5 cohort will be relatively small, they could be part of the system until they are 25 meaning a much longer period of required support. Also, the 16-25 cohort will continue to grow year on year as more young people transition beyond the age of 16 –under previous legislation they would have ended their journey through the SEN system at this point. No new funding has been provided to account for these additional persons that the Local Authority is required to assist.

## **11. Ensuring that the progress that has already been made continues**

The Group are satisfied that considerable progress has been made since the issues encountered during the 2015/16 academic year, and are keen to ensure that the changes made over the 9 months remain embedded and that progress continues to be made. The Group would like to make the following recommendations:

Recommendation 1 – That the Executive support the EHCP Manager's team restructure proposals in section 9 of the report, including authorising the additional administrative assistant positions requested.

Recommendation 2 – That the working relationship between the Council and Trafford Parents Forum be championed and encouraged.

Recommendation 3 – That applicants be provided with as much information as possible at the start of the EHCP process, including the options available to them in relation to education (see section 8 of the report).

Recommendation 4 – That the Executive support the scheme of adopting SENCO Champions to encourage good practice in schools.

Recommendation 5 – That the Executive support the proposals to amend the EHCP funding structure, ensuring that the service's budget is managed in the most efficient way possible.

## **12. Summary**

There is no question that serious issues were encountered in the early stages of adopting the new EHCP system, demonstrated by the concerns raised by parents when going through the process during the 2015/16 academic year. However, Members are confident that the service has improved dramatically over the last year and that the direction of travel is now positive. The new leadership, structure and



processes give the Group confidence that the issues encountered are on the way to being resolved. The Group would urge the Executive to consider the above recommendations and provide the service its full support to ensure that the recent changes are embedded, and the service improved as a result.

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## What to Expect and When during an EHC Needs assessment

Week 0 - 2	Quality Assurance	<p>School Referral – the SENCO will apply via online system called Liquid Logic. LA will send an acknowledgement letter/email to parents to acknowledge LA have received it, and that it is going to be heard at TAP.</p>	<p>Parent/other referral – the paper application is received via post/email. LA upload onto system, and send parents an acknowledgement letter to confirm LA have received it, and when it should be heard at TAP. A senior caseworker may contact parent to discuss your application with you in more detail.</p>
Week 2 - 6	Trafford Assessment Panel = TAP	<p>Members discuss new cases on the agenda with threshold criteria to help and record views</p>	
<p><b>Decision AGREE TO ASSESS</b></p> <p>The TAP panel recognise that your child’s SEND should be assessed through a Needs Assessment, in order to find out more information as to the level of difficulty.</p>		<p><b>Decision NOT TO ASSESS at this time.</b></p> <p>The TAP panel recognise that child’s needs can be met within school resources and at SEN support with Element 2 funding. More evidence or information is needed. Parents will receive a letter explaining this and giving rights of appeal. Another application can be made in 6 months</p>	
5 - 11	Assessment & Info Gathering	<p>Parents receive an email or telephone call from your designated EHC coordinator. This person will be point of contact throughout the whole process. The EHC coordinator (EHCCO) will book in a meeting with parents and professionals to discuss provision and outcomes.</p> <p>The EHC coordinator will be asking professionals for reports and information. An Educational Psychologist will arrange to meet CYP.</p>	
14 - 16		<p>The EHC coordinator will attend an EHC meeting to look at the plan so far, and discuss outcomes and provision with parent.</p>	
13 - 16	MAR Panel	<p>The draft plan will be submitted to the <sup>MAR</sup> Moderation and Resource Group. The core members will make recommendations and agree outcomes, type of placement and suggested funding.</p>	
<p><b>YES to Issue a plan.</b> The outcomes and provision will be added into the plan. Parents sent a draft to have a look at.</p>		<p><b>No to Issue a plan</b> because the assessment has shown that needs can be met by schools resources at SEN Support. Parents receive all the reports LA have gathered as a result of the assessment, and school can use these to write an Element 2 Support Plan.</p>	
16	Final	<p>Parents receive a draft plan where section I will be blank and have 15 days to make any final representations and confirm the preferred education options. Details will be included in a letter.</p>	
17		<p>The EHC coordinator will consult for a placement and discuss this with parent</p>	
18 20		<p>Parent receives the final plan. This now takes over as the legal document regarding special education needs and must be recognised by educational provider. If disagree with the contents parents have a right to appeal. This information will be given to via letter</p>	

## What to expect and when during an EHC transfer

Preparation Stage	0	<p>The LA will send a formal letter to school and parents notifying them of key dates. This will be two weeks in advance of starting the process. EHC Coordinator (EHCCo) will be given a list of all required transfers by name. The Yearly Transfer Planner is available on the local offer to show which year groups will be transferring in advance to pre-plan any meetings</p> <p>EHCCo contact all parents and schools in advance of the meeting, explain the forms to parents and schools - TR1 – 5</p> <p>LA will need to collect as much information from the school as possible. The educational advice is crucial to developing sections B, E and F of the plan and replaces the old 'app b'.</p> <p>Any staff involved with the child should be asked to contribute to create a detailed report. This will include a summary statement and four detailed sections under the areas code of practice. Parents may need support completing their sections. It is important LA receive as much information from the family, child and professionals as possible.</p> <p>Parents elect how they want Child Views to be completed. This can be done at home with parent or at school with a familiar member of staff. LA can only accept the TR forms via the <a href="mailto:ehcschools@trafford.gov.uk">ehcschools@trafford.gov.uk</a></p> <p>SENCO plans a meeting and EHCCo attends. The meeting must take place before week 7. Once parent's forms received EHCCo send out formal information requests for those people involved. Informal notifications will have already been sent so any team manager should be aware of children's names already.</p>
	1	<p>EHCCo will need to start collecting the transfer forms as they arrive on <a href="mailto:ehcschools@trafford.gov.uk">ehcschools@trafford.gov.uk</a>. Before EHCCo attends meeting, they collated information from TR1 – 5 onto an 'outlined' EHC plan (new version). Attach the forms and evidence to liquid logic. Send a reminder if for missing forms</p>
	2	
	3	
	4	<p>This is the last date to receive forms <a href="mailto:ehcschools@trafford.gov.uk">ehcschools@trafford.gov.uk</a></p>
Meeting Stage	5	<p>Follow the meeting agenda. EHCCo collects</p> <ul style="list-style-type: none"> <li>• an up to date provision map</li> <li>• an expected provision map if school feel there may be changes in the year ahead</li> <li>• idea of the current outcomes the child is working to</li> <li>• SEN support plans and any reports</li> </ul> <p>The school should host the meeting and this will be run in the usual child centred way focusing on outcomes and provision. Guide to a Transfer Agenda on the local offer to follow. EHCCo's gather and record all the information and discuss key transitions for CYP in year 5, 8, 9 and 11. Parents must be told where their qualifying school is and which school is their preferred choice.</p>
	6	
	7	
Co-production stage	8	<p>EHCCo sends out the request for professional information for all those involved and starts co-writing the EHC plan on liquid logic. EHCCo sends the plan back and forth and contacts people for more information. Updates liquid logic as information arrives. Check for SEND admissions form.</p>
	9	
	10	
	11	
	12	<p>If new placement or provision needs to be considered, EHCCo puts the draft EHC back through MAR group. The draft EHC will be looked at and confirmation will be agreed. This is the last date at which LA can decide not to go ahead with the EHC. If this happens, EHCCo will arrange to meet parent to explain the reasons.</p> <p>EHCCo sends a final draft plan to parents with a formal letter. Once the parents are happy with the plan and no further amendments can be made, the draft plan will go back through MAR. EHC Manager will sign the plan off and the BSO will consult with schools and the Governing body for a place at the school based on the needs in the plan.</p> <p style="text-align: center;">This is the last time we will be able to amend the plan</p>
	13	
	14	
	15	
	16	
	17	
18		
Final stage	19	<p>EHCCo will put a copy of the final plan to update on liquid logic. From this time the statement is no longer valid and the new EHC plans takes over as the legal document in which the child's Special Educational Needs are recognised.</p>
	20	

	Autumn Term				Spring Term				Summer Term			
	Year 11		Year 6		Nursery + ½ Year 2 other		Year 9		Year 12		½ Year 2	
Pre Transfer 2016 -2017	0	July 1st letters sent to sch and parents Prep Info and dates										
01/09/2016	1	Sch Report TR4/5 & Parents TR1/2 LA Request	0	letters sent to sch and parents Prep Info and dates								
08/09/2016	2	Reports TR3										
15/09/2016	3											
22/09/2016	4	Submit TRS to LA for prep										
29/09/2016	5	Assessment Summary										
06/10/2016	6	Meetings focus on provision and outcomes	1	Sch Report TR4/5 & Parents TR1/2 LA Request Reports TR3		letters sent to sch and parents Prep Info and dates						
13/10/2016	7		2									
20/10/2016	8	CW writing Plan	3									
27/10/2016	9	Consults Parent and school	4	Submit TRS to LA for prep								
03/11/2016	10		5	Assessment Summary								
10/11/2016	11		6	Meetings focus on provision and outcomes	1	Sch Report TR4/5 & Parents TR1/2 LA Request Reports TR3						
17/11/2016	12		7		2							
24/11/2016	13		8		3							
01/12/2016	14	decision to issue - Draft completed and sent –	9	CW writing Plan Consults Parent and school	4	Submit TRS to LA for prep		letters sent to sch and parents Prep Info and dates				
08/12/2016	15	Parent consult	10		5	Assessment Summary						
15/12/2016	16	Schools consult	11		6	Meetings focus on provision and outcomes						
22/12/2016	17	Final Amendments	12		7							
29/12/2016	18	QA and sign off	13		8							
05/01/2017	19	Transport and Provision checks	14		9	CW writing Plan Consults Parent and school	1	Sch Report TR4/5 & Parents TR1/2 LA Request Reports TR3				
12/01/2017	20	Final Plan	15		10		2					
19/01/2017			16	decision to issue - Draft completed and sent –	11		3					
26/01/2017			17	Parent consult	12		4	Submit TRS to LA for prep		letters sent to sch and parents Prep Info and dates		letters sent to sch and parents Prep Info and dates
02/02/2017			18	Schools consult	13		5	Assessment Summary				
09/02/2017			19	Transport and Provision checks	14		6	Meetings focus on provision and outcomes				
16/02/2017			20	Final Plan	15		7					
23/02/2017				decision to issue - Draft completed and sent –	16		8		1	Sch Report TR4/5 & Parents TR1/2 LA Request Reports TR3	1	Sch Report TR4/5 & Parents TR1/2 LA Request Reports TR3
02/03/2017				Parent consult	17		9		2		2	
09/03/2017				Schools consult	18		10		3	Submit TRS to LA for prep	3	Submit TRS to LA for prep
16/03/2017				Transport and Provision checks	19		11	CW writing Plan Consults Parent and school	4		4	
23/03/2017				Final Plan	20		12		5	Submit to LA for prep	5	Submit to LA for prep
30/03/2017							13		6		6	
06/04/2017							14		7		7	
13/04/2017							15		8	Assessment Summary	8	Assessment Summary
20/04/2017				decision to issue - Draft completed and sent –	16		16		9	Meetings focus on provision and outcomes	9	Meetings focus on provision and outcomes
27/04/2017				Parent consult	17		17		10		10	
04/05/2017				Schools consult	18		18	CW writing Plan Consults Parent and school	11		11	CW writing Plan Consults Parent and school
11/05/2017				Transport and Provision checks	19		19		12		12	
18/05/2017				Final Plan	20		20		13		13	
25/05/2017									14		14	
01/06/2017									15		15	
08/06/2017				decision to issue - Draft completed and sent –	16		16		16		16	decision to issue - Draft completed and sent –
15/06/2017				Parent consult	17		17		17		17	Parent consult
22/06/2017				Schools consult	18		18		18		18	Schools consult
29/06/2017				Transport and Provision checks	19		19		19		19	Transport and Provision checks
06/07/2017				Final Plan	20		20		20		20	Final Plan

## What to expect and when during an Annual Review

	Timeline	Actions
Presentation Stage	6 weeks in before meeting	<p>SENCO sends out invitation requests and completes AR3 with names and reports as received.</p> <p>SENCO</p> <ul style="list-style-type: none"> <li>Requests parents complete AR2 and CYP completes AR1</li> <li>Completes AR4 Progress Report from school with detailed information. Collates evidence to support AR4.</li> <li>Requests new information from within last 12 months – reports, assessments, tests observations etc.</li> </ul>
	2 weeks before meeting	<p>EHCCO only attends year 5,6,9, and 11 (and year 2 only if new setting)</p> <p>SENCO sends AR1 to AR4 to EHCCO via Liquid Logic</p> <p>EHCCO acknowledges receipt and confirms attendance if applicable.</p> <p>EHCCO sends letter to parents confirming date and time and attendance or not.</p>
Meeting Stage	Week 0 The Meeting	<p>School should host meeting (CofP) but EHCCO ensures key information is discussed. Follow agenda from Local Offer.</p> <p>SENCO should complete AR5 during and after meeting to summarise discussions and recommendations. EHCCO cannot make recommendations or decisions in meeting or pre-empt outcomes from MAR</p>
Co-Production Stage	Week 1-2	<p>EHCCO ensures receipt of completed AR5. Contact SENCO to confirm recommendations and discussions are clear and specific. Contacts parents to discuss amendments and discussions. EHCCO completes MAR sheet and submits EHC Plan, AR docs and reports to MAR Group.</p>
	Week 3 to 4	<p>MAR discuss amendments and actions needed from annual review. BSO will send an amendment notice letter to parents and school.</p> <p>EHCCO follow recommendations from panel and amend plan where applicable. If consultation for new place, BSO send consultations and manage responses.</p>
Final Stage	Week 4 to 8	<p>EHCCO make final amendments in conjunction with parents and CYP if applicable. Draft EHC Plan through MAR for final agreement and sign off by EHC manager. BSO sends to parents with rights of appeal.</p>

## TRAFFORD COUNCIL

**Report to:** Scrutiny Committee  
**Date:** 22 March 2017  
**Report for:** Approval  
**Report of:** Scrutiny Committee Task and Finish Group: Review of the Joint Venture Contract between Trafford Council and Amey

### Report Title

**Scrutiny Committee Task and Finish Group: Review of the Joint Venture Contract between Trafford Council and Amey.**

### Purpose

The 4<sup>th</sup> July 2015 saw the commencement of the Joint Venture Contract between Trafford Council and Amey for the delivery of Environmental, Highways, Professional, Technical and Infrastructure Services in the borough.

In July 2016, with the contract entering its second year and the 12 month 'bedding in period' at an end, Members felt it was necessary to review the progress made so far and provide insight on how they believe the partnership could be improved.

### Recommendations

That the recommendations set out below be endorsed by the Scrutiny Committee for referral to the Executive:

Recommendation 1 – That the Communications Proposals in Appendix 1, incorporating the suggested changes in section 5 of the report, be implemented.

Recommendation 2 – That a quarterly report detailing performance against the KPIs set as part of the Joint Venture Contract be provided to the Executive for monitoring purposes (section 6 refers).

Recommendation 3 – That steps be taken to encourage smarter working in relation to leaf clearance, as detailed in section 7 of the report.

Recommendation 4 – That the CRM system be improved as per the suggestions made in section 8 of the report.

Contact person for access to background papers and further information:

Name: Chris Gaffey

Extension: 2019



## **1. Background**

The 4<sup>th</sup> July 2015 saw the commencement of the Joint Venture Contract between Trafford Council and Amey for the delivery of Environmental, Highways, Professional, Technical and Infrastructure Services in the borough.

At the Scrutiny Committee meeting on 6 July 2016 Members were invited to put forward their suggested topics for a Task & Finish Group review during the municipal year. The suggested topics were discussed with the Chairman of the Committee, and it was agreed that a review of Joint Venture Contract and its progress would be undertaken. The contract had been running for over 12 months which was considered to be the agreed 'bedding-in period', and Members felt it was necessary to review the progress made so far and provide insight on how they believe the partnership could be improved.

## **2. Terms of Reference**

The terms of reference for the review was

To undertake a review of Joint Venture Contract between Trafford Council and Amey and its progress for the delivery of Environmental, Highways, Professional, Technical and Infrastructure Services in the borough, specifically focusing on the following topics:

- i) Contract Specifications
- ii) Communications (Including Responsiveness)

## **3. Membership of the Scrutiny Task and Finish Group**

The review was carried out by

Councillors: S. Adshead, R. Bowker, C. Boyes, M. Cordingley, Mrs P. Dixon, J. Holden, D. Hopps and M Young.

## **4. Review Approach**

Following initial meetings, it was agreed that the investigation would be broken down into two sub-topics; 'Contract Specifications' and 'Communications (Including Responsiveness)', allowing more detailed focus on these specific areas. Group Members were asked to register their interest in the area they would like investigate, with the sub groups expected to report their findings back to the full group for discussion. It was agreed that the overall aim would be to produce a report with the Group's findings and make recommendations to the Executive on how the Partnership could be improved.

A number of meetings took place between Group Members, the Executive Member for Economic Growth, Environment and Infrastructure, the Deputy Executive Member for Economic Growth, Environment and Infrastructure, the Deputy Chief Executive, the Director of Growth and Regulatory Services, and the Director of Legal and Democratic Services.

The Group's findings are presented in sections 5 to 8 below, with the final recommendations set out in section 9.

## **5. Communications Proposals**

The Group welcome the Communications Proposals set out in Appendix 1, but recommend the following changes be made:

- The communications to Members should include information on all aspects of the contract (including leasing, capital programme etc.), not just the operational aspects.
- As well as highlighting successes, the monthly email update should provide detail on targets / KPIs that have not been achieved, including the reasons for this. Members feel that more transparency in this area is required.
- The daily updates (in section 3 of appendix 1) should also be sent via email, as some Members do not use Twitter.

## **6. Performance Reporting**

The Group feel that Members do not receive the appropriate level of information in relation to performance, making it difficult to monitor the progress of the contract. The Group would like much more clarity and transparency in this area, and recommend the following actions be taken:

- A quarterly report on performance against the set KPIs to be provided to the Executive. Due to the commercially sensitive information in the report, the Group acknowledge that this might fall under 'exempt information' and would therefore be considered as a Part II item.
- As well as the above, the Executive should be alerted to any instances where financial penalties are incurred by Amey if the KPIs are not met to a satisfactory level (again, the Group acknowledge that this could be considered as a Part II item).

## **7. Smarter Working**

Members have experienced several issues in relation to the leaf clearing service, with examples of some roads requiring multiple visits to complete the work. Members would like to recommend that the following actions be taken in known 'hotspots' where it is difficult to complete leaf clearing work:

- That a round of leafletting be undertaken in advance to advise of the upcoming work and the requirement for cars to park elsewhere, targeting cars currently parked on the road as well as surrounding houses and businesses.
- Placing cones in empty spaces in readiness for completing the work.
- Making connections with Community Champions who would be better placed to organise / coordinate this locally, giving Amey a better opportunity of performing the clearances.

## **8. CRM System**

The Group feel that the CRM system is not working to a satisfactory level, and recommend that a review of the system is undertaken to address the following concerns:

- Take steps to have a function to reopen cases which have been marked as 'complete' incorrectly. Currently, if a case is closed but the work has not been completed, a new case has to be opened. This could mean that performance reporting is inaccurate.
- The Group feels that the interface between Amey and the CRM needs reviewing to ensure Amey are receiving all the information they require when an issue is initially logged. The Group feels that residents find they system complicated, and many cases are not followed up on due to 'the resident not providing the required information'.
- Following on from this, some residents have advised Members that they are not receiving satisfactory responses after logging a report. The Group would ask that improvements are made to ensure that prompt and a satisfactory response is provided following the logging of all reports.

## **9. Summary**

The Task and Finish Group ask that the Scrutiny Committee endorse the following recommendations to the Executive:

Recommendation 1 – That the Communications Proposals in Appendix 1, incorporating the suggested changes in section 5 of the report, be implemented.

Recommendation 2 – That a quarterly Part II report detailing performance against the KPIs set as part of the Joint Venture Contract be provided to the Executive for monitoring purposes (section 6 refers).

Recommendation 3 – That steps be taken to encourage smarter working in relation to leaf clearance, as detailed in section 7 of the report.

Recommendation 4 – That the CRM system be improved as per the suggestions made in section 8 of the report.

## Appendix 1

### Communicating with Elected Members

#### 1. Quarterly Newsletter

A quarterly newsletter will be emailed to all Elected Members; detailing partnership successes in the previous quarter as well as promote upcoming initiatives, including those with Friends of Parks Groups. Specifically, the newsletter will cover:

- Resident feedback (compliments)
- Twitter feedback
- Fly-tipping
- Grounds maintenance including parks
- Capital programme for highways
- LED street light programme
- Capital programme for play areas
- Community involvement and upcoming events/campaign e.g. Recycle Week 2017
- Leafing schedule (winter months)

The quarterly newsletter will include pictures where appropriate to illustrate successes and progress achieved.

Engagement with resident – To improve visibility with residents, the newsletter will be emailed to contacts including:

- Friends of Parks Groups (where groups agree to receive this)
- Trafford Council's Community Partnership's team
- In-bloom groups (where groups agree to receive this)
- Trafford Housing Trust and other social housing providers

#### 2. Monthly email update

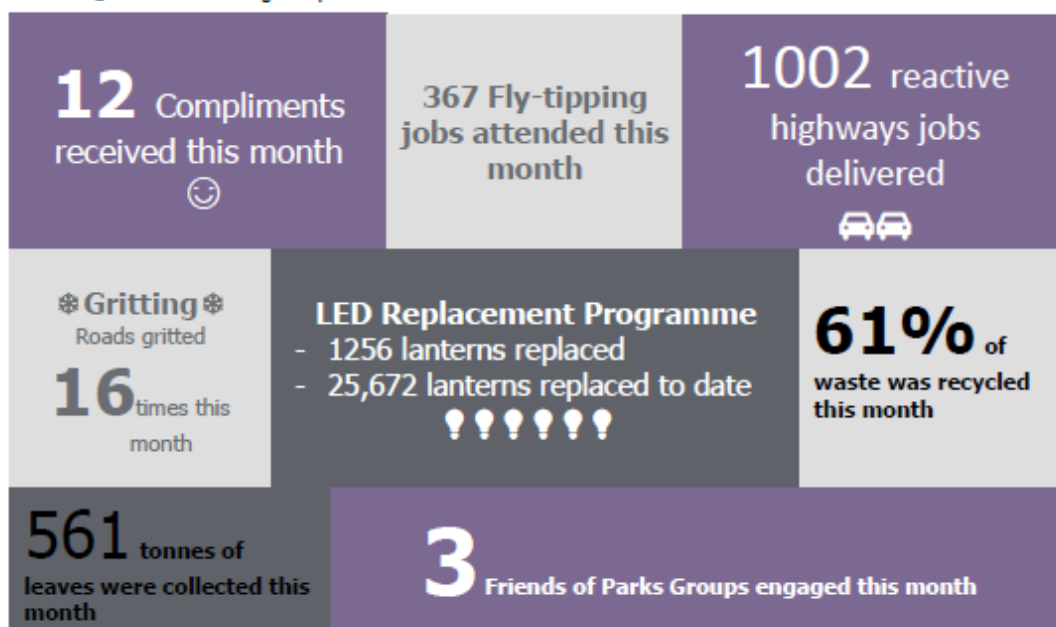
A monthly update will be emailed to all Elected Members to inform them on what has been achieved and what will be delivered in the new month. In the form of an info-graphic, the update will cover what has been achieved. This will change

depending on the time of year to reflect work programme patterns, but will include:

- Number of compliments received
- Number of reactive highways jobs undertaken
- Number of gritting days (over winter months)
- % recycling rate
- Tonnes of leaves collected (over leafing programme period)
- Number of LEDs lanterns replaced
- Number of Friends of Parks groups engaged

## Elected Members Update – December 2016

Follow us on twitter at @OneTrafford for regular updates.



The monthly update will also highlight work programmes to be delivered in the new month. This will list works to be delivered and which locations/wards these will be taking place. This will change depending on the time of year to reflect work programme patterns, but will include:

- Parks play area capital programme
- Parks winter maintenance programme (over winter months)
- LED replacement programme

### Upcoming work programmes in January 2017

The following programmes are being delivered next month:

**1. Parks play area capital programme**

Next month, the capital programme will continue refurbish play areas in a number of parks:

- a. Abbotsfield Park – play area refurbishment
- b. Davyhulme Park – installation of skateboard Park
- c. Stamford Park – refurbishment of tennis courts

**2. Parks winter maintenance programmes**

Winter maintenance works is continuing; removing leaves, cutting hedges and prepping planting beds for seeding. Next month, works will be delivered in the following parks:

- a. Hullard Park
- b. Stamford park
- c. Ashton Park
- d. Denzel Gardens

**3. LED replacement programme**

Work on the LED replacement scheme continues. In December 1256 LED Lanterns were installed. Cumulative to the end of January 14,900 lanterns have been replaced. The street lighting schedule continues to remain on programme.

Ward (this January)	Scheduled Ward (next month)
<ul style="list-style-type: none"><li>• Stretford</li><li>• Priors</li><li>• Ashton under Mersey</li><li>• Bucklow St Martins</li><li>• Flixton</li></ul>	<ul style="list-style-type: none"><li>• Priors</li><li>• Ashton under Mersey</li><li>• Bucklow St Martins</li><li>• Saint Marys</li><li>• Brooklands</li></ul>

This will allow elected members to see what work programmes have been scheduled to be delivered in their respective wards over the coming month.

### 3. Daily updates

Daily updates will be available to Elected Members in the following ways:

#### Twitter

The One Trafford Partnership has a twitter account [@OneTrafford](#). Twitter is used to tweet several times a day; promoting a mixture of recycling messages and other activities such as

- Leaf clearance
- Fly-tipping removal
- Highway resurfacing
- Highway gritting
- Friends of Parks activities

Elected Members who have a Twitter account are encouraged to following [@OneTrafford](#) for daily updates. A reminder to follow the partnership on twitter will

be included in the monthly update and quarterly newsletter.

**Work programme update - leafing**

Over the winter months, daily leafing updates will be provided to Elected Members in the form of an email. The update will provide information on streets cleared the day before and wards to be attended on the day of the update.

**Winter service – gritting**

Over the winter months, gritting updates will be provided on days where the gritting vehicles will be gritting all major routes in the borough.

When the decision is made to grit, an update will be sent to Elected Members, stating when the gritting vehicles are scheduled to grit.

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## TRAFFORD COUNCIL

**Report to:** Executive  
**Date:** 26 June 2017  
**Report for:** Decision  
**Report of:** Executive Member for Housing and Strategic Planning

### Report Title

**Warrener Street Site, Sale Moor**

### Summary

In December 2015 the Leader of the Council rejected a proposal to dispose of the Council owned Warrener Street Car Park to Kirkland Developments Ltd for a proposed 1,615 sq.m foodstore.

In June 2016 the Council commissioned Cushman and Wakefield to undertake an Options and Feasibility Study of the car park site, and adjoining third party land. The completed Study has identified a preferred option for a mixed use scheme which is deliverable and best serves local economic need and the aspirations of the community.

Following completion of the Study, the Council needs to identify the optimum delivery approach for the site, particularly in the context of its Investment Strategy.

### Recommendation(s)

The Executive are recommended to approve that:

- The preferred option of the Warrener Street Options and Feasibility Study will form the Council's strategy to take forward the Warrener Street site.
- The Director of Growth and Regulatory Services be delegated authority to progress the delivery strategy for the site and enter discussions with third party land owners.
- The site be added to the Land Sales Programme once the delivery strategy is confirmed.

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

**Name:** Mike Reed (Strategic Growth Manager)  
**Extension:** x 4924

Appendix One: Warrener Street Options and Feasibility Study (March 2017)

**Background Papers:**  
None

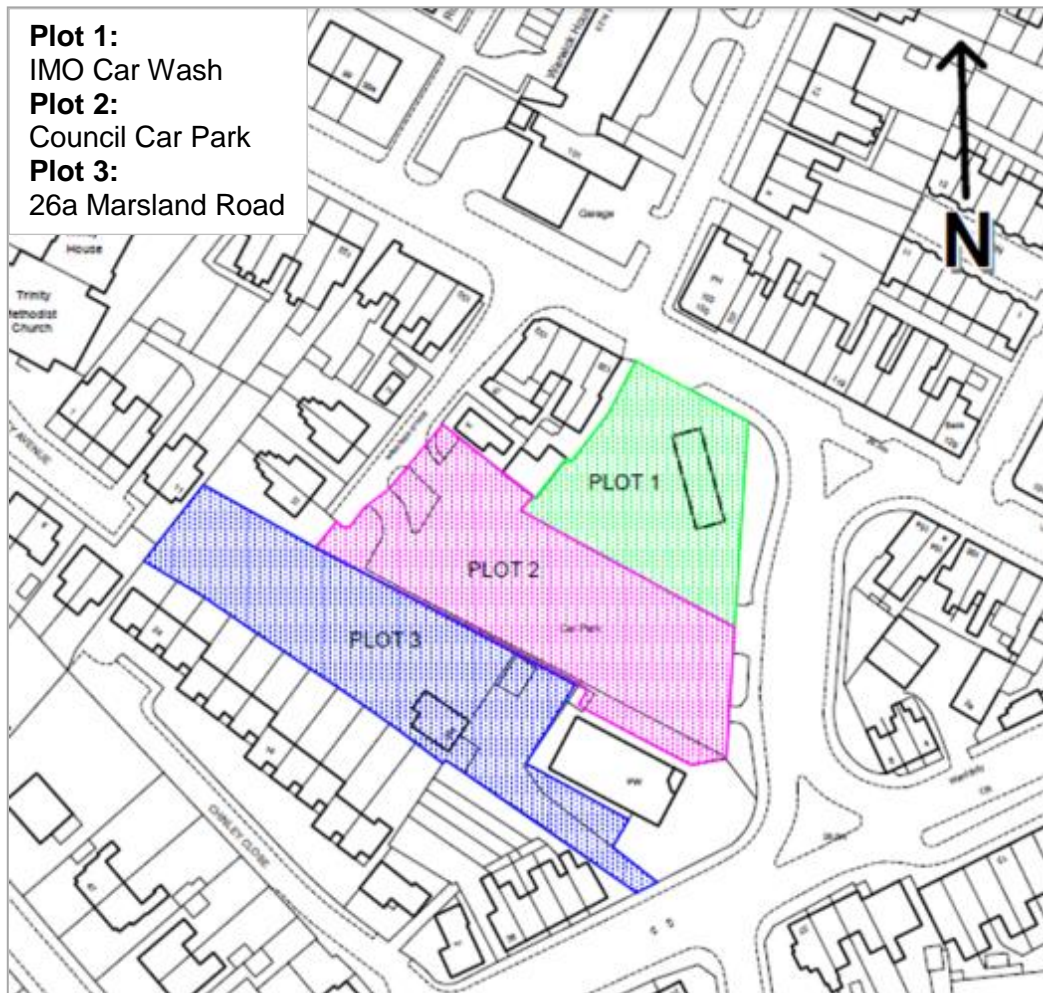
*Implications:*

Relationship to Policy Framework/Corporate Priorities	The proposed development of the Warrener Street site supports the Council's corporate priority for Economic Growth and Development and the delivery of the adopted Trafford Local Plan: Core Strategy.
Financial	There is potential for the generation of a capital receipt from the sale of the site, although specific financial implications are not yet quantified and will be developed alongside the delivery strategy by the end of September 2017.
Legal Implications:	None as a consequence of this report.
Equality/Diversity Implications	None as a consequence of this report.
Sustainability Implications	The delivery of development on the site will need to meet current policy in relation to sustainability.
Resource Implications e.g. Staffing / ICT / Assets	Existing staff resources have been identified to support the delivery of the site. The development of the car park will provide a mechanism for the Council to maximise the potential of its asset.
Risk Management Implications	A specific risk register for the delivery of the site will be prepared as the project progresses.
Health & Wellbeing Implications	The potential inclusion of a new health centre within the development would support improved health and wellbeing.
Health and Safety Implications	None as a consequence of this report.

## 1.0 Background

- 1.1 The Warrener Street Car Park is owned by Trafford Council and provides 93 surface level car parking spaces in Sale Moor District Centre.
- 1.2 In December 2015 Kirkland Developments Ltd submitted a planning application (87339/FUL/15) for the development in Sale Moor of a 1,615 sq.m food store and two residential units on land encompassing the Warrener Street car park, the IMO car wash, and 26a Marsland Road (a private dwelling on a large plot). Prior to this submission there was considerable public opposition expressed in relation to the proposed development from both the residents and traders of Sale Moor. The Kirkland planning application was subsequently approved by Trafford Council Planning Committee in June 2016.
- 1.3 The Leader of the Council rejected a proposal for the Council to dispose of the Warrener Street Car Park site to Kirkland in December 2015, and requested that an options appraisal for the site be completed to consider potential development opportunities and undertake consultation with the local community.

**Figure 1: Warrener Street Site**



## 2.0 Options and Feasibility Study

- 2.1 In June 2016 the Council commissioned Cushman and Wakefield to undertake an Options and Feasibility Study incorporating the Council owned car park and privately owned the IMO car wash and 26a Marsland Road sites. The Study has scoped,

developed and assessed a range of options against set criteria to identify the approach which best serves the local economic need and aspirations of Sale Moor, whilst recognising that any development will need to be attractive to the market, viable and deliverable.

- 2.2 The initial emerging options developed by Cushman and Wakefield were tested with local residents and businesses at public consultation in September 2016. The initial public consultation did not identify a single preferred option for the site but did reveal key aspirations and concerns. In response to the feedback received, a number of further development options were prepared which better met local objectives but remained deliverable; these final options were presented at a second public consultation event in November 2016.
- 2.3 The final options tested at this event were:
- Option 1 - Do Nothing
  - Option 2 - Approved Kirkland Scheme
  - Option 3 - Revised Kirkland Scheme (incorporating a smaller food retailer)
  - Option 4 - Mixed Use Scheme
  - Option 5 - Leisure Use
- 2.4 A total of 63 responses were received which ranked these options in order of priority as follows:
1. Mixed Use / Do Nothing
  2. Leisure Use
  3. Revised Kirkland Scheme
  4. Approved Kirkland Scheme
- 2.5 Whilst the do nothing option scored highly, there is recognition from residents and stakeholders that this does not bring any additional benefits to Sale Moor. Furthermore, it is unlikely to be a long term solution given the aspirations of the landowners of the adjoining plots and it is considered that the car park is likely to continue to be of interest to developers in the medium to long term.

### ***The Preferred Option***

- 2.6 The findings of the Study demonstrate that the approved Kirkland scheme does not meet the aspirations of the local community and an alternative preferred option has therefore been identified that better meets the options assessment criteria as a whole.
- 2.7 From the final options testing, Cushman and Wakefield developed a preferred option for the potential development of the Warrener Street site based on Option 4. This has been identified as the preferred option that best meets both the assessment criteria in terms of deliverability, viability and regenerative benefit to Sale Moor, whilst supporting the aspirations of the majority of local residents and businesses who responded to the consultation.
- 2.8 The preferred option is illustrated in Figure 2 below and incorporates:
- A new convenience food store (c.460 sq.m)
  - 16 new homes (8 x 2 bed apartments and 8 x 3 bed semi-detached)

- 50 public car parking spaces (plus staff and resident parking)

**Figure 2: Warrener Street Preferred Option**



2.9 The preferred option retains some degree of flexibility to respond to market interest and remain viable. For example, potential has been identified for a health centre at the site driven by the Trafford Clinical Commissioning Group’s (CCG’s) emerging aspirations and this could be incorporated into any mixed use scheme in the future. The local community and stakeholders will be consulted further as the detail of any mixed use scheme for the site is progressed.

2.10 The preferred option was subject to a further round of public consultation in January 2017. Respondents made broadly positive comments in relation to the preferred option, although it was noted that concerns remain regarding the potential highways impact. These issues would be dealt with as part of any future planning application process in relation to the site.

### 3.0 Delivery Strategy

3.1 The completed Study has demonstrated that development of the Warrener Street Car Park site is likely to be undeliverable in isolation, and third party land will be required to deliver the preferred option (i.e. the IMO car wash, land fronting 10 Warrener Street and/or 26a Marsland Road). In identifying the optimum delivery option the Council needs to consider the site in the context of its Investment Strategy and determine:

- The role the Council wants to take in supporting development at the site.
- The level of control sought over development outputs.
- Any potential for prudential borrowing.
- The appetite to risk.
- The desire to secure any new revenue streams.

3.2 There are three broad options available to the Council in progressing delivery of development on the site. These options are set out in Table 1 below:

**Table 1: Delivery Options**

<b>Delivery Option</b>	<b>Summary</b>	<b>Suitability</b>
<b>1. Direct Development</b>	The Council would need to acquire plot 1 and/or plot 3 and potentially land fronting 10 Warrener Street by negotiating an offer to purchase third party land ownerships and assemble a site for a comprehensive redevelopment with the car park. The Council could then directly procure a developer / contractor via a competitive tendering process to bring the site forward according to the Council's specification. On completion the development could be sold or let.	This option would allow the Council to retain full control of the development in accordance with its objectives and also influence the pace and timing of delivery. However, there would be significant cost implications in the short term and the Council would carry all the financial risks associated with the development. The Council would have the opportunity to generate a long term revenue stream (e.g. from rental income or ground rents) and/or a capital receipt.
<b>2. Joint Venture / Special Purchaser</b>	The Council would need to agree an approach to development with the owner of plot 1 and/or 3 and potentially land fronting 10 Warrener Street as part of a joint venture or special purchaser arrangement subject to a development agreement. The site could then be brought forward for a comprehensive redevelopment. On completion, the development could be sold or let.	Under this option the Council would not have full control of the development although it could set out agreed requirements as part of the joint venture / development agreement. The financial risks associated with the development would be shared. Depending on the nature of the joint venture / development agreement, the Council could have the opportunity to generate a long term revenue stream and/or a capital receipt.
<b>3. Open Disposal</b>	The Council could take the car park site to market for disposal but with a requirement that potential purchasers demonstrate how they will incorporate plot 1 and/or 3 and potentially land fronting 10 Warrener Street to provide a deliverable development scheme. The site would be taken direct to market through a tender process, against which an unlimited number of bidders could submit a response.	This option would involve the disposal of the car park site generating a capital receipt for the Council. However, there would be limits on the potential to control the final development outputs and limited opportunities for long term income generation. There is also the risk of not attracting an interested party, particularly given the requirement to incorporate plot 1 and/or 3 into any future development.

3.3 Whichever delivery option the Council chooses to progress, it should be mindful of the significant local concerns that have been raised throughout the completion of the Study. Responding appropriately to local concerns (particularly with regards to scale, massing, the loss of any car parking, and the impact on highways) will help to ensure public support for the proposed approach.

#### **4.0 Other Options**

4.1 The Council could chose to retain the existing car park in its current form. However this is considered unlikely to be a long term solution given the aspirations of the landowners of the adjoining plots. Furthermore, this would not bring any additional benefits to Sale Moor or maximise the potential of the site.

4.2 The Council could dispose of the site to Kirkland for their original or revised scheme. However, the Study has demonstrated that there remains considerable public opposition to this. Also, whilst this would generate a capital receipt for the Council, it would not maximise the potential of the site or provide the Council with opportunities for revenue generation.

#### **5.0 Consultation**

5.1 The completed Study has been subject to extensive consultation with Members, stakeholders and the local community. The consultation has informed the development of the preferred option which now has broad public support. The Council has worked particularly closely with the We are Sale Moor Community Interest Company (CIC), established in January 2016 by local residents and businesses in response to their opposition to the original proposals by Kirkland. We are Sale Moor have now publicly stated that they feel the preferred option in the completed Study is ‘the best possible solution for the site’.

5.2 The public consultation undertaken to date has also identified that existing and increased traffic generation with associated congestion continues to be a significant concern to local businesses and residents regardless of whether or not development is delivered at the Warrener Street site. Whilst outside the scope of the Study, these issues will need to be considered as the detailed design of any future development is progressed and taken through the planning application process.

#### **6.0 Next Steps**

6.1 The development of the Warrener Street site is dependent upon third party land. It is recommended that the Council further explore delivery options 1 and 2 as set out above to inform the delivery strategy. Delivery option 3 should be discounted at this stage as it does not meet with the Council’s objectives for the site or the context of its Investment Strategy.

6.2 The final delivery strategy will be subject to further detailed feasibility work and progress relating to land acquisition. The Council will progress discussions with third party landowners to inform the assessment of delivery options 1 and 2 with a view that this is completed by September 2017. In determining between options 1 and 2 the Council will need to take account of deliverability, community aspirations and securing best value for its asset.

6.3 Once the delivery strategy is confirmed the site should be added to the Council's Land Sales Programme.

**Reasons for Recommendation**

The Executive is asked to approve the Warrener Street Options and Feasibility Study and delegate authority to the Director of Growth and Regulatory Services to enable the Council to progress more detailed work on the future development of the Warrener Street site.

**Key Decision** Yes

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

**Finance Officer Clearance** ...GB.....

**Legal Officer Clearance** ...JB.....

**CORPORATE DIRECTOR'S SIGNATURE**



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



# Warrener Street Car Park, Sale Moor: Option and Feasibility Study

## Summary Paper

PREPARED FOR:



March 2017

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- A – Development Option Drawings
- B – Consultation Questionnaire

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In light of the recent Referendum concerning the UK's membership of the EU, we are now in a period of uncertainty in relation to many factors that impact the property investment and letting markets. At this time organisations involved in the industry are reflecting on the potential implications of the UK leaving the EU. Since the Referendum date it has not been possible to gauge the effect of the impact on rental and capital values, along with other elements affecting property appraisal. Cushman & Wakefield continues to closely monitor market developments and trends in order that we can provide clients with the most up to date advice. The views contained in this document are provided in the context of this market uncertainty and as such our estimates and opinions are susceptible to change. Development appraisal results are particularly sensitive to changes in key variables such as cost and values. Accordingly we advise that clients have regard to this risk and may need to commission further advice before acting on the opinions expressed.

# 1.0 Introduction

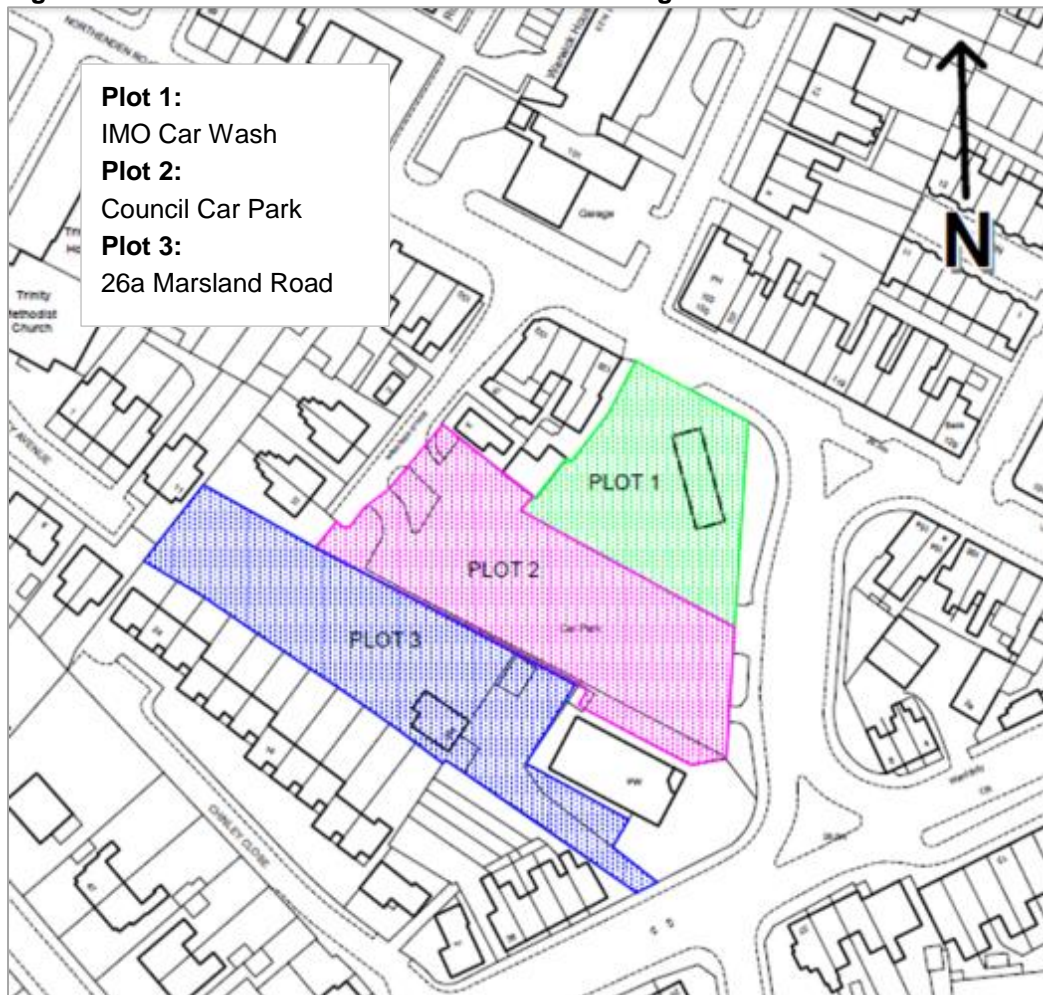
## The Warrener Street Site

- 1.1 The Warrener Street Site is located within Sale Moor District Centre, within the Borough of Trafford. The Village is situated at the crossroads of the A6144 linking Sale to Junction 6 of the M60 and the B5166 between Sale and Northenden. Sale Metrolink is approximately 1km (0.6 miles) to the west and the M60 orbital motorway the same distance to the north. The area surrounding the village is predominantly suburban in nature but is well served by attractive green and open spaces at Moor Nook Park, Worthington Park and Walkden Gardens.
- 1.2 Whilst Sale Moor's positioning makes it a busy village centre, many are passing through to destinations beyond including Sale, the M60 and M56, meaning that the primary draw of the Village itself is fairly limited to its surrounding local population.
- 1.3 The Council owned Warrener Street Car Park site is situated at the western end of the Village Centre, bound by Warrener Street to the west which forms the current access to the site; a residential dwelling (26a Marsland Road) and the Kingdom Hall of Jehovah's Witnesses to the south; the A6144 gyratory system to the east; and a car wash operated by IMO to the north.

## The Purpose of this Commission

- 1.4 The Warrener Street site and its adjoining plots together form an important gateway to Sale Moor Village, creating an opportunity to enhance perceptions and attract more people to stop, dwell and spend locally. Over the last 16 years, the Warrener Street site has been subject to a number of planning applications for retail development by Kirkland Developments Ltd. However, these proposals have been met by strong local opposition and as a publically owned asset the Council must ensure that development of the site achieves best value in both financial and socio-economic terms.
- 1.5 Towards this aim, Cushman & Wakefield, supported by Mick Timpson Urban Design, was commissioned by Trafford Borough Council (the Council) in 2016 to undertake an independent Options and Feasibility Study of the Warrener Street site in order to inform and determine its future potential.
- 1.6 The Study determines the options which best serve local economic need whilst recognising local aspirations and concerns and that development will need to be attractive to the market, viable and deliverable. Public engagement has been undertaken to collate local views and help to encourage public buy-in to the Council's preferred option.
- 1.7 The Warrener Street site is identified in Figure 1.1 and is adjoined by a number of third party ownerships that are currently in active use but could form part of a broader development scheme:
  - IMO Car Wash site (Plot 1)
  - Warrener Street Car Park (Plot 2)
  - 26a Marsland Road (Plot 3)

**Figure 1.1 The Warrener Street Site and Surrounding Plots**



Source: Trafford Council

- 1.8 The outcome of this commission is the identification of a preferred option for the future of the Warrener Street site. The outcomes have been informed by:
- An understanding of the Council's strategic priorities and objectives
  - Stakeholder engagement and community consultation to collate local views, concerns and aspirations for the site
  - Clarification of third party land owner aspirations and agreements with Kirkland Developments
  - Assessment of the current residential, retail and leisure market and likely demand for these and other alternative uses on the Warrener Street site
  - Identification and testing of potential options with stakeholders and against agreed criteria to establish a preferred development option
  - Recommendations on development viability, site assembly, delivery principles and phasing to enable redevelopment of the site to progress
- 1.9 This report provides a summary of the findings of the Options and Feasibility Study, including the messaging from the public consultation events, concluding with a recommendation for the future use of the Warrener Street Car Park site. The findings were presented to the public at the end of January 2017.

## 2.0 Understanding the Site

### Trafford Core Strategy and Draft Allocations Plan

- 2.1 Trafford is one of the main economic drivers within the City Region. The Council has long been committed to delivering economic growth and supporting investment. This is reflected in the Trafford Core Strategy which was adopted in January 2012 and sets out the Vision and strategic framework to guide future development across the Borough over the plan period to 2026.
- 2.2 Of particular relevance to this commission, Sale Moor is identified as one of three District Centres within the Trafford Borough Hierarchy where “Policy W2: Town Centres & Retail” specifies there will be a focus on enhancing the local convenience retailing offer at an appropriate scale. In particular, there is an identified need to plan for a small to medium sized supermarket within Sale Moor District Centre. Place Objective SAO12 supports this policy and seeks to ensure the provision of adequate local retail provision in Sale Moor and Sale West.
- 2.3 The Core Strategy identifies that parts of Sale Moor suffer from relatively high levels of deprivation and as such it is identified as an ‘Other Regeneration Area’. “Policy L3 Regeneration and Reducing Inequalities” seeks to encourage developments that will address and reduce inequalities.
- 2.4 “Policy L4: Sustainable Transport and Accessibility” provides maximum levels of car parking to promote sustainable transport choices. Those relevant to the Warrener Street development options are as follows:
- Food retail - 1 space per 15 sq metres (161.5 sq ft)
  - Non-food retail - 1 space per 21 sq metres (226 sq ft)
  - Residential - 1 bedroom unit requires 1 car parking space, 2/3 bedroom unit requires 2 car parking spaces, 4+ bedroom unit require 3 car parking spaces
- 2.5 The Draft Land Allocations Plan (Consultation Draft January 2014) identifies the Warrener Street site (Plot 2) and IMO car wash (Plot 1) falling within the Sale Moor District Centre (Policy DC1.2) where new development for town centre uses that consolidate and enhance the vitality and viability of the District Centre will be supported.

### The Current Planning Permission

- 2.6 On the 14th July 2016, Kirkland Developments Ltd was granted planning permission (Ref: 87339/FUL/15) to bring forward a mixed use development comprising:
- Retail food store - totalling 1,615 sq m (17,384 sq ft) Gross Internal Area (GIA) with a maximum sales area of 1,140 sq m (12,271 sq ft) and 91 car parking spaces
  - Two semi-detached 3 bed residential properties - accessed off Warrener Street
- 2.7 The permitted development site extends to 0.64 hectares (1.58 acres) and incorporates the IMO car wash site to the east (Plot 1) and the residential property 26A Marsland Road (Plot 3) to the west, both of which would be demolished as part of the scheme.
- 2.8 Vehicular access to the retail store and car park would be from Northenden Road for both customers and servicing vehicles. Staff parking would be provided and accessed via the current entrance to 26A Marsland Road. The existing vehicular access to the site from Warrener Street would be closed off and replaced with a turning head. As currently, two hours of free parking would be provided for all visitors to Sale Moor, not just those using the new food store.

2.9 Figure 2.1 illustrates the layout of the approved scheme.

**Figure 2.1 Approved Kirkland Development Retail Proposal**



Source: [www.salemoorfoodstore.co.uk](http://www.salemoorfoodstore.co.uk)

- 2.10 The approved scheme is in line with current adopted planning policy, including the National Planning Policy Framework (NPPF) in respect of town centre uses and in particular the Council's adopted Core Strategy which identifies the need for a small to medium sized convenience store within the Sale Moor District Centre boundary, within which all but the 26a Marsland Road site falls. Job creation and spend will also contribute towards economic development and reducing inequalities within a regeneration area as set out within Policy L3.
- 2.11 The proposed scheme would also deliver two residential dwellings in what is deemed to be a sustainable location, thus contributing to the Council's housing land targets and the housing requirements identified in Core Strategy Policies L1 and L2.
- 2.12 Highway improvement works including enhanced pedestrian crossing facilities and traffic calming features (speed bumps) at the Northern Road gyratory junction immediately east of the site to reduce vehicle speeds together with localised widening of Northenden Road westbound are proposed as part of the scheme in order to meet Core Strategy "Policy L4 Sustainable Transport and Accessibility" which seeks to ensure that new developments do not adversely impact upon highway safety.
- 2.13 Whilst the proposed development does not meet the 101 car parking spaces sought though Core Strategy Policy L4 and SPD3 Parking and Design, it does provide an almost like-for-like replacement of the existing provision and will not be limited to users of the store.
- 2.14 The large public response to the Kirkland Development application generated a significant volume of comments in both objection and support of the proposals. These provide a good initial overview of local views which is summarised here and will be taken into account when developing the options.

- 2.15 A total of 457 objections were received with the main concerns being:
- Highways and parking - trips generated impacting upon traffic flow and road safety together with loss of parking and impact on street parking
  - Pollution - noise, air and light in respect of the new building, it's operation and traffic generation
  - Design and Amenity - scale and design of the building considered not in keeping with character of the Village, loss of trees and privacy to adjacent properties
  - Other - impact on local businesses
- 2.16 There were also 36 letters of support for the proposal focused around:
- Convenience - a low cost food store is welcome to those less mobile or on low incomes
  - Increased product range - will add to the variety of the Sale Moor offer and attract new shoppers
  - Job creation - support economic growth and development
  - Revenue - sale of Council site will generate much needed revenue for other services
  - Environment - Removes existing poor quality use

## Stakeholder Engagement

- 2.17 Stakeholder engagement is a critical component of this commission given the number of site ownerships and interests involved and the strength of local awareness in respect of the future of the Warrener Street site. In developing the options, consultations have been held with the following key stakeholders:
- **Ward Members** - the Warrener Street site falls close to the boundary of three wards - Sale Moor, Brooklands and Priory. Discussion with Members on the concerns and aspirations for the Warrener Street site identified an aspiration to improve the vitality of Sale Moor Village (e.g. early evening) and overcome the challenge of being a 'through route'. There was a recognition that some of the local community are in support of the approved retail proposal, particularly the elderly, but that the scale of retail facility proposed is considered to be a key issue.
  - **We are Sale Moor Community Interest Company (CIC)** - the CIC is made up of local residents and businesses who want to improve Sale Moor Village. Towards this aim their Vision is for Sale Moor to be "a thriving, caring and safe community that celebrates independent businesses and welcomes people to our Village". The Strategy to deliver this Vision is based around six key areas of focus and it is intended that a Neighbourhood Development Plan will be drafted to support the achievement of the Vision for Sale Moor and its Strategic Objectives. In respect of the Warrener Street site the CIC would welcome development of an appropriate scale which is independent and supports the wider Village but the Kirkland scheme is deemed to be too large, drawing from beyond the Village adding to traffic and road safety issues and negatively impacting upon existing independent retailers. There is also concern around loss of car parking.

- **IMO Car Wash (Plot 1)** - the private equity backed company own 270 car wash sites across the UK which are operated by self-employed tenants. As one of the better performing sites nationally, Sale Moor was one of the first sites to benefit from IMO's programme of investment and renovation in 2013. Consultation with IMO has revealed three potential options for the site: **Sell to Kirkland Developments Ltd** who previously benefited from an option agreement which requires IMO to sell the site to them if they wish to implement their option; **continue to operate as an IMO car wash**; or **negotiate sale to another party**.

The car wash currently forms a relatively unattractive gateway to Sale Moor and does little to enhance the local street scene, but operates as a successful business supporting economic development. Benefitting from prominence and direct access and egress on to the B5166 Northenden Road, the plot could be brought forward for development in isolation but could be limited by its scale and would represent a missed opportunity for a wider more comprehensive scheme.

- **26A Marsland Road (Plot 3)** - privately owned and currently occupied single detached dwelling within a relatively large rectangular plot totalling in the order of 0.25 hectares (0.61 acres). The options for re-development as a stand-alone plot are limited by the narrow access to the site via busy Marsland Road. The site could be accessed via Warrener Street, but this would require the purchase of some land from Trafford Council over part of Plot 2. The site also falls just outside of the Sale Moor District Centre boundary which will impact upon appropriate uses from a planning perspective.
- **Kingdom Hall** - the Sale Moor Kingdom Hall of Jehovah's Witnesses is situated immediately south of the Warrener Street Car Park. Acquisition of this plot would change the dynamics of the Warrener Street opportunity, providing the ability to deliver a mixed use scheme with a better layout that better meets the aspirations of most of the stakeholders. However, there are no aspirations to dispose of the Sale Moor Kingdom Hall site. It is a relatively modern premises and is anticipated to meet local need for the foreseeable future.

## Property Market Assessment

- 2.18 An assessment of the current market supply and likely demand for each of the key sectors of potential relevance to the Warrener Street site i.e. retail and residential has been undertaken to help determine the market attractiveness, viability and deliverability of the emerging options from a developer, investor and occupier perspective.

### The Retail Potential

- 2.19 Over the last decade, the economic downturn and shifting socio-demographic and market trends, including the growth of car based out of town shopping and online retailing has resulted in a fundamentally changed and fragmented retail landscape. However, up until the Brexit vote, the national economic position was improving and consumer confidence remained positive, lifted by wage growth, low interest rates and near zero inflation. As a result retail sales volumes were growing and vacancy rates falling for key retail sectors including the discounters and out of town retailers, whilst secondary centres and convenience retailers have struggled.
- 2.20 As a District Centre, Sale Moor plays a complementary role to the Boroughs main town centres. As the smallest District Centre in the Borough in quantitative terms and given proximity to the larger centre of Sale, Sale Moor has a smaller catchment (with an estimated population of 11,500 people compared to 26,600 in Sale<sup>1</sup>). As such, it is characterised by a retail provision that focuses on

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<sup>1</sup> ONS Census 2011 based on Super Output Areas



predominantly local independent shops which are mainly used for small-scale top-up shopping to meet localised day to day needs. Several restaurants, takeaways and non-retail service outlets (e.g. hair salons) complement the retail offer.

- 2.21 The 2007 Trafford Retail and Leisure Study recommended that a small scale top-up convenience retailer such as Sainsbury's Local/Tesco Express would be appropriate for Sale Moor and would deliver a significant uplift in the quantitative and qualitative convenience retail offer to meet locally arising need. This finding informed Trafford's Core Strategy (adopted 2012); Policy W2: Town Centres & Retail which specifies a particular need for a small to medium sized supermarket in Sale Moor. This is reiterated in Place Objective SAO12: To ensure the provision of adequate local retail provision in Sale West and Sale Moor, which is part of Strategic Objective SO4: Revitalise Town Centres.
- 2.22 The Warrener Street site falls within the Sale Moor District Centre boundary. An onsite assessment of the existing local offer identified in the order of 69 retail units, of which five currently appear vacant. The main convenience offer is limited to a OneStop convenience store and a Bargain Booze. There are however numerous independent retailers including bakers, butchers and greengrocers making for an attractive local village centre, there are considered to be some gaps in the offer in particular around the early evening economy.
- 2.23 The scale of Sale Moor, coupled with its close proximity to Sale and even the Regional Centre and the Trafford Centre, means that it will not be attractive to the larger chain multiple comparison goods retailers or food and drink operators who are increasingly focused on locations with a critical mass. Whilst the Village should continue to be attractive to local independents, the rental levels such occupiers are willing to pay will be insufficient to support the high cost of developing new small local retail units and they would be considered too high risk for developer finance. Regardless, additional local retail units could be considered to represent a dilution of the existing offer.
- 2.24 In light of the arguments above, convenience food retailers and particularly the discounters, are one of the few sectors that are actively developing new space. Further, there is an identified need within the strategic policy context for a small to medium sized supermarket within Sale Moor. As such, convenience retail is likely to be one of the few deliverable new build retail uses at the Warrener Street site. Each of the food retailers have very specific and targeted property and locational requirements, and as one of the few sectors able to deliver are able to be selective as to how, when and where they chose to locate and compete within the market.

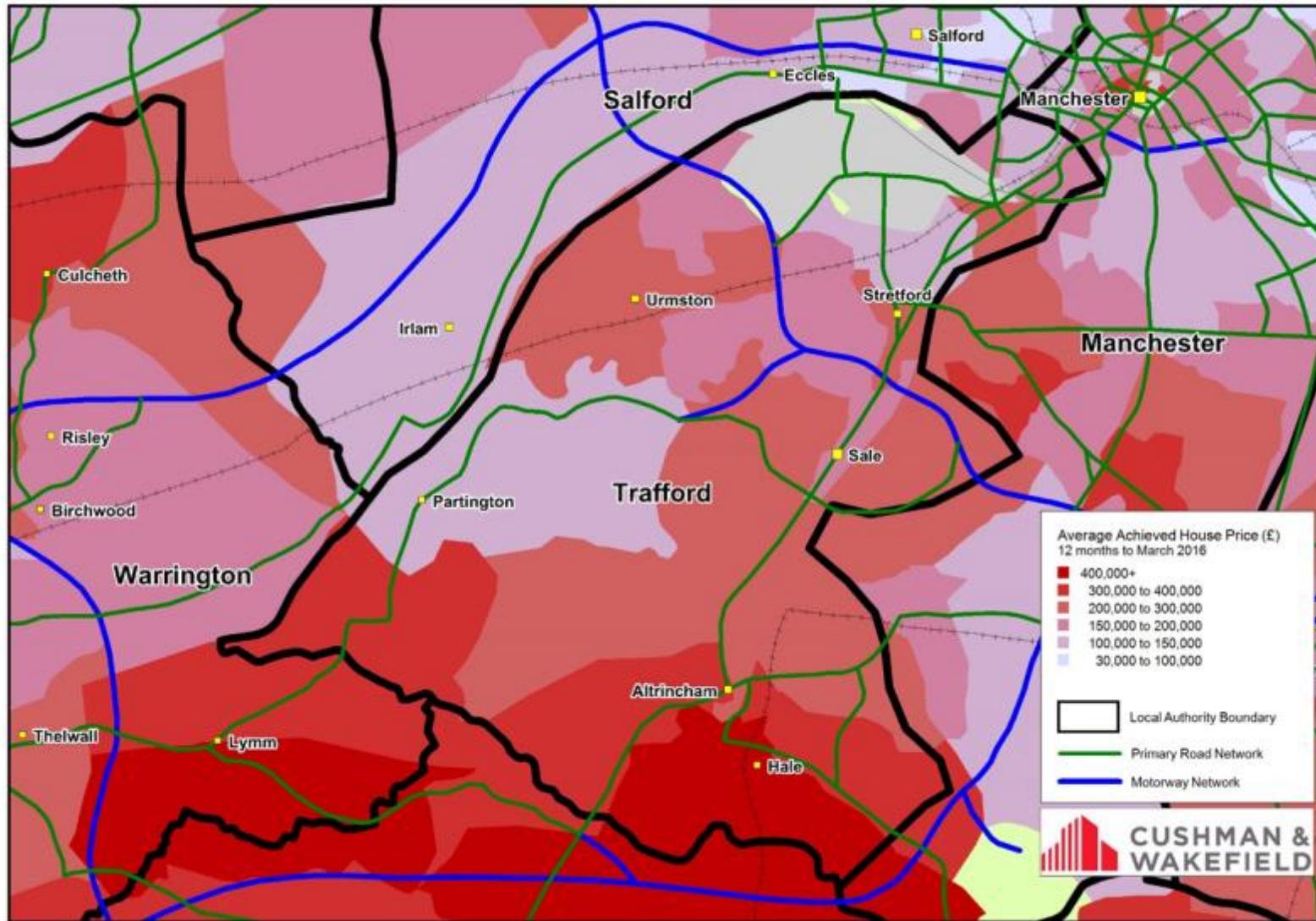
## The Residential Potential

- 2.25 A return to a stronger housing market in the UK is still being driven by London and the South East however recent demand growth is being affected by affordability whilst an undersupply of stock continues to underpin the market. The market remains cautious in more marginal locations such as the North West, where house price growth lags behind the national averages in all but the most attractive and affluent regional market areas such as Manchester and Cheshire.
- 2.26 Despite this the volume of sales is increasing and new build development is occurring where house builders are able to focus on profit rather than volume. Such areas are generally characterised by a significant catchment population and proximity to the region's economic drivers e.g. Manchester, Liverpool and Preston. Further, there is some evidence that pace of sales and therefore build rates are increasing. Whilst this trend has helped to increase the volume of completions nationally, they remain very low and identifying new ways of increasing housing numbers is becoming a political priority.
- 2.27 Trafford has ambitious housing growth goals that are outlined in the adopted Core Strategy. Policy L1 Land for New Homes seeks to deliver high quality housing which is affordable to all sectors of the local community and sets a target to deliver 12,210 units over the plan period to 2026. The target equates to 794 units per annum to 2015/16 and 760 units per annum to 2020/21. Gross completions have averaged 387 units per annum across Trafford since 2005/06, significantly below the established housing target (which has not been achieved since 2005/06 when development was driven by apartments on the edge of the Regional Centre) and has resulted in a backlog of housing supply required to meet anticipated demand.
- 2.28 The stock and tenure profile of Trafford suggests a largely suburban and affluent housing location, with 60% of stock being either detached or semi-detached and 70% being in owner occupation compared to 61% across Greater Manchester and 64% nationally. The three wards that make up Sale Moor (Sale Moor; Priory and Brooklands) have a similar pattern with 55% of stock being detached or semi-detached and the same rate of owner occupation as the wider Borough (70%). Such markets are generally attractive to housebuilders and occupiers.
- 2.29 Further, in the decade to the 2011 Census Trafford's population grew by 7.8%, higher than the regional average of 4.8%, and is anticipated to grow by a further 16% to 2037 compared to 13% across Greater Manchester and 8% across the North West. This growth, coupled with the identified shortfall in the delivery of new housing across the Borough suggests a future constriction of supply and increased demand for housing in Trafford.
- 2.30 New build house prices in the area surrounding the Sale Moor site (1 mile radius) average £262 per sq ft net (including a 5% discount per sq ft net). At this level of value, development will be attractive to both the national and regional volume house builders and the more niche higher value developers.
- 2.31 Further local developments by Laurus Homes at Cross Street (34 one and two bedroom apartments) and Altin Homes (24 four and five bed homes) at The Place on Northenden Road between Sale Moor and Sale Town Centre are currently under construction, suggesting developer appetite for residential schemes locally.
- 2.32 Achieved house prices are essentially the market outcome as a result of the supply of and demand for housing in an area. Figure 2.2 illustrates achieved house prices across the Borough according to HM Land Registry for the twelve months to March 2016. The figure clearly shows the disparity in residential values across the Borough, with areas to the south in excess of £300,000 being in stark contrast to the likes of Partington where values are closer to £100,000-£150,000 per unit. Sale Moor

is situated in a mid-high value area where average achieved residential prices were in the order of £200,000 to £300,000 in 2015/16.

- 2.33 All of the above analysis indicates that the Warrener Street site in Sale Moor will be attractive to residential developers and occupiers alike, and could further contribute to the Borough's current under-delivery of housing requirements. However, residential development at the site would not be without its challenges. Affordability is a key consideration when looking at demand for housing, and whilst the ONS Annual Survey of Hours and Earnings (ASHE) demonstrates above average median incomes in Trafford (£30,946 in 2015 compared to £25,721 regionally and £27,731 nationally), the high value of housing in parts of the Borough may exclude purchasers from larger family housing or from owner occupation altogether, potentially driving them to seek more affordable housing elsewhere, including outside of Trafford.
- 2.34 The relatively small scale of the Warrener Street site and its setting within the Village Centre is most likely to lend itself to higher density apartment or town house dwellings. However, the parking requirements demanded by residential development would almost certainly result in the loss of public parking provision at the site.

Figure 2.2 HM Land Registry Achieved Residential Prices by Post Sector (12 Months to March 2016)



PBBI © Collins Bartholomew 2009

Source: HM Land Registry, Cushman & Wakefield

## 3.0 Option Testing

### Initial Option Testing

- 3.1 This commission has sought to determine the options which best serve local economic need whilst recognising local aspirations and concerns but recognising that development will need to be attractive to the market, viable and deliverable.
- 3.2 Towards this aim, the information gathering stage included consideration of the strategic and historical planning context; spatial review of the development potential of individual plots; analysis of the current market potential (residential and retail); and engagement with key stakeholders including each of the landowners, local Councillors, relevant Council officers (planning, transport, parking), and the 'We are Sale Moor CIC'. This process informed the identification of a number of deliverable emerging options.
- 3.3 In considering the emerging options for the Warrener Street site, the combination of potential plots derived from existing ownerships and availability has been coupled with the combination of potential uses based on the physical capacity of the site and assessment of market attractiveness.
- 3.4 The initial emerging deliverable options were discussed and agreed with Council officers before being tested with local residents and businesses at public consultation in September 2016. The emerging options were:
- Option 1 - Do nothing
  - Option 2 - Approved Kirkland scheme
  - Option 3 - Residential on car park site
  - Option 4 - Mixed use
- 3.5 An initial review of the options against a series of critical assessment criteria started to facilitate the identification of the emerging options that were deemed to be most 'deliverable'. These criteria were:
- **Deliverability** - physical capacity and ability of the site to deliver
  - **Identified occupier** - important to both deliverability and viability and demonstrative of market attractiveness
  - **Car parking numbers** - ability of the proposed option to replace the existing public car parking provision which is a concern for local stakeholders
  - **Viability** - critical to deliver is the anticipated viability of the scheme based on market knowledge and experience
  - **Ownership** - landowners willingness to bring forward the sites and existing agreements with Kirkland Developments together with the extent to which the Council wishes to take a proactive role in bringing forward development
  - **Highways** - the ability to deliver the options will in part be determined by the ability to access the plots and the impact of development upon the already very busy local highways
  - **Support Vitality of the Village** - contribution to the vibrancy and vitality of Sale Moor Village. The sustainability and economic growth of Sale Moor is a strategic objective for both the Council and local stakeholders

- **Public consultation** - the findings of the public consultation form the final assessment criteria

## Stage 1 - Public Consultation

- 3.6 In light of the strength and scale of local interest in the future of the Warrener Street Car Park site, Trafford Council has been committed to engaging local residents and businesses throughout the commission to review the potential deliverable options.
- 3.7 A public drop-in session with local businesses and residents was undertaken on Tuesday 13th September 2016 between 4.30pm and 7.00pm at Sale High School, Norris Road, Sale, M33 3JR. The event was facilitated by the Cushman & Wakefield Consultancy Team supported by Mick Timpson Urban Design and Nick Metcalfe from Trafford Council.
- 3.8 Having identified a series of potential and deliverable development options through the initial option testing, the purpose of the drop-in event was to consult with local residents and businesses in order to ascertain concerns and aspirations for Sale Moor and the future of the Warrener Street site, together with more specific views to 'test' each of the identified options with opinions sought on likes and dislikes of each (e.g. likes and dislikes of proposed uses, layout, design etc.).
- 3.9 A total of 63 attendees 'signed-in' to the Stage 1 consultation event, although it is considered that more attended but chose not to register at the event. Feedback was recorded via a short questionnaire, and comments/post-it notes added to plans of the options and initial assessment criteria at the event. A total of 59 feedback questionnaires were completed and submitted for analysis.
- 3.10 The main areas of concern in respect of each of the options are as follows:
- **Car parking** - retention of car parking was identified as a 'like' in each of the options that support it (Options 1, 2 and 4), and a 'dislike' within those that would result in the loss of public car parking (Options 3 and 4)
  - **Traffic generation** - identified as the most frequently cited 'dislike' in respect of the Kirkland, Mixed Use and Other Options (Options 2, 4 and 5) and also raised for Option 2 residential. Other concerns borne out of traffic generation including pedestrian safety, noise/air pollution, no HGV traffic generation and access to the plots are also identified as 'dislikes' in respect of these options. Conversely, no extra traffic is cited as one of the key 'likes' of Option 1 Do Nothing
  - **Impact on local businesses** - negative impact on local businesses and traders was considered by a number of respondents to be a key 'dislike' of the Kirkland scheme (Option 2), but was also raised in respect of the mixed use and other options (Options 4 and 5). One of the most frequently cited 'likes' of do nothing (Option 1) was that it would not impact upon local businesses
  - **Scale and need for new retail** - the scale of store and perceived need is intrinsically linked to the impact on local businesses. The scale of store proposed (9 responses) and the existing retail provision of Sale Moor (6 responses) are both stated as 'dislikes' of the Kirkland scheme, although improved retail choice is also mentioned as a 'like'
- 3.11 In summary the clear preferred option from the consultation is to do nothing (Option 1) but this could be seen as a "protest vote" to ensure that the Planning Permission is not delivered. Some form of Mixed Option (Option 4) was ranked second and residential on the car park site (Option 3) ranked third. The proposed Kirkland scheme (Option 2) ranked the lowest of the options tested at

consultation.

- 3.12 The Kirkland scheme meets all of the assessment criteria with the exception of the Council's agreement to sell the car park land and public buy-in, where it ranked the lowest of the tested options. Many of the public concerns were around the exaggeration of existing wider issues such as traffic, road safety, pedestrian movement and the ability to support existing independent retailers. If these existing challenges can be overcome, there may be potential to better position a supermarket development to support rather than disadvantage the future of Sale Moor - be that the existing or an alternative convenience retail scheme.
- 3.13 The do nothing option also performs well on the assessment criteria, including being the highest ranking option at public consultation. However, there is a recognition that whilst this would not necessarily detract from the Village, it would present a missed opportunity to support the future of Sale Moor and enhance its offer. Further, it is unlikely to be a long term solution given the aspirations of the landowners of the adjoining plots, the car park is likely to continue to be of interest to developers.
- 3.14 Residential on the car park site alone can be discounted at this stage. This option did not rank well at public consultation as it added little benefit to the Village and would result in a loss of public parking which is a key concern for residents.
- 3.15 A mixed use scheme would need to be refined further before it could be considered a deliverable option and one that could be tested properly with the public. As such, the emerging preferred option will ultimately depend upon the Council's appetite to take forward development.
- 3.16 The initial public consultation event held in September 2016 did not identify a single preferred option for the site but did reveal the key aspirations and concerns of local people. In response to the feedback received, a number of new alternative development options have been worked up which better meet local objectives but remain deliverable and were presented at a second public consultation event in November 2016 which sought to review the new revised deliverable development options for the Warrener Street site.

## Stage 2 Public Consultation

- 3.17 A second public drop-in session with local businesses and residents was undertaken on Tuesday 22nd November 2016 between 4.30pm and 7.00pm at Lime Tree Primary Academy, Budworth Road, Sale, M33 2RP (approximately 0.5 miles from the subject site). The event was facilitated by the Cushman & Wakefield Consultancy Team supported by Nick Metcalfe from Trafford Council. The team was on hand throughout the session to answer any questions and listen to views.
- 3.18 The event was advertised for two weeks prior via the Council and We Are Sale Moor CIC group website, social media and community boards. A press release also promoted the event via the local media, and stakeholders were encouraged to raise awareness via word of mouth.
- 3.19 The purpose of the drop-in event was to provide feedback to local residents and businesses on the findings of the Stage 1 public consultation in September and to 'test' each of the newly identified options which sought to respond to the aspirations and concerns previously raised. Attendees were asked to record their opinions, including their likes and dislikes of each of the revised options (e.g. likes and dislikes of proposed uses, layout, design etc). Plans detailing the scale and layout of each of the five development options tested are provided at Appendix A.
- 3.20 Feedback was recorded via a short questionnaire, and comments/post-it notes added to plans of the options and initial assessment criteria at the event.

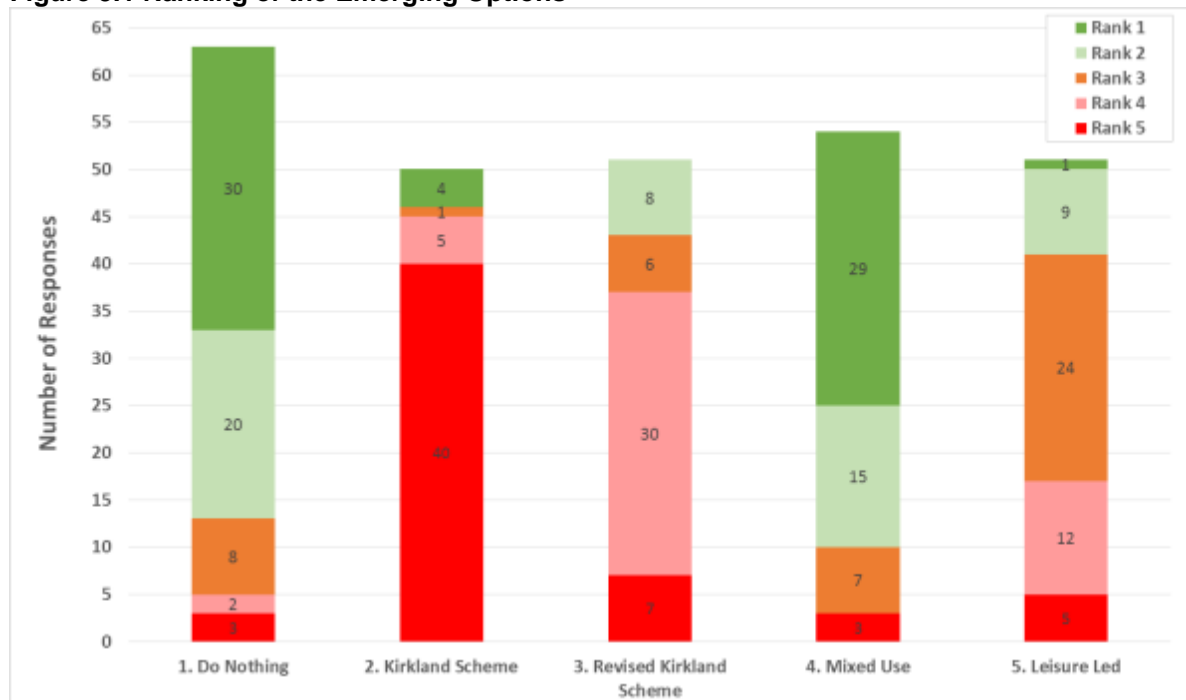
- 3.21 A total of 69 attendees 'signed-in' to the Stage 2 consultation event, similar to that of the first event (63 attendees). Attendance may have been constrained by the location of the venue which had been limited by the availability of more local venues to the subject site.
- 3.22 The feedback emerging from this public consultation is presented within this paper and forms part of the assessment towards identifying a preferred option. A final consultation session was held early in 2017 to report back on the preferred option and approach to delivery.

### Feedback Questionnaire

- 3.23 A total of 63 feedback questionnaires were completed and submitted for analysis, similar to that of the first event (59 responses). The vast majority were completed at the event and a small number submitted in the week that followed. A copy of the questionnaire can be found at Appendix B.
- 3.24 Consultees were asked to rank each of five deliverable options in order of preference, with 'one' being the highest and 'five' the lowest preferred option:
- **Option 1 - Do Nothing** (the highest scoring option at first public consultation)
  - **Option 2 - Approved Kirkland Scheme** (the lowest scoring option at the first public consultation but the highest scoring in terms of wider objectives and deliverability)
  - **Option 3 - Revised Kirkland Scheme** (incorporating a smaller food retailer)
  - **Option 4 - Mixed Use** (refined following first consultation event)
  - **Option 5 - Leisure Use (inc. café)** (in response to an approach made to Trafford Council by a private operator)
- 3.25 All respondents (63 or 100%) selected a preferred option (rank = 1) and the majority (52 or 83%) ranked their top three emerging options (rank = 1 to 3). However, fewer respondents (40 or 63%) provided a ranking for all five emerging options. In terms of the number of responses within each rank:
- **Do nothing (Option 1)** - received the highest number of top rankings (rank = 1) from respondents (30 responses/48%)
  - **Mixed Use (Option 4)** - closely followed the Do Nothing option with a very similar number of respondents ranking it as the preferred (rank = 1) option (29 responses/46%)
  - **Kirkland Scheme (Option 2)** - received the highest number of lowest rankings (40 responses/63% of rank = 5)
  - **Revised Kirkland Scheme (Option 3)** - was the only option not to score any top value rankings (rank = 1)
  - **Leisure Use (Option 5)** - was ranked third by about half of those who ranked it (24/47%)
- 3.26 Figure 3.1 analyses the responses by option (rather than rank). Where no rank was given, no response has been recorded.



**Figure 3.1 Ranking of the Emerging Options**



3.27 The key findings in relation to the ranking of the options can be summarised as follows:

- **Do nothing (Option 1)** - received the highest number of rankings (100%) and 79% (50 respondents) ranked this option either first or second in order of preference (rank = 1 or 2) and just 5% (3 responses) gave this option a rank of 5
- **Kirkland scheme (Option 2)** - 80% (40 respondents) gave this option the lowest rank (rank = 5) and just 8% (4 respondents) the highest (rank = 1)
- **Revised Kirkland Scheme (Option 3)** - second lowest scoring option with 73% (37 respondents) ranking either 4 or 5, and no respondents providing the highest rank (rank =1)
- **Mixed Use (Option 4)** - received the second highest number of rankings (54 responses), of which 82% (44 responses) ranked this option either first or second in order of preference (rank = 1 or 2) - a higher proportion than the Do Nothing option
- **Leisure Led (Option 5)** - received the broadest mix of responses with many feeling that they lacked sufficient information on this option to make an informed choice. Over half (51% / 24 respondents) ranked this as the 'middle' preference option

3.28 In summary, from the second public consultation event, the ranking of options can be considered to be as follows:

- 1<sup>st</sup> - Mixed Use (Option 4) / Do Nothing (Option 1)
- 2<sup>nd</sup> - Leisure Led (inc. Café) (Option 5)
- 3<sup>rd</sup> - Revised Kirkland Scheme (Option 3)
- 4<sup>th</sup> - Approved Kirkland Scheme (Option 2)

### Likes and Dislikes

3.29 In order to determine the thinking behind the ranking of the options, the questionnaire asked

consultees to describe what it was that they liked and disliked about each of the emerging options. Table 3.1 summarises the number of responses received in respect of each option including a comparison to the number received at the first consultation in respect of Options 1 and 2. Comments shaded grey are factually incorrect but included for completeness.

3.30 A number of respondents stated that they liked 'nothing' or disliked 'everything' in respect of some of the options - the most significant being the original Kirkland Scheme (Option 2) with 33 consultees liking 'nothing'. These comments have been excluded from the table below as they create false 'negatives' or 'positives' when totalled up. As such, the summary focuses on the clear and constructive option specific comments.

**Table 3.1 Likes and Dislikes of Revised Options (No. from First Consultation)**

Likes	No of Responses	Dislikes	No of Responses
<b>Option 1 - Do Nothing</b>			
Retains car park	21 (16)	Still risk of another application	5 (1)
Keeps village feel	9 (1)	Does not improve Village	4 (2)
No increase in traffic	6 (5)	Car park left in disrepair	3
Supports local businesses	3 (6)	Effect on housing	1
Retains car wash	3 (5)	Increase in traffic	1
No disruption to properties	2	Less commercially advantageous	1
Status quo is good	1		
<b>Total:</b>	<b>45</b>		<b>15</b>
<b>Option 2 - Kirkland Scheme (with Planning Permission)</b>			
Great opportunity for local area	2 (2)	Increase in traffic	22 (34)
Retains car park	1 (3)	Supermarket too big	22 (9)
Increased footfall	1	Negative impact on local businesses	13 (13)
Cheap alcohol	1	Out of character with Village	10 (6)
		Environmental, noise and/or air	6 (9)
		Enough retail already	6 (6)
		Impact on local residents	4 (1)
		Loss of car parking	2 (4)
		Access to plot	1 (1)
		Effect on house prices	1
<b>Total:</b>	<b>5</b>		<b>87</b>
<b>Option 3 - Revised Kirkland Scheme</b>			
Smaller sized store	10	Supermarket too big	23
Better and safer traffic access	2	Increase in traffic	18
Improved traffic flow	1	Out of character with Village	7
Less intrusive	1	Environmental, noise and/or air	5
Retains car wash	1	Loss of car parking	4
		Store is too small	3
		Poor access	2
		Not needed	2
		No extra housing	2
		Impact on existing retailers	2
<b>Total:</b>	<b>15</b>		<b>68</b>

Likes	No of Responses	Dislikes	No of Responses
<b>Option 4 - Mixed Use Scheme</b>			
Provides extra housing	17	Fewer parking spaces	12
Prefer smaller retail unit	12	Entrance on Warrener Street	7
Increased car parking	9	Too close to surrounding properties	3
Best option for village and community	6	Extra pressure on schools	3
Enhances village feel	3	Store too small	2
Retains car wash	3	Extra housing	2
Better access	2	Extra pressure on medical centre	2
Provides new food store	1	Effect on existing businesses	2
Less of impact on existing housing	1	Over-development of site	2
Less impact on existing traders	1	Possible supermarket chain	1
Creates better road frontage	1	Position of car park limiting	1
Increase in residents	1	Type of food store limited	1
Increase in footfall	1	Not needed	1
Income from sale of houses	1	Too congested	1
Medical practice	1		
Increase in nightlife	1		
<b>Total:</b>	<b>61</b>		<b>40</b>
<b>Option 5 - Leisure Led (Inc. Café)</b>			
Benefit to the community	6	Unknown leisure use	27
Provides leisure facilities	3	Too large	16
Extra housing	2	Not needed	5
Retains local shops	2	Loss of parking	5
Less of an impact on existing housing	2	Entrance on Warrener Street	3
Better traffic access	2	Increased traffic	2
Lesser impact on traffic	2	Need more information	2
Keeps car wash	1	Environmental impact and noise	2
Extra vibrancy to village	1	Disruption to area	1
Size of supermarket better	1	Too close to housing	1
<b>Total:</b>	<b>22</b>		<b>64</b>

- 3.31 The Mixed Use scheme (Option 4) received the highest number of positive comments (61) followed by Do Nothing (Option 1) with 45 positive comments. In contrast, Kirkland's Scheme with Planning Permission (Option 2) received 87 'dislike' comments and just 5 'likes'. This remains significantly higher than the other options including Kirkland's Revised Scheme (68 negative comments) and the Leisure Led Scheme (64 'dislikes').

### Additional Comments

- 3.32 The questionnaire provided an opportunity for consultees to provide any additional comments they may have. Just over half (36 / 57%) of respondents chose to leave additional comments, lower than following the first consultation (66%).
- 3.33 The majority of comments were either 'positive' or negative' in relation to a specific option and largely mirrored the comments made within the 'likes and dislikes' table of the options. The key messages and number of responses in relation to each are summarised in Table 3.2.
- 3.34 It is clear that existing and increased traffic generation and the resulting congestion and pedestrian safety continues to be a major concern of local businesses and residents regardless of whether or not development is delivered on the Warrener Street Car Park site. This will need to be fully considered and addressed by the emerging preferred option.

**Table 3.2 Additional Comments in Relation to Each Option**

Comment	1. Do Nothing	2. Kirkland Scheme	3. Revised Kirkland Scheme	4. Mixed Use	5. Leisure Led (Inc. Café)	Total
<b>Positives</b>						
Benefits those without a car		2				2
Meets local retail needs		1	1			2
Good mix of uses				2		2
Good urban design solution				1		1
Could extend in future if IMO vacate				1		1
Retains car park	2					2
Could bring something new to community					1	1
Retains IMO	1					1
<b>Sub Total:</b>	<b>3</b>	<b>3</b>	<b>1</b>	<b>4</b>	<b>1</b>	<b>12</b>
<b>Negatives</b>						
Increased traffic		6	5	4	2	17
Pedestrian safety due to traffic		3	3	3	2	11
HGVs should not access via Warrener Street			4	4		8
Reduced/displaced parking				4	4	8
Option too vague				1	5	6
Traffic at Warrener St junction			2	2	2	6
Impact on local businesses		2	1	1		4
Un-imaginative idea		1	1	1	1	4
Over-development of site		1			2	3
Supermarket not required		1	1	1		3
IMO is an eyesore			1	1	1	3
Outlook from Warrener Street properties		2				2
Should not have granted planning approval		2				2
Too large for Village		2				2
Café not needed					1	1
Concern over future change of use to retail					1	1
<b>Sub Total:</b>	<b>0</b>	<b>20</b>	<b>18</b>	<b>22</b>	<b>21</b>	<b>79</b>
<b>Total:</b>	<b>3</b>	<b>23</b>	<b>19</b>	<b>26</b>	<b>22</b>	<b>91</b>

3.35 Some consultees also provided views on what they would like to see on the Warrener Street site or within Sale Moor Village. In particular, a partner in a local GP practice who attended the session raised strong interest in the potential of a GP surgery on the Car Park site as part of a wider mixed use scheme. This had previously been discounted by the Clinical Commissioning Group (CCG) given preference for an alternative site, however it is understood that the potential of this alternative site is now being reconsidered and Warrener Street could meet the local requirement.

3.36 In respect of the other uses out forward, the market analysis undertaken to date indicates that none

would be deliverable in isolation owing to viability, so would need to be considered as part of a mixed use scheme:

- GP Practice (5)
- Retain as open events/green/play space (4)
- Soft-play centre (2)
- Children/youth club (1)
- Give land to community (1)
- Housing (1)
- Small leisure centre (1)
- Community centre (1)
- Café/meeting place (1)

3.37 Other initiatives to improve the Village of Sale Moor included the need to review the future of Sale Moor as a whole (1 response), provide an up to date assessment of retail requirements (2), assess traffic flow through the Village (2) and develop a Neighbourhood Plan (1). The main aspirations being to listen to local views (4), enhance the feel of Sale Moor (1) and support existing businesses (1).

3.38 More site specific comments included the need to ensure that the Council receives 'best' market value for the Car Park site should they decide to sell (2 responses) recognising that this would likely be a one-off receipt (1), consideration of a one-way system through the site using the existing entrance to 26A Marsland Road and Warrener Street (1) and to retain the Hornbeam tree opposite 8 Warrener Street (1) and the mature Lime Trees within the site (1).

3.39 Finally, fewer concerns were raised regarding the consultation process, with just one commenting that the event could have been better publicised and another that it should have been held during the day so older people could attend. Anecdotally, a number of consultees verbally welcomed and expressed their appreciation at being given the opportunity to view and comment on the future options for the Warrener Street Car Park site.

### Posted Comments

3.40 A summary table identifying the high level 'pros and cons' in relation to each of the options was laid out at the drop-in session and consultees were encouraged to add their comments by adding post-it notes. These were as follows:

- **Car parking numbers** - car parking numbers stated are not a true reflection of those that will be 'available' as proposed uses will increase parking demand
- **Local food retail requirement** - considered to be a Trafford Council decision and not a requirement of the local community
- **Residential above retail (Option 4 - Mixed Use)** - limits appeal to both rental and purchase market
- **Option 5 - Leisure Led** - three written comments plus various verbal comments made on the evening stated that an informed decision could not be made on this option without knowledge of the end occupier and that the building was too large for the site. Another questioned what would become of this building should the business fail - new supermarket?

## Outcome of the Consultations

- 3.41 Overall, taking into account both rankings and the number of positive and negative comments, the preferred option from the consultation is the revised Mixed Use Option (Option 4). This is very closely followed by Do Nothing (Option 1), although there is a growing recognition that this does not bring any additional benefits to the Village and would likely only delay a future development decision for the site. This represents a shift in opinion from the first consultation when a preferred development option could not be identified and Do Nothing was a clear preference to any form of development.
- 3.42 The proposed Kirkland scheme (Option 2) again ranked the lowest of the options tested at consultation, followed the Revised Kirkland Scheme (Option 3) in fourth.

## Full Option Testing

- 3.43 Table 3.3 provides the full summary testing of the revised emerging options, incorporating the findings of the local consultations with the assessment of previously agreed critical testing criteria.
- 3.44 It is clear that the original Kirkland scheme meets all of the assessment criteria with the exception of public buy-in where it ranked the lowest of the tested options but requires agreement with the Council to acquire its land. Whilst a revised scheme incorporating a slightly smaller retail store (6,500 sq ft reduction) has been put forward by Kirkland (Option 3) in a bid to respond to local concerns regarding the proposed scale of the food retail store, this continued to score poorly at the consultation event, ranking fourth out of the five options presented.
- 3.45 The refined mixed use option (Option 4) was proportionately the highest ranking and received the highest number of positive comments at the second public consultation event. This option also performs well on the assessment criteria including meeting local retail and housing requirements. As such, this is emerging as the preferred development option.
- 3.46 The do nothing option also performs well on the assessment criteria and numerically received the highest number of top ranks at public consultation. However, there is a recognition that whilst this would not necessarily detract from the Village, it would present a missed opportunity to support the future of Sale Moor and enhance its offer. Further, it is unlikely to be a long term solution given the aspirations of the landowners of the adjoining plots, the car park is likely to continue to be of interest to developers.
- 3.47 The unknown end occupier in respect of the leisure led scheme (Option 5) limited the ability for consultees to make an informed decision but regardless, this option does not meet the identified local retail requirement and is unlikely to be financially viable. As such, it is recommended that this option is discounted at this stage.

**Table 3.3 Summary Option Testing**

No.	Option	Plots	Deliverable Scheme	Identified Occupier	Car Parking Numbers Delivered	Viability Issues	Ownership/ Agreement	Highways	Support the Vitality of Village	Consultation Response
1	<b>Do Nothing</b>	1, 2 & 3	In active use	In active use	93	Marginal – Council understood to be making a loss on maintaining car park site	N/A	N/A	Provides no additional benefits to Sale Moor, nor meets local food requirement	Ranked 2nd overall but recognition that does not support wider regeneration of the Village
2	<b>Kirkland Scheme (With Planning Permission)</b>	1, 2 & 3	Only if Council sell car park site	Identified discount food retail operator	91	Considered viable. Kirkland has negotiated with private land owners and retail operator to create deliverable scheme with planning	Kirkland has agreement with adjoining landowners but not Council owned site	Highways and access approved at planning	Meets identified retail requirement, supports footfall and contributes new housing	Lowest ranking option
3	<b>Revised Kirkland Scheme</b>	2 & 3	Only if Council sell car park site. Requires planning permission.	Identified food retail operator	74	Considered viable. Kirkland has negotiated with private land owners and retail operator.	Kirkland has agreement with adjoining landowners but not Council owned site	Warrener Street access considered deliverable	Meets identified retail requirement, supports footfall and contributes new housing	2 <sup>nd</sup> lowest ranking option
4	<b>Mixed Use</b>	2 & 3	Requires acquisition of 26A Marsland Road and planning permission	Identified food retail operator. Residential element should be attractive to the market	50	Should be viable. Dependent upon attraction of identified retail occupier and volume of residential.	Kirkland has option agreement on Plot 2.	Warrener Street access considered deliverable	Meets identified retail requirement, supports footfall and contributes new housing	Highest ranking option at second consultation
5	<b>Leisure Led (Inc. Café)</b>	2 & 3	Requires acquisition of 26A Marsland Road and planning permission	Identified private leisure operator.	55	Unlikely to be financially viable.	Kirkland has option agreement on Plot 2.	Warrener Street access considered deliverable	Does not meet local retail requirement but does support footfall and contributes new housing	Middle ranking option at consultation but recognised lack of information on end occupier

## 4.0 Preferred Option and Recommendations

### Preferred Option

- 4.1 The full option testing incorporating the findings of the public consultation reveal the refined mixed use option (Option 4) as the 'preferred option' in that it best meets both the critical assessment criteria in terms of deliverability, viability and regenerative benefit to the Village whilst supporting the aspirations of the majority of local residents and businesses consulted.
- 4.2 The preferred option is illustrated in Figure 4.1 below. It incorporates:
- A new convenience food store (c.5,000 sq ft)
  - 16 new homes (8 x 2 bed apartments and 8 x 3 bed semi-detached)
  - 50 public car parking spaces (plus staff and resident parking).
- 4.3 The IMO site has not been incorporated into the preferred option as the high cost of meeting the land owner's expectation of value to purchase the site would represent poor value for public money, and a CPO approach could not be justified given that there is an operational business on site and that the preferred uses can be delivered without the inclusion of this site.

**Figure 4.1 Preferred Option – Mixed Use (Option 4)**



- 4.4 A key outcome of this commission was to determine if Trafford Council should sell the Warrener Street Car Park site to Kirkland Developments Ltd to enable them to take forward the permitted supermarket development. The findings of this study have determined that whilst the Kirkland scheme met a number of critical criteria in terms of deliverability, viability was becoming increasingly challenged and it did not meet the aspirations of the local community. On the basis of the emerging preferred mixed use option better meeting the assessment criteria as a whole it is recommended that the Council do not sell the Warrener Street site to Kirkland Developments Ltd.
- 4.5 Whilst high level interest in the convenience retail unit has been expressed from a retail operator, this has not been secured. As such, the principle of mixed use development at the Warrener Street



site must retain some degree of flexibility to respond to market interest and remain viable. This could have implications for the final mix of uses and plots included. For example, the potential for a health centre to be included in the mixed use option was identified in the later stages of the study and should be explored further<sup>2</sup>. This could result in the reduction of housing units or, if it is viable, the inclusion of the IMO site to accommodate this. Regardless, where significant variations arise, the local community should be re-engaged.

## Public Consultation on the Preferred Option

- 4.6 A third and final public drop-in session with local businesses and residents was undertaken on Tuesday 31st January 2017 between 4.30pm and 6.45pm at Lime Tree Primary Academy, Budworth Road, Sale, M33 2RP. The event was facilitated by the Cushman & Wakefield Consultancy Team supported by Nick Metcalfe from Trafford Council. The team was on hand throughout the session to answer any questions and listen to views.
- 4.7 As previously, the event was advertised for two weeks prior via the Council and We Are Sale Moor CIC group website, social media and community boards. A press release also promoted the event via the local media, and stakeholders were encouraged to raise awareness via word of mouth.
- 4.8 A total of 74 attendees 'signed-in' to the final consultation event, slightly more than the two previous events.
- 4.9 The purpose of the drop-in event was to allow local residents and businesses to view the preferred option. Attendees were invited to record their opinions on the preferred option on a comments sheet. Detailed comments are provided in Appendix D, and summarised below.
- 4.10 39 comments were left by attendees of the consultation. Respondents made positive comments regarding the preferred option and/or highlighted key issues with the scheme. 17% of comments made approved of the housing element of the scheme, 17% were in favour of the potential for a health centre and 18% were pleased to see a reduction in the scale of the proposed development from previous options.
- 4.11 In the comments made the following key issues/concerns were raised:
- Traffic/highways - 43% of comments mentioned potential traffic/highways problems with specific reference to:
    - Congestion on Northenden Road and throughout the Village generally – regardless of whether any further development happens.
    - Capacity of the Temple Road/Northenden Road junction opposite Warrener Street and the need to re-site the existing bus stop.
    - Capacity of the Warrener Street and Northenden Road junction and the need for pedestrian crossing.
  - 37% of comments included concerns regarding deliveries/delivery logistics to the new retail unit:
    - Disruptions
    - Increased congestion
    - Road safety
    - Adequate access/exit space

- These comments are closely related to concerns that Warrener Street is too narrow to accommodate more traffic entering and exiting the preferred development.
- Reduction in car parking spaces - 9 comments were made regarding the loss of car parking spaces.
- 6 comments included opinions that an additional retail space is not needed at all, whilst some comment that the proposed 5,000 sq ft unit is still too large.
- 5 comments were made regarding potential loss of trees - the lack of trees retained on the plan. In determining a detailed scheme careful consideration is needed regarding the existing trees within the area.
- 5 comments were made regarding the scale of flatted development, 3 storeys was thought to be incongruous with Sale Moor's image.
- 2 concerns regarding additional pressures on local amenities/services (i.e. on schools, medical care and traffic) were expressed.
- The proximity of the proposed new houses to existing homes on Warrener Street and to the car park entrance is highlighted as an issue.

## Delivery and Next Steps

- 4.12 This option testing exercise, which has included extensive public consultation, has therefore concluded that the preferred option for the site is a mixed use scheme which will complement the village offer, not compete with it.
- 4.13 Therefore there are potentially two anchor occupiers who could support development on the site:
- Local convenience store
  - Health hub.
- 4.14 The next steps to support the delivery of the preferred mixed use option are recommended as follows:
- **Engagement** - Inform the key stakeholders of the outcomes of the study and continue to engage with the public and key stakeholders as work progresses towards the potential delivery of new development.
  - **Respond to Local Concerns** - Significant local concerns have been raised throughout this process regarding the impact of the loss of parking at Warrener Street and the additional traffic generated by development of the site, particularly on road and pedestrian safety. This will need to be carefully considered and responded to as the detail and design of the preferred option is worked up. Responding to local concerns will help to ensure public buy-in to the scheme.
  - **Site Assembly** - The Warrener Street Car Park site has been determined to be undeliverable in isolation. As such, a third party land interest will be required to deliver the preferred option. The potential acquisition costs of this third party land should be considered within the context of the proposed scheme which will have an impact on residual values.
  - **Secure Occupiers** – High level discussions have been undertaken with a potential occupier of the convenience store. These should be progressed and refined to determine their specific requirements and to secure their commitment to the scheme. Should additional and

complementary operators express an interest in the scheme, for example a health facility, these should be considered in terms of their scope to be incorporated within the mixed use scheme and potential impacts on viability, deliverability and meeting local aspirations.

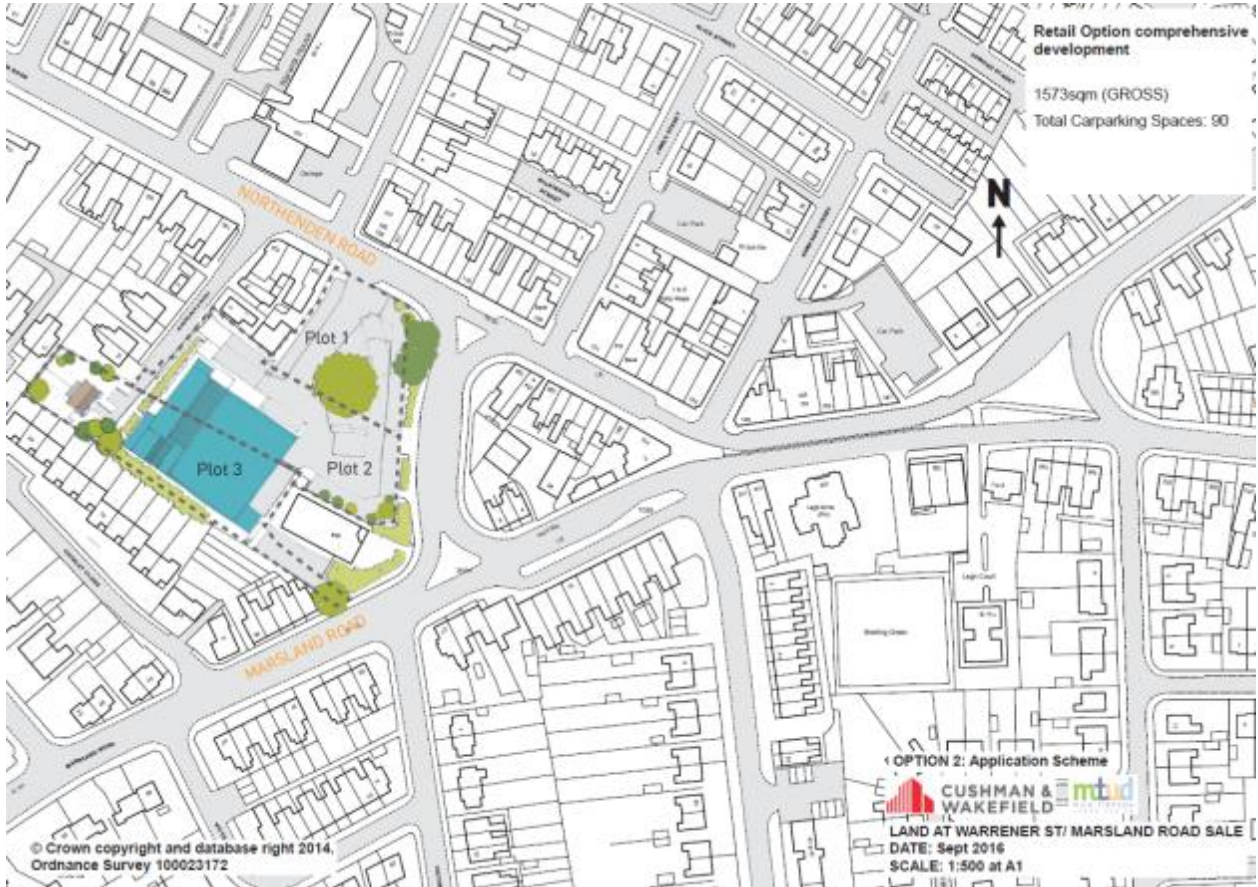
- **Development Approach** – Consider if Trafford Council has the appetite to directly deliver the preferred option with the aid of a development partner. This approach would ensure that control of the site is maintained and local aspirations met, but would also carry the financial risks of development. Procurement implications are likely to require developers to enter into a competitive tendering process. Alternatively, the Council could assemble the site, obtain planning permission and take the site to market as a development opportunity. This approach would generate a receipt for the Council but carries the risk of not attracting an interested party and losing control over the outputs of development. The Council also needs to consider the approach to development in light of its need for on-going, long term revenue generation.

## Appendix A – Development Options

### Option 1 – Do Nothing



**Option 2 – Kirkland Scheme (With Planning Permission)**



**Option 3 – Revised Kirkland Scheme**



**Option 4 – Mixed Use**



**Option 5 – Leisure Led (Inc. café)**



Warrener Street Car Park - Development Study  
**OPTION 5 REVISION - Leisure Use (Inc. Café)**  
Scale: 1:500 @ A1  
November 2016



## Appendix B – Consultation Questionnaire

# Warrener Street Car Park, Sale Moor

## Consultation on the Revised Emerging Options

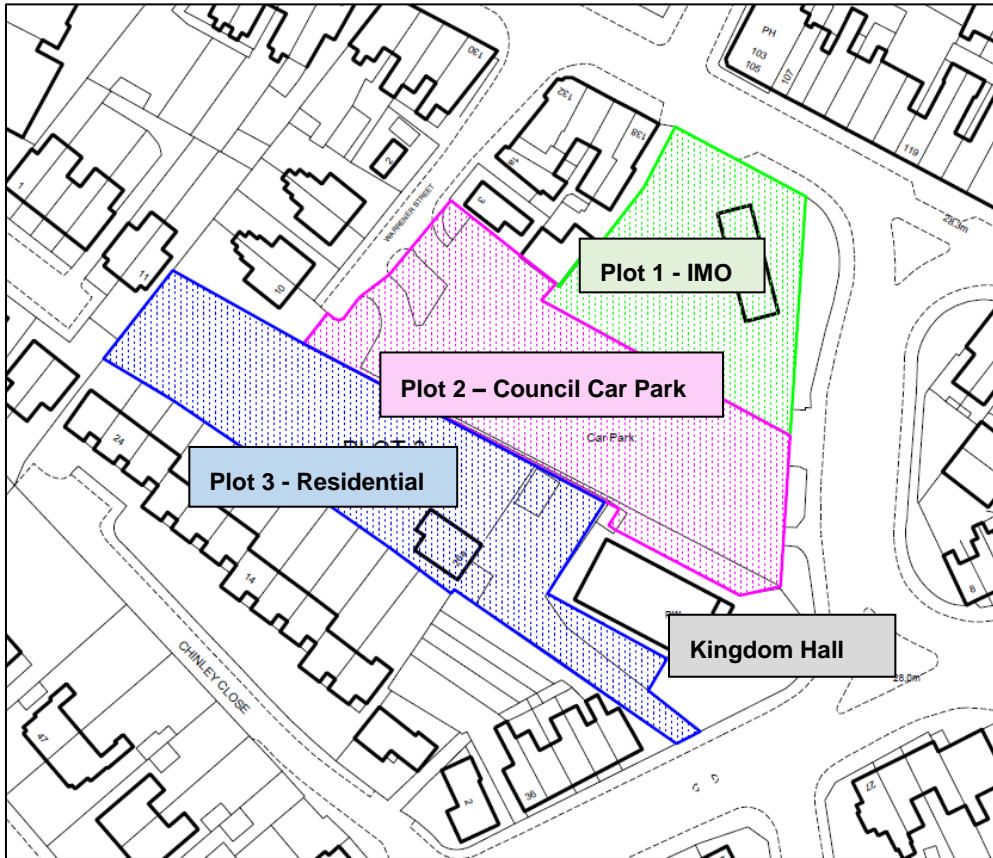
Thank you for attending the drop-in session today, your feedback is important to the process of determining the future options of the Warrener Street Car Park site. Following the initial consultation event in September, it was made clear that none of the emerging deliverable options fully met the aspirations of local residents and businesses. However, the comments provided have informed our on-going work and market engagement to develop some new options which we hope better respond to local needs.

Please add your comments below. Our team will be on hand to answer questions and listen to your views.

Emerging Deliverable Option	Rank All Options in Order of Preference (1 - Highest)	What do you <u>LIKE</u> about this option?	What do you <u>DISLIKE</u> about this option?
<b>1. Do Nothing</b> Plots 1, 2 and 3 93 parking spaces			
<b>2. Kirkland Scheme (With Planning Permission)</b> Plots 1, 2 and 3 18,000 sq ft retail 2x homes 91 parking spaces			
<b>3. Revised Kirkland Scheme</b> Plots 2 and 3 11,500 sq ft retail 2x homes 74 parking spaces			
<b>4. Mixed Use</b> Plots 2 and 3 5,000 sq ft retail 16x homes 50 parking spaces			

<b>5. Leisure Use (Inc. Café)</b>  Plots 2 and 3 13,500 sq ft leisure 3x homes 55 parking spaces			
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Please use the box below to provide any additional comments:



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## TRAFFORD COUNCIL

**Report to:** Executive  
**Date:** 26<sup>th</sup> June 2017  
**Report for:** Decision  
**Report of:** The Executive Member for Investment

### Report Title

Land Sales Programme 2017/18

### Summary

To advise Members of the outcome of the 2016/17 Land Sales Programme, to propose a programme for the disposal of land and buildings during the financial year 2017/18 and to seek the necessary delegations.

### Recommendation(s)

1. Note the outcome of the 2016/17 Land Sales Programme.
2. Approve the Land Sales Programme for 2017/18 as set out in the report.
3. Delegate authority to the Chief Executive to:
  - a. negotiate and accept bids.
  - b. engage external resources where this will assist in implementing the programme.
  - c. submit an application for planning permission on any properties included in the programme where this will assist in marketing.
  - d. offset eligible disposal costs against capital receipts in accordance with capital regulations up to a maximum of 4% of the value of the capital receipt.
  - e. advertise the intention to dispose of a site in the event that it comprises open space as defined by the Town and Country Planning Act 1990, in accordance with the relevant statutory procedure, and if any objections are received, to refer to the relevant portfolio holder for consideration in consultation with the Executive Member for Highways, Parks and Environmental Services.
  - f.
    - i) add to or substitute sites into the programme during the year.
    - ii) hire security services or arrange for the demolition of any property.
    - iii) authorise alternative methods of disposal where appropriate.
4. That the Director of Legal and Democratic Services in consultation with the Chief Executive and where appropriate, the Chief Finance Officer be authorised to finalise and enter into all legal agreements required to implement the above decisions.

Contact person for access to background papers and further information:

Name: Richard Roe

Extension: 4265  
 Background papers: None  
 Implications

Relationship to Policy Framework/Corporate Changes	Supports policy for Economic Growth and Development
Financial:	The generation of capital receipts will support the capital investment programme or used to repay debt.
Legal Implications:	None
Equality/Diversity Implications:	None
Sustainability Implications:	None
Resources Implications: eg Staffing/ICT/Assets	Properties which are no longer required for operational purposes are identified and recommendations as to retention /disposal are made by the Corporate Landlord group, prior to being added to the Land Sales Programme.
Risk Management Implications:	No direct implications.
Health and Wellbeing Implications:	None
Health and Safety Implications:	A reduction in health and safety issues by disposing of vacant buildings.

## 1. Background

- 1.1 The Land Sales Programme sets out a list of land and buildings that the Council intends to sell in the forthcoming year(s) and a summary of the previous year's outturn. The details of these are set out in this report, with the actual and estimated sums against specific properties in the confidential Part II of the agenda.
- 1.2 The Land Sales Programme is an integral part of the Council's asset strategy and is the conclusion of a corporate process of identification of surplus assets linked to service planning and an options appraisal process.
- 1.3 The Council strives to use its property assets in the most advantageous way possible for the community and to achieve its service delivery, financial, regeneration and economic growth objectives.

## 2.0 Council Strategies linkages with the Programme

2.1 The use and disposal of property is an important part of business planning and the delivery of efficiency targets across all service areas. In addition the identification of a range of service delivery strategies across the Council has had implications for the use of property and its availability for disposal. These include:

- **Corporate Landlord** – The adopted corporate landlord approach to managing the Council's property assets is improving the management of assets. Land Sales, as well as the corporate estate, are regularly monitored and reviewed. Through the One Trafford partnership all assets are to be reviewed as to their condition, value and potential to either reduce maintenance costs or be in a position to generate revenue income. The use of specialist software (CAFM / TRAMPS) will enable the Council to undertake better decisions in respect of retention / investment and disposals of operational assets. There will also be opportunities for further rationalisation of the property portfolio through efficiencies in terms of maximizing the capacity of buildings to be retained and partnerships with public, private and third sector partners.
- **Collaboration and co-location** - Partnership working has led to shared use of accommodation. This is already producing more efficient use of assets and should lead to the release of further surplus assets across partners. The Council has initiated a One Trafford Estate project that is working across public sector partners to identify opportunities where shared use of assets is viable and in the right location. In addition the project is ensuring that Council assets are available where we have a suitable building for greater cross working and can ensure our estate strategies are aligned to those of our public sector partners. This has meant that Trafford Council has representation on key strategic estate bodies such as the GM Property and Estates Panel and the Strategic Estates Group.

2.2 A range of strategies affect the way in which assets are disposed of. These aim to use surplus and under-performing assets to assist in the delivery of wider objectives in addition to realising capital receipts. They include:

- Investment opportunities – reports to Executive in December 2016 and February 2017 set out the Council's investment strategy. As part of this strategy the disposal route for any asset will be subject to a full options appraisal which will consider opportunities to develop the asset as part of our investment portfolio. Depending on the attributes of any particular asset, the options appraisal would consider site disposals on market, redevelopment potential, land assembly opportunities for enhanced redevelopment, longer term investment connections and potential social benefits to the council and the local residents.
- **Housing growth and affordable housing targets** are also supported by the Land Sales Programme, often in partnership with Registered Social Landlords. Disposals of land for nil value may be required if schemes are to be funded by the Homes and Communities Agency, however no such sites are identified on the current Programme. Development of sites for residential development also has the potential to attract the New Homes Bonus, which is a payment from central government for increasing the net number of homes above a threshold. In addition increasing the number of housing units provides much needed housing supply and generates additional Council Tax.

- **Community Asset Transfer** - The Council has supported, where appropriate, community organisations to deliver services in conjunction with the use of Council assets. However asset transfers were paused as most of these types of transactions are linked to assets in the leisure portfolio. As Trafford is undertaking a complete review of leisure assets to be able to deliver a suitable, efficient and wide ranging set of leisure services it needs to determine which of its assets are required and which assets can be deemed surplus.
- **Regeneration** – Ongoing projects in town centres have presented opportunities for the regeneration through schemes including Council land, e.g. Regent Road, Altrincham.

### 3. Capital receipts in 2016/17 were as follows:-

	Site	Capital receipt (£000s)
1.	Altrincham Depot, Wharf Road (and adj. site of former Darby and Joan club)	1,125
2.	Meadowside (Pathways), Torbay Road, Urmston.	1,002
3.	293 Manchester Road, Altrincham	280
4.	Land R/O Nags Head, Davyhulme	260
5.	Denzell Cottages, Bowdon	250
6.	Fairview Childrens home, 136 Fairywell Road, Timperley.	172
7.	Crown Passages, Hale	135
8.	Timperley Library (deposit)	17
	<b>Total receipts 2016/17</b>	<b>3,241</b>

- 3.1 The projected Land Sales Programme for 2016/17 at the start of the year was £6,461,000. The difference between the projected and actual figures was due to a number of sites having to be rolled forward to future years. This is for several reasons including Trafford Council's strategy of generating income streams from assets rather than disposals, where appropriate, delays with purchasers carrying out due diligence on a large site and resolution of legal issues. In addition with the property market in an upturn it was prudent to revisit the valuations of some assets where a small amount of delay would gain a far greater income. It is expected that the majority of the sites rolled forward will be sold during the 2017/18 financial year if the best option is disposal.
- 3.2 The Council now have a hierarchy of considerations before disposal is the decided strategy for any asset. The introduction of the One Public Estate programme means that multi use building and the service provision of other public sector bodies may provide a better option for an asset that was otherwise deemed surplus. In addition this could promote the opportunity to create more



regular revenue income especially from council assets that would have been sold. By adopting this approach, this will reduce the level of capital receipts available to support the financing of the Council's Capital Programme however additional benefits will be generated from any new revenue income stream. This position will be monitored closely with any significant movements affecting the level of capital receipts available to finance the Capital Programme being reported to Members during the year.

- 3.3 The Council is allowed to charge disposal costs against capital receipts up to a maximum of 4% on eligible receipts in accordance with Statutory Instrument 454 2010 section 23h.

**4. Sites declared surplus and prioritised for review in 2017/18 are as follows:-**

	<b>Site Location</b>
1	Ortonbrook, Oak Road, Partington
2	Friars Court, Sibson Road, Sale
3	Stokoe Avenue, Altrincham
4	Britannia Road, Sale
5	Brentwood School, Timperley
6	Clarendon House, Altrincham
7	Flixton Road, Flixton
8	Partington Town Centre site
9	2 <sup>nd</sup> Avenue, Trafford Park
10	Old Trafford Master Plan sites

- 4.1 These programmed properties are likely be sold during this financial year but it is possible that some sites may roll forward to next or future years should issues arise that delay the disposals (title issues, planning issues, consent issues etc.). As set out in paragraph 2.2 the investment opportunities related to each of these sites will be reviewed to determine the most appropriate and financially beneficial option for disposal, development or alternative use.

**5. Sites for review**

There are a number of sites within the Council portfolio with the potential for generating capital receipts or income. These will be measured against potential social improvement or benefit to the Council. An option analysis will be undertaken to identify the potential of the sites. The sites with potential will come forward in the programme as Additional Sites.

**6. Additional Sites**

- 6.1 New sites becoming surplus during the year will be added to the programme in consultation with the Executive Member, and where these involve the approval of a development brief, a formal decision will be requested of the Executive Member and a period of public consultation will be undertaken in the usual way.

### **Other Options**

Retention of surplus property would have consequences for the resourcing of the Capital Programme, impact on revenue savings and the delivery of a range of Council objectives.

As set out above, alternative options are considered for each site before they are added to the Land Sales Programme.

### **Consultation**

With the development of the One Trafford Estate project linked to the wider One Public Estate the Council will now assess the availability of its assets in the context of any wider requirements alongside public sector partners. This supports the view that assets should be looked at in supporting service delivery and seeing if greater disposal receipts across the public sector estate can be achieved where a local disposal strategy may not be the best answer. To achieve this consultation is undertaken across all service areas to ensure that there are no other appropriate uses for an asset, for the Council or its partners, prior to it being declared surplus. In some cases this will identify a specific future use following disposal, which will indicate the source of potential purchasers, such as Registered Social Landlords for affordable housing. Major disposals affecting a wider area are, as appropriate, subject to consultation with local stakeholders.

### **Reasons for Recommendation**

The sale of surplus assets reduces the Council's overall expenditure and backlog maintenance, generates capital receipts to support the capital programme, assists regeneration and facilitates residential development. There is a need to undertake a range of procedures to ensure that the best consideration for the sale is achieved including full exposure to the market and a transparent audit trail.

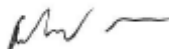
### **Key Decision**

This is a Key Decision currently on the Forward Plan: Yes  
If Key Decision has 28 day notice been given Yes

**Finance Officer Clearance GB**

**Legal Officer Clearance JLF**

**DIRECTOR'S SIGNATURE**



## TRAFFORD COUNCIL

**Report to:** Executive  
**Date:** 26<sup>th</sup> June 2017  
**Report for:** Decision  
**Report of:** Executive Member for Housing and Strategic Planning

### Report Title

**Altrincham Town Centre Neighbourhood Business Plan – Regulation 18 – Publication of the Examiner’s Report and Modifications and Decision to proceed to Referendum.**

### Summary

**This report provides a summary of the Examiner’s report and proposed modifications to the Altrincham Town Centre Neighbourhood Business Plan (ATCNBP). The report seeks approval of the Examiner’s modifications in order to ensure that the ATCNBP meets the Basic Conditions which a draft neighbourhood plan must meet if it is to proceed to referendum.**

**The report also seeks approval that the ATCNBP should proceed to referendum and for the proposed area in which the referendums (for both the residents and businesses) are to take place Plan.**

### Recommendation(s)

That the Executive will be asked to:

1. Approve each of the proposed modifications to the text of the ATCNBP contained within the Examiner’s report (Appendix 2).
2. Approve the proposed modification to the ATCNBP area made by the Examiner (see PM7 in Appendix 2 and the Plan at Appendix 3).
3. Approve that the ATCNBP should proceed to referendum and delegate authority to the Director of Growth and Regulatory Services and the Director of Legal and Democratic Services to carry out any action to enable the ATCNBP to proceed to referendum.
4. Approve the referendum boundary as recommended by the Examiner (detailed in Appendix 3).

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

Name: Clare Taylor-Russell (Strategic Planning and Growth Manager)  
Extension: 4496

Background Papers: None

<p>Relationship to Policy Framework/Corporate Priorities</p>	<p>Upon adoption, the Altrincham Town Centre Neighbourhood Business Plan will form part of the Trafford Development Plan. As such, it will contribute to a number of Corporate Priorities, in particular: Economic Growth and Development; Safe Place to Live - Fighting Crime; Services Focused on the Most Vulnerable People.</p>
<p>Financial</p>	<p>The Council is eligible for financial assistance from the government at various stages of neighbourhood Plan preparation. The Council has already drawn down £10,000 of funding for the designation of the Area and the Forum. The Council will be eligible to claim a further £30,000, (i.e. an “additional burdens” grant) once a date has been set for the referendum.</p> <p>There will be a cost associated with holding the two referendums. If the Executive decides to set the boundary, as recommended by the Examiner, it is likely that only one polling station, at Altrincham Town Hall, would be required since the ATCNBP area covers only relatively small parts of the wards of Altrincham, Bowdon and Hale Central. Therefore, the costs for both referendums (business and residents) are estimated at between £13,000 and £16,000. The cost of these referendums would be covered by the CLG grant and should also leave sufficient funding to cover the cost of the adoption process.</p> <p>Should the Executive resolve to hold the referendum over a wider area, such as the wards of Altrincham, Bowdon, Broadheath, Hale Barns, Hale Central, Timperley and Village (similar to area proposed by the Forum) is estimated to be approximately £100,000.</p> <p>In order to cover the gap between the cost of a referendum over this area and the additional burdens’ grant, £70,000 would need to be earmarked from EGEI reserves in 2017/2018. In this event, additional funds would also need to be identified for the adoption process, likely to be in the region of £5,000 - £10,000.</p>
<p>Legal Implications:</p>	<p>The Plan and the Forum have been proposed in accordance with the requirements of the Neighbourhood Planning Regulations (2012). Once the Plan is adopted, Planning decisions must be taken in accordance with the Trafford Local Plan (of which the Neighbourhood Plan will form part), unless material considerations indicate</p>

	otherwise. Until adoption, the draft Neighbourhood Plan is a material consideration in Planning decisions with its materiality (in decision making) increasing as it progresses through the preparation stages.
Equality/Diversity Implications	The Core Strategy Equality Impact Assessment is considered to be relevant to the Neighbourhood Plan on the basis that the purpose of the Neighbourhood Plan is to deliver a number of the objectives and policies of the Core Strategy.
Sustainability Implications	A Strategic Environmental Assessment (SEA) has been carried out on the Altrincham Neighbourhood Business Plan which found the main policies of the Neighbourhood Plan to be sustainable.
Resource Implications e.g. Staffing / ICT / Assets	<p>The Plan seeks to allocate two Council owned sites:</p> <ul style="list-style-type: none"> <li>• Site of Altrincham Leisure Centre (once the new centre is developed as part of the Altair scheme), and adjoining land between Oakfield Road and the railway; for a combination of leisure uses, residential, offices and car parking;</li> <li>• The redevelopment of the Regent Road frontage and adjoining public car park to complete the commercial (Mixed use with Ground Floor Active Frontage) development of Regent Road and its corner with New Street and provide increased short stay car parking with improved pedestrian access via Kings Court to Railway Street and the new hospital.</li> </ul> <p>The ATCNBP Plan has been prepared by the Neighbourhood Forum with ongoing support from Council Officers. The Council is now responsible for taking it through the referendum process. This stage will be carried out by Council Officers within the existing Strategic Planning and Growth Team along with officers from Democratic Services. The Plan and supporting documents will be available to view via the Council's website.</p>
Risk Management Implications	The ATCNBP Plan will be a key document that supports the Council's Core Strategy and Development Management function.
Health & Wellbeing Implications	None
Health and Safety Implications	None

## **1.0 Background**

- 1.1 Under the Town and Country Planning Act 1990 (as amended), and the Localism Act 2011, the Council has a statutory duty to assist communities in the preparation of Neighbourhood Development Plans and to take Plans through a process of examination and referendum(s).
- 1.2 The Altrincham Town Centre Neighbourhood Business Forum was formally designated by the Council on the 28th July 2014 as the qualifying body to prepare the Altrincham Town Centre Neighbourhood Business Plan (ATCNBP) and the membership currently stands at over 100. The Council also designated the proposed ATCNBP area at the same time as the Forum. The designated Plan area is attached as Appendix 1.
- 1.3 Following three previous rounds of public consultation, which took place between the autumn of 2014 and the winter of 2015/16, and under Regulation 15 of the Neighbourhood Planning (General) Regulations 2012; the Forum formally submitted the ATCNBP, along with the required supporting documentation to the Council on 30th June 2016<sup>1</sup>.
- 1.4 The ATCNBP includes a vision, a number of objectives, design principles and a number of land use Planning and development management policies which include:
- Main shopping and mixed use area with ground floor active frontages.
  - New retail development.
  - Town centre housing.
  - Car parking.
  - Digital infrastructure.
  - Design and quality and green infrastructure.
  - Office uses.
  - The market.
  - Community facilities.
- 1.5 The ATCNBP also includes six site allocations which are as follows:
- Oakfield Rd/Balmoral Road builders' merchant site - for residential use.
  - Mayors Rd/Manor Rd builders' merchant site - for residential use.
  - Ashley Rd/St Johns Rd (the former YWCA building) - for residential use.
  - The Old Hospital site on Market Street/Greenwood Street - for mixed use including residential, offices, library, community purposes and public open space next to the market.
  - The Council owned Altrincham leisure centre site (once the new centre is developed as part of the Altair scheme) and adjoining land - for leisure, residential, offices and car parking.
  - Redevelopment of the Council owned Regent Road car park and adjoining land - for mixed use purposes.
- 1.6 Throughout the preparation of the ATCNBP, Council officers have maintained a positive working relationship with the Forum. This has ensured that the ATCNBP

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<sup>1</sup> Details of the previous rounds of public consultation are contained within the Executive report dated 10th August 2016. <https://democratic.trafford.gov.uk/ieDecisionDetails.aspx?ID=561>

does not conflict with Council priorities in relation to land holdings and wider policies such as parking, transportation and public realm improvements. It has also ensured that the ATCNBP is deliverable in Planning terms.

## **2.0 Publicising the Submitted ATCNBP**

2.1 In accordance with Regulation 16 of the Neighbourhood Planning (General) Regulations 2012 the Council carried out a formal six week consultation on the submitted Plan between 30th August and 11th October 2016. The ATCNBP and all of the supporting documents were made available on the Council's website and at all Trafford's libraries and Access Trafford points.

2.2 All of the consultees included within the consultation statement submitted with the ATCNBP were notified of the Regulation 16 consultation and a total of 15 responses were received by the Council during the consultation period.

2.3 Copies of the representations received to the Regulation 16 consultation and a copy of the Forum's consultation statement are available to view on the Council's website via the following links:

<http://www.trafford.gov.uk/Planning/strategic-Planning/docs/07022017/All-Comments.pdf>

<http://www.trafford.gov.uk/Planning/strategic-Planning/docs/August2016-Update/PL1447-ID-032-00-3-Altrincham-Town-Centre-Neighbourhood-Business-Plan-Consultation-Statement.pdf>

## **3.0 Independent Examination**

3.1 Following the close of the consultation period the Council appointed an independent Examiner, in order to examine whether the ATCNBP meets the necessary basic conditions<sup>2</sup> set out within the legislation and whether (or not) it should proceed to referendum. The Council submitted the ATCNBP to the Examiner along with the required supporting documents, including the Forum's consultation statement and all of the responses received to the Regulation 16 consultation.

3.2 The Examiner, having reviewed the representations made to the Regulation 16 consultation, concluded that it would not be necessary to hold a formal hearing into the ATCNBP and the final Examiner's report setting out the proposed modifications was received on 26<sup>th</sup> January 2017. The report is available by the following link:

<http://www.trafford.gov.uk/Planning/strategic-Planning/docs/07022017/Altrincham-NBP-Final-Report.pdf>

3.3 In summary, the Examiner concluded that:

- The ATCNBP has been prepared and submitted for Examination by a qualifying body – The Altrincham Town Centre Neighbourhood Business Forum.

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<sup>2</sup> In relation to neighbourhood planning the basic conditions' test includes an assessment of the neighbourhood Plan against national guidance, sustainability matters, the LA's development Plan policies and, EU obligations.

- The ATCNBP has been prepared for an area properly designated – Altrincham Town Centre as shown in Plan 2 of the ATCNBP (Appendix 1 of this report).
- The ATCNBP specifies the period to which it is to take effect – 2015 to 2030.
- The policies relate to the development and use of land for a designated neighbourhood area.
- Subject to the policy modifications set out in her report (see Appendix 2); the ATCNBP meets the Basic Conditions.
- That the ATCNBP should proceed to referendum.

#### Examiners Modifications to the Plan

- 3.4 The Examiner has made a number of recommendations to modify the ATCNBP in order to ensure that the Plan meets the Basic Conditions and other legal requirements. The proposed modifications are set out in Appendix 2 and are summarised below.
- 3.5 In relation to the proposed allocation of the Council owned Regent Road Car Park, the ATCNBP stated that the preparation of a ‘masterplan’ should be led by the Council. Although the Examiner agreed that a masterplan or overall scheme framework should be set to achieve the best future use of the site in an integrated fashion, she has recommended that the reference to it being “led by the Council” should be removed so that other parties or consultants could prepare the masterplan or development framework (see PM2 in Appendix 2). This is in line with the Council’s comments made at the Regulation 16 stage and reiterated during the Examination process.
- 3.6 The Examiner has recommended a small amendment to the ATCNBP boundary (see PM7 in Appendix 2) in order that the rear gardens of the houses along New Street and four additional properties are included within the town centre boundary (as per the Regulation 16 consultation response from The Bowdon Downs Residents’ Association). See Appendix 3 which illustrates the extent of the amended boundary.
- 3.7 The remainder of the Examiner’s modifications propose minor wording changes to a small number of policies. These changes are in order to provide additional information or clarification, or to ensure that the proposed policies are brought into general conformity with policies of the adopted Trafford Core Strategy.
- 3.8 It is felt that the Examiner’s recommendations are sound and there are no reasons to contest them. If, however, the Executive decides to not accept any of the proposed policy modifications or to make a decision which differs from that of the Examiner’s recommendations, in relation to the content of the Plan, clear reasons must be given and it should also be noted that there would be a requirement for a further period of public consultation which would add further delays to the ATCNBP. It is considered that it would be undesirable to carry out the required consultation over the summer months, therefore it would have to be carried out during the autumn of 2017 which would mean that it is unlikely that the referendums could take place before early 2018.

#### Referendum Boundary

- 3.9 In addition to making recommendations in relation to the content of the Plan, and whether it should proceed to referendum, the Examiner was required to make a recommendation in relation to the referendum boundary. As the ATCNBP is a



business Plan there will need to be two referendums held, one for businesses and one for residents. The Neighbourhood Forum put forward to the Examiner that there should be two different referendum boundaries, one for businesses should be limited to the Plan area only; while the one for residents should extend more widely and be reflective of the geographical spread of the comments received to its Regulation 14 consultation.

- 3.10 Details of the Forum's Regulation 14 consultation, including postcode information from those that responded, are included within the Forum's consultation statement which was submitted to the Council and the Examiner along with the ATCNBP. Based on this information, the Forum proposed a residential referendum boundary which would broadly cover the following seven wards: Altrincham, Bowdon, Broadheath, Hale Barns, Hale Central, Timperley and Village.
- 3.11 In response to this, the Council set out its position to the Examiner in relation to the referenda boundaries as follows:
- To define two separate boundaries would be inequitable.
  - To define two separate boundaries would place significant financial burden on the Council.
  - The preferred boundary for both of the referendums is the Plan boundary as originally submitted.
- 3.12 Notwithstanding the above points the Council put to the Examiner that should she see merit in extending the boundaries beyond the Plan boundary, then it was suggested that a single, extended boundary should to include the wards of Altrincham, Bowdon, Broadheath, Hale Barns, Hale Central, Timperley and Village. This would be a reasonable extension for both of the referendum boundaries (see Appendix 4).
- 3.13 The Examiner considered the issue of two referendum areas and made the following considerations:
- The relevant legislation does not appear to contemplate there being anything other than a single, shared referendum area.
  - To define two separate referendum boundaries would give rise to issues of inequality and conflicted democracy in defining the areas differently.
- 3.14 The Examiner therefore concluded that the respective referendums need to be both comparable and complimentary to enable the Council to be in the most informed position to proceed (or not) with the Plan to adoption. In assessing whether a wider boundary should be set for the referendums, especially the residents' referendum, the Examiner considered the hierarchy of town centres in Trafford. Based on the Trafford Retail and Leisure Study 2007, the Trafford Core Strategy defines the hierarchy as follows:
- Main town centre – Altrincham.
  - Other town centres – Sale, Stretford, Urmston.
  - District centres – Hale, Sale Moor, Timperley.
  - Local centres.

3.15 In reaching her decision on the referendum boundary, the Examiner made the following comments:

- Although Altrincham clearly has a very wide catchment area, it would be disproportionate to try and capture within the residents' referendum area every potential shopper, or user of the leisure services that might have an interest in Altrincham.
- Any judgement on a wider boundary would be somewhat arbitrary even if the relevant area was cast extremely wide.
- Although many residents and businesses outside of the ATCNBP boundary may have an interest in the ATCNBP, it is considered that these are less significant than the people who live and operate businesses within the ATCNBP area.

#### Examiner's Conclusion on the Referendum Boundaries

3.16 Taking the above issues into account, and in conjunction with the information contained within the Forum's consultation statement and the Council's Regulation 16 response, the Examiner concluded that the boundaries for both referendums should be the same and that both referendums should be limited to the residents and businesses based within the ATCNBP Area. This is in line with what the Council's preferred position.

#### The Forum's Representations

3.17 Following the publication of the Examiner's report, the Neighbourhood Forum has expressed concerns regarding the referendum area. There is no formal right of appeal for the Forum in respect of the Examiner's report and recommendations. Therefore the Forum has specifically requested that in considering the ATCNBP Examiner's recommendations regarding the boundaries for the referendums, the Council extends the boundaries as per the postcode information contained in its submitted consultation statement, and the maps appended to the Forum's correspondence at Appendix 5 of this report.

3.18 The Forum has requested that the boundaries be extended for the following reasons:

- To restrict the referenda boundary to the ATCNBP boundary would disenfranchise the majority of the general public who are impacted by the ATCNBP and who participated in the preparation of the ATCNBP.
- The Evidence contained within Appendix 5 was not available to the Executive Member when making his decision on 10<sup>th</sup> August 2016 nor to the Examiner when she considered the ATCNBP.
- The Milton Keynes Business Neighbourhood Plan and more recently the Central Ealing (Business) Neighbourhood Plan set a precedent in that the Examiner in both of these cases recommended that the referendum boundaries should be set wider than the Plan boundaries.

#### Conclusions in relation to the Examiner's Recommendations

3.19 Notwithstanding the Examiner's recommendation regarding the referendum boundaries, the Council's Executive has the final decision making authority for determining the referendum boundary in accordance with paragraph 12(8) of the Localism Act 2011. The Council can extend the referendum area, going against the Examiner's recommendation, only if it considers it appropriate to do so which has to

be based on sufficient new evidence to justify this decision. In this event, the Executive must give clear reasons for rejecting the Examiner's recommendation. Also, whilst not the determining factor, it should be noted that to extend the referendum boundary as proposed by the Forum would place a significant additional financial burden on the Council which could not be met by the CLG grant.

- 3.20 Although the Forum has submitted a substantial amount of evidence regarding the referenda boundary since August 2016, it is considered that the facts remain the same as when the Executive Member made his decision in August 2016 and when the Examiner considered the ATCNBP. Whilst the Executive report itself did not detail the location of the majority of the respondents, the consultation statement which was submitted alongside the ATCNBP and referred to in that report does. Therefore it is considered that both the Executive Member and the Examiner were in receipt of the relevant facts when they made their decisions.
- 3.21 In relation to the matter of precedent raised by the Forum (see 3.19 above), the following issues should be noted:
- The Examiner would have been fully aware of the Milton Keynes case in making her decision and nevertheless she still came to the view that the referendum boundary should be that of the ATCNBP area. It is considered that this case is different to Trafford in that the Milton Keynes retail hierarchy is very different to that of Trafford's. Milton Keynes Core Strategy states that the Milton Keynes Primary Shopping Area will function and develop as a regional shopping centre. Although Altrincham is Trafford's principal town centre, Manchester City Centre is the City Region's Regional Centre. Therefore it is not considered that the Milton Keynes case sets a precedent in respect of the ATCNBP.
  - Although the Central Ealing Neighbourhood Plan was published after the ATCNBP Examiner's report was issued, it is not considered that it raises significantly new evidence pertinent to the ATCNBP case.
- 3.22 In conclusion, it is not considered that the Forum has provided significant new evidence, not previously considered by the Examiner (or Executive Member in August 2016) in reaching their decisions not to extend the referenda boundaries beyond the ATCNBP area. It is therefore considered that the referendum boundaries (for business and residents) should be the same as the ATCNBP area, as recommended by the Examiner.
- 3.23 The Examiner stated that the ATCNBP has met the basic conditions and therefore must proceed to referendum. Not to take the ATCNBP forward would be contrary to the Examiner's recommendations and the Regulations under the Town and Country Planning Act 1990 (as amended).
- 3.24 Providing appropriate reasons are given, the Council could reject or amend the Examiner's recommendations but this would delay the referendum process and would require a further period of public consultation which could result in the ATCNBP not meeting the 'basic conditions' test, because the Examiner proposed her modifications with the purpose of ensuring that the ATCNBP met this test. The Council could also accept the Examiner's proposed recommendations, other than the referendum boundary, and propose an alternative (eg. as per Appendix 4). However

this would be arbitrary and would go against the recommendations made by the independent Examiner.

- 3.25 It is therefore recommended, in light of all the issues detailed above, that the Council should accept all the recommendations made by the independent Examiner.

#### Costs associated with conducting the referendums

- 3.26 It is estimated that the proposed cost of holding referendums covering the ATCNBP area only (as recommended by the Examiner) would cost c £13,000 to £16,000. It is estimated that the cost of holding referendums for an extended boundary to cover the 7 wards, b as proposed by the Forum, would cost c£100,000.

### **4.0 Next Steps**

- 4.1 In accordance with the Neighbourhood Planning (Referendums) (Amendment) Regulations in the case of business neighbourhood Plans the LPA has a period of 84 days to hold the referendums from the day after the LPA publishes its decision that a referendum must be held. Subject to Executive approval, in June 2017, they must therefore take place by mid October 2017.

### **Other Options**

- The Examiner stated that the ATCNBP has met the basic conditions and therefore must proceed to referendum. Not to take the ATCNBP forward would be contrary to the Examiner's recommendations and therefore the Regulations under the Town and Country Planning Act 1990 (as amended).
- The Executive could reject/amend some or all of the Examiner's recommendations and delay proceeding to referenda. Because this would be contrary to the Examiner's recommendations the Executive would need to provide clear reason(s) for its change(s) to the Modifications. It would also result in a need for a further period of public consultation. Changing the modifications could result in the ATCNBP not meeting the "basic conditions" test because the Examiner considered that her modifications were necessary to ensure that the ATCNBP met this test.
- The Executive could accept the Examiner's proposed recommendations other than in respect of the referenda boundary and propose a, potentially arbitrary, alternative referenda boundary, for example that as defined at Appendix 4 or some such other boundary, to be defined by the Executive; appropriate reasons would need to be provided for such a decision.

### **Consultation**

In accordance with Regulation 16 of the Neighbourhood Planning (General) Regulations 2012 the Council carried out a formal six week consultation on the submitted ATCNBP between 30<sup>th</sup> August and 11<sup>th</sup> October 2016. The ATCNBP and all of the supporting documents were made available on the Council's website along with all libraries and access Trafford points. There are no further Planned public consultation stages prior to adoption.

### **Reasons for Recommendation**

The Examiner concludes that the ATCNBP has met the basic conditions and, subject to the policy modifications set out in her report, should proceed to referendum. Therefore, approval is sought to make the proposed modifications to the ATCNBP as set out in the Examiner's report (Appendix 2), to approve the referendum boundary and agree that the ATCNBP should proceed to referendum under the direction of both the Director of Growth and Regulatory Services and the Director of Legal and Democratic Services. To make a decision to not take the ATCNBP forward to referenda in accordance with the Examiner's

recommendations would be contrary to the Neighbourhood Planning (General) Regulations 2012 (as amended by) The Neighbourhood Planning (General) (Amendment) Regulations 2015.

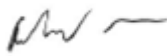
**Key Decision:** Yes

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

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

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

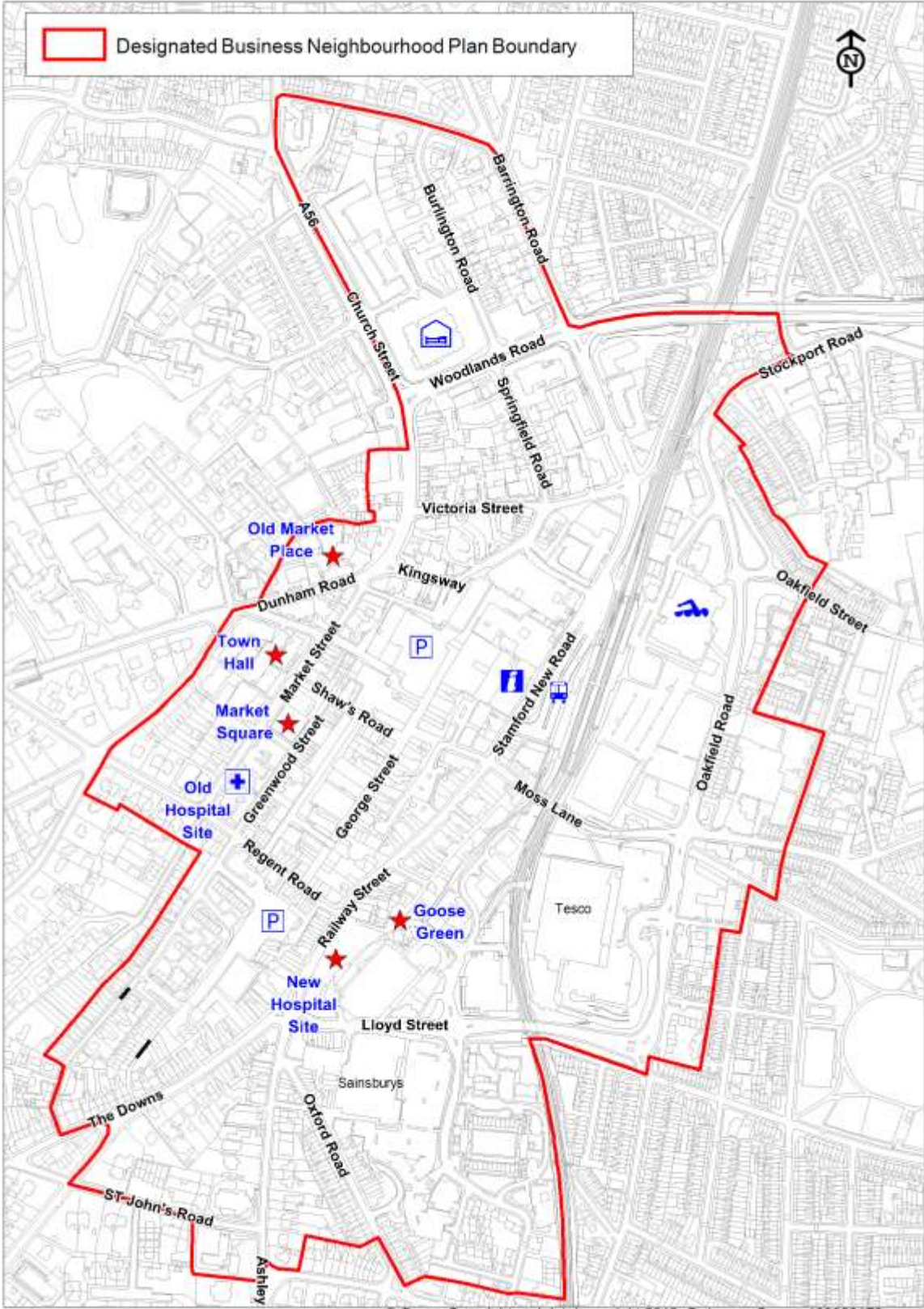
**[CORPORATE] DIRECTOR'S SIGNATURE** *(electronic).....*



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

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Appendix 1 – The Business Neighbourhood Plan Area



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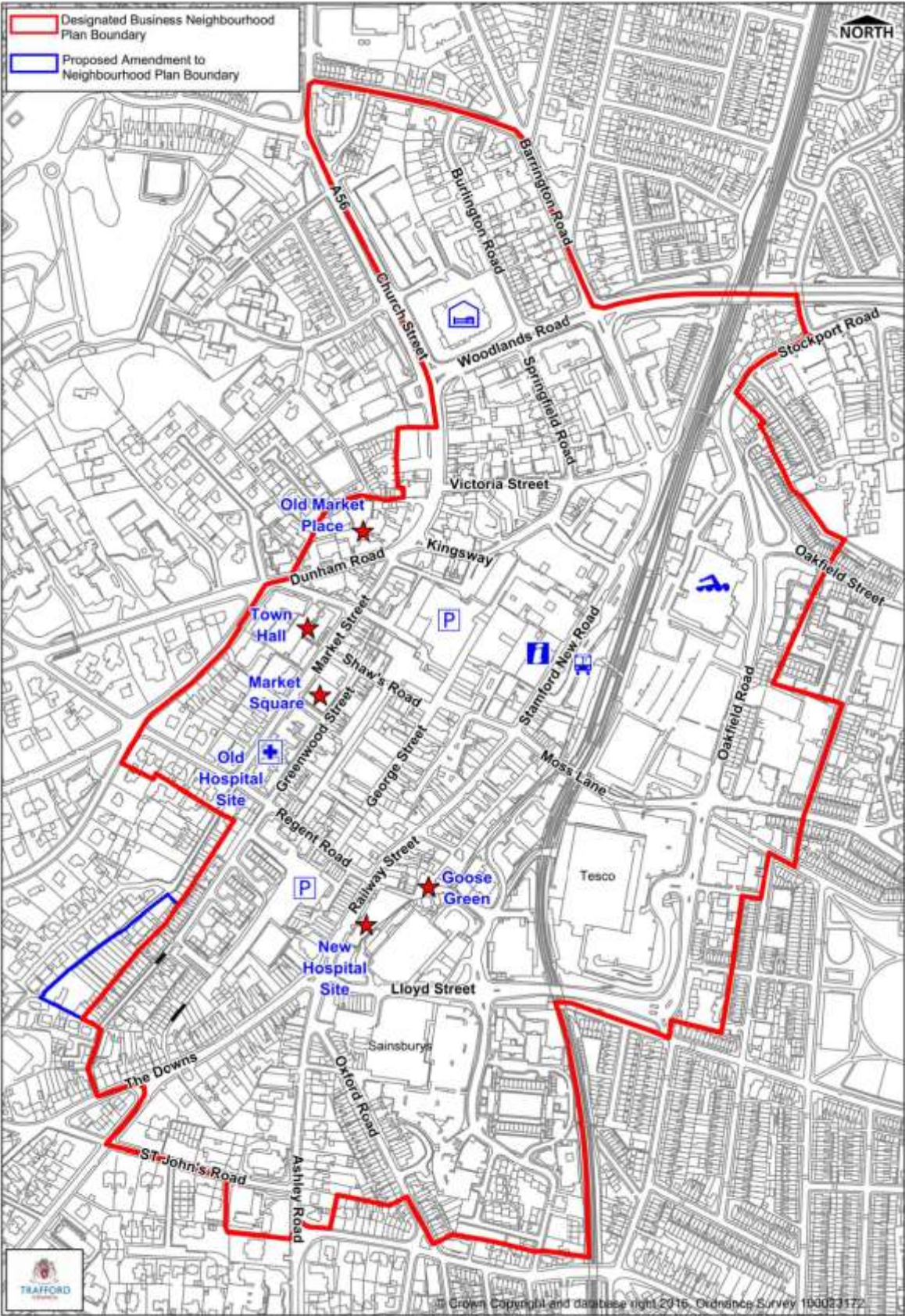
## Appendix 2 – Examiner’s Proposed Modifications

Proposed modification number (PM)	Page no./ other reference	Proposed Modification	Recommendation
PM1	Page 3, paragraph 1.4.4	Last sentence: An adopted Neighbourhood Plan has statutory status which gives it more weight than <u>some</u> other local planning documents such as Supplementary Planning <del>Guidance Documents</del> or Area Action Plans.	Agree with proposed modification – Make change to the plan
PM2	Page 13, paragraph 4.1.5  Page 14, Policy ‘A’  Site F, last bullet point	Given the complexity of the site ...., an overall ‘master plan, <u>or development framework</u> should be prepared, <del>led by the Council,</del> to provide an integrated context .....  <ul style="list-style-type: none"> <li>Secure the development of an overall master plan <u>or development framework</u>, <del>led by the Council,</del> to ensure effective ...</li> </ul>	Agree with proposed modification – Make change to the plan
PM3	Page 15, paragraph 4.2.7	The Plan also recognises the importance of the town centre attracting one or more <u>small or medium-sized</u> convenience stores in response to the <del>increasing development and importance of the ‘convenience culture’ which is rooted in the</del> growing desire to shift from the one-stop out-of-centre facilities to convenience at the local level, with positive effects .... Convenience retailing <u>at a more local level</u> has grown steadily ... A <u>small or medium-sized convenience store</u> is defined as being no more .....	Agree with proposed modification – Make change to the plan
PM4	Page 24, Policy G1	G1 – Proposals for public realm should ....including green pedestrian and cycling routes; <u>and improvement to or provision of new public open space. New</u>	Agree with proposed modification – Make change to the plan



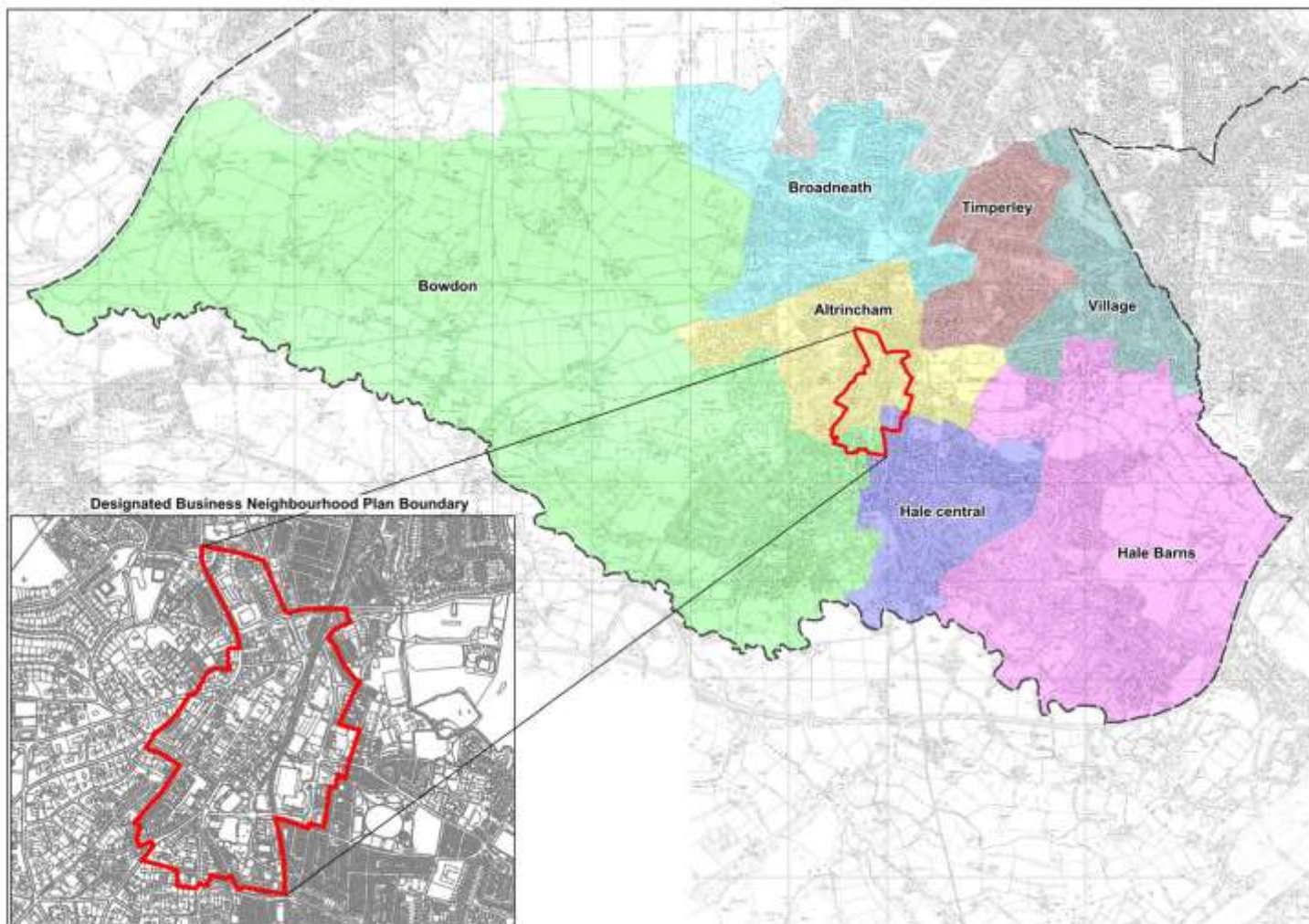
		<u>development or redevelopment should contribute to enhancement of the public realm wherever possible having regard for viability and costs.</u>	
PM5	Page 38, paragraph 3.5	There are also a number of green walking routes which lead into the primary town centre (see Plan C: Movement in the <u>Non-Statutory Annex</u> ).	Agree with proposed modification – Make change to the plan
PM6	Page 49, Appendix 4	References to national guidance on heritage assets, and to Conservation Area Appraisals and Management Plans should be added as follows:  <a href="https://www.historicengland.org.uk/advice/planning/conservation-areas/">https://www.historicengland.org.uk/advice/planning/conservation-areas/</a>  <a href="https://historicengland.org.uk/images-books/publications/changing-face-high-street-decline-revival/">https://historicengland.org.uk/images-books/publications/changing-face-high-street-decline-revival/</a>  Trafford Council Conservation Area Appraisals and Management Plans  <a href="http://trafford.gov.uk/planning/strategic-planning/local-development-framework/supplementary-planning-documents.aspx">http://trafford.gov.uk/planning/strategic-planning/local-development-framework/supplementary-planning-documents.aspx</a>	Agree with proposed modification – Make change to the plan
PM7	Plans 2-6 inclusive on pages 6,36,37,40,28	Amend the boundary so that the rear gardens of the houses along New Street and 4 additional properties are included within the town centre boundary (as per Reg 16 consultation response from Bowdon Downs Residents' Association)	Agree with proposed modification – Make change to the plan boundary

**Appendix 3 – The Business Neighbourhood Plan Area incorporating the Examiner’s proposed modification PM7**



**Appendix 4 - Alternative Referendum boundary based on the Wards of Altrincham, Bowdon, Broadheath, Hale Barns, Hale Central, Timperley and Village – Presented to the Examiner in the Council’s response at Regulation 16**

Page 95



## **Appendix 5 – Correspondence between the Forum and Director of Growth and Regulatory Services**



Mr R Roe and Mrs C Taylor-Russell  
Trafford MBC

16<sup>th</sup> February 2017

Dear Richard and Clare

**Altrincham NBP – Examiner’s Report.**

Working Group colleagues have carefully considered the Examiner’s Report and want to raise one issue with the Council as a matter of urgency.

We do not wish to comment on any of the Examiner’s decisions in respect of the content of the Plan, nor do we want to pursue with you the issue of the two referenda having separate boundaries. We do however request that you consider the boundary of the referenda (the same for both) as we believe very strongly indeed that to stick to the Plan boundary would be a major mistake, disenfranchising the vast majority of the general public who are impacted by the Plan and also comprise the vast majority of those who gave their time and views in order to help drive the development of the Plan through the three stages of public consultation. The facts, we believe, are as follows.

The resident population within the Plan boundary was estimated early in the Plan making process (by a Council officer, Damian Cutting) to be 2,332 – a figure which we accepted and utilised in our application for grant support. The catchment population for Altrincham Town Centre is considered to lie between 50,000 and 70,000 people, so whichever figure is taken, less than 5% of the town centre catchment population reside within the Plan boundary. It is also clear that the vast majority of the people who took part in the Plan making process through the public consultation stages also reside outside the Plan boundary. (As an example, 8 of the 10 active members of the Working Group, including the two authors of this letter, live outside the Plan boundary.) The Forum has said from the outset that it was its intention to involve as many people as possible in the consultation process in order that the Plan could be effectively driven by the weight of public opinion – an approach which the Forum regard as fundamental to the whole concept of Neighbourhood Planning. So far as we are aware, the Council has never opposed/disagreed with this view.

The Forum has also indicated from the outset that it would endeavour to collect post code data on all those members of the public who engaged in the public consultation process and where this has been provided, an analysis has been included in the Regeneris on-line questionnaire analysis reports

at each stage of consultation. So, at Stage 1, 86% of respondents were resident in WA14 and WA15 and 89% resident in those two wards at the crucial Stage 3 (the formal Regulation) consultation. The Forum collected and provided this information via the Regeneris reports, to assist the Council and the Examiner to set a reasonable boundary which would embrace the bulk of the people who engaged in the process. We suggest that those two post codes would achieve that but we would also accept that the definition by Wards included in your report to the Executive Member for Economic Growth, Environment and Infrastructure dated the 10<sup>th</sup> August 2016, namely the Wards of Altrincham, Bowdon, Broadheath, Hale Barns, Hale Central, Timperley and Village would also be acceptable.

We have considered how we should approach this issue including taking advice from Planning Aid and understand that we should make our case (above) and liaise with the Council with a view to the Council (supported by the Forum as necessary) approaching the Examiner with a view to her reviewing this single aspect of her report and agreeing to support the wider boundary embracing the Wards defined. We have also looked at the one good precedent of Milton Keynes where the Examiner agreed that the catchment population of the Milton Keynes Centre (in their case the whole Borough) should form the boundary for their referenda. As Trafford, unlike Milton Keynes, is a multi-centre Borough, the adoption of a Trafford wide referenda boundary would clearly be inappropriate whereas the definition of a boundary comprising the defined Wards would equate with the Milton Keynes decision, representing as it would, the catchment of Altrincham Town Centre.

We would urge the Council to agree to support this proposal and to approach the examiner urgently with a view to her reviewing the decision on the referenda boundary accordingly. The urgency here is to ensure that the matter is determined in time for it to be considered by the Council's Executive meeting on the 21<sup>st</sup> March 2017 and the referenda held on the same day as the local government elections in May (thereby minimising the cost which will be marginal) and ensuring the timely completion of the referenda process.

If you require any further information or support from the Forum, we stand ready to provide that.

Yours sincerely,

*Tony*

Tony Collier

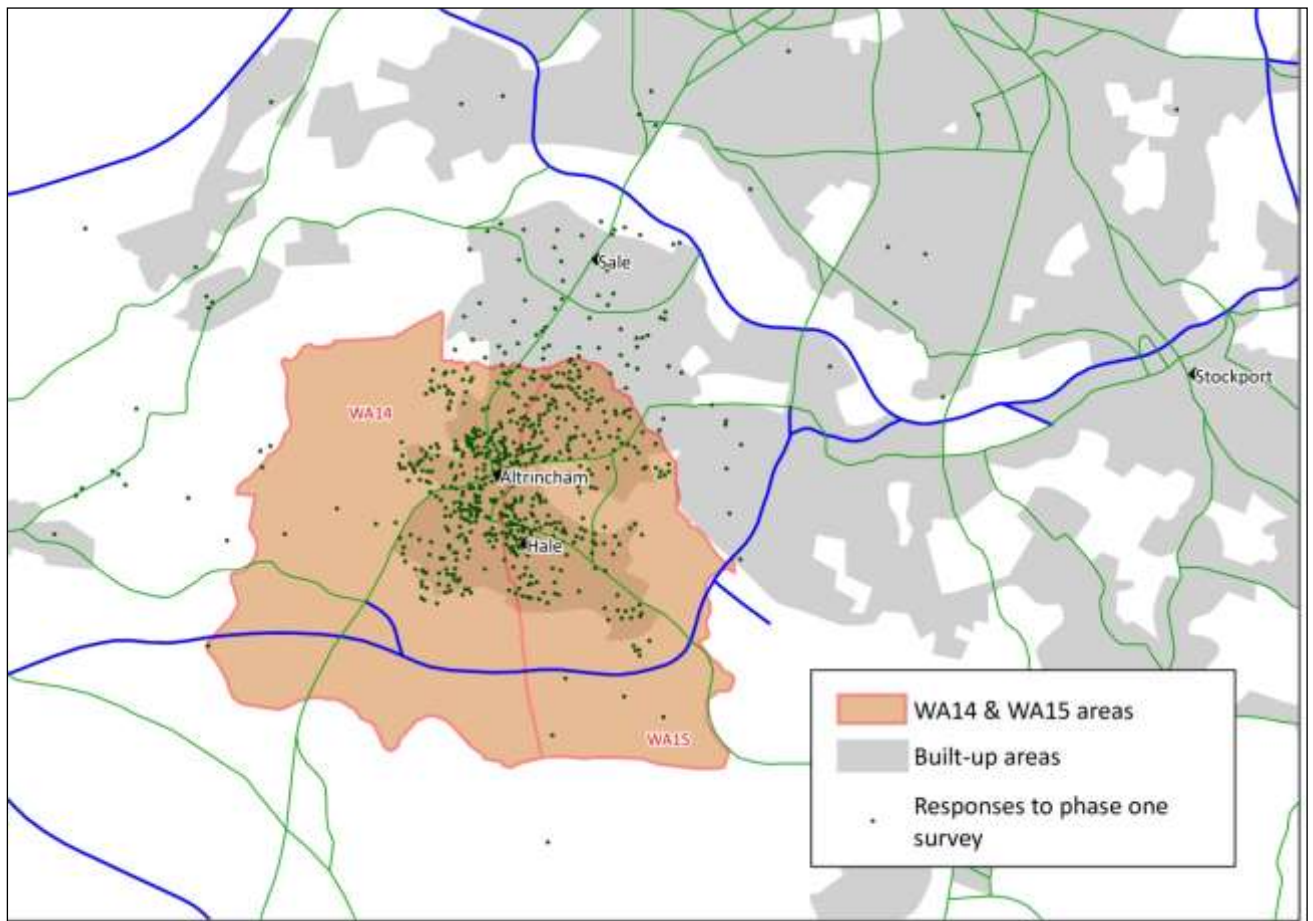
Chair, The Neighbourhood Forum

*Mike*

Mike Shields

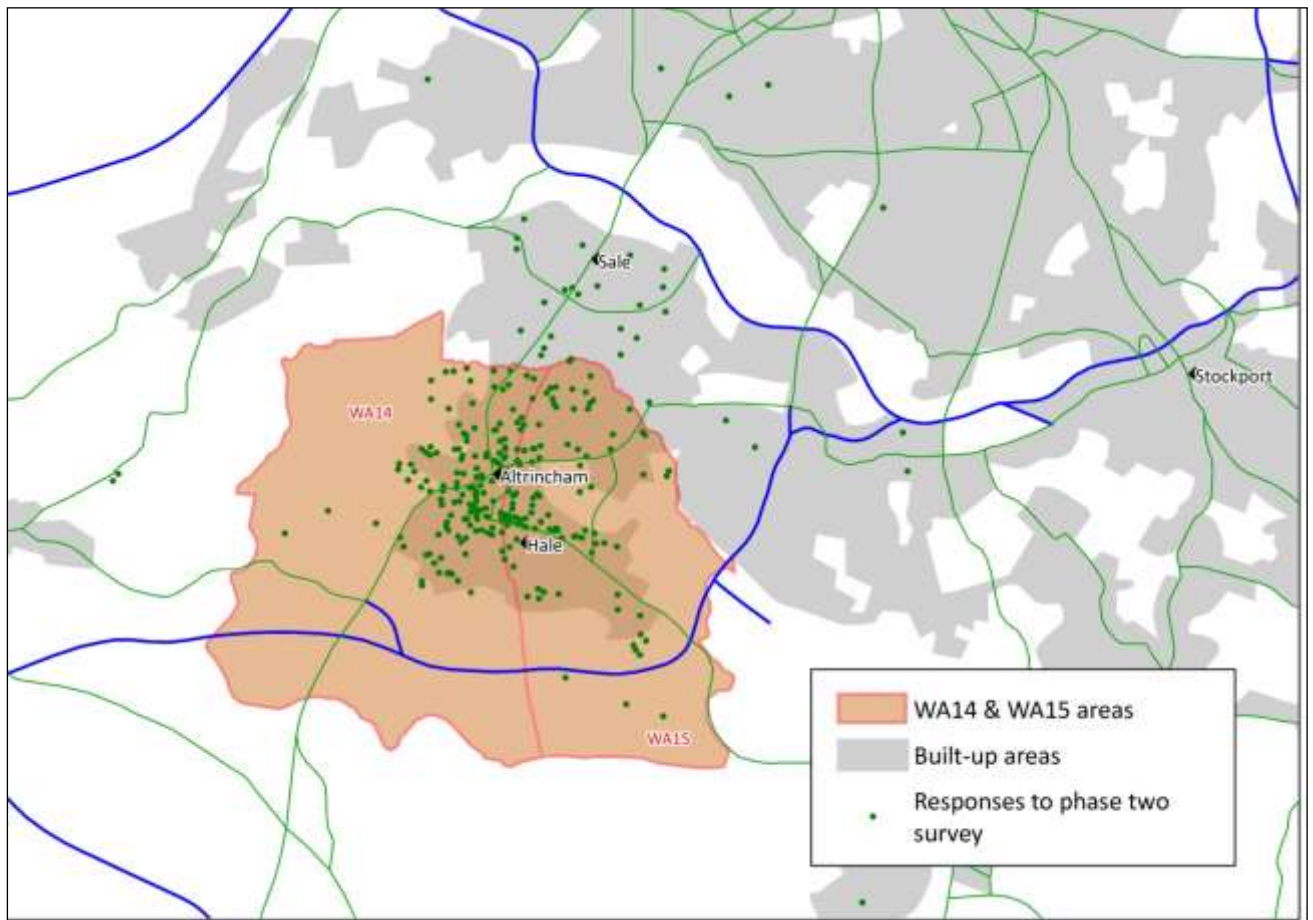
Chair, Forum Working Group.

Phase 1 Public Consultation – Distribution of Respondees



Phase 1 – Distribution of respondees of which 86% live in WA14 and WA15

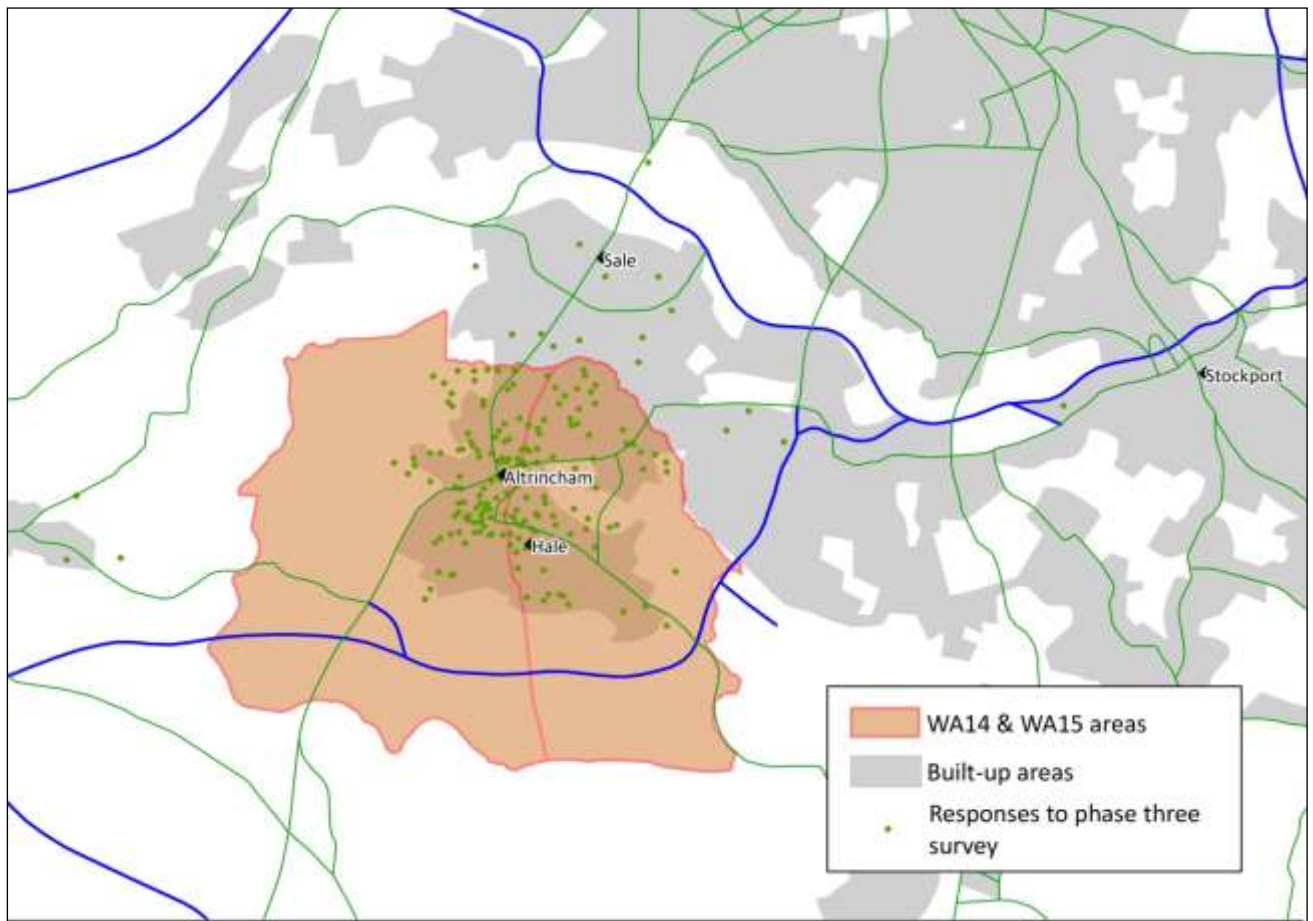
Phase 2 Public Consultation – Distribution of Respondees



Phase 2 – 348 respondees of which 83% live in WA14 and WA15



Phase 3 Public Consultation – Distribution of Respondees



Phase 3 – 222 respondees of which 90% live in WA14 and WA15

**Richard Roe**  
Director of Growth & Regulatory Services

**Trafford Council**  
1<sup>st</sup> Floor, Trafford Town Hall, Talbot Road  
Stretford, Manchester, M32 0TH

**Email** Richard.Roe@trafford.gov.uk  
**Telephone** 0161 912 4265  
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**Date** 08 March 2017

Dear Tony and Mike,

### **Altrincham Neighbourhood Business Plan – Examiner’s Report**

Thank you for your letter dated 16<sup>th</sup> February 2017. The points raised within your letter have been carefully considered and I am now able to offer you the following comments:

I am sure that we would all agree that a very positive working relationship has been established between colleagues in Trafford Council and the Forum during the preparation of the Plan, over the past 3 years. However, as your letter makes clear, there is still one area where we have not been able to reach agreement and that is in respect of the referendums.

I note from your letter that the Forum does not now wish to pursue the issue of there being two separate boundaries for the business and residents referendums and this is welcomed. The only area of contention remaining, therefore, is that of the appropriate boundary for these two referendums.

As detailed in the Executive Report:  
<https://democratic.trafford.gov.uk/ieDecisionDetails.aspx?ID=561>, the Council has concluded that the most appropriate boundary for both referendums should be that of the Plan area.

It was considered that insufficient justification existed, in terms of the Neighbourhood Plan Regulations, to widen the boundary of the referendums beyond that of the Plan Area.

Furthermore, to define a boundary which is significantly wider than the plan boundary would place a significant financial burden on the Council which would not be fully covered by the funding which the Council is eligible to claim from CLG.

Therefore, in the absence of any sufficient justification for widening the Plan boundary and given the additional financial burdens associated with such a proposal, it was decided that the Council’s preferred option in respect of the referendum

boundaries was for them to be the same as the Plan Area. This conclusion was submitted to the independent Examiner.

Notwithstanding this position the Council also put to the Examiner, in its response to the Regulation 16 draft Plan, that, should the Examiner see merit in extending the boundary for the referendums beyond the Plan boundary, then a reasonable extension for both the referendums would be to include the wards of Altrincham, Bowdon, Broadheath, Hale Barns, Hale Central, Timperley and Village.

In considering whether a wider boundary should be set for the referendums the Examiner was of the opinion that a sensible judgement on proportionality needs to be made. Although many residents and businesses outside the Neighbourhood Business Plan (NBP) boundary may have an interest in the policies and proposals of the Plan, the Examiner considered that these interests are less significant than those of the people who live within the designated boundary and operate businesses there. The Examiner considered that it is in the interests of fairness and democracy that the referendums should be focussed on the people who live and operate businesses within the plan boundary area.

Taking the above points into account the Examiner reached the conclusion that both the referendums should be conducted for the designated NBP Area and that both referendums should be limited to the residents and businesses based within the NBP area.

This position is in line with that proposed by the Council when the Plan was submitted to the Examiner for independent review, therefore I do not consider that it would be appropriate to contact the Examiner to request her to review her decision on the boundary for the referendums. It is, however, ultimately a decision for the Council's Executive to consider each of the Examiner's proposed modifications and to determine the boundary for the referendums. Therefore, as part of the decision making process, the Council's Executive will be made aware of the contents of your letter, including the request for the Council to reconsider the boundary for the referendums.

You should be aware however that should the Executive decide to make a decision which differs from that of the Examiner's recommendations, there would be a requirement for a further public consultation in relation to this issue.

Finally I wish to advise you that because of the timing of the Mayoral Election in May, both the March and April Executive Meetings fall within the Pre-election period of Purdah. The Code of Recommended Practice on Local Authority Publicity advises that this period should be considered to be a period of heightened sensitivity and recommends that public authorities avoid taking key decisions on potentially controversial matters during this period. Therefore, given the nature of the issues which will be before the Executive in terms of the Altrincham Neighbourhood Business Plan, it has been decided that it would not be appropriate for the Executive

to take a decision in respect of the Examiner's recommendations, including the boundary for the referendums, within the purdah period. Instead it is proposed that these matters will be considered at the June 2017 Executive.

Whilst I appreciate that this means the matter will be determined outside the recommended timescale for these decisions, the council could be subject to criticism or even legal challenge if it were to proceed to consider the matter during this period. We have therefore no option but to defer the consideration of the matter to the later date

Please do not hesitate to get in touch should you require any further information.

Yours sincerely,



Richard Roe  
Director of Growth & Regulatory Services



Mr R Roe  
Director of Growth & Regulatory Services  
Trafford Council  
1<sup>st</sup> Floor  
Trafford Town Hall  
Stretford  
Manchester  
M32 0TH

20 March 2017

Dear Richard

We refer to your letter dated 8<sup>th</sup> March and have the following comments/observations:-

**1. The Forum does not wish to pursue the issue of there being two separate boundaries for the business and residents forum**

We should make it clear that the Forum **does** wish to pursue this issue. However, it has chosen not to as, to do so would, we believe, result in considerable delays to the adoption of our plan which is more untenable than our desire to pursue the issue could justify following as a way forward.

**2. Insufficient justification exists to widen the boundary of the referendums beyond that of the plan area**

We're afraid that we differ completely with you on this matter to the extent that we must pursue this further. We have demonstrated extremely clearly that 95% + of the Altrincham Town Centre (ATC) catchment population would be denied the opportunity to vote including the bulk of the Forum Membership and Working Group (the two of us in particular, as the two key people involved in the development of the plan, would be denied a vote on it which is just totally ludicrous!). We have also demonstrated that, by widening the referendum boundary to cover WA14 & WA15 postcodes, over 85% of the people who took part in the process of preparing the plan (by taking part in the consultation on it) would have an opportunity to vote.

This is completely contrary to your comment that "insufficient justification exists" to extend the referendum area. We strongly believe that not extending the referendum boundary is **totally indefensible particularly in terms of democratic principles.**

We should also add that your refusal to discuss this issue with the Independent Examiner does not even acknowledge the facts that we have presented and that are re-iterated in this letter. Your refusal to consult with the Examiner simply does not address the points that we

have raised. You have simply repeated what was said in earlier Officers report to the Executive and the Examiners report.

Finally on this point you appear to have failed to consider the precedent set by Milton Keynes that their Town Centre plan needed to be put to the catchment population which is precisely what we are proposing in Altrincham.

In summary, we cannot in any way agree with you on this matter as your proposition disenfranchises precisely the people who should have a say in the future of the town namely, the people who live in Altrincham (including the two of us), those who took part in the consultation and came predominantly from the WA14 & WA15 post codes.

**3. Extending the referendum boundary would give the Council an additional financial burden**

The Council has been aware for the entire three years that the plan has been developed over that the Forum wanted the referendum to cover the entire catchment area of Altrincham and that we wanted the referendum to take place as early as possible. We were extremely disappointed that delays with the Council (eg, in the appointment of an Examiner) led to the referendum not taking place in 2016. Immediately we established that the referendum would not take place in 2016 we emphasised most strongly to your Officers that it was imperative that the referendum should co-incide with the May 2017 Mayoral election at the very latest. Given this, you have had many months to consider the necessary timetable to achieve this. Frankly, it is totally unacceptable that the Council has not put in place a clear time line to achieve the Forum's aim. If you had made us aware much earlier of the issues raised in the final paragraph of the 2<sup>nd</sup> page of your letter we would have been pushing much more strenuously at all stages to ensure that a referendum took place simultaneously with the May 2017 Mayoral election and this, in turn, would have saved the Council having an additional financial burden caused by needing to have a separate referendum. This burden is not of the Forum's making! It is also totally unacceptable that a financial issue should prevent democracy.

**Conclusion**

We feel most strongly that it is totally inappropriate to disenfranchise 95% of the population of Altrincham and that the inclusion of WA14 & WA15 postcodes would give 85% of those who assisted in the development of the plan an opportunity to vote.

We would therefore urge you to arrange a meeting at the earliest opportunity with yourself, the Independent Examiner, your Chief Executive and the two of us to discuss this matter fully.

**In the meantime we will be seeking the support of all interested parties for our position.**

Yours sincerely

Tony

Mike

Anthony F C Collier – Forum Chair

Mike Shields – Working Group Chair

**Richard Roe**  
Director of Growth & Regulatory Services

**Trafford Council**  
1<sup>st</sup> Floor, Trafford Town Hall, Talbot Road  
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www.trafford.gov.uk

**Date** 24 March 2017

Dear Tony and Mike,

### **Altrincham Neighbourhood Business Plan – Referendums**

Thank you for your letter of 20<sup>th</sup> March 2017.

I note your comments in relation to the Forum's views in terms of the two separate boundaries.

The decision as to whether or not there is "sufficient justification" to widen the boundary was taken in the context of the Neighbourhood Plan Regulations. As detailed in the Executive report dated 10<sup>th</sup> August 2016, the evidence presented in your letter was fully considered and, indeed formed the basis of an alternative option presented in the Council's Regulation 16 response, which was submitted to the Examiner. As such the Examiner was able to consider the matter of extending the referendum boundaries and balance the arguments in an independent manner. Following consideration of the facts, the Examiner reached the conclusion that the referendum boundary should be that of the NBP area and therefore I consider that the conclusion reached in the Executive Report, in relation to "sufficient justification", was the correct one.

I am sure that the Examiner who conducted the Examination into the Altrincham Neighbourhood Business Plan would have been fully aware of the Milton Keynes case. Nevertheless she still came to the view that the referendum boundary should be that of the NBP area. It is my view that Milton Keynes' retail hierarchy is very different to that of Trafford's in that the Milton Keynes Core Strategy states that the Milton Keynes Primary Shopping Area will function and develop as a regional shopping centre. Although Altrincham is Trafford's principal town centre, Manchester City Centre is the City Region's Regional Centre. Therefore, I do not consider that the Milton Keynes case sets a precedent in respect of the Altrincham Neighbourhood Business Plan.

With regards your comment about delays caused by the Council, for example in appointing the Examiner which in turn meant that the referendums could not be held at the same time as the Mayoral election; it should be noted that as a public body the Council is required to follow due procurement processes. Therefore the time involved

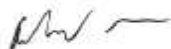
in the appointment of the Examiner was necessary and did not represent an undue delay to the process.

Whilst it is also acknowledged that the Forum submitted its plan on 30<sup>th</sup> June 2016, I think you would agree that to organise a public consultation on the Plan over the summer months of July and August would not have been prudent due to the holiday season. Therefore the decision was taken to run the public consultation once the holiday period was over and the delays incurred as a result of that decision were acceptable.

As detailed in the Executive report of 10th August 2016, there are a number of formal processes (outside the control of the Council) which have to be undertaken between the Examination and the Referendum. Therefore, at the time that report was prepared it was estimated that the earliest a referendum could be held would have been April 2017. At that time it was decided to explore the possibility of combining the neighbourhood plan referendums with the GM Mayoral election in May 2017 in an attempt to minimise costs. However, since that time, it was concluded that it would not be practical to hold these two very different style "elections" on the same day.

I note that you feel disenfranchised by the outcome of the Examiner's report and the Council's position in respect of it, but I remain of the opinion that the referendum boundaries should be the same as the Plan Area, as detailed in the Examiner's report. I do not consider that your recent correspondence has provided evidence not previously considered by the Examiner in reaching her decision not to extend the referendum boundaries beyond the Plan area. Given this, and the fact that the Council's preferred option was for the referendum boundaries to be the same as the Plan area, I do not consider it would be appropriate to request a meeting with the Examiner. However as stated in my previous letter it will be a matter for the Council's Executive to consider the Examiner's recommendations, including the decision regarding the referendum boundary. It is anticipated that this decision will be made at the June 2017 Executive.

Yours sincerely,



Richard Roe  
Director of Growth & Regulatory Services





Mr R Roe  
Director of Growth & Regulatory Services  
Trafford Council  
1<sup>st</sup> Floor  
Trafford Town Hall  
Stretford  
Manchester  
M32 0TH

20 March 2017

Dear Richard

Thank you for your letter of 8 March.

We were very disappointed and saddened to receive your response to our letter, it seems that no one is actually listening to the facts. We deal with your letter issue by issue as follows.

You state that the evidence presented in our earlier letter was included in your report to the Executive Member dated 10<sup>th</sup> August. That is simply not correct. As our correspondence has taken place since your report was prepared it is clear that the detail we provided could not have been taken into account. You may have considered some of the information contained in the Regeneris reports on the public consultations (which did not include some of the analysis we subsequently provided) but if you did, no information at all relating to this matter was actually included in your report to the Executive Member who was therefore asked to take an important decision apparently in total ignorance of the facts and the implications. Just to crystallise those facts:

1. Less than 5% of the catchment population of Altrincham Town Centre live in the Plan area.
2. Sticking to the Plan boundary for the referendum means that 95% of the people served by the town centre would be deliberately excluded from voting in the referendum.
3. The vast majority of the members of the community who took part in the various public consultation exercises over the plan preparation period and whose responses and views have driven the development of the Plan in accordance with the principles of Neighbourhood Planning, will also be deliberately excluded from voting in the referendum.
4. By agreeing to define a referendum boundary equivalent to WA14 and 15, 86% of the members of the community involved in influencing the form and content of the Plan, will be able to vote.

Not one of these facts was included in your report nor were any of them referred to by the examiner. So the Executive Member was asked to take a decision in ignorance of these facts. We are unaware which information on this issue was supplied to the Examiner and we were not consulted on this (or anything else) by the Examiner during her consideration of the submitted documents.

It is in our view quite incredible that disenfranchising 95% of the catchment community including the vast majority of the people whose opinions and advice drove the development of the Plan (which is precisely what Neighbourhood Planning is all about) is regarded as 'satisfactory'. If the prospect of disenfranchising 95% of the catchment population of the town centre is not regarded as 'sufficient justification' for widening the boundary to WA14 and 15, then it is difficult to see what would constitute such justification. The decision is frankly unreasonable, not based on the facts and perverse.

Turning to your comments about Milton Keynes, it is in practice a perfect precedent. The fact that the Altrincham and Milton Keynes (MK) shopping hierarchies are different (which is the case) ignores the cardinal point involved here. In MK the chosen boundary covers the catchment population of that particular town centre. It is the catchment of Altrincham Town Centre (NOT its position in the Trafford or GM hierarchy) which is what matters. Your view seems to be that the catchment population of Altrincham Town Centre has no locus, no right to be involved in the referendum and that instead a population of c. 2,500 (instead of the 50 – 70,000 actually involved in the town's catchment) will suffice. Needless to say we totally disagree with this conclusion which we also regard as unreasonable and perverse.

We could argue all day about the timetable. There is no doubt it could have been tighter if it had been planned effectively in good time. The fact that you now indicate that it would not be practical to hold these two different elections on the same day (the logic of which eludes us completely) could and should (if it is a view based on facts) have been made clear long ago. It was Council officers who repeatedly indicated over the last 3 years that they thought tying the referendum to the Mayoral elections in May 2017 was the correct approach.

We are now left very annoyed and frustrated that the Forum's objectives (known to the Council from the outset) of seeking (a) to involve as many people as possible in the Plan preparation process, and (b) to provide post code information to assist the Council and the Examiner to draw a referendum boundary which embraced a significant majority of those people have been totally ignored. We maintain that Neighbourhood Planning is fundamentally about empowering the community, in this case the people who use the town centre as well as the many businesses in the town centre providing its services, to be actively involved in the preparation of the Plan and to determine the outcome at the end of the day. Your position, in our opinion, flies in the face of the spirit of community empowered Neighbourhood Planning.

Our Plan is very clearly driven by the weight of public opinion and we cannot stand idly by while the Council seeks to disenfranchise 95% of the catchment population from taking part in the referendum. We believe that the elected members when they meet in June to consider the position will want to safeguard the rights of the community involved, both the businesses in the town centre and the catchment population which uses the town centre and decide to press ahead with a WA14 and 15 boundary. We will continue to argue on behalf of the people who have driven the development of the Neighbourhood Business Plan in line with both the spirit and letter of the governing legislation.

We should add that the position outlined above is supported wholeheartedly by the rest of the Working Group and by members of the Forum who have responded to our regular updates on this matter.

As suggested previously we firmly believe that this matter should be addressed by meeting with yourself and the examiner.

We do intend to continue to press our case on this matter.

Yours sincerely

*Tony*

Tony Collier – Forum Chair

*Mike*

Mike Shields – Working Group Chair

**Richard Roe**  
Director of Growth & Regulatory Services

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www.trafford.gov.uk

**Date** 11<sup>th</sup> April 2017

Dear Tony and Mike,

### **Altrincham Neighbourhood Business Plan – Referendums**

Thank you for your letter received on 31<sup>st</sup> March 2017.

Firstly I wish to address the fact that you consider that the issues raised by the Forum in terms of extending the boundary for the referendums beyond the Plan area were not presented to the Executive Member in my report dated 10th August 2016, because the details have been included in correspondence since that date. Although it is true that you have submitted correspondence on this matter since August 2016, it is my opinion that the facts remain the same as when the Executive Member took his decision in August 2016.

Whilst the report itself does not detail the location of the majority of the respondents, the consultation statement which was submitted alongside the Neighbourhood Plan and referred to in that report does. This consultation statement was one of the many documents sent to the Examiner and therefore this information was clearly available to both the Executive Member and the Examiner when they came to their conclusions on the matter. Notwithstanding this fact, the report to the Executive Member does clearly state that the Forum had requested that the boundary for the residents' referendum should be extended to be reflective of the geographical spread of the comments received to its Regulation 14 consultation which would include the following wards: Altrincham, Bowdon, Broadheath, Hale Barns, Hale Central, Timperley and Village.

Therefore, I cannot agree with you when you suggest that the Executive Member, and latterly the Examiner, were asked to make a decision in ignorance of the facts. It follows that I do not therefore consider that there is any or any sufficient justification to reject the Examiner's recommendations in respect of the boundaries for the referendums.

Furthermore, as I have previously said, should the Executive decide to make a decision which differs from that of the Examiner's recommendations, there would be a requirement for a further public consultation in relation to this issue.

I remain of the opinion that the cases of Milton Keynes and Altrincham are different for the reasons I set out in my letter of 24th March 2017. However and notwithstanding this, I must stress that the Examiner appointed to consider the Altrincham Plan is a very experienced planning inspector and will have been well aware of the Milton Keynes decision and circumstances therein. If she considered that it constituted a precedent in this case, she would have acted accordingly, but she did not.

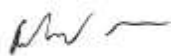
The decision as to whether or not the Council could combine the referendums with another election could only be finally taken once we had received the Examiner's report and we knew when the Executive decision would be taken in its respect. This is because there are a number of publicity requirements in relation to the referendums which cannot begin until after the formal decision has been made. Therefore although, as you say, officers of the Council had previously indicated that it was hoped that this could be a possibility the fact that no final decision had been possible before now means that this cannot be achieved.

With reference to your email dated 3rd April 2017, citing the recent Examiner's report into the Central Ealing Neighbourhood Plan and that you intend to contact the Examiner directly. Whilst I note the recommendation in relation to the referendum boundary for Central Ealing, I can only stress that each Neighbourhood Plan is considered on its own merits and that in the case of Altrincham, the Examiner has come to her own conclusions on the Plan and it is those that the Executive must consider.

Notwithstanding all views expressed above, the decision in respect of defining the referendum boundary is now a matter for the Council's Executive to decide when it formally considers the Examiner's report and recommendations. Therefore, I do not consider that there would be merit in arranging a meeting between members of the Forum, the Examiner and officers of the Council. I will of course, however, ensure that the Executive has access to all the necessary facts when it takes this decision.

Finally, I am sorry that you still feel disenfranchised by the process and the position that we now find ourselves in. As you stated in your submission letter, there has been a very strong working relationship between members of the Forum and officers of the Council. I do hope that we can return to a good working relationship ahead of the referendums. I am of the firm view that the most important thing, after all the hard work that has gone into producing the plan, is for the Council to be able to adopt it following a "yes" vote in the referendum. After all, as stated in the introduction to the Plan, the main purpose of producing the plan was to provide the planning context for the successful evolution and development of the town and I think the Plan will be a very effective document in that respect.

Yours sincerely,



Richard Roe  
Director of Growth & Regulatory Services

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TRAFFORD COUNCIL

**Report to:** Executive  
**Date:** 26 June 2017  
**Report for:** Decision  
**Report of:** Executive Member for Highways, Parks and Environmental Services

## Report Title

**Agreement for the delivery of Cycle City Ambition Grant Works (round 2)**

## Summary

**To seek approval to authorise the signing of the legal document between the GMCA, TfGM and Trafford Council, associated with the implementation of the second round of the Cycle City Ambition Grant.**

## Recommendation

**The Executive are recommended to:**

- 1. Authorise the Director of Legal and Democratic Services to execute and complete the necessary Agreement and documentation to enable the delivery of the project.**
- 2. Authorise the Director of Legal and Democratic Services to execute and complete any subsequent Deeds of Variation to enable the delivery of the project**

## Contact person for further information:

**Name:** Paul Bentley  
**Phone:** 0161 672 6529

**Background Papers:** None

Relationship to Policy Framework/Corporate Priorities	The Cycle City Ambition Grant Works accords to the Trafford Local Plan Core Strategy.
Financial	The project referred to within the report will be funded via the Cycle City Ambition Grant (round 2). The total allocation for Trafford is £1.8m
Legal Implications:	The signing of the document(s) referred to in this report enters the parties into a legal agreement to deliver the project(s)
Equality/Diversity Implications	None
Sustainability Implications	Promotes economic growth whilst cutting carbon emissions through promoting sustainable modes of travel to work
Staffing/E-Government/Asset Management Implications	Staffing for the implementation of the proposed actions will be provided from within existing resources. There are no significant Asset Management implications.
Risk Management Implications	It is not considered that there are any Risk Management implications.
Health and Safety Implications	The proposed actions are aimed at improving the health and safety of road users in Trafford.

## Background

- 1.2 In March 2015 the Department for Transport (DfT) awarded £22.1m to Greater Manchester under the second round of the Cycle City Ambition Grant (CCAG2). This grant is to provide cycle infrastructure improvements, as part of a long term cycling strategy aimed at increasing cycling levels by 300%.
- 1.3 The financial allocation for the provisional schemes identified for Trafford is £1.8m, which is fully funded via the grant. In mobilising CCAG2 TfGM has reviewed the delivery process based upon lessons learnt from CCAG1 and there is now a staged delivery process which has been agreed by the GM Transport Growth Group. In essence each scheme has to go through a staged delivery process which has resulted in individual schemes being approved by TfGM at different times.
- 1.4 The first scheme within Trafford to reach the stage where the delivery agreement can be progressed is the Stretford Road/Talbot Road cycle improvement scheme (Stretford Cycleway). The detailed design and cost estimate is £821,079, which is fully funded via the grant. The balance of the grant (£978,921) will fund further schemes yet to be agreed by TfGM. It is proposed that these schemes, when agreed, will be carried out in accordance with the original Agreement, varied via a Deed of Variation between the GMCA, TfGM and Trafford Council.
- 1.5 The Stretford Cycleway scheme will help realise the aspirations of the Greater Manchester Cycling Strategy by replacing a number of existing discontinuous advisory cycle lanes with mandatory cycle lanes, enhance existing mandatory cycle lanes utilising physical cycle lane delineators, and introduce cycle friendly geometry and economical use of green coloured surfacing at high risk locations. The scheme will significantly improve the experience of new and existing cyclists whilst reducing the risk of cyclist and vehicle conflict.
- 1.6 A consultation took place on draft proposals in May 2016 and consideration has been given to the results of the consultation when devising the final scheme. The measures proposed have been developed in accordance with Greater Manchester Cycling Design Guidance and will contribute to TfGM's aim to have 10% of journeys within Greater Manchester to be taken by bike.



1.7 Physical segregation is proposed by the use of Orcas, a type of low level segregation which will delineate the edge of the cycle lane and provide a physical boundary limiting vehicle incursion onto the cycleway. A number of locations will include bollards placed within the Orca installation and these will enhance the presence of the low level feature by increasing the effective height of the segregation. The provision of the Orcas and associated bollards are recommended following a workshop undertaken on CCAG schemes and in particular from comments received from users of the Broughton Cycleway. This combination is recommended by the Greater Manchester Cycle Reference Group, Trafford Technical Cycle Forum and TfGM whose role is to ensure that all CCAG schemes provide high quality dedicated cycle routes, segregated from traffic where possible. There will be no loss of available carriageway width for general traffic as a result of these provisions on Talbot Road but some loss on various lengths of Stretford Road. The minimum lane width on Stretford Road over the effected lengths will be 3.2 metres, which is appropriate for a bus route and is supported by TfGM. The orcas and bollards are bolted to the road surface independently and are proven to be extremely durable. The bollards are reboundable and are designed to be driven over several hundred times without damage. The photograph below shows the wand orca installation in-situ on Rochester Way, London.



1.8 The project is to be completed on site by March 2018.

## 2.0 Conclusions

2.1 A legal Agreement and subsequent Deed of Variation(s) is required to formalise the working relationship between Trafford Council, Greater Manchester Combined Authority and Transport for Greater Manchester, in relation to the CCAG2 project(s).

## 3.0 Other Options

3.1 The only option is not to proceed with the recommendation which would result in the project not being implemented and the grant fund not being released.

#### 4.0 Consultation

4.1 There are no specific consultations considered necessary to complete the Agreement however the Stretford Road/Talbot Road project has been the subject of a public consultation exercise and the results of this consultation have been utilised to formulate the final scheme. Ward Members and Traffic Unit Members have been consulted on the final proposals.

#### 5.0 Reasons for Recommendation

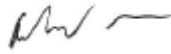
5.1 A legal Agreement is required to formalise the working relationship between Trafford Council, GMCA and TFGM. This will enable the CCAG2 projects to be introduced and for the CCAG2 grant fund to be released.

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

**Finance Officer Clearance** ...GB..... (Graeme Bentley)

**Legal Officer Clearance** ...KF..... (Claire Kefford)

**DIRECTOR'S SIGNATURE** (electronic)



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

## TRAFFORD COUNCIL

**Report to:** Executive  
**Date:** 26<sup>th</sup> June 2017  
**Report for:** Key Decision  
**Report of:** Executive Member for Children and Families

### Report Title

**Regional Adoption Agency (RAA) proposal (Adoption Counts).**

### Summary

This paper outlines changes to the previous proposal and recommendations relating to Trafford's involvement with the Regional Adoption Agency (RAA).

A report was presented to the Executive on 23<sup>rd</sup> January 2017 where it was subsequently agreed, amongst other things that the Corporate Director, Children, Families and Well-being in consultation with the Director of Legal and Democratic Services, the Director of Finance and the Executive Member would have delegated authority to agree the final details of the arrangements for the establishment of the RAA as detailed in the report, subject to there being no substantial changes to the current plan. The financial implications contained in the report stated that

“Trafford has made it clear that they will only accept a resource requirement that results in no financial deficit to the Authority for the first 3 years of the RAA”

The first year of operation will commence on the 3<sup>rd</sup> July 2017 and will be a transitional year for the Regional Adoption Agency. The RAA has worked with each participating authority to develop and agree a Partnership Agreement prior to the 3<sup>rd</sup> July 2017 and to identify and incorporate into that Partnership Agreement an agreed amount of funding for the three years of operation which incorporates the participating authority's current budget plus any known operational changes. In line with the original report, Trafford has managed to secure a financial settlement for year 1 of the RAA that is within its current budget but advantageous in view of the increased adoptions projected for 2017/18.

However, the RAA has decided to move to an activity based funding formula for years two and three of the RAA, which means that the amount of funding for years two and three of operation cannot be agreed or incorporated into the Partnership Agreement at this time. The funding formulas for years two and three will be informed by the learning from the first months of its operations in year one based on the actual levels of activity. This is a complex piece of work that has a number of variables and so it is proving difficult to obtain definitive year two and three costing implications for Trafford at this time.

As a result of the change in formula models, the financial plan outlined in the original report has now changed. The current calculations suggest the cost to Trafford will rise in years two and three, although unlikely, it is possible that such a rise will result in a financial deficit to the authority. The current financial implications for Trafford are as follows:

- a. The new Regional Adoption Agency will cost less than the combined costs of all the 5 existing local authority arrangements.
- b. The current information suggests that the RAA can deliver the level of adoption activity for Trafford at a lower cost than can be achieved on its own, and at a faster pace, thus reducing our foster care costs for these children.
- c. A financial settlement that results in no financial deficit to the Trafford has been agreed for year 1. The financial commitments expected from Trafford for years 2 and 3 cannot be determined at this point. Further detail is contained in the report.
- d. The host authority (Stockport) will endeavour to ensure that the Regional Adoption Agency will remain within the budget set and approved by members of the board. However, if a budget deficit arises at the year-end then each participating authority will provide a contribution to cover the deficit position. If a deficit arises and is directly attributable to one of the participating authorities then that authority will be expected to fully fund the attributable deficit. If the year-end deficit position is not directly attributable to one participating authority then the deficit position will be shared between all the participating authorities. The contribution to the deficit position will be calculated based on the percentage contribution of funding in the year which for Trafford is proposed to be 5% in year 1. This potential contribution will be reviewed and confirmed to participating authorities throughout the first year of operation.
- e. While the move to an activity based model in years 2 & 3 may still be within the budget available, there remains a level of uncertainty because this is still to be set based on the experience of year 1 operations and activity. In addition, the requirement to assist in covering any deficit will continue to exist.

The RAA approach will enhance adoption services in Trafford by increasing the number of children adopted, reducing the length of time children wait to be adopted, improving post adoption support services to families who have adopted children from care and improving efficiencies and effectiveness of adoptions services by reducing the number of agencies delivering such services. While there are now financial risks in agreeing to the RAA board proposals, the risks (including those financial risks) associated with not going ahead at this stage are greater, and also carry their own uncertainties. These risks are detailed within the report below.

It remains the case that By 2020 all local authorities must be part of a Regional Adoption Agency (RAA) under Section 16 of the Education and Adoption Act 2016. Where Local Authorities have not managed to link themselves with an RAA by 2018, the DfE will intervene and allocate the adoption service to an RAA that is not of its choosing, with potentially less beneficial outcomes, and a financial settlement that is disadvantageous.

Trafford have fully supported the early development of the RAA for Trafford, Stockport, Salford, Cheshire East and Manchester (known as 'Adoption Counts') since the Government published its paper 'Regionalising Adoption' in June 2015. Adoption Counts is now the only RAA in the north of England to achieve Demonstrator Site status from the Department of Education and will be the first fully functioning RAA in the north of the country if the proposals go ahead.

There are key benefits to Trafford in being part of an RAA approach. We are helping to shape the future model of adoption as it will apply throughout the country, we can learn from the other local authorities who have better performance in terms of the number and pace of children adopted and we can support the other authorities to improve their performance on recruiting adult adopters.

It is the view of all the Officers responsible for Adoption performance in Trafford that full engagement with the Regional Adoption Agency at this stage remains in the best interests of Trafford Council, and for children for whom Adoption is the best care plan. Involvement in the RAA will significantly improve Trafford's adoption performance.

### **Recommendation(s)**

1. That the Executive notes the changes made to the financial model and that it reaffirms its support of the establishment of a Regional Adoption Agency between Stockport, Manchester, Trafford, Salford and Cheshire East local authorities as outlined in the report dated 23<sup>rd</sup> January 2017.
2. That the agreement of the terms of the proposed Partnership Agreement as outlined in the report be delegated to the Corporate Director, Children, Families and Well-being in consultation with the Director of Legal and Democratic Services and that the Corporate Director, Children, Families and Well-being be authorised to enter into the Agreement on behalf of the Council.
3. That this decision be deemed to be urgent, for the reasons set out in paragraph 5.0 of the report, and not subject to call-in.

Contact person for access to background papers and further information:

Name: Cathy Rooney

Extension: x 5167

Background Papers: None

**Implications:**

<p>Relationship to Policy Framework/Corporate Priorities</p>	<p>Key Priorities:</p> <ul style="list-style-type: none"> <li>a) Safely reducing the numbers of children in care through the use of adoption as one means of achieving this goal.</li> <li>b) Ensuring that all children who come into the care system achieve permanence in a timely and appropriate way in light of their age and assessed needs.</li> </ul> <p>The key functions of adoption recruitment, assessment and placement finding as contained within Trafford’s policies and procedures manual to be transferred to the Regional Adoption Agency.</p> <p>Policies and procedures relating to formulation of children’s plans for adoption and “should be placed for adoption” decisions to remain with Trafford.</p>
<p>Financial</p>	<p>The financial implications are as follows:</p> <ul style="list-style-type: none"> <li>a. The new Regional Adoption Agency will cost less than the combined costs of all the 5 existing local authority arrangements.</li> <li>b. The current information suggests that the RAA can deliver the level of adoption activity for Trafford at a lower cost than can be achieved on its own, and at a faster pace, thus reducing our foster care costs for these children.</li> <li>c. A financial settlement that results in no financial deficit to the Trafford has been agreed for year 1. The financial commitments expected from Trafford for years 2 and 3 cannot be determined at this point. Further detail is contained in the report.</li> <li>d. The host authority (Stockport) will endeavour to ensure that the Regional Adoption Agency will remain within the budget set and approved by members of the board. However, if a budget deficit arises at the year-end then each participating authority will provide a contribution to cover the deficit position. If a deficit arises and is directly attributable to one of the participating authorities then that authority will be expected to fully fund the attributable deficit. If the year-end deficit position is not directly attributable to one participating authority then the deficit position will be shared between all the participating authorities. The contribution to the deficit position will be calculated based on the percentage contribution of funding in the year which for Trafford is proposed to be 5% in year 1. This potential contribution will be reviewed and confirmed to participating authorities throughout the first year of operation. Potential sources of attributable costs are detailed in the report.</li> <li>e. While the move to an activity based model in years 2 &amp; 3 may still be within the budget available, there remains a level of uncertainty because this is still to be set based on the experience of year 1 operations and activity. In addition, the requirement to assist in covering any deficit will continue to exist.</li> </ul>

<p>Legal Implications:</p>	<p>Compliance with the Education and Adoption Act 2016 that compels all Local Authority Adoption services to be part of an RAA by 2020</p> <p>The powers to undertake the regionalisation of Adoption Services are contained in Section 16 of the Education and Adoption Act 2016 which allows local authorities to cease provision of their adoption service and gives the Secretary of State powers to direct that local authority adoption services be provided by another local authority or adoption agency.</p> <p>Section 101, 111, 112 and 113 of the Local Government Act 1972. S.113 also allow a local authority to enter into an agreement with another authority to place its officers at the disposal of the other authority, subject to consultation with the staff concerned and negotiation about any changes to terms and conditions, and</p> <p>Section 1 of the Local Authorities (Goods and Services Act) 1970 enables a local authority to enter into an agreement to provide another local authority with goods and services, including administrative, professional or technical services.</p>
<p>Equality/Diversity Implications</p>	<p>The key objectives of the RAA, and a significant part of the governments rationale in moving to a new delivery model for adoption services is to widen the availability and options for hard to place children. Children who are “hard to place” tend to be those who are older, from minority ethnic groups, and/or who have additional needs that often arise as a result of disability. The RAA proposal will have positive benefits for these groups of children, while at the same time not affecting the possibility of adoptive placements being found for less hard to place children, who are usually younger and of white/British heritage.</p> <p>In terms of recruitment &amp; assessment of new adopters, the RAA will seek to include and target potential adopters from all sections of society including marginalised groups.</p> <p>Establishment of the RAA will therefore benefit children who have a plan for adoption, and prospective adopters who previously may not have felt that adoption was an option for starting or growing their family unit.</p> <p>The RAA model of working will ensure greater consistency of working across the 5 local areas in relation to issues affecting marginalised groups.</p>
<p>Sustainability Implications</p>	<p>Not applicable</p>
<p>Resource Implications e.g. Staffing / ICT / Assets</p>	<p>The majority of staff currently working in Trafford’s Adoption Service will transfer to the RAA under a secondment arrangement. Some will remain with Trafford to carry out</p>

committed to finding	adoption functions in relation to children's cases. A small number of posts will be deleted (subject to consultation arrangements), and opportunities for alternative employment sought.
Risk Management Implications	A risk register is in operation which Stockport's internal audit section has been involved in developing. A meeting has taken place with insurers to assess risk. The insurers have provided advice on dealing with key liability issues which would be taken into account in formulating Stockport's insurance cover.
Health & Wellbeing Implications	Not applicable
Health and Safety Implications	Not applicable



## 1.0 Background

1.1 In May 2015 the government announced changes to the delivery of adoption services; by proposing that all adoption work would need to be delivered on a regional basis by 2020. The premise for this was that RAA's would be better able to:

- Increase the number of children adopted.
- Reduce the length of time children wait to be adopted.
- Improve post adoption support services to families who have adopted children from care.
- Improving efficiency and effectiveness by reducing the number of agencies delivering adoption services.

These proposals have since been included in the Education and Adoption Act 2016.

Over the last 2 years Trafford has worked closely with Stockport, Manchester, Cheshire East and Salford to develop a Regional Adoption Model. This has since become the only RAA in the North of England to achieve Demonstrator status from the Department of England and is one of only 5 sites to achieve this across England. Plans to deliver the RAA (now known as 'Adoption Counts') are well developed. Staff from the five Local Authorities have been consulted, models of delivery have been designed and agreed, IT processes are being brought together and new working bases are being developed.

Further background and the detailed proposals were included in the Key Decision document presented to the Executive on 23<sup>rd</sup> January 2017.

### Funding & costs

One of the key areas the RAA has been working on has been the funding model for the new Agency. The funding model is based on the following factors for each local authority:

- a) Past performance in relation to recruitment and assessment of adopters by each authority.
- b) Previous income generation from inter-agency fees (adoptive placements sold to other agencies).
- c) Previous costs relating to purchase of adoptive placements from other agencies.
- d) The number of adopters currently requiring adoption support services.
- e) Previous numbers of children adopted.
- f) Projections of children likely to have a plan for adoption.

One of the key variables the RAA have had to consider in developing the funding formula as it applies to Trafford is the fact that we have decided to significantly increase our target for children adopted in Trafford from 3 achieved in year 16/17 to requiring the new agency to achieve 18 in partnership with Trafford in 17/18, 14 in 18/19 and 14 in 19/20. This has meant they have had to consider the actual cost of this increased activity and what needs to be charged to Trafford.

Trafford's strength in relation to adoption work lies in its historical record of recruiting and assessing large volumes of adopters, and consequent capacity for income generation to offset adoption costs. The projected increased numbers of adoptions during future financial years means that there will be a reduced capacity for income generation within the RAA.

Where Trafford children are adopted, it is more often the case that adopters have to be sourced from outside the borough and this attracts an "inter-agency fee". This alone is usually £27,500, before taking into account the on costs associated with running an adoption service i.e. staffing, adopter recruitment including marketing, and adoption panel costs. While in previous years many of these costs have been offset by our own level of adopter recruitment, the level of performance anticipated in relation to child adoptions will mean the current level of adopter recruitment is simply not sustainable.

The first year of operation will be a transitional year for the Regional Adoption Agency. The RAA has worked with each participating authority to identify an agreed amount of funding for the first year of

operation which incorporates the participating authority's current budget plus any known operational changes. Trafford has managed to secure a financial settlement for year 1 of the RAA that is within its current budget but advantageous in view of the increased adoptions projected for 2017/18.

The host authority (Stockport) will endeavour to ensure that the Regional Adoption Agency will remain within the budget set and approved by members of the board. However, if a budget deficit arises at the year-end then each participating authority will provide a contribution to cover the deficit position. If a deficit arises and is directly attributable to one of the participating authorities then that authority will be expected to fully fund the attributable deficit. If the year end deficit position is not directly attributable to one participating authority then the deficit position will be shared between all the participating authorities. The contribution to the deficit position will be calculated based on the percentage contribution of funding in the year which for Trafford is proposed to be 5% in year 1. This potential contribution will be reviewed and confirmed to participating authorities throughout the first year of operation.

The quarterly monitoring information will be prepared by the host authority and will be reported at the board for agreement. This will highlight significant variations and remedial actions where appropriate to reduce the risks of a budget overspend.

Situations that could result in attributable costs might be in relation to seconded employees being subject to long term absence (for example long term sickness and maternity leave) where the individual employing participating authority will be required to continue to pay for the employee. The need for cover and the associated cost will be determined on a case by case basis by the employing participating authority and the RAA. While it would not be possible to achieve a full listing of all circumstances where costs may be attributable, we are working with the RAA to clarify what foreseeable circumstances might arise that would lead to such additional costs. A paper is in the process of being developed that will specify attributable costs and shared risks, and this will be signed off by the RAA board in due course.

As stated above, year 1 of the RAA's operation will be a transitional period and while the project board has agreed a funding formula for year 1, they have decided to move to an activity based formula for years 2 & 3 of the RAA. This of course will be informed by the learning from the first months of its operations in year 1 that will give a clearer indication of levels of activity and required funding. This is a complex piece of work that has a number of variables and so it is proving difficult to determine definitive year two and three costing implications for Trafford at this time. The current calculations suggest the cost to Trafford rise in years 2 & 3, although it is not likely that such a rise will be beyond levels that will result in a financial deficit to the authority. However, the calculations are subject to further work, based on the experience of the RAA operations during its first year of activity. It is therefore possible that the financial contributions in years 2 & 3 will rise still further, and although unlikely, it is still possible that it will be at a level that would result in a financial deficit compared to our current funding arrangements for the existing adoption service.

The other 4 local authorities have signed up to this principle and are happy to carry the risk of uncertainty moving forward. In order to mitigate the financial risks Trafford have already agreed to reduce its projected numbers of adoption in years 2 & 3 from 18 to 14.

This uncertain situation for Trafford is exacerbated primarily because of Trafford's relatively low numbers of children adopted in previous years, and the high numbers of adopters recruited, that have subsequently been available at an inter-agency fee to other local authorities as an income generation mechanism. The low numbers of children adopted by Trafford in recent years is one of the root causes of our current relatively high rate of children in long-term care. Adoption is recognised, and this view is emphasised by government policy, as a key means of reducing pressure on the care population. Adoption reduces the need for ongoing costs over very many years in relation to foster placement fees, and the general overheads of maintaining children in the care system. These costs increase as the child becomes older and stays in the care system longer. Additionally, in circumstances where it is right to do so adoption is by far a better route to achieving overall permanence and securing better outcomes for certain children.

There are potential savings arising from the RAA approach that could lead to medium term financial savings for Trafford. This would be achieved by the RAA speeding up Adoptions so that children spend a significantly shorter time in Foster Care and being subject to Fostering Allowances. In addition, there is a developing plan to standardise adoption allowance payments across the 5 authorities to the current lowest level (paid by Stockport), and this in turn is likely to lead to further savings for Trafford.

### **Key risks:**

**1. Failure to enter into an agreement with other local authorities, and within the framework set out in Adoption: a vision for change; and within the framework set out in the Education and Adoption Act, 2016.**

This will lead to DfE intervention and allocation of Trafford's adoption service to an RAA that is not of its choosing and with less beneficial outcomes for children. In such circumstances there is a high likelihood that our financial negotiating position will be significantly weakened and result in a less favourable financial settlement.

**2. The development of a funding formula acceptable to all partners.**

Unless and until the principles of a funding formula can be agreed the RAA cannot become fully operational. Delay in reaching agreement compromises the implementation date, now set for 3<sup>rd</sup> July. This means there will be a high likelihood of the RAA going ahead without Trafford out of pure necessity, and brings into play the risks highlighted in 1 above. Furthermore, Trafford will be placed in the unenviable position of having to make a choice between:

- a) Continuing to run its own adoption service but at a considerably higher cost than it currently does in order to achieve 18 adoptions, and which may be more than the costs currently projected by the RAA ; or
- b) Not pursuing plans for adoption for children currently identified as "should be Placed for Adoption", thus running the risk of:
  - i) Adverse performance in relation to adoption and criticism from inspectors,
  - ii) risks to the council's reputation,
  - iii) risks of future legal claims against the authority,
  - iv) children remaining in care long term with an average annual cost in the region of £40k per child per year, that is likely to increase still further over time,
  - v) it impacting on the achievement of the savings programme for 2017/18 if children are not adopted.
- c) Financial Risks  
As set out above in relation to RAA budget deficit, attributable costs, and the funding formula for years 2 & 3.

## **2.0 Other Options**

1. Do nothing: The Government have made it clear that there is no option for local authority adoption services to remain as they currently are. If Trafford delays making its own arrangements then the government will select an adoption partnership for us to be part of. (See above risks)
2. Other partnership options: These were considered during the bid stage but the strength of established arrangements in 'Four4adoption' offered the greatest potential for success. Again, there is no guarantee, and it is less likely that this would result in a better financial settlement.
3. Delaying joining the RAA until year 2 when there is a better understanding of costs. While in principle this could be considered, it fails to acknowledge the increased costs associated

with Trafford delivering its planned 18 adoptions during 2017/18 that would be significantly more (circa £276K) than being delivered via the RAA. Such an option also reduces our ability to influence the further development of the RAA, including the funding formula going forward.

### **3.0 Consultation**

As highlighted above consultation has already taken place with affected staff who remain positive about the proposed move.

### **4.0 Recommendations**

- a) That the Executive notes the changes made to the financial model and that it reaffirms its support of the establishment of a Regional Adoption Agency between Stockport, Manchester, Trafford, Salford and Cheshire East local authorities as outlined in the report dated 23rd January 2017.
- b) That the agreement of the terms of the proposed Partnership Agreement as outlined in the report be delegated to the Corporate Director, Children, Families and Well-being in consultation with the Director of Legal and Democratic Services and that the Corporate Director, Children, Families and Wellbeing be authorised to enter into the Agreement on behalf of the Council.
- c) That this decision be deemed to be urgent, for the reasons set out in paragraph 5.0 of the report, and not subject to call-in.

### **4.1 Reasons for Recommendation**

In May 2015 the government announced changes to the delivery of adoption services; by proposing that all adoption work would need to be delivered on a regional basis by 2020 by each Local Authority joining a Regional Adoption Agency (RAA).

The premise for this was that RAA's would be better able to:

- Increase the number of children adopted.
- Reduce the length of time children wait to be adopted.
- Improve post adoption support services to families who have adopted children from care.
- Improving efficiency and effectiveness by reducing the number of agencies delivering adoption services.

Trafford have fully supported the early development of the RAA for Trafford, Stockport, Salford, Cheshire East and Manchester (known as 'Adoption Counts') since the Government published its paper 'Regionalising Adoption' in June 2015. Adoption Counts is now the only RAA in the north of England to achieve Demonstrator Site status from the Department of Education and will be the first fully functioning RAA in the north of the Country.

There are key benefits to Trafford in being part of an RAA approach. We are helping to shape the future model of adoption as it will apply throughout the country, we can learn from the other Local Authorities who have better performance in terms of the number and pace of children adopted and we can support the other authorities to improve their performance on recruiting adult adopters.

There is strong research evidence to support the general principle that outcomes for adopted children are generally better than those who remain in long term public care. The RAA approach will enhance adoption in Trafford. It will increase the number of children we have adopted and speed up the process for them. While there are now financial risks in agreeing to the RAA board proposals for

a financial settlement, due to the uncertainties, it would seem that the risks (including financial risks) associated with not going ahead at this stage are greater, and also carry their own uncertainties.

- 1. The cost of keeping children in long term public care is considerable. Foster placement costs alone range from £7,500 a year at the lower end for the youngest children and can rise to £50,000 a year for older children with more complex needs. The cost of residential placements can rise to as much as £250,000 a year. National research suggests that the average cost of keeping a child in public care is in the region of £40,000 a year. Clearly adoption is not a cost neutral option but the financial and other benefits over time far outweigh the initial outlay in achieving a real sense of permanence for children.
- 2. The costs of Trafford undertaking 18 adoptions outside the RAA in the current financial year, taking into account the reduced income capacity is estimated to be in the region of £276,00 above our existing budget.
- 3. The costs of meeting our adoption targets for 2018/19 & 2019/20 of 14 adoptions are estimated to add an additional £176,000 to our current budget. It is unlikely that any additional contributions to the RAA would be close to these additional costs.

Therefore, despite the financial risks outlined in this paper, joining the RAA at this point in time is likely to be a sounder financial model, and provide the best opportunity for securing improved outcomes for the children concerned. It is therefore recommended that Trafford continues to engage with the establishment of the RAA, and that the DCS and Executive are given delegated authority to agree the final financial arrangements for years 2 & 3

**5.0 Urgency of Decision**

The original Executive Report contained a 'go live' date of 1<sup>st</sup> April 2017. That date has not been achieved as the work required to develop and agree the finance model has taken longer than anticipated. Unfortunately that has created a delay that will impact on all related timescales hence the urgency of the making this decision.

This report should be considered as 'urgent business' and the decision exempted from the 'call-in' process for the following reason(s):

- a) There is a need to co-ordinate the timetable for implementation across 5 separate local authorities, and this has already been subject to delay.
- b) Further delay in the process will compromise timescales in relation to implementation and go live now planned for 3<sup>rd</sup> July 2017.
- c) Any delay that results in the service not being operational by 3<sup>rd</sup> July 2017 will impact on and compromise service and budget planning for the current financial year, and is likely to have a detrimental impact on performance in relation to existing adoption projections, and budgets.

**Key Decision** (as defined in the Constitution): Yes  
**If Key Decision, has 28-day notice been given?** Yes

**Finance Officer Clearance** (type in initials).....NB.....  
**Legal Officer Clearance** (type in initials).....JLF.....



**[CORPORATE] DIRECTOR'S SIGNATURE** (electronic).....  
To confirm that the Financial and Legal Implications have been considered and the Executive Member has cleared the report.

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## TRAFFORD COUNCIL

**Report to:** Executive  
**Date:** 26<sup>th</sup> June 2017  
**Report for:** Key Decision  
**Report of:** Executive Member for Children and Families

### Report Title

**Trafford Foster Carer Allowances**

### Summary

The recent increase in numbers of children in care has led to our numbers of children using higher cost out of borough residential provision doubling in the last 12 months at an additional annual cost of circa £1.9m. Our numbers of children using agency foster placements has also risen significantly over the last 12 months with an additional 25 children using this provision at an additional annual cost of circa £1.1m. This has been a key contributor to the over-spend in the placement budget which has to be brought back into balance in 2017/18.

The reason for increased reliance on more costly external provision is the lack of capacity in our own in-house fostering service. Historically our level of approved foster carers has remained largely consistent, more recently however we've seen a slight reduction in numbers and we have been unable to push increased levels of foster carer recruitment. One of the key barriers to achieving improved levels of foster carer recruitment is the current level of fostering allowances.

Trafford's current fostering allowances place us well below many of our neighbouring local authorities as well as the Independent Fostering Agencies (IFAs). We currently pay an average of £844 per week per child for an IFA placement. The amount received by the IFA carers varies depending on the agency, and the needs of the child but we know this to be in the region of £400.

In comparison, Trafford's equivalent foster care provision average weekly unit cost is £352 per /week per child including on costs. We pay foster carers between £123.00 and £387.60 per week.

#### Key issues:

1. In 6 out of the 10 categories Trafford pays the least of all NW authorities.
2. Trafford pays only the national minimum allowance as its minimum payment across all 5 age categories with a substantial number of other authorities paying in excess of the national minimum.
3. In 2 of the 5 maximum payment categories Trafford pays the least.
4. Trafford is below the north west average payment across all 10 age range maximum and minimum categories.

5. Although below average the payment differential at the higher age range is less than it is at the lower age range.
6. Fostering is an increasingly competitive market, particularly in areas like Greater Manchester where competition does not only exist between each local authority and IFA's, but also between the different GM authorities themselves.

An increase of allowances to the amounts in Appendix A shown as "Proposed Revised Allowances" and highlighted in blue is proposed.

Increasing the financial support package for foster carers is an essential investment to deliver the CFW transformation savings, and therefore an urgent one, in order to:

1. ensure that Trafford has the ability to retain its existing carers, and recruit new additional foster carers (including some existing IFA carers who currently have Trafford children in placement) to minimise out of house placements;
2. ensure that Trafford is competitive across the region and to minimise the numbers of foster carers who go to competitors;
3. ensure that capacity in our in house provision is increased which will improve the matching process for children with carers, improve placement stability and reduce placement costs;
4. provide Trafford with more competitive capabilities particularly for hard to recruit carers;
5. enhance the current fostering opportunities that Trafford is able to offer; and.
6. ensure that Trafford is able to maintain its existing minimum payment in line with the National Minimum Allowances.

The proposed financial increases will help to mitigate the risks further identified in the report.

### **Recommendation(s)**

1. That the weekly fostering allowance for carers of children in younger age ranges, age 0-10 yrs be increased by 50% so that they are comparable to those in neighbouring local authorities with effect from 1<sup>st</sup> October 2017.
2. That the weekly fostering allowances for carers of older children age 11-17 years be increased by 20% so that they are comparable to those in neighbouring local authorities and independent agencies with effect from 1 October 2017.
3. That this decision be deemed to be urgent, for the reasons set out in paragraph, 5.0 below, and not subject to call-in.

Contact person for access to background papers and further information:

Name: Cathy Rooney  
Extension: x 5167

Background Papers: None



**Implications:**

<p>Relationship to Policy Framework/Corporate Priorities</p>	<p>National Minimum Standard for Fostering (13.1)  <b><i>The local authority fostering service implements an effective strategy to ensure sufficient foster carers to be responsive to current and predicted future demands on the service.</i></b></p> <p>This proposal is informed by an understanding that in house fostering provision does not meet the current or predicted demands on the service. Investment is needed to recruit carers of children of all ages in order to offer a package of support which will attract high quality fostering applicants in a highly competitive fostering market place.</p> <p>National Minimum Standard for Fostering (28) <b><i>Payments to foster carers are fair and paid in a timely way.</i></b></p> <p>Fostering Service Statement of Purpose - <b><i>Children in Trafford being placed with foster carers deserve to be carefully matched with their carers when the placement is first made.</i></b></p> <p>This proposal achieves value for money by increasing the percentage of Looked After Children who are placed in cost effective locally based in house foster placements that enable them to maintain their existing appropriate networks and continuity of Education and Health provision.</p>
<p>Financial</p>	<p>The increase in allowances paid will cost approximately £319,000 in 2017/18 with a start date of 1st October 2017 and £638,000 for a full year.</p> <p>In 2018/19 onwards the £638,000 impact will be met from the fully year effect of 2017/18 savings and the savings that the service will achieve by increasing the number of in house foster carers.</p> <p>However the cost benefit associated with this plan will not be realised in 2017/18 due to the timescale for assessment and approval of foster carers which takes in the region of 6-9months. In addition, some of those recruited will not be in a position immediately to take our children with more complex and higher end needs as it will take time to build their confidence and resilience through ongoing training and support. Therefore in 2017/18 the CFW service will mitigate the £319,000 impact by making savings elsewhere within the service.</p> <p>The full investment summary is outlined in table 1 below.</p>
<p>Legal Implications:</p>	<p>The National Minimum Standards for Fostering state that <b><i>Each foster carer receives at least the national minimum allowance for the child, plus any necessary agreed expenses for the care, education and reasonable leisure interests of the child, including insurance, holidays,</i></b></p>

	<p><b><i>birthdays, school trips, religious festivals etc, which cover the full cost of caring for each child placed with her/him.</i></b></p> <p>Trafford foster carers paid at band one who have not completed initial training are paid the minimum allowance. There is a Payment for Skills structure in place which enables carers to move up to a higher pay band as they gain experience and complete more training. There are five pay bands.</p> <p>Carers are paid further allowances to support with transport costs relating to health, education and contact visits, holidays, festivals, birthdays and other costs as agreed relating to the care of the child.</p>
Equality/Diversity Implications	Children who are Looked After are already vulnerable and disadvantaged. There is clear evidence that high quality foster care improves life chances for children across a range of social, health and educational indicators. The establishment of a competitive support package for Trafford foster carers will benefit children in the care of Trafford Council who will be able to be matched from a larger cohort of foster carers, and enable more children to be placed locally thus increasing their ability to access local services. This will improve the matching process and will increase placement stability. Placement stability is a key determining factor in achieving good health and educational outcomes for Children Looked After.
Sustainability Implications	It is anticipated that savings will start to be made in 2018/19 which will enable the cost of increasing the fostering allowance to be met by the reduction in spending on external provision.
Resource Implications e.g. Staffing / ICT / Assets committed to finding	There will be additional resources required in the foster care team to provide the required support and training to the increased number of foster carers. Some of these resources will be required on a temporary basis and so are subject to a request for funding via a bid to the transformation fund.
Risk Management Implications	<p>Risks</p> <p>1. Not increasing allowances</p> <p>This primarily has two main risks:-</p> <p>a) our ability to recruit new foster carers will be compromised, and therefore will not achieve a reduction in looked after children placement costs, and</p> <p>b) we will start to lose existing foster carers to our competitors, mainly IFA's, and other local authority areas, predominantly Manchester.</p> <p>2. Risks if we increase our allowances to the proposed level</p> <p>The key risks and mitigating factors are explained in more detail below and we take the view that the risks associated with category 2 outweigh those associated with category 1 and the reasons for this are set out below.</p>
Health & Wellbeing Implications	An increase in fostering placement capacity will improve placement stability which is a key determining factor in achieving good health and educational outcomes for Children

	Looked After.
Health and Safety Implications	Not applicable

## 1.0 Background

The recent increase in numbers of children in care has led to our numbers of children using higher cost out of borough residential provision doubling in the last 12 months at an additional annual cost of circa £1.9m. Our numbers of children using agency foster placements has also risen significantly over the last 12 months with an additional 25 children using this provision at an additional annual cost of circa £1.1m. This cost has formed a major part of the over-spend in the looked after children's placement budget.

The increase in use of external placements has primarily arisen because demand has outstripped supply for our in house foster care placements across all age ranges, but particularly for older children who have more complex needs. This has had a knock on effect in terms of placement stability with the number of children experiencing three or more placements increasing from 8.5% to 11.9% in the 11 months from 1st April 2016. One of the key factors in determining good levels of placement stability is having a strong supply of foster placements, with carers that possess a range of skills to enable placement choice and improved "matching" of children to foster carers.

While it is unlikely that all those children placed in external provision could have been accommodated in Trafford's own in-house fostering provision we are confident that 50% of those placed in residential accommodation and 80% of those in external foster placements would be a reasonable target to achieve with the right level of in-house provision.

We therefore plan to increase the proportion of children in care placed in our in-house provision from the current level of 54% to 70% over a period of time that will also see a reduction in overall numbers of children in care.

In recent years the fostering service has recruited an average of 14 new fostering households per year. Some carers for older young people are lost each year due to "Staying Put" arrangements that means some young people are remaining in placement beyond the age of 18 years old and so these carers do not have the capacity to continue fostering. It is clear that whilst our current recruitment activity has achieved some success, it does not fully meet the needs of the service in the longer term. It is likely that if we continue to offer the current financial package that, Trafford will not be able to recruit sufficient carers to reach our target of placing 70% of children with in-house foster carers.

Most fostering enquiries come through the internet. The increased use of online searches by applicants to 'shop around' to compare support packages and financial remuneration enables potential carers to research information about what different agencies can offer. Whilst we are not seeking to attract carers who are solely motivated by financial reward, recent economic uncertainty and related insecurities regarding household incomes inevitably results in potential carers needing to carefully consider and compare the financial packages on offer.

### Funding & Costs

It is proposed that:

1. An increase in the weekly fostering allowance for carers of children in the younger age ranges, age 0-10 years by 50% is made with effect from 1 October 2017, so that they are comparable to those in neighboring local authorities. This is in recognition of the demands of caring for younger children, and the importance of high quality childcare and therapeutic work to nurture positive attachments for these children which will have lifelong impacts on outcomes regarding future placement stability,

education, and health and wellbeing outcomes. Also, our experience is that foster carers who start their fostering career caring for younger children, gain experience and confidence that often enables them to extend their age range in the future; and

2. An increase in the weekly fostering allowances for carers of older children age 11-17 yrs by 20% is made with effect from 1 October 2017, so that they are comparable to those in neighbouring local authorities and independent agencies. This will reflect the demands of caring for older children and will attract applicants who may have professional backgrounds and relevant work experience but would otherwise be unable financially to transfer to a career in fostering.

The table below outlines the costs of increasing the weekly fostering allowance for carers of children in younger age ranges, age 0-10 yrs by 50% and for carers of older children age 11-17 years by 20% with effect from 1 October 2017. The table also outlines the full year effect of 2017/18 savings and the savings that this will achieve by ensuring that Trafford is competitive across the region and able to increase the number of its in house foster carers, thereby reducing reliance on high cost external provision.

**Table 1**

Description	2017/18 £	2018/19 £	2019/20 £
<b>Costs</b>			
Increase in allowances from 1st October 2017	319,000	638,000	638,000
<b>Savings</b>			
Savings - Full year effect of current 2017/18 savings	-	(335,920)	(335,920)
Savings - Moving from External Fostering to In House Fostering in 2018/19	-	(439,920)	(549,900)
Total Savings	-	(775,840)	(885,820)
<b>Grand Total</b>	<b>319,000</b>	<b>(137,840)</b>	<b>(247,820)</b>
Pay back period - within 2 years		181,160	(66,660)

**Table 1: Cost Benefit Analysis**

Allowances payable are calculated

- a) Based on age ranges that are broadly common to all fostering providers:
  - Babies
  - Pre-Primary
  - Primary
  - 11-15yrs
  - 16-17years
- b) Fostering providers then usually pay additional amounts across each age category dependent on a number of factors including the experience of the foster carers, their level of training, and the complexity of need of the child placed.

Based on these factors, table 2 contained in Appendix A summarises the Trafford position relative to other local authorities in the North-West. Green highlights LA's that pay the highest rate in each of the age categories (Max & Min); Red highlights those LA's that pay the least in each of the categories.

To calculate the cost of increasing our current allowances as suggested above we have calculated the impact on the existing cohort of foster carers with children currently in

placement (foster carers do not receive an allowance if they do not have any children in placement).

On this basis the cost of increasing the Trafford fostering allowance for the current carers as proposed is estimated to be £638,000 per year.

The impact of a reduction of external residential and IFA placements has already been considered in the overall Children's savings programme for 2017/18 and there will be a full year effect of this in 2018/19. The impact of the additional recruitment/capacity to enable children to move from an IFA placement to an in house one is as follows:-

- An additional 15 placements with a saving of £423 per week (assuming that a child steps down from an IFA placement to Trafford's own fostering provision), would result in a saving of £329,940
- An additional 20 placements with a saving of £423 per week would result in a saving of £439,920.
- An additional 25 placements with a saving of £423 per week would result in a saving of £549,900.

The cost benefit associated with this plan is unlikely to be fully realised in year 1 due to the timescale for assessment and approval of foster carers which takes in the region of 6-9 months. In addition, some of those recruited will not be immediately in a position to take our children with more complex and higher end needs as it will take time to build their confidence and resilience through ongoing training and support.

The full investment summary indicates that the payback period would be less than 2 years. However, it should be noted that this also aims to ensure that the number of current in house placements are maintained and therefore costs do not rise.

### **Key risks:**

#### 1. Risk of not increasing allowances.

This primarily has three main risks:-

- a) our ability to recruit new foster carers will be compromised; and
- b) we will start to lose existing foster carers to our competitors, mainly IFA's and Manchester;
- c) the savings against the placement budget will not be achieved.

There are then follow on consequences:

- An inability to meet the needs of children with more complex needs that result from emotional health, behaviour, health and disability;
- A larger number of children placed outside Trafford who then lose their connection to local communities impacting on educational and health outcomes;
- Children becoming settled in external provision and remaining there on a long term basis resulting in long term higher level financial commitment;
- Reduced levels of placement stability due to limited placement choice resulting in unnecessary "apparent" escalation of need and use of more acute, high cost placement options;
- Increased costs as existing internal foster carers are lost and more children require placing with IFA's.

## 2. Risks if we increase our allowances to the proposed level

- We do not successfully recruit, and fail to retain enough existing carers in order to achieve the required numbers of additional foster carers that will enable us to realise the necessary savings to cover the costs of increasing allowances;
- We are unable to step down the required number of children from external provision e.g. because the Independent Reviewing Officers enter dispute resolution procedures and freeze placement moves;
- The proposed allowance increases are insufficient to increase our competitiveness.

A successful recruitment strategy is essential to ensuring we are able to recruit the necessary numbers of additional foster carers. This will be achieved through, a range of methods including:

- Offering a recruitment incentive to existing foster carers who refer people to Trafford from within their own networks.
- Regular targeted advertising through local media outlets including radio and newspapers, posters, leaflets and stands in supermarkets, other retail outlets and at local venue's and events.
- Use of our existing foster carers in communicating the message about fostering for Trafford.
- Ongoing regional collaboration to ensure better use of joint resources to increase purchasing power in terms of access to recruitment opportunities e.g. advertising campaigns, and to try new and innovative recruitment methods, and to learn from practice about the most productive recruitment activities.
- Linking in with Pennine Care colleagues to ensure we maximise the benefits offered by our working partnership. We have already held discussions with the Pennine Care media team about using their own newsletters as a medium for foster care recruitment.
- Emphasising the unique selling points of fostering for Trafford e.g. better service because children's social workers, fostering social workers, and health colleagues provide a truly integrated service, Trafford being judged as Good by Ofsted and providing an Outstanding service for its care leavers.
- Talking to IFA carers who have Trafford children placed with them about the possibilities and advantages of being approved by Trafford.

Alongside our recruitment strategy Trafford ensures a robust approach to retaining our existing foster carers and we will do this by:

- Providing high levels of support across the service that enable foster carers to cope in times of stress, including the availability of support out of hours where necessary, and attendance at support groups.
- A highly regarded training and development offer co-ordinated from within the fostering team and focussed on the needs of a diverse range of foster carers who are all at different stages of their career.
- Improved allowances and payment structure that enables financial progression.
- Involvement in the delivery of the service through foster carer recruitment, and governance arrangements that include the foster carer forum & representation at the Corporate Parenting Group, and an annual foster carer survey.
- We are in the process of implementing a Peer Support and Mentoring system for less experienced foster carers, and for those who might be experiencing placement difficulties.

- Respite care arrangements to facilitate time off for important family events.
- Automatic membership of “Fostertalk”, a national organisation that provides independent advice, guidance and assistance to foster carers.
- “Max Card” discounts for use in a range of local retail outlets and entertainment venue’s.

#### Other mitigating factors

- Ongoing tracking of all cases identified through the recently implemented Placement panel to ensure savings.
- Any in-house placements not utilised in-house do not incur ongoing costs
- Targets regularly reviewed in line with the overall plan to transform children’s services.
- Monitoring of position on a regular basis to understand quickly and seek to take remedial action.
- Additional places provide improved placement choice, and stability for future placements even if placements are not utilised as part of the step down arrangements for existing children placed out of borough.

## 2.0 Other Options

Trafford could continue to use external provision for children we are unable to place in house. This will lead to continued high levels of spending with external providers with which Trafford will have little control with regards to future costs. This will not be cost effective, and will provide no better outcomes for the children and young people concerned.

Trafford could increase allowances by a smaller percentage however we would continue to be disadvantaged with regards to foster carer recruitment as we would continue to be offering less than other neighbouring local authorities. Manchester City Council is a significant local competitor and a smaller percentage increase would compromise the effectiveness of foster carer recruitment as there would be a significant risk that applicants would apply to Manchester instead. Manchester already has a significant advantage as they have a larger population of Children Looked After and therefore carers fostering for Manchester are likely to have more children placed, more of the time.

## 3.0 Consultation

There are no consultation requirements in relation to this particular issue. No employees are affected by the proposal, and foster carers will be happy to accept an increase in their allowances.

## 4.0 Recommendations

1. That the weekly fostering allowance for carers of children in younger age ranges, age 0-10 yrs be increased by 50% so that they are comparable to those in neighbouring local authorities with effect from 1st October 2017.
2. That the weekly fostering allowances for carers of older children age 11-17 years be increased by 20% so that they are comparable to those in neighbouring local authorities and independent agencies with effect from 1 October 2017.
3. That this decision be deemed to be urgent, for the reasons set out in paragraph, 5.0 below, and not subject to call-in.



**4.1 Reasons for Recommendation**

Children placed with Trafford foster carers are more likely to be able to live in familiar, local communities, to maintain important social relationships with friends and family members and be able to continue in existing school placements. With in-house foster carers the service is able to achieve a high level of direct governance and oversee robust and systematic quality assurance processes at first hand, with all foster carers. Children’s social workers and Supervising Social Workers for foster carers are located in one agency which facilitates working together relationships in the team around the child.

The higher increases for carers of younger children are proposed in order to align Trafford allowances with those across the region. The higher increases for carers for younger children are also proposed in recognition of the demands of caring for younger children, and the importance of high quality childcare and therapeutic work to nurture positive attachments for these children which will have lifelong impacts on outcomes regarding future placement stability, education, and health and wellbeing outcomes. Also, our experience is that carers who start their fostering career caring for younger children, gain experience and confidence that often enables them to extend their age range in the future.

The potential savings related to this proposal are clear. In house foster placements provide excellent, value for money. The proposed highest rate of an in house fostering allowance for a young person age 16/17 yrs is £465.12 which is over 40% lower than the average cost of a placement in an Independent Fostering Agency (£844). The average cost of a residential out of borough placement is £3,406, over seven times higher.

**5.0 Urgency of Decision**

This report should be considered as 'urgent business' and the decision exempted from the 'call-in' process for the following reason(s):

- a) The proposal relates to implementation from 1<sup>st</sup> October 2017 and so decision is needed in order to make the necessary changes to the payment system in good time.
- b) There is an urgent need to recruit foster carers. The process of approval takes around 6 months and the service will need to publicise the increase in fostering allowances as soon as possible to achieve savings to the placement budget during the financial year 2017-18.
- c) Delay in the process will compromise the effectiveness of recruitment activity, risk existing foster carers leaving the service to join other fostering service providers, and reduces opportunities to make savings.
- d) Any delay is likely to have a detrimental impact on performance in relation to existing recruitment projections, and budgets.

**Key Decision** (as defined in the Constitution): Yes  
**If Key Decision, has 28-day notice been given?** Yes

**Finance Officer Clearance** (type in initials).....NB.....  
**Legal Officer Clearance** (type in initials)....JLF.....



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

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

**Table 2: Neighbouring Authority In House Foster Care Allowances – 2016/17**

Local Authority	Babies (£pw)		Pre-primary (£pw)		Primary (£pw)		11 to 15 (£pw)		16 to 17 (£pw)	
	Min	Max	Min	Max	Min	Max	Min	Max	Min	Max
<b>National Minimum</b>	123.00		126.00		139.00		159.00		185.00	
Blackburn with Darwen	131.37	500.00	131.87	500.00	149.90	500.00	186.48	500.00	226.66	500.00
Blackpool	163.00	253.00	166.00	256.00	179.00	269.00	199.00	289.00	225.00	315.00
Bolton	123.00	261.71	126.00	264.71	139.00	272.28	159.00	557.10	185.00	587.62
Bury	126.00	236.00	139.00	236.00	159.00	249.00	159.00	525.00	185.00	525.00
Cheshire East	144.90	308.84	144.90	308.84	164.22	328.86	202.23	366.17	244.37	408.31
Cheshire West and Chester	191.28	284.94	191.28	284.94	209.24	302.90	245.14	338.80	284.65	378.31
Cumbria	160.09	252.70	160.09	252.70	173.11	265.72	193.27	285.88	227.64	320.25
Halton	162.00	257.00	162.00	257.00	201.00	298.00	201.00	298.00	244.00	340.00
Lancashire	126.00	356.00	126.00	356.00	139.00	369.00	159.00	389.00	185.00	415.00
Liverpool	130.10	574.63	133.27	577.80	149.40	593.93	178.49	623.02	215.50	660.03
Manchester	226.00	326.00	226.00	236.00	264.00	364.00	309.00	409.00	335.00	435.00
Oldham	125.09	465.85	125.09	465.85	142.52	483.28	177.38	518.14	215.74	556.50
Rochdale	126.00	266.00	126.00	266.00	139.00	419.00	159.00	439.00	185.00	465.00
Salford	123.00	248.00	126.00	251.00	139.00	562.50	159.00	582.50	185.00	612.50
St Helens	125.08	250.16	125.08	250.16	142.49	284.98	177.34	354.76	215.75	431.50
Stockport	228.34	228.34	228.34	228.34	240.66	240.66	347.55	379.05	414.61	414.61
Tameside	123.00	229.00	126.00	132.00	139.00	288.00	159.00	330.00	185.00	355.00
Trafford	123.00	200.00	126.00	172.20	139.00	219.60	159.00	346.52	185.00	387.60
Warrington	125.09	295.00	125.09	295.00	142.52	295.00	177.38	495.00	215.74	495.00
Wigan	195.00	245.00	198.00	248.00	211.00	261.00	231.00	532.00	257.00	586.00
Wirral	123.00	261.04	126.00	264.04	139.00	277.04	159.00	297.04	185.00	323.04
<b>NW Average (Mean)</b>	143.72	298.66	145.60	293.33	161.85	338.99	189.41	422.30	223.33	453.81
<b>Proposed Revised Allowance</b>	<b>123.00</b>	<b>258.30</b>	<b>126.00</b>	<b>258.30</b>	<b>139.00</b>	<b>285.15</b>	<b>159.00</b>	<b>419.30</b>	<b>185.00</b>	<b>465.12</b>

**Table 2** excludes information relating to Knowsley & Sefton. Information relating to Manchester has not been taken into account to calculate the averages due to late inclusion. It is however the case that, a) that Manchester pay significantly more than Trafford across all categories, and b) inclusion of the Manchester figures increases the average NW fostering allowance payment.

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## TRAFFORD COUNCIL

**Report to:** Executive  
**Date:** 26<sup>th</sup> June 2017  
**Report for:** Decision  
**Report of:** Executive Member for Corporate Resources

### Report Title

**Discretionary Relief and Exemption Policies**

### Summary

The Localism Act 2011 and the Welfare Reform Act 2012 abolished provides new freedoms and flexibilities for local government in terms of discretionary discounts for Council Tax and Business Rates. Exchequer Services administers a number of discretionary policies on behalf of the Council. The majority of the existing policies have been implemented, or last updated, following the introduction of the Localism Act 2011 and Welfare Reform Act 2012. Since then, there have been further changes in legislation, case law and funding that mean these policies need to be updated to ensure they are delivering the Council's outcomes. In terms of the administration, decision making, review and appeals process, it will also be much more effective to administer the policies as an amalgamated combination of policies but with overarching processes which allow a holistic view and an improved customer journey.

Nationally it has been recognised that Care Leavers require additional support in relation to their financial responsibilities once they leave care and one way it has been identified to do this is through Council's exempting them from the Council Tax charge. In Trafford, Care Leavers who are students or have no income other than state benefits already receive an exemption or full Council Tax Support thus meaning they have nothing to pay. The Council wants to take this a step further and financially support it's Care Leavers more as they transition out of care and in to adulthood and the world of work, by introducing a full exemption for all Care Leavers from 1 April 2017 up to their 25th birthday. This will be funded through a combination of the Council Tax Support Scheme and the Discretionary Council Tax Support Scheme.

In addition, it is clear that in a small number of cases our Care Leavers are not aware of how they can claim the financial support that is available to them and quickly find themselves with enforcement notifications. It is therefore important to ensure the relevant policies are explicit in relation to support our Care Leavers, in particular changes will be made to the Discretionary Council Tax Support policy to remove the need for a formal application to get this much needed support as well as

the Discretionary Housing Payments policy to financially support prior foster carers who may be impacted in their Housing Benefit for allowing the young person to remain in their household. This will ensure that the Council can direct the support the policies to where they were, and still are, intended to help.

It is also imperative that the Council maximises the new funding available to support local businesses facing the steepest increase who are struggling to pay their business rates bills as a direct result of the 2017 revaluation.

### **Recommendation(s)**

To recommend:

1. That from 1<sup>st</sup> April 2017 all Care Leavers receive a full exemption from Council Tax up until their 25<sup>th</sup> birthday.
2. That the Executive notes and approves the proposed amendments to the existing policies to take account of new guidance and case law, as well as the wider changes to the welfare system and new business rates discretionary funding.
3. That Exchequer Services amalgamates all its discretionary policies and has one combined policy, separated by sections for each function, but with amalgamated decision making and appeal scheme of delegation governance.

Contact person for access to background papers and further information:

Name: Louise Shaw

Extension: 3120

Background Papers: None.

Relationship to Policy Framework/Corporate Priorities	Key Priorities: Improving health and wellbeing of residents Value for money and low Council Tax Valuing our people Strong economy Using time and money wisely.
Financial	All of the discretionary policies are either fully funded through a government grant or have a budget provision. None of the proposals require additional funding in 2017/18 but will require an

	additional estimated £8k in 2018/19 and beyond. It is anticipated that in some cases administrative savings can be made and used towards funding future years discretionary awards. In 2018/19 and beyond amendments will be made to the Council Tax Support scheme and therefore the costs will be met through the Council Tax general fund
Legal Implications:	The Localism Act 2011 and the Welfare Reform Act 2012 provides local government with greater flexibility with regards to discretionary relief and exemptions for Council Tax and Business Rates.  There are no legislative restrictions that would prevent the Council from implementing the amendments made as proposed in the report.
Equality/Diversity Implications	The proposal will have positive outcomes and ensure government and/or Council funding is targeted at those with the most need whilst ensuring the cost does not adversely impact on the Council Tax payers of Trafford.
Sustainability Implications	If the government funding either amounts or guidance changes then the Council will need to re-evaluate its policies to ensure compliance and cost implications.
Resource Implications e.g. Staffing / ICT / Assets	None
Risk Management Implications	None
Health & Wellbeing Implications	All the policies have a positive impact on the health and well-being of the recipients and their support networks.
Health and Safety Implications	Not applicable

## 1.0 Background

- 1.1 The Department for Communities and Local Government (DCLG) describes one of the main objectives of the Localism Act 2011 was to give new freedoms and flexibilities for local government which included the power shifting from central government to local government in terms of discretionary discounts for Council Tax and Business Rates.
- 1.2 The Welfare Reform Act 2012 abolished the national Council Tax Benefit scheme and replaced it with a local Council Tax Support scheme. It also introduced Universal Credit which replaces Housing Benefit with a housing cost element in a combined benefit.

- 1.3 In the Government's care leavers' strategy, Keep on Caring, published in July 2016, local authorities were encouraged to consider exempting care leavers from Council Tax using the discretionary powers already at their disposal. At a national level there could be an amendment to the Children and Social Work Bill currently going through Parliament to include an exemption for care leavers from Council Tax as part of the 'National offer for care leavers' contained within the Bill.
- 1.4 Through its Council Tax Support Scheme, Trafford Council – which has retained one of the most generous schemes for the 5<sup>th</sup> year running - already awards maximum reliefs from Council Tax to its Care Leavers who have no income (other than state benefits). However, it is clear that the process to apply for such reliefs can be a barrier and can result in unclaimed awards and consequently unnecessary enforcement. Currently, Care Leavers in work above the qualifying criteria are expected to contribute towards their Council Tax
- 1.5 Universal Credit was rolled out in Trafford in June 2014 on a very small cohort of claimants, but is now set to expand from July 2017. Housing Costs within Universal Credit is calculated differently and where additional support is required with housing costs claimants will be referred to Trafford for support.

## **2.0 Introduction**

- 2.1 Exchequer Services (ES) administers a number, and variety, of discretionary awards; the main ones are as follows:
  - a. Discretionary Housing Payments (DHPs)
  - b. Discretionary Council Tax Support (DCTS)
  - c. Local Welfare Assistance aka Trafford Assist (TA)
  - d. National Non-Domestic Rates Discretionary Rate Relief Policy (DBRR)
  - e. Discretionary Council Tax Discounts (DCTD)
- 2.2 Note, ES also administers discretionary decisions on behalf of CFW but those are policies owned by CFW and therefore not included in this proposal.
- 2.3 The governance surrounding each of the above is different, mainly because of the way in which they are funded, but also because there is differing levels of guidance and criteria, for example DHPs are funded nationally by the DWP and therefore they issue guidance to follow, whereas the LWA scheme is funded solely by the Council and therefore it's policy is entirely its own making.
- 2.4 Most of these policies have been in place for a number of years now and due to the number of changes that have happened in this time, they are no longer fit for the purpose and by default the funds are no longer being maximised.
- 2.5 In addition, although the policies do support Trafford's Care Leavers, not every Care Leaver is exempt and as they are not specifically referred to in these policies and changes around the application process need to be made to ensure discretionary awards reach this vulnerable group quicker than it does now.



2.6 As the policies are discretionary, they are open to challenge by way of judicial review. Councils have been challenged and often the outcome not favourable for them, it is important therefore that the policies are reviewed. A number of FOIs are received requesting these policies, all of which are publicised on the Council's website.

### **3.0 Discretionary Housing Payments (DHPs)**

3.1 Discretionary Housing Payments (DHPs) are payments which are awarded if a claimant's Housing Benefit or Universal Credit (UC) Housing Element is less than the full amount of rent they are charged.

3.2 The scheme is funded by the Department of Work and Pensions (DWP) and Trafford are advised yearly of their allocation.

3.3 To qualify for a DHP, a claimant must be entitled to Housing Benefit (HB) or Universal Credit (UC) – inclusive of housing costs - and requires further financial assistance with housing costs.

3.4 DHPs are important to support the transition for claimants whilst they make the necessary changes to adapt to welfare reform changes. The funding for DHPs is specially aimed at a number of groups who are likely to be particularly affected by welfare reforms. These include (but are not limited to):

- Those in temporary accommodation;
- Individuals or families fleeing domestic abuse;
- Those with kinship care responsibilities;
- Individuals or families who cannot move immediately for reasons of health, education or child protection;
- Households moving to, or having difficulty finding more appropriate accommodation;
- Those with dual liability for housing costs;
- Women within 11 weeks of the expected week of childbirth;
- Households with a child aged 9 months or under.

3.5 The Council's existing policy was last updated in January 2013 and largely followed the DWP guidance available at that time. Since then Trafford has seen a number of further welfare reforms, including the introduction of UC, as well as key landmark court cases which has resulted in the national guidance being amended.

3.6 To ensure the policy maximises rental liability for Trafford's most vulnerable claimants it is proposed that the policy is amended to include the following:

- Those affected by:
  - The benefit cap;
  - The removal of the spare room subsidy in the social rented sector;
  - Changes to Local Housing Allowance (LHA) rates, including the 4 year freeze.

- Support with Housing costs, including:
  - Rent in advance;
  - Deposits; and
  - Other lump sum costs associated with a housing need such as removal costs.

3.7 It is also proposed to remove the length of time over which a payment is made (currently a maximum of 26 weeks) from the policy, as it may be appropriate to make longer awards which will give the claimant time to organise their financial or housing circumstances, such as disabled claimants who need an overnight carer, rather than having to make repeat claims.

3.8 It is further proposed that the decision making, appeal and review rights within the policy should also be amended to ensure that they align with the combined Exchequer Services policy.

#### **4.0 Discretionary Council Tax Support (DCTS)**

4.1 Discretionary Council Tax Support (DCTS) is used to credit Council Tax accounts to residents who are experiencing severe financial difficulty due to a shortfall in their Council Tax liability and the amount of Council Tax Support (CTS) they receive.

4.2 The scheme was set up from 1 April 2013 when Council Tax Benefit (CTB) was abolished and replaced with a local scheme, CTS, which directly resulted in some residents having to pay Council Tax for the first time or more than they did under the old scheme. The scheme is fully funded by the Council.

4.3 The discretionary policy was originally set up help people who do not receive as much help under CTS scheme as they would have done under CTB, i.e. to offer transitional short-term support. However, the main beneficiaries of this award has been those who have failed to claim CTS on time, usually due to being unaware that a separate application to the Council needs to be made even if they are in receipt of a DWP benefit, as there is no backdating in the CTS scheme.

4.4 Similar to DHPs, it is proposed that this policy should be amended to take in to account the changes that have happened over the last 4 years and the further changes to come.

4.5 It is proposed that the DCTS policy be amended as follows:

- To remove the references to the comparisons between CTB and CTS when determining an award as the transitional arrangements are no longer relevant now the CTS scheme is in its 5<sup>th</sup> year of operation;
- To include a provision to award to a Care Leaver a full award (or part award if jointly and severally liable with a non-Care Leaver) without the need for a formal

application where a request is made from their social worker/personal advisor and enough personal data and financial information is known about them to make a decision;

- To remove the need for a formal application where there is already an open CTS claim and the request (which should come from an internal team or one of the Council's stakeholders/partners) is to cover a backdated period where a DWP means tested benefit has been awarded;
- To insert a maximum 13 week period of award, except in exceptional circumstances where a maximum period of award of 12 months may be instead; and
- To amend decision making, appeal and review rights to ensure that they align with the combined Exchequer Services policy.

## **5.0 Local Welfare Assistance aka Trafford Assist (TA)**

5.1 Trafford Assist is Trafford's Local Welfare Assistance scheme designed to help residents:

- By meeting immediate short-term needs in an emergency or as a result of a disaster;
- To return to or remain in the community and help them to live independently in their own home; and
- by meeting essential travelling expenses e.g. to attend a funeral of a close relative.

5.2 The scheme was originally funded by the DWP as the responsibility moved from them to Local Authorities but since 2015/16 it has been fully funded by the Council.

5.3 The budget is largely split in to administration costs and the purchasing of the furniture, food parcels and fuel vouchers. CAB Trafford are paid to run a helpline and operate the food bank (which includes the running costs of Partington Youth Centre where the food is packaged up). Rainbow, which is part of Trafford Housing Trust, are paid to provide the furniture. There are no formal contracts in place with these providers.

5.4 The existing policy was devised in 2012 and approved for its start date of 1 April 2013. It specifically names CAB Trafford and Rainbow as Council partners in the policy.

5.5 It is proposed that the TA policy be amended as follows::

- to remove reference to individual providers to allow goods and services to be awarded to providers based on the outcome of a procurement exercise or bringing the front line service in-house if that is more cost effective;

- To remove the existing phone line service, which is provided by CAB, and offer an online only application service. Residents who are unable to access the online service will be able to make a telephone application and would also be referred to existing Council services and partners for online assistance for future applications and/or access to national benefits;
- To remove the funding of Partington Youth Centre running costs (the staff are currently employed by the CAB) but work closely with the staff employed there and their social enterprise to help them relocate and be self sufficient; and
- To include a fast tracked referral for internal teams i.e. Stronger Families, Social Workers, Care Leavers, Revenues and Benefits etc. where a formal application may not be required if there is enough personal and financial data already held by the Council to make an award.

5.6 It is also proposed that the decision making, appeal and review rights should be amended to ensure that they align with the combined Exchequer Services policy.

## **6.0 National Non-Domestic Rates Discretionary Rate Relief Policy (DBRR)**

6.1 The Council can grant discretionary rate relief to charities, certain not-for-profit organisations, community amateur sports clubs and certain properties within rural settlements. It can also grant discretionary rate relief where a business is suffering severe financial hardship, this would be over and above a business struggling to pay and is the exception not the rule.

6.2 Other than the mandatory charitable rate relief, where 80% is funded centrally, the Council funds any reliefs granted, though where a national policy is set, funding is received back in full from central government.

6.3 The DBRR policy works largely as intended and it is not proposed to change what already exists, however, the Council will need to set a policy in relation to the new funded discretionary rate relief scheme introduced from April 2017.

6.4 The DBRR scheme is designed to help those most affected by an increase in rating valuations as a result of the 2017 revaluation. Funding has been calculated based on the following criteria:

- the rateable property has a rateable value for 2017-18 that is less than £200,000;
- the increase in the rateable value is more than 12.5%;
- a discretionary award must only be applied after all other reliefs;
- applicants must declare that the relief awarded will not exceed applicable State Aide limits.

6.5 However, although the funding calculation is determined by the above parameters, the guidance issued by the DCLG has been clear that Council's can and should be creating their own schemes to take account of their local business issues and

priorities. No more funding, however, will be granted other than as determined by the parameters above.

6.6 In addition, as announced in the Spring budget, other reliefs are being introduced as follows:

- Those ratepayers who, as a result of the change in their rateable value no longer qualify for small business or rural rate relief, will have a £50 per month cap applied to their bill
- Office space occupied by local newspapers will receive relief of £1,500 up to a maximum of one discount per local newspaper title and per hereditament
- A relief for pubs with a rateable value of less than £100,00 of £1,000 – still awaiting final guidance on the operation and scope of the scheme

6.7 Based on the above, the Council needed to determine how to operate its scheme to ensure the reliefs are targeted to those who most need it and equate scheme costs with the amount of funding available. It is therefore proposed that the policy is amended to include the qualifying criteria are as follows:

- the rateable property has a rateable value for 2017-18 that is less than £200,000;
- the rateable value has increased by more than 12.5%;
- the ratepayer must have been in occupation continually since pre 1 April 2017
- after all other reliefs have been applied, the increase in the billing amount is more than 12.5% in 2017-18;
- businesses who will benefit from the small business rate relief cap of paying no more than £50 per month when compared to last year will not be eligible;
- businesses whose increase in the amount in what they are paying compared to last year is less than £50 per month will not be eligible (to mirror the maximum protection for small businesses as above);
- pubs with a rateable value of less than 100k as they will get the £1k detailed in 6.6 above;
- the ratepayer must have employees based in the hereditament on which relief is being sought;
- Ratepayers operating an intermittent occupation tax mitigation/avoidance scheme will not be eligible for any relief;
- Ratepayers with an outstanding appeal will not be eligible for any relief (as the Council will be unable to determine the financial impact on the business until the appeal is concluded) – any backdated requests once the appeal has been settled will be limited to the financial year in which the application is received due to the way in which the government is funding the scheme;
- National companies, national charities and public bodies will not be eligible for any relief;
- Multiple property owners and/or occupiers will not be eligible for any relief; and
- Hereditaments wholly or mainly being used as betting shops, payday loan shops, pawnbrokers or shisha bars will not be eligible for relief.

6.8 It is also proposed that, subject to the above qualifying criteria being met, a relief of £1000 in year 1 and £500 in year 2 will be awarded. It should be noted that the limit of £50 per month still applies and therefore some business may qualify for some but not of the amounts stated.

6.8 It is further proposed that the decision making, appeal and review rights should be amended but due to the direct impact on Council funding and the large amounts involved over a number of financial years, it will not align with the combined Exchequer Services policy. Instead, the Head of Exchequer Services and Head of Financial Management will make joint decisions and appeals will be considered by the Chief Finance Officer.

## **7.0 Discretionary Council Tax Discounts (DCTD)**

7.1 Discretionary discounts were introduced into Council Tax regulations in April 2013 under section 13a of the Local Government Finance Act 1992. These Regulations allow the Council to reduce the amount of Council Tax payable.

7.2 The Council has the right to choose whether to use its discretionary powers on a case by case basis or to specify a class of use, where several taxpayers may fall into a group due to similar circumstances.

7.3 No specific DCTD policy has been created other than the Council's decision to award discount to Special Constables serving in the borough.

7.4 As this is a local discretionary discount, the scheme is fully funded by Trafford Council through the Council Tax base.

7.5 It is proposed that the Council creates a formal DCTD policy which sets out the governance for the consideration and the approval of discretionary awards. It is also proposed that the policy should take in to account:

- If it's in the Council's best interest having taken in to account the burden on the tax payers;
- Cost to the Council;
- Reasonableness of the award; and
- Provisions for Care Leavers (who are unable to claim CTS or DCTS) to award a full exemption ((or part award if jointly and severally liable with a non-Care Leaver)

7.6 It is further proposed that the DCTD policy includes decision making, appeal and review rights that align with the combined Exchequer Services policy.

## **Other Options**

The Council could maintain its existing policies and not introduce a discretionary business rates policy, however, this would mean the Council is not spending it's limited discretionary

funding in the most effective way and/or not granting business awards when it has the funding to do so.

**Consultation**

All the existing policies were consulted upon at the time of their introduction where appropriate and as there is no intention to reduce funding to residents or businesses, therefore further consultation is not required to make the changes proposed.

**Reasons for Recommendation**

The reason for the recommendations is as set out at the beginning of the report

**Key Decision** Yes

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

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

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



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

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

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## TRAFFORD COUNCIL

**Report to:** Executive  
**Date:** 26<sup>th</sup> June 2017  
**Report for:** Decision  
**Report of:** The Executive Member for Investment

### Report Title

Acquisition of commercial property with development potential

### Summary

The report seeks approval for the Council to acquire a commercial property in Old Trafford, which has the potential for redevelopment.

### Recommendation(s)

The Executive is recommended to:

- a) Note the detail of the proposed acquisition of a commercial property in Trafford ("the Site") as set out in the presentation made to the Executive meeting on 26 June 2017;
- b) Approve the principle of the acquisition of the Site for investment purposes
- c) Note that it may be appropriate for the acquisition to be made jointly with a third party and approve the principle of the acquisition by the council acting in partnership with a third party;
- d) Note that both (b) and (c) above are conditional upon a satisfactory business case (independently reviewed) and commercial terms being approved by the Executive Member for Investment in consultation with the Chief Executive and under advisement from the Chief Finance Officer
- e) Delegate authority to the Executive Member for Investment in consultation with the Chief Executive, and under advisement from the Director of Legal and Democratic Services and the Chief Finance Officer, to finalise the terms of the proposed acquisition and the terms of the partnering arrangement (if required) to support the acquisition; and
- f) Delegate authority to the Director of Legal and Democratic Services in consultation with the Interim Corporate Lead – Property & Investment to agree the terms of and to enter into any documents required to implement the above recommendations.

Contact person for access to background papers and further information:

Name: Richard Roe  
Extension: 4265  
Background papers: None

### *Implications*

Relationship to Policy Framework/Corporate Changes	Supports policy for Economic Growth and Development
Financial:	<p>The Council approved an investment fund of £20m at the Budget Council Meeting in February 2017.</p> <p>This investment would form part of that investment portfolio the aim of which is to generate income to assist with the long-term financial sustainability of the Council.</p> <p>Due diligence will be completed on any investment before it is undertaken to ensure that the balance of risk taken / reward is appropriate.</p>
Legal Implications:	<p><b>Section 120 Local Government Act 1972</b> provides the power for acquisition of land by agreement (whether inside or outside the local authority area) for the purpose of:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Any of their functions under this or any other enactment, or</li> <li><input type="checkbox"/> The benefit, improvement or development of their area.</li> </ul> <p>Acquisition can take place notwithstanding that the land is not immediately required for that purpose.</p>
Equality/Diversity Implications:	None
Sustainability Implications:	None
Resources Implications: eg Staffing/ICT/Assets	Once acquired the property will need to be managed, and arrangements are being put in place to do this.
Risk Management Implications:	There are risk implication associated with any commercial acquisition and investment. Risk in relation to this acquisition has been mitigated through the use of external advice to assess value and condition, and a potential strategic partnership with a third party to share risk.
Health and Wellbeing Implications:	No direct implications
Health and Safety Implications:	No direct implications.

## 1.0 Background

- 1.1 Reports to Executive in December 2016 and February 2017 set out the proposed approach to developing investment opportunities to generate sustainable income streams. This included the acquisition of investment property, and the participation in development. The 2017/20 Capital Programme included an estimated sum of £20m for property investment.

- 1.2 In line with this strategy, an opportunity has been identified to acquire a commercial property with development potential, in Old Trafford. The development of this site would generate a financial return for the Council and support our wider regeneration aspirations.
- 1.3 As part of due diligence on the acquisition, the Council has commissioned external professional advice to value the property and to assess the current condition and identify refurbishment costs over the next ten years. This has determined that the proposed purchase price is appropriate, and the refurbishment costs have been incorporated in the business plan. The valuation report has also assessed the market rent price for the property, which is in line with that provisionally agreed with the potential occupier.
- 1.4 The Council is seeking to purchase the property either in its own right or in partnership with a third party company with expertise in this area. The option for a partnership approach is dependent on agreeing suitable commercial terms. This approach would mitigate the risk to the Council by reducing the Council's financial exposure and by ensuring that a company with the appropriate business skills to support the acquisition, refurbishment and ongoing management are fully engaged in the acquisition. However, it would also reduce the potential return to the Council. Should partnership terms not be agreed, the Council will procure the necessary external advice as appropriate.
- 1.5 The location of the property, the commercial terms of the acquisition and the identified occupier are all commercially sensitive and are therefore set out in the associated Part II report.

**Other Options**

The Council could decide not to proceed with the purchase of this property and to invest in other opportunities. The Council would therefore not benefit from the potential investment return from the acquisition and the regeneration benefits that have been identified through its proposed use.

**Consultation**

No consultation is required at this stage. The proposal is in line with the Council's developing investment strategy. Consultation will take place through the planning process in the usual way for any changes in use or redevelopment of the property and site.

**Reasons for Recommendation**

To enable the Council to complete the purchase of the property.

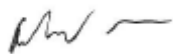
**Key Decision**

This is a key decision currently on the Forward Plan: Yes  
 If key decision has 28 day notice been given? Yes

Finance Officer Clearance NB

Legal Officer Clearance      JLF

DIRECTOR'S SIGNATURE

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

## TRAFFORD COUNCIL

**Report to:** Executive:  
**Date:** 26 June 2017  
**Report for:** Decision  
**Report of:** Executive Member for Communities and Partnerships

### Report Title

**Future of the Section 48 AGMA Grants Scheme**

### Summary

**This report asks for formal consideration to be given to the closure of the current AGMA Grants Scheme established under S48 Local Government Act 1985, with a view to its replacement by a new scheme under the Greater Manchester Combined Authority (GMCA).**

### Recommendation(s)

**The Executive is recommended to:**

- 1. Give initial consideration to the case for closure of the Section 48 AGMA Grants programme and authorise a consultation on closure of the scheme to be undertaken by AGMA to inform a final decision on closure to be taken at a later date.**
- 2. Support the development of a new funding programme for culture, under the GMCA, as a potential replacement for the Section 48 Scheme.**
- 3. Note that it is intended to run the consultation for a new CA programme for culture at the same time as the consultation on closure of the Section 48 scheme.**

Contact person for access to background papers and further information:

Name: Jane Le Fevre  
Extension: 4215

Background Papers: None

Relationship to Policy Framework/Corporate Priorities	The grants scheme and any proposed replacement for that scheme will support and underline all corporate priorities
Financial	None arising from this report
Legal Implications:	As the scheme is a statutory scheme it will be necessary to follow the process outlined in the report in order to close the scheme
Equality/Diversity Implications	These issues will be considered as part of the consultation around both the closure of the existing scheme and the new arrangements proposed
Sustainability Implications	None at this juncture
Resource Implications e.g. Staffing / ICT / Assets	None
Risk Management Implications	None
Health & Wellbeing Implications	None
Health and Safety Implications	None

## Background

- 1.1 AGMA Executive operates a grant scheme under Section 48 of the Local Government Act 1985 (“the 1985 Act”) on behalf of the ten Greater Manchester district councils. The current 2015/18 programme of grant funding to “eligible voluntary organisations” (as defined in the 1985 Act) was agreed in December 2014 by the AGMA Executive and was for a three year period. Initially funding was only guaranteed for the first year, with funding for years 2 and 3 of the programme being subject to the availability of funds. However, ultimately all three years are to be funded. The scheme is currently in year 2 of the current three year funding cycle, which is due to end at the finish of the 2017/18 financial year. Funding for year 3 was agreed at the joint AGMA/GMCA Executive Board on 16<sup>th</sup> December 2016. The total funding for the three year programme is £9,943,906, including a total of £210,000 for programme management support.
- 1.2 AGMA Leaders have previously indicated that they would like to review options for the development of a new programme for culture under the GMCA, with a view to aligning the start of the new programme with the closure of the Section 48 scheme.

## 2.0 Future of the Section 48 Scheme

- 2.1 In early 2016, Leaders indicated that they wished to review options to move the Section 48 scheme to the GMCA, such a move being consistent with wider reviews and changes arising since the establishment of the GMCA and subsequent changes which have been put in place as a result of the devolution agreements and Orders. The option favoured by Leaders was closure of the Section 48 scheme in conjunction with the establishment of a new programme for culture under the GMCA in 2018/19 after year 3 of the current funding cycle of the AGMA scheme closes in 2017/18.
- 2.2 At its meeting on 16 December 2016 the AGMA/GMCA Executive Board decided to recommend to constituent councils that consideration be given to the closure of the AGMA Section 48 Grants scheme and that approval be sought for AGMA to undertake a consultation on the formal closure of the scheme.

2.3 It should be noted that if closure is agreed by all (or in the absence of agreement a majority of) the constituent Councils then, due to the legislative requirements relating to the closure of a scheme established under Section 48 of the 1985 Act, the closure of the scheme would not occur until the end of the financial year after that in which the decision to close the scheme was made. An indicative timetable for closure of the Section 48 scheme is set out below:

- May/June 17 - Constituent councils agree that closure option should be considered and approve the undertaking of a consultation on closure by AGMA during 2017;
- June/July 2017 – formal notice given to funded organisations that closure of the scheme is being considered and that a consultation will be undertaken. To also note that the GMCA intends to consult on a new programme during 2017 and run the consultation for this alongside the Section 48 closure consultation.
- Late 2017 – subject to consideration of the outcome of the consultation AGMA Executive makes recommendation to constituent councils to agree closure of S48 scheme;
- Before end March 2018 – Constituent councils agree to closure of the Section 48 scheme
- 31<sup>st</sup> March 2019 – AGMA Section 48 scheme closes

2.4 The indicative timetable for closure referred to at paragraph 2.3 above would mean that there would be a need for a further year beyond the current 2015/18 funding cycle in which the AGMA Section 48 scheme would remain in existence, in line with the legislative requirements concerning closure of the scheme. However, assuming that the replacement GMCA scheme would be in place from April 2018, it would be possible to zero fund the final year of the Section 48 scheme so as to avoid any overlap in provision. It is to be noted that a precedent has already been set for possible zero funding of particular years of the Section 48 scheme, as the second and third years of the current cycle of funding were not guaranteed and potentially could have been left unfunded (although this did not ultimately occur).

2.5 Once the ten constituent Councils have agreed that the closure option should be considered, a consultation will be undertaken with currently funded groups and other interested parties in 2017, whilst the new programme is consulted on. It is intended to run the consultation for a new CA programme for culture at the same time as the consultation on closure on the Section 48 scheme. A final decision on the closure of the AGMA Section 48 scheme will only be made following consultation and a report will be brought back to each of the ten constituent Councils regarding the outcome of that consultation and members will be asked to confirm or reject the proposed closure of the scheme.

### **3.0 Development of a new scheme**

3.1 The current Section 48 Fund Criteria were reviewed by AGMA in 2012 with a view to strengthening economic outcomes of the fund and its contribution to the Greater Manchester Strategy (GMS).

3.2 Given the changing context in which Greater Manchester is now operating, and the extent to which the GM agenda has moved on, a refresh of the Greater Manchester Strategy is now underway. It is intended to revisit GM's strategic approach to reassess the issues and opportunities that the strategy needs to address, and re-examine the interventions required to drive growth and reform across the conurbation. Allocations of funding through the GMCA will need to be aligned to

emerging priorities. Interim feedback from the current consultation appears to indicate that one of the main reasons why people like working, living, learning, doing business or visiting in Greater Manchester is because of its rich cultural and arts offer.

- 3.3 The GMCA has been asked to consider the opportunity to align a new GMCA culture programme with emerging priorities for culture, in addition to possibly aligning with other funding programmes, for example the Life Chances Investment Fund and also work in relation to Children's Services. From April 2017 the Life Chances Investment Fund will allow Greater Manchester to use public money to deliver better services and improve the lives of GM residents. There is the potential to link any investment through the new GMCA scheme more robustly to an evidence base to maximise the positive impacts of the scheme.
- 3.4 The criteria for the current Section 48 scheme are shaped around funding the activities of local not for profit organisations which meet three main objectives:
- That they contribute to the recognition of Greater Manchester locally, nationally and internationally – helping create the conditions to attract new investment, new visitors and new talent;
  - That they contribute to improving the skills and employability of greater Manchester residents, encouraging people to fulfil their full potential; and
  - That they play a role in developing strong and inclusive communities, contributing to an improved quality of life and wellbeing for all residents.
- 3.5 There would be a need to review the criteria for a new GMCA cultural programme. This could mean that eligibility of organisations seeking grants need not necessarily be restricted to those organisations meeting the 'eligible voluntary organisation' definition found in section 48. There could, instead, be a broader, or narrower, set of qualifying criteria. The criteria for the new scheme would need to be agreed by the GMCA, and the constituent Councils will be involved in this programme as it develops.
- 3.6 The GMCA would also need to consider the appropriate level of funding for a new GMCA cultural programme and a new governance structure would also need to be designed and put into place to manage the new programme. A further report setting out proposals for the development of a new cultural programme is to be brought to the joint AGMA/GMCA Executive Board in 2017.

### **Other Options**

The recommendation at this stage is simply to note the proposals and the consultation which is due to be undertaken on those proposals. The Executive could indicate that they did not support the proposal, but as it has already been agreed at AGMA/GMCA, it is unlikely that the proposal would be halted unless a majority of the individual authorities rejected the proposals.

### **Consultation**

The proposed consultation is referred to within the report

### **Reasons for Recommendation**

To enable the proposed closure of the existing S48 Scheme to be progressed alongside consideration of a wider scheme



**Key Decision** (as defined in the Constitution): No (please delete)

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

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

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

A handwritten signature in blue ink that reads "Joanne Hyde". The signature is written in a cursive, flowing style.

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

## **Introduction**

Trafford Council is committed to achieving equality in both service delivery and employment. The Council has made a commitment to work through the three levels of the Equality Framework for Local Government, demonstrating cumulative good practice to achieve equality of outcomes in relation to the six equality 'strands':

### **Age, Disability, Gender, Gender Identity, Race, Religion and Belief, Sexual Orientation**

A key requirement of the Equality Framework at Level 1, (a Developing Council), is the implementation of Equality Impact Assessments. This will help the Council to meet the requirements of various pieces of equality legislation. The Council must ensure that all sections of the community receive services appropriate to their needs, and that no-one is adversely affected in the way we deliver services. An impact assessment will help to determine whether a service or policy is failing to meet the needs of specific groups or has discriminatory outcomes.

### **What is an Equality Impact Assessment (EIA)?**

An Equality Impact Assessment is a thorough and systematic assessment of how functions, policies and procedures, strategies etc; impact on people covered by the different equality strands. The primary function of the equality impact assessment should be to determine whether the impact of any developments is or is likely to be negative or adverse and the extent of this impact, so that it can be addressed.

If, as a result of the assessment, it is decided that the policy/procedure/decision has an adverse impact, the authority must consider alternative ways of acting to reduce or eliminate the impact and better achieve the promotion of equality of opportunity. The processes involved in conducting an equality impact assessment should not be an end in themselves. The aim of the assessment is the promotion of equality of opportunity. It is the **outcomes** of the equality impact assessment that are of primary concern.

There are two levels of EIA: initial and full. You need to decide what level of impact assessment is needed. The essential difference between the 2 kinds of assessment will be in the level of detail and consultation undertaken. An initial/screening assessment is mainly a desktop research exercise, while a full assessment will involve public consultation and involvement. The degree of assessment will depend on the relevance of the policy or strategy to equality and the general impact it will have on people's lives. Therefore, for larger, more significant changes to service delivery where it is known early on that there will be a large number of stakeholders affected by the changes, the lead officer will bypass the initial stage and go straight to a full EIA.

### **When do I undertake an EIA?**

An impact assessment should begin as soon as a relevant new policy, function or procedure is considered, when policies/ procedures etc are reviewed or in line with the corporate schedule of impact assessments. It should be an integral part of policy and service development, so that equality considerations become a natural part of everything we do. EIAs should be an integral part of Service Improvement Projects, Transformation Projects and preparation of major strategies, for example, the Sustainable Community Strategy and the People Strategy.

### **Implications for Decision Making**

When a decision maker eg the Committee or a senior officer is making a formal decision on any matter they must be made aware of the implications of their decision in relation to the Council's obligations in relation to equality. Therefore, all reports should state that an EIA has been carried out and summarise the main implications of the EIA. It may be appropriate in certain cases to append a copy of the EIA or a summary of it to the report or to set out in the report how the implications of the EIA will be met or managed.

Training is available on: [www.learningpool.com/trafford](http://www.learningpool.com/trafford)

Further guidance is available on: <http://intranet/yourtrafford/EqualityDiversity/EqualityImpactAssessments.asp>

For further advice and support, please contact: Adele Coyne, x 4605

## Sustainability Issues - Guidance for Officers Preparing Reports for Decision

*There are a number of areas around sustainability and climate change which must be taken into consideration in Decisions, and in the preparation of reports recommending these decisions.*

### **Energy Use in the Council's Own Estate**

*The potential effects of a decision on energy use in the council's own estate, including schools, must be considered. The council must annually report carbon emissions from council activities via National Indicator NI185, and any decision which would increase energy use in either council buildings or the fleet must be raised and discussed with the council's Sustainability Manager before it is taken.*

*Energy use in the council's estate is also a key aspect of the 'Use of Resources' Key Line of Enquiry under the Comprehensive Area Assessment, an area where the council needs to improve.*

### **Carbon Emissions in Trafford Borough**

*Trafford has a target of a 9.4% reduction in per capita carbon emissions by 2011 under our Local Area Agreement. Emissions are measured across three sectors: domestic homes, business and industry and road transport, and are reported via National Indicator NI186.*

*Any decision likely to have an impact on carbon emissions in any of these three sectors should be raised and discussed with the council's Sustainability Manager before it is taken.*

### **Adapting to the Effects of a Changing Climate**

*Changes in local weather patterns resulting from global climate change will increasingly impact on council services and life in Trafford. As a result, steps need to be taken to adapt council services to take these new weather patterns such as storms, flooding and heatwaves into consideration.*

*Any decision which may give rise to a risk from the effects of a changing climate needs to be brought to the attention of the council's Sustainability Manager. The council has a Climate Change Adaptation Strategy (reported under National Indicator NI188) to deal with these issues, and it may need to be updated in the light of new decisions.*

### **Biodiversity**

*The council has a duty to protect biodiversity in Trafford (reported under National Indicator NI197), and any decision which may have an impact on biodiversity in the borough should be brought to the attention of the Sustainability Manager before it is taken.*

## Risk Management Implications - Guidance for Officers Preparing Reports for Decision

*This is a brief note setting out guidance for stating risk management implications in reports for Decision.*

*Identifying risk management implications enables members and officers to establish clear and consistent interpretation of the exposures to risk, both threat and opportunity, that the Council may face. For those who are tasked with writing and interpreting reports the following guidance may be of assistance. (More detailed risk management guidance can be found on the risk management site on the Authority's intranet).*

- *When reporting on risk implications reference can be made to the Authority's risk management policy and guidance.*
- *Risks should be referred to as either having Strategic or Operational implications or a combination of both.*
- *Where significant issues form part of the report, confirmation that a risk assessment was undertaken can be referred to. If no risk assessment was undertaken then state when one is planned or why it is unnecessary to do so.*
- *Identify who is responsible for managing any relevant risks and the action taken or proposed to ensure desired outcomes.*
- *Indicate when the greatest risk is likely to occur. Not all risks occur consistently or with the same magnitude over the course of a project.*
- *State whether it is considered that controls are adequate enough to manage the risk effectively and identify where improvements can be made to achieve success.*

## TRAFFORD COUNCIL

**Report to:** Executive  
**Date:** 26 June 2017  
**Report for:** Decision  
**Report of:** Chief Executive

### Report Title

**APPOINTMENTS MADE BY THE EXECUTIVE TO OUTSIDE, INDEPENDENT AND EXECUTIVE BODIES**

### Summary

To agree the appointment of representatives to those bodies whose activities relate to Executive functions.

### Recommendation(s)

1. That approval be given to the appointment of representatives to those outside, independent and Executive bodies set out in the Appendix to this report.
2. That the Chief Executive be delegated authority, in consultation with the Leader of the Council and Opposition Group Leader(s) if necessary, to appoint members to any vacancy that remains or arises after the meeting and to any additional bodies to which the Executive may be required to make appointment(s).

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

**Name:** Ian Cockill  
**Extension:** 1387

Background Papers: None.

TRAFFORD BOROUGH COUNCIL

REPRESENTATIVES ON OUTSIDE, INDEPENDENT AND EXECUTIVE BODIES

PERSONS NOMINATED – 2017/18

APPOINTMENTS MADE BY THE EXECUTIVE

Organisation	Number of Representatives Required	CON:LAB:LD	2017/18 Nominations Councillor(s)
1 Age UK (Trafford)	2	2:0:0	Mrs. Angela Bruer-Morris Miss Linda Blackburn
2 Altrincham and Sale Chamber of Commerce	1 (plus 1 Deputy)	1:0:0	Chris Boyes Deputy: Jonathan Coupe
3 Assets of Community Value	Pool of 12	8:3:1	Chris Boyes Rob Chilton Mike Cornes Mrs. Laura Evans John Reilly Brian Rigby Mrs. Viv Ward Michael Whetton Mike Cordingley Mike Freeman James Wright Ray Bowker
4 Bollin Valley Scheme Steering Committee	2 (plus 2 Deputies)	2:0:0	John Reilly Brian Shaw Deputies: Michael Young Mrs. Patricia Young
5 Bridgewater Canal Trust	1	1:0:0	Rob Chilton
6 Central Manchester University Hospitals NHS Foundation Trust (3 year appointment)	1	1:0:0	Paul Lally
7 Citizens' Advice Trafford	1	1:0:0	Mrs. Laura Evans
8 Early Years and Childcare Advisory Forum	3	2:1:0	Miss Linda Blackburn Michael Whetton Jane Baugh
9 Greater Manchester Accessible Transport Ltd. – Ring and Ride Steering Group	1	1:0:0	Mrs. June Reilly
10 Greater Manchester Forests Partnership	2  Executive Member(s) for Planning and Environment	2:0:0	John Reilly David Hopps
11 Greater Manchester West Mental Health NHS Foundation Trust – Council of Governors (3 year appointment)	1	1:0:0	Alan Mitchell  (until June 2020)

Organisation	Number of Representatives Required	CON:LAB:LD	2017/18 Nominations Councillor(s)
12 Groundwork, Manchester, Salford, Stockport, Tameside and Trafford	1 local authority Nominated Trustee  plus 1 Company member	1:0:0  1:0:0	Nathan Evans  Alan Mitchell
13 Larkhill Centre Community Association – General Committee	1	1:0:0	Mrs. Laura Evans
14 Local Strategic Partnership	2 (plus Chief Executive)	2:0:0	Sean Anstee Mrs. Laura Evans
15 Manchester Airport Consultative Committee	3 (plus 1 Deputy)	2:1:0	Bernard Sharp Michael Whetton Phil Gratrix  Deputy: Nathan Evans
16 Mersey Valley Joint Committee	4 (plus 4 named Deputies)	3:1:0 (Agreed 2:2:0)	(i) Chris Boyes (ii) Rob Chilton (iii) Phil Gratrix (iv) Mike Freeman  Named Deputies (for the above)  (i) Brian Shaw (ii) Dan Bunting (iii) Dolores O'Sullivan (iv) Dave Jarman
17 North West Cultural Consortium	1	1:0:0	Alex Williams
18 North West Reserve Forces and Cadets Association (NWRFC)	1	1:0:0	Jonathan Coupe
19 North West Sound Archive Committee Meeting	1	1:0:0	Paul Lally
20 One Trafford Partnership Board	3	2:1:0	John Reilly Brian Shaw Stephen Adshead
21 Parking and Traffic Regulations Outside London (PATROL) Adjudication Joint Committee / Bus Lane Adjudication Service Joint Committee	1 (plus 1 Deputy)	1:0:0	John Reilly  Deputy: Brian Shaw
22 Pennine Care NHS Foundation Trust Council of Governors (3 year appointment)	1	1:0:0	Dylan Butt  (until June 2020)
23 Standing Advisory Council for Religious Education (SACRE)	7	4:3:0 (Agreed 3:3:1)	Miss Linda Blackburn Rob Chilton Bernard Sharp Judith Lloyd Whit Stennett Laurence Walsh Ray Bowker
24 Sale Town Centre Partnership	1	1:0:0	Brian Rigby

Organisation	Number of Representatives Required	CON:LAB:LD	2017/18 Nominations Councillor(s)
25 Sharon Youth Association Management Committee	2	2:0:0 (Agreed 1:1:0)	Michael Whetton Ejaz Malik
26 Stretford War Memorial Red Cross Public Nursing Services	1	1:0:0	Mrs. Angela Bruer-Morris
27 Stockport, Trafford and Rochdale (STaR) Joint Committee	1 (plus 1 Substitute)	1:0:0  (Executive Member for Finance plus 1 Executive Member to be appointed as a Substitute)	Patrick Myers  Substitute: Dylan Butt
28 Teachers Joint Negotiating Committee (Schools)	4  To be appointed as per the JNC Constitution	3:1:0  (Executive Members for Education, Children's Social Services, Chairman of the Employment Cttee and the Shadow Member for Education)	Mrs. Linda Blackburn Brian Rigby Michael Whetton Jane Baugh
29 Timperley Village Club - Management Committee	1 (plus 1 Non-Elected non-voting Member)	1:0:0	Nathan Evans  (Non-Elected Member – Mr. Andrew Iredale)
30 Trafford Arts Association	2	2:0:0	Chris Boyes Jonathan Coupe
31 Trafford Children and Young People's Services Strategic Partnership Board	2	2:0:0	Miss Linda Blackburn Michael Whetton
32 Trafford Community Leisure Trust	2	2:0:0	Jonathan Coupe Michael Whetton
33 Trafford Housing Trust Board  Note: The Council is requested to continue to appoint to the Trust Board until new governance arrangements agreed by the Executive on 27 March 2017 are in place.	3  # proxy vote at AGM	2:1:0	Sean Anstee # John Lamb Joanne Bennett
34 Trafford Sports Council	2	2:0:0	Mrs. Laura Evans John Lamb
35 Trans-Pennine Trail	2	2:0:0	Dylan Butt David Hopps
36 University of Manchester – General Assembly (3 year appointment)	1	1:0:0	Dylan Butt  (until July 2020)



Organisation	Number of Representatives		2017/18
	Required	CON:LAB:LD	Nominations Councillor(s)
37 University Hospital of South Manchester NHS Foundation Trust (3 year appointment)  <u>*Must not be a member of a local authority's scrutiny committee covering health matters</u>	1	1:0:0	Chris Boyes  (until July 2018)
38 Victim Support - Trafford (Management Committee)	1	1:0:0	Mrs. Angela Bruer-Morris
<b><u>CHARITIES</u></b>			
39 Ashton-on-Mersey Aid in Sickness Fund	2	2:0:0	Rob Chilton John Lamb
40 The James Bradshaw Charity and the Bradshaw Educational and Richard Newton Foundations	3	2:1:0	Mrs. June Reilly Mrs. Viv Ward Mrs. Maureen Pickering  (3 year appointment Until June 2020)
41 Mayor's Land Charity and New Town Night School Fund	3 (Need not be Elected Members)	2:1:0 (The Mayor plus 2)	Rob Chilton Jonathan Coupe Tom Ross
42 Frances Del Panno Trust	As set out		The Mayor Chief Executive & Director of Finance are ex-officio Trustees
43 Sale Educational Foundation  Note: The Charity requests the appointment of Members living in Sale and representing Sale wards.	10 (Need not be Elected Members)	6:4:0	Mrs. Collinson Chris Boyes Rob Chilton David Hopps John Holden Joanne Bennett Barry Brotherton Mike Freeman Andrew Western Mrs. D. Carter

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## TRAFFORD COUNCIL

**Report to:** Executive  
**Date:** 26<sup>th</sup> June 2017  
**Report for:** Information  
**Report of:** Executive Member for Corporate Resources

### Report Title

**Annual Delivery Plan 2016/17 (Fourth Quarter) Performance Report**

### Summary

The attached report provides a summary of performance against the Council's Annual Delivery Plan, 2016/17. The report covers the period 1<sup>st</sup> January to 31<sup>st</sup> March 2017 and all year-end performance.

### Recommendations

That Executive notes the contents of the Annual Delivery Plan Fourth Quarter Performance Report.

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

Name: Peter Forrester  
Extension: 1815

Background Papers: None

Relationship to Policy Framework/Corporate Priorities	The Annual Delivery Plan 2016/17 Quarter 4 Performance report summarises the Council's performance in relation to the Council's Corporate Priorities.
Financial	Not Applicable
Legal Implications:	None
Equality/Diversity Implications	None
Sustainability Implications	None
Staffing/E-Government/Asset Management Implications	None
Risk Management Implications	None
Health and Safety Implications	Not applicable

## 1.0 Background

- 1.1 The report provides a summary of performance against the Council's Annual Delivery Plan 2016/17 and supporting management information, for the period 1<sup>st</sup> January to 31<sup>st</sup> March 2017.
- 1.2 This covers the Council's six Corporate Priorities:
  - Low Council Tax and Value For Money
  - Economic Growth and Development
  - Safe Place to Live – Fighting Crime
  - Health and Wellbeing
  - Supporting Young People
  - Reshaping Trafford Council

## 2.0 Performance Update

- 2.1 The ADP has 36 indicators: 34 of these have been reported in the fourth quarter, and two have no data (see section 2.7 below).
- 2.2 Overall, performance in meeting targets remains good. There are 24 green indicators (on target), 5 amber indicators and 4 red (below target). One indicator has no RAG status (see section 2.7 below).
- 2.3 The following indicators are rated as green (on target):
  - 10% increase in online transactions
  - Delivery of efficiency and other savings and maximise income opportunities
  - Percentage of Council Tax collected
  - Percentage of Business Rates collected
  - Percentage of ground floor vacant units in town centres
  - Percentage of major planning applications processed within timescales
  - The number of housing units for full planning consents granted
  - The number of housing units started on site
  - The number of housing completions per year
  - Percentage of Trafford Residents in Employment
  - Value of major developments obtaining planning consent (based on Council tax and rateable value)
  - Value of major developments completed (based on Council tax and rateable value)
  - Deliver the published 2015/16 Highway Maintenance Capital Programme
  - The percentage of relevant land and highways assessed as Grade B or above (predominantly free of litter and detritus).
  - Percentage of Highway safety inspections carried out in full compliance with the agreed programme
  - Average achievement of Customer Care PIs (Amey)
  - The percentage of food establishments within Trafford which are 'broadly compliant with food law'
  - Maintain the position of Trafford compared to other GM areas in terms of Total Crime Rate

- Reduce the number of repeat demand incidents at addresses or locations by 20% that are linked to: Domestic Abuse; Missing from Home / Care; Alcohol or Substance Misuse
- Percentage of disadvantaged pupils achieving 5 A\*-C GCSE including English and Maths
- Maintain the low level of 16-18 year olds who are not in education, employment or training (NEET) in Trafford
- Number of young people accessing youth provision through the Youth Trust model
- Number of third sector organisations receiving intensive support
- No of Locality Networking Events held

2.4 The following are 10% below target (amber) and exception reports have been produced:

- Improve the % of household waste arisings which have been sent by the Council for recycling/composting
- Total Gross Value Added (*The total value of goods + services produced in the area*) (no exception report, but detailed commentary provided in the ADP Performance Report document)
- Number of NHS Health Checks delivered to the eligible population aged 40-74
- Percentage of pupils achieving 5 A\*-C GCSE including English and Maths
- Percentage of Trafford pupils educated in a Good or Outstanding school

2.5 The following are below target (red) and exception reports have been produced:

- Reduce the level of sickness absence (Council-wide, excluding schools) (days)
- Delayed Transfers of Care attributable to Adult Social Care per 100,000 population 18+ (ASCOF 2Cii)
- Permanent admissions of older people to Residential / Nursing care (ASCOF 2Aii)
- Reduction in the proportion of children made subject to a Child Protection Plan for a second or subsequent time

2.6 One Annual indicator is a new indicator and therefore has no RAG status or Direction of Travel:

- Proportion of pupils at Key Stage 2 achieving expected levels in: reading, writing and maths

2.7 The following indicators cannot be reported, as no data is available:

- To increase the number of perpetrators of domestic abuse we work with through voluntary Behaviour Change programmes and to reduce the risk of those individuals repeating abusive behaviour
  - the mobilisation of the new voluntary Behaviour Change programme programme was delayed until December 2016, due to GM Information Governance issues. The programmes will be re-launched and promoted across GM in 2017/18.

- To improve the public perception of how the police and the Council are dealing with ASB and crime by 5% across Trafford as a whole
  - the GMP quarterly Neighbourhood Survey has been discontinued after 2<sup>nd</sup> Quarter and therefore there will be no further data supplied for this indicator.

**Finance Officer Clearance**      *NB*  
**Legal Officer Clearance**      **JLF**

**CORPORATE DIRECTOR'S SIGNATURE**



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



# TRAFFORD COUNCIL

**ANNUAL DELIVERY PLAN 2016/17  
Performance Report Quarter 4**

## 1. Purpose and scope of the report

The report provides a summary of performance against the Council's Annual Delivery Plan (ADP) 2016/17 at year end (quarter 4) and supporting management information.

This covers the Council's six Corporate Priorities

- Low Council Tax and Value For Money
- Economic Growth and Infrastructure
- Safe Place to Live – Fighting Crime
- Health and Wellbeing
- Supporting Young People
- Reshaping Trafford Council

Direction of travel is provided, where data is available.

All measures have a Red/Amber/Green assessment of current performance. This is based on actual data or a management assessment of performance (Section 4). The dashboard dials provides a clear picture of where current performance is relative to the RAG rating and more information is provided on subsequent pages.

For Corporate Priority indicators, where actual or expected performance is red or amber an Exception Report is included in the commentary (Section 5).

## 2. Performance Key

<b>G</b> Performance meets or exceeds the target	↑	Performance has improved compared with the previous period
<b>A</b> Performance is within the agreed % of the target	↔	Performance is the same compared with the previous period
<b>R</b> Performance is more than the agreed % of the target	↓	Performance has worsened compared with the previous period

Where data is shaded, this indicates an estimated result and an assessment of performance by the Strategic Lead.





### 3. Performance Results

#### 3.1 Performance Summary Dashboard

The table below shows a summary of all performance indicators. The RAG column shows both the RAG status and direction of travel compared to the previous reporting period. A tick appears in the final column if an [Exception Report](#) is attached (page 17 onwards).

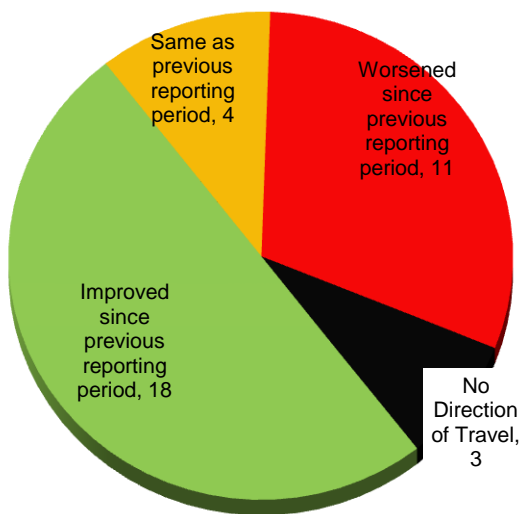
		DEFINITION	Target	Actual	RAG	ER
Council Priority	Low Council Tax and Value for Money	% of household waste recycled/composted (* unvalidated)	62.5%	61.3%*	↓	✓
		10% increase in online transactions	10%	10%	↓	
		Delivery of efficiency and other savings (£ Millions)	22.64	22.64	↑	
		Reduce the level of sickness absence (Council-wide) (days)	8.5	10.51	↓	✓
		Percentage of Council Tax collected	98%	98.2%	↑	
		Percentage of Business Rates collected	97.5%	97.79%	↑	
	Economic Growth and Development	% of ground floor vacant units in town centres	14.5%	10.8%	↑	
		% of major planning applications processed within timescales	96%	98%	↑	
		The number of housing units for full planning consents granted	700	1279	↑	
		The number of housing units started on site	300	1104	↑	
		The number of housing completions per year	250	280	↑	
		Total Gross Value Added (£ Billions)	6.95	6.9	↑	✘
		Value of major developments obtaining planning consent (£m)	2.1	4.95	↑	
		Value of major developments completed (£ Millions)	1	1.24	↑	
		Percentage of Trafford Residents in Employment	75%	79.8%	↓	
		Deliver the 16/17 Highway Maintenance Capital Programme	100%	100%	↔	
		% relevant land and highways assessed as Grade B or above	83%	86.1%	↓	
		% Highway safety inspections in compliance with programme	100%	97.8%	↑	
		Average achievement of Customer Care PIs (Amey)	90%	94%	↓	
		% of food establishments 'broadly compliant with food law'	86%	89%	↔	
		Safe Place to Live - Fighting Crime	Position of Trafford in GM in terms of Total Crime Rate	1st	1st	↔
	Reduce repeat demand incidents that are linked to: Domestic Abuse; Missing from home/care; Alcohol or Substance Misuse		60%	29%	↑	
	To improve the public perception of how the police and the Council are dealing with ASB and crime		79%	N/A	N/A	
	Number of perpetrators of domestic abuse we work with through voluntary Behaviour Change programmes		40	N/A	N/A	
	Health and Wellbeing	Delayed Transfers of Care attributable to Adult Social Care per 100,000 pop 18+	10.0	14.79	↓	✓
		Permanent admissions of older people to Residential/Nursing care	250	280	↓	✓
		NHS Health Checks delivered to the eligible population aged 40-74	6000	5850	↑	✓
	Supporting Young People	% of pupils achieving 5 A*-C GCSE including English and Maths	72%	71.4%	↑	Q3
		% of disadvantaged pupils achieving 5 A*-C GCSE including English and Maths	40%	41.5%	↑	
		KS2 Pupils achieving expected levels in: reading, writing and maths	NEW	66%	N/A	
		% of Trafford pupils educated in a Good or Outstanding school	94.5%	93.9%	↓	✓
		Young people accessing youth provision through Youth Trust model	1050	1532	↑	
		16-18 year olds who are not in education, employment or training	4%	3.63%	↓	
	Reshaping Trafford Council	Proportion of children made subject to a Child Protection Plan for a second or subsequent time	20%	24.1%	↓	✓
		Number of third sector organisations receiving intensive support	100	127	↑	
		No of Locality Networking Events held	16	16	↔	

### 3.2 Performance Summary Charts

#### Performance Indicator RAG Status by Corporate Priority



#### Direction of Travel of all Performance Indicators

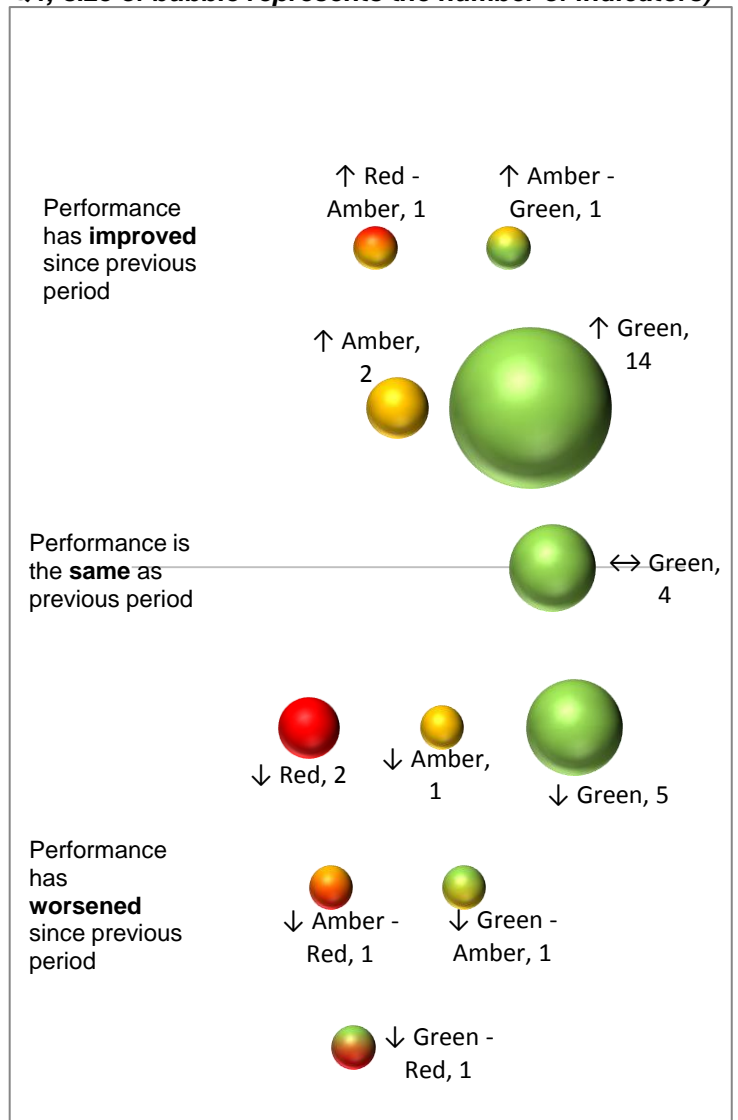


The ADP has 36 indicators: All indicators have been reported, although two of these have no data (one scheme has not started and the other is a survey that was discontinued after Q2).

There are 24 Green indicators (on target), 5 Amber and 4 Red. One new indicator has no target and therefore no RAG status or direction of travel.

18 have improved since last period (previous quarter, or 2015/16 for annual indicators), 4 have stayed the same and 11 have worsened since the last period.

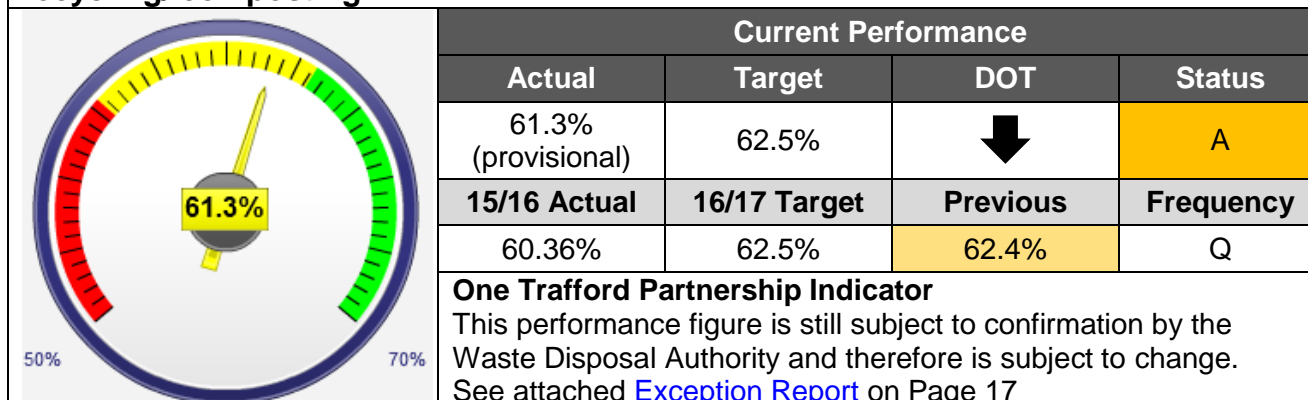
#### Direction of Travel and RAG status (Position in relation to central line indicates direction of travel in Q4; size of bubble represents the number of indicators)



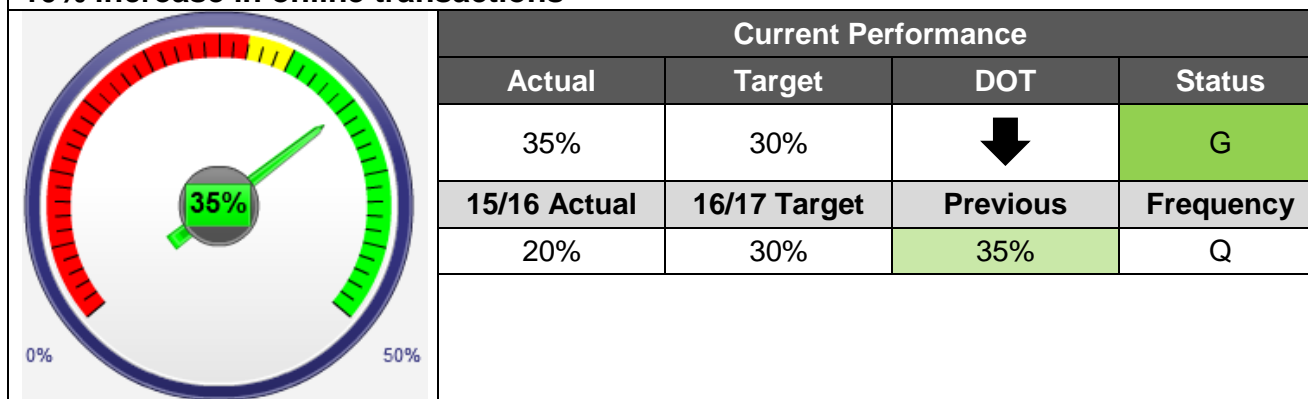
## Section 4 – Performance Information

### LOW COUNCIL TAX AND VALUE FOR MONEY

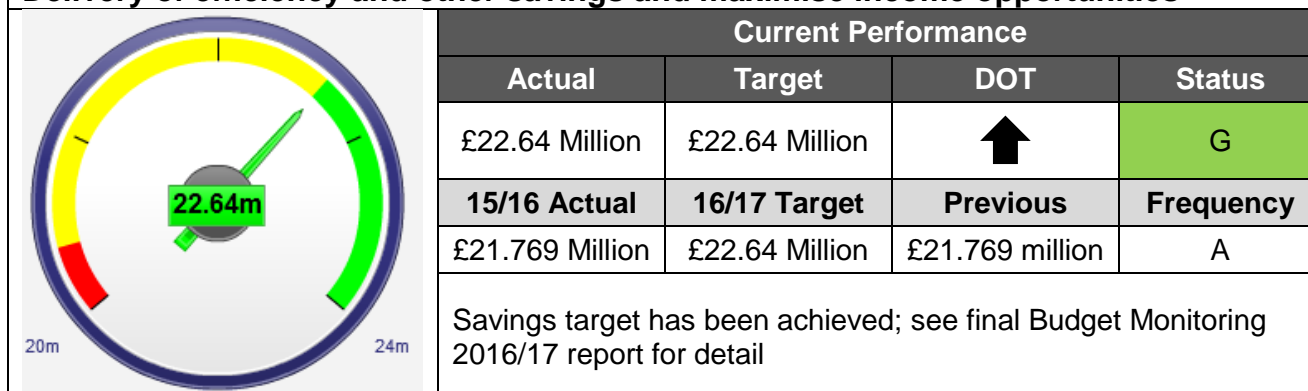
#### Improve the % of household waste arisings which have been sent by the Council for recycling/ composting



#### 10% increase in online transactions

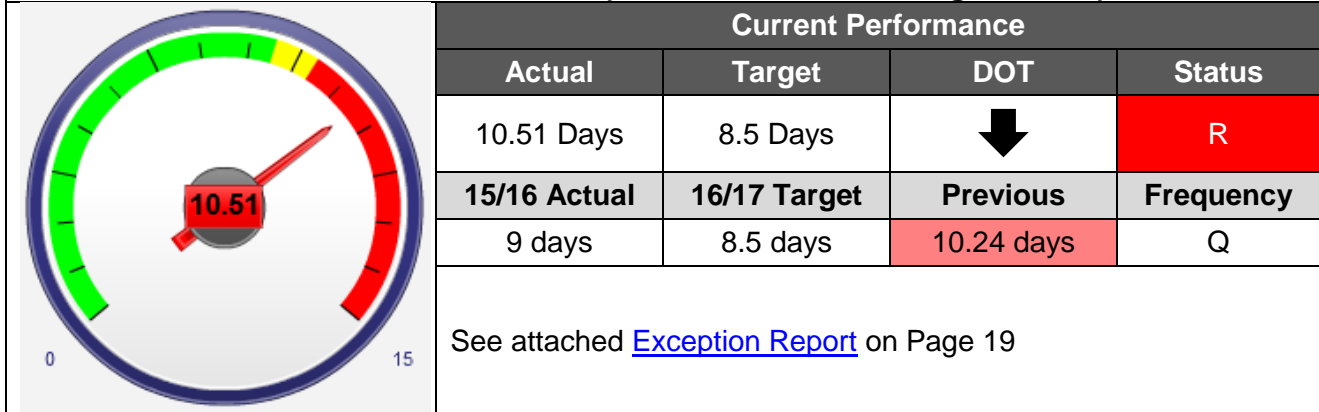


#### Delivery of efficiency and other savings and maximise income opportunities

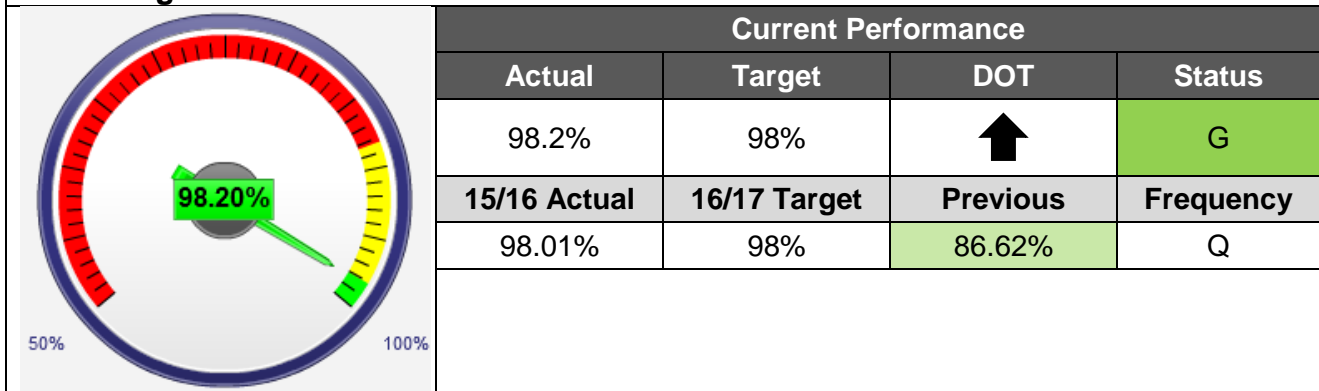


## LOW COUNCIL TAX AND VALUE FOR MONEY

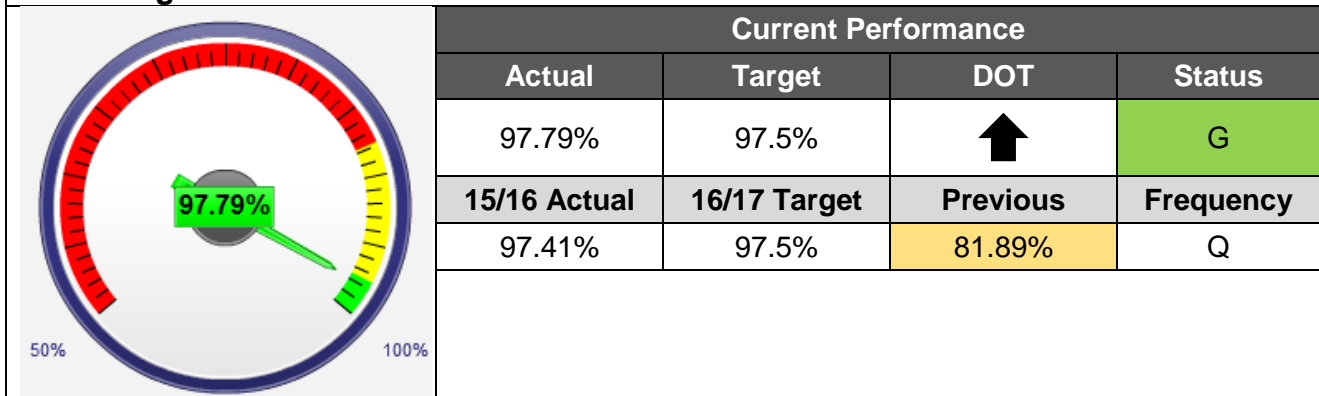
### Reduce the level of sickness absence (Council wide excluding schools)



### Percentage of Council Tax collected

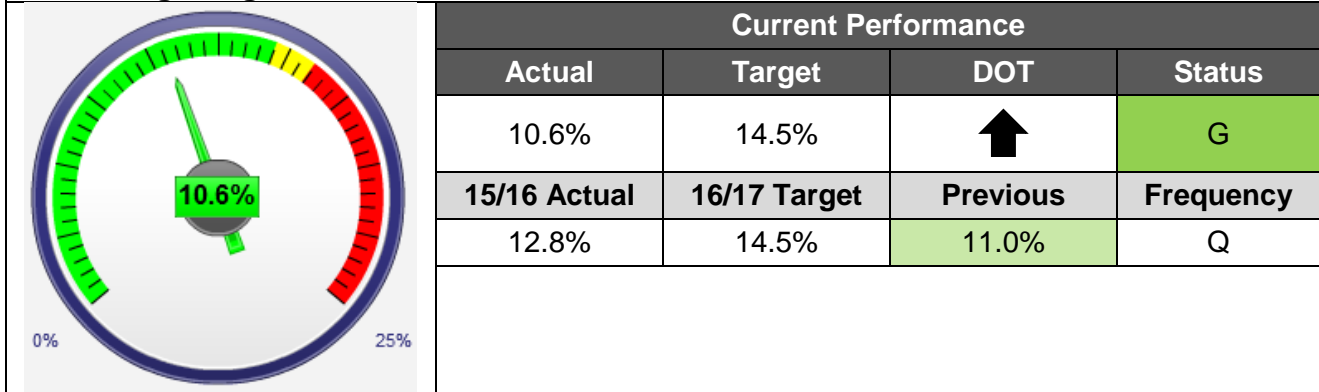


### Percentage of Business Rates collected

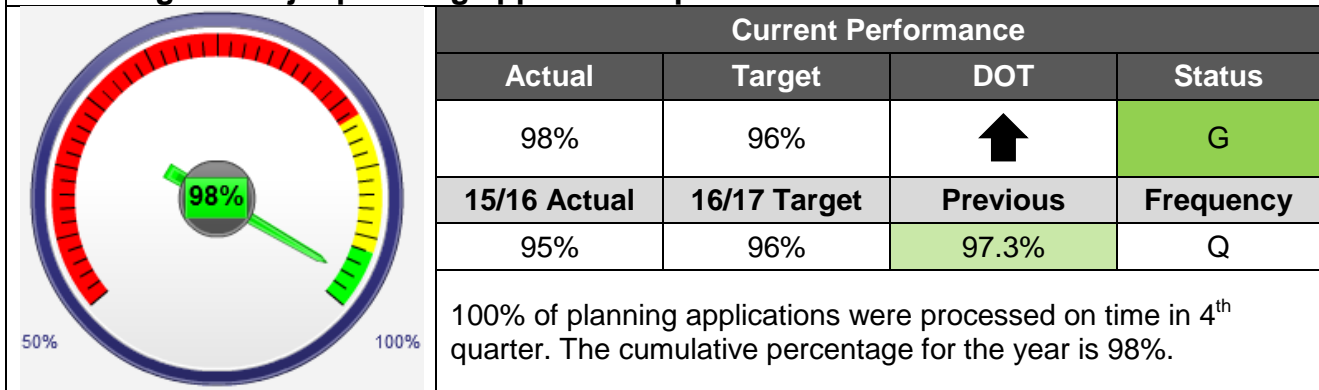


## ECONOMIC GROWTH AND DEVELOPMENT

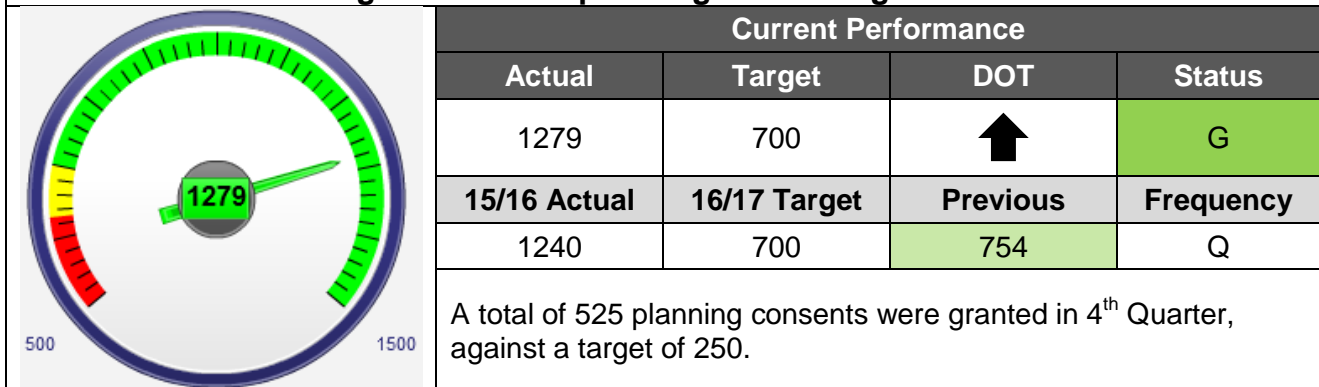
### Percentage of ground floor vacant units in town centres



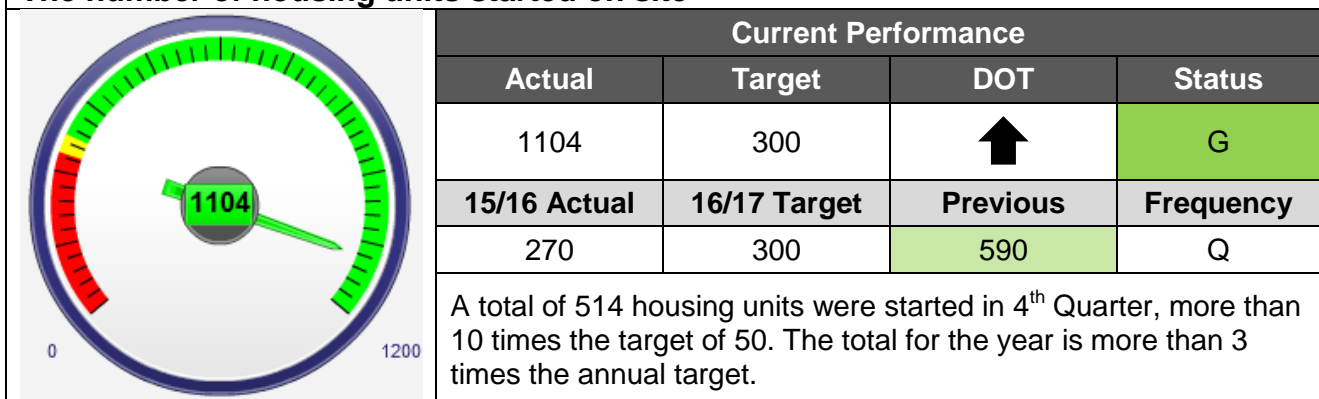
### Percentage of major planning applications processed within timescales



### The number of housing units for full planning consents granted

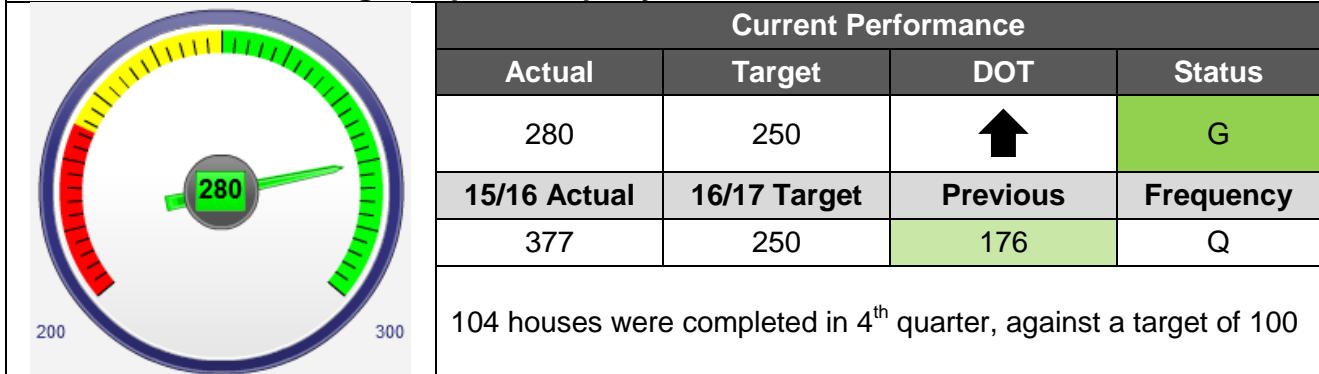


### The number of housing units started on site

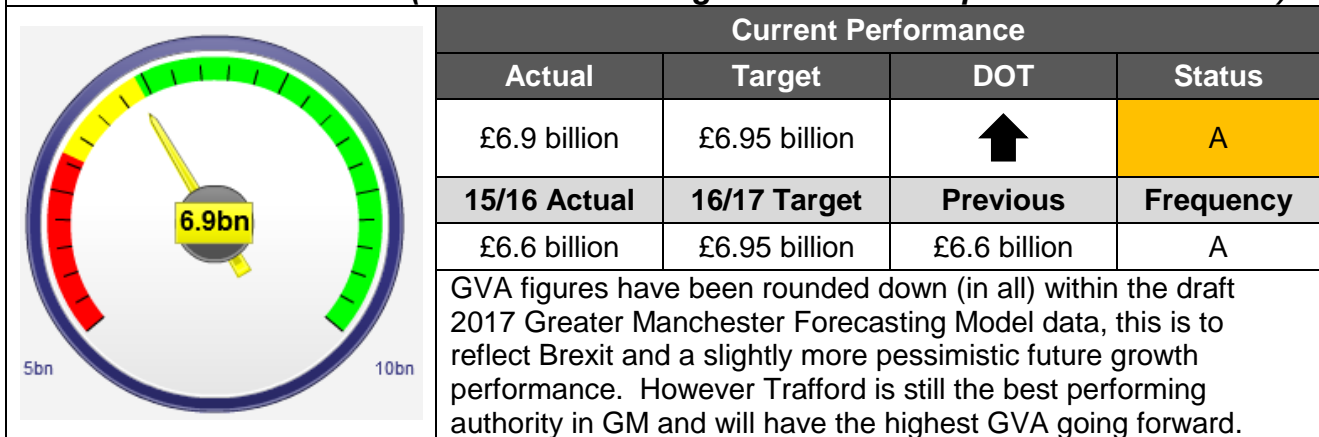


## ECONOMIC GROWTH AND DEVELOPMENT

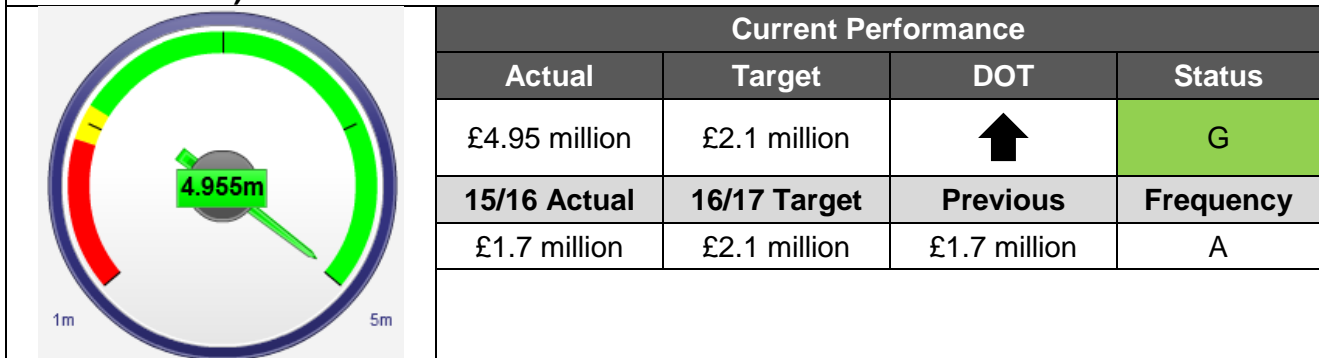
### The number of housing completions per year



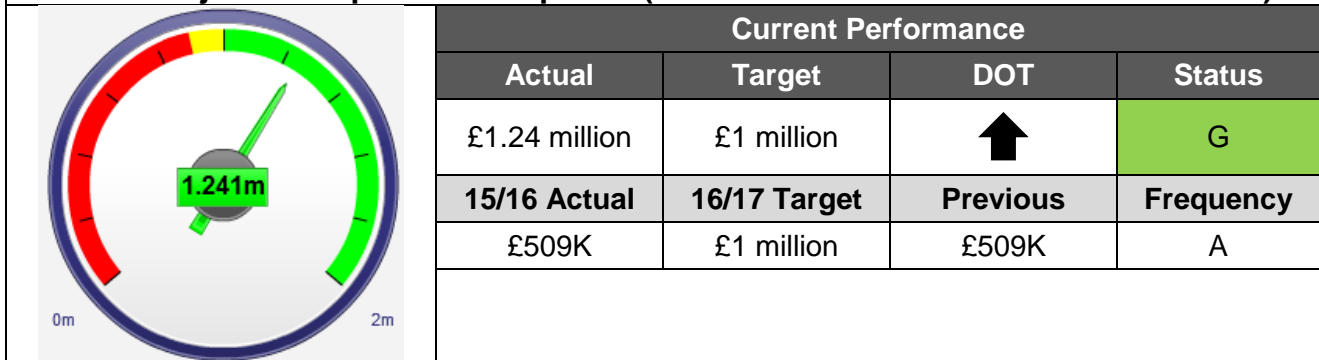
### Total Gross Value Added (*The total value of goods + services produced in the area*)



### Value of major developments obtaining planning consent (based on Council tax and rateable value)

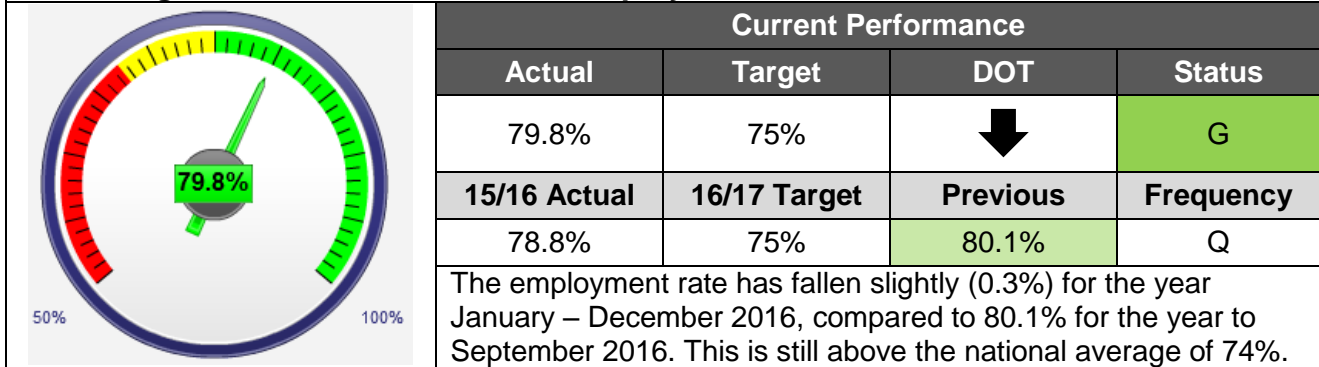


### Value of major developments completed (based on Council tax and rateable value)

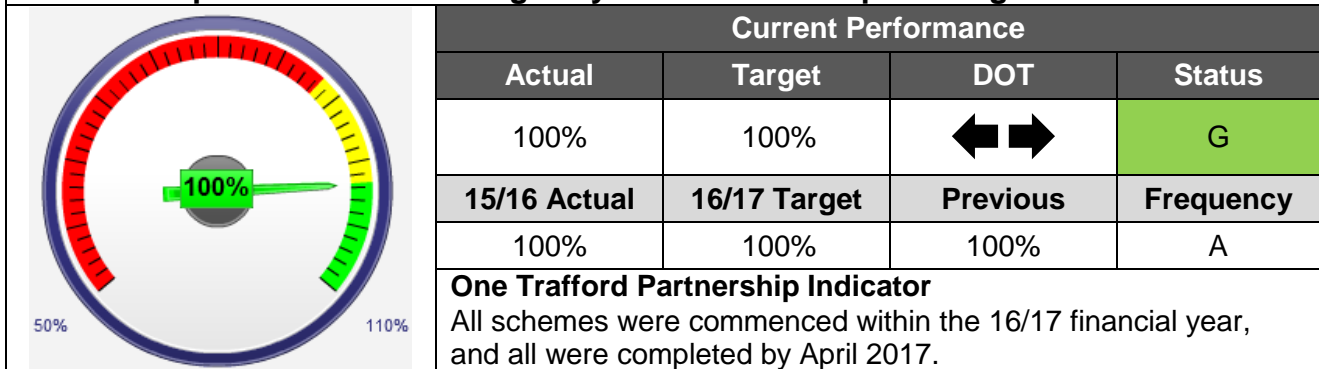


## ECONOMIC GROWTH AND DEVELOPMENT

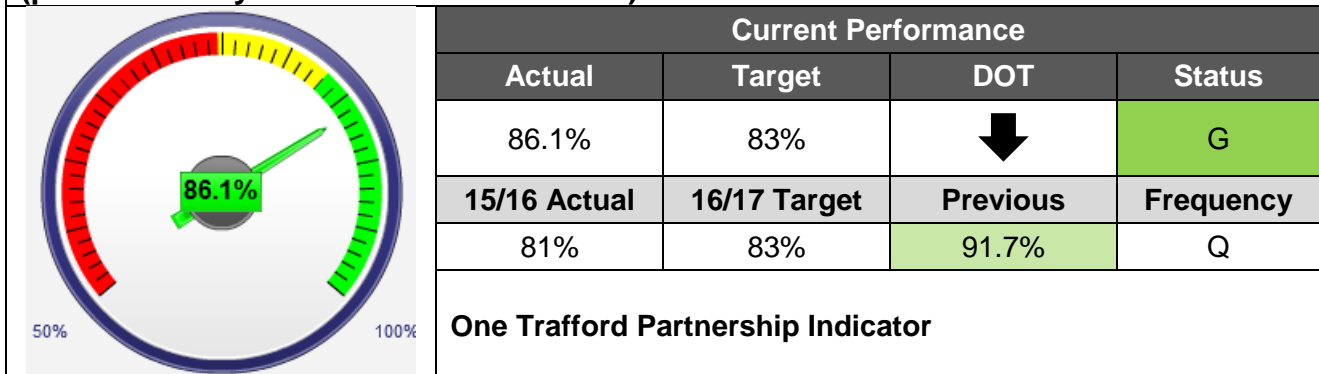
### Percentage of Trafford Residents in Employment



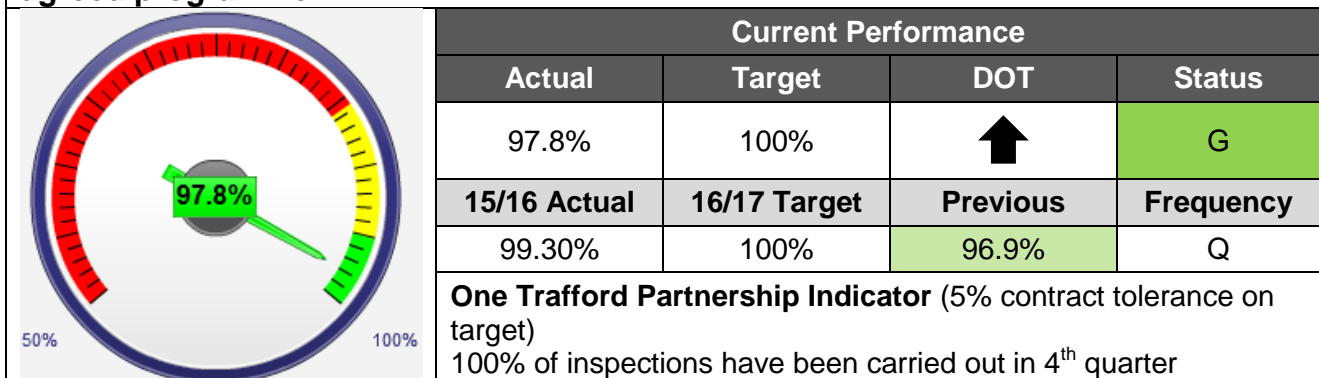
### Deliver the published 2015/16 Highway Maintenance Capital Programme



### The percentage of relevant land and highways assessed as Grade B or above (predominantly free of litter and detritus)

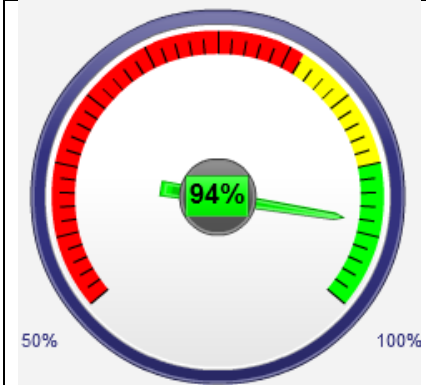


### Percentage of Highway safety inspections carried out in full compliance with the agreed programme



## ECONOMIC GROWTH AND DEVELOPMENT

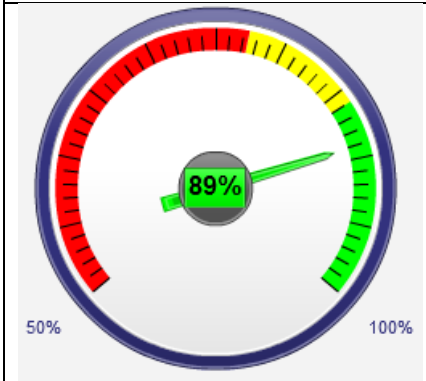
### Average achievement of Customer Care PIs (AMEY)



Current Performance			
Actual	Target	DOT	Status
94%	90%	↓	G
15/16 Actual	16/17 Target	Previous	Frequency
91.23%	90%	96.3%	Q

One Trafford Partnership Indicator

### The percentage of food establishments within Trafford which are 'broadly compliant with food law'



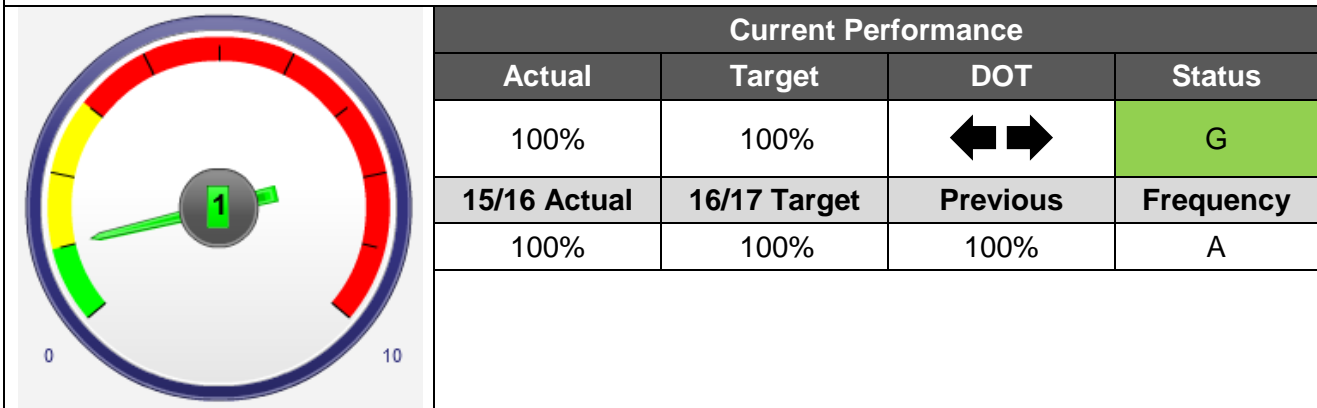
Current Performance			
Actual	Target	DOT	Status
89%	86%	↔	G
15/16 Actual	16/17 Target	Previous	Frequency
89%	86%	89%	A

Q4 figure is an estimate and will be confirmed by 30/05/17.



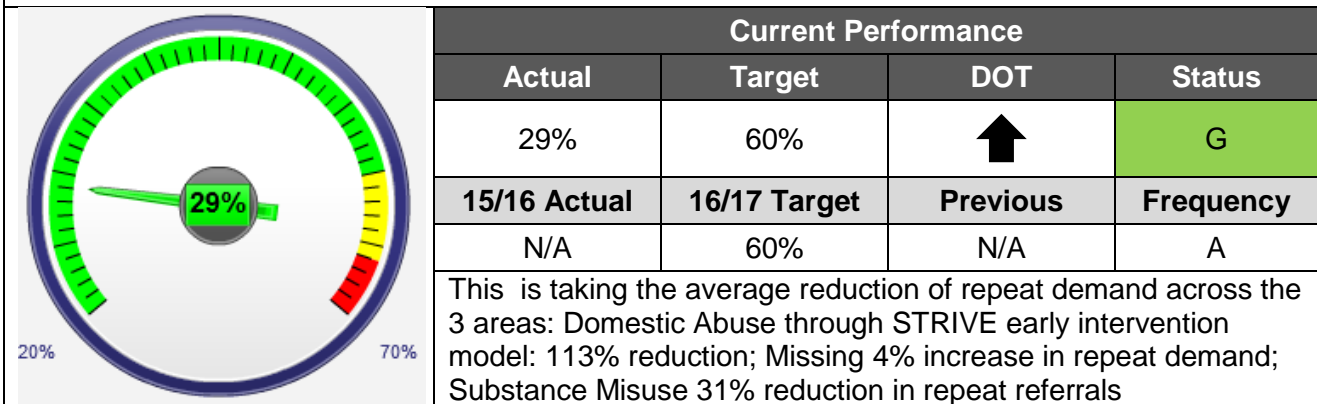
## SAFE PLACE TO LIVE – FIGHTING CRIME

Maintain the position of Trafford compared to other GM areas in terms of Total Crime Rate

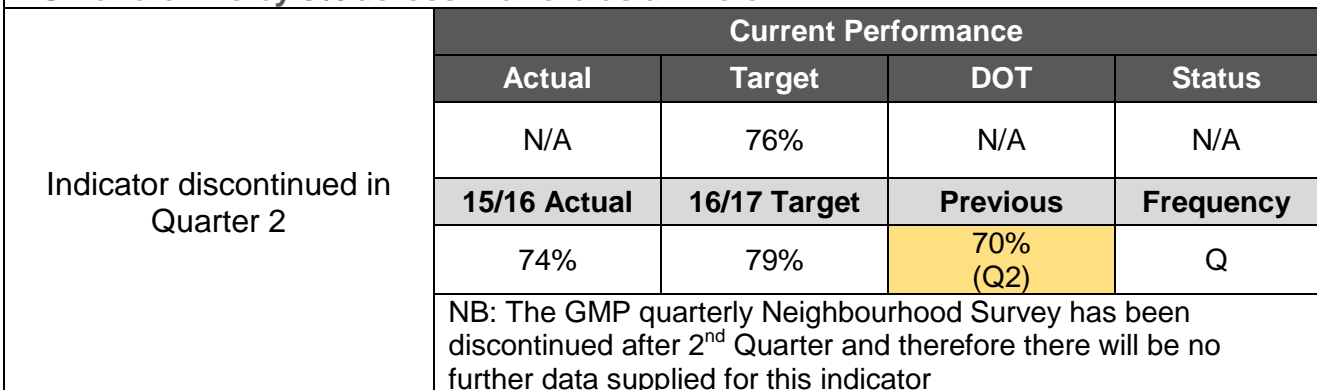


Reduce the number of repeat demand incidents at addresses or locations by 20% that are linked to:

- Domestic Abuse;
- Missing from Home / Care;
- Alcohol or Substance Misuse



To improve the public perception of how the police and the Council are dealing with ASB and crime by 5% across Trafford as a whole



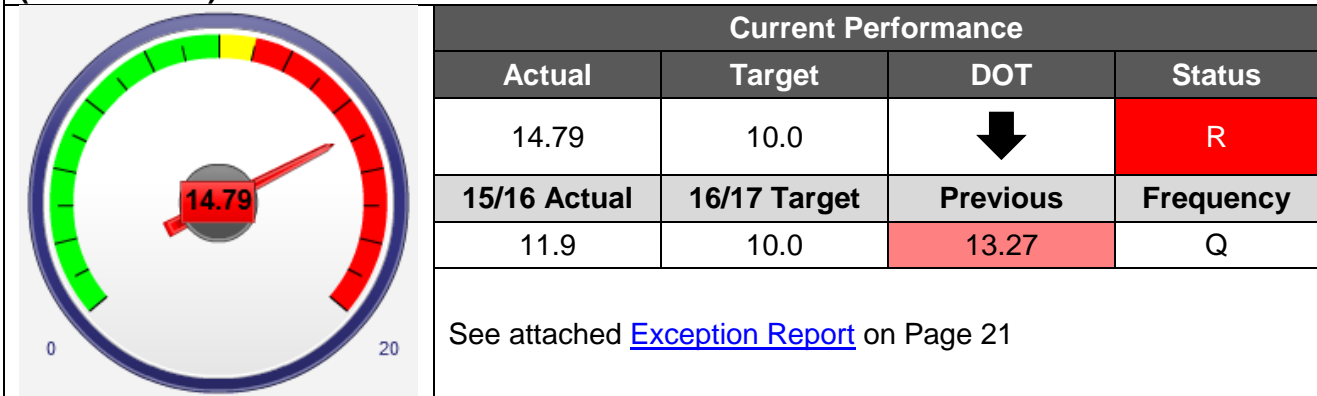
**SAFE PLACE TO LIVE – FIGHTING CRIME**

**To increase the number of perpetrators of domestic abuse we work with through voluntary Behaviour Change programmes and to reduce the risk of those individuals repeating abusive behaviour**

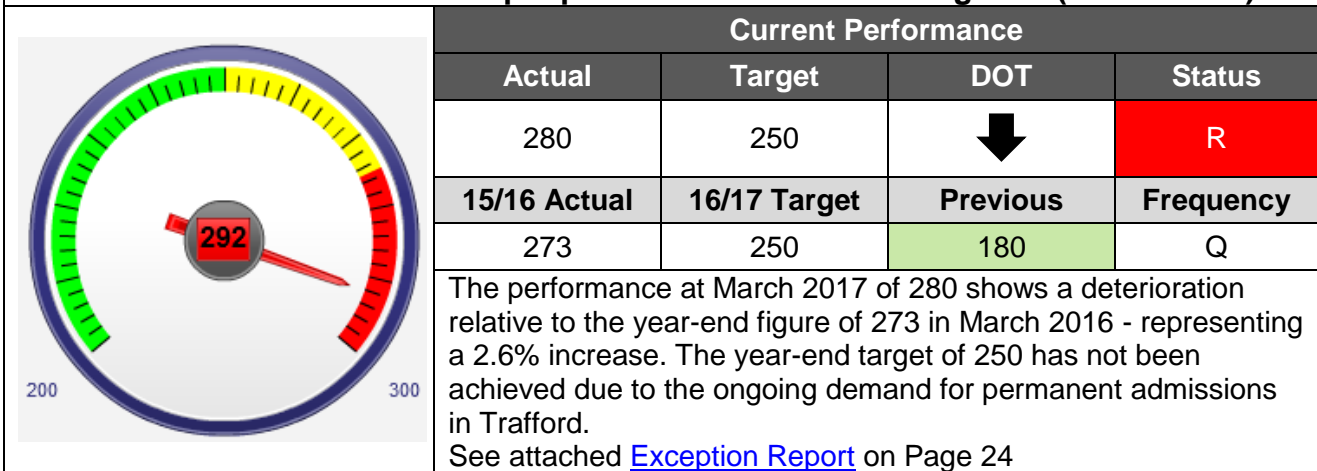
No data collected	Current Performance			
	Actual	Target	DOT	Status
	N/A	74	N/A	N/A
	15/16 Actual	16/17 Target	Previous	Frequency
	74	40	74	A
<p>The new voluntary Behaviour Change programme was commissioned using OPCC funding in April 2016 and this target was set based on the targets within the contract with the provider. However the mobilisation of the programme was delayed until December 2016 due to GM Information Governance issues. Our initial launch of the programme run in the Spring of 2016 was lost as a result of the delay. GM have recognised this and are now working with all boroughs to re-launch and promote the programmes. As a result our programme has yet to run its first cohort and so the target has not been achieved.</p>				

## HEALTH AND WELLBEING

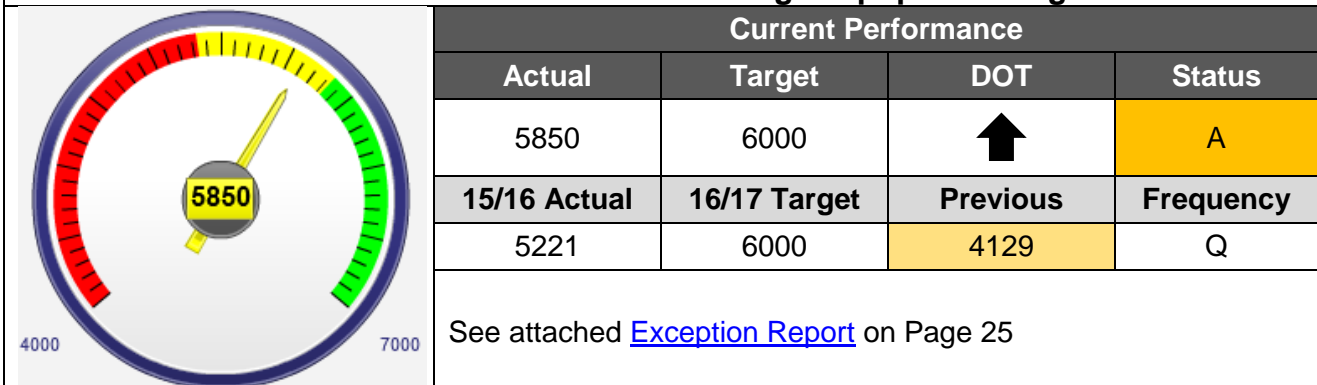
### Delayed Transfers of Care attributable to Adult Social Care per 100,000 pop 18+ (ASCOF 2Cii)



### Permanent admissions of older people to Residential / Nursing care (ASCOF 2Aii)

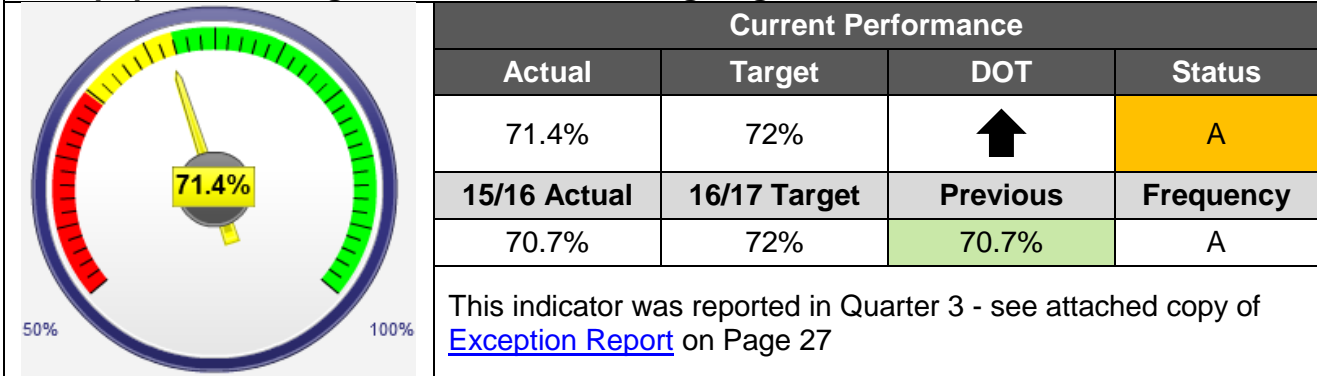


### Number of NHS Health Checks delivered to the eligible population aged 40-74

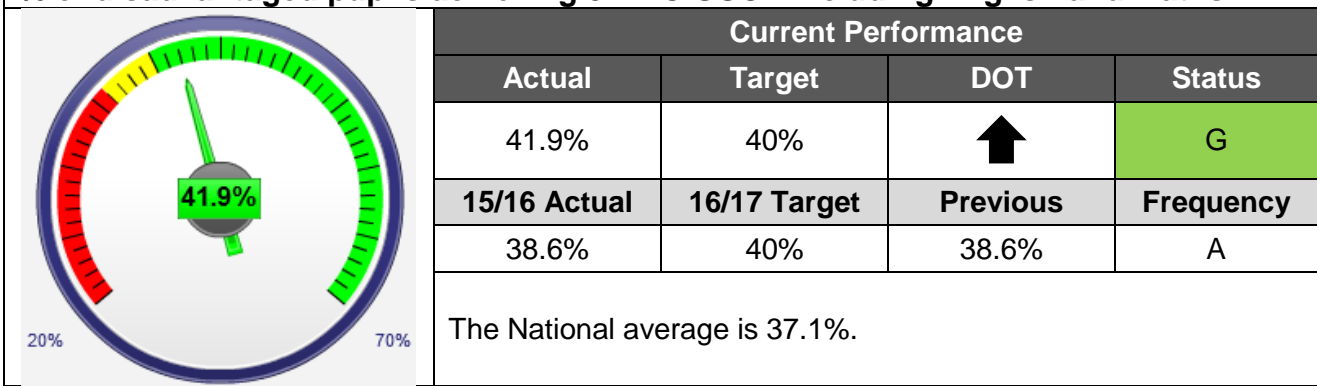


## SUPPORTING YOUNG PEOPLE

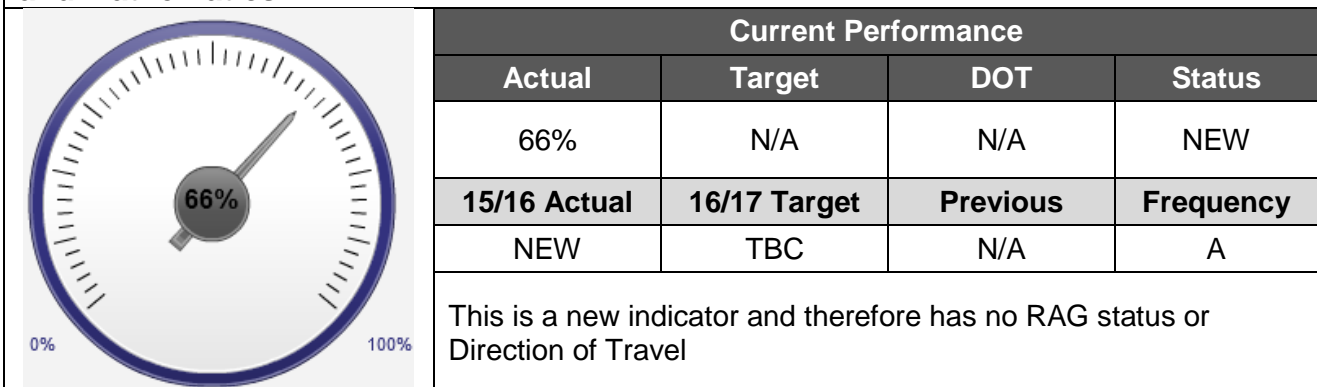
### % of pupils achieving 5 A\*-C GCSE including English and Maths



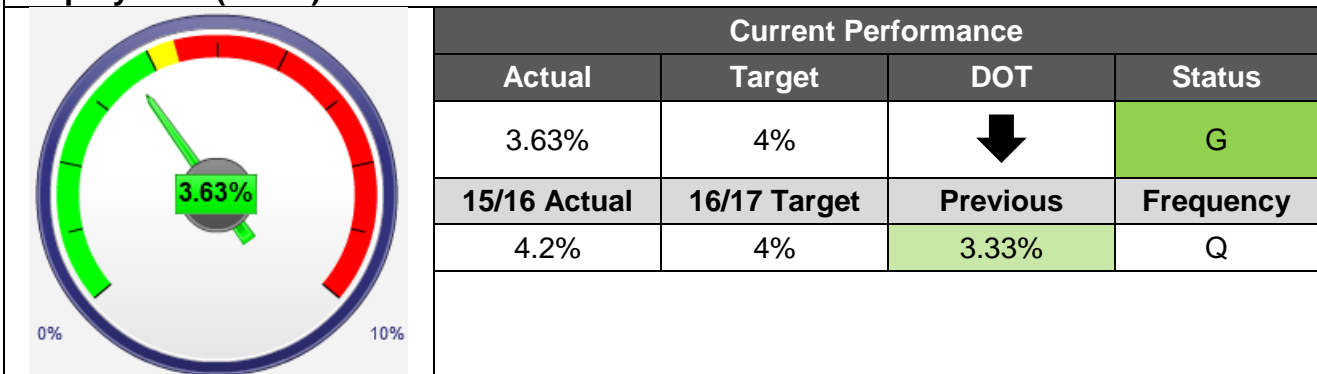
### % of disadvantaged pupils achieving 5 A\*-C GCSE including English and Maths



### Proportion of pupils at Key Stage 2 achieving excepted levels in Reading, Writing and Mathematics

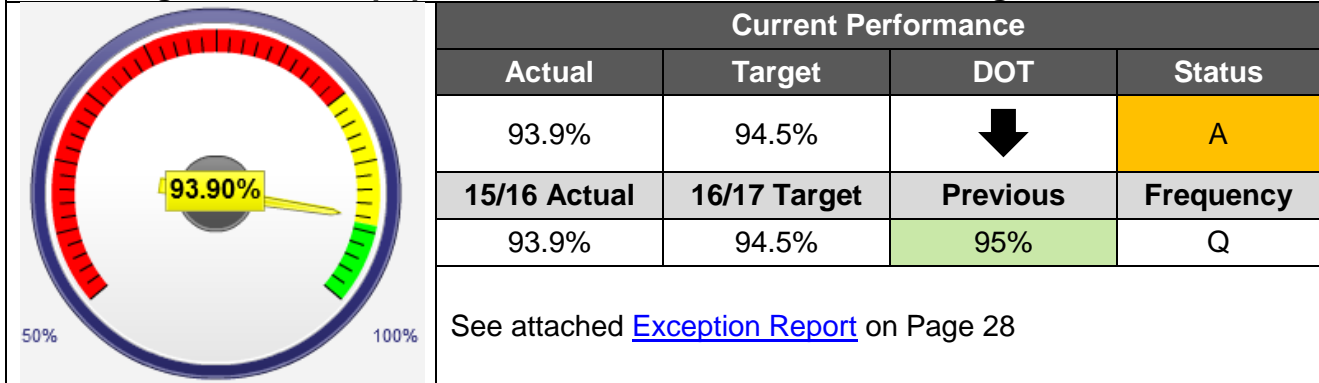


### Maintain the low level of 16-18 year olds who are not in education training or employment (NEET) in Trafford

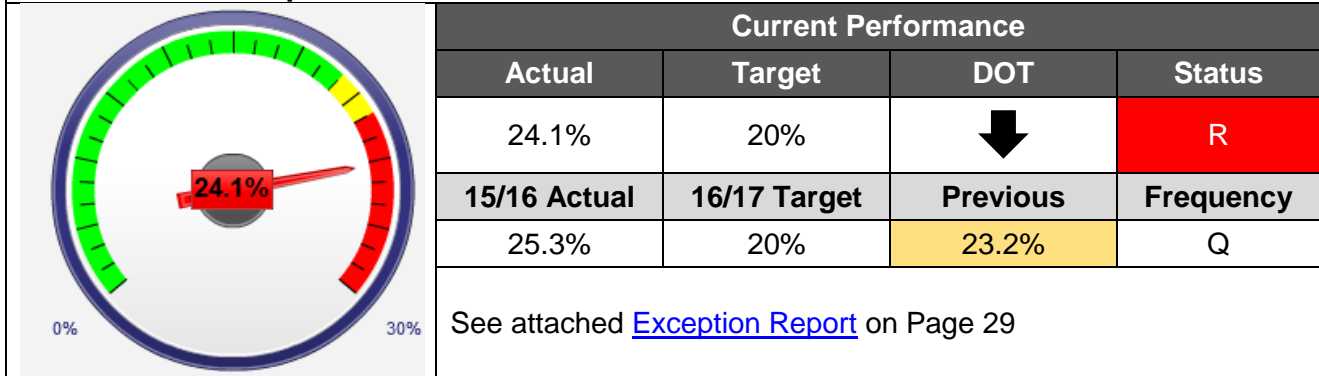


## SUPPORTING YOUNG PEOPLE

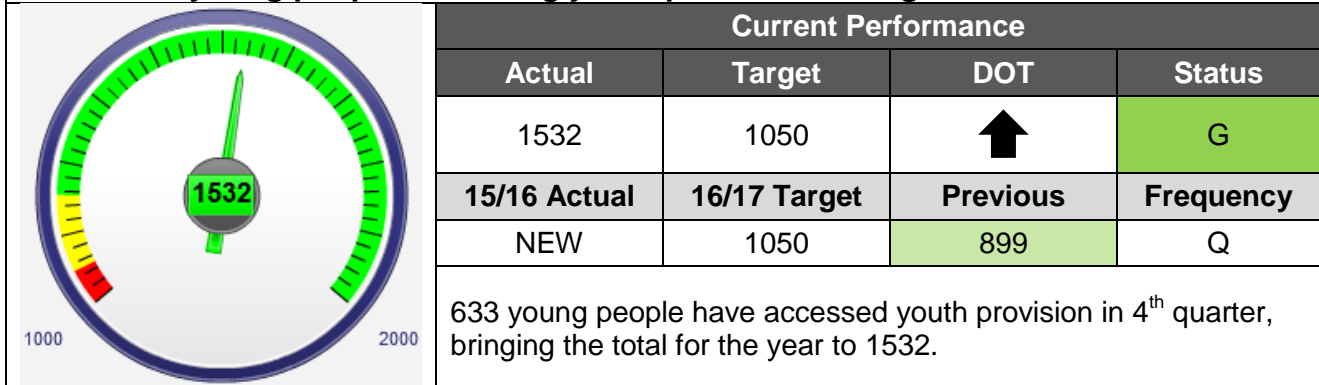
### Percentage of Trafford pupils educated in a Good or Outstanding school



### Reduction in the proportion of children made subject to a Child Protection Plan for a second or subsequent time

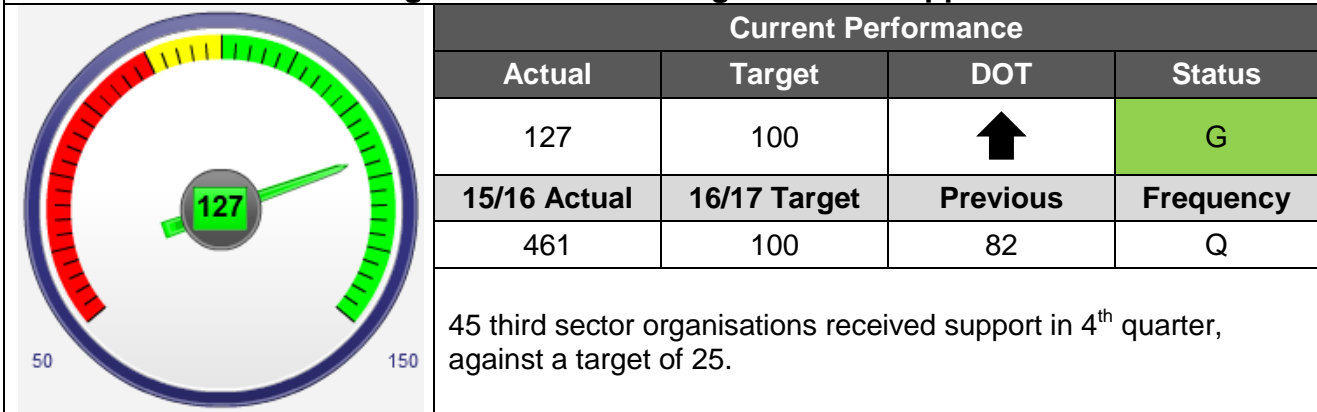


### Number of young people accessing youth provision through Youth Trust model

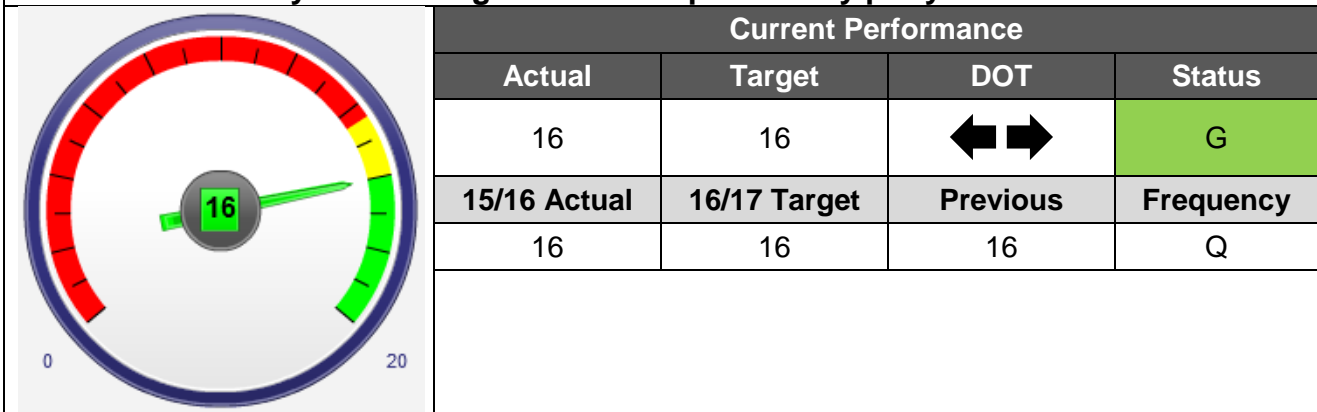


## RESHAPING TRAFFORD COUNCIL

### Number of third sector organisations receiving intensive support



### Number of Locality Networking Events held per locality per year



## 5. Exception Reports

### 5.1 Low Council Tax and Value for Money

Theme / Priority:	LOW COUNCIL TAX AND VALUE FOR MONEY		
	Environmental Services		
Indicator / Measure detail:	Improve the percentage of household waste arisings that have been sent by the Council for recycling or composting		
Baseline:			
<b>Target and timescale:</b>	Annual target of 62.5%	<b>Actual and timescale:</b>	Q4 Performance 61.3% (cumulative)
<b>Why is performance at the current level?</b>			
<ul style="list-style-type: none"> <li>• Is any variance within expected limits?</li> <li>• Why has the variance occurred?</li> <li>• Is further information available to give a more complete picture of performance?</li> <li>• What performance is predicted for future periods?</li> </ul>			
<p>This annual indicator is measured on a cumulative basis with recycling with fluctuations seen on a monthly basis due to the high volume of garden waste collected for composting by Trafford residents in comparison to other Local Authorities.</p> <p>The One Trafford Partnership has seen overall increases over the year in both the food/garden waste and co-mingled recycling streams compared to tonnages collected last year. The food/garden waste collected has increased by 1290 tonnes with the co-mingled stream increasing by 243 tonnes.</p> <p>The Partnership analyses tonnage data on a weekly basis and has worked with the GMWDA to target areas with lower recycling performance. The targeted campaign resulted in a significant increase in the number of food caddy's being requested.</p> <p>The increases experienced in the above recycling streams have been unable to mitigate the continuing national trend of less paper recycling with the Local Authority Collected Waste Statistics – England published in December 2016 showing a decline in overall Paper tonnages from 2011 onwards. The partnership has experienced a drop in collected paper/card of 423 tonnes in 16/17. The One Trafford Partnership introduced measures within the year to maximise the collection of paper/card tonnages e.g. additional Christmas collections of paper/card but still saw an overall decline in this material stream.</p> <p>In the waste composition analysis commissioned by the Partnership in June last year it was identified that only around 8% of material collected in the sample of grey bins could have been recycled in the blue bins, whilst almost 23% could have been recycled in the green bin.</p> <p>The Partnership therefore targeted its resources and key messages on diverting waste stream from the grey bin to the green bin and overall the stream saw an increase in the tonnage collected.</p> <p>Increases in contamination rates experienced at the MRF for all Greater Manchester Authorities have also had a negative impact on recycling performance of Trafford as the rate is shared between all authorities.</p>			
<b>What difference does this make – the implications of not meeting target?</b>			
<ul style="list-style-type: none"> <li>• Impact on service users/public.</li> </ul>			

- Impact on corporate priorities and plans.
- Impact on service/partner priorities.
- Impact on equalities, sustainability or efficiency

Can we move resources to support this or other priorities?

There is a key financial impact if residual waste tonnages increase beyond the levy prediction submitted to the GMWDA in November 2015. It is worth noting that all material streams with the exception of Paper/Card have been delivered in line with expectation as summarised in the table below:

Waste Stream	Target	Delivered	% from Target
Residual	31750 tonnes	30879 tonnes*	+0.7%
Bio-waste	31025 tonnes	30985 tonnes*	- 0.1%
Co-Mingled	10750 tonnes	10935 tonnes*	+1.7%
Pulpable	11800 tonnes	10756 tonnes*	-8.9%

\*Please note all tonnages are still subject to external verification

### How can we make sure things get better?

- What activities have been or will be put in place to address underperformance? Make specific reference to action plans.
- When performance will be brought back on track?
- Assess the need for additional resources/funding/training/investment.
- Identify the source of additional resources/funding/training/investment.
- Consult with other services, staff, managers, relevant Members and partners.

The One Trafford Partnership tracks waste tonnages carefully from all service streams on a weekly basis to identify trends and areas where intervention may be required.

2017/18 introduces a number of changes to the waste collection services in Trafford which will impact the recycling performance of the authority. The One Trafford Partnership will be closely reviewing the impact on performance as the changes are introduced.

The OTP is about to launch the Right Stuff Right Bin Campaign which will run for two years. The campaign will encourage people to recycling more of their household waste and take a firmer approach with residents found not to be recycling.

Projects include:

- An intense door-to-door campaign, with extra visits planned for those who are not recycling and/or contaminating their recycling bins;
- Home composting promotion to reduce the amount of waste produced altogether;
- Bespoke campaign in terraced housing areas to encourage responsible bin ownership and waste management,
- Social media incentive campaign to celebrate and share good recycling practices between residents;
- Opportunity for households to ensure they have a full suite of recycling containers free of charge through the current bin amnesty.

In addition in year two a focused project to encourage more recycling from flats and apartments will be undertaken, including consultation with property management companies in order to ensure correct bin capacity and to tackle contamination issues. The Right Stuff Right Bin Campaign aims to divert an additional 1750t of waste from the grey bin into the recycling bins in the first year, capturing a third of the recyclable waste still in the grey bins by 2020.



<b>Theme / Priority:</b>	<b>LOW COUNCIL TAX AND VALUE FOR MONEY</b>		
Indicator / Measure detail:	Reduce the level of sickness absence (Council-wide, excluding schools) (days)		
Baseline:			
<b>Target and timescale:</b>	8.5 days	<b>Actual and timescale:</b>	10.5 days
<b>Why is performance at the current level?</b>			
<ul style="list-style-type: none"> <li>• Is any variance within expected limits?</li> <li>• Why has the variance occurred?</li> <li>• Is further information available to give a more complete picture of performance?</li> <li>• What performance is predicted for future periods?</li> </ul>			
<p>For a number of years, the Council set a target of 9 days absence, per employee per annum. At the end of 2015/16, this target was achieved. In order to drive further improvement in this area, a stretch target of 8.5 days was set for 2016/17. As at the end of Q1, there was a further improvement in sickness absence and levels decreased to 8.9 days. However, during Q2, there was an increase in absence levels which rose to an average of 9.5 days per employee per annum. This was attributed to a small increase in long term absence cases, which had a significant impact on the overall performance figure. During Q3 this trend continued and there was a further increase in absence levels to 10.2 days. This was again attributable to an increase in long term absence cases as well as an increase in short term absence cases in an area of the workforce that has been subject to organisational change. During Q4 there has been a further increase and the overall result is 10.5 days per employee per annum. In addition to the Health &amp; Wellbeing strategy that was developed to improve attendance in 2016/17, HR Business Partners are working closely with managers in hotspot areas to develop bespoke strategies to tackle increasing absence levels. An additional HR resource has also been put in place to support these strategies to improve attendance over the next 12 months.</p>			
<b>What difference does this make – the implications of not meeting target?</b>			
<ul style="list-style-type: none"> <li>• Impact on service users/public.</li> <li>• Impact on corporate priorities and plans.</li> <li>• Impact on service/partner priorities.</li> <li>• Impact on equalities, sustainability or efficiency</li> </ul> <p>Can we move resources to support this or other priorities?</p>			
<p>If sickness absence levels are high, then this has a significant impact on service delivery and costs at a time when the Council has to manage with limited resources. High absence levels also carry the indirect cost of increased workload pressure on colleagues of absent staff.</p>			
<b>How can we make sure things get better?</b>			
<ul style="list-style-type: none"> <li>• What activities have been or will be put in place to address underperformance? Make specific reference to action plans.</li> <li>• When performance will be brought back on track?</li> <li>• Assess the need for additional resources/funding/training/investment.</li> <li>• Identify the source of additional resources/funding/training/investment.</li> <li>• Consult with other services, staff, managers, relevant Members and partners.</li> </ul>			
<p>An action plan to improve attendance across the Council has been incorporated into the Health and Wellbeing Strategy which is being delivered across the Council. This strategy is continuously reviewed and a Steering Group has been established to ensure the plan is focused and delivers tangible improvements. A pro-active approach is in place to improving a number of key areas to support attendance levels such as the prevention of</p>			

illness and injury. moving and handling training, access to training and support for mental health conditions, access to staff benefits such as reduced rates for leisure activities. It also focuses on improving staff morale through reward and recognition initiatives e.g. Celebrating Success, Staff Awards, the implementation of a succession planning strategy; there is also a focus on continuing to drive forward improvements to our policies and processes e.g. refreshing the Improving Attendance Policy, improving management information on sickness absence and updating the approach to stress and the management of mental health conditions. In addition refresher Attendance Management training sessions are being delivered for all service managers. We continue to monitor sickness absence at all levels throughout the organisation from an individual level via return to work interviews through to the involvement of Elected Members at Member Challenge sessions.

## 5.2 Health and Wellbeing

Theme / Priority: HEALTH AND WELLBEING			
Indicator / Measure detail:	Delayed Transfers of Care attributable to Adult Social Care per 100,000 pop 18+ (ASCOF 2Cii) (Target is <7.9 anyone time)		
Baseline:			
Target and timescale:	10.0	Actual and timescale:	14.79 (To end March 2017).
<b>Why is performance at the current level?</b>			
<ul style="list-style-type: none"> <li>• Is any variance within expected limits?</li> <li>• Why has the variance occurred?</li> <li>• Is further information available to give a more complete picture of performance?</li> <li>• What performance is predicted for future periods?</li> </ul>			
<p>At the end of March 2017, the DToC figure was <b>14.79</b> which represent deterioration on the figure reported at Quarter 3 of 13.27. Trafford has also under-performed relative to the year-end target of 10.</p> <p>There continues to be a high volume of delayed discharges from University Hospital South Manchester (UHSM) that is due to a range of complex factors with the current performance being attributed to a number of factors including:</p> <p>Some homecare providers having insufficient provision for business continuity to cover peak periods due to recruitment difficulties. This leaves them with poor staffing levels and a limited ability to take new packages, putting further stress on an already limited workforce. We are working with providers to resolve this and have been commissioning new providers however the higher than average levels of employment in Trafford and skilled workforce make recruiting to this workforce in Trafford very difficult, if not impossible. Additionally new capacity that is secured is quickly outstripped by demand.</p> <p>There is an ongoing lack of intermediate care beds in Trafford which is putting additional pressure on other types of care packages thus increasing delayed discharge volumes. This is recognised by Trafford CCG and the bed capacity was recently increased to address this.</p> <p>There have been substantial challenges with recording in line with national definitions i.e. consistency of approach/interpretation being an issue across the hospitals.</p> <p>Finally, significant work is underway between the council, UHSM and Trafford CCG to review the processes in place from admission onwards, including requiring the acute providers to look at their own processes as well as medical bed capacity.</p>			
<b>What difference does this make – the implications of not meeting target?</b>			
<ul style="list-style-type: none"> <li>• Impact on service users/public.</li> <li>• Impact on corporate priorities and plans.</li> <li>• Impact on service/partner priorities.</li> <li>• Impact on equalities, sustainability or efficiency</li> </ul> <p>Can we move resources to support this or other priorities?</p>			
The implications of not meeting the target include:			

- Patients remaining in hospital longer than necessary and this may impact on their independence and recovery.
- The council will incur a financial cost for Social Services attributable delays.
- The delays contribute to pressures on bed availability during this period although it should be noted that the hospital have also reduced the bed availability over the last 12 months.
- The acute providers' ability to maintain NHS targets may be compromised
- The reputation of the organisation is affected negatively

Intervention measures have been put in place to improve flow and new Homecare providers have been awarded contracts to reduce the continuous demand.

### **How can we make sure things get better?**

- What activities have been or will be put in place to address underperformance? Make specific reference to action plans.
- When performance will be brought back on track?
- Assess the need for additional resources/funding/training/investment.
- Identify the source of additional resources/funding/training/investment.
- Consult with other services, staff, managers, relevant Members and partners.

Below are details of initiatives aimed at helping expedite timely discharges and minimise DTOC levels:

### **UHSM funded Social Workers (2)**

The UHSM funded social work posts have completed 278 contacts in Liquid Logic, our case management system, been involved in 252 cases, completed 19 screening assessments, 108 reassessments, commissioned 91 long term packages of care/placements and placed 23 cases with the Reablement service. This additional capacity has been invaluable given the high workload within the integrated health and social care team at UHSM and without which additional delays would have been inevitable.

### **Rapid Discharge Beds**

Commissioned in partnership with Trafford CCG to expedite discharges. Currently 36 beds commissioned and available with 32 being utilised and 20 beds representing new capacity for Trafford. For eligible patients, the process for accessing these beds has enabled an efficient pathway from discharge to placement. These are monitored by the Strategic Lead for Hospital Discharges at UHSM and reported to the CCG.

### **CHC**

Improvements and clarity in the CHC application and screening processes for Trafford staff has resulted in workload benefits for the social care team and reduced the number of likely delays for the CCG at MDT by ensuring the required evidence is available at the time of application.

### **Nursing Needs Assessment**

Where a nursing need has been identified these are now completed at the social workers request and the CHC screen is completed prior to the agreed date of discharge.

### **Flexible Nursing Cover**

Nursing cover has been amended to cover from 8am – 5pm (instead of 4pm) to help expedite later discharges. An audit is ongoing to identify essential work and establish workload levels post 4pm.

### **Contact Officers (CO)**

Trafford extended the CO's contract for an additional twelve months from April 16 resulting in the early screening of 1,784 social work notifications (including section 2 and section 5's) from 01/04/16 to 29/01/17. An additional temporary CO has also been appointed. The posts are successfully screening out inappropriate or incomplete referrals at an early phase thus reducing the number of hours the social care team spend chasing outstanding information and/or beginning assessments before the patient is ready. Freeing the team to concentrate on those patients in need of an assessment in preparation of a planned discharge. We are currently looking at expanding the role.

### **LA Monitoring and Reporting Implemented**

DTOC's are now also monitored daily by Trafford Council and revised internal reporting structures have been implemented.

### **Market Capacity**

This remains one of the primary reasons for delay with work ongoing with both Home Care and Residential/Nursing providers to increase capacity at both local and Greater Manchester levels. In addition to the Rapid Discharge Beds outlined above, 4 New Home Care providers have been brought on to the Home Care Framework so far this year.

In addition the SAMS service is currently being assessed with a view to expanding the service and Trafford commissioners now also have a presence on site to help expedite discharges, especially those that are proving difficult to find placements and/or packages of care.

### **CEC Pilot**

The community Enhanced Care team pilot placed CEC urgent and community enhanced teams at UHSM in ED and AMU to screen patients presenting at the hospital and establish whether the CEC service could provide the care they needed in the community, rather than progressing to a hospital admission.

Whilst the above measures have generally proved a success, weekend discharges continue to prove a challenge and options to facilitate weekend discharges with providers will be considered during future contract discussions. The increased demand on services (especially the seasonal winter pressures) and shortages in the provider market continue to have an adverse impact on the level of Trafford DTOC's at UHSM, (as they have nationally).

That said, despite the growing challenges as at the end of December 16 (for Q3), Trafford *social care* attributable delays stood at an average of c15.97 per day which whilst exceeding our target, of 3.3% of available beds (approx. 14-15 per day), is only marginally higher than the annual average of c.15.6 per day for 2015/16 by c.2.37%. The above work is ongoing and will continue into 2017/18.

<b>Theme / Priority:</b>	<b>HEALTH AND WELLBEING</b>		
Indicator / Measure detail:	Permanent admissions of older people to Residential / Nursing care.		
Baseline:	Over target at Quarter 4 (280 actual v. 250 target) and as lower is better, RAG rated as RED		
<b>Target and timescale:</b> (lower is better)	<b>250</b>	<b>Actual and timescale:</b>	<b>280</b>
<b>Why is performance at the current level?</b>			
<ul style="list-style-type: none"> <li>• Is any variance within expected limits?</li> <li>• Why has the variance occurred?</li> <li>• Is further information available to give a more complete picture of performance?</li> <li>• What performance is predicted for future periods?</li> </ul>			
<p>The reason for the Quarter 4 'over' performance relative to target is partly due to an influx of admissions towards the latter end of the financial year</p> <p>Every case has been scrutinised at panel and the criteria for admissions are tight. However, we have continued to note that more cases have presented in 2016/17 that are meeting the criteria for funding with less self-funding cases.</p> <p>Operationally, the service is looking at the value for money aspect of placements, with some people's needs being better met in a setting with access to a higher level of support to ensure safety: this can be best met in residential or nursing care.</p> <p>The 'over' performance in 2016/17 equates to a 12% additional admissions relative to the annual target of 250 and this appears to be in line with the additional cases that have presented through the course of the year.</p>			
<b>What difference does this make – the implications of not meeting target?</b>			
<ul style="list-style-type: none"> <li>• Impact on service users/public.</li> <li>• Impact on corporate priorities and plans.</li> <li>• Impact on service/partner priorities.</li> <li>• Impact on equalities, sustainability or efficiency</li> </ul> <p>Can we move resources to support this or other priorities?</p>			
<p>There is likely to be a financial impact of this performance 'over' target but this is mitigated by the fact that after the application of robust admission criteria at panel, there is an obligation to meet the admission needs of individuals accessing this service.</p>			
<b>How can we make sure things get better?</b>			
<ul style="list-style-type: none"> <li>• What activities have been or will be put in place to address underperformance? Make specific reference to action plans.</li> <li>• When performance will be brought back on track?</li> <li>• Assess the need for additional resources/funding/training/investment.</li> <li>• Identify the source of additional resources/funding/training/investment.</li> <li>• Consult with other services, staff, managers, relevant Members and partners.</li> </ul>			
<p>Continue applying robust criteria for admission at panel and allow for any seasonal effect to work its way through the system.</p>			

Theme / Priority:	<b>SERVICES FOCUSED ON THE MOST VULNERABLE PEOPLE</b>		
Indicator / Measure:	NHS Health Check uptake		
Indicator / Measure detail:	Increase the percentage of eligible population aged 40-74 offered an NHS Health Check who received an NHS Health Check in the financial year		
Baseline:	47.6%, March 2014		
Target and timescale:	6000	Actual and timescale:	5850 (97.5%) in 2016/17
<b>Why is performance at the current level?</b>			
<ul style="list-style-type: none"> <li>• Is any variance within expected limits?</li> <li>• Why has the variance occurred?</li> <li>• Is further information available to give a more complete picture of performance?</li> <li>• What performance is predicted for future periods?</li> </ul>			
<p>The figures we report on are based on the number of claims received for the NHS Health Check service. We know that approximately 50% of practices didn't claim for this service in Q3, we suspect that this was possibly due to flu jab season (conducted throughout October, November and December) and the Christmas period. The low claim rate on Q3 has had an overall impact on our target for the year.</p>			
<b>What difference does this make – the implications of not meeting target?</b>			
<ul style="list-style-type: none"> <li>• Impact on service users/public.</li> <li>• Impact on corporate priorities and plans.</li> <li>• Impact on service/partner priorities.</li> <li>• Impact on equalities, sustainability or efficiency</li> </ul> <p>Can we move resources to support this or other priorities?</p>			
<p>By not delivering more health checks, less of the population can be informed of their cardiovascular risk and take action to reduce their risk of cardiovascular disease and other diseases which cause premature death in Trafford.</p> <p>The NHS Health checks programme is a mandatory service for local authorities.</p> <p>By picking up risk factors and disease earlier, both the NHS and social care can save resources downstream. Also this can reduce premature mortality and a healthier working age population which in turn supports the local economy.</p> <p>It is particularly important to deliver the NHS Health Check programme in areas of social deprivation where the risk factors for and the prevalence of disease is likely to be higher.</p>			
<b>How can we make sure things get better?</b>			
<ul style="list-style-type: none"> <li>• What activities have been or will be put in place to address underperformance? Make specific reference to action plans.</li> <li>• When performance will be brought back on track?</li> <li>• Assess the need for additional resources/funding/training/investment.</li> <li>• Identify the source of additional resources/funding/training/investment.</li> <li>• Consult with other services, staff, managers, relevant Members and partners.</li> </ul>			
<p><b>GP claims and the accuracy of this data</b></p> <p>Since Q3 we have encourage claims by writing to all GPs to remind of the claiming deadline.</p> <p>We are also exploring another method of receiving the health check data, via the clinical</p>			

system utilised by General Practice (EMIS Web). The figures we receive at the moment (via the service claim data) is never a true indication of the actual activity undertaken due to practices not claiming for the service undertaken. If a practice does undertake a number of health checks but doesn't claim for their activity, their figures are always logged within their clinical system. We're hoping to access this clinical system data for future reports.

**Further actions**

Other plans for practices include continuing the training for all practice staff including receptionists about NHS Health Checks.

We need to continue publicising the NHS Health checks programme to patients so that when they receive their letter they will be aware of what the programme is about and the importance of attending for their NHS Health Check.



### 5.3 Supporting Young People

<b>Theme / Priority:</b>	<b>SUPPORTING YOUNG PEOPLE</b>		
Indicator / Measure detail:	% of pupils achieving 5 A*-C GCSE including English and Maths		
Baseline:	70.7% Summer 2015		
<b>Target and timescale:</b>	72% Summer 2016	<b>Actual and timescale:</b>	71.4% Summer 2016
<b>Why is performance at the current level?</b>			
<ul style="list-style-type: none"> <li>• Is any variance within expected limits?</li> <li>• Why has the variance occurred?</li> <li>• Is further information available to give a more complete picture of performance?</li> <li>• What performance is predicted for future periods?</li> </ul>			
<p>Although this is below the target (by 0.6%pts) the difference is not statistically significant.</p> <p>What should be noted is that this is the second highest proportion in the country of pupils achieving this measure and is actually exceptional performance.</p> <p>2016 was the last year for which data for this measure will be published.</p>			
<b>What difference does this make – the implications of not meeting target?</b>			
<ul style="list-style-type: none"> <li>• Impact on service users/public.</li> <li>• Impact on corporate priorities and plans.</li> <li>• Impact on service/partner priorities.</li> <li>• Impact on equalities, sustainability or efficiency</li> </ul> <p>Can we move resources to support this or other priorities?</p>			
None			
<b>How can we make sure things get better?</b>			
<ul style="list-style-type: none"> <li>• What activities have been or will be put in place to address underperformance? Make specific reference to action plans.</li> <li>• When performance will be brought back on track?</li> <li>• Assess the need for additional resources/funding/training/investment.</li> <li>• Identify the source of additional resources/funding/training/investment.</li> <li>• Consult with other services, staff, managers, relevant Members and partners.</li> </ul>			

<b>Theme / Priority:</b>	<b>SUPPORTING YOUNG PEOPLE</b>		
Indicator / Measure detail:	Percentage of Trafford pupils educated in a Good or Outstanding school.		
Baseline:	93.9% (2015/16)		
<b>Target and timescale:</b>	94.5%	<b>Actual and timescale:</b>	93.9% (Q4)
<b>Why is performance at the current level?</b>			
<ul style="list-style-type: none"> <li>• Is any variance within expected limits?</li> <li>• Why has the variance occurred?</li> <li>• Is further information available to give a more complete picture of performance?</li> <li>• What performance is predicted for future periods?</li> </ul>			
<p>Variance is within expected limits given that inspection outcomes cannot always be predicted with total certainty.</p> <p>The variance occurred because two primary schools dropped below Good, one unexpectedly.</p> <p>The figure achieved is still well above national average (86%) and the NW average (84.7%).</p> <p>The variance of 0.6% is not statistically significant – there are 95 schools in Trafford so, on average, one school is 1.1%.</p> <p>Three schools currently Requires Improvement are expected to get Good this year so we expect the percentage to rise in 17/18.</p>			
<b>What difference does this make – the implications of not meeting target?</b>			
<ul style="list-style-type: none"> <li>• Impact on service users/public.</li> <li>• Impact on corporate priorities and plans.</li> <li>• Impact on service/partner priorities.</li> <li>• Impact on equalities, sustainability or efficiency</li> </ul> <p>Can we move resources to support this or other priorities?</p>			
<p>Pupils in schools less than Good may be impacted.</p> <p>All schools less than Good are on the Schools Causing Concern Register and are prioritised for support to minimise the impact on pupils' education.</p>			
<b>How can we make sure things get better?</b>			
<ul style="list-style-type: none"> <li>• What activities have been or will be put in place to address underperformance? Make specific reference to action plans.</li> <li>• When performance will be brought back on track?</li> <li>• Assess the need for additional resources/funding/training/investment.</li> <li>• Identify the source of additional resources/funding/training/investment.</li> <li>• Consult with other services, staff, managers, relevant Members and partners.</li> </ul>			
<p>All schools less than Good have an action plan quality assured by the LA Link School Improvement Adviser.</p> <p>All schools less than Good are prioritised for support from the School Improvement Team Additional resources are brokered where possible.</p>			

Theme / Priority:	SUPPORTING YOUNG PEOPLE		
Indicator / Measure detail:	Reduction in the proportion of children made subject to a Child Protection Plan for a second or subsequent time		
Baseline:	25.3% at March 2016		
<b>Target and timescale:</b>	20% at March 2017	<b>Actual and timescale:</b>	24.1% at March 2017
<b>Why is performance at the current level?</b>			
<ul style="list-style-type: none"> <li>• Is any variance within expected limits?</li> <li>• Why has the variance occurred?</li> <li>• Is further information available to give a more complete picture of performance?</li> <li>• What performance is predicted for future periods?</li> </ul>			
<p>This indicator measures the proportion of the current cohort of children and young people who are subject of a Child Protection Plan who have been subject of a previous plan at any point in time.</p> <p>Although we have seen a reduction during the year it remains above the year- end target of 20%.</p> <p>It should be noted that of Child Protection Plans that have been put in place this year, 19% of the relevant children have been subject of a previous plan.</p>			
<b>What difference does this make – the implications of not meeting target?</b>			
<ul style="list-style-type: none"> <li>• Impact on service users/public.</li> <li>• Impact on corporate priorities and plans.</li> <li>• Impact on service/partner priorities.</li> <li>• Impact on equalities, sustainability or efficiency</li> </ul> <p>Can we move resources to support this or other priorities?</p>			
<p>The impact on service users (children and their families) is that they are potentially being supported at a more intense and intrusive level than they require. Whilst there will always be children who will require a CP plan, the number of CP plans in Trafford suggests we are out of step with our statistical neighbours. It can also be confusing for families to “bounce around” the thresholds of intervention (e.g. from child protection to child in need and back into child protection) and this can at times make sustaining positive working relationships more difficult.</p> <p>The most appropriate corporate priority is “Services focussed on the most vulnerable people”. Whilst we should be reassured that we are protecting the most vulnerable children in Trafford (and Ofsted were likewise assured that this is the case) we need to be confident that we are working at the most appropriate level and that our families are not becoming overly reliant on statutory services.</p> <p>In terms of “Reshaping Trafford Council”, please see section below.</p> <p>Working with families at CP level is time and resource-consuming and therefore costly to Trafford Council and our partner agencies. We need to ensure in future that when CP plans are ended there is a robust multi agency child in need plan in place to lessen the risk of future child protection concerns. The number of re-plans suggests that the current system is not working in the most effective and efficient manner.</p>			

### **How can we make sure things get better?**

- What activities have been or will be put in place to address underperformance? Make specific reference to action plans.
- When performance will be brought back on track?
- Assess the need for additional resources/funding/training/investment.
- Identify the source of additional resources/funding/training/investment.
- Consult with other services, staff, managers, relevant Members and partners.

A number of activities are taking place currently to address this issue. We are bidding for transformation funding with the support of Deloitte under the Reshaping Children and Family Services agenda and the bid will be finalised by March 2017.

The bid will include the need for additional resources/investment/training etc. in order to embed a sustainable operating model for the future with an emphasis on prevention and resilience, providing the appropriate level of support to meet need in a timely way. This will prevent family's needs escalating to high cost levels of intervention such as child protection.

The transformation bid is an ambitious one and will look at how we provide services from Early Help, through Child in Need up to Child Protection and Children in Care. It will therefore be imperative to the success of the transformation that we consult with our staff and multi-agency partners.

In the meantime the relevant Strategic Leads have been holding Child Protection performance workshops to scrutinise existing CP plans and processes to identify any cases which may no longer meet CP thresholds and ensure there are robust structures and processes in place to prevent unnecessary escalation of cases. This has had some effect and CP numbers have reduced over the last few months.

We also hold multi-agency plenary meetings after every re-plan conference to reflect on practice and identify any learning. We gather monthly data to look at patterns and report exceptions to the DCS Safeguarding Governance meeting and the Trafford Safeguarding Children's Board.

## TRAFFORD COUNCIL

**Report to:** Executive

**Date:** 26 June 2017

**Report for:** Discussion

**Report of:** The Executive Member for Corporate Resources and the Chief Finance Officer

### Report Title:

Budget Monitoring 2016/17 – Period 12 Outturn (April 2016 to March 2017).

### Summary:

The purpose of this report is to inform Members of the 2016/17 draft outturn figures relating to both Revenue and Capital budgets, the level of General and Service Reserves. It also summarises the final unaudited position for Council Tax and Business Rates within the Collection Fund.

### Recommendation(s)

#### **It is recommended that:**

- a) The pre-audited revenue budget outturn be noted;
- b) the levels of General & Service Reserves and Collection Fund balances and commitments are noted and confirmed;
- c) That the outturn position on the Capital Programme and Prudential Indicators be noted.

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

David Muggeridge, Finance Manager, Financial Accounting Extension: 4534

Background Papers: None

Relationship to Policy Framework/Corporate Priorities	Value for Money
Financial	Revenue and Capital expenditure to be contained within available resources in 2016/17.
Legal Implications:	None arising out of this report
Equality/Diversity Implications	None arising out of this report
Sustainability Implications	None arising out of this report
Resource Implications e.g. Staffing / ICT / Assets	Not applicable
Risk Management Implications	Not applicable
Health & Wellbeing Implications	Not applicable
Health and Safety Implications	Not applicable

**Other Options**

Not Applicable

**Consultation**

Not Applicable

**Reasons for Recommendation**

Not Applicable

**Finance Officer Clearance** .....NB.....

**Legal Officer Clearance** .....JLF.....

**CORPORATE DIRECTOR'S SIGNATURE:**



## REVENUE BUDGET

### Budget Monitoring - Financial Results

1. Based on the pre-audit outturn for the year, the Council will underspend its Service Expenditure budgets by £4.32m, (2.9%) for 2016/17, which is a favourable movement of £1.95m since last period (paragraph 5).
2. The overall variance includes a net underspend on the Directorate budgets of £603k, (0.5%), and a net underspend on Council-wide budgets of £3.72m, (17.7%).
3. There continues to be a negative pressure on the overall funding position caused by a significant level of new business rate appeals. This had led to a shortfall of £4.30m in funding income due to the need to increase the appeals provision during the year. The savings on Service expenditure and income budgets will offset this reduction of funding from business rates leaving a small net underspend of £21k to transfer to the budget support reserve.

### Service Expenditure Summary Position

4. The pre-audited revenue outturn position shows an underspend figure of £4.32m. This compares to an adjusted period 10 underspend of £2.37m (i.e. £141k underspend plus £2.23m previously set aside to support the shortfall in business rates). This underspend will be transferred to an earmarked reserve to support the reduced level of funding from business rates.
5. The favourable movement of £1.95m is made up of a number of movements since period 10 and is explained below, with more detail given in Table 2:
  - reduced overall expenditure in adult social care of £920k;
  - reduction in projected overspend in children's services £286k;
  - increased savings in EGEI and T&R of £59k and £360k respectively
  - additional council-wide budget savings of £323k

### Funding Summary Position

6. There has been a further reduction in overall funding to support the budget mainly attributed to an increase in the level and cost of business rate appeals. This one-off shortfall, which has been caused by the need to increase the appeals provision, is £4.30m (an increase of £2.07m since period 10) and will require resources to be set aside as detailed below:-
  - an amount of £2.23m has previously been identified from the MAG earmarked reserve of £1.41m and savings in the council-wide budget of £821k, both previously reported to the Executive and agreed; and
  - the balance of £2.07m will be met from additional savings in service budgets and are included in this report. This will leave a small balance of £21k to be transferred to the budget support reserve.
7. Detailed below in Table 1 is a summary breakdown of the service and funding variances against budget, with Table 2 providing an explanation of the variances:

<b>Table 1: Budget Monitoring results by Service</b>	<b>2016/17 Budget (£000's)</b>	<b>Un-audited Outturn (£000's)</b>	<b>Variance (£000's)</b>	<b>Percentage</b>
Children's Services	29,742	31,501	1,759	5.9%
Adult Services (Inc. Public Health)	47,191	46,787	(404)	(0.9)%
Economic Growth, Environment & Infrastructure	31,941	31,526	(415)	(1.3)%
Transformation & Resources	16,842	15,299	(1,543)	(9.2)%
<b>Total Directorate Budgets</b>	<b>125,716</b>	<b>125,113</b>	<b>(603)</b>	<b>(0.5)%</b>
Council-wide budgets	20,981	17,265	(3,716)	(17.7)%
<b>Net Service Expenditure variance</b>	<b>146,697</b>	<b>142,378</b>	<b>(4,319)</b>	<b>(2.9)%</b>
<b>Funding</b>				
Revenue Support Grant	(22,989)	(22,989)	-	-
Business Rates (see para. 20)	(38,311)	(34,013)	4,298	11.2%
Council Tax (see para. 17)	(83,247)	(83,247)	-	-
Reserves	(1,850)	(1,850)	-	-
Collection Fund surplus	(300)	(300)	-	-
<b>Funding variance</b>	<b>(146,697)</b>	<b>(142,399)</b>	<b>4,298</b>	<b>2.9%</b>
<b>Net Revenue Outturn variance</b>	<b>0</b>	<b>(21)</b>	<b>(21)</b>	<b>(0.0)%</b>
<b>Dedicated Schools Grant</b>	<b>119,410</b>	<b>119,495</b>	<b>85</b>	<b>0.1%</b>
<b>Public Health</b>	<b>13,334</b>	<b>13,329</b>	<b>(5)</b>	<b>(0.0)%</b>

8. The main variances contributing to the underspend of £4.32m are highlighted below:

<b>Table 2: Main variances</b>	<b>Outturn Variance (£000's)</b>	<b>Explanation/Risks</b>
Children's Services	1,759	<p>The main reasons for the adverse variance have been reported in previous monitors and mainly include pressure on the placements budget for children in care with 384 children currently in care, a reduction of 3 since the last monitoring report but an overall increase of 53 since March 2016.</p> <p>The overall variance shows a favourable movement from that previously reported of £286k explained by:</p> <ul style="list-style-type: none"> <li>• A reduction in spend on children in social care of £94k mainly as a result of commissioning practices, leading to a reduced unit cost;</li> <li>• A reduced number of children with additional needs in respite and a reduction in the anticipated cost of direct payments - £60k;</li> </ul>



		<ul style="list-style-type: none"> <li>• An underspend in the Early Help Hub of £59k mainly due to an overachievement of income;</li> <li>• Minor variances across the service totalling a favourable movement of £73k.</li> </ul>
Adult Services / Public Health	(404)	<p>The overall variance shows a favourable movement from that previously reported of £920k. This is mainly in relation to the adult client budget of £734k explained by:-</p> <ul style="list-style-type: none"> <li>• Determination by the Secretary of State on two Ordinary Residence cases, whereby the individual's ordinary residence is in another area and not Trafford. Therefore costs incurred by Trafford will be charged to the Authority in which they are deemed to be Ordinarily Resident - £333k;</li> <li>• Increased clawback of monies in relation to direct payments that have been made but the money has not been spent - £228k;</li> <li>• Income from Personal Health Budgets - £92k;</li> <li>• Reduction in the requirements of the transition budget for 2016/17 -£75k;</li> <li>• Other minor adverse variances £6k.</li> </ul> <p>Other areas that have seen a movement are;</p> <ul style="list-style-type: none"> <li>• Further staffing savings across the service on vacancies - £77k;</li> <li>• Reduction in public health spend due to less activity than anticipated e.g. health checks - £47k;</li> <li>• Minor variances across the service totalling a favourable movement of £62k.</li> </ul>
Economic Growth, Environment & Infrastructure	(415)	<p>The underspend has increased by £59k since the last report and relates to:</p> <ul style="list-style-type: none"> <li>• Additional income - £168k. This includes £96k from backdated property rents and £57k improvement in building control income;</li> <li>• Increase in running costs - £76k, which includes £66k relating to the final GM Waste Disposal levy;</li> <li>• Minor reduction in the staff cost underspend - £33k.</li> </ul> <p>Other items to note which are included in the overall underspend are:</p> <ul style="list-style-type: none"> <li>• income of £273k was received from Oakfield Road car park remaining open until the substantive start of the Altair development in June 2017 (demolition started February 2017);</li> <li>• part year energy cost savings from the LED street lighting programme were included in the budget of</li> </ul>

		£410k, and these have been exceeded by £70k. The total full year saving once the roll out is complete is £1.150m.
Transformation & Resources	(1,543)	<p>The underspend has increased by £360k since the last report due to:</p> <ul style="list-style-type: none"> <li>• On-going staff vacancies - £43k. Overall there is a £913k underspend on staffing after taking account of agency costs. This equates to 4.6% of the total staffing budget and is lower than the levels experienced in 2015/16, which were in excess of 6%, and reflects the ongoing efforts to fill outstanding vacant posts;</li> <li>• Further reduction in running costs - £254k. Running costs are £332k underspent and the increase from the last report includes reduced contract spending in ICT (£89k) and Exchequer Services (£75k), commitments in training budgets crossing into the next financial year (£68k), management of maintenance spending in Bereavement Services (£38k) and other minor adverse variances £16k;</li> <li>• Further increase in income - £63k. Income is £334k above budget overall and the movement since the last report is due to one-off income from proceeds of crime (Revenues and Benefits) received before the financial year-end.</li> </ul>
Council-wide budgets	(3,716)	<p>The major reasons for the year end underspend position are as previously reported:</p> <ul style="list-style-type: none"> <li>• increased level of shareholder income received from Manchester Airport during the year;</li> <li>• a significant recovery of housing and council tax benefit overpayments;</li> <li>• the release of contingency budgets due to the majority of the savings programme being achieved.</li> </ul> <p>The variance since the period 10 report of £323k includes:-</p> <ul style="list-style-type: none"> <li>• Treasury Management savings in external interest costs and higher than anticipated income caused by higher cash volumes;</li> <li>• final release of contingency budgets.</li> </ul>
Dedicated Schools Grant	85	<p>Overspend has reduced by £198k since the last report as a result of cost control measures within the High Needs Block. The level of DSG reserve is now projected to be £702k at year end.</p>

## Progress against Locality Plan

9. A key element of the Health and Social Care devolution agenda is the submission of a Locality Plan setting out the Council and CCG vision for the greatest and fastest possible improvement in the health and wellbeing of our residents by 2020. This improvement will be achieved by supporting people to be more in control of their lives by having a health and social care system that is geared towards wellbeing and the prevention of ill health; access to health services at home and in the community; and social care that works with health and voluntary services to support people to look after themselves and each other
10. Financial performance against the locality plan is highlighted below in Table 3.

<b>Table 3: Locality Plan Update</b>	<b>2016/17 Budget (£000's)</b>	<b>Outturn (£000's)</b>	<b>Variance (£000's)</b>	<b>Percentage</b>
Public Health	13,334	13,329	(5)	(0.04)%
Adult Social Care	52,874	52,475	(399)	(0.75)%
Children and Families	29,911	31,670	1,759	5.88%
<b>Total</b>	<b>96,119</b>	<b>97,474</b>	<b>1,355</b>	<b>1.41%</b>

### MTFP Savings and increased income

11. The 2016/17 budget was based on the achievement of permanent base budget savings and increased income of £16.38m. At Executive in March 2016 there was a decision to amend the policy on social care transport impacting on the overall savings programme. The savings target was subsequently reduced to £16.10m, with the adverse impact of this change being included in the overall CFW monitoring position. Full details are included in the May 2017 Transformation Programme Board Report.
12. The outturn position indicates that total savings of £15.50m have been achieved in the year. This represents a slight deterioration with an overall under achievement against target of £596k. This is represented by delays in the Continuing Health Care (CHC) project into 2017/18, £403k and a reduction in the actual level of council-wide savings achieved of £193k.

### RESERVES

13. The General Reserve balance brought forward is £7.89m, against which there are planned commitments up to the end of 2016/17 of £1.89m leaving the balance at £6m which is the approved minimum level.

<b>Table 4 : General Reserve Movements</b>	<b>(£000's)</b>
<b>Balance 31 March 2016</b>	<b>(7,894)</b>
<b>Commitments in 2016/17:</b>	
- Planned use for 2016/17 Budget	1,850
- Planned use for one-off projects 2016/17 no longer required and moved to Budget Support Reserve	44
<b>Balance 31 March 2017</b>	<b>(6,000)</b>

14. Service balances brought forward from 2015/16 were a net £5.95m and were largely allocated to support transformation projects in 2016/17 and later years.

<b>Table 5: Service balances</b>	<b>b/f April 2016 (£000's)</b>	<b>Net Use in Year (£000's)</b>	<b>c/f to 2017/18 (£000's)</b>
Children, Families & Wellbeing	(1,837)	1,044	(793)
Economic Growth, Environment & Infrastructure	(1,740)	535	(1,205)
Transformation & Resources	(2,372)	259	(2,113)
<b>Total (Surplus)/Deficit</b>	<b>(5,949)</b>	<b>1,838</b>	<b>(4,111)</b>

## COLLECTION FUND

### Council Tax

15. The 2016/17 surplus on the Council Tax element of the Collection Fund is shared between the Council (84%), the Police & Crime Commissioner for GM (12%) and GM Fire & Rescue Authority (4%).
16. As at 31 March 2017 the end of year surplus balance is £2.54m. The Council's share of this is £2.13m, and is planned to support future budgets in the MTFP. This is a favourable movement of £0.4m on that previously reported and is mainly as a result of improved collection of historic debt identified during year end closedown.
17. Council Tax collection rate as at 31 March 2017 was 98.2%, which is above the targeted collection rate of 98.1%.

### Business Rates

18. The 2016/17 budget included anticipated growth in retained business rates and related S31 grants of £4.51m. Latest forecasts of business rate income indicate a potential one-off shortfall on this amount of £4.30m due largely to a continued increase in the level and cost of appeals. This is an increase from previous monitoring reports and will be financed in full from:
- £1.41m from the MAG earmarked reserve and a contribution to reserves from the Council-wide budget of £821k (both previously planned and reported);
  - the balance of £2.07m will be met from additional savings in service budgets included in this report. This will leave a small balance of £21k to be transferred to the budget support reserve.
19. Business Rates collection rate as at 31 March 2017 was 97.79% compared to a targeted collection rate of 97.5%.

## **CAPITAL PROGRAMME 2016/17**

20. Capital investment expenditure for 2016/17 amounted to £28.21m, equivalent to 66% of revised budget of £42.44m with some of the main highlights being:

### **School Improvements - £6.48m:-**

- Expansion & Basic Need Works - £3.38m
- Capital Maintenance & Access works - £2.53m
- Improvements via Devolved Formula Capital - £0.57m

### **Adult Social Services - £2.80m:-**

- Disabled Facilities Grants - £1.99m
- Assistive Technology / Aids & adaptations - £0.58m
- Liquid Logic – ICT Social Care System - £0.23m

### **Major works on Public & Operational Buildings - £1.32m**

- Public Building Repairs & DDA Improvements - £1.05
- ICT systems - £0.27m

### **Regeneration Projects - £3.80m**

- Lancashire CCC - New hotel development - £2.48m
- Altrincham Town Centre - £0.86m
- Stretford Town Centre Public Realm Works - £0.41m
- Town centres business grants - £0.05m

### **Highway Related Improvements - £12.10m**

- Integrated Transport Improvements - £0.78m
- Highway Structural Maintenance (inc. Bridges) - £3.39m
- LED Replacement Programme - £7.83m
- Car Parking Improvements - £0.10m

### **Sport, Recreation & Culture - £0.45m**

- Improvements to parks and open spaces across the borough - £0.18m
- Play Area Refurbishments - £0.27m

### **ICT Investment £ 1.26m**

- New Human Resources Shared Services system - £0.85m
- Libraries – Self Serve kiosks programme - £0.18m
- ICT and other projects, minor variances - £0.23m

## Financing of Capital Investment Expenditure

21. The expenditure was financed predominantly from grants and external contributions, supplemented by receipts derived from the sale of surplus assets and a small level of specific reserves and borrowing. The actual levels applied are shown below:

<b>Table 6: Financing of Capital Investment Expenditure 2016/17</b>	<b>Budget £m</b>	<b>Actual £m</b>
<b>Internal Resources</b>		
Capital Receipts	6.16	2.54
LSVT VAT Receipts	1.46	1.29
Specific Reserves & Revenue	0.48	0.15
Borrowing	11.01	10.32
<b>Sub-Total</b>	<b>19.11</b>	<b>14.30</b>
<b>External Resources</b>		
Grants & Contributions	23.33	13.91
<b>Total</b>	<b>42.44</b>	<b>28.21</b>

22. Sufficient capital resources will be available to cover all the expenditure re-profiled from 2016/17 to future years. No grants and contributions are at risk of clawback and will therefore be available in later years.

### Performance against budget and explanation of major variances

23. The original budget for 2016/17 was approved at £43.7m in February 2016 but this has subsequently been revised during the year for new grant approvals and other changes approved by the Executive and the expected budget for 2016/17 was £42.44m as at Period 10.
24. Final expenditure of £28.21m represents an overall variance of £14.23m. Capital expenditure by its nature can be “lumpy” and difficult to project and in a good number of situations the Council does not have total control on when the expenditure will be incurred. A explanation of the variations by service area are shown in the following table:

<b>Table 7: Actual Capital Investment Expenditure compared to Revised Budget 2016/17</b>					
<b>Service Area</b>	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>	<b>Actual</b>	<b>Note</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>%</b>	
<b>Children Families &amp; Wellbeing</b>					
Schools	9.87	6.48	(3.39)	66%	1
Children's Services	0.05	0.00	(0.05)		
Services for Adults	2.92	2.80	(0.12)	96%	2
<b>Total</b>	<b>12.84</b>	<b>9.28</b>	<b>(3.56)</b>	<b>72%</b>	
<b>Economic Growth, Environment &amp; Infrastructure</b>					
Corporate Landlord	5.93	1.29	(4.64)	22%	3
Town Centre Regeneration & Strategic Planning	4.05	3.80	(0.25)	94%	4
Highways	15.17	12.00	(3.17)	79%	5
Bereavement Services	0.09	0.03	(0.06)	33%	
Sustainability & Greenspace	0.93	0.45	(0.48)	48%	6
Public Protection	0.25	0.10	(0.15)	40%	
<b>Total</b>	<b>26.42</b>	<b>17.67</b>	<b>(8.75)</b>	<b>67%</b>	
<b>Transformation &amp; Resources</b>					
Performance & Improvement	1.55	1.12	(0.43)	72%	
Information Technology	1.63	0.14	(1.49)	9%	7
<b>Total</b>	<b>3.18</b>	<b>1.26</b>	<b>(1.92)</b>	<b>40%</b>	
<b>Capital Programme Total</b>	<b>42.44</b>	<b>28.21</b>	<b>(14.23)</b>	<b>66%</b>	

➤ **Note 1 - Schools**

The majority of the larger projects were successfully completed in year with the variance primarily relating to planned rephasing on a number of projects scheduled for 2017/18 and savings on completed schemes to be re-phased to support the new 2017/18 programme of works.

➤ **Note 2 – Services for Adults**

Whilst there has been some rephasing required to 2017/18 on the Social Care and Agile Working ICT projects expenditure on Disabled Facilities Grants has been higher than expected and budget phased to 2017/18 has been accelerated accordingly.

➤ **Note 3 – Corporate Landlord**

Following a review of Leisure Strategy assets a number of the proposed schemes were placed on hold and the delay in the purchase of the depot facilities has resulted in delivery being later than expected. The new depot facility has subsequently been purchased early in 2017/18.

➤ **Note 4 – Town Centre Regeneration & Strategic Planning**

The drawdown of the loan advance in respect of Lancashire County Cricket Club has been quicker than anticipated, resulting in acceleration of the agreed level of advance. Whilst the major public realm works in Altrincham and Stretford town centres are slightly behind the 2016/17

budgets, work is now progressing and are expected to complete as originally programmed in 2017/18 and budget re-phased accordingly.

➤ **Note 5 – Highways**

The majority of the highway maintenance programme was delivered as planned during 2016/17, particularly the LED replacement programme for which delivery is ahead of original plans. This is offset by the rephasing to 2017/18 of £5.00m of the contribution to the metrolink extension into Trafford Park. This sum has subsequently been paid in 2017/18.

➤ **Note 6 – Sustainability & Greenspace**

Rephasing of £0.48m was required on a number of schemes where consultation with stakeholders and Friends of Groups was undertaken. Delivery of the play area refurbishment programme has progressed well.

➤ **Note 7 – Information Technology**

The introduction of the new Greater Manchester Shared Service was completed, whilst rephasing of £1.49m was required on a number of other schemes including £1.10m for the Customer Relationship Management (CRM) Upgrade Programme, which will now be completed during 2017/18.

25. The level of capital investment expenditure equates to 66% of the revised budget and a summary of the major variances is shown below. Appendix A provides an analysis of the variance at a service level.

<b>Table 8: Actual Capital Expenditure compared to Expected Outturn 2016/17</b>	<b>£m</b>
<b>Outturn 2016/17 Budget</b>	42.44
Actual	28.21
<b>Variance</b>	14.23
<b>Explained By:-</b>	
Re-profiling to future years	21.04
Acceleration	(6.44)
Additional Expenditure (see Appendix A)	(0.66)
Savings (see Appendix A)	0.29
<b>Total</b>	<b>14.23</b>

26. During 2016/17 additional expenditure of £661k has been incurred on a number of projects of which £596k was financed from specific resources. This includes £203k of highway works done under S278 of the Highways Act and £150k of works at Hale Barns shopping centre funded by the developer.
27. Appendix B provides details of the overspends and savings shown above. As can be seen the total value of savings identified funded from internal resources exceeds additional cost requirements by £226k. These can be carried forward to 2017/18 and earmarked to support additional expenditure on highways related projects including specific bridge works on the Altair site in Altrincham.



## **Prudential Indicators**

28. The Council is required to maintain these indicators which are designed to show that its capital expenditure plans are prudent, affordable and sustainable. Detailed in Appendix C are the actual capital programme related indicators agreed in February 2016, and updated in February 2017. No indicators were breached in 2016/17.

## **Conclusions & Recommendation**

29. That the outturn position on the Capital Programme and Prudential Indicators be noted.

**APPENDIX A**

**CAPITAL OUTTURN 2016/17**

The Council spent £28.21m on capital schemes last year. A summary analysis of this by service area is shown below, together with further detail on re-profiling, acceleration, overspending and savings.

				← Variance Explained By →			
	<b>Budget 2016/17</b>	<b>Outturn 2016/17</b>	<b>Variance</b>	<b>Re- Profiling</b>	<b>Acceleration</b>	<b>Add'n Expend</b>	<b>Saving</b>
<b>Service Area</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
Children, Families & Wellbeing	12,835	9,282	(3,553)	4,410	(767)	(111)	21
Economic Growth, Environment & Infrastructure	26,421	17,671	(8,750)	14,565	(5,517)	(545)	247
Transformation and Resources	3,184	1,261	(1,923)	2,063	(158)	(5)	23
<b>Total</b>	<b>42,440</b>	<b>28,214</b>	<b>(14,226)</b>	<b>21,038</b>	<b>(6,442)</b>	<b>(661)</b>	<b>291</b>

## CAPITAL PROGRAMME 2016/17- Overspends and savings

The total value of savings identified funded from internal resources exceeds additional cost requirements by £226k.

<b>Scheme</b>	<b>Overspend</b>	<b>Funded</b>	<b>Balance to be funded</b>	<b>Notes</b>
	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	
Liquid Logic Programme Support	46	46		External contribution
Aids & Adaptations	58	58		External contribution
Adult Social Care	8		8	
Hale Barns Shopping Centre - CPO	150	150		Developer contribution
Sale Waterside - Lifecycle costs	126	126		Developer contribution
Cornbrook - CPO	12		12	
Partington District Centre	7		7	
Briarfield Road, Timperley - Layby	33		33	
Highways - S278 works	203	203		S278 contributions
Longford Park, Stretford - Disc Golf Course	13	13		S106 contributions
ICT Projects	5		5	
<b>Total</b>	<b>661</b>	<b>596</b>	<b>65</b>	
<b>Identified savings on internally funded schemes</b>			<b>291</b>	
<b>Balance available</b>			<b>226</b>	



## APPENDIX C

### Prudential Indicators – Actual 2016/17

The figures below show the Council's actual prudential indicators for 2016/17 compared to estimate.

<b>Indicator 1:</b> <b>CAPITAL EXPENDITURE</b>	2016/17 Original Estimate £000's	2016/17 Revised Estimate £000's	2016/17 Actual £000's
<b>Total Expenditure</b>	<b>43,703</b>	<b>42,440</b>	<b>28,214</b>

Explanation of variances are given in the Appendices A & B

<b>Indicator 2:</b> <b>CAPITAL FINANCING REQUIREMENT</b>	31/3/17 Original Estimate £000's	31/3/17 Revised Estimate £000's	31/3/17 Actual £000's
<b>General Fund</b>	<b>144,007</b>	<b>144,664</b>	<b>143,977</b>

This is the Council's underlying need to borrow for a capital purpose. The table above reflects the estimated need to borrow for capital investment i.e. the anticipated level of capital expenditure not financed from capital grants and contributions, revenue or capital receipts.

<b>Indicator 3:</b> <b>FINANCING COSTS TO NET REVENUE STREAM</b>	2016/17 Original Estimate %	2016/17 Revised Estimate %	2016/17 Actual %
General Fund	<b>6.2</b>	<b>4.5</b>	<b>4.5</b>

This indicator shows the net borrowing costs and minimum revenue provision as a percentage of the Council's net revenue budget.

<b>Indicator 4:</b> <b>Incremental impact on Band D council tax and housing rents</b>	2016/17 Original Estimate £	2016/17 Revised Estimate £	2016/17 Actual £
Council Tax – Band D	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

The in-year borrowing requirement was less than the amount set aside to repay debt therefore there is no change to this indicator in year.

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## TRAFFORD BOROUGH COUNCIL

**Report to:** Executive 26 June 2017  
Accounts & Audit Committee 28 June 2017  
Council Meeting 26 July 2017

**Report for:** Information

**Report of:** The Executive Member for Corporate Resources and  
the Chief Finance Officer

### Treasury Management Annual Performance 2016/17 Report

#### Summary

This report outlines the treasury management activities undertaken during 2016/17, key issues are as follows:

- There has been full compliance with all legislative and regulatory requirements, including all treasury management prudential indicators;
- The average level of external debt and interest rate payable for 2016/17 was £105.2m and 5.67% compared to 2015/16 when the respective figures were £95.3m & 6.02%;
- The average level of all investments for 2016/17 was £105.6m with a rate of return of 0.87%, for 2015/16 this was £106.6m and 0.84% respectively;
- Budget savings of £(0.1)m in net interest payable (loan interest less investment interest) were achieved.

#### Recommendations

That the Accounts & Audit Committee and Executive advise the Council:

1. of the Treasury Management activities undertaken in 2016/17;
2. that no prudential limits were breached during 2016/17;
3. that there was full compliance with both the CIPFA Code of Practice on Treasury Management and CIPFA Prudential Code for Capital Finance.

Contact person for background papers:

Graham Perkins – Technical Accountant - Extension: 4017

Background papers: None

Relationship to Policy Framework/Corporate Priorities	Value for Money
Financial	In 2016/17 the Council paid loan interest of £6.0m and received investment interest of £(0.9)m from money market investments and the net effect of this was a net saving of £(0.1)m against budget.
Legal Implications:	All actions undertaken during the year were in accordance with legislation, CLG Guidance, CIPFA Prudential Code and CIPFA Treasury Management Code of Practice.
Equality/Diversity Implications	Not applicable
Sustainability Implications	Not applicable
Staffing/E-Government/Asset Management Implications	Not applicable
Risk Management Implications	The monitoring and control of risk underpins all treasury management activities. The Council's in-house treasury management team continually monitor to ensure that the main risks associated with this function of adverse or unforeseen fluctuations in interest rates are avoided and security of capital sums are maintained at all times.
Health and Safety Implications	Not applicable



## **1. INTRODUCTION AND BACKGROUND**

- 1.1 In accordance with regulations issued under the Local Government Act 2003 local authorities are required by regulation to have regard to both the CIPFA Code of Practice on Treasury Management (the Code) and the CIPFA Prudential Code for Capital Finance (the Prudential Code) when undertaking this function. This report which reviews the activities and actual prudential and treasury indicators for 2016/17 meets the requirements of these Codes.
- 1.2 During 2016/17, the Accounts & Audit Committee together with the Executive and Full Council received the following three reports:
- annual treasury strategy for the year ahead (issued February 2016);
  - mid-year update report (issued November 2016);
  - annual outturn report describing the activity undertaken (June 2017 i.e. this report).
- 1.3 The current regulatory environment places responsibility on Members to review and scrutinise the treasury management policies and activities of the Council. This report is therefore important in that respect, as it provides details of the outturn position for treasury activities and highlights compliance with the Council's policies previously approved by Members. Training was provided to Members during the year to support their understanding of this topic.
- 1.4 The figures in this report are based on the actual amounts borrowed and invested and as such will differ from those stated in the final accounts which are shown in compliance with International Financial Reporting Standards.
- 1.5 The report comprises of the following sections:
- Major Economic Headlines 2016/17 (Section 2);
  - Treasury Position (Section 3);
  - Borrowing Position (Section 4);
  - Investment Position (Section 5);
  - Related Treasury Issues (Section 6);
  - Prudential and Performance indicators (Section 7);
  - Appendices.

## **2. MAJOR ECONOMIC HEADLINES 2016/17**

- 2.1 A brief summary of the main events which occurred during the year are highlighted below for reference;

### **USA**

- Election of President Trump on 9 November 2016;
- Overall growth in 2016 was 1.6%;
- Volatile quarterly growth during 2016 together with strongly rising inflation, prompted the Federal Reserve into raising rates in December 2016 and March 2017;
- First major western country to start on a progressive upswing in rates.

### **EU**

- Still remains to be some distance away from any upswing in rates;
- European Central Bank (ECB) cut rates into negative territory, provided huge tranches of cheap financing and carried out major quantitative easing purchases of debt in order to boost growth from consistently weak levels, and to get inflation up from near zero towards its target of 2%;
- The action taken by the ECB resulted in an improvement in economic growth to an overall figure of 1.7%, with Germany achieving a rate of 1.9% as the fastest growing G7 country;

- Rising political concerns around the positive prospects for populist parties and impending general elections in 2017 in the Netherlands, France and Germany, give some cause for concern.

### Japan

- Continues to struggle to generate consistent significant growth with GDP averaging only 1.0%;
- Inflation remains below target of 2%, only achieving an average of -0.1% in 2016, despite huge monetary and fiscal stimulus;
- It is also making little progress on fundamental reform of the economy.

### China

- Fears that China's economic growth would head towards a hard landing, thereby destabilising countries exposed to its economy subsided.

### UK

- As a consequence of the outcome of the Brexit referendum in June 2016 the money markets revised its expectations of when the first increase in Bank Rate would happen, to quarter 4 2019 from quarter 3 2018;
- In August the Monetary Policy Committee (MPC), cut the Bank Rate from 0.5% to 0.25%, the first move since March 2009 and warned that it would consider cutting it again in order to support growth.
- Additional Quantitative Easing with gilt and corporate bond purchases of £60bn and £10bn respectively being undertaken by the Bank of England together with the introduction of a £100bn Term Funding Scheme providing cheap financing to banks.
- The economy grew by 1.8% when compared to 2015 and remains one of the strongest of any G7 country;
- By the end of March 2017, sterling was 17% down against the dollar but had not fallen as far against the euro;
- CPI started the year in April at 0.7% rising to 2.3% in February 2017, 0.3% above the MPC's inflation target of 2% and this was driven primarily by inflation, caused by sterling's devaluation.
- Unemployment rate continued to fall from the April 2016 opening position of 5.1% to 4.8% in March 2017 with the position for Trafford moving from 3.7% in April 2016 to 3.6% in March 2017;

2.2 Within the treasury management strategy for 2016/17 the expectation was for interest rates to remain low with Bank Rate starting to rise in quarter 1 of 2017 with gradual rises in medium and longer term fixed borrowing rates. As a result of the economic situation highlighted at paragraph 2.1 this had the opposite effect to that originally anticipated with rates easing during the year as highlighted in the table below; and a more detailed analysis detailing how investment rates moved during the course of the year is provided at Appendix A;

	2016/17	1 April 2016	31 March 2017	2016/17
	Forecast Average	Actual	Actual	Actual Average
	%	%	%	%
UK Bank Rate	0.63	0.50	0.25	0.34
Investment Rates				
3 month	0.70	0.46	0.21	0.32
1 Year	1.15	0.88	0.59	0.70
Loan Rates				
5 Year	2.25	1.61	1.24	1.56
25 Year	3.55	3.13	2.60	2.92

### 3. TREASURY POSITION

- 3.1 The Council's in-house Treasury Management team controls the debt and investment positions to ensure that security of funds, adequate liquidity for revenue and capital activities are maintained at all times and risks connected with these activities are managed effectively.
- 3.2 Procedures and controls to achieve these objectives are well established both through Member reporting and officer activity and this was further highlighted when the Council's Audit & Assurance Service issued a report which for the 10<sup>th</sup> year in succession, stated that the treasury management service offered a High Level of Assurance.
- 3.3 The table below shows the loan and investment positions at the beginning and end of 2016/17 for reference:

	31 March 2017			31 March 2016		
	Principal (£m)	Total (£m)	Interest Rate %	Principal (£m)	Total (£m)	Interest Rate %
<b>DEBT</b>						
<b>Fixed rate:</b>						
-PWLB	43.4			47.2		
-Market	10.8	54.2	5.18	6.0	53.2	5.84
<b>Variable rate:</b>						
-PWLB	0.0			0.0		
-Market	51.0	51.0	5.77	51.0	51.0	5.73
<b>Total debt</b>		<b>105.2</b>	<b>5.47</b>		<b>104.2</b>	<b>5.79</b>
<b>Capital Financing Requirement (to finance past capital expenditure)</b>		<b>144.0</b>			<b>134.8</b>	
<b>Over/ (under) borrowing</b>		<b>(38.8)</b>			<b>(30.6)</b>	
<b>INVESTMENTS</b>						
- Fixed rate	58.4		0.62	39.3		0.97
- Variable rate	24.0		1.13	42.5		1.00
<b>Total investments</b>		<b>82.4</b>	<b>0.77</b>		<b>81.8</b>	<b>0.98</b>

Note - The above interest rates reflect the actual position as at 31 March.

- 3.4 Whilst the above table details the position as at the beginning and end of 2016/17, the average position for 2016/17 & 2015/16 was as follows:

	2016/17		2015/16	
	Principal	Interest Rate	Principal	Interest Rate
<b>Average Debt</b>	£105.2m	5.67%	£95.3m	6.02%
<b>Average Investment</b>	£105.6m	0.87%	£106.6m	0.84%

#### 4. **BORROWING POSITION**

- 4.1 The Council's underlying need to borrow for capital expenditure is termed the Capital Financing Requirement (CFR) and is a gauge of the Council's indebtedness. The CFR results from the capital activity of the Council and resources used to pay for the capital spend. It represents the 2016/17 and prior years' net or unfinanced capital expenditure which has not yet been paid for by revenue or other resources.
- 4.2 The Council's CFR is not allowed to rise indefinitely and statutory controls are in place to ensure that any borrowing on capital assets is charged to revenue over their useful life. This charge is in the form of an annual revenue charge, called the Minimum Revenue Provision (MRP), which reduces the CFR and effectively is a repayment of borrowing need.
- 4.3 The Council's 2016/17 MRP Policy, (as required by CLG Guidance), was approved by Members as part of the Treasury Management Strategy Report for 2016/17 on 17 February 2016.
- 4.4 In response to the continuing interest rate differential between the cost of long term debt (2.6% PWLB 25yrs) compared to the levels of return available from investments (under 0.59%), the Council continued with its the strategy adopted since the 2008 financial crisis, of borrowing internally (using cash backed reserves) to fund its long term borrowing requirement and maturing debt. This course of action continues to be widely followed by Councils nationally and was undertaken in conjunction with advice obtained from the Council's external advisers Capita.
- 4.7 As a consequence of this action, the Council is in an under-borrowed position by £38.8m as highlighted at paragraph 3.3 and had this level of debt been taken for 25 years at 31 March 2017, the Council would be incurring an additional £780k per year in net interest payable (£1,009k loan interest less £(229)k investment interest).
- 4.8 Interest payable for the year totalled £6.0m and this exceeded budget by £0.1m due to higher than forecasted interest costs arising from the Council's variable rate loan.
- 4.9 From the table at paragraph 3.3 it can be seen that the level of external debt increased during 2016/17 from the opening position of £104.2m to close at £105.2m as a result of the following transactions;

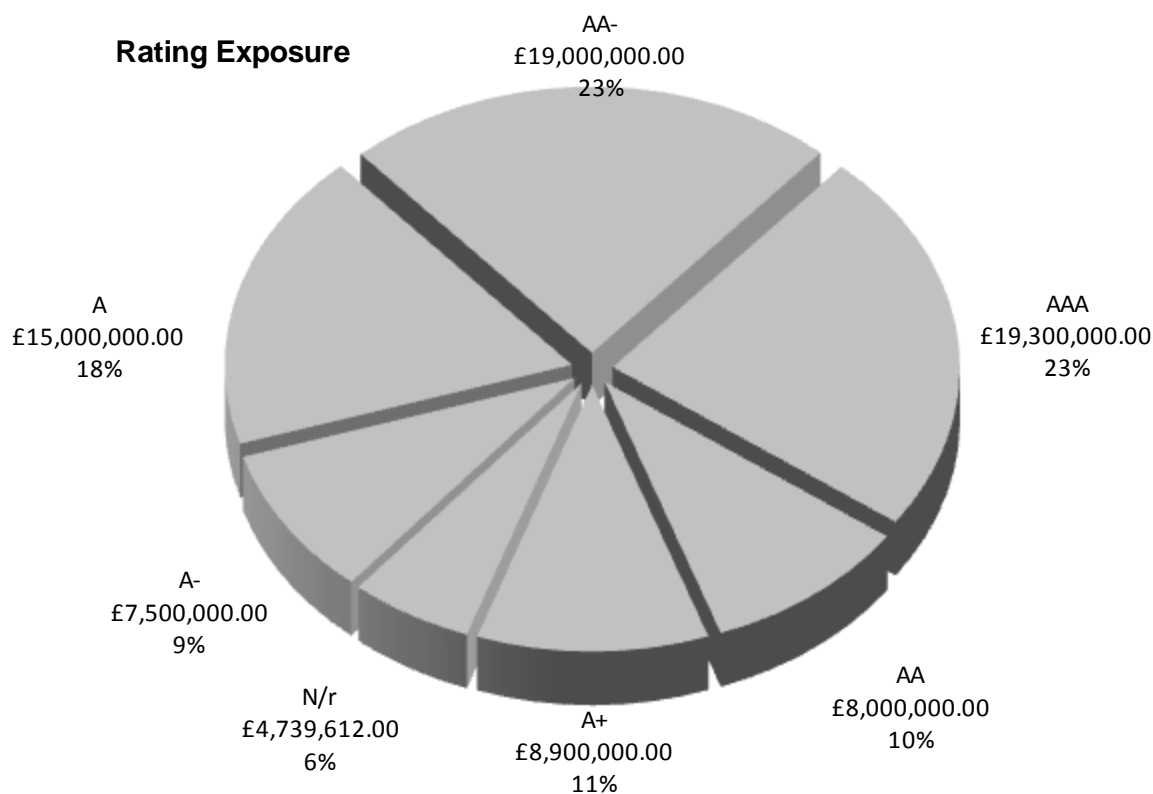
<b>Lender</b>	<b>Principal – (Repayment) / New</b>	<b>Average Interest rate</b>	<b>Reason</b>
PWLB	£(3,749,486)	7.997%	Natural maturity
SALIX Finance	£4,760,731	0%	Additional tranches of the £6.3m loan agreement to be used on the Council's Street Lighting Replacement Programme

- 4.10 Of the debt outstanding of £105.2m, £0.9m is administered on behalf of Greater Manchester Probation Service which leaves £104.3m in respect of the Council's own long term requirement.
- 4.11 A maturity profile of the Council's debt can be found at Appendix B & C for reference.
- 4.12 No rescheduling of the Council's existing debt was undertaken during the year as the average 1% differential between PWLB new borrowing rates and premature

repayment rates made this unviable due to the high breakage costs (premium) payable.

## 5. INVESTMENT POSITION

- 5.1 The Council's investment policy is governed by DCLG guidance issued in March 2010 and this has been implemented within the annual investment strategy approved by Council on 17 February 2016. This policy sets out the approach for choosing investment counterparties, and is based on credit ratings provided by the three main credit rating agencies supplemented by additional market data (such as rating outlooks, credit default swaps, bank share prices etc.).
- 5.2 Using this information the Council's in-house treasury management team produces an approved lending list in order to ensure investments are only placed with low risk institutions with funds being invested for a range of periods from overnight to 3 years dependant on cash flow requirements, and counterparty limits set out in the approved investment strategy. Investment activity during the year conformed to the approved strategy, and the Council had no liquidity difficulties.
- 5.3 The in-house treasury management team together with the Council's advisors Capita continually monitors the credit ratings assigned to the institutions it uses when placing investments and during the year there was very little movement in these highlighting the continuing drive by financial institutions to realign their balance sheets following the economic downturn.
- 5.4 The graph below provides a breakdown of the Council's investments placed as at 31 March 2017 by long term credit rating and further information detailing the make-up of this can be found at Appendix C & D;



- 5.5 Following the outcome of the June 2016 Brexit referendum, the UK's Bank Rate was cut from 0.5% to 0.25% on 4 August where it currently remains with Market expectations currently forecasting that the timing of the start of monetary tightening will now commence around quarter 4 2019. Deposit rates started 2016/17 at their

depressed levels but then continued to fall even further after the 4 August MPC meeting and whilst rates made a weak recovery towards the end of 2016 they once again fell to fresh lows in March 2017.

- 5.6 The Council's main bank account with Barclays, is non-interest bearing and consequently if no investments were undertaken by the in-house team, the Council would lose the opportunity to generate a substantial amount of income.
- 5.7 Investments placed by the Council consist of funds placed for both short and long term gain and the level of return achieved in 2016/17 on short term investments was 0.67%. Whilst this was below that originally budgeted for of 0.90%, it was 0.46% or £(0.5m) above the comparable performance indicator of the average 7-day London Interbank BID (LIBID) rate, of 0.21% and £(0.2)m above budget.
- 5.8 The higher than forecasted level of investment interest achieved in 2016/17 was as a result of the;
- in-house team placing a proportion of investments with institutions early in the year prior to the MPC reducing the bank rate and
  - level of balances being available for investment being higher than originally forecasted due to external grants & contributions being received ahead of spend requirement and re-phasing of projects within the capital programme.
- 5.9 A maturity profile of the Council's temporary investments can be found at Appendix C together with a further breakdown at Appendix D which details the historic risk of default.
- 5.10 With regards to the Council's long term investments, in 2015, £5m was placed into the Church Commissioners Local Authority Property Fund for a minimum period of 5 years which after entry costs had been deducted of £0.3m, enabled 1,643,872 units to be purchased in the fund. At 31 March 2017 the value of these units, were worth £4.7m and this compares to the valuation at 31 March 2016 of £4.8m.
- 5.11 The reduction in valuation of £0.1m is in response to the Brexit referendum outcome in June 2016 when the demand in commercial property transactions slowed. Since then however as a result of growing confidence from overseas buyers, a gradual recovery is currently being encountered in this sector but valuations still remain below the levels achieved earlier in 2016.
- 5.12 Annualised returns generated from the property fund in 2016/17 (net of fees) was 4.61% and this compares with that achieved in 2015/16 of 4.83%.
- 5.13 When the rates of return for both short and long term investments are combined, this generates an average level invested of £105.6m, producing a rate of return of 0.87%.
- 5.14 The ability to generate a satisfactory level of return without exposing the Council to high levels of risk during the continuing climate of low interest rates remains challenging and new ways of being able to do this are constantly being sought.

## **6. RELATED TREASURY ISSUES**

- 6.1 Member training – In accordance with the Code, Members are responsible for ensuring effective scrutiny of the treasury management strategy and policies takes place and in order to be able to do so effectively a Member training session was undertaken in January 2017.
- 6.2 Local Authority Mortgage Scheme – the Council participated in the national Local Authority Mortgage Scheme using the cash backed option with Lloyds bank by advancing £2m in 2012/13 at an interest rate of 4.41% which is due to be repaid

back to the Council in 2017/18. Due to the success of this scheme, a further £1m was also advanced in 2013/14 at an interest rate of 2.7%, which is set to mature in 2018/19. These are classified as being service investments, rather than a treasury management investment, and are therefore outside of the specified / non specified investment categories.

## **7. PRUDENTIAL AND PERFORMANCE INDICATORS**

- 7.1 Within the Treasury Management Strategy for 2016/17, approval was given to the treasury management prudential & performance indicators for the period 2016/17 – 2019/20. All indicators and benchmarks set for 2016/17 were complied with and details of these are shown in Appendix E.

### **Other Options**

This report has been produced in order to comply with Finance Procedure Rules and relevant legislation and provides an overview of the treasury management transactions undertaken during 2016/17.

### **Consultation**

Advice has been obtained from Capita, the Council's external advisors.

### **Reasons for Recommendation**

The report has been produced in order to meet the requirements of the Council's Financial Procedure Rules which incorporate the requirements of both the CIPFA Prudential Code for Capital Finance and the CIPFA Code of Practice on Treasury Management.

**Finance Officer Clearance**      ...GB ...

**Legal Officer Clearance**      .....JLF...

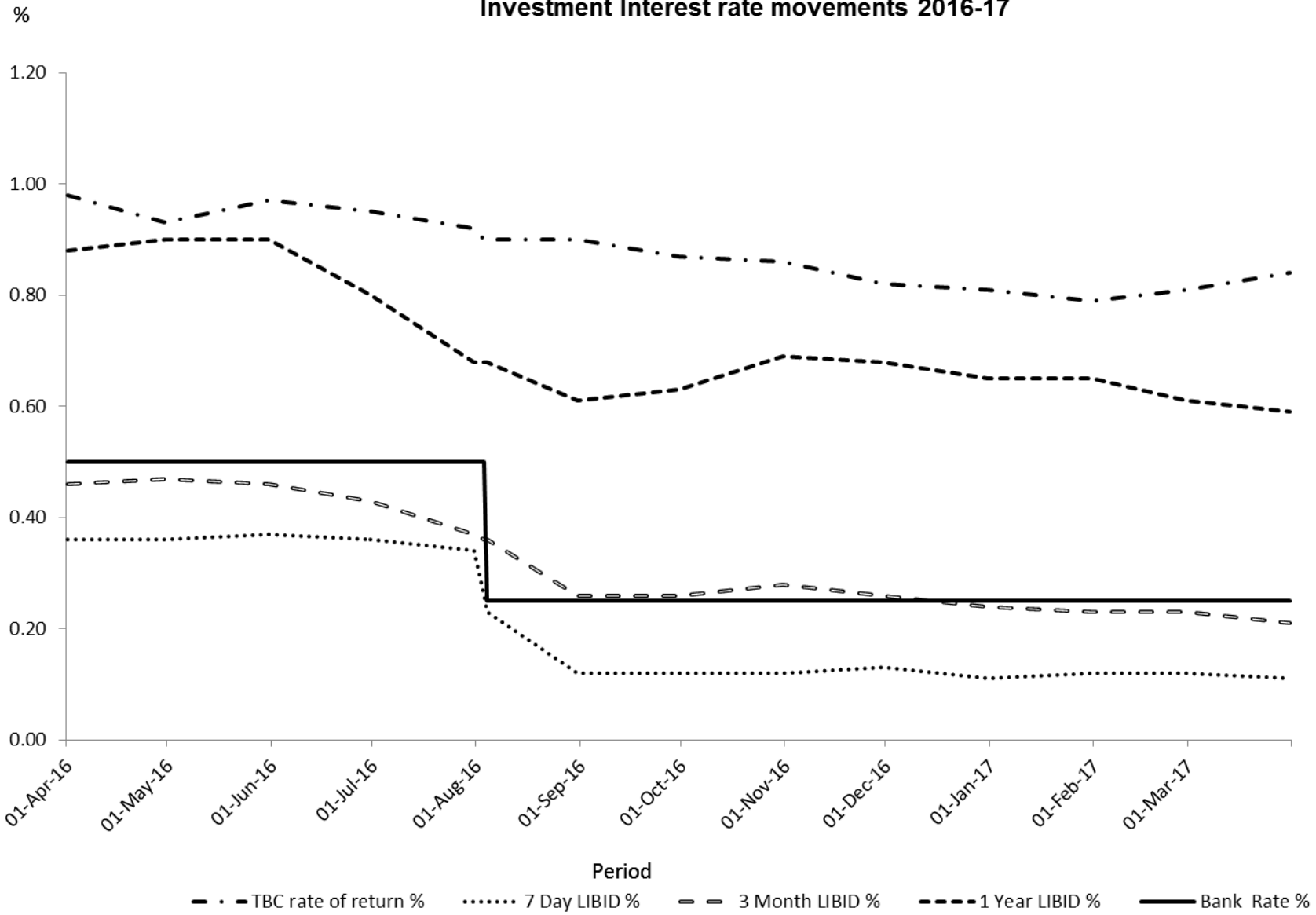


**CORPORATE DIRECTOR'S SIGNATURE**

Joanne Hyde, Corporate Director, Transformation and Resources

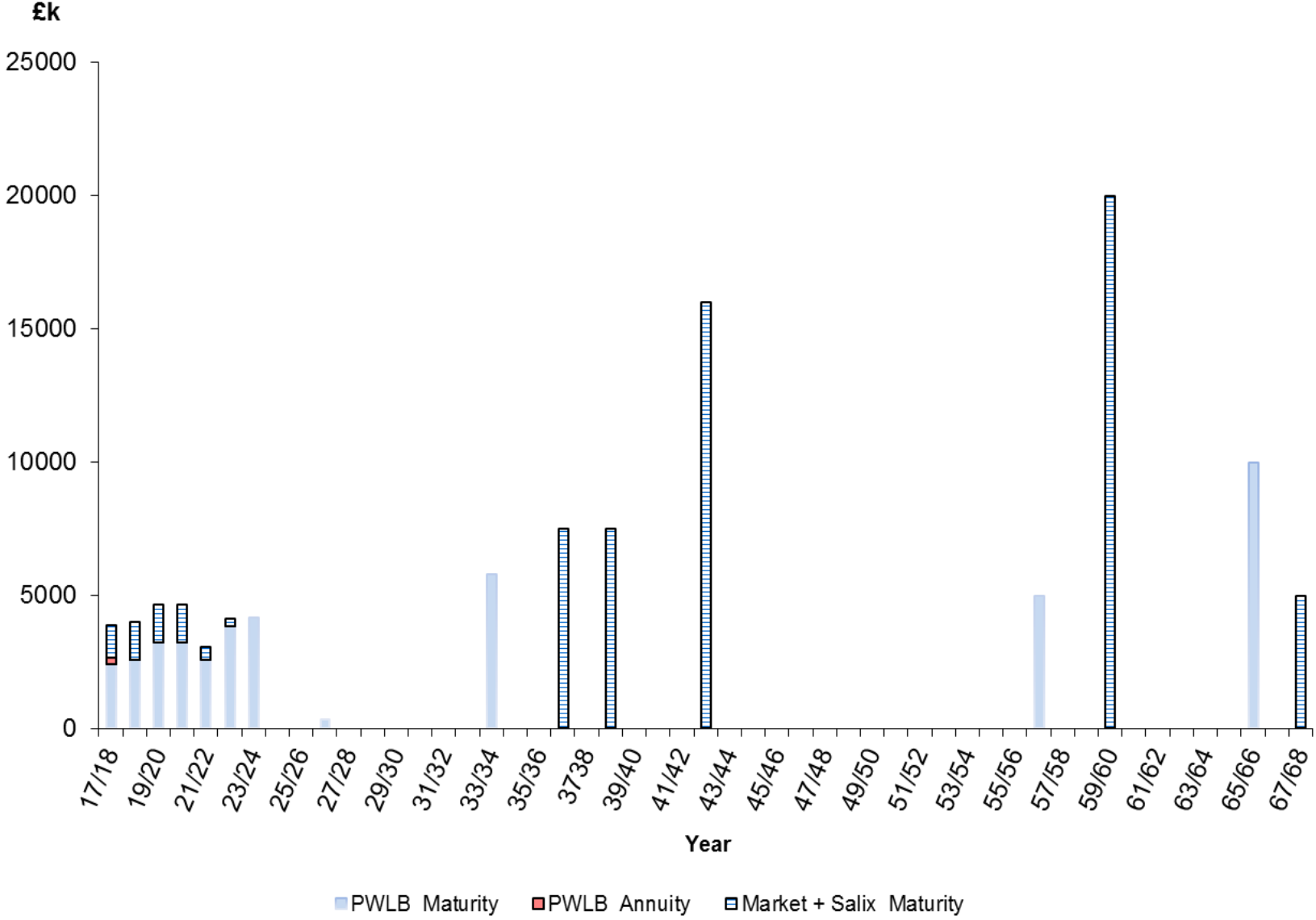
### Investment Interest rate movements 2016-17

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Profile of debt outstanding as at 31.03.2017



## Maturity Profile

## Debt portfolio:

	31 March 2017 (£m)	31 March 2016 (£m)
Under 12 months	3.9	3.7
12 months and within 24 months	4.0	2.9
24 months and within 5 years	12.1	9.8
5 years and within 10 years	8.4	10.6
10 years and above	76.8	77.2
<b>Total</b>	<b>105.2</b>	<b>104.2</b>

## Investment portfolio:

	31 March 2017 (£m)	31 March 2016 (£m)
Instant Access	19.3	37.7
Up to 3 Months	22.0	5.5
3 to 6 Months	24.1	16.7
6 to 9 Months	7.8	9.5
9 to 12 months	4.5	7.6
Over 1 year	£4.7	4.8
<b>Total</b>	<b>82.4</b>	<b>81.8</b>

## Breakdown of Investments as at 31 March 2017

Counterparty	Amount £	Interest rate	Long Term Credit Rating
Barclays Bank	2,000,000	0.78%	A
Church Commissioners Local Authority	4,739,612	4.47%	Not rated
Close Brothers Bank	2,500,000	0.80%	A
Federated Investors – Money Market Fund	960,000	0.27%	AAA
Goldman Sachs Bank	2,500,000	0.75%	A
Invesco Aim – Money Market Fund	15,690,000	0.31%	AAA
Leeds Building Society	2,500,000	0.83%	A-
Leeds City Council	3,000,000	0.30%	AA
Leeds City Council	2,000,000	0.30%	AA
Lloyds Bank	1,500,000	1.00%	A+
Lloyds Bank	2,000,000	0.80%	A+
Lloyds Bank	400,000	1.05%	A+
Nationwide BS	2,200,000	0.61%	A+
Nationwide BS	2,800,000	0.63%	A+
Salford City Council	3,000,000	0.30%	AA
Santander UK Bank	3,000,000	0.48%	A
Santander UK Bank	2,000,000	0.67%	A
Standard Life – Money Market fund	2,650,000	0.29%	AAA
Sumitomo Mitsui Bank	5,000,000	0.46%	A-
<b>Total UK</b>	<b>60,439,612</b>	<b>0.81%</b>	
National Bank of Abu Dhabi	1,500,000	0.41%	AA-
National Bank of Abu Dhabi	2,000,000	0.52%	AA-
National Bank of Abu Dhabi	3,000,000	0.73%	AA-
National Bank of Abu Dhabi	2,500,000	0.56%	AA-
Qatar National Bank	2,000,000	0.78%	AA-
Qatar National Bank	2,000,000	0.81%	AA-
Qatar National Bank	2,000,000	0.78%	AA-
Qatar National Bank	2,000,000	0.77%	AA-
Qatar National Bank	2,000,000	0.69%	AA-
United Overseas Bank	3,000,000	0.60%	A
<b>Total Non UK</b>	<b>22,000,000</b>	<b>0.67%</b>	
<b>Grand Total</b>	<b>82,439,612</b>	<b>0.77%</b>	

## Prudential Indicators for 2016/17

Indicator	Original	Actual
<p align="center"><b>Authorised Borrowing Limit</b></p> <p>Maximum level of external debt, including other long term liabilities (PFI &amp; leases) undertaken by the authority including any temporary borrowing - this is a statutory limit under Section 3(1) of the Local Government Act 2003.</p>	£151.8m	£110.8m
<p align="center"><b>Operational Boundary</b></p> <p>Calculated on a similar basis as the authorised limit but represents the expected level of external debt &amp; other long term liabilities (PFI &amp; leases) excluding any temporary borrowing – this is not a limit.</p>	£135.8m	£110.8m
<p align="center"><b>Upper limits on fixed interest rates</b></p> <p><b>Maximum</b> limit of net fixed interest rate exposure - debt less investment</p>	£3.1m	£3.0m
<p align="center"><b>Upper limits on variable interest rates</b></p> <p><b>Maximum</b> limit of net variable interest rate exposure – debt less investment</p>	£3.3m	£2.8m
<p align="center"><b>Gross debt and Capital Financing Requirement</b></p> <p>This highlights that all gross external borrowing, including PFI &amp; leases will only be for capital purposes and that this does not exceed the capital financing requirement. Figures reflect amount capital financing requirement which exceeds gross external borrowing.</p>	£8.2m	£33.2m
<p align="center"><b>Maturity structure of fixed rate borrowing</b></p> <p>These gross limits are set to reduce the Council's exposure to large fixed rate sums falling due for refinancing and are required for upper and lower limits.</p>		
Under 1 year (this includes the next call date for Market loans)	70%	42%
1 year to 2 years	30%	4%
2 years to 5 years	30%	11%
5 years to 10 years	30%	8%
10 years to 20 years	30%	5%
20 years to 30 years	30%	15%
30 years to 40 years	30%	5%
40 years and above	35%	10%
<b>Maximum principal funds invested exceeding 364 days (including Manchester International Airport shares) - (These limits are set to reduce the need for early sale of an investment)</b>	£100m	£48.4m

### Performance Indicators for 2016/17

Indicator	Target	Actual
<b>Security</b> – potential default rate of the Council’s investment portfolio based on default rates from the 3 main credit rating agencies – inclusion is recommended by CIPFA.	Max 0.077%	Max 0.012% (31 March 2016)
<b>Liquidity</b> – investments available within 1 week notice	£15m min.	Achieved
<b>Liquidity</b> – Weighted Average Life of investments	6 months	2.7 months at 31 March 2016
<b>Yield</b> – Investment interest return to exceed 7 day London Interbank <b>BID</b> rate	0.20% (Avg. 7 day LIBID)	0.87%
<b>Origin of investments placed</b> - maximum investments to be directly placed with non-UK counterparties.	UK institutions 100% Non UK institutions 40%	Min 62% Max 38%

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## **DECISIONS AGREED AT THE MEETING OF THE GREATER MANCHESTER COMBINED AUTHORITY, HELD ON FRIDAY 31 MARCH 2017 AT BURY TOWN HALL**

GM INTERIM MAYOR	Tony Lloyd (in the Chair)
BOLTON COUNCIL	Councillor Cliff Morris
BURY COUNCIL	Councillor Rishi Shori
MANCHESTER CC	Councillor Sue Murphy
OLDHAM COUNCIL	Councillor Jean Stretton
ROCHDALE MBC	Councillor Richard Farnell
SALFORD CC	City Mayor Paul Dennett
STOCKPORT MBC	Councillor Alex Ganotis
TAMESIDE MBC	Councillor Kieran Quinn
TRAFFORD COUNCIL	Councillor Sean Anstee
WIGAN COUNCIL	Councillor Peter Smith

### **JOINT BOARDS AND OTHER MEMBERS IN ATTENDANCE**

GMF&RS	Councillor David Acton
GMWDA	Councillor Nigel Murphy

### **OFFICERS IN ATTENDANCE**

Margaret Asquith	Bolton Council
Pat Jones-Greenhalgh	Bury Council
Geoff Little	Manchester CC
Helen Lockwood	Oldham Council
Mark Robinson	Rochdale MBC
Jim Taylor	Salford CC
Eamonn Boylan	Stockport MBC
Steven Pleasant	Tameside MBC
Theresa Grant	Trafford Council
Donna Hall	Wigan Council
Ian Hopkins	GM Police
Andrea Heffernan	GM Fire & Rescue Service
John Lamonte	Transport for Greater Manchester
Jon Rouse	Health and Social Care Partnership
Mark Hughes	Manchester Growth Company
Clare Monaghan	Office of the Police & Crime Commissioner

Liz Treacy	GMCA Monitoring Officer
Rodney Lund	Manchester CC
Richard Paver	GMCA Treasurer
Andrew Lightfoot	Deputy Head of the Paid Service
Julie Connor	Head of GMIST
Sylvia Welsh	GM Integrated Support Team
Paul Harris	GM Integrated Support Team

#### **54/17 APOLOGIES**

Apologies for absence were received and noted from Councillor Richard Leese (Manchester). Councillor Sue Murphy was in attendance in Councillor Leese's absence. Apologies were also received and noted from Carolyn Wilkins (Oldham) and Steve Rumbelow (Rochdale).

#### **55/17 CHAIR'S ANNOUNCEMENTS AND URGENT BUSINESS**

The Chair requested the GMCA consider the Local Growth Fund 3 – Transport Settlement Report as urgent business, deferred from the February GMCA meeting.

#### **56/17 LOCAL GROWTH FUND 3 (LGF3) – TRANSPORT FUNDING SETTLEMENT**

Tony Lloyd introduced a report summarising the outcome of the LGF3 settlement for transport with a proposal for the allocation of funds across the GMCA's pre-agreed priorities. The report included details on the process used to prioritise schemes for inclusion in the original bid and for preparing a final set of adjusted priorities following GM's final agreed settlement.

#### **RESOLVED/-**

1. That the implications of the LGF3 settlement for transport spending priorities in GM be noted.
2. That the proposed spending programme set out in the report, utilising currently available LGF and National Productivity Investment Fund (NPIF) including the proposals with respect to the Northern Gateway Regeneration Initiative be approved.
3. That the transport investment priorities in the report submitted also be retained as priorities for forthcoming national transport funding rounds, including the Autumn 2017 NPIF transport funding competition confirmed in the Government's Spring Budget report.

#### **57/17 DECLARATIONS OF INTEREST**

There were no declarations of interest made by a Member in respect of any item on the agenda.



**58/17 MINUTES OF THE GMCA MEETING HELD ON 24 FEBRUARY 2017**

The minutes of the GMCA meeting, held on 24 February 2017 were submitted for consideration.

**RESOLVED/-**

That the minutes of the GMCA meeting, held on 24 February 2017 be approved as a correct record.

**59/17 FORWARD PLAN OF STRATEGIC DECISIONS OF GMCA**

Consideration was given to a report advising members of those strategic decisions that were to be considered by the GMCA over the forthcoming months.

**RESOLVED/-**

That the Forward Plan of Strategic Decisions, as set out in the report be noted.

**60/17 MINUTES**

**a. GMCA STANDARDS COMMITTEE – 16 MARCH 2017**

The Minutes of the GMCA Standards Committee held on 16 March 2017 were submitted for information.

**RESOLVED/-**

That the minutes of the GMCA Standards Committee held on 10 February 2017 be noted.

**b. TRANSPORT FOR GREATER MANCHESTER COMMITTEE – 17 MARCH 2017**

The Minutes of the Transport for Greater Manchester Committee held on 17 March 2017 were submitted for information.

**RESOLVED/-**

That the minutes of the Transport for Greater Manchester Committee held on 17 March 2017 be noted.

**c. GREATER MANCHESTER LOCAL ENTERPRISE PARTNERSHIP - 20 MARCH 2017**

The Minutes of the Greater Manchester Local Enterprise Partnership held on 20 March 2017 were submitted for information.

**RESOLVED/-**

That the minutes of the GM Local Enterprise Partnership held on 20 March 2017 be noted.

**61/17 CHALLENGING HATE AND BUILDING COHESION**

Tony Lloyd, GM Interim Mayor introduced a report that sought agreement from the GMCA, as a body, to adopt an agreed definition of anti-Semitism to help ensure there is clarity around what anti-Semitism is.

**RESOLVED/-**

1. That the GMCA adopts the International Holocaust Remembrance Alliance working definition of anti-Semitism.
2. That the GMCA encourages other Greater Manchester local authorities and partners to also adopt the definition.

**62/17 WORKING WELL**

Councillor Sean Anstee, Portfolio Lead for Employment & Skills and Councillor Peter Smith, Portfolio Lead for Health & Social Care, presented a report which provided an update for Members on the progress of Working Well programmes and sought to gain support for future plans on the work and health agenda. Members noted that a similar report had been presented to the Health and Social Care Partnership Board which met prior to the Combined Authority meeting.

**RESOLVED/-**

1. That the Working Well Pilot's success in supporting participants into sustained employment be noted.
2. That the benefit reassessment resulting in 23% of Pilot participants being exited early from the programme and its impact on performance be noted.
3. That the analysis of factors that influence a participant's likelihood of securing work be noted.
4. That the broader well-being outcomes achieved by the Pilot be noted.
5. That the positive job start performance for Working Well Expansion be noted.
6. That the added value of the GP referral route and Talking Therapies be noted.
7. That it be noted how local integration and co-ordination was supporting delivery and continuous improvement.

8. That it be noted that ESF has been secured to extend Working Well until Work & Health Programme goes live.
9. That the broader ambitions to address poor health, worklessness and low productivity through a GM health and employment system be supported.

**63/17            GREATER MANCHESTER SUBMISSION TO THE ROYAL SOCIETY OF ARTS INCLUSIVE GROWTH COMMISSION**

Councillor Jean Stretton, Portfolio Lead for Fairness, Equalities and Cohesion, introduced a report which provided Members with the details of the paper on inclusive growth in GM that was submitted to the Royal Society of Arts (RSA) Inclusive Growth Commission, set out brief details of the Commission's final report and described how the GM paper relates to it. Members noted that the report also provided updates on plans to undertake further work on inclusive growth that is linked to the refresh of the Greater Manchester Strategy and the work programme that supports the GMCA Fairness, Equalities and Cohesion portfolio.

Councillor Stretton highlighted that there was a need to develop a funding formula that will benefit the whole of the conurbation, which factors in social value and did not find ways for investment on a solely GVA business case.

Members also noted that appendices can be viewed from the following link to the GMCA Website:

[https://www.greatermanchester-ca.gov.uk/meetings/meeting/322/greater\\_manchester\\_combined\\_authority](https://www.greatermanchester-ca.gov.uk/meetings/meeting/322/greater_manchester_combined_authority)

**RESOLVED/-**

That the report be noted and that the intention to submit a further paper on the development of GMCA's work on inclusive growth as part of the work programme supporting the Fairness, Equalities and Cohesion portfolio be noted.

**64/17            DRAFT GREATER MANCHESTER CONTINUITY OF SERVICE PROTOCOL**

Tony Lloyd, GM Interim Mayor, introduced a report which reminded Members that the GM Workforce Engagement Board (WEB) has been established since January 2016 and meets quarterly to enable senior representatives from GMCA and the trades unions to consider the workforce implications relating to the delivery of the devolution agenda.

The report presented a draft protocol that had been developed by the WEB to be recommended for adoption by the GMCA and its constituent bodies, GM local authorities and GM NHS organisations on a voluntary basis to recognise continuity of service when an employee moves on a voluntary basis between those organisations listed at Appendix 1 of the protocol.

Members were advised that the protocol was voluntary and developed in the spirit of arrangements to work across the organisations and demonstrated the strength of the working relationship with Trade Unions.

**RESOLVED/-**

1. That GM Continuity of Service Protocol be recommended for adoption by the organisations listed at appendix 1 of the Protocol.
2. That a progress report be presented to the GMCA and GM Health and Social Care Partnership Board in three months time to report on the level of adoption and any issues encountered.

**65/17 BREXIT MONITOR AND SPRING BUDGET**

Tony Lloyd, GM Interim Mayor, introduced a report which provided Members with an update on the key economic and policy developments in relation to the UK's decision to leave the European Union (EU). The latest edition of the monthly Greater Manchester Brexit Monitor was also circulated to provide a real-time view of the economic and policy impact of Brexit in addition to a briefing on the Spring Budget, summarising the key policy announcements of interest and relevance to Greater Manchester.

Members noted that Article 50 had now been moved and there was a need to ensure that as part of the negotiations, Greater Manchester's voice was still heard by Central Government.

**RESOLVED/-**

That the contents of the March Brexit Monitor and the briefing on the Spring Budget as set out at Appendix 1 and Appendix 2 to the report respectively be noted.

**66/17 NORTHERN POWERHOUSE PARTNERSHIP**

Sir Howard Bernstein, Head of Paid Service, provided a report which updated Members on the publication of the first report by the Northern Powerhouse Partnership (NPP) and identified priorities around the four Prime Capabilities of the North, alongside Education and Skills. The report noted that there was an opportunity for GM to ensure that it was able to shape the agenda going forward, ensure our major assets were recognised at the level of the North, and to support the actions which will be able to make the most difference to economic growth. It will also help to persuade national government that the overall outcomes for the UK are best achieved by both investing in, and devolving more power to, the North of England.

Simon Nokes was thanked for coordinating the northern interests.

**RESOLVED/-**

That the developments around the NPP be noted and that it be agreed that GM should continue to be represented at the appropriate level in this work to ensure it supports broader GM objectives.

**67/17            TRANSPORT FOR THE NORTH – ACCOUNTABLE BODY TRANSFER**

Councillor Kieran Quinn, Portfolio Lead for Investment Strategy & Finance, introduced a report which presented an outline on the roles and responsibilities the GMCA was proposing to undertake in becoming the Accountable Body for Transport for the North.

**RESOLVED/-**

1. That the current position in relation to the Accountable Body for Transport for the North be noted.
2. That the transfer of the Accountable Body from Sheffield City Region Combined Authority (SCRCA) to GMCA from 1 April 2017 be approved.

**68/17            DEVOLVED TRANSPORT FUNDING, INCLUDING HIGHWAYS FUNDING UPDATE**

Tony Lloyd, GM Interim Mayor and Portfolio Lead for Transport, introduced a report which provided Members with an update on the amount and the allocation of the Devolved Transport Funding for 2017/18.

**RESOLVED/-**

1. That the allocations of funding for Highways Maintenance and the Incentive elements for 2017/18 as part of the Devolved Transport Grant ('Single Pot') be noted.
2. That the funding mechanism for the payment of the Integrated Transport Block Grant, Highways Maintenance Capital Grant and Highways Maintenance Incentive funding in 2017/18, which will be received through additional retained business rates, be noted.
3. That the inclusion of the capital elements of the Highways Maintenance funding in the GMCA Capital programme for 2017/18 be approved.
4. That the intention to bring a future report to WLT and GMCA regarding the proposed treatment of the Devolved Transport Grant for 2018/19 onwards be noted.
5. That the bidding process for the Highways Maintenance Challenge Fund be noted and that the delegation of authority for the submission of the bid on behalf of the for the GMCA, to the Head of Paid Service and the Chief Executive of TfGM, in consultation with the Interim Mayor be approved.

**69/17 LOCAL GROWTH DEAL (1 & 2) – 6 MONTHLY PROGRESS UPDATE**

Tony Lloyd, GM Interim Mayor and Portfolio Lead for Transport, introduced a report which provided the GMCA with an update on the latest position in relation to the Local Growth Deal (1 and 2) Transport Programme, following on from the last update in September 2016. The report also sought Full Approval and the release of the necessary funding to enable the delivery of the following schemes:

- Salford Bolton Network Improvement - Salford Delivery Package 1 (Walkden and Pendleton);
- Stockport Town Centre Access Plan Phase 2A;
- Wigan Bus Station.

**RESOLVED/-**

1. That the current position in relation to the current Growth Deal Major Schemes programme be noted.
2. That the current position in relation to the current Growth Deal Minor works and Additional Priorities programmes be noted.
3. That the current position in relation to the third round of Local Growth Deal funding be noted.
4. That Full Approval for the Salford Bolton Network Improvement Salford Delivery Package 1 and the associated release of £1.729 million to enable the delivery the Salford Package 1 scheme (Walkden and Pendleton) be granted.
5. That Full Approval for the Wigan Bus Station scheme and the associated release of £14.506 million to enable the construction and completion of the new station be granted.
6. That Full Approval for the Stockport Town Centre Access Plan Phase 2A and the associated release of £17.268 million to enable the delivery of Phase 2A be granted.

**70/17 GREATER MANCHESTER COLLABORATIVE WORKING IN THE DELIVERY OF HIGHWAYS SERVICES**

Tony Lloyd, GM Interim Mayor and Portfolio Lead for Transport, introduced a report which set out the progress to date in collaborative working across Greater Manchester in the delivery of Highway Services. The report also proposed that the next phase of collaboration be delivered under a Memorandum of Understanding signed by all 10 Local Authorities and TfGM.

**RESOLVED/-**

That the the proposed partnership / collaborative approach to delivering highway services and to approve the Memorandum of Understanding (MoU) for all 10 Local

Authorities and TfGM with the aim of strengthening Highways collaboration across Greater Manchester be endorsed.

**71/17 WORLD HEALTH ORGANISATION (WHO) – BREATHE CLEAN CAMPAIGN**

Tony Lloyd, GM Interim Mayor and Portfolio Lead for Transport, introduced a report which provided Members with an overview of the health impacts of air pollution in Greater Manchester, presents an update on current activity to reduce the health impacts of air pollution and seeks support and agree for an application for Greater Manchester to become a WHO ‘BreatheLife’ City Region.

**RESOLVED/-**

That the report be noted and that an application for Greater Manchester to become a WHO ‘BreatheLife’ City Region be supported.

**72/17 CORNBROOK HUB**

Councillor Richard Farnell, Portfolio Lead for Planning and Housing, introduced a report which sought the approval, in principle, to utilise GMCA powers and seeking delegate authority to the Chief Executives of Manchester and Trafford in consultation with their relevant Leaders to present a report to the GMCA requesting that a Compulsory Purchase Order is made.

Members noted that this was the first time such CPO powers had been utilised by the GMCA and will allow for high quality regeneration schemes such as the Cornbrook Hub scheme, to be provided.

In supporting the report, Councillor Anstee highlighted that the Cornbrook Hub scheme was an excellent example of how CPO powers can be used.

**RESOLVED/-**

1. That the exercise of the GMCA’s powers to acquire all interests in the Cornbrook Hub site, in order to achieve redevelopment of the site in line with the Cornbrook Hub Strategic Regeneration Framework be approved, in principle, subject to:
  - i) a further report being submitted detailing the justification for a CPO in line with government guidance, and
  - ii) agreement that all costs of making a Compulsory Purchase Order (including all Heads of Compensation) are to be met under the terms of an appropriate indemnity.
2. That the appointment of Manchester City Council to act on the GMCA’s behalf in taking all necessary steps to prepare the case for the CPO, including but not limited to securing an appropriate indemnity in respect of the GMCA’s costs in promoting and making the CPO be approved.

73/17

**GREATER MANCHESTER HOUSING INVESTMENT LOAN FUND  
- INVESTMENT APPROVAL RECOMMENDATIONS**

Councillor Richard Farnell, Portfolio Lead for Planning and Housing, introduced a report which seeking Members' approval of the GM Housing Investment Loan Fund loans as set out in the report.

Members agreed to take the confidential, commercially sensitive Part B report at Item 22 as read whilst considering this report.

**RESOLVED/-**

1. That the GM Housing Investment Loan Fund loans in the table below, as detailed further in this and the accompanying Part B report be approved.

<b>BORROWER</b>	<b>SCHEME</b>	<b>DISTRICT</b>	<b>LOAN</b>
Wiggett Homes Ltd.	Brook Street, Radcliffe	Bury	£1,555,880
Blue Dog Property 2 Ltd	Former Police Station, Baguley	Manchester	£1,866,000
Select Property Group / GM Property Venture Fund SPV	Circle Square	Manchester	£36,300,000
Urban & Civic (Princess Street) Ltd.	Princess Street	Manchester	£43,310,000
FICM Ltd.	Trinity, Salford	Salford	£22,500,000
Hillcrest Homes Woodland Ltd.	Bretherens Hall, Heaton Mersey	Stockport	£3,900,000

2. That Manchester City Council be requested to prepare and effect the necessary legal agreements in accordance with its approved internal processes.

74/17

**GREATER MANCHESTER INVESTMENT FRAMEWORK  
PROJECT UPDATES**

Councillor Kieran Quinn, Portfolio Lead for Investment Strategy and Finance, introduced a report seeking Members' approval for investments to Kids Allowed Limited, Tailored Fire & Security Group Limited, Sitedesk Limited and Intechnica Limited. Members noted that the investments identified in the report will be made from recycled monies.



Members agreed to take the confidential, commercially sensitive Part B report at Item 23 as read whilst considering this report.

**RESOLVED/-**

1. That the project funding applications by Kids Allowed Limited (loan of £600,000), Tailored Fire & Security (loan of £1,100,000), Sitedesk Limited, (investment of £150,000) and Intechnica Limited (investment of £150,000) be given conditional approval and progress to due diligence, as set out in the report, be approved.
2. That authority be delegated to the GMCA Treasurer and Monitoring Officer to review the due diligence information and, subject to their satisfactory review and agreement of the due diligence information and the overall detailed commercial terms of the transactions, to sign off any outstanding conditions, issue final approvals and complete any necessary related documentation in respect of the loans/investments at 1. Above, as set out in the report.

**75/17 EXCLUSION OF PRESS AND PUBLIC**

Members noted that the commercially sensitive information contained in Item 22 Greater Manchester Housing Investment Loan Fund – Investment Approval and Item 23, Greater Manchester Investment Framework and Conditional Project Approval, of the Agenda, were taken as read during the consideration of Greater Manchester Housing Investment Loan Fund - Investment Approval Recommendations (Minute 72/17) and Greater Manchester Investment Framework Update (Minute 73/17) and for this reason, the recommendation to exclude members of the press and public was not moved.

**76/17 GREATER MANCHESTER HOUSING INVESTMENT LOAN FUND - INVESTMENT APPROVAL RECOMMENDATIONS**

**CLERK'S NOTE:** This item was considered in support of the Part A GM Housing Investment Loan Fund Investment Approval Recommendations report at Minute 73/17 above.

**77/17 GREATER MANCHESTER INVESTMENT FRAMEWORK AND CONDITIONAL PROJECT APPROVAL**

**CLERK'S NOTE:** This item was considered in support of the Part A Greater Manchester Investment Framework and Conditional Project Approval at Minute 74/17 above.

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## **DECISIONS AGREED AT THE JOINT MEETING OF THE GREATER MANCHESTER COMBINED AUTHORITY AND ASSOCIATION OF GREATER MANCHESTER AUTHORITIES EXECUTIVE BOARD, HELD ON FRIDAY 31 MARCH 2017 AT BURY TOWN HALL**

GM INTERIM MAYOR	Tony Lloyd (in the Chair)
BOLTON COUNCIL	Councillor Cliff Morris
BURY COUNCIL	Councillor Rishi Shori
MANCHESTER CC	Councillor Sue Murphy
OLDHAM COUNCIL	Councillor Jean Stretton
ROCHDALE MBC	Councillor Richard Farnell
SALFORD CC	City Mayor Paul Dennett
STOCKPORT MBC	Councillor Alex Ganotis
TAMESIDE MBC	Councillor Kieran Quinn
TRAFFORD COUNCIL	Councillor Sean Anstee
WIGAN COUNCIL	Councillor Peter Smith

### **JOINT BOARDS AND OTHER MEMBERS IN ATTENDANCE**

GMF&RS	Councillor David Acton
GMWDA	Councillor Nigel Murphy

### **OFFICERS IN ATTENDANCE**

Margaret Asquith	Bolton Council
Pat Jones-Greenhalgh	Bury Council
Geoff Little	Manchester CC
Helen Lockwood	Oldham Council
Mark Robinson	Rochdale MBC
Jim Taylor	Salford CC
Eamonn Boylan	Stockport MBC
Steven Pleasant	Tameside MBC
Theresa Grant	Trafford Council
Donna Hall	Wigan Council
Ian Hopkins	GM Police
Andrea Heffernan	GM Fire & Rescue Service
John Lamonte	Transport for Greater Manchester
Jon Rouse	Health and Social Care Partnership
Mark Hughes	Manchester Growth Company
Clare Monaghan	Office of the Police & Crime Commissioner

Liz Treacy	GMCA Monitoring Officer
Rodney Lund	Manchester CC
Richard Paver	GMCA Treasurer
Carol Culley	Manchester CC
Andrew Lightfoot	Deputy Head of the Paid Service
Julie Connor	Head of GMIST
Sylvia Welsh	GM Integrated Support Team
Paul Harris	GM Integrated Support Team

## **22/17 APOLOGIES**

Apologies for absence were received and noted from Councillor Richard Leese (Manchester). Councillor Sue Murphy was in attendance in Councillor Leese's absence. Apologies were also received and noted from Carolyn Wilkins (Oldham) and Steve Rumbelow (Rochdale).

## **23/17 CHAIR'S ANNOUNCEMENTS AND URGENT BUSINESS**

There were no items of urgent business reported or any announcements by the Chair.

## **24/17 DECLARATIONS OF INTEREST**

There were no declarations of interest made by a Member in respect of any item on the agenda.

## **25/17 MINUTES OF THE JOINT GMCA AND AGMA EXECUTIVE BOARD MEETING HELD ON 24 FEBRUARY 2017**

The minutes of the Joint GMCA and AGMA Executive Board meeting, held on 24 February 2017 were submitted for consideration.

### **RESOLVED/-**

That the minutes of the Joint GMCA and AGMA Executive Board meeting GMCA meeting, held on 24 February 2017 be approved as a correct record.

## **26/16 FORWARD PLAN OF STRATEGIC DECISIONS OF JOINT GMCA AND AGMA EXECUTIVE BOARD**

Consideration was given to a report advising Members of those strategic decisions that were to be considered by the Joint GMCA and AGMA Executive Board over the forthcoming months.

### **RESOLVED/-**

That the Forward Plan of Strategic Decisions, as set out in the report, be noted

**27/17            MINUTES OF THE JOINT GMCA AND AGMA SCRUTINY POOL  
HELD ON 10 MARCH 2017**

The minutes of the Joint GMCA and AGMA Scrutiny Pool meeting, held on 10 March 2017 were submitted for information.

**RESOLVED/-**

That the minutes of the Joint GMCA and AGMA Scrutiny Pool meeting, held on 10 March 2017 be noted.

**28/17            GREATER MANCHESTER: GREATER MANCHESTER'S PLAN FOR  
HOMES AND JOBS – UPDATE ON CONSULTATION**

Councillor Richard Farnell, Portfolio Lead for Planning and Housing, introduced a report which provided Members with an update on the consultation on the draft Greater Manchester Spatial Framework (GMSF) and sought the agreement of Members to the proposed next steps and timetable as set out in Section 5 of the report.

In moving the report, Councillor Farnell noted that the GMSF consultation process received 25,000 responses and demonstrated the success in which Greater Manchester has engaged with its residents. The consultation was by far the biggest and far reaching planning consultation ever undertaken in Greater Manchester. Members noted that the overwhelming majority responses related to specific sites, acknowledging the need for a Plan for Greater Manchester for the future growth of the conurbation and was essential for the future growth of the economy of Greater Manchester. The Plan for Homes and Jobs will provide a framework to secure GM's future and allow firms to expand and relocate.

Members also noted that each of the 25,000 consultation responses will be carefully and fully considered and for this reason the timeframe for responding has been extended by six weeks. The responses will help to improve and shape the strategy and develop the plan. Brownfield developments will be prioritised in the plan and will ensure the right mix of homes for a growing and aging population, including social housing. The plan will allow for all parts of Greater Manchester to share in its growing prosperity.

Members noted that the next stage will be the three month consultation on the revised plan in September and was on track to submit to Government by June 2018.

With regard to section 3.1 in the report, Councillor Farnell noted that this should refer to sixteen thousand dwellings and not sixteen thousand six hundred and forty three.

In welcoming Councillor Farnell's comments, Councillor Stretton commented that it was right that all consultation responses were considered and the six week extension was helpful. She also highlighted the need to be clear with the public that the Plan prioritises Brownfield sites and that Government should be lobbied for the release of funds for remediation works in this regard. The Plan was a twenty year Plan that was designed to protect the Greenbelt in implemented properly.

Councillor Farnell added that the best way of defending Greenbelt in future was to have a robust plan for homes and jobs.

**RESOLVED/-**

That the report be noted and that the proposed timetable in Section 5 to the report be agreed.

**29/17 GMCA AND AGMA FINANCIAL SUPPORT FOR THE GREATER MANCHESTER HEALTH AND SOCIAL CARE PARTNERSHIP**

Councillor Kieran Quinn, Portfolio Lead for Investment Strategy & Finance, which provided an update to the June 2016 report that requested support for the GM Health and Social Care Partnership (GM H&SC). The report also sought approval for additional support for the Partnership.

**RESOLVED/-**

1. That the proposed spend of £0.3 million in providing support for the AGMA-GM Health & Social Care Partnership for the second half of 2016-17 be approved in line with £0.3 million contribution in kind made by AGMA for the first half of the 2016-17 financial year.
2. That it be noted that the £0.5 million AGMA Executive approved in June 2016 to support the development of Health Innovation Manchester (HiM) will now meet commitments of £0.29 million for HiM as agreed, with the remaining £0.21 million providing general in-kind support to the GM H&SC Partnership.

**30/17 SENIOR APPOINTMENTS TO THE GMCA: RESILIENCE/INFORMATION/HEALTH ECONOMY**

Tony Lloyd, GM Interim Mayor, introduced a report which sought approval from Members for the posts of GM Chief Resilience Officer, Chief Information Officer and Health Economist to be established within the GMCA structure.

Tony Lloyd highlighted that all of these posts would be cost neutral to the GMCA.

**RESOLVED/-**

1. That the establishment of a permanent Chief Resilience Officer post, which for the initial two years, will be wholly funded via the 100 Resilient Cities programme be approved.
2. That the establishment of a permanent GMCA Chief Information Officer post, providing oversight and strategic leadership for the GMCA digital team be approved.
3. That the establishment of a permanent Health Economist post, funded through the GMCA & AGMA annual contribution to the GM Health and Social Care Partnership be approved.

4. That authority be delegated to the Deputy Chief Executive and Treasurer, in consultation with the GM Interim Mayor, to progress the establishment of, and recruitment to, these positions on the remuneration basis outlined in the report.

### **31/17            ACKNOWLEDGEMENT – SIR HOWARD BERNSTEIN**

The Chair advised Members that this was the last meeting Sir Howard Bernstein would be attending as Head of the Paid Service of GMCA and as Chief Executive of Manchester City Council and paid tribute to his successes and contributions which have helped with the growth of Greater Manchester. The Chair referred to a number of initiatives Sir Howard had led or been involved in including:

- The establishment of The Manchester Airports Group
- His role as the Clerk to the GM Passenger Transport Authority/GM Integrated Transport Authority
- The development of the Manchester Independent Economic Review
- The establishment of the GMCA
- 2014 Devolution Deal for GM and the continued working relationship with Government
- The development of the Health & Social Care Devolution Memorandum of Understanding

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

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