



## **AGENDA PAPERS FOR EXECUTIVE MEETING**

**Date: Monday, 22 February 2021**

**Time: 6.30 p.m.**

**Place: Virtual meeting**

**PLEASE NOTE: A link to the virtual meeting can be found below:**  
<https://www.youtube.com/channel/UCjwblOW5x0NSe38sgFU8bKq>

<b>A G E N D A</b>	<b>P A R T I</b>	<b>Pages</b>
<b>1. ATTENDANCES</b>		
To note attendances, including officers, and any apologies for absence.		
<b>2. QUESTIONS FROM MEMBERS OF THE PUBLIC</b>		
A maximum of 15 minutes will be allocated to public questions submitted in writing to Democratic Services ( <a href="mailto:democratic.services@trafford.gov.uk">democratic.services@trafford.gov.uk</a> ) by 4 p.m. on the working day prior to the meeting. Questions must be relevant to items appearing on the agenda and will be submitted in the order in which they were received.		
<b>3. 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.		
<b>4. MATTERS FROM COUNCIL OR OVERVIEW AND SCRUTINY COMMITTEES (IF ANY)</b>		
To consider any matters referred by the Council or by the Overview and Scrutiny Committees.		
<b>5. ALL AGE TRAVEL ASSISTANCE POLICY 2021/22</b>		<b>1 - 76</b>
To consider a report of the Executive Member for Children's Services.		

**6. FAIR PRICE FOR CARE**

To consider reports of the Executive Member for Adult Social Care.

(a) Fair Price for Care for Older Peoples' Residential and Nursing Homes 2021-2022 : Consultation Update 77 - 110

(b) Fair Price for Care - Homecare 2021 - 2022 : Consultation Update 111 - 134

**7. PROGRESS REVIEW: RECOVERY UPDATE SINCE OCTOBER 2020** 135 - 158

To consider a report of the Executive Member for COVID-19 Recovery and Reform.

**8. TRAFFORD INCLUSIVE ECONOMY RECOVERY PLAN AND TRANSITION PREPAREDNESS UPDATE** 159 - 182

To consider a report of the Executive Member for Covid-19 Recovery and Reform.

**9. CORPORATE OPERATIONAL ESTATE STRATEGY** 183 - 214

To consider a report of the Executive Member for Housing and Regeneration.

**10. GREATER MANCHESTER CLEAN AIR PLAN UPDATE AND CONSULTATION REVIEW** 215 - 254

To consider a report of the Leader of the Council.

**11. CORPORATE PLAN 2020/21 QUARTER 3** 255 - 274

To consider a report of the Executive Member for Covid-19 Recovery and Reform.

**12. 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.

**13. EXCLUSION RESOLUTION (IF REQUIRED)**

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

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

**SARA TODD**  
Chief Executive

**COUNCILLOR ANDREW WESTERN**  
Leader of the Council

Membership of the Committee

Councillors A. Western (Chair), C. Hynes (Deputy Leader), S. Adshead, M. Freeman, J. Harding, E. Patel, T. Ross, J. Slater, G. Whitham and J.A. Wright

Further Information

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

Jo Maloney, Governance Officer  
Email: [joseph.maloney@trafford.gov.uk](mailto:joseph.maloney@trafford.gov.uk)

This agenda was issued on Friday 12<sup>th</sup> February 2021 by the Legal and Democratic Services Section, Trafford Council, Trafford Town Hall, Talbot Road, Stretford M32 0TH.

1.

This page is intentionally left blank

## TRAFFORD COUNCIL

**Report to:** Executive  
**Date:** 22 February 2021  
**Report for:** Decision  
**Report of:** Deputy Leader of the Council and Executive Member for Children's Services

### Report Title

All Age Travel Assistance Policy 2021/22

### Summary

This report lays out the consultation approach taken and proposes that the revised All Age Travel Assistance Policy for 2021/22 is implemented.

### Recommendation(s)

1. That the Executive notes the report including the methodology and approach used for the consultation process, the feedback received and the equality impact assessment.
2. That the revised policy is approved for implementation with effect from 1 June 2021 for travel in the academic year 2021/22.

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

Name: Sarah Butters  
Extension: 3233

Background Papers: None

The following documents are attached:

Annex 1 – Individual Consultation Comments and Responses

Annex 2 – Trafford Council All Age Travel Assistance Policy 2021-22

Annex 3 – Equality Impact Assessment

Relationship to Corporate Priorities	Ensuring a fair start for all children and young people Supporting our residents when they need it most.
Relationship to GM Policy or Strategy Framework	GM Children and Young People's Plan GM Transport Strategy
Financial	The Council has forecast it will spend £4.535m in 2020/21 on transport and travel assistance, increasing to £5.065m in 2021/22. It is proposed the policy change would take effect in September 2021. The projected saving from this proposal is £30k in financial year 2021/22. This will increase to the full year projected saving of £45k in financial year 2022/23.
Legal Implications	To ensure the Council adheres to its legal obligations in relation to home to school transport, disabled children, adult learners and adults with assessed care and support needs.
Equality/Diversity Implications	In line with the Public Sector Equality Duty (PSED) under section 149 of the 2010 Equality Act an Equality Impact Assessment (EIA) has been carried out and is provided as part of the background papers to this report. The development of the EIA has enabled the Council to give due regard to the impact of the proposed changes on those identified with protected characteristics under the 2010 Equality Act. Members must have regard to the EIA, the likely impact of the proposed policy on persons with protected characteristics and the mitigation proposed in relation to those impacts in reaching their decision on this matter.
Sustainability Implications	The Council will have to continue to procure transport providers and that number is likely to increase. A range of travel options are highlighted in the policy. The policy links to the Sustainable Modes of Transport Strategy.
Carbon Reduction	No direct implications
Resource Implications e.g. Staffing / ICT / Assets	The number of Passenger Assistants required is dependent upon a number of factors including needs of pupils on commissioned transport.
Risk Management Implications	These are addressed in the Policy and the EIA.
Health and Wellbeing Implications	Travel assistance enables eligible children and adults to access school, learning, training, respite care and activities which contribute to their employability, health and wellbeing. Independent Travel Training is one travel assistance solution and helps young people prepare for adulthood and independence.
Health and Safety Implications	These are addressed through the Service Standards described in the Policy.

## **1.0 Background**

- 1.1. Since implementation of the All Age Travel Assistance Policy in 2016/17, Trafford Council has made significant changes and service improvements to the provision of travel assistance to children, young people and adults.
- 1.2. The All Age Travel Assistance Policy covers home to school transport, post 16 learners, adult learners and vulnerable adults with assessed care and support needs. It is not solely for children and adults with disabilities, but is a wider document pertinent to all relevant groups.
- 1.3. The 2020-21 policy included improvements to the layout and wording to make it more accessible. The content was coproduced by a group which included parent carer representatives, Trafford Family Information Service (FIS), Trafford Special Educational Needs Information and Advice Service (SENDIASS) and Trafford Parent Forum. Positive feedback has been received from families about this content since it went live online in June 2020.
- 1.4. The other key policy change in 2020-21 removed LA charges for the provision of transport to post 16 learners with Special Educational Needs and Disabilities (SEND) linked to the Greater Manchester Our Pass pilot offering free transport for all 16 to 18 year olds.
- 1.5. Demand for travel assistance continues to rise. This mirrors the increase in the number of children and young people with special educational needs and disabilities (SEND) who require an Education, Health and Care Plan. As a result of increased demand the budget for travel assistance, including home to school transport, was increased from £4.325m in 2019/2020 to £4.535m in 2020/21, and again to £5.065m in 2021/22.
- 1.6. The Council has exercised its statutory duty to review the Policy for academic year 2021/22 including travel arrangements for service users, costs and charges, and eligibility to assistance.
- 1.7. The revised Policy will take effect from 1 June 2021.

## **2.0 Policy Change**

- 2.1 There is one proposed policy change which is to remove the discretionary criterion for grammar school pupils meaning that those who travel further than the nearest qualifying school will no longer be eligible for travel assistance. This means that families who travel further than the nearest school for a grammar school place will have to pay for any travel costs themselves, unless they are a low income family.
- 2.2 The October 2020 school census indicated 8,036 children attend a Trafford Grammar School. Of these, 124 children currently receive travel assistance under the discretionary criteria.
- 2.3 Under the current arrangements, travel assistance for these children is provided in the form of a travel pass for use across the bus and tram network which costs £378 per child.

- 2.4 This proposal does not change things for low income families who meet the criteria to receive a free school meal and who choose to travel to access a grammar school place. These low income families will continue to receive travel assistance. The guidance defines a low income family as where the child is eligible for a free school meal or the parent/carer is in receipt of the maximum amount of working tax credit.
- 2.5 Other families who choose to travel further than the nearest school for a place in a particular high school do not qualify for travel assistance unless they are a low income family.

**3.0 Consultation Approach and Responses**

- 3.1 There were two key elements to the consultation approach. Firstly there was a section within the council’s budget proposals public consultation which ran from 4 November to 7 December 2020. Secondly there was a separate specific consultation from 16 November 2020 to 10 January 2021 which directly sought the views of those who would be impacted by the proposed change.
- 3.2 The consultation was promoted through a range of communication channels to encourage participation. This included websites, social media, press release and through the schools e-bulletin to all primary and secondary schools for promotion within their school communities.
- 3.3 Notification emails and letters regarding the changes and the methods of responding to the consultation were sent out to all families currently in receipt of travel assistance under this criteria.
- 3.4 441 responses were received through the budget proposals consultation and 36 responses were received to the specific transport consultation. The following shows a breakdown of whether respondents agreed with the proposal:

Budget proposals consultation	Specific transport consultation
<ul style="list-style-type: none"> <li>• Strongly agree - 177</li> <li>• Agree - 129</li> <li>• Neither agree not disagree - 39</li> <li>• Disagree - 37</li> <li>• Strongly disagree - 50</li> <li>• Don’t know - 9</li> </ul> <p><b>TOTAL – 441 responses</b></p>	<ul style="list-style-type: none"> <li>• Agree - 5</li> <li>• Disagree - 30</li> <li>• Don’t know - 1</li> </ul> <p><b>TOTAL – 36 responses</b></p>

- 3.5 311 out of 477 (65%) respondents agreed with the proposal to remove the discretionary criterion.
- 3.6 In the specific transport consultation, a supplementary question was asked about whether for grammar school places, the definition of low income families should be expanded to include more families. 53% agreed, 19% did not agree and 28% did not know.
- 3.7 Each of the key themes raised by consultees has been responded to by the local authority and can be found at Annex 1, together with the individual comments from the specific transport consultation.



3.8 Annex 1 also provides an analysis of children currently receiving the discretionary allowance which shows that the vast majority are not travelling from the less affluent areas of the Borough to attend the high performing grammar schools in more affluent areas. Rather they are travelling to take up grammar school places in areas less affluent, relevant to their own.

#### **4.0 Financial Implications**

4.1 Demand for travel assistance continues to rise. This is primarily linked to the increase in the number of children and young people with special educational needs and disabilities (SEND) who require an Education, Health and Care Plan. As a result of increased demand the budget for travel assistance, including home to school transport, was increased from £4.325m in 2019/2020 to £4.535m in 2020/21, and again to £5.065m in 2021/22.

4.2 Travel assistance for grammar school children who meet the current discretionary criteria is provided in the form of a travel pass for use across the bus and tram network which costs the council £378 per pupil. On average, 120 travel passes are issued each school year to grammar school pupils. Therefore the projected full year saving from this proposal is £45k.

4.3 The proposed policy change would be effective from for academic year 2021/22. This means the projected saving from this proposal is £30k in financial year 2021/22, increasing to £45k in financial year 2022/23.

4.4 The cost to families for making their own travel arrangements will vary linked to individual routes from home to school. In many cases it will be less expensive than the £378 per year being paid by the council which is for a pass valid across the whole tram and bus network rather than being for a specific route.

4.5 It is proposed the 124 families that currently benefit from travel assistance will be invited to provide evidence of particular hardship for further consideration.

#### **5.0 Other Options**

5.1 Do nothing. The policy would continue to benefit one group of children above others which is not equitable. The current discretionary allowance does not offer the same financial protection for other families, in similar circumstances, where their children have not qualified to attend a grammar school. Other families who choose to travel further than the nearest school for a place in a particular high school do not qualify for travel assistance unless they are a low income family.

5.2 Phase out the discretionary criterion so that grammar school pupils currently in receipt of travel assistance continue to benefit from this until they either complete year 11 at that school or choose to move to another school. This would delay the ability to make the best of use of resources with immediate effect, stretching it instead over a 4 year period. Inviting families to provide evidence of particular hardship for further consideration will ensure specific individual circumstances are considered.

5.3 Expand the definition of low income families, specifically in relation to pupils attending grammar school, so that travel assistance is offered to families with the

40% lowest incomes rather than the current 20% lowest incomes. After careful consideration it is felt this would create further inequity within the policy as the low income definition for non-grammar school pupils would remain targeting the 20%.

## **6.0 Reasons for Recommendation**

- 6.1 Trafford is proud of all its children, regardless of their level of ability, and strongly believes in equality and fairness in the provision of its services. The current policy benefits one group of children above others and it is not equitable. The revised policy promotes equality and fairness. It better meets the strategic objectives of supporting those most in need and providing the most cost effective travel assistance so we make best use of our resources, ensuring travel assistance is targeted at those who need it the most.

**Key Decision** Yes

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

**Finance Officer Clearance - AN**

**Legal Officer Clearance - PD**

### **CORPORATE DIRECTOR'S SIGNATURE**

A handwritten signature in purple ink, appearing to read "Julie McNamee", with a horizontal line underneath.

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

## **Annex 1**

### **Home to School Travel Consultation – Comments and Responses**

On Monday 16 November 2020 Trafford announced a consultation on its All Age Travel Assistance Policy, specifically Home to School Transport. The Consultation proposed the removal of the discretionary allowance for grammar school children meaning that those who travel further than the nearest qualifying school would not be eligible for travel assistance. The proposal did not include children who qualify for travel assistance because of their Special Educational Needs and Disabilities (SEND), and did not affect children from low income families, who continue to be eligible under that criteria.

The proposal provided a breakdown of the children that currently receive travel assistance:

115 children receive free travel to a Trafford secondary school under the low income family category. 99 of these children receive free travel to a Trafford high school and 16 to a Trafford grammar school. These children will not be affected by the proposed change.

10 children receive travel assistance to the nearest available Trafford high school because it is more than 3 miles from their home address. The schools travelled to are Altrincham College, Broadoak School, Lostock High School, Sale High School and Wellacre Academy. These children will not be affected by the proposed changes.

5 children receive travel assistance to Altrincham Grammar School for Girls. This is the nearest grammar school but not the nearest qualifying school. These children all live in WA15.

9 children receive travel assistance to Loreto Grammar School. This is not the nearest grammar school and not the nearest qualifying school. Children live in M31, M32, M33 and M41.

63 children receive travel assistance to Sale Grammar School. This is not the nearest grammar school and not the nearest qualifying school. 1 child lives in M32, 62 children live in WA14 and WA15.

6 children receive travel assistance to St Ambrose Catholic College. This is not the nearest grammar school and not the nearest qualifying school. The children all live in M33.

28 children receive travel assistance to Stretford Grammar School – This is not the nearest grammar school and not the nearest qualifying school. Children live in M31, M33, M41 and WA14.

13 children receive travel assistance to Urmston Grammar School – This is not the nearest grammar school and not the nearest qualifying school. Children live in M16, M31, M32, M33 and WA14.

It is likely that these 124 children will lose the free travel assistance under the proposed change.

The consultation asked 2 questions

**Question 1. Do you agree with the proposal to remove the discretionary grammar school criteria?**

36 responses were received:

30 did not agree

5 did agree

1 was “not sure”

29 of the 36 provided comments, covering a number of common themes. Trafford’s response to those issues are provided below:

**1.1 Possible impact on children with disabilities**

Children who qualify for travel assistance because of their Special Educational Needs and Disabilities (SEND) will not be affected by the proposal as these children usually use Trafford’s commissioned transport service or receive a personal travel budget.

**1.2 The financial impact on middle income families**

Trafford does not dismiss the financial difficulties suffered by some families but also recognises that the current discretionary allowance does not offer the same financial protection for other families, in similar circumstances, where their children have not qualified to attend a grammar school.

Other families who choose to travel further than the nearest school for a place in a particular high school do not qualify for travel assistance unless they are a low income family. Trafford is proud of all its children, regardless of their level of ability and strongly believes in equality and fairness in the provision of its services. The current policy benefits one group of children above others and we believe it is not equitable. The strategic objectives of the Policy include supporting those most in need and providing the most cost effective travel assistance so we make best use of our resources.

**1.3 Unreasonable to expect children to walk more than 3 miles**

The distance of 3 miles is not a Trafford construct. Rather it is the distance that the Department for Education expects a local authority to provide a school place. However, this expectation only requires a local authority to provide a qualifying school within 3 miles and does not extend to requiring a local authority to provide a grammar school place within 3 miles. Most addresses in Trafford are within 3 miles of a qualifying school. In setting this distance the DfE, and for that matter the Local Authority, does not expect a child to walk 3 miles. Rather the DfE thinks that if the qualifying school is more than 3 miles then the child should receive travel assistance.

This means that a child that lives 2.9 miles from the nearest school is not eligible although the difference is negligible. Even a distance of 2 miles represents a 40 minute walk but it is unlikely that a parent would expect that child to walk either. Instead the child will usually travel by bus without the discretionary subsidy. Once again this highlights the disparity between children attending a grammar school outside their area and those attending a non-selective school outside their area.

#### 1.4 The savings are small compared to the implementation costs

This proposal is not a cost cutting exercise since it is made so that the Council's stretched resources can be targeted where they are most needed and where they will have the most impact on securing the best outcomes for all children, in education or otherwise.

#### 1.5 That the grammar schools' admission arrangements should be standardised

Trafford is very proud of the schools in its area and has excellent working relationships with all the schools regardless of their type or status. However, it is now the case that Trafford "maintains" only 1 of the 7 grammar schools located in Trafford Council. The majority of maintained schools are community schools which are funded by the Local Authority and the Local Authority decides the admission arrangements for those schools. Stretford Grammar School is a Foundation School. Foundation schools are also funded (maintained) by the Local Authority but the School is free to determine its own admission arrangements. The remaining 6 grammar schools are all academies. Academies receive their funding direct from the Department for Education and are independent of Local Authority control.

As a result, the grammar school system has changed significantly in the last 20 years. The Local Authority's Secondary Selection Procedure, commonly referred to as "the 11+" no longer exists, having been replaced by various entrance examinations where the method of assessment and the resulting outcomes are decided by the schools themselves without reference to Trafford Council. Although it is the case that 4 of the 5 non faith grammar schools do use the same examination, each school sets its own level of standardisation. This usually relates to the overall performance of the children in a schools area, for example a Grammar School may set their standardisation to select the top performing 30% of the children in its catchment area or it may select a number of children according to the number of places it wants to fill.

This means that although a girl may have sat just one test, she will have four different outcomes that depend on what each grammar school requires. Since Altrincham Grammar School for Boys currently has its own test, a boy might sit two examinations but will still receive 4 different outcomes. Altrincham Grammar School for Boys has announced its intention to join the CEM consortium in the future and, while this will allow all the children to sit the same one test, the final outcomes will still depend on the level of standardisation set by each school.

Trafford's 11+ examination tested for a set ability range, usually selecting the top 30% ability range, across of the whole of the Trafford cohort. Children from outside Trafford also sat the test but they were measured alongside the whole Trafford

cohort that, for many years, undertook the test within their own primary school after taking part in practice sessions provided by the test developers, the National Foundation for Education Research (NFER). Places were then allocated on the basis of the distance from home to school and there were sufficient places in each area to allow children to attend their local grammar school. Usually children that lived in Altrincham went to grammar schools in Altrincham and children that lived in Sale went to the grammar schools in Sale and so on. As a result most children lived within 3 miles of the grammar school they attended. Some chose to apply for a place at a grammar school further away and, since it was usually the case that some places were left in each school after all the local children had been accommodated, did manage to achieve a place. However, those children were not eligible to receive travel assistance even though it was usually children travelling from less affluent parts of Stretford and Urmston, taking places at grammar schools in Altrincham and Sale.

#### 1.6 Trafford imposes the grammar school system and should honour the associated costs

As demonstrated above, Trafford Council does not impose the grammar school system, rather it is a matter of parental choice where parents may choose to apply for their child to sit the various entrance examinations or not. Children from low income families will continue to be eligible to receive travel assistance to any school, including any grammar school, which is over 2 miles from their home address. Since Trafford now has no role in the various assessment processes it cannot ensure that local children can achieve a place at a local grammar school and cannot affect the impact of those decisions that are out of its control.

#### 1.7 It is unreasonable to change the policy for children already attending a grammar school

It is expected that the Policy will take immediate effect. However, families already in receipt of the benefit will be invited to provide evidence of particular hardship for further consideration.

#### 1.8 The impact on social mobility

The proposal to remove the discretionary grammar school criterion is certainly not designed to restrict social mobility. It is proposed so that the Council's stretched resources can be targeted where they are most needed and where they will have the most impact on securing the best outcomes for children so promoting social mobility.

It should also be noted that analysis of children currently receiving the discretionary allowance shows that the vast majority are not travelling from the less affluent areas of the Borough to attend the high performing grammar schools in more affluent areas. Rather they are travelling to take up grammar school places in areas less affluent, relevant to their own.

#### 1.9 Parents have a right to make choices without being disadvantaged

Trafford acknowledges and respects parents' right to express a preference for any school. Many families, where children have not qualified for a grammar school place, also have that same right and might consider that their child would be best served by attending a school further away, such as to a faith school, a single sex school, or to a school that they perceive might provide better outcomes and give their children access to social mobility. However, these families do not have the option to apply for travel assistance because the discretionary criteria is not extended to them. Consequently they must fund their choice themselves, if they can.

#### 1.10 Discriminates against grammar school children

We strongly believe in equality and fairness in the provision of our services. The current policy benefits one group of children above others and we believe it is not equitable. The strategic objectives of our policy include supporting those most in need and providing the most cost effective travel assistance so we make best use of our resources.

As an example, the October 2020 Census shows that 1,041 Trafford children, that do not live in Altrincham, attend Blessed Thomas Holford Catholic College. 42 receive travel assistance under the low income criteria but not one the remaining 999 receive travel assistance even though they live more than 3 miles from the School.

When this data is compared to Sale Grammar School the difference is stark. The October 2020 Census shows that 413 Trafford children that do not live in Sale, attend Sale Grammar School. Only 3 receive travel assistance under the low income criteria whilst 63 receive travel assistance because they live more than 3 miles from the School.

Across Trafford, not one child, that receives travel assistance under the discretionary criteria, travels to Altrincham Grammar School for Girls or Altrincham Grammar school for Boys from outside Altrincham area even though the 2020 October Census shows 449 children on roll at those 2 schools from other, less affluent, areas in Trafford.

Clearly, what inequality does exist is between children that have qualified for admission to a grammar school, albeit further away than their local grammar school, and children that have not qualified but would like to attend another school further away than their local school.

**Question 2. The low income criteria which is used to identify families who qualify for a free school meal currently targets around the 20% lowest incomes in England. Thinking specifically about travel assistance for families who travel further for a grammar school place, should we consider increasing this so that the 40% lowest incomes would receive travel assistance to travel further to access a grammar school place?**

36 responses were received:

7 did not agree

19 did agree

10 were "not sure"

29 of the 36 provided comments echoing the issues raised in Question 1. All the comments received will be considered as part of the ongoing decision making process.

## **ALL COMMENTS**

The full text of all comments received are included below.

Comment 1.1

No

The proposal will impact adversely upon social mobility.

Pupils currently receiving travel assistance are mainly from families not in receipt of free school meals or maximum WTC. There are many reasons why parents choose to send children to schools that are not their nearest qualifying school and can include; other siblings attend the school, faith (including single sex), and perceived to provide better outcomes.

The proposals will also impact on families who have more than one child as parents would have to fund additional travel costs or experience difficulties in getting children to different schools at the same time.

The proposed policy change could also impact on schools who may not prioritise places to Trafford residents accepting out borough pupils who score higher in the selection tests or parents who can afford to meet the costs to get their child to the school.

The proposed savings are miniscule and could be found elsewhere this seems therefore to be a political choice."

Comment 1.2

No

While we live in an area that supports the grammar school system I think it only fair that free travel be provided when the nearest grammar school that the children are entitled to attend is over 3 miles away.

This problem will in part be alleviated if AGSB changes to the same entry exam as the other non-faith grammar schools."

Comment 1.3

No

My child attends Stretford Grammar which is 4+ miles away. He was denied access to Urmston GS due to 50% of their cohort coming from outside Trafford.

As decided by independent appeals panel Stretford GS is the appropriate school for my child.

It satisfies the 3+miles criterion for free travel

The correspondence and survey you have implemented will probably cost more than you save by trying to penny pinch.



If the Grammar school entrance exam was not set at such arbitrary levels for each school we would not have children like mine having to travel past one Trafford grammar school to access another.

In our case this is not a choice. If we had a level playing field my son would attend his local grammar school.

We have a situation where children are traveling to Altrincham and Urmston etc. by choice, affecting local access, apart from the ""Catholic"" situation of Ambrose and Loreto.

We do not have a choice other than Wellacre which would not be appropriate for our son's needs."

Comment 1.4

No

Comment 1.5

No

As Trafford runs a two tier system of education, i.e. grammar schools and high schools, I think it would be unfair to remove the free travel passes for those grammar school children living more than 3 mile away from their nearest qualifying grammar school. As there is not just one exam across the board for all grammar schools, it means that children may pass the entrance exam for one school but not for another, meaning that their closest grammar school is not necessarily their closest qualifying school.

I would be more accepting of the proposed changes if there was just one exam for all grammar schools, such that if you passed you could get into any of the grammar schools and then if parents chose to send their child to a school that was not their closest grammar it would seem reasonable not to issue them with a free travel pass.

However, in the current situation, as is the case for my child, they did not pass the entrance exam for our closest grammar school meaning that they attend the grammar school for which they did pass the entrance exam which is more than 3 miles away. It feels like you a penalising children who already have a lot of pressure on them, taking more than one entrance exam, for not passing the exam for their nearest school.

Comment 1.6

No

I think that this is unfair if the child does not qualify for a place at the local Grammar school. For example, we live in Sale and despite sitting exactly the same entrance exam paper for all Trafford Grammar Schools, my daughter qualified for Urmston but not Sale. If the travel assistance is removed, the Grammar schools need to consistent in their approach for marking the exam paper and if a child 'passes' they should be granted a place at their local Grammar school.

## Response

### Comment 1.7

No

Absolutely not! For many families, like us, who do not fit into the low income category but who are on middle incomes (not on large incomes) it would be a big cost to afford the tram or bus ticket each week/month etc especially when you have more than 1 child. If they don't pass for the nearest other grammar school then they are still at the nearest school for their ability and faith. You are saying my option then is between Loreto Grammar where she passed for and St Anthony's (a school still with concerns over it's abilities) how fair is that as an option for Catholic parents. This is in no way levelling the playing field at all it is in fact creating an even more unlevel playing field, giving further advantage to extremely wealthy families and further discouraging middle class families from sending their child to the best school for their ability and faith. For Catholics faith is also a factor for where we send our children. Children from other councils (Cheshire and Manchester) get free travel to Loreto, a school within Trafford, so how fair is it to charge Trafford children to attend a Trafford school when children from out of area receive assistance in the form of a free pass. At 120 children, with an average cost of £378 per child, the total cost per year is only £45,360 which is absolutely nothing in terms of a council budget. The council cannot choose to discriminate in this way. Middle income children will be victims in this discrimination.

### Comment 1.8

No

Disgusted, council tax increases each year, yet the services you provide reduce, it's nothing more than another cost saving exercise, don't dress it up!

### Comment 1.9

No

With 4 children attending school, 2 at Altrincham Grammar, who have always travelled on the school bus and have found it to be a really enjoyable and positive experience that has really been a big stepping stone in their independence, the new proposal is extremely disappointing. The bus is so convenient and has been used by my eldest every day for four years. My second daughter has been using it in year 7 since September. The alternative for us would be me having to take my car into school to pick them up because it is too far and unsafe for them to walk home. This would be adding to environmental pollution and increased local congestion around the secondary school also in peak time.

I would be really keen to know how we can facilitate continued use of the school bus for our children.

Many thanks"

### Comment 1.10

No

Proposal to remove the discretionary grammar schools criteria is highly discriminatory, frustrating, one sided and inconsiderate proposal. Does council wants that kids walks for more than 3 miles in winter each way to school? . We can't afford additional burden of two passes in these difficult times.

For my kids this is the nearest grammar school for which they got admission.

I am not sure how council comes up with such crazy ideas and who gave them such dividing ideas. A low income family kid can't walk to the school for 3 miles but a kid whose family is not low income can walk to the school for 3 miles. Is that our kids have extra power and strength that they can walk to the school.

Kids are future of the country and should not be treated like this. Council should feel proud of such kids who have qualified for grammar school based on merits and will contribute to the society and economy. However council is so discriminatory in this case instead of supporting such kids and families in every possible way removing the only benefit.

Is it a child's fault that he has got selected for a grammar school. The decision to choose the grammar school was done few years back. How can council change something one sided which was decided couple of years back.

During these hard times all council should think that how it can reduce the hardship of people and not further increase it.

We are not in low income group does not mean that we are not having financial difficulties. We are struggling to make our finances meet the basic requirements. I being a health care worker working all during Covid times help saving life for Britain and in return we are getting the pass for the kids being removed.

We are law abiding residents paying full council and income tax and we are the one who are getting penalized

Just a simple example you give free meal to kids from low income family and we appreciate it but our kids have to eat cold meal (packed from home) in the school because we can't afford to buy it from school. Our kids also wants to eat hot meal at school but forced to eat cold meal especially in winters. In addition to this being a working mum I have to spare time to prepare the lunch for the kids before starting for work at 7 am in the morning. All the hardship is for the tax payer. Whereas family from low income can also give packed lunch like they are preparing the evening dinner.

At the end, council should think about the kids before taking such decisions."

Comment 1.11

No

Comment 1.12

No

It is unreasonable to change a policy after a child has already started at a grammar school.

It is also unreasonable to charge - it is a right to be able to attend a grammar school if a child passes. They should not be penalised for going to their nearest grammar school (which may be further than 3 miles away). Either we have a grammar school system or we don't."

Comment 1.13

No

If children have the option of the exam and they pass the exam they all should be supported to get to the school. It is not coherent to offer the exam and not the support.

Our family of 4 children would struggle with extras. It is not a good time with this pandemic neither.

Thanks for listening to us. Hopefully this can make a difference."

Comment 1.14

No

This proposal is discriminatory as we live in a grammar school area and already pay over the odds for houses to be within this Trafford catchment area.

The proposal would only be acceptable if the grammar schools change their acceptance policy and prioritise distance/postcode over marks. Currently the local grammars -ie Loreto & CEM CONSORTIUM-Altrincham Sale Urmston and Stretford accept all pupils from out of area with higher marks OVER any student within walking distance.

Trafford will have to enforce this change on the schools before being able to propose any of the above-mentioned changes."

Comment 1.15

No

Here's my reasoning....

This proposal is discriminatory as we live in a grammar school area and already pay over the odds for houses to be within this Trafford catchment area.

The proposal would only be acceptable if the grammar schools change their acceptance policy and prioritise distance/postcode over marks. Currently the local grammars -ie Loreto & CEM CONSORTIUM-Altrincham Sale Urmston and Stretford accept all pupils from out of area with higher marks OVER any student within walking distance.

Trafford will have to enforce this change on the schools before being able to propose any of the above-mentioned changes.

Yes to 40% subsidised travel!

As the gap widens between low and high income families and the current pandemic has hit hard and helped increase this chasm, I would support the subsidising of travel for lower income families, on the basis that this money needs to come from the government and not from cutting down on transport for other children."

Comment 1.16

No

Comment 1.17

No

If my child could pass Altrincham Grammar then we would of course send her there. It is her local school. However, the pass mark is extremely high and if we can reach those grades we will hopefully achieve those for Sale which is 20 mins away. We shouldn't be penalised and have to pay for the transport to get her there just because she didn't get the grades and because she chooses a grammar school over a local comprehensive school which doesn't meet the same high exam results standards.

Comment 1.18

No

They are subjected to the grammar school System, and all the stress and pressure that surrounds it. Schools are also different because of the system. It is not the same

as going to nearest school in non grammar area. It would be making grammar schools even more elitist if travel cost not available as some will still be able to go and others on low income won't.

Comment 1.19

No

Comment 1.20

No

The free travel pass available from Trafford Council played a pivotal role in making the decision to send my 2 daughters to Loreto Grammar School (Catholic secondary school) after completing their primary education at a Catholic primary school within walking distance of our home.

My closest secondary high school would be Ashton on Mersey (there was no guarantee the girls would have been offered a place, I was not willing to take chances with my children's education). There are no bus routes from my house to Ashton on Mersey High School (AoM). I do not view the route to (AoM) be safe for 2 young girls to be walking home on dark winter nights. I cannot afford to purchase homes closer to either school in order to avoid expensive travel.

This change in policy is punitive and unfair for working families with already stretched budgets. Considering the impact of Covid-19 on families this year the timing of this change in policy is horrendous.

When I voted for the current Council members it was to find common sense value for money and not take from school children and their families. We already contribute to the school to make up for the shortfall in funds from the government.

This is a cynical attempt at penny pinching whilst punishing families trying to provide the best possible education for their children.

There must be another way to find money, taking away school transport funding is crippling.

Once again the Council is moving the goal post after the game has begun. Where am I going to find an extra £550 to send my children to a school, which they met the criteria for and were guaranteed a place."

Comment 1.21

No

The free travel pass available from Trafford Council played a pivotal role in making the decision to send my 2 daughters to Loreto Grammar School (Catholic secondary school) after completing their primary education at a Catholic primary school within walking distance of our home.

My closest secondary high school would be Ashton on Mersey (there was no guarantee the girls would have been offered a place, I was not willing to take chances with my children's education). There are no bus routes from my house to Ashton on Mersey High School (AoM). I do not view the route to (AoM) be safe for 2 young girls to be walking home on dark winter nights. I cannot afford to purchase homes closer to either school in order to avoid expensive travel.

This change in policy is punitive and unfair for working families with already stretched budgets. Considering the impact of Covid-19 on families this year the timing of this change in policy is horrendous.

When I voted for the current Council members it was to find common sense value for money and not take from school children and their families. We already contribute to the school to make up for the shortfall in funds from the government.

This is a cynical attempt at penny pinching whilst punishing families trying to provide the best possible education for their children.

There must be another way to find money, taking away school transport funding is crippling.

Once again the Council is moving the goal post after the game has begun. Where am I going to find an extra £550 to send my children to a school, which they met the criteria for and were guaranteed a place."

Comment 1.22

No

The reason so many children in Trafford travel to their secondary school is the selective system. If there were comprehensive schools across the board, instead of selective grammar schools, less travel would be needed. Trafford chooses to have the grammar school system, unlike nearly all surrounding areas. On that basis, in my view, Trafford should continue to fund travel to its grammar schools for children.

Otherwise the expense will be put on parents, such as ourselves, who reasonably expected travel to be funded throughout school attendance.

Comment 1.23

Yes

Comment 1.25

No

Many families who are on low incomes, but not low enough to qualify for free school meals will be discriminated against by this policy. I feel it is an ideological based assault on families who take advantage of the excellent schools in Trafford. Shame on you for suggesting it

Comment 1.26

No

If parents cannot afford to get their children to grammar schools after the child has worked hard to get into a grammar then removing this funding is grossly unfair on the child.

Comment 1.27

Yes

Our son passed exams for AGSB & Sale Grammar School. As we chose to send him to a mixed gender school (further away) does not qualify for travel funding. This is discriminatory.

Low income families should be supported however. However children who failed to pass the exam for AGSB are unnecessarily subsidised. Many have paid for primary education which is ironic. I fully support the withdrawal of this funding which is clearly needed elsewhere. Thank you

Comment 1.28

Yes

Comment 1.29

No

Grammar school education should not be restricted to who can afford the transport costs

Comment 1.30

No

If scores for exams taken were the same for each school, then pupils living closer to their local grammar school would go to these providers. However the increase in out of area pupils pushes up the grades/ mark required and therefore local pupils have to travel. We do not have any other Ofsted outstanding rated schools options to choose from in this area. If bus passes are to be removed, would this therefore be in line with preventing out of area pupils being allowed in the local grammar schools?

Comment 1.31

No

Seems to penalise less well off families - many families who don't qualify for benefits or free school meals still have to budget very carefully - seems to conflict with the idea of parental choice - wealthier parents have the option to buy a house within walking distance of the school - less well off (but not poor) parents do not. Is this really worth it commercially - sounds like an awful lot of admin cost for a very small saving."

Comment 1.32

No

My child walks to school and so I am commenting as a concerned citizen. This change in policy appears to be ideologically motivated. Trafford staff would need to ascertain which is the local school, and given that many of the local schools are oversubscribed, there may be very few pupils which would not otherwise qualify. Factoring in the cost to manage the change, the actual amount saved will likely not be significant and the social and educational costs would be very significant to the pupils and their families involved through lessening opportunities. This is an attack on the free choice of schools.

Comment 1.33

No

Two of my children attend Loreto Grammar School, this was the only Grammar school they passed for (having had their test scores submitted to every Grammar in the borough). We do not receive any of the benefits mentioned so does that mean, as of Sept 2021, they will no longer receive a free bus pass?

Comment 1.34

Yes

I think if a parent can afford to pay and they choose to send their child to a grammar school further away they should pay for it. They are still receiving a free education.

Comment 1.35

Not sure

It has not given due consideration to the additional mobility difficulties for secondary school pupils who are physically disabled to travel to school. An able bodied pupil attending grammar school can likely be expected to travel to school by themselves by year 8. Adjustments should be made for disabled pupils so that they do not suffer any change in their choice due to their physical disability.

Comment 1.36

Yes

Comment 2.1

Yes

Trafford Education Service is highly respected topping performance tables at all phases regionally and nationally. Even with a selective system high schools consistently outperform our neighbours and nationally.

Trafford's educational provision is predicated upon choice and diversity with parents able to choose provision that suits their child's; ability, faith, type of school and it is why, at all levels, outcomes are good or better for most pupils.

Trafford's motto is ""Hold fast that which is good"" and Bert Lance said ""if it ain't broke don't fix it"".

I come from a low income family, was born at Trafford General Hospital, live in Old Trafford, worked as an employee of the Education Service for over 40 years and greatly benefited from a grammar school education. Tony Blair predicated his time in office stating ""Education, Education, Education"". I implore the Council to rethink this proposed change to the All Age Travel Policy in my humble opinion if will greatly impact on social mobility and force grammar schools not to prioritise the allocation of places to Trafford residents."

Comment 2.2

No

Sort the grammar selection process so that Trafford provides education for its own residents first and not half of Manchester etc.

Comment 2.3

Not sure

Despite not being in the low income category, I have 3 children, two of which I pay £120/month for travel to school. Size of the family should be considered and personal circumstances. as a low income family with just one child could have more disposable income than a larger family with average incomes.

We recently moved to Sale and applied to the school within walking distance of our house, Ashton On Mersey for my two children (that did not qualify for a Grammar Place). Despite going through an appeal process, my children were not granted places. One daughter therefore attends Flixton Girls and my son, Knutsford Academy - costing £120/month in bus fares. If the travel assistance for my daughter who attends Urmston Grammar is stopped, this would further increase costs and cause financial strain. The whole system is wrong - children should be granted a place at their local school, whether that be a High School or Grammar School and this would avoid children having to use public transport at all."

Comment 2.4



Not sure

I am not sure how increasing this to 40% lowest income would affect us but this then becomes means tested which for many families will require filling out many forms and providing proof which I am sure will be a bureaucratic procedure costing much more than the £45,360 to administer it than for the passes currently issued.

Comment 2.5

No

Families for many years have benefited from free school travel, what is the genuine reason for stopping this now, other than cost cutting, why do you continue to punish the middle classes?

Comment 2.6

Yes

It would be good to consider low income families children travel as this can be a major obstacle for such families otherwise.

Comment 2.7

No

Our chancellor has announced help to eat scheme in Aug 20 and may be planning to bring the same scheme again costing billion pound to tax payer. Those restaurant/pub owners are not low income family. One side people are dying and other side they are encouraged to go to restaurant and spend lavishly and increase the infection rate. Such areas to be targeted first.

Govt is making liquidity available for businesses to sustain during these times but business owners are taking the money and liquidating the business to fuel their lavish lifestyles."

Comment 2.8

Not sure "I think is good to give preference to low income families first. However if this option is given to us and then withdrawn it can also have economic consequences.

We are a family of 6 and we need to negotiate this carefully. This will have an impact on us - and the children.

Comment 2.8

Yes

As the gap widens between low and high income families and the current pandemic has hit hard and helped increase this chasm, I would support the subsidising of travel for lower income families, on the basis that this money needs to come from the government and not from cutting down on transport for other children.

Comment 2.9

Yes

All children in Trafford should have free travel to their nearest grammar school for which they are given a place.

All children should have free travel to the school most suited to them regardless of distance.

Dyslexic or gifted children should for example receive free travel to a school that is known for supporting this better.

Comment 2.10

Yes

This would help the ones that work very hard and need help too.

Comment 2.11

Yes

Families in the 40% income band are stretched to the limit as well. It appears there is little help for those who are in the middle.

Please take into consideration we will be left with paying additional taxes for the furlough and credit to support individuals affected by Covid-19

Comment 2.12

Not sure

I feel the current policy is working including the free school bus passes. As a parent who is eligible for the bus pass I would struggle to pay for the travel otherwise, yet would probably not benefit from even the 40% mentioned above. There are individual situations you can never pre-empt as a policy. The system at the moment is extremely beneficial to ensure a good education for the Trafford pupils. It should be commended not taken away.

Comment 2.13

No

The cost of the change and the administration would likely offset any savings.

Families would likely not know whether they qualified and this could affect their choice of schools, leading to lower income children not applying to a grammar school. Grammar schools need to be equally accessible to all income levels. Some families who might qualify might also not wish to apply or might not know they qualify leading to hardship and inequity. This proposal is flawed and should not be supported.

Comment 2.14

Yes

Low income families should be supported improving social mobility.

# Trafford All Age Travel Assistance Policy

## Introduction

This policy describes the availability of transport and travel assistance for children, young people and vulnerable adults who live in Trafford. It takes into account legislation and government guidance which is described in Annex 1.

The policy will come into effect on 1 June 2021 and will apply to travel assistance provided from 1 September 2021 to 31 August 2022. We review this policy every year.

Our policy aims to:

- support those most in need
- help people achieve independence
- provide the most cost effective travel assistance so we make best use of our resources
- promote and encourage the use of sustainable travel

Our Sustainable modes of travel strategy describes how we will develop and promote sustainable travel options to get to school, college or other place of education or training. These options have health benefits for children and young people and bring about environmental improvements.

The policy is split into sections depending on the age of the person who requires transport.

**Children** – home to school transport for pre-school and school age children 2 to 16 years.

**Young people** – travel assistance to education or training for young people 16 to 19 years (or up to 25 with an education, health and care plan) who started their course before their 19<sup>th</sup> birthday.

**Adults** – travel assistance for vulnerable adults 18 years and over including adults attending daycare and adult learners who started a course after their 19<sup>th</sup> birthday.

## [Section A - Children](#)

1. [Introduction](#)
2. [Eligible children](#)
3. [Qualifying schools](#)
4. [Calculating walking distance and assessment of route](#)
5. [Discretionary assistance for other children](#)
6. [Low income families](#)
7. [Complex physical and medical needs](#)
8. [Social care needs](#)

9. [Transport solutions](#)
10. [General information](#)
11. [Applying for travel assistance](#)
12. [Appeals](#)
13. [Complaints](#)

## **Section B – Young people**

1. [Introduction](#)
2. [Concessionary tickets from public transport providers](#)
3. [Travel support from schools and colleges](#)
4. [Travel assistance provided by us](#)
5. [Complex physical and medical needs](#)
6. [Applying for travel assistance](#)
7. [Appeals](#)
8. [Complaints](#)

## **Section C – Adults**

1. [Introduction](#)
2. [Adult learners](#)
3. [Adults with care and support needs](#)
4. [Travel assistance factors for adults](#)
5. [Suitability of travel assistance](#)
6. [Travel assistance solutions](#)
7. [Charging](#)
8. [Applying for travel assistance](#)
9. [Complaints](#)

## **A. Annexes**

[Annex 1 – Legislation](#)

[Annex 2 – Care pathways for complex physical and medical needs](#)

[Annex 3 – Transport service standards](#)

## **SECTION A – Children**

### **1. Introduction**

This section applies to preschool and school age children age 2 to 16 years.

It is the responsibility of the parent/carer to make sure their child attends school. This duty applies to children of compulsory school age attending either mainstream or special school. Compulsory school age starts on the 1 September, 1 January or 1 April after a child's 5<sup>th</sup> birthday and ends on the last Friday in June in the school year in which they are 16.

Travel arrangements are an important consideration when making school preferences as parent/carers have responsibility to make sure their child gets to and from school at the appropriate time each day.

In certain circumstances, we provide travel assistance for eligible children to attend their nearest qualifying school but parent/carers still have responsibility to apply for this.

In addition to providing travel assistance to children who meet the eligibility criteria, we also provide discretionary travel assistance for certain other categories of children, including preschool children.

### **2. Eligible children**

There are four categories of children of compulsory school age living in Trafford and attending their nearest qualifying school who are eligible for free travel assistance:

#### **a) Children who live outside the statutory walking distance**

Children registered at a school outside walking distance where no suitable arrangements have been made for them to attend a nearer school or for boarding at or near the school. Statutory walking distance is:

- 2 miles for children under the age of 8
- 3 miles for children and young people aged 8 to 16

#### **b) Children with special educational needs and disabilities (SEND) or a mobility difficulty**

Children registered at a school within statutory walking distance of their home but who cannot reasonably be expected to walk to school because of their special education needs and disabilities (SEND) or mobility difficulty and no suitable arrangements have been made for them to attend a nearer school.

#### **c) Children whose route to school is unsafe**

Children registered at a school within statutory walking distance of their home but having regard to the nature of the route cannot reasonably be expected to

walk, and no suitable arrangements have been made for them to attend a nearer school.

**d) Children from low income families (extended rights apply)**

Children who receive free school meals or their parent/carers are in receipt of the maximum amount of working tax credit if:

- they are registered at a qualifying school more than 2 miles from home (for children aged 8-11)
- they are registered at a qualifying school between 2 and 6 miles from home and there are not three or more suitable qualifying schools nearer to their home (for children aged 11-16)
- they are registered at a school between 2 and 15 miles from home which is the nearest qualifying school preferred on the grounds of religion or belief (for children aged 11-16)

If there are suitable travel arrangements in either direction between their home and school provided free of charge by any other person, a child will not be eligible for travel assistance.

We also provide [discretionary travel assistance](#) to other children in certain circumstances.

### **3. Qualifying schools**

The nearest qualifying school is the school nearest the child's home that has places available that provides education appropriate to the age and ability of the child, and any SEN that the child may have. If parent/carers choose a more distant school, travel assistance will not be provided unless the extended rights apply.

A qualifying school can be a:

- Community, voluntary aided or foundation school
- Community, foundation or non-maintained special school
- Pupil referral unit
- Maintained nursery school
- A city technology college, a city college for the technology of arts, an academy school or an alternative provision academy

For children with an education, health and care (EHC) plan, an independent school can also be a qualifying school where this is the only school named in the EHC plan or it is the nearest of two or more schools named.

If parent/carers choose a denominational school based on religious beliefs or a single sex school, you will not be eligible for travel assistance unless the school is the child's nearest qualifying school.

Where a child is registered at a school, but is attending a place other than that school

as a result of temporary exclusion, eligibility for home to school transport will be established based on the other place for the temporary period.

#### **4. Calculating walking distance and assessment of route**

Statutory walking distance is:

- 2 miles for children under the age of 8
- 3 miles for children aged 8 to 16

For consistency and fairness a geographic information system is used to calculate the walking distance from the child's home address to the nearest qualifying school and this is strictly applied. It references the shortest walking route that a child, accompanied as necessary, may walk safely. The route may include footpaths, bridleways and other pathways as well as recognised roads.

We will assess the route at the times the child would be using it to determine if it is suitable. This will take into account factors such as:

- the age of the child
- whether risks might be less if the child were accompanied by an adult and whether you can reasonably be expected to accompany them
- the width of the road and existence of pavements
- the volume and speed of traffic

#### **5. Discretionary assistance for other children**

In addition to the categories of eligible children described, we may provide discretionary travel assistance to the following categories.

- **Primary age children attending a denominational school**

There is no statutory duty to provide travel assistance to support primary school aged children to attend a denominational school. However, we will provide travel assistance to children from low incomes families who are registered at a denominational school which is between 2 and 15 miles from their home if parent/carer preference for that school is based on religion or beliefs and having regard to those beliefs there is no suitable qualifying school which is nearer home.

- **Children starting reception class**

Compulsory school age starts on the 1 September, 1 January or 1 April after a child's 5<sup>th</sup> birthday. However, most children start school in reception class in the September after their 4<sup>th</sup> birthday. Travel assistance applications will be accepted for these children if they meet the eligibility criteria for a child of compulsory school age.

- **Pre-school children aged 2 to 4 years**

Pre-school children may be eligible for travel assistance if:

- they have an education, health and care (EHC) plan  
or
- they are undergoing an EHC needs assessment and are placed at a primary special school

To be considered eligible, there must be medical or social reasons why the child cannot attend the place without travel assistance. Professional evidence to support this will need to be provided to support the application, for example from a social worker or medical professional. If travel assistance is awarded for a pre-school aged child, you will be charged for this assistance.

The charge will be £170 per term, reduced to £85 per term for low income families who meet the criteria for free school meals.

## **6. Low income families**

This refers to families who meet the criteria for free school meals because they are in receipt of a qualifying benefit. See the full criteria for [free school meals](#). We use the national eligibility checking system to find out if you are eligible.

All children in reception, year 1 and year 2 receive a free school meal under the universal infant free school meal scheme but this does not automatically mean you are a low income family.

## **7. Complex physical and medical needs**

Children with complex physical or medical needs are those with diagnosed conditions requiring transport to school when the journey is longer than they can safely spend without receiving medical assistance. We will obtain individual, professional and medical advice about these children when considering applications for travel assistance.

Please see Annex 2 Care pathways for complex physical medical needs for further information about travel arrangements for these children, including details of the emergency care pathway and the epilepsy care pathway.

## **8. Social care needs**

### **Looked after children**

Travel assistance for children will be provided following authorisation from the relevant social care panel. There is an expectation that placement providers and/or carers will provide travel assistance where possible. A range of travel solutions will be considered to best support the child's attendance at school.



## **Respite and short breaks**

Some children have been assessed as having a social care need and may attend respite or short breaks provision. For more information on the assessment process for this, see the [social care section](#) of our SEND local offer.

The child in need assessment is what will determine if a child requires travel assistance to attend respite or short breaks provision. This is a discretionary offer and each case will be considered on an individual basis. If travel assistance is awarded, it will be provided free of charge by either the respite provider or us.

## **Review**

Care plans will be reviewed annually or sooner if there is a material change in a disabled child's needs in which case a re-assessment will take place. The child's entitlement to travel assistance for respite or short breaks will be considered as part of this.

## **9. Transport solutions**

A variety of travel assistance solutions are available. These are some of the types of assistance that may be offered:

- Bus passes for public transport issued by us.
- Car mileage allowance of 45p per mile if the child is eligible but parent/carers want to make their own transport arrangements. If the equivalent cost of us arranging transport is less, then parent/carers will be paid the lower amount. Costs will be reimbursed termly, based on the child's attendance at school.
- A personal transport budget may be offered for children with SEND. This means parent/carers can organise their own travel arrangements to school, giving them more flexibility and control. The amount paid will be calculated based on the distance between home and school. Payments are usually made directly into the parent/carer bank account each term.
- Independent travel training so that children are able to travel independently to and from school and other social activities.
- Provision of transport commissioned by us for outward and return journeys between home and school.
- Passenger assistants (PA) may be provided on transport we commission where this is necessary for the safe operation of vehicles and/or care of children.
- There may be a requirement to incorporate pick up/drop off points as part of the travel solution. If this is required, all relevant parties will first be consulted.

## **10. General information**

### **Home address**

The child requiring travel assistance must be resident in Trafford and we will make checks to verify the address. We may request further proof of address if records do not match.

Travel assistance for children with SEND will be to and from their home address. Home is defined as where the child is normally and habitually resident. Where there is shared residency between two parent/carers, either or both addresses may be considered to be the home.

For children with SEND, parent/carers may request to use an alternative address but it will not automatically be accepted. We can only consider a maximum of one alternative address and it must not be further away from school than the home address.

### **Times of day**

Travel assistance will be provided at the start and end of the school day. It is not available during the course of the school day.

### **Between schools**

Children registered at one school may visit another school for integration purposes or to access an additional educational support package or placement provided by the school at which they are registered. Where this happens, the school is responsible for making the necessary transport arrangements.

### **Childcare providers and after school clubs**

Travel assistance will not usually be provided to day nurseries, preschool playgroups, childminders, after school clubs or activity providers, unless there are exceptional circumstances. For example, a 3 year old child in receipt of 30 hours free childcare who is undergoing an EHC needs assessment at a primary special school and gets their extended hours at a childcare provider. Each request will be considered individually on its own merits.

### **Residential placements**

If the child is in a residential placement, transport will be provided as follows:

- Weekly residential placement – travel arrangements will be made to school on Monday and from school on Friday each week.
- Termly residential placement – travel arrangements will be provided at the beginning and end of each term and mid-term holiday.
- Children requiring a 52 week placement – travel arrangements will be provided up to a maximum of 3 return journeys per year.

### **Other benefits and allowances**

Travel assistance will be provided free of charge regardless of any benefits or allowances parent/carers or children receive. This includes:

- Disability living allowance (DLA)
- Personal independence payment (PIP)
- Foster carer allowance

### **Change of circumstances**

If a child moves home, changes school or there is another significant change in circumstances, this may affect their eligibility for travel assistance or the suitability of

the travel assistance provided. All changes in circumstances should be reported immediately and it is the parent/carer responsibility to make a new application for travel assistance.

### **Withdrawal of travel assistance awarded in error**

If travel assistance is awarded in error, we have the right to withdraw this. We will consider the individual circumstances of each case to decide if there are exceptional reasons for the travel assistance to continue. If we decide to withdraw travel assistance, we will give 6 weeks' notice.

### **Journey times**

Every effort will be made to keep journey times to a minimum whilst making sure we make the best use of our resources. Government guidelines for a normal journey are:

- Primary school age – no more than 45 minutes each way.
- Secondary school age – no more than 75 minutes each way.

There may be times when it is not possible to meet these journey times. For example if a child attends an out of area school or due to circumstances outside our control such as traffic congestion, accidents or adverse weather conditions.

### **Charging for pre-school age children**

The charge will be £170 per term, reduced to £85 per term for low income families who meet the criteria for free school meals.

We cannot provide transport until we have received a signed payment agreement form. Charges will be made termly and parent/carers will be invoiced in monthly instalments for the term, at the beginning of each term. For example, in the summer term the invoice will be sent in April requesting payment of 4 monthly instalments for April, May, June and July.

### **Safety on transport and withdrawal of travel assistance**

We aim to maintain the highest standards of safety, security and comfort for all children travelling to their destination. Parent/carers also have a responsibility to help maintain these standards and inappropriate behaviour will not be tolerated. Children being transported will be expected to follow the same behaviour code as they do when in school. Head teachers can take action under the school's behaviour policy to address unacceptable behaviour on transport. We will also monitor unacceptable behaviour and it may result in exclusion from transport.

The withdrawal of transport will be considered on a case by case basis and can be:

- Temporary – this may be for a specified number of days or weeks
- Permanent – this may be for the remainder of the school year or longer depending on the circumstances. This could be for serious misbehaviour or persistent cases of misbehaviour.

Parent/carers will become responsible for transporting your own child during any period of exclusion from transport.

For more details about expected standards of behaviour, see [Annex 3 transport service standards](#).

## 11. Applying for travel assistance

### a) Without special educational needs, disabilities or mobility issues

Parent/carers of children aged 5 to 16 should contact the School Admissions Team for information about the travel assistance they may be entitled to. Email [school.admissions@trafford.gov.uk](mailto:school.admissions@trafford.gov.uk) or telephone 0161 912 5080.

If eligible, the School Admissions Team will advise of the application process. Applications should be received by 22 July so bus passes and other travel assistance can be arranged for the start of the academic year.

### b) With special educational needs, disabilities or mobility issues

Parent/carers should apply to Trafford Travel Co-ordination Unit (TTCU) for travel assistance if their child is:

- Compulsory school age 5 to 16 years with an education, health and care (EHC) plan
- Pre-school age 2 to 4 years old with an education, health and care (EHC) plan or undergoing an EHC needs assessment at a special school.

Please complete the [online application](#) or contact us by email [ttcu@trafford.gov.uk](mailto:ttcu@trafford.gov.uk) or telephone 0161 912 5055.

Applications should be received by 30 June for travel assistance to start at the beginning of the school year in September. For applications received after this date, there is no guarantee travel assistance will be in place for the start of the school year.

For applications received during the school year, travel assistance will usually be in place within 20 working days assuming the application is approved. However there may be occasions this is not possible, for example if there is a need to recruit or provide specialist training for passenger assistants, procure additional vehicles or arrange independent travel training.

It is the parent/carer's responsibility to apply for travel assistance by the due date and to make suitable arrangements during the application process. A new application form is needed at each of the following events:

- When a child is due to start school in reception class
- When a child turns 8 years old
- When a child turns 11 years old and moves to secondary school
- When there is a change in circumstances. This can include change in school, social care provision, home address, assessed eligible need or days when travel assistance is required.

Only one application for travel assistance will be accepted per school year unless there has been a significant and material change in circumstances.

After an application is assessed as being eligible, TTCU will contact the parent/carer to gather more detailed information about the child's individual needs. This informs the risk assessment and the travel assistance solution offered.

## **12. Appeals**

Appeals for children of compulsory school age (5 to 16 years) can be on the grounds of:

- child eligibility
- distance measurement in relation to statutory walking distance
- safety of the route
- transport arrangements offered

Appeals for pre-school age children (2 to 4 years) can be on the grounds of:

- child eligibility
- travel arrangements offered

For all appeals there is a two stage appeal process.

### **Stage one**

Parent/carers can request a review of our decision. Requests must be submitted in writing within 20 working days from receipt of our decision. The request should explain why the decision should be reviewed and provide any additional information about personal or family circumstances which parent/carers feel we should consider. A senior officer will review the decision and inform the parent/carer of the outcome in writing within 20 working days of receipt of the written request for review.

### **Stage two**

If the parent/carer is not satisfied with the outcome at stage one, they can make a written request to escalate the matter to stage two. Requests must be submitted in writing within 20 working days from receipt of the stage one outcome letter. Within 40 working days of receiving the request, an independent appeal panel will consider written and verbal representations. The independent appeal panel will be independent of the original decision making process but not necessarily independent of the council. Parent/carers will receive a detailed written notification of the outcome within 5 working days of the panel meeting.

For more information about the appeals process, see the [statutory guidance](#).

Any appeals received just before or during the school summer holidays may be delayed if there is any information to be considered which cannot be obtained from the school due to closure.

Once the parent/carer has gone through both stages of the appeals process they cannot re-apply for travel assistance within the same academic year unless there has

been a significant and material change in circumstances.

## **13. Complaints**

### **General**

We are committed to providing the best possible standard of service. If parent/carers have any concerns or problems, in the first instance they should contact Trafford Travel Coordination Unit (TTCU). If they are still unhappy, a formal complaint can be made by following our [complaints process](#).

### **Respite or short breaks**

For complaints regarding decisions to provide travel assistance to disabled children to attend respite or short breaks, parent/carers should follow our [children's social care complaints process](#).

### **Maladministration**

There is a right of complaint to the Local Government and Social Care Ombudsman (LGSCO), but only if the parent/carer considers that there was a failure to comply with the procedural rules or if there are any other irregularities in the way the appeal has been handled. The LGSCO will not investigate the merits of the appeal, they will simply consider if there was maladministration. See [LGSCO](#) for more information.

### **Safeguarding concern**

If there is a concern about a child, and they are not at immediate risk of harm, contact Trafford Children's First Response on 0161 912 5125 to discuss this.

## SECTION B – Young People

### 1. Introduction

This section describes the arrangements and support available to help young people of sixth form age attend education or training. It applies to:

- Young people age 16 to 19 years old who start a course before their 19<sup>th</sup> birthday.
- Young people up to age 25 if they have an education, health and care (EHC) plan and are continuing on a course started before their 19<sup>th</sup> birthday.

The arrangements can apply to education or training at:

- School
- Further education institution
- Local authority maintained or assisted institution providing higher or further education
- 16 – 19 academy
- Any other establishment at which the local authority secures the provision of education or training

Young people are required to stay in education or training until their 18<sup>th</sup> birthday.

### 2. Concessionary tickets for public transport

There is a range of concessionary travel schemes which are competitively priced or free so these options should be explored before applying to us for support.

#### **Our pass**

Our pass is for 16 to 18 year olds who live in Greater Manchester. It gives young people free travel on local buses across Greater Manchester and half-price off peak 1 day and weekend travelcards on trams. The journey can be for any reason, not just getting to school or college.

The pass can be used from 1 September after a young person's 16<sup>th</sup> birthday until 31 August after their 18<sup>th</sup> birthday (or until their 18<sup>th</sup> birthday if this is 31 August).

There is a one-off administration fee of £10 to obtain a pass. Young people will need a passport style photo, proof of their date of birth and proof that they live in Greater Manchester.

For further information and to apply online, see [our pass](#).

#### **Scholar's permit**

Scholar's permit is for 16 to 19 year olds who live in Greater Manchester. Card holders can pay for child fares on buses, trams and trains in Greater Manchester for travel to and from school or college.

Young people can only use the scholar's permit in term-time, and only from Monday to

Friday up to 9pm. It cannot be used at weekends or bank holiday, or for any other journeys except those which are to and from a school or college.

The pass can be used from 1 September after a young person's 16<sup>th</sup> birthday until 31 August after their 19<sup>th</sup> birthday (or until their 19<sup>th</sup> birthday if this is 31 August).

There is a one-off administration fee of £5 to obtain a pass. Young people will need a passport style photo, proof of their date of birth and proof that they live in Greater Manchester.

For further information and to apply online, see [scholar's permit](#).

### **System one travelcards**

The system one travelcard scheme includes all the major local bus companies and can also be combined with tram and train travel. Concessionary tickets are available for 7 day and 28 day passes for young people up to age 21 or extended up to age 26 if they have a student ID card.

For further information, see [system one travelcards](#).

### **Train travel**

The 16-25 railcard offers considerable discounts over standard fares but other cheaper options may be available so always check with the operator.

For further information on railcards, see [16-25 railcards](#).

For further information on rail services, see [national rail](#).

### **English national concessionary travel scheme**

Disabled young people could be eligible for a pass that gives free and low-cost travel in Greater Manchester and the rest of England. Depending on the disability, they could qualify for either a travel pass for disabled people or a travel plus pass for disabled people. The pass is free, and lasts between one and five years depending on the disability.

Within Greater Manchester travel pass holders can:

- travel for free on all buses and trams between 9.30am and midnight, Monday to Friday, and all day at weekends and on public holidays.
- travel for free on trains on journeys scheduled to run at or after 9.30am, Monday to Friday, and all day at weekends and on public holidays.

If pass holders travel outside of these times they must pay for a concessionary fare where available or otherwise the full adult fare.

If young people are registered blind or profoundly deaf without speech that can be readily understood they may qualify for the travel plus pass which permits free travel within Greater Manchester on buses, trams and trains at any time.

For more information, see [travel passes for disabled people](#).



### 3. Travel support from schools and colleges

#### School buses

If young people attend a sixth form at a secondary school, they may want to check if there are any school bus options suitable for sixth form age pupils. See [school bus services](#) for timetables for each local authority area in Greater Manchester.

#### The 16 to 19 bursary fund

Young people could get a bursary to help with education-related costs if they are aged 16 to 19 and:

- studying at a publicly funded school or college in England - not a university
- on a training course, including unpaid work experience

A publicly funded school is one that does not charge for attending it.

There are 2 types of bursaries.

#### Bursary for students in vulnerable groups

Young people could get up to £1,200 if at least one of the following applies:

- they are in or have recently left local authority care
- they get Income Support or Universal Credit because they are financially supporting themselves
- they get Disability Living Allowance (DLA) in their name and either Employment and Support Allowance (ESA) or Universal Credit
- they get Personal Independence Payment (PIP) in their name and either ESA or Universal Credit

#### Discretionary bursary

Schools and colleges will have their own criteria for discretionary bursaries. They'll look at individual circumstances - this usually includes the young person's family income. Ask student services about their criteria and any evidence they will need.

Young people can apply for a discretionary bursary if they are age 16 to 18. They can also apply if they are 19 or over if they are either:

- continuing on a course they started aged 16 to 18
- have an education, health and care (EHC) plan

Apply to the school, college or training provider. Ask student services or a tutor to explain what to do.

For further information see [16-19 bursary fund](#).

#### Care to learn – for young parents

For young parents under 20 studying on a publicly funded course, Care to learn can help pay for childcare and related travel costs while the young parent is learning. They could receive up to £160 per child per week to help with the cost of:

- childcare, including deposit and registration fees

- a childcare ‘taster’ session (up to 5 days)
- keeping their childcare place over the summer holidays
- taking their child to the childcare provider

The childcare provider must be Ofsted registered and they will be paid directly for childcare costs. Payments for travel costs go to the young parent’s school or college - they’ll either pay the young parent or arrange travel for them.

For further information and to apply online, see [care to learn](#).

#### **4. Travel assistance provided by us**

There is no automatic entitlement to free transport to school, college or a training provider once a young person is over 16. However, we consider what travel assistance and provision is necessary to help young people to access education and training. We consider the following:

- The needs of young people who would not be reasonably able to attend a particular school or college to receive education or training if no arrangements were made.
- The need to ensure that young people have reasonable opportunities to choose between different education and training providers.
- The distance from the young person’s home and the journey time to education and training providers.
- The cost of travel assistance to the education and training provider.
- How much the young person would benefit from encouragement to travel as independently as possible.
- Any alternative ways of helping young people attend the education or training provider.

To be eligible to apply to us for support, young people must live in Trafford and be attending a full-time course or training.

If young people do not qualify for our travel assistance, they will need to make their own arrangements for travel to and from their education or training provider.

#### **Eligible young people**

##### **a) Young people without an education, health and care (EHC) plan**

In the first instance, young people must apply to their school, college or training provider for bursary funding to assist with travel costs. For many young people, this is discretionary and schools, colleges and training providers may assist in different ways.

If a school, college or training provider refuses assistance and the young person can provide evidence of this, we will consider applications for assistance on the basis of financial hardship. To meet the requirements for this, the young person’s family must be in receipt of one of the qualifying benefits within the [free school meals criteria](#). We use the national eligibility checking system to check if the family is eligible.

If we provide assistance on the basis of financial hardship, it will be free of charge.

## **b) Young people with an education, health and care (EHC) plan**

Travel assistance requirements will be considered during the transition planning process undertaken in school years 10 and 11. In year 11, education, health and care (EHC) plans will be reviewed before the young person transfers from school to college or training. This will be carried out by 31 March in the year of transfer.

We consider applications for travel assistance from young people age 16 to 19 with an education, health and care (EHC) plan – or up to age 25 if they are continuing on a course they started before their 19<sup>th</sup> birthday. It doesn't matter if they attend mainstream or specialist provision.

To be considered eligible, there needs to be medical or social reasons supported by professional evidence stating why the young person needs travel assistance to access education or training. This could include physical or mental conditions affecting their capacity for independent travel.

If young people fall within this category, they will need to make an application to us for travel assistance.

If they are assessed as eligible for travel assistance, it will be free of charge.

### **Transport solutions**

A variety of travel assistance solutions are available. These are some of the types of assistance that may be offered to eligible young people:

- A personal transport budget may be offered if a young person has SEND. This means they can organise their own travel arrangements to college or training, giving them more flexibility and control. The amount paid will be calculated based on the distance between home and college. Payments are usually made directly into the young person or parent/carer bank account each term.
- Independent travel training so that young people are able to travel independently to and from college or training and other social activities.
- Provision of transport commissioned by us for outward and return journeys between home and college or training.
- Passenger assistants (PA) may be provided on transport we commission where this is necessary for the safe operation of vehicles and/or care of young people.
- There may be a requirement to incorporate pick up/drop off points as part of the travel solution. If this is required, all relevant parties will first be consulted.

### **Home address**

Travel assistance provided by us will be to and from the young person's home address. Home is defined as where they are normally and habitually resident. Where there is shared residency between two parent/carers, either or both addresses may be considered to be the home.

Young people or their parent/carer may request an alternative address but this will not automatically be accepted. A maximum of one other address will be considered and

the alternative address must not be further away from the education or training provider than the home address.

### **Times of day**

Travel assistance will be provided at the start and end of the school or college day. It is not available during the course of the day.

### **Between education and training providers**

Young people registered at one education or training provider may visit another for integration purposes or to access an additional support package. Where this happens, the education or training provider is responsible for making the necessary transport arrangements.

### **Residential placements**

For young people in a residential placement, transport will be provided as follows:

- Weekly residential placement – outward travel arrangements will be made on Monday and back home on Friday each week.
- Termly residential placement – travel arrangements will be provided at the beginning and end of each term and mid-term holiday.
- Young people requiring a 52 week placement – travel arrangements will be provided up to a maximum of 3 return journeys per year.

### **Other benefits and allowances**

Travel assistance will be free of charge regardless of any benefits or allowances the young person or their family receive. This includes:

- Disability living allowance (DLA)
- Personal independence payment (PIP)
- Foster carer allowance

### **Change of circumstances**

If the young person moves home, changes education or training provider or there is another significant change in circumstances, this may affect eligibility for travel assistance or the suitability of the travel assistance provided. All changes in circumstances should be reported immediately and it is the responsibility of the young person or their parent/carer to make a new application for travel assistance.

### **Withdrawal of travel assistance awarded in error**

If travel assistance is awarded in error, we have the right to withdraw this. We will consider the individual circumstances of each case to decide if there are exceptional reasons for the travel assistance to continue. If we decide to withdraw travel assistance, we will give 6 weeks' notice.

### **Journey times**

Every effort will be made to keep journey times to a minimum whilst making sure we make the best use of our resources. Government guidelines for a normal journey are:

- Age 16 and over – no more than 75 minutes each way.

There may be times when it is not possible to meet these journey times. For example, if the young person attends an out of area education provider or due to circumstances outside our control such as traffic congestion, accidents or adverse weather conditions.

### **Safety on transport and withdrawal of travel assistance**

We aim to maintain the highest standards of safety, security and comfort for all passengers travelling to their destination. Young people and their parent/carers also have a responsibility to help maintain these standards and inappropriate behaviour will not be tolerated. Young people will be expected to follow the same behaviour code as they do when in college or training. Head teachers and principals can take action under the school or college's behaviour policy to address unacceptable behaviour on transport. We will also monitor unacceptable behaviour and it may result in exclusion from transport.

The withdrawal of transport will be considered on a case by case basis and can be:

- Temporary – this may be for a specified number of days or weeks
- Permanent – this may be for the remainder of the school year or longer depending on the circumstances. This could be for serious misbehaviour or persistent cases of misbehaviour.

Young people or their parent/carers will become responsible for making their own transport arrangements during any period of exclusion from our transport.

For more details about expected standards of behaviour, see [Annex 3 Transport service standards](#).

## **5. Complex physical and medical needs**

Young people with complex physical or medical needs are those with diagnosed conditions requiring transport when the journey is longer than they can safely spend without receiving medical assistance. We will obtain individual, professional and medical advice about these young people when considering applications for travel assistance.

Please see Annex 2 Care pathways for complex physical medical needs for further information about travel arrangements for these young people, including details of the emergency care pathway and the epilepsy care pathway.

## **6. Applying for travel assistance**

If a young person meets the criteria to be considered for travel assistance provided by us, they should apply to Trafford Travel Co-ordination Unit (TTCU).

Please complete the [online application](#) or contact us by email [ttcu@trafford.gov.uk](mailto:ttcu@trafford.gov.uk) or telephone 0161 912 5055.

Applications should be received by 30 June for travel assistance to start at the beginning of the school or college year in September. For applications received after this date, there is no guarantee travel assistance will be in place for the start of the school or college year.

For applications received during the school or college year, travel assistance will usually be in place within 20 working days assuming the application is approved. However there may be occasions this is not possible, for example if there is a need to recruit or provide specialist training for passenger assistants or procure additional vehicles.

It is the responsibility of the young person or their parent/carer to apply for travel assistance by the due date and to make suitable arrangements during the application process. A new application form is needed:

- For each school or college year.
- When there is a change in circumstances. This can include change in school or college, social care provision, home address, assessed eligible need or days when travel assistance is required.

Only one application for travel assistance will be accepted per school or college year unless there has been a significant and material change in circumstances.

After an application is assessed as being eligible, TTCU will contact the young person or their parent/carer to gather more detailed information about individual needs. This informs the risk assessment and the travel assistance solution offered.

## **7. Appeals**

Appeals can be on the grounds of:

- the young person's eligibility
- travel arrangements offered

For all appeals there is a two stage appeal process.

### **Stage one**

Young people or their parent/carer can request a review of our decision. Requests must be submitted in writing within 20 working days from receipt of our decision. The request should explain why the decision should be reviewed and provide any additional information about personal or family circumstances which young people or their parent/carer feel we should consider. A senior officer will review the decision and inform you of the outcome in writing within 20 working days of receipt of the written request for review.

### **Stage two**

If a young person or their parent/carer is not satisfied with the outcome at stage one, they can make a written request to escalate the matter to stage two. Requests must be submitted in writing within 20 working days from receipt of the stage one outcome letter. Within 40 working days of receiving the request, an independent appeal panel will consider written and verbal representations. The independent appeal panel will be independent of the original decision making process but not necessarily independent of the council. The young person or their parent/carer will receive a detailed written notification of the outcome within 5 working days of the panel meeting.

For more information about the appeals process, see the [statutory guidance](#).

Any appeals received just before or during the school or college summer holidays may be delayed if there is any information to be considered which cannot be obtained from the school or college due to closure.

Once a young person or their parent/carer has gone through both stages of the appeals process they cannot re-apply for travel assistance within the same academic year unless there has been a significant and material change in circumstances.

## **8. Complaints**

### **General**

We are committed to providing the best possible standard of service. If there are any concerns or problems, in the first instance the young person or their parent/carer should contact Trafford Travel Coordination Unit (TTCU). If they are still unhappy, a formal complaint can be made by following our [complaints process](#).

### **Maladministration**

There is a right of complaint to the Local Government and Social Care Ombudsman (LGSCO), but only if the young person or their parent/carer considers that there was a failure to comply with the procedural rules or if there are any other irregularities in the way the appeal has been handled. The LGSCO will not investigate the merits of the appeal, they will simply consider if there was maladministration. See [LGSCO](#) for more information.

### **Safeguarding concern**

If there is a concern about a young person under 18, and they are not at immediate risk of harm, contact Trafford Children's First Response on 0161 912 5125 to discuss this.

## **SECTION C – Adults**

### **1. Introduction**

This section describes the arrangements and support available to help vulnerable adults. This applies to:

- Adult learners who are attending a course which they started after their 19<sup>th</sup> birthday, including those with education, health and care (EHC) plans.
- Adults aged 18 or over with care and support needs who have been assessed as eligible for services and/or support from adult social care.

### **2. Adult learners**

There is no automatic entitlement to free transport to an education or training provider once an adult is over 19. However, we consider what travel assistance and provision is necessary to help adult learners access education and training to help them move towards more independent living. This only applies if they are attending a course which started after their 19<sup>th</sup> birthday, in the following circumstances:

- An adult learner aged 19 or over attending a local authority maintained or assisted further or higher education institution.
- An adult learner up to the age of 25 with an education, health and care (EHC) plan attending education or training outside the further and higher education sectors, where we have secured the education or training and the provision of boarding accommodation in connection with it.

Eligibility for travel assistance is considered having regard to the adult learner's assessed needs. This could be through an education, health and care needs assessment or a social care assessment.

Where there is an identified eligible need for the provision of travel assistance, as a result of the needs assessment carried out by education or social services, this will be organised by Trafford Travel Co-ordination Unit (TTCU). Provision of travel assistance will be individually reviewed, along with other elements of the EHC plan or care plan, at least annually.

Travel assistance for adult learners will be free of charge.

### **3. Adults with care and support needs**

The Care Act 2014 and the National Eligibility Framework for social care has replaced various pieces of legislation and policies.

Adult social care has a legal duty to provide access to services which may in some circumstances include transporting people to locations to access services. This applies where adults are eligible for social care support.



The Care Act 2014 sets out that duty as follows:

‘The national eligibility criteria set a minimum threshold for adult care and support needs and carer support needs which local authorities must meet. All local authorities must comply with this national threshold’.

The act details that:

‘Local authorities should consider the adult’s ability to get around in the community safely and consider their ability to use such facilities as public transport, shops or recreational facilities when considering the impact on their wellbeing’.

The provision of adult social care is aimed at promoting the maximum possible independence for adults with care and support needs.

In extending this principle to the provision of transport, this policy sets the criteria that will be used to assess whether the adult’s needs to access services and community amenities and if these needs can be best met through independent travel arrangements, privately funded transport, or whether council arranged travel assistance is necessary.

This policy rests upon a general assumption and expectation that wherever possible, adults with care and support needs will meet their own needs for travelling to access and take advantage of services, or support to facilitate them.

Transport is a means of accessing other services or support. The overriding principle is that the decision to provide transport is based on a person’s individual circumstances including: needs, risks, outcomes and on promoting independence.

Travel assistance will only be provided if, in the opinion of the assessor, accessibility to transport is required to be provided by the council, in order that the adult with care and support needs is able to achieve one or more of the outcomes that the adult requires support to achieve.

This is to be determined by the assessment of the adults needs under the Care Act 2014 which forms the basis on which adult social care responds to requests for assistance and is concerned with exploring a person’s presenting needs and determining their eligibility for services.

The provision of transport will only be considered in relation to meeting the needs of adults aged 18 years and over who have been assessed as eligible for services and/or support from adult social care.

As part of the assessment and care planning process carried out by the council, the need to pursue other activities away from the adult’s home may be identified. The need for transport to any community service or activity service must be part of the assessment of a person’s needs and outcomes. For more information on social care assessments for adults, see [your assessment](#).

Assessment of eligibility for the provision of transport assistance, will be undertaken in

consideration of:

- the Care Act 2014
- the availability of existing transport
- the availability of existing sources of funding that are currently provided to the adult to meet a mobility need (e.g. mobility allowance)
- the ability of a person to travel independently with regard to their physical mobility and other factors that may introduce risk including conditions that will lead to the deterioration of a person's ability to travel without assistance.

The assessor will use this information to determine whether the adult with care and support needs:

- is capable of travelling independently on the proposed method of transport without an unreasonable level of risk;
- requires some training, support or assistance that will enable them to be capable of travelling independently in the near future;
- is not capable of travelling independently on the proposed method of transport and will therefore recommend a method of council funded transport as set out in this policy that is appropriate to their assessed needs.

Where there is an identified eligible need for the provision of travel assistance, as a result of the needs assessment carried out by social services, this will be agreed as part of the social care budget allocation and commissioned via the provider of the wider care package, or may be organised by Trafford Travel Co-ordination Unit (TTCU).

Where an individual is provided with a personal budget or requests a direct payment to meet their assessed needs for care, the same principles will apply as to those people opting to receive support directly from adult social care. The cost of transport will only be included in the personal budget or direct payment where no other suitable alternative is available and it is considered that the adult is eligible for this support to meet assessed needs and outcomes as set out above.

#### **4. Travel assistance factors for adults**

The following factors will be considered by the council when assessing the need for support services and travel assistance:

- The extent to which the applicant can travel independently including own privately funded transport; any vehicle purchased under the Motability scheme (which the individual drives themselves, or does not drive themselves); public transport; walking with or without support; or via any other independent or naturally supported means.
- Ability to travel independently and reablement options such as independent travel training.
- Whether the applicant is able to access transport provided by others (family, friends, paid carer, support worker).

- Whether they are accessing the nearest service to meet their needs.
- The applicant's disability, frailty or physical health.
- Risk to self and others.
- The individual's mental capacity.
- Communication difficulties.
- Psychological factors e.g. mental health, dementia, agoraphobia.
- Consideration of degenerative conditions.
- Benefits that the adult receives such as disability living allowance (DLA) and personal independence payment (PIP) and that use of the mobility element of these is utilised.
- Any other factors that may affect personal safety.

The council will also take into account the following factors relating to the individual's mobility:

- Ability to walk outside
- Requirement for wheelchair / other walking aid
- Ability to enter and leave a property
- Ability to get in and out of a vehicle
- History of falls
- Ability to use stairs
- Degenerative conditions

These lists are not exhaustive as the needs assessment will take into consideration all relevant factors and each case will be determined on its own merits, associated risk factors and assessed needs and outcomes that the adult is unable to achieve without council funded support.

People will be expected to access services that reasonably meet their needs close to where they live. Where it is assessed that a local service can meet a person's needs, support to travel will only be provided up to this distance and will only be provided if independent travel and public transport have been tested and agreed not to be appropriate.

If people can travel independently then they will be expected to do so. For example by walking, using public transport with help from other people, using assisted mobility which is where a person is supported to travel with an aide, adaptation, mobility allowance or mobility vehicle.

Where enablement/travel training is offered as part of the assessment this process must be completed before a final decision is made on whether the person requires support to travel to be provided by the local authority.

Refusal by the adult with care and support needs to undertake the enablement / travel training element of the assessment may bring about the end of the overall assessment process and travel assistance may not be provided.

Provision of travel assistance will be individually reviewed, along with other elements of

the care plan, at least annually.

## **5. Suitability of travel assistance**

This section describes the different types of travel assistance the Council will consider for individuals deemed eligible to travel assistance and how eligibility is determined.

Council funded transport may not be provided under normal circumstances to an adult with care and support needs. However when reaching its decision the council will take into consideration all relevant factors and each case will be determined on its own merits, associated risk factors and assessed needs and outcomes that the adult is unable to achieve without council funded support.

- The person is in receipt of the higher rate of mobility allowance, unless there are factors limiting their ability to fully utilise the benefits of the allowance e.g. geographical location, the nature of the disability, wheelchair type or carer support requirements. The support plan will determine the level of support offered in these circumstances as part of the assessment process.
- They have their own Motability vehicle which they drive themselves. In this instance there will be consideration of whether it is reasonable to expect that the adult will use that vehicle in order to travel to the required location. If it is unreasonable, the appropriateness of the provision of a Motability vehicle should be questioned and alternative available transport provision should be sought.
- The person has a Motability vehicle of which they are not normally the driver themselves. Similarly, there will be consideration of whether it is reasonable to expect that the adult will use that vehicle in order to travel to the required location. If it is unreasonable, the appropriateness of the use of a Motability vehicle should be questioned and alternative available transport provision should be sought.
- The person has carers e.g. neighbours/family/friends who are able to transport them. Where it is identified that a carer will provide transport it is important that the assessor is able to demonstrate that the impact of this has been appropriately assessed under the Care Act 2014 in an assessment of the carer's needs and outcomes. Where carers or friends have been assessed as being able to provide transport, alternative arrangements should be detailed in a contingency plan to cover periods where they are unable to do so.
- Where the individual is reliant on a relative or other carer to drive a Motability car, consideration will be given to supporting carers respite needs, including enabling them to work. If an individual or carer makes the decision that the Motability vehicle will not be used for the intended purpose the onus will be on the individual and/or carer to make alternative appropriate arrangements.
- The adult has a bus pass which they are able to use to attend the required location. In cases where the adult's ability to use the bus pass may present an unreasonable level of risk please refer to travel assistance factors for adults.
- The person lives in a registered residential care home as these are subject to the terms and conditions of the contract between the council and the care home.

However, if the individual is assessed as having the ability to travel independently, or with minimal intervention, the care home will make provision to support independent travel if they are responsible for transport arrangements. If the individual is a tenant in extra care housing, supported accommodation or an adult placement scheme, they will be subject to the same assessment and care planning arrangements as people living in their own homes or with relatives.

## **6. Travel assistance solutions**

The council will consider all travel assistance options reasonably available to the adult when deciding what support it may offer in order that the adult's assessed needs and outcomes can be met.

As part of the assessment process the assessor will determine what needs and outcomes the person is able to meet independently, what needs and outcomes they are able to meet from their own income sources, and what needs and outcomes they are able to meet through the support provided by a family member or informal carer.

Where the assessment has determined that council funded travel assistance is required in part, or in whole to meet an adult's assessed needs and outcomes it will be provided in a safe and cost effective manner taking account of the adult's specific needs and outcomes. Directly provided transport services will be provided only after other suitable alternatives have been considered.

If a person is in receipt of mobility allowance but chooses to use council commissioned travel assistance, there will be a charge for this service of £2.50 per journey and the person's ability to pay this charge will be considered when undertaking a financial assessment. This is payable by invoice which will be sent every 4 weeks after travelling.

When undertaking a financial assessment we recognise that an adult who receives care and support outside a care home will need to pay their daily living costs such as rent, food and utilities. The charging rules we use will ensure the adult has enough money to meet these costs. After charging has been taken into account, a person must be left with the minimum income guarantee (MIG), equivalent to income support plus a buffer of 25%.

When undertaking a financial assessment we will also fully disregard any income from the following sources:

- Direct payments.
- Guaranteed income payments made to veterans under the armed forces compensation scheme.
- The mobility component of disability living allowance (DLA) or personal independence payment (PIP).

Other travel options that we will take into consideration when a person applies for travel assistance are access to the following:

## **English national concessionary travel scheme**

If you are disabled, you could be eligible for a pass that gives you free and low-cost travel in Greater Manchester and the rest of England. Depending on your disability, you could qualify for either a travel pass for disabled people or a travel plus pass for disabled people. The pass is free, and lasts between one and five years depending on your disability.

Within Greater Manchester travel pass holders can:

1. travel for free on all buses and trams between 9.30am and midnight, Monday to Friday, and all day at weekends and on public holidays.
2. travel for free on trains on journeys scheduled to run at or after 9.30am, Monday to Friday, and all day at weekends and on public holidays.
3. if you travel outside of these times you must pay for a concessionary fare where available or otherwise the full adult fare.

If you are registered blind or profoundly deaf without speech that can be readily understood you may qualify for the travel plus pass which permits free travel within Greater Manchester on buses, trams and trains at any time.

For more information, see [travel passes for disabled people](#).

## **Mobility component of disability living allowance (DLA) or personal independence payment (PIP)**

This is a financial allowance paid by the Department for Work and Pensions (DWP). People can qualify for this benefit depending on the degree of their mobility impairment. People qualifying for the DLA mobility component can qualify for a leased vehicle under the mobility scheme in exchange for their allowance.

## **Availability of community transport**

These are schemes that we support to transport people who are without private transport or who are unable to access public transport to make their journey. There is usually a small charge for each journey which is payable by the individual who travels. For example the Ring and Ride and Local Link schemes.

For further information on local transport services see the [getting around section](#) of the Trafford Directory.

Request for social care funding to meet an individual's transport needs will be progressed in accordance with the local process for agreeing funded support for adults with care and support needs. This process includes information about how individuals or their representatives can appeal against a decision made by the all age social care funding panel.

## **7. Charging**

If a person is in receipt of mobility allowance but chooses to use council commissioned

travel assistance, there will be a charge for this service of £2.50 per journey and the person's ability to pay this charge will be considered when undertaking a financial assessment. This is payable by invoice which will be sent every 4 weeks after travelling.

Charges will not be made for transport to access services to and from the following:

- Intermediate care and reablement services.
- An adult suffering from Creutzfeld Jakob disease for the cost of meeting their needs.
- After care services / support provided under s117 of the Mental Health Act 1983.
- Any service or part of service which the NHS is under a duty to provide.
- Assessment of needs and care planning.

## **8. Applying for travel assistance**

For adults over 18 years of age approval of transport costs must be included in the overall budget allocated for care. A financial assessment is completed for all adults in receipt of care to assess their contribution to their care. These decisions will be made as part of the transitional arrangements to adult care.

## **9. Complaints**

For complaints regarding decisions to provide travel assistance to adults receiving care and support, you should follow the council's [adult social care complaints process](#).

If you have concerns about an adult in Trafford, aged 18 or over, and you are worried that they are being harmed or are at risk of harm, please ring 0161 912 5135 to discuss your concerns. If you prefer you can complete the [safeguarding adults public concern form](#).

## **Annex 1 – Legislation**

### **Education Act 1996**

Section 508A of the Education Act 1996 (“the Act”) places a duty on local authorities in England to assess the school travel needs of all children and persons of sixth form age in their area and to assess and promote the use of sustainable modes of travel.

Section 508B of the Act sets out the general duties placed on local authorities to make such school travel arrangements as they consider necessary for ‘eligible children’ within their area, to facilitate their attendance at the relevant educational establishment. Such arrangements must be provided free of charge.

Section 508C of the Act provides local authorities with discretionary powers to make school travel arrangements for other children not covered by Section 508B but the transport does not have to be free.

Section 509 AD of the Act places a duty on the LA, when exercising its travel functions, to have regard, amongst other things, any wish of a parent for their child to be educated at a particular school on the grounds of the parents’ religion or belief. Religion or belief in this instance means any religious or philosophical belief.

This duty is in addition to the duty on the LA to make travel arrangements for children from low income families who attend the nearest school preferred on grounds of religion or belief, where they live between 2 and 15 miles from home.

Section 9 of the Education Act 1996 provides that in exercising all duties and powers under the Education Acts, the Secretary of State and local authority shall have regard to the general principle that pupils are to be educated in accordance with their parents’ wishes, so far as that is compatible with the provision of efficient instruction and training and the avoidance of unreasonable expenditure. However, there is no general statutory duty requiring the local authority to provide free transport to a faith school.

S509AA and s509AB Education Act 1996 requires the Local Authority to specify what transport and financial support are necessary to facilitate the attendance of persons of sixth form age receiving education or training. S508AB requires the olicy to set out the arrangements for facilitating the attendance at educational establishment of disabled persons and persons with learning disabilities.

Section 508F of the Act places a duty on local authorities to make any transport or other arrangements that they consider necessary, or that the Secretary of State directs, for the purpose of facilitating the attendance of learners who are aged 19 or over at certain educational establishments. The transport must be provided free of charge.



### **Children Act 1989**

Section 17 (1) Children Act 1989 creates a general duty on Children's Services to safeguard and promote the welfare of children within their area who are in need

### **Chronically Sick and Disabled Persons Act 1970**

Where a local authority has functions under Part 3 of the Children Act 1989 in relation to a disabled child and the child is ordinarily resident in their area, they must, in exercise of those functions, make any arrangements within subsection (6) that they are satisfied it is necessary for them to make in order to meet the needs of the child.

### **The Care Act 2014**

This Act together with a number of regulations and statutory guidance is the base on which social care will develop over the next few decades. It enshrines the new statutory principle of wellbeing.

### **The Children and Families Act 2014**

This Act describes how children and young people with special educational needs or who are disabled (SEND) get the support they need. It came into force on 1 September 2014.

### **Statutory guidance**

The following statutory guidance documents apply in relation to travel provision and assistance:

- [Home to school travel and transport](#)
- [Post 16 transport to education and training](#)
- [Working together to safeguard children](#)

## **Annex 2 – Care pathways for complex physical and medical needs**

Children and young people with complex physical or medical needs are those with diagnosed conditions requiring transport to school when the journey is longer than they can safely spend without receiving medical assistance. It includes the following categories but this list is not exhaustive:

- Children and young people with continuous oxygen requirements;
- Children and young people with a tracheostomy;
- Children and young people with complex, unstable epilepsy requiring rescue medication;
- Children and young people with asthma who may require emergency treatment;
- Children and young people with stable epilepsy where rescue medication may possibly be required for unpredictable, prolonged seizures.

Where specialist travel arrangements are necessary and the young person is eligible for NHS Continuing Care, NHS funding may be applied for to provide a medically trained member of staff to accompany the young person on the home to school transport.

Passenger assistants and/or drivers are not trained to provide healthcare interventions during the journey between home and school.

Due to the individual nature of any complex physical or medical needs, the parent/carers of the child may be best placed to provide transport and will be encouraged to take the child to school themselves. In such cases, they will be eligible to receive mileage expenses.

If the parent/carers are unable to provide transport themselves, the council will offer suitable transport which enables the parent/carer (or their representative) to accompany the child in order to provide any medical assistance required. Parent/carers can nominate a representative who is a carer age 18 or over.

### **Care pathways**

In the event of a medical emergency one of the following care pathways will be followed.

#### **a) Emergency care pathway**

The emergency care pathway will be followed if there is a medical emergency. In accordance with NHS guidelines medical emergencies can include:

- loss of consciousness
- an acute confused state
- fits that aren't stopping
- chest pain
- breathing difficulties

- severe bleeding that can't be stopped
- severe allergic reactions
- severe burns or scalds
- trauma due to a road traffic accident

View the [emergency care pathway](#).

**b) Epilepsy care pathway**

For children and young people known to have epilepsy, the individual emergency epilepsy plan should be followed. Please note that all epilepsy care plans (agreed by Epilepsy Nurse Specialist, parents and school) will need to be made available as part of the travel assistance application process.

View the [epilepsy care pathway](#).

## **Annex 3 - Transport service standards**

These standards define the specific responsibilities of the council, transport providers and of parent/carers in relation to travel arrangements offered to children and young people with special educational needs and disabilities.

Underlying these standards is the principle that if the council agrees to provide travel assistance, it will be provided in a safe and cost effective manner, taking account of the specific needs of the child or young person and with regard to the best use of resources.

### **1. Transport staff**

The quality of travel assistance to and from school can often affect the emotional welfare and behaviour of children and young people. All drivers and passenger assistants (PA) will:

- show understanding and empathy for children, young people, parent/carers and school staff.
- treat children and young people with respect and dignity.
- greet children, young people and parent/carers politely and ensure that all passengers travel in comfort and safety.
- have undergone a training programme and will be in receipt of disclosure and barring service (DBS) checks.

Passenger assistants will only be provided as part of travel arrangements where a need has been assessed in order to support the safe travel and care of the children and young people on a particular route.

It is the responsibility of the parent/carer to lift their child into and out of their seat if assistance is required. It is the responsibility of the PA to ensure that the passenger is fastened into their seat.

To ensure the safety of passengers, the consumption of food or drinks is not permitted on board a vehicle.

We recognise that change can be unsettling. As a result we will make every effort to ensure continuity, however this may not always be possible due to illness, holidays, retirements and changes to suppliers. Changes may also be necessary from time to time to ensure the efficient use of council resources.

### **2. Vehicles**

Transport will be provided in accordance with contractual standards and legislation.

All vehicles will be properly licensed and roadworthy, and will offer the standards of comfort and safety as prescribed in relevant legislation. Regular monitoring of quality and service standards will take place in respect of the service provider's vehicles.

Vehicles will have specialist wheelchair access and wheelchair tie down and occupant restraint systems where necessary.

### **3. Travelling times**

We will endeavour to ensure that pupils arrive at school ready to learn and recognise that the length of the journey to school, if too long, can affect this. We expect the maximum length of journey for a pupil will be no more than the statutory guidelines. On occasions there are factors outside our control which may affect this, for example unforeseen traffic congestion or bad weather.

In certain circumstances it may be necessary to vary planned routes and this may affect pick up and drop off times. Where this is the case we will always aim to provide five working days' notice to parent/carers.

These journey times do not apply where pupils are travelling to schools and colleges outside of Trafford.

### **4. Vehicle waiting times**

It is the responsibility of the parent/carer to bring their child or young person to the vehicle in the morning and collect from the vehicle in the afternoon. When a vehicle arrives at a pick up or drop off point, the horn will not be sounded.

To make sure journey times are kept to a minimum and that all passengers arrive at school or college on time, drivers have waiting time limits as follows:

- a. If your child is not ready, or not at the agreed pick up point, the vehicle will wait for a maximum of 2 minutes after the agreed pick up time and then set off.
- b. If the vehicle arrives early the driver will wait until the set time and then a further 2 minutes before setting off.
- c. If the vehicle arrives late it will move off as soon as all the passengers have boarded.

If the child misses the transport under these circumstances, the parent/carer is responsible for ensuring their child or young person gets to school or college on time.

If more than two occurrences of delay are caused by parent/carers, children or young people not being available at the official time, travel assistance will be reviewed and may be suspended or permanently withdrawn. In such circumstances

parent/carers will be responsible for ensuring their child or young person's regular attendance at school or college.

## **5. Absences**

Where a child or young person cannot attend school or college on any particular day due to illness it is the parents/carers responsibility to;

- Contact Trafford travel coordination unit (TTCU) the night before travel is required, if it is known that the child will be off school the next day or;
- Contact TTCU as early as possible in the morning of the day the child or young person is due to travel, if they have only just begun to show signs of illness. The office is open from 7am on 0161 912 5055 and you can also contact us by sending a text message to 07860 052684 or emailing [ttcu@trafford.gov.uk](mailto:ttcu@trafford.gov.uk).

When travel assistance is cancelled due to illness, it will only be reinstated when the parent/carer notifies TTCU. This notification should be given on the day before the child or young person is due to return to school.

Where there are more than two occasions of parent/carers failing to cancel travel assistance for their child or young person before it arrives, the transport provision may be suspended for a period of time or permanently withdrawn. Parents/carers will be responsible for ensuring their child or young person's regular attendance at school or college in these circumstances.

## **6. Making alternative arrangements**

In the event that a parent/carer is unable to meet their child or young person at the specified time and location, transport providers are required to take the child to the nearest place of safety and notify the Children's Social Services.

Parent/carers must provide an emergency address, located within one mile of their home address or the pick-up point, where their child can be dropped off in an emergency.

At times, parent/carers may need to make emergency alternative arrangements for the handover of their child or young person to a nominated responsible adult. In these cases parent/carers must notify TTCU in writing either by email or text message and make suitable arrangements to ensure their child or young person's safety.

Where emergency arrangements are put in place on more than two occasions, travel assistance will be reviewed and may be suspended or permanently withdrawn. In such circumstances parent/carers will be responsible for ensuring their child or young person's regular attendance at school or college.

In circumstances where vehicles are delayed or late arriving the parent/carer should contact TTCU. If there are more than 3 instances of a vehicle being late in any 4 week period please contact TTCU and we will take steps to directly address the situation with the service provider.

## **7. Extra journeys**

The provision of travel assistance only applies to journeys to and from school or college at the beginning and the end of the school day. Travel assistance is not provided on any other occasions, for example, travel between schools, sports facilities, for work experience, other curriculum activities and medical appointments.

Where a child attends more than one school, they may require additional transport. The school, which is the child's main school, will be responsible for arranging and meeting the cost of such transport.

Where a child is based full time at a school, but visits other schools or a Pupil Referral Unit, the school where the pupil is 'on roll' will be responsible for arranging transport and for the cost of such transport. Parents/carers should, in these circumstances, address any issues directly to the child's school.

## **8. Travel assistance for parent/carers to attend meetings or events**

Where a parent/carer is required to attend school or college for a meeting or event, it is their responsibility to make their own travel arrangements. Parent/carers may be allowed to travel on their child or young person's vehicle where all the following conditions are met:

- Permission is granted by TTCU prior to the journey as this is essential for insurance purposes.
- There is a spare seat available on the vehicle.
- The vehicle is not diverting from its regular route.

## **9. Medical assistance**

Passenger assistants are trained in basic first aid and epilepsy awareness. However, in the event of an emergency passenger assistants will contact 999 to request paramedic support.

For more information, see [Annex 2 care pathways for complex physical and medical needs](#).

## **10. Safeguarding children and young people**

The council's nominated Child Protection Officer will be advised of any safety issues that may be encountered during the provision of travel assistance. The nominated officer will take appropriate action to safeguard the child or young person as deemed

appropriate and in line with council procedures. The school, social workers and other agencies may be contacted depending on the individual circumstances as necessary.

## **11. Expected standards of behaviour**

A child or young person with special educational needs or disabilities may experience behavioural difficulties as a direct result of their particular needs. In these cases we will make every effort to work with the school, parent/carers and transport providers to manage instances where the child or young person exhibits these extreme behavioural characteristics. Wherever possible these considerations will be taken into account when determining an appropriate and safe form of travel assistance. Specialist advice will always be sought from the child or young person's school or college regarding whether the behaviour is directly linked to the special educational needs and appropriate action accordingly taken.

It is, however, recognised that general poor behaviour not directly attributable to a child's particular special educational needs and circumstances cannot be taken into account when determining an appropriate safe travel plan. It is paramount to have and to enforce clear standards of acceptable behaviour in the interests of ensuring a safe journey for all children, young people and staff as well as other road users.

In consultation with schools, we may be required to instigate permanent or fixed periods of exclusion from travel assistance. In the event we are unable to provide safe transport, either on a temporary or permanent basis, parent/carers will be responsible for transporting their child or young person and ensuring their regular attendance at school or college.

When considering whether to exclude any child or young person from travel assistance, we will require written statements from drivers and PAs in relation to the alleged incidents. Consultation will also take place with the head teacher and other relevant specialists.

The application of any sanctions as detailed below does not prejudice the rights of any individual to instigate criminal proceedings against a person resulting from unacceptable behaviour.

### **a) Verbal abuse**

- The first instance of offensive verbal abuse to staff, other passengers or the general public will result in a formal warning.
- The second instance of verbal abuse will result in a written warning.
- The third instance will result in a five-day exclusion from travel assistance.



**b) Vandalism**

The first instance of vandalism to a vehicle will result in five-day exclusion. The costs of making good the damage will be charged to the parent/carer.

The second instance of vandalism will result in permanent exclusion from travel assistance. The costs of making good the damage will be charged to the parent/carer.

**c) Physical abuse**

The first instance of physical abuse will result in a two-week exclusion from travel assistance pending full investigation. Travel assistance may be reintroduced when the head teacher and TTCU manager are both satisfied (and in line with school's specific behaviour policies) that the child's behaviour has improved satisfactorily. Any further occurrence of physical abuse will result in permanent exclusion from travel assistance.

**13. Feedback and questions**

We are always looking for ways to improve the quality of services and feedback from parent/carers is very important and positively encouraged. If you have any comment or a question about the provision of travel assistance or these service standards, please email [ttcu@trafford.gov.uk](mailto:ttcu@trafford.gov.uk) or telephone 0161 912 5055.

This page is intentionally left blank

## EQUALITY IMPACT ASSESSMENT - TRAFFORD COUNCIL

A. Summary Details		
1	Title of EIA:	Home to School Transport within All Age Travel Assistance Policy 2021
2	Person responsible for the assessment:	Sarah Russ
3	Contact details:	<a href="mailto:sarah.russ@trafford.gov.uk">sarah.russ@trafford.gov.uk</a>
4	Section & Directorate:	Trafford Travel Coordination Unit (TTCU) Service Manager, Children's Services
5	Name and roles of other officers involved in the EIA, if applicable:	Sarah Butters, Head of Service: Early Years, School Places and Access Marilyn Golding, School Admissions Manager

Page 63

B. Policy or Function		
1	Is this EIA for a policy or function?	Policy <input checked="" type="checkbox"/> Function <input type="checkbox"/>
2	Is this EIA for a new or existing policy or function?	New <input type="checkbox"/> Existing <input type="checkbox"/> Change to an existing policy or function <input checked="" type="checkbox"/>
3	What is the main purpose of the policy/function?	It is intended to amend the previous All Age Travel Assistance Policy which provides travel assistance to the following groups: - <ul style="list-style-type: none"> <li>● Children and young people of pre-school age (2-4 years);</li> <li>● Children under compulsory school age starting reception;</li> <li>● Children of compulsory school age (aged between 5 and 16 years) with their travel from home to school or place of learning;</li> <li>● Disabled children 0 -18 accessing social care or similar;</li> <li>● Young people of sixth form age to aid their attendance at education or</li> </ul>

		<p>training (aged between 16 to 19 or up to 25 with an education, health and care plan and who started their programme of learning before their 19<sup>th</sup> birthday</p> <ul style="list-style-type: none"> <li>• Adult learners;</li> <li>• Adults with care and support needs.</li> </ul> <p>There is one proposed policy change for 2021/22 which is to remove the discretionary criterion for grammar school pupils meaning that those who travel further than the nearest qualifying school will no longer be eligible for travel assistance. This means that families who travel further than the nearest school for a grammar school place will have to pay for any travel costs themselves, unless they are a low income family.</p> <p>The current discretionary allowance does not offer the same financial protection for other families, in similar circumstances, where their children have not qualified to attend a grammar school. Other families who choose to travel further than the nearest school for a place in a particular high school do not qualify for travel assistance unless they are a low income family.</p> <p>This proposal does not change things for low income families who meet the criteria to receive a free school meal and who choose to travel further to access either a grammar school place or a high school place. These low income families will continue to receive travel assistance. The guidance defines a low income family as where the child is eligible for a free school meal or the parent/carer is in receipt of the maximum amount of working tax credit.</p>
4	Is the policy/function associated with any other policies of the Authority?	<ul style="list-style-type: none"> <li>• School Admission arrangements</li> <li>• Health and Safety policy</li> <li>• Safeguarding Children policy</li> <li>• Corporate Complaints policy</li> <li>• Adult Social Care policy</li> </ul>
5	Do any written procedures exist to enable delivery of this policy/function?	<ul style="list-style-type: none"> <li>• Attendance management procedures for the management of passenger assistant staff</li> <li>• Code of conduct procedures for all staff</li> <li>• Contract procedure rules which govern the Council's procurement of goods.</li> </ul>

		<ul style="list-style-type: none"> <li>• Appeals procedure for managing travel assistance appeals</li> <li>• Complaints procedure for managing complaints in relation to travel assistance.</li> <li>• Process to agree funded support for adults with care and support needs &amp; children / young people with complex needs.</li> <li>• Emergency Care Pathway to be followed by Passenger Assistants in the case of a medical emergency whilst transporting children, young people and adults.</li> <li>• Epilepsy Care Plan to be followed by Passenger Assistant for those children, young people and adults known to have epilepsy travelling on transport.</li> <li>• Epilepsy Care Pathway to be followed by Passenger Assistants in the case of a medical emergency whilst transporting those children, young people and adults known to have epilepsy.</li> </ul>
6	Are there elements of common practice not clearly defined within the written procedures? If yes, please state.	<ul style="list-style-type: none"> <li>• Behaviour management for assisting with the management of difficult behaviours whilst on transport</li> <li>• Route planning for ensuring the most cost effective journeys</li> <li>• Council approach for charging for services</li> </ul>
65	Who are the main stakeholders of the policy? How are they expected to benefit?	<p><b>Stakeholders</b></p> <ul style="list-style-type: none"> <li>• Children and young people of pre-school age 2 to 4 years;</li> <li>• Children under compulsory school age starting reception;</li> <li>• Children of compulsory school age</li> <li>• Young people with Special Educational Needs and Disability (SEND) aged 16 to 19 years</li> <li>• Young people aged 16 to 19 years without and Education, Health and Care Plan in mainstream provision and in financial hardship;</li> <li>• Adult learners;</li> <li>• Adults accessing social care;</li> <li>• Parents/Carers;</li> <li>• Heads and Governing Bodies;</li> <li>• School staff;</li> <li>• Adult social care providers;</li> <li>• Educational placement providers for adults;</li> <li>• Passenger Assistants;</li> </ul>

		<ul style="list-style-type: none"> <li>● Bus/taxi contractors;</li> <li>● Elected members</li> </ul> <p><b>Benefits</b></p> <ul style="list-style-type: none"> <li>● Easy to read policy with clear and transparent eligibility and suitability criteria and appeals process;</li> <li>● Enables accessibility to educational establishments so that children, young people and adults can participate in education and learning;</li> <li>● Supports sustainable travel;</li> <li>● Supports and promotes independence;</li> <li>● Offers a range of travel assistance solutions to support choice and flexibility for families;</li> <li>● Clear pathways of support to be followed in the case of a medical emergency;</li> <li>● Supports local economy by employing local people as Passenger Assistants and by commissioning local taxi/bus companies;</li> <li>● Affordable for those in hardship (a hardship scheme is available for those receiving a chargeable service).</li> </ul>
8	How will the policy/function (or change/improvement), be implemented?	Following a public consultation, the new policy will be effective from 1 June 2021 for travel arrangements in the academic year starting in September 2021.
9	What factors could contribute or detract from achieving these outcomes for service users?	<ul style="list-style-type: none"> <li>● Political support, or lack of;</li> <li>● Legal challenge;</li> <li>● Ability of families with nursery age children to pay the charges, even those eligible for hardship;</li> <li>● Capacity and resources to manage income recovery for non-payers;</li> <li>● Capacity and resources to manage an increase in applications if the demand rises;</li> <li>● Capacity and resources to provide passenger assistants if the demand increases;</li> <li>● Capacity to provide enough vehicles if demand increases, particularly larger vehicles and wheelchair accessible vehicles which are in short supply.</li> </ul>

		In relation specifically to the removal of the discretionary criterion for grammar school pupils, it is proposed the 124 families that currently benefit from travel assistance will be invited to provide evidence of particular hardship for further consideration.
10	Is the responsibility for the proposed policy or function shared with another department or authority or organisation? If so, please state?	<ul style="list-style-type: none"> <li>• Trafford Travel Co-ordination Unit (TTCU) – responsible for administering the All Age Travel Assistance Policy with the exception of those responsibilities detailed below;</li> <li>• School Admissions – responsible for administering bus passes for children of compulsory school age;</li> <li>• Education, Health and Care Panel – responsible for recommending school and places for children and young people with special educational needs and disabilities;</li> <li>• Early Years SEND Panel – responsible for allocating nursery assessment places for young children with special educational needs and disabilities;</li> <li>• Children with Complex Needs Service – responsible for undertaking child in need assessments;</li> <li>• Epilepsy Care Plan – agreed between Epilepsy Nurse Specialist, parents and school and provided to the TTCU.</li> <li>• Assistants who support children with complex needs;</li> <li>• Adults Social Care – responsible for undertaking assessments under the Care Act 2014 to determine if an adult has eligible needs;</li> <li>• Social Care funding panel members and others managers with delegated funding decision making as described in the process to agree funded support for adults with care and support needs; children and young people with complex needs.</li> <li>• Trafford Carers Centre who undertake carers assessments on behalf of Trafford Council.</li> </ul>

### C. Data Collection

1	What monitoring data do you have on the number of people (from different equality	<u>Annual School Census Data</u>
---	-----------------------------------------------------------------------------------	----------------------------------

groups) who are using or are potentially impacted upon by your policy/ function?

- the total pupil headcount
- headcount by gender
- headcount by ethnicity
- headcount by school of pupils in receipt of FSM

**Trafford Travel Co-ordination Unit Data**

597 children and young people currently accessing travel assistance – all of who have SEND. 429 (72%) are male and 168 (28%) are female.

63 adult learners/social care service users being transported door to door. 32 (52%) are male and 30 (48%) are female.

**School Admissions Bus Pass Data**

Travel assistance analysis details that in the autumn term 2020, 249 children and young people received bus passes to travel to school, of these:

- 115 passes were issued to pupils from low income families. These children would not be affected by the proposed change.
- 10 passes were issued to pupils based upon the distance from home to school. These children would not be affected by the proposed change.
- 124 passes were issued to pupils attending a grammar school that is not their nearest grammar school as they are not eligible to attend their nearest grammar school. It is likely these children will lose their travel assistance under the proposed change.

An analysis of the home post codes of the 124 children who will be impacted was carried out against the Income Deprivation Affecting Children Index (IDACI) which indicates the proportion of children in an area age under 16 living in income deprived families.



		IDACI Decile	No. Pupils	%
		100% (10% least disadvantaged in England)	56	45%
		90%	15	12%
		80%	20	16%
		70%	6	5%
		60%	6	5%
		50%	5	4%
		40%	3	2%
		30% most disadvantaged in England	0	0%
		20% most disadvantaged in England	7	6%
		10% most disadvantaged in England	6	5%
		<b>Total</b>	<b>124</b>	<b>100%</b>
		It is recognised that this index is only an indicator and so it is proposed the 124 children who will be impacted by this policy change will be invited to provide evidence of particular hardship for further consideration.		
2	Please specify monitoring information you have available and attach relevant information*	School census data which includes headcount by age, gender, ethnicity, free school meals		
3	If monitoring has NOT been undertaken, will it be done in the future or do you have access to relevant monitoring data?	Adult social care - When assessments / reassessments are undertaken we will consider if an adult with care and support needs requires council funded travel assistance to meet their assessed needs and outcomes (in accordance with the policy). We will include this information on all funding tracking sheets and look to develop a field in Liquid Logic to generate automated reporting.		

*\*Your monitoring information should be compared to the current available census data to see whether a proportionate number of people are taking up your service*

## D. Consultation & Involvement

1	Are you using information from any previous consultations and/or local/national consultations, research or practical guidance that will assist you in completing this EIA?	Yes - Review of previous Council consultations
2	Please list any consultations planned, methods used and groups you plan to target. (If applicable)	<p>Future consultations will be via:-</p> <ul style="list-style-type: none"> <li>• Trafford Council website and Trafford Directory website.</li> <li>• Social media including Twitter and Facebook for Trafford Council; Family Information Service; SEND Information, Advice and Support Service (SENDIASS); Trafford Parents Forum.</li> <li>• Schools e-bulletin and the early years e-bulletin.</li> <li>• Materials will be made available in different formats if requested.</li> <li>• Parents forum and SENDIASS requested to provide formal feedback.</li> <li>• Letters to be sent to parent/carers who receive travel assistance.</li> <li>• Contractors and local colleges to be notified and feedback requested.</li> <li>• Internal services such as Adult Social Care and Children's Complex Needs within the council to be notified.</li> </ul>
3	**What barriers, if any, exist to effective consultation with these groups and how will you overcome them?	Parents who are disabled may struggle to access information/attend consultation events. Ensure accessible information available online via the Council's website and SEND Local Offer on Trafford Directory, in addition to a range of other formats.

*\*\*It is important to consider all available information that could help determine whether the policy/ function could have any potential adverse impact. Please attach examples of available research and consultation reports*

### **E: The Impact – Identify the potential impact of the policy/function on different equality target groups**

*The potential impact could be negative, positive or neutral. If you have assessed negative potential impact for any of the target groups you will also need to assess whether that negative potential impact is high, medium or low*

	<b>Positive</b>	<b>Negative (please</b>	<b>Neutral</b>	<b>Reason</b>
--	-----------------	-------------------------	----------------	---------------

		specify if High, Medium or Low)		
<b>Gender</b> – both men and women, and transgender;		L		Over representation of boys with SEND. School pupil population gender split is 51% boys and 49% girls whilst 72% of boys receive travel assistance as CYP with SEND. No known gender impact for adults with care and support needs.
Pregnant women & women on maternity leave			√	For an adult with care and supports needs access to council funded travel assistance will be determined by the assessing officer in consideration of all their individual circumstances, assessed needs and outcomes
Gender Reassignment			√	
Marriage & Civil Partnership			√	
<b>Race</b> - include race, nationality & ethnicity (NB: the experiences may be different for different groups)		L		English as a second language presents barriers to accessing and understanding services. For an adult with care and supports needs access to council funded travel assistance will be determined by the assessing officer in consideration of all their individual circumstances, assessed needs and outcomes
<b>Disability</b> – physical, sensory & mental impairments	√			Majority of children and young people accessing door to door travel assistance have SEND.  This Policy supports this group of people to

				<p>access education, learning and social care activities to meet their assessed needs.</p> <p>The Policy sets out a range of travel assistance solutions and is aimed at promoting independence and providing life skills, these include Independent Travel Training and Passenger Assistants accompanying people on public transport.</p> <p>Pre-school age children age 2 to 4 years who have an Education, Health and Care plan or are undergoing an assessment and are at a Trafford special school will be able to apply for travel assistance.</p> <p>Pupils of 6<sup>th</sup> form age are able to apply for travel assistance.</p> <p>For an adult with care and supports needs access to council funded travel assistance will be determined by the assessing officer in consideration of all their individual circumstances, assessed needs and outcomes.</p> <p>The policy has a specific care pathway for the management of epilepsy.</p>
<p><b>Age Group</b> - specify eg; older, younger etc)</p>			<p>√</p>	<p>It is not proposed to increase the level of charges for pre-school children age 2 to 4 years.</p> <p>The number affected by the charge is low compared to the total number of people receiving travel assistance.</p>

				<p>There are no charges for young people of sixth form age between 16 to 19 years or up to 25 with an EHC plan.</p> <p>Students aged 16-19 years in mainstream provision without an Education, Health and Care Plan can apply for travel assistance on the basis of financial hardship.</p> <p>Adult learners, children of compulsory school age and children in need aged 0 to 18 years will receive free travel assistance if deemed eligible</p> <p>For an adult with care and supports needs access to council funded travel assistance will be determined by the assessing officer in consideration of all their individual circumstances, assessed needs and outcomes</p>
<b>Sexual Orientation –</b> Heterosexual, Lesbian, Gay Men, Bisexual people			√	
<b>Religious/Faith groups</b> (specify)		L		<p>The Council continues to support primary age pupils from low income families to attend a denominational school. Eligibility mirrors that of the Council's statutory duties for secondary age pupils from low income families.</p> <p>Although Trafford is well served by a mixture of Church of England and Catholic schools some other religious/faith groups</p>

				<p>may be disadvantaged by the lack of in Borough provision. Parents who choose a denominational school based on religious beliefs will be ineligible for travel assistance unless the school is their child's nearest qualifying school.</p> <p>For an adult with care and supports needs access to council funded travel assistance will be determined by the assessing officer in consideration of all their individual circumstances, assessed needs and outcomes.</p>
--	--	--	--	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

**As a result of completing the above what is the potential negative impact of your policy?**

High

Medium

Low

Page 74

**F. Could you minimise or remove any negative potential impact? If yes, explain how.**

Race:	<p>Information about services for children, young people and adults is held on the Trafford Directory with specific information for children and young people with SEND on the local offer pages. Translation services are available online and in other formats on request.</p> <p>The use of electronic application forms may assist applicants as they may be able to seek the help of other family members or community workers.</p> <p>TTCU and other services are also available for telephone or face to face support. Sometimes people may not be able to read English but are sufficiently proficient to be able to speak to someone for advice and support.</p>
Gender:	No - over representation of boys with SEND in Trafford reflects national trends.

Disability:		No - as one eligibility criterion for travel assistance is "Special educational needs, disability or mobility problems"
Age:		For nursery age children who will incur a charge there will be a low income or hardship element. Those eligible under low income or hardship will be charged 50%.  Independent travel training can be provided to young people and adults but not to younger children.
Economic disadvantage:		It is proposed the 124 children who will be impacted by this policy change will be invited to provide evidence of particular hardship for further consideration.
Also consider the following:		
Page 275	1	If there is an adverse impact, can it be justified on the grounds of promoting equality of opportunity for a particular equality group or for another legitimate reason?
	2	Could the policy have an adverse impact on relations between different groups?
	3	If there is no evidence that the policy <i>promotes</i> equal opportunity, could it be adapted so that it does? If yes, how?
		All Age Travel Assistance Policy will discharge Trafford's statutory duties; it is proposed that the Council uses its discretionary powers to provide travel assistance to groups of children, young people and adults who are not eligible under the existing policy or statute.
		No
		The Policy does promote equality of opportunity.

### G. EIA Action Plan

Recommendation	Key activity	When	Officer Responsible	Links to other Plans eg; Sustainable Community Strategy, Corporate Plan, Business Plan,	Progress milestones	Progress

Ensure accessible consultation	Public consultation	November 2020	Sarah Butters/ Marilyn Golding	Corporate Plan		Complete
Create a consultation response document	Collate and review feedback	March 2020	Marilyn Golding	Corporate Plan Included in Executive Report		Complete

Please ensure that all actions identified are included in the attached action plan and in your service plan.

Signed: *Sarah Russ*  
Lead Officer

Date: 1 February 2021

Signed: *Sarah Butters*

Head of Early Years, School Places & Access

Date: 1 February 2021



## TRAFFORD COUNCIL

**Report to:** Executive  
**Date:** 22<sup>nd</sup> February 2021  
**Report for:** Decision  
**Report of:** Executive Member for Adult Social Care

### Report Title

Fair Price for Care for Older Peoples' Residential and Nursing Homes 2021-2022 : consultation update

### Summary

Every year the Council sets a Fair Price for Care which determines the bed rate for the following financial year. On the 26<sup>th</sup> October 2020, Executive approved the following for consultation and further consideration in the light of the consultation :

1. An inflationary uplift for existing purchased Residential and Nursing Home beds based on increases announced for the NLW or 2%, whichever is the higher and the RPI as at October 2020 for 2021/22.
2. An increased price of £560 for spot purchased residential beds plus the inflationary uplift and £626 for spot purchased nursing beds plus the inflationary uplift.

Providers were consulted with from the 28<sup>th</sup>. October 2020 to 30<sup>th</sup> November 2020.

In addition a full EIA on the recommended proposals was undertaken.

### Recommendation(s)

**It is recommended that the Executive:**

- Considers the outcome of the consultation
- Considers the response to the consultation
- Considers the EIA
- Approves the following bed rates for 2021/2
  1. New bed rates from 1<sup>st</sup> April 2021.
    - **£571.76** for all residential beds
    - **£639.15** for all nursing beds
  2. An inflationary uplift of **2.1%** for all other existing beds, including block purchased beds; and
- Confirm that in approving the above, it has taken into consideration the Council's Public Sector Equality duty.

Contact person for access to background papers and further information:

Name: Karen Ahmed  
Extension: 1890

<p>Relationship to Policy Framework/Corporate Priorities</p>	<p><b>Successful and Thriving Places</b>                  The residential and nursing care home uplift will contribute to improved workforce pay, conditions and retention, to stabilise the market, supporting growth for local providers and improved skills for local people  <b>Services focused on the most vulnerable people:</b> This is a targeted service provided to the most vulnerable people, following a social care assessment.  <b>Trafford Together Locality Plan:</b> We are working towards an integrated plan to align commissioning activity, budgets for residential and nursing care to stabilise costs.</p>
<p>Relationship to GM Policy or Strategy Framework</p>	<p>The GM Living Well at Home Delivery Group is a joint programme which brings together a number of social care and health led work streams related to activities around home care and residential and nursing care homes into one coherent and co-ordinated programme. The Delivery Group is chaired by Diane Eaton and Mark Fitton (the DASS from Stockport).</p> <p>This approach continues to enable the development of clear care pathways designed to support people to live as independently in their own homes for as long as possible. The impact of this will be to prevent the disruption to people’s lives and relationships by reducing the need for a move to residential care for all but the most vulnerable and complex residents.</p> <p>Across GM, there are over 560 residential and nursing homes with over 19,000 beds. These homes make a significant contribution to the functioning of the health and care economy but there is significant variation in the level of quality, responsiveness, and adaptability.</p> <p>Across GM, there will be new quality ambitions, based on CQC ratings, set for the following financial year, based on the significant improvements already achieved across Trafford and Greater Manchester. Pilots, such as those aimed at improving the resilience and retention of managers, to support the improvement of the Well Led domain in CQC ratings, have continued with an emphasis on the well-being of staff during the pandemic.</p> <p><b>Commissioning Strategy and Market Position Principles:</b>                  Our vision for the market and our commitment to coproduction is articulated in “Trafford Together,” our locality plan. This is a jointly agreed document which sets out the system wide changes we need to make to achieve our ambition over the next 5 years. This plan will be consulted upon during the year of engagement. The plan states that “[I]n Trafford under the banner of the ‘Living Well at Home Programme’ we will integrate service provision to ensure better outcomes for Trafford residents and the ‘system’ in which we operate. We will adopt the principles of the locality plan by delivering person centred care that preserves independence by supporting more people to remain at home. We will continue to reduce admissions to residential and nursing care.<sup>1</sup>                  In addition in this and previous reports we have articulated our intension to develop a range of different contractual and</p>

<sup>1</sup> Trafford Together Locality Plan v.6.11.19, para 6.14, p.33

	<p>commissioning models to stabilise the market and to develop new models of provision.</p> <p><b>Housing Strategy and Ageing Well:</b> We are working very closely with our colleagues in housing strategy and in public health to look at a number of different options to support people living in the community with a wide range of needs so that people only enter residential care when they need that level of care and support, rather than because their living accommodation does not meet their needs or they are lonely. These approaches are articulated in our Ageing Well and new Older Peoples Strategies.</p>
Financial	<p>The proposed new bed rates are a minimum of £571.76 for residential and £639.15 for nursing.</p> <p>The proposed uplift on all other bed rates of 2.1% takes into account increases in staff and running costs. It is recognised that an inflationary uplift of this level will support providers to meet not only the additional pressures of inflation and requirements of the National Living Wage but also in moving towards the real living wage.</p> <p>The impact of the above will result in an estimated additional budgeted investment into the Residential &amp; Nursing market of £0.895m for 2021/22. This would be met from within the overall allocation for inflation and demography in the Medium Term Financial Plan (MTFP) that has been allocated to the Adult Social Care budget for 2021/22.</p> <p>The Council proposes to apply the host local authority uplift for out of borough placements.</p>
Legal Implications:	<p>Pursuant to s151 of the Local Government Act 1972, the council is required to make arrangements for the proper administration of its financial affairs.</p> <p>Further legislative requirements are detailed in the report.</p>
Equality/Diversity Implications	<p>Decision-makers are under a legal duty to have due regard to the need to eliminate discrimination against care home residents (as well as providers/staff), promote equality of opportunity between such persons and others and foster good relations between such persons and others. Therefore, it is important to take care that all the new rates are adequate to promote a diverse and high quality care home market, in particular because of the risk that otherwise there could be an adverse impact on the welfare of vulnerable residents and/or staff and their ability to enjoy a quality of life comparable with those less vulnerable.</p> <p>Vulnerable residents include in particular the elderly, women and disabled persons. Staff are largely female.</p> <p>A fuller report on equality/diversity implications is attached at Appendix 1.</p>
Sustainability Implications	Not applicable.
Carbon Reduction	Not applicable
Resource Implications e.g. Staffing / ICT / Assets	Not applicable.
Risk Management Implications	<p>The key risks for Trafford are around maintaining a sustainable care market within a nationally very fragile social care market which has been significantly impacted upon by Covid and the attitudinal changes towards residential care. In</p>

	order to do this we must set an appropriate inflationary uplift which enables providers to meet all reasonable costs incurred in providing services.
Health & Wellbeing Implications	Our residents are assessed as requiring residential or nursing care home provision when they are no longer able to live safely at home. It is essential to have a sufficient supply of residential and nursing care homes to meet our resident's health and well-being needs.
Health and Safety Implications	Not applicable

## 1.0 Background

- 1.1 The Executive report of the 26<sup>th</sup> October 2020 fully outlined the background and legal context relevant to the residential and nursing care home market with particular reference to the impact of Covid, the loss of public confidence in the sector, the additional financial support offered to the sector and the Council's commissioning intentions for the future of the sector, including the strengthening of the homecare offer.
- 1.2 The residential and nursing care homes have continued to provide essential support crucial to supporting our residents on their journey to recovery under very difficult circumstances and under increasing pressure. Since the last report was written, the homes now must provide increased frequency of testing and although additional monies have been provided by the DHSC, this is accompanied by increased reporting requirements – all of which create additional burdens for the homes. Care homes – residents and staff, are in the top priority for access to vaccinations- which has been welcomed by the homes – and again created another organisational task for homes. Amidst this, homes have been incredibly creative in supporting family members and their residents to maintain contact within the ever changing flexibilities of the various restrictions imposed as a result of Covid.
- 1.3 One of the themes which has been referred to previously in Executive reports is the under-provision of nursing beds within Trafford. As a result of Covid, and the increased complexity of people being cared for in the community in order to take pressure from the hospitals, it is these nursing beds that are most in demand. As we make further changes to where people are cared for, in line with local and national policy, Trafford's over provision of residential beds and under provision of complex care and nursing beds will be a key area for re-shaping. The Council has previously stated its intention to develop a Dynamic Purchasing System which will include opportunities for innovation. This is intended to make the best use of the expertise of care homes in situations where there are high levels of vacancies or indeed a desire to deliver innovative solutions. It is likely that the DPS will be delayed because the constant demands on care homes as a result of Covid will create a lack of capacity in many of our smaller and medium sized businesses to respond to a tender process.
- 1.4 Last year, the Council rebased the bed rates within Trafford, taking into account the wide variance in fees created by the different business models of provider. Then a two-pronged approach was proposed to enable the stabilisation of the market, and the embedding of the Ethical Care Charter, in particular moving closer to the Real Living Wage. This year that approach has been maintained but with one difference.
- 1.5 The financial analysis the Council undertook last year created an understanding of the business models operated by providers – in particular that care homes maintained existing rates for people currently resident in their care homes and requested higher rates for vacancies as they arose. In recognition of this, the Council created a new rebased higher bed rate for all new spots. This year, in recognition of the fact that there are still many beds which cost less than the spot rate, we will offer a new rebased minimum bed rate to all providers for existing spot contracts for current residents as well as new spot purchased beds. This new rate will not apply to block contracts because the Council bears the financial risks of vacancies. However, with spots, the care homes bear the financial risk of vacancies.
- 1.6 It is intended that the minimum spot bed rate in Trafford, together with the block contracts will support the stabilisation of the market and the move towards paying staff the real living wage, as the increase enables providers to pay £9 an hour as opposed to the national living wage. It will also support the move towards an approach where the Council, and the CCG, pay a similar bed price for similar levels of need, paying higher rates only when the care required is more complex. The DPS will support this direction of travel, as the Council will only purchase homes from the DPS, and will source options from the immediate surrounding area when the homes on the DPS are exhausted.

1.7 Following the report to Council in October 2020, where a number of options were proposed by officers, a consultation exercise took place in November 2020. In addition an Equalities Impact Assessment was undertaken.

## **2.0 Legislative Provisions**

2.1 S5 (1) Care Act 2014 places a duty on the Council to promote a diverse and high quality market of care and support services (including prevention services) for people in their local area. In particular, the Council must act with a view to ensuring that there is a sufficient overall pool of efficient providers and a range of different services and providers to ensure that people are able to choose between a range of providers when care is required in a residential setting.

2.2 S5 (2) lists certain factors the LA must consider when exercising its duty. These include: the importance of ensuring the sustainability of the market and supporting continuous improvement in the quality of services; making available information about the services available to people in its area; the current and future demand for services in its area, and how this demand can be met by providers; the importance of carers and service users being able to undertake work, education and training; and the importance of fostering a suitable workforce.

2.3 S 5 (3) requires the Council, when considering current and future local demand and how this might be met by providers, to consider the need for there to be sufficient services to meet the needs of people in their area. Local authorities should understand the business environment of the providers offering services in their area and seek to work with providers facing challenges and understand their risks.

2.4 S 5 (4) requires the Council to consider, when making decisions about commissioning services, the importance of promoting the well-being of people with care and support needs and carers. S5 (5) requires the council to have regard to the duty when either providing or arranging services to meet the care and support needs of adults with care needs and carers. The Care Act accompanying guidance, statutory guidance which the council must have regard to, states the Council should have evidence that the fee levels they pay for care and support services enable the delivery of agreed care packages and support a sustainable market. When commissioning services, local authorities should assure themselves and have evidence that contract terms, conditions and fee levels for care and support services are appropriate to provide the delivery of the agreed care packages with agreed quality of care. This should support and promote the wellbeing of people who receive care and support, and allow for the service provider ability to meet statutory obligations to pay at least the national minimum wage and provide effective training and development of staff. It should also allow retention of staff commensurate with delivering services to the agreed quality, and encourage innovation and improvement.

## **3. Public Sector Equality Duty and Equality Impact Assessment**

3.1 The Equality Act 2010 requires public authorities to have regard to the Public Sector Equality Duty in making any decision. The public sector equality duty requires public authorities to consider the needs of people who are disadvantaged or suffer inequality when making decisions regarding its service provision and policies.

3.2 People who have certain protected characteristics are protected under the Equality Act 2010. The nine protected characteristics are: disability, race, age, religion or belief, sex, sexual orientation, gender reassignment, pregnancy and maternity marriage and civil partnership.

3.3. The legislation requires that, when carrying out its functions, a public authority must have due regard to:

- The elimination of unlawful discrimination;
- The advancement of equality of opportunity between people who have protected characteristics and those that do not; and
- The fostering or encouragement of good relations between people who share a protected characteristic and those who do not.

3.4 Where appropriate, an EIA is completed in respect of the proposals to identify any potential impacts. Where potential impact are identified consideration can be given to whether measures can be taken to mitigate against such impacts. Mitigation measures can then be set out within the body of the relevant EIA or are reflected, where appropriate, in modifications to the proposals.

- 3.5 In considering the report and deciding whether approve the proposals contained in the report the Executive is required to have regard to the Public Sector Equality Duty. In order to satisfy this duty the Executive must consider whether the proposals are likely to discriminate against or disadvantage persons who have protected characteristics as set out above; whether there are mitigation measures which would offset any such impacts which are identified. Where appropriate and necessary Equality Impact Assessments of the proposals have been carried out and these are available to members to assist them in the evaluation of the proposals in the context of the Public Sector Equality Duty.
- 3.6 A detailed EIA has been completed in respect of the proposals contained in this report and is attached at Appendix 2 to the report. The EIA was made available to officers in their consideration of consultation feedback and development of the proposals contained in this report.

**Summary of EIA:**

- 3.6 The EIA does not identify any negative impact arising from the new proposals contained in this report. Instead, the EIA identifies a combination of positive and neutral impacts. The positive impacts relate to the proposals increasing the bed rates significantly above inflation, enabling providers to move closer to the Real Living Wage, and therefore being able to retain a more stable workforce, benefiting residents, and of course staff who are able to command a higher salary. In addition, a more stable market benefits both staff and residents as the risk of home closure from financial causes is reduced through both the new bed rate from spot purchases and the opportunity to develop block placements.
- 3.7 Other benefits will be increased choice for residents as more homes locally become more affordable, and a reduced financial burden for some families as their contribution to more expensive placements may reduce.
- 3.8 Women would be key beneficiaries of the identified positive impacts as they make up the majority of the workforce and the majority of residents.

**4.0 Consultation**

4.1 The following options were consulted upon from the 28<sup>th</sup> October to the 30<sup>th</sup> November 2020:

**Option 1** The Council and the Clinical Commissioning Group do nothing.  
 This was not the recommended option. The social care market has been recognized nationally as being extremely fragile and the Council has a statutory duty to maintain market stability and sufficiency under the Care Act 2014. Not providing an inflationary uplift at a time when providers are dealing with the challenges of Covid and potentially EU exit, and must pay the National Living Wage would only destabilize the market further. In addition, people are living longer with very complex health care needs and Trafford requires a robust and skilled workforce to continue to provide high quality care to some of the most vulnerable people in our community.

**Option 2** The Council applies an inflationary uplift of 2.1% to all beds.  
 Whilst this option is affordable, it means that the Trafford bed rate will have limited relevance to the Trafford market. Some beds can still be purchased at our bed rate, but these are less and less available as current placements end, and providers apply inflated rates to new placements. We would therefore be in the position of trying to source beds outside of Trafford because of price, rather than choice or need and asking residents to financially contribute the difference in price, which may be an unaffordable or excessive burden on our residents.  
 This option was not recommended.

**Option 3** The Council adopt a two-pronged approach to a price increase for 2021/22,

A new increased minimum rate for all placements as set out below

Category	2020/2021 £	Increase £	2021/2022 £	Increase %
Residential	483.72	88.04	571.76	18.20
Residential Dementia	521.61	50.15	571.76	9.61
Nursing	535.61	103.54	639.15	19.33
Nursing Dementia	602.09	37.06	639.15	6.16

And an inflationary uplift of 2.1% for all other existing spot and block purchased bed above the new bed rate. This was the recommended option.

- 4.2 Two responses were received as part of the consultation exercise. One response welcomed the rebased bed rate for existing beds and identified that as their preferred option. The respondent identified a potential gap between their bed rates and the proposed rate that they would be unable to bridge through their own fee structuring and further highlighted rising costs as a result of recruitment, retention and agency costs and Covid. The home did recognise the support that the Council had offered throughout the pandemic and in light of the pressures that they faced, were keen to work collaboratively with the Council in looking to the future. The respondent has been contacted by the commissioning team.
- 4.3 The second response contained a number of key points together with a letter dated 2012. All of the points raised by this respondent were raised previously in last year's consultation, including those in the attached letter, and addressed by the Council in February 2020. The Council's position is clearly articulated in that report. These points were:
- The methodology employed to reach the Fair Price for Care bed rates. The respondent prefers the Laing and Buisson methodology.
  - The difference between the Fair Price for Care offered in Trafford and the real price of care, based on the Laing Buisson rates, which for 2021-2022 are between £696 and £849.
- 4.4 The responses from last year are appended at Appendix 1 for ease of reference.
- 4.5 In addition, this year the Council has brought in a minimum bed rate of £571.76 for residential beds and £639.15 for nursing beds. The Council's fee range for care is in fact much wider than that of Laing Buisson, and is paying fees in the region of up to £1,300 for beds - 53.12% higher than the bed rate suggested by that organisation.
- 4.6 Trafford Council is committed to keeping the bed rate under review, and to working towards creating a more equitable fees structure within Trafford through the introduction of the Dynamic Pricing System.

## **5. Fees, Charges and Top-Ups**

- 5.1 Increasing the minimum bed price for existing care home beds will affect the fees and charges payable by residents as some fees will increase by between 6.16% to 19.33% - depending on the pre-existing bed price.
- 5.2 This will primarily impact on self-funders whose care is through the Council. The main impact of this will be that the self-funders will exhaust their own funds sooner, and become the responsibility of the Council
- 5.3 In some circumstances, where the Council or the resident/family has been unable to identify a bed at the FPFC rate, that either meets the residents' needs (in the case of the Council) or is the preference of the resident/family, the Council or the resident/family will pay a top-up in order to meet the price that the care homes are charging.
- 5.4 Our analysis shows that in some homes, this will mean that both the resident/family and the Council should pay a lower top-up fee in order to maintain the agreed bed price bed. To avoid any confusion, the Council will contact all those homes affected to ensure that the top-up fees are adjusted accordingly.

## **6. Reasons for Recommendation**

- 6.1 Having taken into account
- The full EIA
  - The consultation responses,

Officers are continuing to recommend Option 3. This will enable providers to meet the requirements of both the National Living Wage, and additional inflationary pressures together with further embedding the Ethical Care Charter, whilst still remaining within the approved budget. It will give Trafford a bed rate that is acceptable to providers and enables residents to have more choice. The FPFC approach together with all the other components, including block contract arrangements, will enable more choice locally for Trafford residents.

7. **Supporting Documents**

Appendix 1: Extract from FPFC report 2020-21.  
Appendix 2: Equalities Impact Assessment.

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

Finance Officer Clearance .....HZ  
Legal Officer Clearance .....DS

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

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



**APPENDIX 1: Extract from Fair Price for Care: Residential and Nursing Homes 2020-21: Consultation Update.**

3.6 **Methodology**

In previous years, the Council has attempted to use the Laing and Buisson model utilising information from local providers. This proved unsuccessful due to the low response from care providers. The Council then used a combination of methods detailed in the reports to reach an offer which was consulted upon. Uplifts have always been tailored to the relevant financial circumstances of that year, and have taken into account the NLW and the MLW requirements year on year.

This year the Council used a different national tool based on a partnership approach between providers and commissioning which takes into consideration some of the key variables which are relevant to Trafford. Again, the response from providers was low, but the Council had access to significant financial information to be able to better understand the market and the business model, and that is how the current recommended rates within the proposal was reached.

3.7 **Fair Price for Care and Real Price of Care**

The Laing and Buisson rate of £623 to £726 has been quoted as the cost of an economically run care home. It is assumed that this rate is a national average rate. The respondent is therefore suggesting that the Council is setting a rate that does not meet the real cost of care.

An analysis of bed rates paid by the Council evidence that homes are in fact charging fees that are not only below this figure, but also below the Council bed rate. It is assumed that these care homes are able to run their homes more efficiently and have a different business model than other providers. It is also noted that some care homes provide beds where the fee rates are significantly in excess of those rates at £1,300. Again it is assumed that this is down to the business model of the provider.

An analysis of the bed rates across the North West of England evidences (see Appendix 2) that the bed rates set by Trafford are similar to those set by other authorities in the area when all rates are considered. The new rebased rate is likely to render Trafford as one of the higher payers for next year. It may be assumed that the national bed rates may be skewed by figures from London and the South East where construction rates, land and other costs are significantly higher than the North West of



England.

### 3.8 **Affordability and Bed Rates**

The Council is required by statute to set a balanced budget every year so realistically there will always be an affordability decision to be made in terms of setting any fee rates. This is always balanced against the financial pressures experienced by the market.

This year, in recognition of the wide variation across Trafford, the Council has sought to begin to incrementally raise the offer to providers through the use of a rebased bed rate for new spot purchases. This is intended to address the inequity in bed rates demanded by providers.

### 3.9 **Market Sustainability**

Trafford is an extremely attractive area for the residential and nursing care market and the number of entrants to the market far outweigh the number of exitors when the number of beds is used as a benchmark. The new providers do focus on self-funders and charge fees which are at the higher end of the market. This is of concern to the Council, as this does create a two-tier market and limit choice for our residents, not just in terms of fees but also in terms of the nature of the care provided. The new providers rarely offer provision for people with complex needs.

The Council addresses this within the limit of our legal powers. We work with providers who are at risk of exiting the market to maintain service stability – the support can take the form of specialist support or financial support in the form of a block bed arrangement. Many providers choose to exit the market for reasons other than financial. In addition the Council has made the decision to enter the market in order to develop the kind of provision that is lacking in Trafford due to the lack of appetite from many existing providers to adapt their care model.

This page is intentionally left blank

## Appendix 1

### EQUALITY IMPACT ASSESSMENT - TRAFFORD COUNCIL

Page 87

<b>A. Summary Details</b>		
1	Title of EIA:	Fair Price for Care Business Case
2	Person responsible for the assessment:	Jo O'Donoghue
3	Contact details:	07971825331 <a href="mailto:Joanne.Odonoghue@trafford.gov.uk">Joanne.Odonoghue@trafford.gov.uk</a>
4	Section & Directorate:	All Age Commissioning Adults
5	Name and roles of other officers involved in the EIA, if applicable:	Jo O'Donoghue, Specialist Commissioner Martin White, Commissioning Officer
<b>B. Policy or Function</b>		
1	Is this EIA for a policy or function?	Policy <input type="checkbox"/> Function <input checked="" type="checkbox"/>
2	Is this EIA for a new or existing policy or function?	New <input type="checkbox"/> Existing <input type="checkbox"/> Change to an existing policy or function <input checked="" type="checkbox"/>

3	What is the main purpose of the policy/function?	<p>The annual Fair Price for Care consultation is a statutory requirement under the Care Act, to consult the provider market with regard to proposed annual uplifts to the fees we pay them to deliver commissioned care services.</p> <p>This EIA relates to the Fair Price for Care consultation for the provision of Residential and Nursing services for the financial year 2021-22.</p>
4	Is the policy/function associated with any other policies of the Authority?	<p>The policy is related to our statutory obligations under the Care Act.</p> <p>It is also related to the Council's pledge to adopt the Residential Care Charter.</p> <p>Residential Care Charter (ECC). ECC sets out minimum standards of pay and working conditions for the residential care workforce. In order to meet these conditions we may need to make a commitment to increase our care fees to bridge the gap for the NLW so providers can improve pay and conditions for their workforce.</p> <p>Promotion of Choice/Person Centre services</p> <p>Dynamic Purchasing System</p> <p>Successful and Thriving Places</p> <p>Services focused on the most vulnerable people:</p>
5	Do any written procedures exist to enable delivery of this policy/function?	<p>Business cases and executive submissions.</p> <p>Agreed contracts to be produced</p>

6	Are there elements of common practice not clearly defined within the written procedures? If yes, please state.	Not applicable
7	Who are the main stakeholders of the policy? How are they expected to benefit?	<ul style="list-style-type: none"> <li>• Independent Private Providers</li> <li>• Trafford Residents</li> <li>• Trafford Workforce</li> <li>• Trafford Council</li> <li>• Trafford CCG</li> </ul> <p>The proposal will support the providers to bridge the gap towards the real living wage and provide better workforce conditions, training and development thus increasing workforce stability. In addition the rebasing of the bed rate will promote greater market stability.</p> <p>The majority of staff are women and so they will be positively impacted by the changes.</p> <p>The residents are all older people, many of who are also disabled and there is also a significant majority of women within the residential and nursing homes. These changes will have a positive impact on the residents.</p>
8	How will the policy/function (or change/improvement), be implemented?	<p>The change will be implemented as follows:</p> <ul style="list-style-type: none"> <li>• A report is presented to the Executive which presents options for the financial remuneration made to</li> </ul>

		<p>commissioned providers of residential and nursing services for our residents.</p> <ul style="list-style-type: none"> <li>• The Executive considers the report and makes a recommendation for the fees payable for the relevant financial year.</li> <li>• This recommendation is then published for consultation and we gather formal responses from our providers and others.</li> <li>• The responses are then reported back to the Executive who use this information to make a final decision regarding the rates we pay our providers.</li> <li>• Any challenges are considered by the Executive before a final decision is made with regard to the annual rates we pay for commissioned homecare services.</li> </ul>
9	<p>What factors could contribute or detract from achieving these outcomes for service users?</p>	<ul style="list-style-type: none"> <li>• Following consultation and approval, this uplift will take effect from 01/04/2021 automatically increasing all live purchased beds.</li> <li>• The offer would take into account pressures due to the Retail Price Index (RPI) and either the increase to the NLW or 2%, whichever is the higher. This will form the basis of the inflationary uplift.</li> <li>• The increased price of £560 for Residential and £626 for nursing plus the inflationary uplift.</li> <li>• Notification will be provided to enable colleagues to amend the systems and apply the change.</li> </ul>

		<ul style="list-style-type: none"> <li>The impact on the budget of increases to revised rates would be met from within the overall allocation for inflation and demography in the Medium Term Financial Plan (MTFP) that has been allocated to the Adult Social Care budget for 2021/22.</li> </ul>
10	Is the responsibility for the proposed policy or function shared with another department or authority or organisation? If so, please state?	<p>Commissioners are responsible for the consultation and application of the change but this will also include the support from our financial colleagues, in implementation.</p> <p>The policy is shared with finance colleagues and the final decision is made by the Executive</p>

### C. Data Collection

Page 191

Do you have monitoring data on the number of people (from different equality groups) who are using or are potentially impacted	<p>As of March 2020 <b>Skills for Care Workforce Intelligence Workforce</b>  19% Male / 81% Female  23% BAME / 77% White  85% British / 7% EU / 8% Non-EU  Average Age: 44 years old  <a href="https://public.tableau.com/shared/7HNQ226Y7?:display_count=y&amp;:origin=viz_share_link&amp;:embed=y&amp;:showVizHome=no">https://public.tableau.com/shared/7HNQ226Y7?:display_count=y&amp;:origin=viz_share_link&amp;:embed=y&amp;:showVizHome=no</a></p> <p>For Trafford the average hourly rate for all social care related job roles in the independent sector in March 2020 was £9.45 / hour. On average, the pay in the independent sector was £1.24 higher than the National Living Wage of £8.21. The hourly rate for managerial jobs in the Independent sector in March 2020 was £13.25. which is £5.04 higher than the NLW.</p> <p><a href="https://www.skillsforcare.org.uk/adult-social-care-workforce-data/Workforce-intelligence/publications/local-information/My-local-authority-area.aspx">https://www.skillsforcare.org.uk/adult-social-care-workforce-data/Workforce-intelligence/publications/local-information/My-local-authority-area.aspx</a></p>
--------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

upon by  
your policy/  
function?

Males paid on average were paid 7.4% more than females, down from 9% in 2019  
The gender pay gap among all employees was 15.5% in April 2020, down from 17.4% in 2019.

<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/genderpaygapintheuk/2020>

81% Care workers in the independent sector in Trafford are female

23% Care workers in the independent sector Trafford are BAME. In the 2011 Census, 32,744 people said that they belonged to a BAME group (1), 14.5% of the total population (similar to England at 14.6%).

This shows an over-representation of women and BAME staff in the sector.

<https://www.skillsforcare.org.uk/adult-social-care-workforce-data/Workforce-intelligence/documents/Local-authority-area-summary-reports/North-west/2020/Trafford-Summary-2020.pdf>

Data in between Censuses is limited and ONS is currently looking at methods for reliable ethnicity estimates by local authorities.

The breakdown of people known to Trafford, who are place in nursing and residential care is as follows:

As of January 2021  
Service Users (LAS)

Gender	Nursing	Residential	Grand Total
Female	145	234	379
Male	84	141	225
<b>Grand Total</b>	<b>229</b>	<b>375</b>	<b>604</b>

Disability	Nursing	Residential	Grand Total
Multiple	13	17	30
Mental/Cognitive	25	60	85



Physical Disability	16	21	37
Sensory	18	24	42
Blank	157	253	410
<b>Grand Total</b>	<b>229</b>	<b>375</b>	<b>604</b>

<b>Ethnicity</b>	<b>Nursing</b>	<b>Residential</b>	<b>Grand Total</b>
Any Other Asian Background	1	3	4
Any Other Black Background	2	2	4
Any Other Ethnic Group		2	2
Any Other Mixed Background		2	2
Any Other White Background	7	6	13
Black - African		1	1
Black Caribbean	2	4	6
Chinese	1		1
Indian	1	1	2
Information Not Yet Obtained	4	6	10
Pakistani		1	1
Traveller of Irish Heritage	1	1	2
White - British	197	338	535
White - Irish	12	7	19
White and Black Caribbean	1	1	2
<b>Grand Total</b>	<b>229</b>	<b>375</b>	<b>604</b>

<b>Religion</b>	<b>Nursing</b>	<b>Residential</b>	<b>Grand Total</b>
Christian	31	30	61
Church of England	29	51	80
Islamic	2	3	5

		<table> <tbody> <tr> <td>Jewish</td> <td>1</td> <td>3</td> <td>4</td> </tr> <tr> <td>None</td> <td>4</td> <td>2</td> <td>6</td> </tr> <tr> <td>Not Stated</td> <td>85</td> <td>138</td> <td>223</td> </tr> <tr> <td>Other religion</td> <td>1</td> <td>10</td> <td>11</td> </tr> <tr> <td>Roman Catholic</td> <td>15</td> <td>29</td> <td>44</td> </tr> <tr> <td>Blank</td> <td>61</td> <td>109</td> <td>170</td> </tr> <tr> <td><b>Grand Total</b></td> <td><b>229</b></td> <td><b>375</b></td> <td><b>604</b></td> </tr> </tbody> </table>	Jewish	1	3	4	None	4	2	6	Not Stated	85	138	223	Other religion	1	10	11	Roman Catholic	15	29	44	Blank	61	109	170	<b>Grand Total</b>	<b>229</b>	<b>375</b>	<b>604</b>
Jewish	1	3	4																											
None	4	2	6																											
Not Stated	85	138	223																											
Other religion	1	10	11																											
Roman Catholic	15	29	44																											
Blank	61	109	170																											
<b>Grand Total</b>	<b>229</b>	<b>375</b>	<b>604</b>																											
2	Please specify monitoring information you have available and attach relevant information*	<p>ONS (population data and estimates)  Poppi (Projecting Older Peoples Population Information)  JSNA (<a href="http://www.traffordjsna.org.uk">www.traffordjsna.org.uk</a>)  Trafford Data Lab (<a href="http://www.trafforddatalab.io">www.trafforddatalab.io</a>)  NOMIS  Public Health England Fingertips (<a href="http://www.fingertops.phe.org.uk">www.fingertops.phe.org.uk</a>)  ASCOF performance data – this looks at the proportion of people accessing our services and this is benchmarked. This is monitored on a monthly basis and submitted annually.  <a href="https://www.skillsforcare.org.uk/adult-social-care-workforce-data/Workforce-intelligence/publications/local-information/My-local-authority-area.aspx">https://www.skillsforcare.org.uk/adult-social-care-workforce-data/Workforce-intelligence/publications/local-information/My-local-authority-area.aspx</a>  <a href="https://www.skillsforcare.org.uk/adult-social-care-workforce-data/Workforce-intelligence/documents/Local-authority-area-summary-reports/North-west/2020/Trafford-Summary-2020.pdf">https://www.skillsforcare.org.uk/adult-social-care-workforce-data/Workforce-intelligence/documents/Local-authority-area-summary-reports/North-west/2020/Trafford-Summary-2020.pdf</a></p>																												
3	If monitoring has NOT been undertaken, will it be done in the future or do you have access to	Monitoring of placement data is managed by Trafford performance and they provide reports on a monthly basis as well as information on request as detailed in point 1 above around age and demographics.																												

	relevant monitoring data?	
--	---------------------------	--

*\*Your monitoring information should be compared to the current available census data to see whether a proportionate number of people are taking up your service*



Page 95

<b>D. Consultation &amp; Involvement</b>		
1	Are you using information from any previous consultations and/or local/national consultations, research or practical guidance that will assist you in completing this EIA?	<p>Every year we engage with providers on setting the bed rate, but the engagement response is limited.</p> <p>We have also considered the rates which other neighbouring local authorities pay their providers and we have considered the impact of the 2020-21 UK Living Wage rates.</p> <p>We have adopted a price model which factors in all of the above and which reflects budget pressures for the Council.</p>
2	Please list any consultations planned, methods used and groups you plan to target. (If applicable)	<p>We expect the increase to have a beneficial impact on service users by maintaining greater stability in the workforce, and the market and increasing choose locally enabling more residents to stay closer to home and more easily maintain contact with friends and families.</p> <p>An increase in the amount Trafford Council will pay towards their cost of care may result in a reduction in the amount a 3rd party is paying the service provider for a Care Fee Top up.</p> <p>The increase in fee rates paid by Trafford Council should increase staff wages in the future, to the real living wage encouraging staff to remain in their roles and new people to work in care provision.</p> <p>Consulting with current residents could cause confusion and anxiety, as there will be no change to the service they receive as a result of the proposed changes..</p>

		<p>There is therefore no need to conduct a consultation with current service users or staff. The consultation will be carried out with Service Providers.</p> <p>Consultation with providers took place from 28/10/2020 until 30/11/2020.</p>
3	<p><b>**What barriers, if any, exist to effective consultation with these groups and how will you overcome them?</b></p>	<p>Provider reluctance to engage and preferred methods of methodology to be applied such as LaingBuisson by one respondent as detailed in Appendix 1 of the FPFC Exec Report.</p> <p>Providers were written to with details of the options being considered and the recommended proposal for uplifts for next year. Meetings have been offered with providers to discuss the proposals. We are also undertaking market testing in relation to the DPS which will further include workshops with the providers.</p> <p>Previous experience shows that a small number of providers do engage, but that many do not and often set a bed rate which is different to that proposed by the Council.</p> <p>In addition, this year the Council has brought in a minimum bed rate of £571.76 for residential beds and £639.15 for nursing beds. The Council's fee range for care is in fact much wider than that of LaingBuisson, and is paying fees in the region of up to £1,300 for beds - 53.12% higher than the bed rate suggested by that organisation.</p> <p>Trafford Council is committed to keeping the bed rate under review, and to working towards creating a more equitable fees structure within Trafford through the introduction of the Dynamic Pricing System</p>

*\*\*It is important to consider all available information that could help determine whether the policy/ function could have any potential adverse impact. Please attach examples of available research and consultation reports*

**E: The Impact – Identify the potential impact of the policy/function on different equality target groups**

*The potential impact could be negative, positive or neutral. If you have assessed negative potential impact for any of the target groups you will also need to assess whether that negative potential impact is high, medium or low*

	<b>Positive</b>	<b>Negative (please specify if High, Medium or Low)</b>	<b>Neutral</b>	<b>Reason</b>
<b>Overview</b>			✓	<p>When Trafford Council engage with providers to offer care services to service users / residents, it is agreed that they will work to Local and National policies and procedures, including adhering to appropriate legislation. This is not only for service users but also for the workforce. This increase encourages providers to work towards becoming a Real Living Wage employer (meeting the threshold for pay above that of the National Living Wage), invest in environmental development, focus on the continued improvement of quality and services and enhance the service for service users.</p> <p>From April 2021, the National Living Wage (NLW) will increase to £8.91 (a 19p increase from £8.72) and will be available to people aged 23 and above (down from the current age of 25).</p> <p>Using Adult Social Care Workforce Data Set (ASC-WDS) data, it is estimated that 35% of the adult social care workforce</p>

(485,000 workers) are currently paid below the new NLW rates and will therefore directly benefit from this increase. Increasing the pay of these workers to the new NLW rates would increase the wage bill of the sector by £115 million.

The wage bill could increase by more than this if employers also provide pay rises to other workers in order to maintain pay differentials between roles.

Table 1 shows the full-time equivalent annual or hourly pay rate of selected job roles in Trafford (area), North West (region) and England. All figures represent the independent sector as at March 2020, except social workers which represent the local authority sector as at September 2019. At the time of analysis, the National Living Wage was £8.21.

Table 1. Average pay rate of selected job roles by area

	England	Region	Area
Full-time equivalent annual pay			
Social Worker <sup>†</sup>	£36,400	£34,800	£35,300
Registered nurse	£31,800	£30,800	£31,800
Hourly pay			
National Living Wage	£8.21	£8.21	£8.21
Senior care worker	£9.54	£9.30	£9.29
Care worker	£8.80	£8.58	£8.72
Support and outreach	£8.97	£8.70	£8.86

<sup>†</sup>Local authority social workers only.

Please note that pay varies by sector,

				with local authority pay generally being higher than independent sector pay.
<b>Gender – both men and women, and transgender;</b>	✓			<p>The majority (81%) of the workforce in Trafford were female, and the average age was 44 years old. Workers aged 25 and under made up 8% of the workforce and workers aged over 55 represented 23%. Given this age profile approximately 1,200 people will be reaching retirement age in the next 10 years.</p> <p><a href="https://www.skillsforcare.org.uk/adult-social-care-workforce-data/Workforce-intelligence/publications/local-information/My-local-authority-area.aspx">https://www.skillsforcare.org.uk/adult-social-care-workforce-data/Workforce-intelligence/publications/local-information/My-local-authority-area.aspx</a></p> <p>Nationality varied by region, in England 83% of the workforce identified as British, while in the North West region this was 92%. An estimated 85% of the workforce in Trafford identified as British, 7% identified as of an EU nationality and 8% a non-EU nationality, and therefore there was a higher reliance on non EU than EU workers.</p> <p>All providers are bound by the Equality Act 2010, and is part of our agreed standards/terms</p>

				<p>Residents  This increase would affect females more than males due to the 2:1 ratio of the residents. As this should have a direct effect on staffing, this provides residents with increased stability and potentially a better care experience. We are not aware of any residents who identify as transgender or different from the gender they were assigned at birth, however the increase could see more focussed training and development of the workforce around matters such as these, meaning a greater quality of care should such individuals present.</p>
<p>Pregnant women &amp; women on maternity leave</p>	<p>✓</p>			<p>Workforce  Given the higher proportion of female staff within the caring workforce, this should assist providers increase wages, supporting those women on low incomes prior to pregnancy, and provide continued stability in the workforce for those to safely return to work after a period of leave.</p> <p>All providers are bound by the Equality Act 2010, and is part of our agreed standards/terms, they also legally offer Statutory Maternity Leave/Pay</p> <p>Residents</p>



				As these providers are a registered service for adults over 65, there are no residents who identify within this category so this is not relevant.
Gender Reassignment			✓	<p>Workforce All providers are bound by the Equality Act 2010, and is part of our agreed standards/terms.</p> <p>This increase could see improved awareness and training on similar matters, providing better understanding and empathy for colleagues and residents.</p> <p>Residents We are not aware of any residents that would fall into this category at present. However the increase of funding would assist with workforce training and understanding, for future or unknown residents, enabling better awareness and tailored care.</p>
Marriage & Civil Partnership	✓			<p>Workforce All providers are bound by the Equality Act 2010, and is part of our agreed standards/terms.</p> <p>Residents We work closely with our providers to enable service user couples to be placed together. In addition, we maintain contact between partners by placing in accessible locations – the</p>

				<p>rebased bed rate will increase the affordability of local placements and increase local choice in accessible locations.</p> <p>This is also a focus of the Regulator CQC in supporting relationships and sexuality through part of their inspection process  <a href="https://www.cqc.org.uk/sites/default/files/20190221-Relationships-and-sexuality-in-social-care-PUBLICATION.pdf">https://www.cqc.org.uk/sites/default/files/20190221-Relationships-and-sexuality-in-social-care-PUBLICATION.pdf</a></p>
<p>Not for Race- include race, nationality &amp; ethnicity (NB: the experiences may be different for different groups)</p>		✓		<p>Workforce  23% of the independent sector workforce are of BAME origin. The uplift will provide additional stability for workforce, and move towards the real living wage for all staff.  <a href="https://www.skillsforcare.org.uk/adult-social-care-workforce-data/Workforce-intelligence/publications/local-information/My-local-authority-area.aspx">https://www.skillsforcare.org.uk/adult-social-care-workforce-data/Workforce-intelligence/publications/local-information/My-local-authority-area.aspx</a></p> <p>All providers are bound by the Equality Act 2010, and is part of our agreed standards/terms.</p> <p>Residents  Each resident will have a personalised care plan which will take account of their cultural needs.</p>

				<p>This increase would help providers invest in training for the workforce to enable and assist towards the provision of culturally appropriate care.</p> <p>This increase in funding would provide better quality of care and choice for potential residents</p> <p>TMBC have had initial discussions with providers to develop an Equality and Diversity Pledge, to share a commitment to supporting residents, and addressing barriers. Early discussions had started prior to introduction of Covid 19 restrictions, and the development of the pledge remains on hold whilst services focus on maintaining heightened IPC and delivery of a safe service for their residents,</p> <p>Development of the pledge will recommence as soon as possible to ensure, as far as possible, cultural needs are recognised and supported within the provision of care.</p>
<p><b>Disability – physical, sensory &amp; mental impairments</b></p>	✓			<p>Workforce All providers are bound by the Equality Act 2010, and are part of our agreed standards/terms.</p> <p>Residents 30% of service users have a recorded</p>

				<p>disability, assuming potential care costs on top of bed rate (already covered for additional care/assistance).</p> <p>The uplift will assist providers in obtaining appropriate access and equipment as standard, supporting individuals' ongoing needs.</p>
<p><b>Age Group</b> - specify eg; older, younger etc)</p>	✓			<p>The majority (81%) of the workforce in Trafford were female, and the average age was 44 years old. Workers aged 25 and under made up 8% of the workforce and workers aged over 55 represented 23%. Given this age profile approximately 1,200 people will be reaching retirement age in the next 10 years.</p> <p>Nationality varied by region, in England 83% of the workforce identified as British, while in the North West region this was 92%. An estimated 85% of the workforce in Trafford identified as British, 7% identified as of an EU nationality and 8% a non-EU nationality, therefore there was a higher reliance on non EU than EU workers.</p> <p>stability of employment for staff, reducing the likelihood of potential redundancies, which those above 41 receive a greater statutory package (1.5 week's pay for each year worked, as opposed to 1 week's pay for those aged 22-40). It is known that obtaining another job over the age of 41 is substantially harder than the</p>

				<p>lower age group. This increase could also provide the workforce with an increase in pay, enabling them a greater opportunity to save. All providers are bound by the Equality Act 2010, and is part of our agreed standards/terms.</p> <p>Residents These are specific and specialist services for Adults over 65</p> <p>To promote inclusion and valuing older people, TMBC have launched “Intergenerational Partnership” project which creates opportunities for residents to interact with School children and educational providers.</p>
<p><b>Sexual Orientation –</b> Heterosexual, Lesbian, Gay Men, Bisexual people</p>			✓	<p>Workforce Providers have policies that promote diversity for workforce.</p> <p>All providers are bound by the Equality Act 2010, and is part of our agreed standards/terms.</p> <p>Residents 94.6 of people in the UK, 16+ have identified as Heterosexual, ONS annual population survey 2018</p> <p>TBMC are currently working with providers and the market to create an</p>

				<p>LGBTQ+ Pledge, considering the impact on residents and reducing barriers, through a joined up approach coupled with provider</p> <p>This is also a focus of the Regulator CQC in supporting relationships and sexuality through part of their inspection process</p> <p><a href="https://www.cqc.org.uk/sites/default/files/20190221-Relationships-and-sexuality-in-social-care-PUBLICATION.pdf">https://www.cqc.org.uk/sites/default/files/20190221-Relationships-and-sexuality-in-social-care-PUBLICATION.pdf</a></p> <p>policies/procedures.</p>
<p><b>Religious/Faith groups</b> (specify)</p>			<p>✓</p>	<p>Workforce Providers have policies that promote diversity for workforce.</p> <p>All providers are bound by the Equality Act 2010, and is part of our agreed standards/terms.</p> <p>Residents Residents should have personalised care plans that reflect each individual's needs and identity. Their religious beliefs will be reflected in this and residents will be supported in activities related to their faith.</p> <p>We are unaware of the beliefs of the majority of our residents (61%),</p>

			however without this increase; the impact could see a lack of diversity and tailored activities/events or reduced private spaces, including a lack of understanding for various religious choices. This helps to build in and develop conversations at assessment stage to tailor care accordingly.
--	--	--	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

\*data referenced was produced independently by skillsforcare (<https://www.skillsforcare.org.uk/adult-social-care-workforce-data/Workforce-intelligence/publications/The-state-of-the-adult-social-care-sector-and-workforce-in-England.aspx>)

**As a result of completing the above what is the potential negative impact of your policy?**

High                       Medium                       Low                       Neutral

Page 107

**F. Could you minimise or remove any negative potential impact? If yes, explain how.**

Race:	Not applicable
Gender, including pregnancy & maternity, gender reassignment, marriage & civil partnership	Not applicable
Disability:	Not applicable
Age:	Not applicable
Sexual Orientation:	Not applicable
Religious/Faith groups:	Not applicable

Also consider the following:

1	If there is an adverse impact, can it be justified on	At this point there has been no potential negative impact
---	-------------------------------------------------------	-----------------------------------------------------------

	the grounds of promoting equality of opportunity for a particular equality group or for another legitimate reason?	identified
2	Could the policy have an adverse impact on relations between different groups?	At this point there has been no potential negative impact identified
3	If there is no evidence that the policy <i>promotes</i> equal opportunity, could it be adapted so that it does? If yes, how?	

**G. EIA Action Plan**

<b>Recommendation</b>	<b>Key activity</b>	<b>When</b>	<b>Officer Responsible</b>	<b>Progress milestones</b>
Carry out planned consultation with Care Home Providers	Acknowledge any negative impact that may be raised through the consultation, review this EIA to include impact and identify actions to mitigate	Consultation with providers Oct-Nov 2020	Joanne O'Donoghue	Consultation Start; 28.10.2020 Consultation End; 30.11.2020

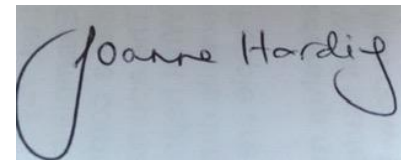


<p>Introduce Dynamic Purchasing System</p>	<p>Working towards creating a more equitable fees structure within Trafford through the introduction of the Dynamic Pricing System.</p>	<p>Trafford Council has published a soft market testing exercise in regards to its Residential and Nursing Homes and the anticipated Dynamic Purchasing System.</p>	<p>Joanne O'Donoghue  Lewis Sinkala</p>	<p>Soft Market Testing December to January 2020</p>

Please ensure that all actions identified are included in the attached action plan and in your service plan.

Signed  
Lead Officer Joanne O'Donoghue  
Date 2.02.2021

Signed  
Service Head  
Date 12.02.2021



This page is intentionally left blank

## TRAFFORD COUNCIL

**Report to:** Executive  
**Date:** 22<sup>nd</sup>. February 2020  
**Report for:** Decision  
**Report of:** Executive Member for Adult Social Care

### Report Title

Fair Price for Care - Homecare 2021 - 2022: Consultation Update

### Summary

Every year the Council sets a Fair Price for Care which determines the hourly rate for homecare for the following financial year. This hourly rate is based upon an inflationary uplift to the current price.

On the 26<sup>th</sup>. October 2020, Executive approved the following for consultation and further consideration in the light of the consultation :

- A 5.69% uplift on the existing business as usual homecare rate of £15.99 to reach an hourly rate of £16.90, including RPI
- A further uplift to enable providers to achieve an uplift on the National Living Wage ("NLW") (either 2% or an uplift which reflects the NLW, dependent on which is the higher rate).

The new agreed rate will comprise the framework price for homecare providers

The consultation period ran from the 28<sup>th</sup>. October to the 30<sup>th</sup>. November 2020.

In addition a full Equality Impact Assessment on the recommended proposals was undertaken.

### Recommendation(s)

It is recommended that the Executive:

- notes the outcome of the consultation
- notes the response to the consultation
- notes the outcome of the Equality Impact Assessment
- approves an inflationary uplift of 2.50% to the hourly rate for standard homecare which will be an increase from £15.99 per hour to £16.39 per hour for 2021/21 and
- approves an additional £0.91 per hour to framework homecare providers which reflects the transformation work to reach an hourly rate of £17.30. This does not include non-framework providers, supported living providers or direct payment packages
- Confirm that in approving the above, it has taken into consideration the Council's Public Sector Equality duty.



Contact person for access to background papers and further information:

Name: Karen Ahmed  
Extension: 1890

Background Papers: None

**Implications:**

<p>Relationship to Policy Framework/Corporate Priorities</p>	<p><b>Successful and Thriving Places</b>  Homecare annual uplift will contribute to improved workforce pay, conditions and retention, to stabilize the homecare market, supporting growth for local providers and improved skills for local people  <b>Services focused on the most vulnerable people:</b> Homecare is a targeted service provided to the most vulnerable people, following a social care assessment.  <b>Trafford Together Plan:</b> we are working towards a place based approach which will be underpinned by an integrated commissioning system for homecare between the Council and Trafford Clinical Commissioning Group.</p>
<p>Relationship to GM Policy or Strategy Framework</p>	<p><b>Greater Manchester Population Health Plan 2017-2021:</b> Age Well Priority: More people will be supported to live at home for as long as possible  <b>Greater Manchester Health and Care Board Urgent and Emergency Care Improvement and Transformation Plan:</b> Homecare is integral to priorities around reducing delayed hospital discharges and urgent/unplanned care and this has been demonstrated over and over again during the pandemic.  <b>Greater Manchester Live Well at Home Strategy:</b> This proposal is aligned with GM priorities to improve homecare and with GM Transformation monies, allocated to Trafford to transform homecare  <b>Commissioning Strategy and Market Position Principles:</b> Our vision for the market and our commitment to coproduction is articulated in "Trafford Together," our locality plan. This is a jointly agreed document which sets out the system wide changes we need to make to achieve our ambition over the next 5 years. This plan is currently being consulted on. . The plan states that "In Trafford under the banner of the 'Living</p>

	<p>Well at Home Programme' we will integrate service provision to ensure better outcomes for Trafford residents and the 'system' in which we operate. We will adopt the principles of the locality plan by delivering person centred care that preserves independence by supporting more people to remain at home.</p>
Financial	<p>The proposed 2.5% uplift will increase the current hourly rate from £15.99 to £16.39.</p> <p>The proposed uplift takes into account increases in staff and running costs. It is recognised that an inflationary uplift of this level will support providers to meet not only the additional pressures of inflation and requirements of the National Living Wage but also in moving towards the real living wage.</p> <p>The impact of the above will result in an estimated additional budgeted investment into the homecare market of £0.371m for 2021/22. This would be met from within the overall allocation for inflation and demography in the Medium Term Financial Plan (MTFP) that has been allocated to the Adult Social Care budget for 2021/22.</p> <p>The additional proposed £0.91 for those on the Council's homecare framework, giving rise to an hourly rate of £17.30, is to continue the transformation of homecare provision in Trafford. This will result in a further additional investment of £0.590m which will be funded through Trafford's allocation of the GM Transformation Fund for 2021/22.</p>
Legal Implications:	<p>Pursuant to s151 of the Local Government Act 1972, the council is required to make arrangements for the proper administration of its financial affairs.</p> <p>Further legislative requirements are detailed in the report.</p>
Equality/Diversity Implications	<p>Decision-makers are under a legal duty to have due regard to the need to eliminate discrimination against home care recipients (as well as providers/staff), promote equality of opportunity between such persons and others and foster good relations between such persons and others. Therefore, it is important to take care that all the new rates are adequate to promote a diverse and high quality homecare market, in particular because of the risk that otherwise there could be an adverse impact on the welfare of vulnerable residents and/or staff and their ability to enjoy a</p>

	<p>quality of life comparable with those less vulnerable.</p> <p>Vulnerable residents include in particular the elderly, women and disabled persons. Staff are largely female and older persons, in particular females.</p> <p>Decision-makers need to be satisfied that both the lower and higher rates are adequate for the welfare of residents and staff. Older women are disproportionately represented in social care because they live longer. In addition, poorer residents will be the key recipients of funded adults social care, as they often acquire long term conditions and illnesses earlier that necessitate social care and they do not have the resources to fund their own care. The increase in rates will ensure that these groups of people are able to access services which meet their needs.</p> <p>An Equality Impact Assessment report detailing equality/diversity implications is attached at Appendix 1.</p>
Sustainability Implications	Not applicable.
Carbon Reduction	Moving to a place based approach will reduce the need for homecare staff to travel in cars and therefore this will have a positive impact on carbon emissions as well as widening employment opportunities in the neighbourhood.
Resource Implications e.g. Staffing / ICT / Assets	Not applicable.
Risk Management Implications	Not applicable
Health & Wellbeing Implications	<p>The recommendations outlined in this report will have a positive impact on the health and wellbeing of local residents in the following ways:</p> <ul style="list-style-type: none"> <li>• Local homecare workforce will experience improved pay and conditions which will improve their health and wellbeing and have a positive impact on workforce retention rate in homecare locally</li> <li>• People in receipt of homecare will experience improve quality of care by <ul style="list-style-type: none"> <li>○ ensuring adequate time for visits so that carers can do their job properly</li> <li>○ providing statutory sick pay for workers so that they don't have to work with vulnerable residents when they are ill</li> <li>○ improving access to training so carers can do their job well</li> <li>○ improving local staff retention through improved pay and conditions leading to better continuity of care</li> </ul> </li> </ul>
Health and Safety Implications	Not applicable

## 1.0 Background

- 1.1 Trafford Council developed a Homecare Transformation Programme which commenced from 2019. This programme aimed to test out different ways of working to provide more flexible ways of supporting people to live well for longer at home, in line with the Council's ambitions. The pilots attracted additional funding from the Transformation Programme and the hourly rates were set at a higher level. The Homecare Transformation Programme was reconfigured in 2020 in order to meet the challenges of the pandemic - some projects continuing to run, some being temporarily funded through NHS Covid Discharge funding and some being terminated. The pandemic not only necessitated new ways of working but also expedited many of our plans to develop a more integrated care at home offer for Trafford residents.
- 1.2 The Transformation Programme changed the methodology that Trafford Council applied to the annual uplift, as we co-produced new models of homecare with our providers to develop a model of working with people in their own homes enabling faster discharges and supporting people to become more independent. This resulted in having a two tier pricing structure last year as a step on the way to equalising the rates. The uplift proposed for 2021 to 2022 combines the transformation aspiration together with the pressures from the RPI and the NLW, and will not only support the providers to further implement UNISON's Ethical Care Charter but will also further embed new ways of working.

## 2.0 Legislative Provisions

- 2.1 s5 (1) of the Care Act 2014 ("CA 2014") places a duty on local authorities to promote a diverse and high quality market of care and support services (including prevention services) for people in their local area. In particular, local authorities must act with a view to ensuring that there is a range of different services and providers to choose from. The Council must, under s5 (2) CA 2014, consider a number of factors when exercising this duty including the importance of ensuring the sustainability of the market and supporting continuous improvement in the quality of services; making available information about the services available to people in its area; the current and future demand for services in its area, and how this demand can be met by providers; the importance of carers and people requiring care and support being able to undertake work, education and training; and the importance of fostering a suitable workforce whose members are able to ensure the delivery of high quality services because, they have relevant skills and appropriate working conditions.
- 2.2 Statutory guidance, guidance which the Council must have regard to in discharging its functions under s78 CA 2014, stresses the importance of the Council encouraging "a workforce that underpins the market" and encouraging training and development. When the Local Authority is commissioning services it must assure itself the fee levels do not compromise the homecare providers' ability to:
- meet the statutory obligations to pay the minimum wages; and
  - provide effective training and development of staff; and
  - pay remuneration that is least sufficient to comply with the national minimum wage legislation for hourly pay or equivalent salary. This will include appropriate remuneration for any time spent travelling between appointments
- 2.3 Local authorities must facilitate markets that offer a diverse range of high-quality and appropriate services. In doing so, they must have regard to ensuring the continuous

improvement of those services and encouraging a workforce which effectively underpins the market through:

- standards
- skills
- qualifications and apprenticeships

- 2.4 It is recognised that the quality of services provided and the workforce providing them can have a significant effect on the wellbeing of people receiving care and support, and that of carers, and it is important to establish agreed understandable and clear criteria for quality and to ensure they are met.
- 2.5 When commissioning services, local authorities should assure themselves and have evidence that service providers deliver services through staff remunerated so as to retain an effective workforce. Remuneration must be at least sufficient to comply with the national minimum wage legislation for hourly pay or equivalent salary. This will include appropriate remuneration for any time spent travelling between appointments.

### **3.0 Public Sector Equality Duty and Equality Impact Assessment**

- 3.1 The Equality Act 2010 requires public authorities to have regard to the Public Sector Equality Duty in making any decision. The public sector equality duty requires public authorities to consider the needs of people who are disadvantaged or suffer inequality when making decisions regarding its service provision and policies.
- 3.2 People who have certain protected characteristics are protected under the Equality Act 2010. The nine protected characteristics are: disability, race, age, religion or belief, sex, sexual orientation, gender reassignment, pregnancy and maternity marriage and civil partnership.
- 3.3. The legislation requires that, when carrying out its functions, a public authority must have due regard to:
- The elimination of unlawful discrimination;
  - The advancement of equality of opportunity between people who have protected characteristics and those that do not; and
  - The fostering or encouragement of good relations between people who share a protected characteristic and those who do not.
- 3.4 Where appropriate, an EIA is completed in respect of the proposals to identify any potential impacts. Where potential impact are identified consideration can be given to whether measures can be taken to mitigate against such impacts. Mitigation measures can then be set out within the body of the relevant EIA or are reflected, where appropriate, in modifications to the proposals.
- 3.5 In considering the report and deciding whether approve the proposals contained in the report the Executive is required to have regard to the Public Sector Equality Duty. In order to satisfy this duty the Executive must consider whether the proposals are likely to discriminate against or disadvantage persons who have protected characteristics as set out above; whether there are mitigation measures which would offset any such impacts which are identified. Where appropriate and necessary Equality Impact Assessments of the proposals have been carried out and these are available to members to assist them in the evaluation of the proposals in the context of the Public Sector Equality Duty.



3.6 A detailed EIA has been completed in respect of the proposals contained in this report and is attached at Appendix 1 to the report. The EIA was made available to officers in their consideration of consultation feedback and development of the proposals contained in this report.

Summary of EIA:

3.7 The EIA does not identify any negative impact arising from the new proposals.

3.8 Instead, the EIA identifies a combination of positive and neutral impacts. The positive impacts relate to the proposals increasing the hourly rates, enabling providers to move closer to the Real Living Wage, and therefore being able to retain a more stable workforce, benefiting residents, and of course staff who are able to command a higher salary. In addition, a more stable market benefits both staff and residents as the risk of provider failure from financial causes is reduced through both the new hourly bed rate and the opportunity to implement the transformation developments.

3.9 Women would be key beneficiaries of the identified positive impacts as they make up the majority of the workforce and the majority of residents.

#### **4.0 Consultation**

4.1 Significant consultation had already taken place to allow us to prepare for, design and implement the Homecare Transformation programme. As a result of this we also made provisional agreement to uplift the framework homecare rate to the enhanced transformation rate (dependent upon available budget). Providers are aware of this provisional commitment.

4.2 The following options for uplifting the standard homecare rate were consulted upon from the 28th October to the 30th November 2020:

- Do not apply an annual uplift
- A 5.69% uplift on the existing business as usual homecare rate of £15.99 to reach an hourly rate of £16.90, including RPI; together with a further uplift to enable providers to achieve an uplift on the National Living Wage (“NLW”) (either 2% or an uplift which reflects the NLW, dependent on which is the higher rate). (This was the recommended option)
- Apply a lower uplift
- Apply a higher uplift

4.3 The consultation took place with providers and the trade unions. One response was received – this was from GMB and this response supported the recommended option “..on the basis that it offers a fair uplift and recognition of cost pressures on providers. As we are all aware that these are extremely difficult and, indeed, unprecedented times then option three is a considerable achievement against that background. “ The GMB further commented that “.. it is good to see that, going forward, it is Trafford's intention to have much more care provided for people in their own homes. This is very

much welcomed and we believe that it reflects the wishes of most people within Trafford.”

- 4.4 A second response, from one of the homecare providers was received after the consultation period had closed, and this response commented that the proposed rate was likely to be less than the UKHCA recommended rate.
- 4.4 The Council has already considered the UKHCA recommendation in the October 2020 report – the United Kingdom Homecare Association has for many years been recommending an hourly rate based on a calculation of what they have estimated nationally is the minimum rate for homecare. The DHSC recommends the methodology employed by the UKHCA – but not the calculated rate. The methodology – i.e. the breakdown of costs – has been utilised in discussions with provider in Trafford and , based on that methodology together with taking into account local variations, the principles underpinning the recommended hourly rate was developed.
- 4.5 The UKHCA proposed national rate for 2020 -2021 is indeed higher than that offered by the Council at £21.43 per hour, but has not been applied generally across the North West of England. It is hard to identify which, if any local authorities actually currently offer the UKHCA rate – a survey by the UKHCA in 2015 identified only 14% of local authorities as offering this rate. This suggests that the rate has limited relevance to homecare providers who are able to operate high quality services at a lower rate.
- 4.6 In setting the proposed hourly rate of £17.30, the Council has taken into account the additional pressures that will be experienced by homecare providers. We have considered both the impact of the NLW increase, the Real Living Wage and inflation in determining the overall inflationary uplift of £1.31.
- 4.7 As all the factors that the Council can reasonably take into account – i.e. the NLW and the RPI – in determining the recommended offer, together with the ability of the providers to move closer to the real living wage (the increase enables providers to pay more than the NLW), pay travel time, travel costs, training time and other work related expenses, it is the view of officers is that this represents an appropriate uplift.

## 5. Other Options

- 5.1 A number of alternative options were considered in reaching this recommendation. These were:

Option	Advantages	Disadvantages
Do not apply an annual uplift	No additional cost to ASC homecare budget No additional procurement resource for contract variation	<ul style="list-style-type: none"> <li>Providers may experience difficulties in paying their staff the required minimum wage, should a national uplift be applied</li> <li>Without a financial uplift which takes into account inflation, the market will be destabilised and people may go without care due to lack of capacity as providers withdraw from framework</li> <li>Staff turnover will potentially increase</li> </ul>

		<ul style="list-style-type: none"> <li>Local providers will lose workforce to neighbouring local authorities</li> <li>We may incur additional costs as a result of market instability</li> </ul>
Apply a lower uplift	Reduced cost to ASC homecare budget	<ul style="list-style-type: none"> <li>If we don't apply an uplift which takes into account inflation, the market will destabilise and all of the above disadvantages will apply</li> </ul>
Apply a higher uplift	Potential for increased market and workforce stability	<ul style="list-style-type: none"> <li>Increased cost to ASC budget which may not be sustainable</li> <li>Increasing funding does not necessarily increase quality.</li> </ul>

## 6. Fees and Charges

- 6.1 Our service users are financially assessed and pay a contribution towards the cost of services, based on what is affordable for them. For those service users who pay a full contribution, there will be an increase of 8.19% in their payments.
- 6.2 We recognise that, for some people who pay the full cost of their care because of their financial circumstances, this may cause financial pressure. We will consider making adjustments to the payments required for those people who may struggle to make immediate adjustments to their financial responsibilities.

## 7. Reasons for Recommendation

- 7.1 The responses to the consultation have been considered together with the analysis from the Equalities Impact Assessment, and officers are recommending that an increase of £1.31 per hour is approved to deliver the embedded transformation model – this equates to an increase from £15.99 to £17.30 per hour for homecare providers who are on the Council's Homecare Framework. Supported living providers, non-framework homecare providers and direct payments providers will receive an increase of 2.5%.
- 7.2 The uplift proposed for 2021 to 2022 combines the transformation aspiration together with the pressures from the RPI and the NLW, and will not only support the providers to further implement UNISON's Ethical Care Charter but will also further embed new ways of working.

### Supporting Documents

- Appendix 1 : Equality Impact Assessment


**Key Decision** (as defined in the Constitution): YES

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

Finance Officer Clearance HZ  
Legal Officer Clearance PD

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

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



## EQUALITY IMPACT ASSESSMENT - TRAFFORD COUNCIL

A. Summary Details		
1	Title of EIA:	Fair Price for Care Consultation (2021-22) for Homecare
2	Person responsible for the assessment:	Lindsey Mallory
3	Contact details:	<a href="mailto:Lindsey.mallory@trafford.gov.uk">Lindsey.mallory@trafford.gov.uk</a> 01619124565
4	Section & Directorate:	All Age Commissioning Adults
5	Name and roles of other officers involved in the EIA, if applicable:	Not applicable

Page 121

B. Policy or Function		
1	Is this EIA for a policy or function?	Policy <input type="checkbox"/> Function <input checked="" type="checkbox"/>
2	Is this EIA for a new or existing policy or function?	New <input type="checkbox"/> Existing <input type="checkbox"/> Change to an existing policy or function <input checked="" type="checkbox"/>
3	What is the main purpose of the policy/function?	The annual Fair Price for Care consultation is a statutory requirement under the Care Act, to consult the provider market with regard to proposed annual uplifts to the fees we pay them to deliver commissioned care services.  This EIA relates to the Fair Price for Care consultation for the provision of homecare services for the financial year 2021-22.
4	Is the policy/function associated with any other policies of the Authority?	The policy is related to our statutory obligations under the Care Act.  It is also related to the Council's pledge to adopt UNISON's Ethical

		Care Charter (ECC). ECC sets out minimum standards of pay and working conditions for the homecare workforce. In order to meet these conditions we may need to make a commitment to increasing our hourly rate for homecare services, so that providers can improve pay and conditions for their workforce.
5	Do any written procedures exist to enable delivery of this policy/function?	See above
6	Are there elements of common practice not clearly defined within the written procedures? If yes, please state.	Not applicable
7	Who are the main stakeholders of the policy? How are they expected to benefit?	<ul style="list-style-type: none"> <li>• Homecare providers are expected to benefit from an increase to the rates paid for the delivery of commissioned homecare</li> <li>• Homecare workforce will be expected to benefit from improved pay and conditions resulting from providers paying them an increase in their salary and expenses</li> <li>• People in receipt of homecare are expected to benefit from improved workforce stability and continuity of care resulting from a reduction in staff turnover through improved pay and conditions</li> </ul>
8	How will the policy/function (or change/improvement), be implemented?	<p>The change will be implemented as follows:</p> <ul style="list-style-type: none"> <li>• A report is presented to the Executive which presents options for the financial remuneration made to commissioned providers of homecare for the services they provide to our residents.</li> <li>• The Executive considers the report and makes a recommendation for the fees payable for the relevant financial year.</li> <li>• This recommendation is then published for consultation and we gather formal responses from our providers and others.</li> <li>• The responses are then reported back to the Executive who use this information to make a final decision regarding the rates we pay our providers.</li> </ul>

		<ul style="list-style-type: none"> <li>Any challenges are considered by the Executive before a final decision is made with regard to the annual rates we pay for commissioned homecare services.</li> </ul>
9	What factors could contribute or detract from achieving these outcomes for service users?	<p>The proposed uplift on the business as usual homecare rate of £0.91p and a further uplift which reflects the NLW or 2%, dependent on which is the higher rate will be met by both transformation funding and within the overall allocation for inflation and demography in the Medium Term financial plan (MTFP) that has been allocated to the Adult Social Care Budget for 2021/22.)</p> <p>There are several other methodologies for calculating the funding required to adequately fund commissioned homecare services, including the UK Homecare Association methodology, which indicates a higher rate is required to adequately fund homecare provision and ensure the workforce are appropriately remunerated.</p> <p>The Executive may choose to implement a higher or lower rate for the provision of commissioned homecare services</p> <p>The Executive may choose to keep the rate at the current level</p>
10	Is the responsibility for the proposed policy or function shared with another department or authority or organisation? If so, please state?	The policy is shared with finance colleagues and the final decision is made by the Executive

### C. Data Collection

1	Do you have monitoring data on the number of people (from different equality groups) who are using or are potentially impacted upon by your policy/ function?	Yes
---	---------------------------------------------------------------------------------------------------------------------------------------------------------------	-----

2 Please specify monitoring information you have available and attach relevant information\*

**Snapshot data provided by performance (January 2021):**

69% of homecare users are female

31% of homecare users are male

Age range data:

under 55	12%
55-64	10%
65-74	13%
75-84	27%
85-94	33%
95+	5%

Ethnicity data:

Ethnicity	
Any Other Asian Background	1%
Any Other Black Background	1%
Any Other Ethnic Group	0%
Any Other Mixed Background	0%
Any Other White Background	2%
Arab	0%
Bangladeshi	0%
Black - African	0%
Black Caribbean	3%
Chinese	0%
Indian	1%
Information Not Yet Obtained	1%
Pakistani	1%
Refused	0%
White - British	86%
White - Irish	3%
White and Asian	0%
White and Black African	0%



## Faith background data

Religion	
Blank	31%
Buddhist	9%
Christian	9%
Church of England	15%
Hindu	0%
Islamic	1%
None	2%
Not Stated	32%
Other religion	1%
Rastafarian	0%
Roman Catholic	8%
Sikh	0%

## Disability data\*

Disability not registered	22%
Disability registered	6%
Blank	72%

\*although we know that many people in receipt of homecare have physical impairments and could still be disabled if not registered as such

We do not have reliable data about the sexual orientation of people in receipt of homecare

19% of homecare recipients live in the North of the borough  
24% live in the Central neighbourhood

		29% live in the South of the borough 28% live in the West of the borough
3	If monitoring has NOT been undertaken, will it be done in the future or do you have access to relevant monitoring data?	

*\*Your monitoring information should be compared to the current available census data to see whether a proportionate number of people are taking up your service*

Page 126

<b>D. Consultation &amp; Involvement</b>		
1	Are you using information from any previous consultations and/or local/national consultations, research or practical guidance that will assist you in completing this EIA?	Yes, we have considered UK Homecare Association (UKHCA) recommendations with regard to rates payable to providers. We have also utilised UNISON's Ethical Care Charter to consider how the proposed changes could impact on the homecare workforce. We have also considered the rates which other neighbouring local authorities pay their providers and we have considered the impact of the 2020-21 UK Living Wage rates. We have adopted a price model which factors in all of the above and which reflects budget pressures for the Council
2	Please list any consultations planned, methods used and groups you plan to target. (If applicable)	The information has been shared with providers and they have been asked to respond The information was also published on the Council's website for public consultation
3	**What barriers, if any, exist to effective consultation with these groups and how will you overcome them?	It is hard to consult with the homecare workforce with regard to pay and conditions because they tend to be lone workers, in the community and many are on part time or zero hours contracts. It is hard to consult with people in receipt of homecare because they tend to have difficulty leaving the house or are reluctant to participate in such exercises, for fear that it will affect their care.

		Our pricing model reflects expectations around the national living wage and the new service specification also makes requirements for providers to improve pay and conditions and evidence that they are meeting these expectations
--	--	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

*\*\*It is important to consider all available information that could help determine whether the policy/ function could have any potential adverse impact. Please attach examples of available research and consultation reports*

**E: The Impact – Identify the potential impact of the policy/function on different equality target groups**

*The potential impact could be negative, positive or neutral. If you have assessed negative potential impact for any of the target groups you will also need to assess whether that negative potential impact is high, medium or low*

Page 127

	<b>Positive</b>	<b>Negative (please specify if High, Medium or Low)</b>	<b>Neutral</b>	<b>Reason</b>
<b>Gender – both men and women, and transgender;</b>	✓			If we do not uplift the homecare rate sufficiently, providers may not share the benefits of any uplift with their workforce who are predominantly female
Pregnant women & women on maternity leave			✓	Not applicable-the consultation relates to hourly homecare rates for the whole workforce
Gender Reassignment			✓	Not applicable-the consultation relates to hourly homecare rates for the whole workforce
Marriage & Civil Partnership			✓	Not applicable-the consultation relates to hourly homecare rates for the whole workforce
<b>Race-</b> include race,			✓	Not applicable-the consultation relates to hourly homecare rates for the whole workforce. The workforce is predominantly white British, as are recipients of

nationality & ethnicity (NB: the experiences may be different for different groups)				homecare
<b>Disability –</b> physical, sensory & mental impairments	✓			If the annual uplift is insufficient it may impact on market stability and workforce retention, which will impact on provider ability to deliver quality care. As the service is targeted at those who are most vulnerable, we can assume that many will be people with disabilities
<b>Age Group -</b> specify eg; older, younger etc)	✓			If the annual uplift is insufficient it may impact on market stability and workforce retention, which will impact on provider ability to deliver quality care. As the service predominantly supports people who are over 65, it is likely affect older people more
<b>Sexual Orientation –</b> Heterosexual, Lesbian, Gay Men, Bisexual people			✓	Not applicable-the consultation relates to hourly homecare rates for the whole workforce
<b>Religious/Faith groups</b> (specify)			✓	Not applicable-the consultation relates to hourly homecare rates for the whole workforce

**As a result of completing the above what is the potential negative impact of your policy?**

High                       Medium                       Low                      Neutral  X

<b>F. Could you minimise or remove any negative potential impact? If yes, explain how.</b>	
Race:	Not applicable
Gender, including pregnancy & maternity, gender reassignment, marriage & civil partnership	There is a positive impact, which we plan to enforce through a revised homecare service specification for our commissioned homecare providers  It is hoped that the increase in homecare rates will enable providers to improve the pay and conditions of their workforce. This is aligned with our commitment to adopting the Ethical Care Charter and our new homecare

		model which will oblige providers contractually to adopt the Ethical Care Charter and ensure that homecare workforce pay and conditions improve
Disability:		<p>There is a positive impact, which we plan to enforce through a revised homecare service specification for our commissioned homecare providers</p> <p>It is hoped that the increase in homecare rates will enable providers to improve the pay and conditions of their workforce. This is aligned with our commitment to adopting the Ethical Care Charter and our new homecare model which will oblige providers contractually to adopt the Ethical Care Charter and ensure that homecare workforce pay and conditions improve</p>
Age:		<p>There is a positive impact, which we plan to enforce through a revised homecare service specification for our commissioned homecare providers</p> <p>It is hoped that the increase in homecare rates will enable providers to improve the pay and conditions of their workforce. This is aligned with our commitment to adopting the Ethical Care Charter and our new homecare model which will oblige providers contractually to adopt the Ethical Care Charter and ensure that homecare workforce pay and conditions improve</p>
Sexual Orientation:		Not applicable
Religious/Faith groups:		Not applicable
Also consider the following:		
1	If there is an adverse impact, can it be justified on the grounds of promoting equality of opportunity for a particular equality group or for another legitimate reason?	Not applicable
2	Could the policy have an adverse impact on relations between different groups?	Not applicable
3	If there is no evidence that the policy <i>promotes</i> equal opportunity, could it be adapted so that it does? If yes, how?	Not applicable

**G. EIA Action Plan**

<b>Recommendation</b>	<b>Key activity</b>	<b>When</b>	<b>Officer Responsible</b>	<b>Progress milestones</b>
<b>Develop a more ethical commissioning framework for homecare by 31<sup>st</sup> March 2021</b>	<b>Tender for new homecare framework including contractual requirements around workforce pay and conditions</b>	<b>December 2020</b>	<b>Lindsey Mallory</b>	<b>Tender deadline is 29<sup>th</sup> January</b>
<b>Complete a cost modelling exercise to ensure the hourly homecare rate promotes equality by March 2021</b>	<b>Cost modelling exercise</b>	<b>30<sup>th</sup> June 2020</b>	<b>Lindsey Mallory</b>	<b>Complete</b>

Page 130

Please ensure that all actions identified are included in the attached action plan and in your service plan.

**H. Review of Action to Mitigate Adverse Impact (where relevant)**

<b>Protected Characteristic Impacted</b>	<b>Type of negative impact</b>	<b>Officer Responsible</b>	<b>Action taken to mitigate negative impact</b>	<b>Date action completed</b>

--	--	--	--	--

Signed 

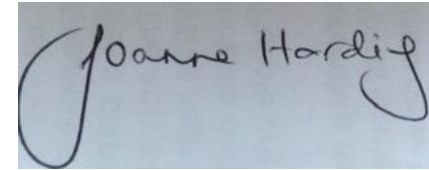
Lead Officer

Date 14th January 2021

Signed

Service Head

Date 12.2.2021



# GLOSSARY

## What is a policy?

You should take 'policies' to mean the full range of formal and informal decisions the Council makes in carrying out its duties, and use of its powers – or things the Council decides not to do. You should therefore include long-standing 'custom and practice' and management decisions, as well as your formal written policy and procedures.

Impact assessments should be carried out on existing policies that are relevant to promoting equality, and all new and proposed policies.

Equality impact assessments challenge the assumption that policies affect all equality groups in the same way, by detecting and assessing any adverse effect on particular equality strands. The assessment process allows you to make sure that different groups of people are equally served by the policy or service.

## What is a Procedure?

Procedures comprise a number of stages and rules that the service provider has to follow when delivering service and will include some mandatory instructions, tasks, steps etc. that a manager or staff member must follow when working the procedure. The procedure spells out how the policy must be followed in practice.

## What is a Function?

A function is the area of activity required to deliver the service and may include multiple functions that are inter-related.

**Differential impact** suggests that a particular group has been affected differently by the policy (in either a positive, neutral or negative way), while **adverse impact** is an indication that the effect is less favourable (i.e. negative) and is potentially unlawful.



**Discrimination** can occur in two keys ways: **direct and indirect**.

**Direct discrimination** involves treating one person less favourably than another on the grounds of race, disability, gender, age, religion and belief or sexuality.

**Indirect discrimination** occurs when a rule, condition or requirement which has, is, or would be applied equally to everyone has a disproportionate adverse affect on people from a particular equality strand and there is no objective justification for the rule.

**Both types of discrimination are unlawful unless justified**

## **What is a stakeholder?**

A stakeholder can be defined as an individual or a group which has an interest in the organisation and which has the potential to influence whether the organisation attains its long-term goals.

**Positive Impact** means the proposal will have a positive effect on one or more equality groups, or will improve equality relationships between groups. This positive impact may be differential, where the positive impact on one particular group of individuals is likely to be greater than on another.

**Neutral Impact** means that the proposal has no effect currently on equality groups

**Negative Impact** means the proposal could disadvantage one or more equality groups. This negative impact may be differential, where the negative impact on one particular group of individuals is likely to be greater than on another.

This page is intentionally left blank

## TRAFFORD COUNCIL

**Report to:** Executive  
**Date:** 22 February 2021  
**Report for:** Information  
**Report of:** Executive Member for COVID-19 Recovery and Reform

### Report Title

**Progress Review: Recovery Update since October 2020**

### Summary

To provide a current update on Trafford Recovery Programme activity

### Recommendation(s)

It is recommended that the Executive notes the report, in particular the information regarding Trafford Recovery Programme progress to date

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

Name: Sharon Winn / Dianne Geary  
Extension: 1214/1821

Background Papers: None

### Implications:

Relationship to Policy Framework/Corporate Priorities	<i>The Recovery update summarises the Council's governance and performance to date in response to COVID-19 and is aligned to Council's Corporate Priorities.</i>
Relationship to GM Policy or Strategy Framework	<i>The Recovery Plan is aligned to the GM policy and strategy where required.</i>
Financial	<i>The recovery financial position is monitored on an ongoing basis to ensure the impacts are understood and managed.</i>
Legal Implications:	<i>Legal advice will be sought and provided as required as part of recovery programme.</i>
Equality/Diversity Implications	<i>The Recovery Plan is aligned to the Equalities Strategy which links into Resourcing, Modernisation and Digital silver groups.</i>
Sustainability Implications	<i>The Recovery strategy and our action plans support our drive towards long term sustainability.</i>
Carbon Reduction	<i>The Recovery strategy and our action plans support the Carbon Neutral Action Plan.</i>
Resource Implications e.g. Staffing / ICT / Assets	<i>The Recovery Plan is aligned to the Resourcing silver group and the People Strategy.</i>
Risk Management Implications	<i>The Recovery plan is monitoring all the risks and escalating as appropriate.</i>
Health & Wellbeing Implications	<i>This is a key area within the Recovery update and the report acknowledges the activity to date.</i>
Health and Safety Implications	<i>This is a key area within the Recovery update and the report acknowledges the activity to date.</i>

## 1.0 Background

- 1.1 The global COVID-19 pandemic continues to have a significant impact on all aspects of our borough. Since the last quarterly update we have gone through a further two national lockdowns and have been under enhanced restrictions since 31 July and as a consequence the Council continues to work both in a response mode and in parallel recovery.
- 1.2 At the start of the pandemic we established a response team to deliver at pace to meet a clear set of needs during the emergency and work with other multi agency teams and ultimately to save lives. The recovery efforts are distinct from response efforts. Response is trying to limit the impact to our residents and recovery is concentrating on ensuring critical business is resumed and actioned as quickly as possible as well as addressing the needs of the emergency work. Recovery is also about helping and supporting those impacted by COVID-19.
- 1.3 The recovery activity continues to be delivered at pace to meet the needs of Trafford. One of our strengths is working together and with our partners,

businesses and residents to make best use of our collective skills and resources to support our communities, as well as remaining flexible and adaptable.

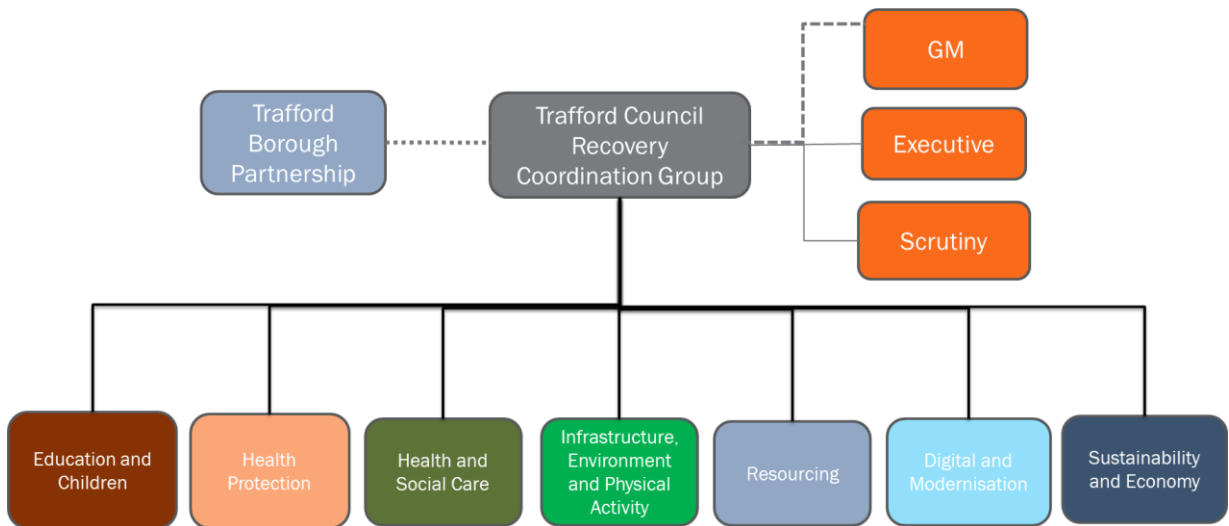
- 1.4 The recovery plan is a living document that we continually review and update to reflect changes to the pandemic and respond to the consequences of COVID-19. The plan is mindful of the other components which support our recovery such as the economic recovery plan, the poverty strategy and living well in the community so that we ensure alignment and an integrated approach.
- 1.5 We have both organisational and partnership recovery work underway and sometimes the two are not distinct and separate. This paper provides an update on both elements of the work since October 2020 and outlines the future plans to ensure recovery aligns to the corporate plan and the emerging GM agenda taking into consideration the work ongoing by the Trafford Partnership.
- 1.6 Appendix 1 contains a glossary of terms used throughout this report.

## **2.0 Governance**

- 2.1 The Recovery Coordination Group (RCG) is made up of the Corporate Leadership Team, Clinical Commissioning Group and Public Health colleagues. Fortnightly highlight reports, risk logs and a monthly pandemic plan continue to be prepared by the thematic subgroups and presented to RCG. Items for decision and any risks that require escalation are also discussed. Recovery planning and associated action plans continues; whilst acknowledging the pressure of ongoing response activity. Modernisation resource has been assigned to each thematic group to provide project and analytical support.
- 2.2 Weekly Executive and Group Leader meetings, as well as the Pandemic Scrutiny Committee continue to meet to provide member oversight of ongoing activity.
- 2.3 The Trafford Partnership Board continues to meet on a quarterly basis and the soon to be renamed 'Recovery and Renewal Coordination Group' continues to meet monthly to focus on the immediate recovery for the next two years while ensuring the work transitions into a longer term 10-year plan for Trafford. The recovery strategy contributes to the strategic priorities of the partnership including the green, sustainability and carbon neutral agenda. The revised Terms of Reference have been drafted and will be presented to the Trafford Partnership Board in February for approval.
- 2.4 Governance of the programme continues to be reviewed on a regular basis to ensure that we are adapting and responding to the changing landscape and evolving issues.
- 2.5 An interdependencies review has been completed to ensure our reporting approach is robust; with risks and issues monitored and escalated effectively. This resulted in a refreshed frequency of RCG to twice a week and a new paper/updates timetable agreed.
- 2.6 Learning from our experience from the first lockdown and the demands of COVID-19 response, we continue to monitor impacts to Council resource and staff welfare. A separate thematic group focused on Resourcing, reporting to RCG, has

been established with representation from across the organisation. This theme has responsibility for the process of moving the workforce around the organisation to ensure effective delivery as well as oversight on COVID-19 response, spend and resource utilisation, as well as overseeing the introduction of short term temporary labour, casual support and volunteers.

- 2.7 The role of finance, legal and governance and social value remains key to the delivery of our recovery plans
- 2.8 The revised Governance is displayed below:



- 2.9 An additional cross-organisation People sub group has also been set up to direct and oversee workforce activities and our People Strategy commitments. This group ensures that robust and compassionate leadership is role modelled and consistent communications are in place so that the employee experience is as positive as it can be; recognising the demands on the workforce as we transform services, respond to the pandemic and address financial challenge. The group is supporting managers and staff to re-enforce our EPIC values and employee well-being as key commitments.
- 2.10 Recognising the ongoing impact of the pandemic to resources and programme delivery, additional resource was recruited to support the design of a COVID-19 Response programme that will oversee the delivery of tracing, testing and vaccination. The programme reports through the existing Public Protection theme; with escalation to RCG.
- 2.11 We continue to work with GM Colleagues to ensure our recovery is aligned to the wider GM strategy. Officers are linked into cross council meetings such as GM Tactical Coordination Group, North West Leaders Group, at Response and Recovery level; sharing experience and learning, and working together to deliver solutions and consistent approaches where possible.
- 2.12 The recovery plan contributes towards the delivery of the corporate plan and strategic priorities and we have been able to deliver part of the future vision for the Council and its services. Our recovery planning continues to ensure we move towards the ‘kind of council we want to be’....

*By 2023 we will be a people-focused, digitally enabled, commercially minded Council where our high-performing place based services will provide an excellent customer experience making the most of our assets in the borough.*

2.13 The recovery activity does not intend to duplicate any of the work that is already underway but, seeks to complement and support delivery. There are many wide-ranging and existing strategies and programmes of work underpinning recovery including the Inclusive Economic Recovery Plan, Equalities Strategy, Carbon Neutral Action Plan, Economic Growth Framework, Poverty Strategy, Trafford Pledge Youth Engagement Task Force and Trafford Locality Plan amongst others. All of these work together for the benefit of the residents and businesses of Trafford ensuring a brighter future for all.

### **3.0 Finance**

3.1 The COVID-19 pandemic continues to have a deep impact on the way Council services are delivered and has brought many financial challenges.

3.2 Addressing the unprecedented and ongoing impact of the COVID-19 pandemic has put a severe financial strain on the Council. It had been hoped that the second of these lockdowns in the last quarter, coupled with the commencement of a vaccination programme, would put the borough into a Recovery phase at this stage of the financial year. However, the emergence of a new and more transmissible strain of COVID-19 has resulted in another lockdown which has impacted the Council's finances further. We continue to monitor the financial position on an ongoing basis.

3.3 The Annual Budget Report provides detail of the Council's financial position and is being presented at Executive in February.

### **4.0 Key achievements**

4.1 Significant work is progressing in a number of areas, outlined below are some key achievements for each of the recovery work streams achieved during quarter three apart from Resourcing. As this group has only recently been established the achievements will be included in the next update.

#### **4.2 Education and Children's**

- **5,348** supermarket vouchers worth over £80k issued to families entitled to a free school meal over the October half term holidays
- **5,990** supermarket vouchers worth over £179k issued to families for the Christmas holidays as part of the winter grants scheme
- **153** new families referred into the Special Educational Needs and Disability, Information, Advice, Support Services (SENDIASS) and 132 families supported at virtual meetings;
- **1,385** vulnerable children visits took place face to face in December to ensure they are safe and well.

- Family Information Service supported 640 parent carers, 73 childcare providers and 417 other types of service providers and professionals.
- Supported all grammar schools in October 2020 with risk assessment and guidance so entrance exams could take place.
- Recruited 4 Transport Passenger Assistants to assist our most vulnerable children getting to and from school.
- Completed the building works for 4 new additional classroom block at Worthington Primary School and handed over at October half term. The new classrooms were ready for occupation by pupils after the half term break.
- Building works started on site at Blessed Thomas Holford Catholic College in November 2020 to provide the school with additional classrooms and a sports hall.
- Developed and piloted two new initiatives linked to a targeted speech, language and communication offer for early years children in 6 schools.
- Completion of the SENCO Level 3 Course with 34 Early Years SENCOs graduating. Launch of the Nasen Inclusive Setting Award commenced with 15 early years settings involved, 41 practitioners attended early years specific Autism and Social Communication CPD.
- The Early Years Workforce Programme was fully redesigned to be offered remotely including Basic Safeguarding and DSL Training which was refreshed in light of the COVID landscape and delivered to 65 practitioners.
- Commitment to hire AV1's (robots) to support pupils unable to attend school.
- 15 (mainly due to COVID-19 concerns) Elective Home Education (EHE) returned to school.
- The work of the Virtual Mental Health Hub and integrated working across agencies to support pupils to remain at school has led to lower than expected numbers in Medical Education Service.
- 3 Trafford Parent Carer Live Q and A sessions on Thinking Actively in Social Contexts, Speech & Language Therapy and Preparing for Adulthood.
- Toolkits, FAQs and resources to support school leaders through COVID-19 e.g. remote education, the roll out of testing.
- Youth Engagement teams deployed to Public Health to offer additional support to communities regarding COVID-19 awareness.
- Trafford Family Time at Hayeswater Centre and the Talkshop remained open during the second lockdown for the delivery of essential COVID-19 safe activities.
- All of our looked after children returned to school during the Autumn Term and attendance remained high compared with other areas in the North-West with 80% or more of our children physically in school throughout the term.
- Trafford's Virtual School offered four 'virtual' Designated Teachers' Forums on various themes. These forums were well attended with 68 schools represented.

#### **4.3 Health and Social Care/Health Protection**

- Developed the LCA Framework / Tableau Landing Page and associated dashboards to inform and measure delivery and impact of the Recovery and Locality Plan.
- Created dashboards to inform, measure and track performance and delivery for each of the health and Social Care Strategic Design Groups (Living Well in My Community, Living Well at Home and Stay in Hospital).



- Developed Wave 2 humanitarian response support to residents, including supporting the clinically extremely vulnerable; utilisation of our Community Hubs and undertaking robust winter planning. **25,745** total helpline calls taken, of which 2,208 total referrals were made to the Community Hubs, who in addition to this also supported people via direct self-referrals and referrals from other professionals. Additionally 854 calls giving COVID-19 advice to residents were undertaken.
- Established the Trafford Community Collective, including the further development of its key roles, functions, with place based 'Lead Partners' for each neighbourhood.
- Extended Rapid Homecare provision to the end of the financial year.
- Extended the Red Cross' informal support offer for people who are socially isolated, to include supported hospital discharge and support to attend health appointments in order to maintain wellbeing and avoid a crisis.
- Established Medicines Management support to Discharge to Assess (D2A) beds as well as Structured Medication Review conversations initiated with Primary Care Networks.
- Began initial conversations with Homecare Commissioners and Providers to agree training packages for staff.
- A Community Geriatrician Model is now live in Ascot House.
- Appointed a Domestic Abuse Coordinator, with a rollout of online training programme for Council and VCSE staff and residents completed, and the integration of Independent Domestic Violence Advocates into our localities implemented
- Resurrected Trafford Cancer Partnerships achieving pre COVID-19 levels of two week wait times from GP Referral to appointment.
- Launched successful Urgent and Emergency Care (UEC) by Appointment Programme – NHS 111 "Talk Before You Walk".
- Delivered GM Local Clinical Assessment Service (CAS), Trafford Local CAS and associated engagement and pathways. Launched Trafford General Hospital (TGH) access by appointment through Trafford local CAS – Trafford being the first in Greater Manchester to implement.
- Put in place TGH front door triage and initiated Urgent Treatment Centre (UTC) designation process at TGH.

#### **4.4 Infrastructure, Environment and Physical Activity**

- Successful in bidding for circa **£600k** in relation to proposed active travel scheme in the tranche 2 funding.
- Joint initiatives between Trafford Councils Enforcement team and GMP continue with a focus of tackling non-compliance of COVID-19 Regulations to try and minimise the spread of the virus. For example working with businesses with COVID-19 outbreaks and supporting them to minimise the risk of further spread and future outbreaks.
- Managed significantly increased volumes of contact from residents in relation to reporting breaches of COVID-19 regulations in partnerships with the Council's Enforcement and Community Safety Teams as well and GMP and THT.
- Submitted the application for circa **£520k** from the National Leisure Recovery fund to support the ongoing work to re-open leisure centres.
- Submitted the recommendation for the Council's Executive to adopt stages 1 and 2 of the Strategic Outcomes Planning Model in relation to leisure. This will lead to stages 3 and 4 being presented to agree how to implement changes needed to

achieve the outcomes required as well as a review of the physical activity strategy and vision.

- The temporary A56 cycle lane continues from 2020 to promote and support cycling as part of resident's routine and improve physical activity.
- Completed a SAG in order to be prepared for fans to return safely to Old Trafford football stadium when it is appropriate.
- Trained CCTV staff to support the Track and Trace process lead by the Council's Public Health team.
- Set up a second refuge to support victims of domestic abuse - now being used fully;
- Supported community centres so they can be open in a COVID-19 appropriate manner to support their local community.

#### 4.5 Sustainability and Economy

- Economic Recovery Plan is scheduled for circulation in February 2021
- Recruited a new skills officer and digital coordinator who are working together to ensure alignment of GM and national policies regarding employment and skills.
- Local businesses now issued with regular updates on Brexit via the business bulletin
- Produced a Re-opening High Streets Action Plan.
- Received an award from the government's Future High Streets Fund of **£17.6m** for Stretford. The award is the full allocation requested in the bid and is the highest award in GM.
- Ensured some libraries remained open for essential services and click and collect.
- Held a successful winter festival with over **4000 views** across various events. A local history event was particularly well attended and the online Christmas production 'Humbug' went well.
- Received a **£653k** Homelessness Prevention Grant, which was higher than expected.
- Opened a new six bedroom property for homelessness on Chester Road as part of the 'A Bed Every Night scheme' (ABEN). The property has had a good turnover rate with some residents moving on to more permanent accommodation.
- Set up a climate change & clean air commission and produced a carbon neutral action plan approved by the Executive.
- Businesses have received the new One-Off Lockdown grant, combined value **£4.7m**. Total paid out so far in LRSG grants is now **c£11.7m**, this is in addition to the **c£43.7m** paid out under the first grants scheme.

#### 4.6 Staffing, Digital and Modernisation

- Continued to deliver ongoing staff engagement and development as well as supporting employee wellbeing as a key focus.
- Supported building risk assessments, produced revised risk assessments forms with supporting guidance and communication.
- Continued to offer staff risk assessments for safe working at home.
- Regular reviewed building occupancy (footfall and those working from the offices) of Trafford Town Hall and Sale Waterside.
- Introduced new HR policies to meet government guidance and legislative changes.
- Delivered Let's Talk and Virtual Leaders sessions.
- Mobilised the resource hub and recruited to temporary roles to support response efforts.

- Refreshed the critical worker list & key worker letter in line with government guidance.
- Delivered an enhanced Health and Wellbeing Offer for staff as part of our #EPIC You – Employee Health and Wellbeing Offer including:
  - A 'Mental Wellbeing Support' button available on intranet home page for quick access to Mental Wellbeing and crisis support
  - Monthly Tea and Talk Sessions for staff hosted by our Mental Health First Aiders - 12 Tea and Talks have been held so far.
  - Regular promotion of national campaigns and events including World Mental Health Day and National Self Care Week
- Developed a Corporate Operational Estate Strategy
- Produced a health and social care estates position statement and now working towards an operational estate strategy.
- Undertaken a detailed review of the use of public sector assets in the north neighbourhood used for service delivery. This has included discussions with BlueSci, with a view to looking at how services can be provided with a sustainable home for the future.
- Completed the Windows 10 upgrade programme which included provision of **1,000 new laptops and devices**, and the removal of Windows 7 which is out of support.
- Added technology to Meeting Room One in the Town Hall to support combined video conferencing and physical meetings with families.
- Progressed a number of initiatives to support Digital Inclusion including a device loan scheme operating out to the libraries; grants to VCSE organisations to improve Digital access and skills; launch of the Leader's 'laptops for learners' campaign.
- Continued to provide programme and project management support across all the recovery themes from the Modernisation team;
- Provided regular updates internally and externally on the changing tier system and national lockdown and what this means for staff, residents and businesses in the borough – this has included weekly briefings for councillors.
- Communicated a strong 'working from home' message for all staff unless approval is given by the service director to work in one of our buildings and promoted wellbeing initiatives to allow staff to socialise with each other informally online.

## 5.0 Trafford Partnership

- 5.1 The Trafford Partnership Board brings together a unique range of 'leaders'; from across sectors, themes and roles, alongside the Chair and lead officer for the three strategic boards. This enables a dynamic set of voices, representing Trafford's people, places and services, to provide advice, support and constructive challenge to strategic delivery. The Trafford Partnership Board acts as a strategic influencer of the partnership.
- 5.2 The Trafford Partnership Recovery Strategy continues to develop focussing on a joint action plan around the four themes of Business Recovery, Employment and Skills, Children and Young People and Living Well in the Community. These themes have one central focus - job creation and development – helping people to get on in life with improving their skills, obtaining employment, assisting business,

and investment. Digital skills, greenspace, carbon neutrality and sustainability run throughout the action plan and are at the root of everything we do.

- 5.3 Trafford Partnership is vital to realising the borough wide recovery strategy. Partners provide leadership and hold key roles in the delivery of the themes referred to above. The importance of the partnership to achieve the two year plan and transition into the longer term 10 year strategy cannot be underestimated.
- 5.4 During October and November the digital campaign #FutureTrafford ran with the aim of engaging with as many as residents, employees, pupils, stakeholders, visitors etc. as possible about the future of Trafford. The campaign was to encourage interaction and to test out the response to the key themes and extract priorities for developing the recovery plan. Of those that responded the general consensus was that the themes made sense and that both the digital and green agenda should be incorporated into all four themes rather than being a separate theme.
- 5.5 With the Business Recovery and Employment Skills theme, recent activity included:
- Skills for Growth Programme has now been launched by the Growth Company, offering training to SME employers to address skills gaps
  - JETS scheme has been launched by the Growth Company to support anyone newly redundant.
  - Trafford's Skills Outreach Officer has been recruited.
  - Recruitment for the ESOL Officer is underway.
  - Talk Talk is supporting GM with free Wi-Fi where needed.
  - Second Youth Employment Task Force group meeting held.
  - Kickstart now underway with vacancies in administration, technology, logistics and digital sectors; Council application, submitted to the DWP, to be a Gateway for Kickstart wasWP has been successful
- 5.6 The Living Well in my Community Section has been reviewed to reflect the work streams of the Living Well in my Community Design Group. Activity included:
- Development of place based working.
  - A partnership-wide information and advice offer.
  - Promoting equality by reducing health inequalities, addressing the wider determinants of mental and physical health.
  - A strong and healthy voluntary sector in Trafford.
- 5.7 The Children and Young People theme has covered the following:
- Moving education for most children and young people in Trafford online.
  - Trafford College continue to develop their relationship with the local community via the Trafford College Community Partnership.
  - Launched the Winter Reading Challenge; targeted reading initiative through libraries to encourage participation of young people, making materials available through digital online services.
  - Re-development of the Early Help Model to be incorporated in to the work of this theme.

- 5.8 Trafford continues to work closely with Greater Manchester Combined Authority. Greater Manchester has a one-year plan recognising that the pandemic is still ongoing and is likely to be so for some time. The plan begins to outline how Greater Manchester will respond to the disproportionate impact COVID-19 has had on people's lives and businesses, how to recover and build resilience and what support vulnerable communities will still need. This aligns to the local plan in place for Trafford.
- 5.9 Innovation is key across GM to support the recovery and there are many examples of where this has worked including digital solutions to support people to work and access services differently, strengthened partnership working across agencies, devolved resources locally that allow for joint working and procurement, for example, the source and distribution of PPE. Trafford continues to work with GMCA on all areas of recovery and response.

## **6.0 Key Challenges in Recovery**

6.1 There continues to be a number of challenges as we are in the third lockdown, including:

- Considering the disproportionate impact on the community and ensuring that we develop and deliver a recovery strategy which is inclusive and relevant to our residents and businesses;
- Considering the implications that could occur should multiple waves of the pandemic be experienced (including the cumulative impact and sequencing of 'response' v 'recovery' activities);
- Managing resource aligned to our response activity, statutory obligations and new projects such as the Legal Framework for Change, Census, Boundary Review; while delivering the recovery plan;
- Understanding the ongoing impacts and demand in both adults and children's and providing the support needed i.e. responding to the impacts on our NEET population; and promoting work opportunities for the disabled and those with learning disabilities;
- Continuing to work with Further Education colleges and businesses across Trafford to ensure apprenticeship opportunities are available; including maximising the benefits of the Kickstart scheme;
- Continuing to focus on the green economy, carbon neutrality and sustainability agendas by making sure all plans focus on these aspects and concentrate on building action orientated plans to create a brighter future for the borough.
- Managing the challenge of supporting art and leisure provision in Trafford, such as the Leisure Trust and Sale Waterside Arts, against a landscape that is constantly changing with drastically reduced income and budgetary constraints;
- Continuing to review the opportunities, risks and impacts in relation to the Recovery Action Plans and developing new coping strategies;

- Reviewing and implementing new guidance that impacts on ways of working and ensuring the messaging and communications is accurate;
- Maintaining the health and wellbeing, and the safety of our staff, residents and businesses; promoting active healthy lifestyle;
- Developing and improving data intelligence across the system;
- Accelerating the digital strategy to capitalise on delivery to date;
- Ensuring that mechanisms are in place to monitor the mental health of staff and help build resilience;
- Managing the availability and impact of COVID-19 on the workforce during the prolonged period of working from home especially with the impact of home schooling, social isolation etc; and
- Identification of long-term issues that may not be apparent yet.

## **7.0 Conclusion**

- 7.1 This quarter continues to reflect the incredibly challenging and distressing nature of the pandemic. Colleagues have risen to the challenge and the achievements contained within the report reflect the great work being carried out often in difficult circumstances.
- 7.2 Teams have worked tremendously hard and well together adapting to new ways of working both internally and with our partners.
- 7.3 Our partnership working has been brilliant and we have remained focussed at all times, keeping the best of what we did earlier in the pandemic and progressing forward to help improve the situation for our residents, businesses and communities.
- 7.4 Our EPIC values have been demonstrated constantly and no better illustrated than by the digital staff awards ceremony held on line in December.

## **8.0 Next Steps**

- 8.1 Continue to review, enhance and develop the corporate plan, strategic priorities and the kind of council we want to be and ensure the recovery plan is aligned.
- 8.2 Ensuring the recovery plan includes digital skills, greenspace, carbon neutrality and sustainability across all themes and action plans.
- 8.3 Ensuring that inclusion is central to the recovery plan and inherent in everything we do.
- 8.4 Aligning current strategies and actions underway to the Recovery programme including the one year Poverty Strategy, Census, and Election.

- 8.5 Continuing with the Recovery and Renewal Coordination Group and the lead into the Trafford Partnership Board.
- 8.6 Understanding and defining what the 'new normal' looks like and giving serious consideration to the potential timescales/processes for work reintegration.
- 8.7 Progressing the digital and data agenda.
- 8.8 Understanding the far reaching economic and financial impacts of the pandemic and that these are significantly worse than ever expected; and
- 8.9 Continuing to review emerging policies, legislation and procedures to react in a timely and efficient manner.

**9.0 On-going reporting to Executive**

- 9.1 To ensure visibility of ongoing activity and issues, quarterly reports will be presented to the Executive.

**10.0 Recommendation**

- 10.1 It is recommended that the Executive acknowledges and notes the progress to date on Recovery report, in particular the information regarding Trafford Recovery Programme progress to date.

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

**Legal Officer Clearance** DS.....

**CORPORATE DIRECTOR'S SIGNATURE:** Sara Saleh



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

## 11.0 Appendix 1 - Glossary

<b>Term</b>	<b>Description</b>
RCG	Recovery Coordination Group
GM	Greater Manchester
EPIC	Trafford's values – We empower, We are people centred, We are inclusive, We collaborate
CPD	Continuous Professional Development
SENDIASS	Special Educational Needs and Disability, Information, Advice, Support Services
SENCO	Special Educational Needs Coordinator
DSL	Designated Safeguarding Lead
AV1	A telepresence robot designed to help children and young adults with a long-term illness reconnect with school and their social lives. It acts as their eyes, ears, and voice, representing them
EHE	Elective Home Education
VCSE	Voluntary, Community and Social Enterprise sector
D2A	Discharge to Assess
UEC	Urgent and Emergency Care
Talk Before You Walk	Campaign to encourage use of 111 for medical enquiries
CAS	Clinical Assessment Service
TGH	Trafford General Hospital
UTC	Urgent Treatment Centre
GMP	Greater Manchester Police
THT	Trafford Town Hall
SAG	Safety Advisory Group
ABEN	A Bed Every Night scheme supporting rough sleepers
LRSG	Local Restrictions Support Grants for businesses that have been severely impacted due to temporary local restrictions
BlueSci	Community Interest Company supporting people of Trafford to improve their health and wellbeing
SME	Small and medium-sized enterprises or businesses
JETS	Job Entry Targeted Support Scheme - a Work and Health Programme
ESOL	English for Speakers of Other Languages
DWP	Department of Works and Pension
GMCA	Greater Manchester Combined Authority
PPE	Personal Protection Equipment
NEET	Person who is unemployed and not in Education, Employment, or Training
Kickstart	This Scheme provides funding to employers to create job placements for 16 to 24 year olds on Universal Credit.



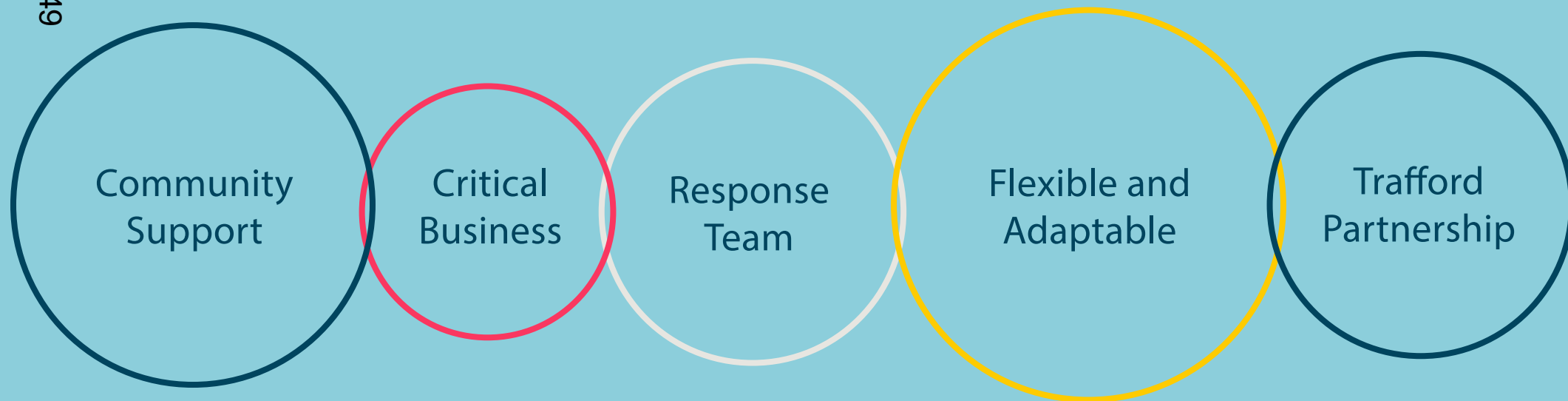


TRAFFORD  
COUNCIL

# Recovery Update

October to December 2020

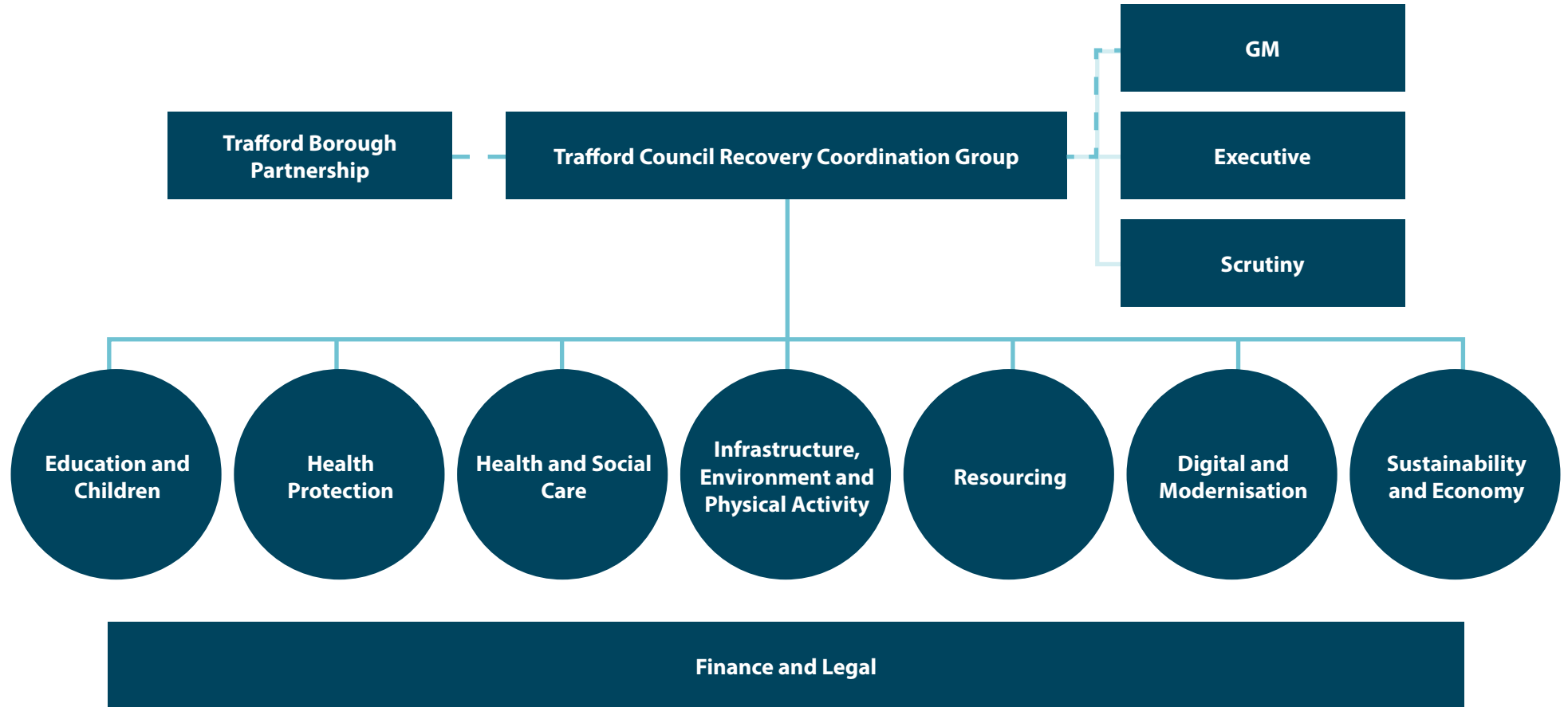
Page 149



# Current Position

- Update on Trafford Recovery Programme
- Revised governance
- Achievements in thematic groups October to December 2020
- Next Steps

# Governance Chart



# Achievements – Education and Children’s

**5,348**

5,348 supermarket vouchers worth over £80k issued to families entitled to a free school meal over the October half term holidays

**5,990**

5,990 supermarket vouchers worth over £179k issued to families for the Christmas holidays, as part of the Winter Grants scheme

**1,385**

1,385 vulnerable children visits took place face to face in November

**6**

Developed and piloted two new initiatives linked to a targeted speech, language and communication offer for early years children in 6 schools

**34**

Completion of the SENCO Level 3 Course with 34 Early Years SENCOs graduating

**80%**

All of our looked after children returned to school, with 80% or more of our children physically in school throughout the term

# Achievements – Health and Social Care/Health Protection

**25,745**

**Developed Wave 2 humanitarian response support to residents. 25,745 total helpline calls taken**

**Established the Trafford Community Collective, including the further development of its key roles, functions, with place based 'Lead Partners'**

**Established Medicines Management support to Discharge to Assess (D2A) beds as well as Structured Medication Review conversations initiated with Primary Care Networks**

**Appointed a Domestic Abuse Coordinator with a rollout of online training programme for Council and VCSE staff**

**Launched successful Urgent and Emergency Care (UEC) by Appointment Programme – NHS 111 "Talk Before You Walk"**

# Achievements – Infrastructure, Environment and Physical



**£600k**

Successful in bidding for circa £600k in relation to proposed active travel scheme in the tranche 2 funding



**£520k**

Submitted the application for circa £520k from the National Leisure Recovery fund to support the ongoing work to re-open leisure centres



Trained CCTV staff to support the Track and Trace process lead by the Council's Public Health team



Set up a second refuge to support victims of domestic abuse – now being used fully



**34**

Supported community centres so they can be open in a COVID-19 appropriate manner to support their local community

# Achievements – Sustainability and Economy



Recruited a new skills officer and digital coordinator who are working together



Ensured some libraries remained open for essential services and click and collect



Received a £653k Homelessness Prevention Grant, which was higher than expected



Opened a new six bedroom property for homelessness on Chester Road as part of the 'A Bed Every Night scheme' (ABEN)



Businesses have received the new One-Off Lockdown grant, combined value £4.7m



Held a successful winter festival with over 4000 views across various events. A local history event was particularly well attended and the online Christmas production 'Humbug' went well

# Achievements – Staffing, Digital and Modernisation

**Delivered Let's Talk and  
Virtual Leaders sessions**

**Enhanced Health and Wellbeing  
Offer including 'Mental  
Wellbeing Support', '12 Tea and  
Talk sessions' and promoting  
national events and campaigns –  
World Mental Health Day**

**Refreshed the critical worker  
list & key worker letter in line  
with government guidance**

**1,000**

**Completed the Windows 10  
upgrade programme which  
included provision of 1,000 new  
laptops and devices, and the  
removal of Windows 7 which is  
out of support**

**Progressed a number of initiatives  
to support Digital Inclusion  
including a device loan scheme  
operating out to the libraries;  
grants to VCSE organisations to  
improve Digital access and skills;  
launch of the Leader's 'laptops for  
learners' campaign**

**12**

**Enhanced Health and Wellbeing  
Offer including 'Mental  
Wellbeing Support', '12 Tea and  
Talk sessions' and promoting  
national events and campaigns –  
World Mental Health Day**



# Next Steps

- Review the corporate plan, strategic priorities and the 'kind of council we want to be'
- Ensuring that inclusion is central to the recovery plan and inherent in everything we do
- Aligning current strategies and actions underway to the Recovery Programme i.e. Green Carbon Neutrality and sustainability
- Continuing with the Recovery and Renewal Coordination Group and the lead into the Trafford Partnership Board
- Progressing the digital and data agenda
- Understanding the far reaching economic and financial impacts of the pandemic and that these are significantly worse than ever expected
- Continuing to review emerging policies, legislation and procedures to react in a timely and efficient manner

This page is intentionally left blank

## TRAFFORD COUNCIL

**Report to:** Executive  
**Date:** 22 February 2021  
**Report for:** Decision  
**Report of:** Executive Member for Covid-19 Recovery and Reform

### Report Title

**Trafford Inclusive Economy Recovery Plan and Transition Preparedness Update**

### Summary

The Covid-19 pandemic is unprecedented and has had an adverse impact on residents, businesses and the economy as a whole. Furthermore the UK has now left the European Union and the Trade & Co-operation Agreement has been signed to continue tariff and quota free trade between the UK and EU. The Council's Transition Preparedness Plan has been updated and a review of the Trafford Brexit Impact Assessment (February 2019) will be commissioned to understand the impacts of the arrangements on the Trafford economy.

The Trafford Inclusive Economy Recovery Plan has now been prepared to identify the specific actions required to ensure effective economic recovery and the delivery of a more inclusive economy in Trafford.

### Recommendation(s)

It is recommended that the Executive:

- (i) Approves the Trafford Inclusive Economy Recovery Plan.
- (ii) Notes the Transition Preparedness Plan Update.

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

**Name:** Stephen James (Head of Strategic Growth)  
Mike Reed (Strategic Growth Manager)  
**Extension:** x4733 / x4924

Background Papers: None

### Appendices:

Appendix 1: Trafford Inclusive Economy Recovery Plan  
Appendix 2: Transition Preparedness Plan Update  
Appendix 3: Glossary of Terms

*Implications:*

Relationship to Policy Framework/Corporate Priorities	The Trafford Inclusive Economy Recovery Plan (the Plan) supports the Council's Corporate Priorities including delivery for the priorities of 'Health and Wellbeing' 'Successful and Thriving Places', 'Building Quality Affordable and Social Housing' and 'Green and Connected'. The Plan sits under, and is a key part in the delivery of, the Corporate Recovery Strategy.
Relationship to GM Policy or Strategy Framework	At a Greater Manchester level the Trafford Inclusive Economy Recovery Plan will support the growth ambitions articulated within the GM Strategy, GM LEP Economic Vision, GM Local Industrial Strategy, GM's Build Back Better priorities and the emerging sub-regional plan to cover the nine local authorities in GM.
Financial	The Plans have been prepared using existing Council resources and also part use of the Brexit Preparedness Grant in respect of the proposed review of the externally commissioned Brexit Impact Assessment. The estimated effects of changing economic conditions on the Council's overall finances are also included in the Council's Medium Term Financial Plan and reported to Executive in the regular budget monitoring reports throughout the financial year.
Legal Implications:	No legal implications arising from the report.
Equality/Diversity Implications	Delivery of the Plan will be monitored to ensure compliance with the Council's Corporate Equalities Strategy 2021-2025 to understand clearly how different groups may be impacted, and what mitigation or proactive steps need to be taken.
Sustainability Implications	The Plan is consistent with and will support delivery of the Council's Carbon Neutral Action Plan 2020 and the aims and objectives relating to the Council's Climate Emergency declaration.
Carbon Reduction	The Plan contains measures to support the reduction of carbon emissions in the borough.
Resource Implications e.g. Staffing / ICT / Assets	Existing resources have been identified to support the delivery of the Plan and related activity across all the partners.
Risk Management Implications	Risk to delivery of the interventions detailed within the Plan will be monitored and updated as required.
Health & Wellbeing Implications	The activity detailed within the Plan will contribute to improving the health and wellbeing across the borough through helping to support a more inclusive economy.
Health and Safety Implications	None as a consequence of this report.

## **1.0 Background**

- 1.1 The Covid-19 pandemic is unprecedented and is having an adverse impact on residents, businesses and the economy as a whole. The Trafford Inclusive Economy Recovery Plan (the Plan, see Appendix 1) has been prepared to provide the strategy for the delivery of economic recovery and a more inclusive economy in Trafford.

## **2.0 Economic Impact of Covid**

### ***National Economic Impact***

- 2.1 The economic effects of Covid-19 outbreak in the UK have been very significant, with evidence available to date indicating a more severe impact than that of the 2008 financial crisis. At the end of 2020, there were signs of a period of relative economic recovery. Official figures show the UK's GDP output grew by 15.5% from July to the end of September, the largest increase on record. Consensus of 100 leading economists (polled by the Financial Times), suggest that the economy won't return to more 'stable conditions' until well into 2023. The Office for Budget Responsibility forecasts suggest that output will be 3% lower by 2025; equivalent to £1,400 less per household.
- 2.2 Unemployment is one of the most significant economic consequences of the Covid-19 pandemic with rates of joblessness expected to worsen as the furlough scheme comes to an end. The labour market data released on 15 December 2020 by ONS shows the official national unemployment rate for the end of October 2020 at 4.9%, 1.2% higher than the year earlier.

### ***Greater Manchester Economic Impact***

- 2.3 The claimant count for November 2020 demonstrates that unemployment across GM had remained steady since June, after a rapid increase between April and May 2020. The current claimant count rate of 7.8% in GM represents a significant 89% increase since March 2020; although this is below the 106% increase across the UK as a whole. A total of 103,900 employees were on furlough in GM at the start of November 2020, 8% of the total number of eligible employments, and equivalent to the rate for the UK. 89,100 GM residents had claimed a second self-employment income support (SEISS) grant, equivalent to a take up of 73% of those eligible. The numbers of younger unemployment benefit claimants in their twenties and late teens – especially men - have risen most sharply.
- 2.6 The numbers of jobs vacancies recovered to pre March 2020 levels at the start of October 2020 but have declined since then. At the start of January 2021 there were 3,716 vacancies being advertised.
- 2.7 The Growth Company are monitoring the impact of Covid-19 on their client base across GM. The extent of the impact on GM businesses is reflected by the fact that around 90% of firms interviewed by the Growth Company report a negative impact due to Covid-19. The main impacts reported by business since April this year have consistently been falling sales, cashflow risks, and reserves. The latest position indicates that the proportion of GM businesses reporting decreased sales and cashflow issues has remained broadly stable throughout December 2020.
- 2.8 The tourism, hospitality, leisure, creative and cultural sectors along with parts of the retail sector have been the most likely to report decreased sales and worsening

cashflow positions throughout 2020; this reflects that these parts of the economy are most 'exposed' to lockdown and the impacts of Covid restrictions. Survey findings from the end of 2020 shows that firms position on cash reserves and redundancy risk have improved with around 70% of firms now stating they have cash reserves to survive more than six months, compared to around 25% in April 2020. At the end of 2020 there was an increase in firms reporting supply chain disruption, almost 40%, particularly in the manufacturing that could in part represent the impacts of the UK transition from the EU alongside border disruption.

- 2.9 Growth has been reported in some parts of the economy in 2020, with the most likely sectors to report growth being digital technology and software, reflecting the acceleration in digital transformation investment, healthcare and parts of manufacturing (including bulk chemicals, testing/diagnostics and life sciences).

### ***Trafford Economic Impact***

- 2.10 Trafford experienced the largest increase in claimant count across GM, at 117% since the onset of the Covid crisis in March 2020 to June 2020. This increase was largely within areas of Trafford that have relatively low unemployment levels with the highest increases in Davyhulme, Ashton upon Mersey and Timperley; conversely the lowest increases have been in Partington, Broadheath and Gorse Hill where unemployment levels are higher. Since June 2020 the claimant count has been relatively stable, consistent with national and GM trends, and currently stands at 5.4% as at December 2020. The increase has been most noticeable among claimants at either pole of the age spectrum with younger claimants aged between 18 and 24 and those over 50 impacted the most.
- 2.11 Within Trafford 9,300 employees were furloughed as part of the Coronavirus Job Retention Scheme (CJRS) at the end of October 2020; down from a peak of over 30,000 in June 2020. 6,600 Trafford residents had claimed a second self-employment income support (SEISS) grant at the end of October 2020.
- 2.12 To support businesses with the impact of Covid-19 the Government established a number of business grant schemes administered by the Council to support eligible businesses. In Trafford, c3,750 businesses have received grant support for the period March to September 2020, totalling over £45m. The value of Local Restrictions Support Grants (incl. recent national lockdown grants) and Additional Restrictions (Discretionary) Grants paid to Trafford businesses since October 2020, now exceeds £4.8m.

## **3.0 The Trafford Inclusive Economy Recovery Plan**

- 3.1 The Plan contributes to the Council's wider Corporate Recovery Strategy and forms an important element of the work of the Inclusive Economy Board and the Trafford Partnership.
- 3.2 The Plan has not only been set in the context of meeting key issues facing the borough, but also to be complementary to the work of the GM LEP Economic Vision and Build Back Better priorities which sets out to create a better opportunity for a strong and successful recovery.
- 3.3 The Plan is a 'live' document and may be amended over time as circumstances changes and new issues arise. Meeting the challenges caused by the Covid pandemic and ensuring an effective recovery will not be easy and will require a

strong partnership approach to tackle the issues facing the local economy through to recovery and beyond.

3.4 The Plan covers the following themes:

- Business Support and Sustainable Job Creation
- Transition Preparedness
- Green Economy and Sustainable Job Creation
- Sustainable Jobs and Skills Growth for local residents
- Inward Investment and Sustainable Job Creation
- Funding and Growth
- Strategic Sites Development and Job Creation
- Improved Town Centres for Residents and Businesses
- Increase Visitor Economy

3.5 Within the Plan the specific actions required to support the Council's objectives for economic recovery and delivery of a more inclusive Trafford economy are identified, alongside the timescales for implementation and relationship to the Council's Corporate Plan priorities.

**4.0 Transition Preparedness Plan**

4.1 On 23 June 2016, Britain voted in a referendum to leave the European Union (EU) and on 1 January 2021 the UK left the EU with a Trade Deal covering new rules for how the UK and EU will co-operate, and trade together.

4.2 The Council has tried to best future-proof against the effects of Brexit and the UK transition from the EU. The Trafford Brexit Impact Assessment (February 2019) was completed to identify the potential implications on the local economy. Following the recommendations contained within the Assessment (endorsed by the Executive in February 2019), an internal Transition Impact Group was established to take a cross-Council proactive and coordinated approach in identifying the effects on service delivery and the potential mitigation measures required. The Group contains officers from Strategic Growth, Legal, Adult and Children's Social Services, Regulatory Services, Safer Trafford Partnership, Education, Commissioning, One Trafford Partnership, HR, Communications, CCG and Information Governance. The Group is also attended by the Executive Members for Housing and Regeneration; Finance and Investment; and Communities and Partnerships.

4.3 A high level Transition Preparedness Plan identifying key priorities/issues for each Service area has been produced by the Group as a focus for activity going forward (see Appendix 2). The Preparedness Plan is a combination of actions and issues that are monitored and reviewed by the Group on regular basis. The GMCA has re-established its Preparedness Group which comprises members from the ten LA's and other key stakeholders including GM Growth Hub, TfGM, NHS, Highways England, Manchester Airport, GMP and MHCLG. The work of this group has provided an overarching strategic framework to which Trafford's Transition Preparedness Plan is complementary.

4.4 Under the Trade & Co-operation Agreement, tariff and quota free trade between the UK and EU will continue as a part of a bilateral trade agreement. However, it is important to note that there are certain issues around the regulatory framework, rules of origin, Northern Ireland status and additional administrative requirements /

bureaucracy that are likely to have a direct effect on businesses. For example, businesses must show where their goods were made and where the components in those products come from, to determine whether tariffs are levied on goods into the EU. Also British exporters must register to pay VAT in the EU countries they are exporting to. In addition, the ending of free movement of people from the EU to the UK could have an impact on recruitment and meeting skills gaps.

- 4.5 In light of the above, and the ongoing effects of the Covid crises, a review of the Brexit Impact Assessment will be commissioned in order to begin to understand the impacts of the Trade Agreement on local businesses, residents and the economy. The review will be funded from the Brexit Preparedness grant monies received by the Council. Any negative impacts on Council service delivery will also be covered, linked to the issues identified in the Transition Preparedness Plan. In addition, the review will also be set in the context of COVID and its effects on business, unemployment and the economy. A further report will be taken to the Executive once this review has been completed

## **5.0 Wider Corporate Links**

- 5.1 The Trafford Inclusive Economy Recovery Plan is consistent with the Council's Corporate Plan and the Council's other policies and strategies, including the Poverty Strategy and the Carbon Neutral Action Plan. The Plan also sits under, and is a key element in, the delivery of the Corporate Recovery Strategy. At a GM level, it will support the growth ambitions articulated within the GM Strategy, GM LEP Economic Vision, GM LIS and emerging sub-regional plan for the nine GM local authorities.

## **6.0 Other Options**

- 6.1 Other options are not to progress the Trafford Inclusive Economy Recovery Plan or to prepare a different strategy. The continued absence of a clear plan for the delivery of economic recovery in Trafford will not provide the Council with a strategic approach within which to make decisions on future activity to support its objectives, prioritise resources and deliver a more inclusive economy.

## **7.0 Consultation**

- 7.1 The Inclusive Economy Recovery Plan has been produced in consultation with the Inclusive Economy Board and the Executive Members for Covid-19 Recovery and Reform, Housing and Regeneration, and Communities and Partnerships.

## **Reasons for Recommendation**

The Executive is asked to approve the Trafford Inclusive Economy Recovery Plan to provide the strategy for the delivery of economic recovery and a more inclusive economy in Trafford.

**Key Decision** Yes

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

In all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.



Finance Officer Clearance *PC*  
Legal Officer Clearance *TR*

**DIRECTOR'S SIGNATURE** 

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

This page is intentionally left blank

## APPENDIX 1 - TRAFFORD INCLUSIVE ECONOMY RECOVERY PLAN

Issue	Actions	Timescale	Corporate Plan Priority
<b>Business Support and Sustainable Job Creation</b>			
<p>Maintain and grow further close contact with the business community</p> <p>Page 167</p>	<p>Close working with GM Business Growth Hub, GM Chamber, Altrincham and Sale Chamber, and FSB in relation to sharing and distributing information, organising events, seminars etc.</p> <p>Close working with Public Health Team to provide up to date advice and guidance for businesses.</p> <p>Information Officers/Covid Support Officers to maintain regular contact with businesses in town centres to provide advice, support and gain feedback.</p> <p>Initiate business support drop in sessions at the Town hall/ online with partners to offer business support and signpost to further areas of help and training.</p> <p>Initiate diagnostic follow up with grant recipients to promote access to other support mechanisms, monitor progress and identify any businesses in distress.</p> <p>Establish a Business Leadership Forum as mechanism to increase the Council's understanding of the business environment with a view to informing future strategic decision making. Consider adopting a sector based approach.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>July 2020 to March 2021</p> <p>March 2021 onwards</p> <p>By end June 2021</p> <p>By end June 2021</p>	<p>Successful and Thriving Places</p>
<p>Significant changes in local economy as a result of COVID affecting many of Trafford's businesses</p>	<p>Survey of local businesses to gain up to date information on the impacts, key issues, support required in longer-term.</p>	<p>By end June 2021</p>	<p>Successful and Thriving Places</p>
<p>Significant number of businesses saddled with debt</p>	<p>Review the Trafford Small Business Loan Fund to assess whether it is now fit for purpose and meets gaps in support available and recommend alternative if required.</p> <p>Prioritise available funding to incentivise innovation, SMEs, 'greener' independents and low carbon industries.</p>	<p>By end September 2021</p> <p>From March 2021 onwards</p>	<p>Successful and Thriving Places</p> <p>Successful and Thriving Places</p>
<p>Increasing number of business closures</p>	<p>Work with agents and property owners to develop a co-ordinated approach to sharing information on forthcoming vacancies</p>	<p>By end June 2021</p>	<p>Successful and Thriving Places</p>

	Produce a specific pack of information for agents/owners on available support and business advice to attract new businesses	By end June 2021	
Gap in support for people self-employed for less than 12 months	Work with partners, including Enterprising You / Business Growth Hub, to provide access to support available.	From March 2021 onwards	Successful and Thriving Places Targeted Support
Limited support available for start-up firms which are largely ineligible for the support packages available	Establish a business start-up network in Trafford to provide networking and support to new start ups	By end September 2021	Successful and Thriving Places Targeted Support/ Supporting Trafford residents when they need it most
Grow the support for VCFSE organisations	Use the results of the GM State of the VCFSE Sector survey to inform approach and response.	By end May 2021	Successful and Thriving Places
	Utilise Social Value offer from Virgin Media as part of their Full fibre contract to offer volunteering support to local community initiatives	By end March 2021	Green and Connected
Facilitate closer relationships between companies in key sectors	Establishing a pilot sector group for Food and Drink Manufacturing companies in Trafford	By end June 2021	Successful and Thriving Places
<b>Transition Preparedness</b>			
Understand the impact of the UK's transition from the EU in January 2021	Commission review of Trafford Brexit Impact Assessment following agreement on the Trade deal between the UK and EU	Jan 2021	Successful and Thriving Places
	Continue to monitor impacts on local businesses in partnership with GMCA and other business representative organisations	Feb 2021 onwards	
Minimise the impact of the end of ERDF programme and future funding changes	Track and take advantage of new Single Prosperity Fund	From Jan 2021 onwards	Successful and Thriving Places
Implications on the Council	Continue to lead the Transition Impact Group and review the Transition Preparedness Plan	By end Dec 2020	Successful and Thriving Places

## Green Economy and Sustainable Job Creation

<p>Take advantage of opportunities to grow this sector</p>	<p>Support the delivery of the Climate Change Action Plan and explore opportunities for attracting 'green' businesses, including exploring opportunity for Trafford Park as a geographical cluster.</p>	<p>From Sept 2020 onwards</p>	<p>Green and Connected</p>
	<p>Work closely with the Carbon Neutral and Climate Change Commission to support the reduction in carbon emissions and to share best practice and emerging technologies.</p>	<p>From Jan 2021 onwards</p>	<p>Green and Connected</p>
	<p>Support adoption, promotion and communication of the Carbon Neutral Framework Model across the business community, particularly in relation to stakeholder engagement including promotional campaigns.</p>	<p>From Dec 2020 onwards</p>	<p>Green and Connected</p>
	<p>Establish Council Business Alliance Model through existing groups e.g. Trafford Park Business Network and Town Centre Partnerships to allow businesses to share best practice and experience. Include sustainability leads where these exist.</p>	<p>By end June 2021</p>	<p>Green and Connected</p>
	<p>Actively encourage sign up to the Growth Hub's Green Business Pledge. This is free to sign up to, and gives businesses some ideas of actions they can take to reduce their environmental impact and grow their business. Businesses who sign up will receive a certificate they can use to promote their green credentials <a href="http://www.green-growth.org.uk/pledge">www. green-growth.org.uk/pledge</a></p>	<p>From Dec 2020 onwards</p>	<p>Successful and Thriving Places Green and Connected</p>
	<p>Engage with identified sectoral partners and potential support organisations e.g. Business Growth Hub and Groundwork in identified clusters of Trafford Park, Civic Quarter, Trafford Centre Rectangle, and Town Centres.</p>	<p>From Jan 2021 onwards</p>	<p>Green and Connected</p>
	<p>Work with TfGM to promote initiatives such as the Travel Choices for Businesses that aims to promote cycling by offering one to one travel advice and sustainable travel plans for businesses as well as providing free Metrolink travel for apprentices</p>	<p>From Jan 2021 onwards</p>	<p>Green and Connected</p>
	<p>Support implementation of EV charging points throughout the borough and potential at key business locations such as Trafford Park.</p>	<p>From Sept 2020 onwards</p>	<p>Green and Connected</p>
<p>Assess the strength of the green economy in Trafford, and its supply chain, in partnership with MIDAS, to determine an approach to promoting the borough and securing inward investment</p>	<p>By end June 2021</p>	<p>Green and Connected</p>	

	<p>Continue to monitor Government Policy around the development of freeports and review the opportunity to encourage the use of non-carbon forms of transport in key sectors such as logistics</p> <p>Promote Green Supply Chain Management and use of Manchester Ship Canal and Bridgewater canal for sustainable movement of goods and materials.</p> <p>Support the development of the new Liquid Air Battery and associated supply chain and sectoral growth benefits</p>	<p>From Dec 2020 onwards</p> <p>From Dec 2020 onwards</p> <p>Sept 2020 onwards</p>	<p>Green and Connected</p> <p>Successful and Thriving Places Green and Connected</p>	
<b>Sustainable Jobs and Skills Growth for local residents</b>				
Page 170	Support unemployed residents	<p>Work with TEES partners to coordinate employment support at a local level to those who need it:</p> <ul style="list-style-type: none"> <li>• Production of a weekly jobs and opportunities bulletin detailing sources of employment support</li> <li>• Promote details of upskilling opportunities through the Skills for the Unemployed and Skills for the Workforce programmes</li> </ul>	<p>From Jul 2020 onwards</p> <p>From March 2021</p>	<p>Successful and Thriving Places</p> <p>Targeted Support Successful and Thriving Places</p>
	Support employers during/once furlough scheme ends	<p>Establish business engagement to develop intelligence to gain early warning for local businesses in trouble and offer redundancy support to help affected staff reskill and gain help to secure alternative work</p> <p>Targeted support to employers in construction working in Trafford through the local coordination of job and training opportunities available</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>Successful and Thriving Places</p> <p>Targeted Support</p>
Promote Adult Education training and support local residents with the skills and equipment to access online courses, particularly disadvantaged groups	<p>Secure funding through the AEB LA grant programme to deliver against the themes of alleviating barriers to adult education, digital inclusion, digital connectivity, and ESOL (English as a Second Language).</p> <ul style="list-style-type: none"> <li>• Recruit a Skills Outreach Information Officer to promote adult skills training to residents using drop ins in community venues and non-digital methods including the production of a skills/ employment support brochure to be delivered to every household in Trafford promoting courses and sources of help</li> </ul>	<p>By end Nov 2020</p>	<p>Successful and Thriving Places Children and Young People</p>	

	<ul style="list-style-type: none"> <li>• Set up a smart tablet/ laptop loan scheme for residents to borrow digital kit through the libraries where they don't have access to technology</li> <li>• Recruit a Digital Volunteer Coordinator to manage the loan scheme and recruit and train a team of digital volunteers to provide support for residents accessing kit to help them use it and get online</li> <li>• Recruit an ESOL coordinator to extend the services of Manchester's ESOL advice centre to Trafford; promoting ESOL, managing waiting lists and coordinating support ( to be delivered through Trafford College's ESOL team)</li> </ul>	<p>By end March 2021 By end Oct 2020</p> <p>By end Feb 2021</p>	<p>Targeted Support/ Supporting Residents when they need it most Green and Connected</p>
<p>Work with partners to increase employment opportunities available for residents who were disadvantaged in the labour market prior to COVID-19, and for those with physical and learning disabilities</p> <p>Work to ensure that young people do not become disengaged in the pursuit of a career</p>	<p>Establish a Trafford Pledge Youth Employment Task Force with TEES partners and employers to address high levels of youth unemployment using DWP's Kickstart initiative to incentivise employers to take on young people into jobs and apprenticeships</p> <p>Work with Centre for Ageing Better and GMCA to pilot new ways to support over 50's into employment</p> <p>Increase knowledge of Access to Work provision for disabled employees and jobseekers</p> <p>Work with TEES partners to identify barriers for disabled residents and residents with learning difficulties seeking employment and devise actions to address those barriers.</p> <p>Support GMCA's programme for apprentices who are made redundant and help to secure alternative employment to complete their apprenticeship</p> <p>Utilise GM levy matchmaking service to support the creation of new apprenticeships in priority sector of health and social care</p>	<p>By end Nov 2020</p> <p>By end March 2021</p> <p>Ongoing</p> <p>From April 2021 onwards</p> <p>Ongoing</p> <p>From Oct 2020 onwards</p>	<p>Successful and Thriving Places</p> <p>Children and Young People</p> <p>Targeted Support/ Supporting Residents when they need it most</p>
<p>Aspiration to re-skill and up-skill workforce into new / emerging sectors as some sectors shrink</p>	<p>Utilise THT Foundation to help employment and skills building up a more tailored skills programme based on local employer needs and local further and higher educational offer - supported through the new ESF Skills for Growth programme aimed at filling the gaps for employers in different sectors</p> <p>Identify forthcoming new employment opportunities through inward investment/ expansion and diversification to upskill residents ready for the new job opportunities eg Saica, Therme, construction</p>	<p>From March 2021 onwards</p> <p>Ongoing</p>	<p>Successful and Thriving Places</p> <p>Successful and Thriving Places</p>

	<p>Research details of job roles needed in growing sectors, eg. digital, green economy etc, and qualifications/ skills needed and provide details to Careers advisers, Connexions advisers working in schools to promote opportunities to young people before they finalise their career decisions.</p> <p>Encourage employers to use SWAPs (the Department's Sector Based Work Academy Programme) to upskill local residents.</p>	Ongoing	Green and Connected	
	Encourage employers to use SWAPs (the Department's Sector Based Work Academy Programme) to upskill local residents.	Ongoing		
Page 172	Support delivery of the Trafford Poverty Strategy prioritising reduction and prevention over alleviation	Support creation of a Poverty Action Group in Trafford to coordinate and deliver the Trafford Poverty Strategy	From Dec 2020 onwards	Targeted Support
		Work with providers and employers to improve the quality and provision of further education and apprenticeships	From Dec 2020 onwards	Targeted Support
		Support Real Living Wage employment, secure and flexible work and productive and healthy workplaces.	From Jan 2021 onwards	Targeted Support
		Work with GMCA to expand the Good Employment Charter as initial way to drive development of a Living Wage City Region; encourage inclusivity and diversity in company leadership; and ensure employers have mental health and wellbeing support in place.	From Jan 2021 onwards	Targeted Support
		Work with GMCA and other partners to ensure local residents benefit from the green economy through training and skills opportunities and taking advantage of jobs growth in this sector	From Jan 2021 onwards	Targeted Support
<b>Inward Investment and Sustainable Job Creation</b>				
Increased promotion of Trafford as an investment location	Develop an 'SLA' with MIDAS to agree approach for better co-ordination and the exchange of up to date information	By end April 2021	Successful and Thriving Places	
Updated marketing material to drive overall awareness of Trafford offer	Review and update Trafford Investment Guide and review website/social media platforms	By end June 2021	Successful and Thriving Places	



Support and drive delivery of the GM LEP Economic Vision	Work with GMCA and GM LEP to deliver the Building a Greater Manchester, Making a Greater Britain economic vision providing a blueprint for building a fairer, greener and growing economy	From Jan 2021 onwards	Successful and Thriving Places Green and Connected
	Develop an implementation plan to attract research, development investment and drive innovation.	From Jan 2021 onwards	Successful and Thriving Places Green and Connected
<b>Funding and Growth</b>			
Potential for reduced Business Rates revenue and lower growth in Council Tax	Work with Finance and Exchequer Services to better track financial position and better assess work to increase business and residential growth	From March 2021 onwards	Successful and Thriving Places
Attract further funding to support growth by showing diversity of Trafford offer.	Track all available funding and bid for new funding where appropriate including Brownfield Land Fund, HIF, Growth Deal, Single Prosperity Fund etc	Ongoing	Successful and Thriving Places
<b>Strategic Sites Development and Job Creation</b>			
Ensure a sustainable future for Trafford Park	Produce Trafford Park Action Plan to set out strategy for future promotion and identify interventions required to ensure long term sustainability/viability of a major economic asset.	By end October 2021	Successful and Thriving Places
	Create a 'Trafford Green Energy Park' an area of Trafford Park as a 'green district' focussed on attracting low carbon renewable industries through a review of the Trafford Park Strategy and the revitalisation and evolution of the Park.	From March 2021 onwards	Green and Connected
Trafford City	Support delivery of Therme and Trafford Waters opportunities and raise awareness throughout the borough	From Sept 2020 onwards	Successful and Thriving Places
	Understand long term future of intu Trafford Centre	From Sept 2020 onwards	Successful and Thriving Places

Carrington	Support preparation of the funding strategy for the delivery of enabling infrastructure, including the Carrington Relief Road.	From Sept 2020 to March 2023	Successful and Thriving Places
	Support the delivery of Future Carrington site and wider regeneration of Partington, Carrington and Sale West.	From 2022 to 2037	Building Quality, Affordable and Social Housing
Timperley Wedge	Support delivery of the Timperley Wedge site to support significant housing and employment growth, including increased links to Manchester Airport	From 2022 to 2037	Successful and Thriving Places  Building Quality, Affordable and Social Housing
Trafford Civic Quarter	Support preparation of the Trafford Civic Quarter AAP.	From Sept 2020 to Jan 2022	Successful and Thriving Places
	Support delivery of the Trafford Civic Quarter AAP to support significant housing and employment growth, including maximising impact of assets such as UA92 and Lancashire Cricket Club.	From Jan 2022 onwards	Building Quality, Affordable and Social Housing
Stretford Regeneration	Support preparation of the Stretford AAP.	From Sept 2020 to Sept 2022	Successful and Thriving Places
	Support the delivery of the Stretford AAP to achieve wholesale regeneration of the town	From Sept 2022 onwards	Building Quality, Affordable and Social Housing
	Deliver and monitor the Future High Streets Fund once bid confirmed to support the regeneration of Stretford	Oct 2020 to Dec 2023	Successful and Thriving Places
Sustainable jobs and opportunities for local residents	Ensure that all development schemes have a social value benefit for local residents in terms of training, apprenticeships and job opportunities for all	Ongoing	Targeted Support/ Supporting Residents when they need it most  Successful and Thriving Places

HS2	Work with HS2 to identify construction and other job opportunities and measures/initiatives for all local residents to take advantage of them	From end 2021 onwards	Successful and Thriving Places
	Develop an action plan with HS2 to future proof all local residents having the skills needed to access jobs	By June 2022	Successful and Thriving Places
<b>Improved Town Centres for Residents and Businesses</b>			
Minimise the significant impact on Town Centre businesses during lockdown	Implementation of the Reopening the High Streets Action Plan, delivery of communications to businesses and the visiting public, and social distancing interventions (including floor stencils, signage and highways adjustments)	From July 2020 to March 2021	Successful and Thriving Places
			Successful and Thriving Places
Drive town centre business engagement	Lead Information Officer role in the Town centres to deliver up to date guidance, advice, overall support and understand any trends in feedback.	July 2020 to March 2021	Successful and Thriving Places
	Support safe growth in the high-time economy and the licensing/police liaison work to achieve this	July 2020 onwards	Successful and Thriving Places
	Launch Covid Support Officers in the town centres and other retail centres to promote Covid safe measures for businesses and residents	November 2020 to March 2021	Successful and Thriving Places
	Establish Town Centres contact database to facilitate increased engagement with local businesses	By September 2021	Successful and Thriving Places
	Increase engagement through targeted use of social media	Ongoing	Successful and Thriving Places
	Survey of Town Centres businesses to better understand issues, needs and support required	By end June 2021	Successful and Thriving Places
Town centre performance	Utilise partner organisations to gain better insight on footfall, state of the market etc.	Ongoing	Successful and Thriving Places

	Work closely with Exchequer Service to set up a 'red flag' system to secure data on missed payments to identify trends and where businesses may be struggling	By September 2021	Successful and Thriving Places
Innovate to attract and support new businesses and create jobs	Review Town Centres Business Loan scheme to assess whether it is fit for purpose to meet business needs and the regeneration of the town centres  Produce a specific pack of information to support businesses moving into the Town Centres	By end September 2021  By end September 2021	Successful and Thriving Places  Successful and Thriving Places
Improve accessibility in the Town Centres for all	Produce and adopt new Highways Policy to reduce obstacles on the high street (e.g. A boards)  Produce accessibility action plan  Utilise funding from the Mayor's Cycling and Walking Challenge fund to improve access in and around the Town Centres (eg. Urmston pilot work)	By end Dec 2021  By end September 2021  Ongoing	Successful and Thriving Places  Successful and Thriving Places  Green and Connected
Improve the overall environment of the Town Centres for all to enjoy	Implement next Phases of Altrincham public realm improvements including George Street, Stamford New Road, Market Street, Regent Road, Moss Lane (programme in development).  Secure public realm improvements for Sale through the Sale-Sale Moor-Sale Waterpark MCF scheme  Work with Community Safety Team to implement Public Spaces Protection Orders in town centres experiencing issues with buskers, beggars and other anti-social behaviour	Ongoing  By 2023  By end June 2021	Successful and Thriving Places  Successful and Thriving Places Green and Connected  Successful and Thriving Places
Collaborate with key partners to secure improvements in the Town Centres	Continue to support the work of the Altrincham BID following successful re-ballot  Support the work of the new private sector led Sale Regeneration Group including being part of Governance, Marketing and Economy sub-groups  Support the work of the Urmston Town Partnership and promotional activity for the Town Centre	Ongoing  From July 2020 onwards  By end March 2021	Successful and Thriving Places  Successful and Thriving Places

			Successful and Thriving Places
Improve marketing of the Town Centres to drive footfall and income	Develop a strategy to better promote the Town Centres in partnership with private sector and Marketing Manchester	By October 2021	Successful and Thriving Places
Work with pace to bring forward town centre development sites	Work with Council Development Team, Bruntwood JV and private developers to bring forward development sites such as the regeneration of Stretford and identify potential public sector funding support.	Ongoing	Successful and Thriving Places
	Work closely with The Square Shopping Centre in Sale to support their re-development plans for the site	Ongoing	Successful and Thriving Places
Consider role and function of District and Local Centres	Adopt Place Plans for Sale Moor and Hale and explore opportunities for securing resources to implement identified actions	From Sept 2020 onwards	Successful and Thriving Places
<b>Increase Visitor Economy</b>			
Support recovery of Trafford's visitor economy attractions	Continue to lead the 'Driving the Trafford Visitor Economy' group of key stakeholders to support and increase the visitor economy	Ongoing	Successful and Thriving Places
	Support the implementation of the Cultural Strategy to increase visitors into the borough	From April 2021 onwards	Successful and Thriving Places

This page is intentionally left blank

**APPENDIX 2 - TRAFFORD TRANSITION PREPAREDNESS PLAN**

<b>Service Area</b>	
<b>Strategic Growth</b>	
Top Priorities/Issues/Actions	<ol style="list-style-type: none"> <li>1. Review the Brexit Impact Study</li> <li>2. Providing businesses with updated information and support liaising with GM Growth Hub and other partners</li> <li>3. Survey businesses to find out what the implications might be on the ground following the Trade Agreement</li> </ol>
<b>Children's Social Care</b>	
Top Priorities/Issues/Actions	<ol style="list-style-type: none"> <li>1. Progressing applications for children who are cared for and for whom we hold parental responsibility</li> <li>2. Supporting families in Early Help, Child in Need and Child Protection systems where this is relevant</li> </ol>
<b>Early Help</b>	
Top Priorities/Issues / Actions	<ol style="list-style-type: none"> <li>1. To understand current offer in localities and capacity to support families.</li> <li>2. To review all data from health checks to understand demand/needs of families</li> </ol>
<b>Adult Social Care/Commissioning</b>	
Top Priorities/Issues/Actions	<ol style="list-style-type: none"> <li>1. Supply of equipment (non-medical) to Care Homes and vulnerable groups including those in receipt of DP and personal health budgets</li> <li>2. Supply of food and fuel to Care Homes and vulnerable groups, including those in receipt of DP and personal health budgets</li> <li>3. Supply of medicines, vaccines, medical devices, clinical consumables</li> <li>4. Staffing – combined impact of Covid and Brexit</li> <li>5. Ensuring Brexit support worker post extended to providing continuing support to a very fragile market.</li> </ol>
<b>Regulatory Services</b>	
Top Priorities/Issues/Actions	<ol style="list-style-type: none"> <li>1. To keep updated with any relevant changes in the legislation that will effect food businesses in Trafford and keep these businesses informed</li> <li>2. Update Officer authorisations once legislation is confirmed</li> </ol>
<b>One Trafford Partnership</b>	
Top Priorities/Issues/Actions	<ol style="list-style-type: none"> <li>1. Amey are reviewing the Brexit impacts on fleet as the main concern is on parts supply for RCV waste vehicles.</li> <li>2. Supply chain risk and stock of spare parts being looked at in readiness for any issues post Brexit</li> </ol>
<b>Information Governance</b>	
Top Priorities/Issues/Actions	<ol style="list-style-type: none"> <li>1. Transition period of up to 6 months maintaining the status quo in regard to data transfers while the European Commission completes its adequacy assessment of the UK's data protection laws</li> <li>2. Monitor progress of adequacy assessment and engage with suppliers accordingly.</li> </ol>
<b>Traded Services (Catering)</b>	
Top Priorities/Issues/Actions	<ol style="list-style-type: none"> <li>1. Support food suppliers to and sustain food deliveries to ensure school / care homes meals can be delivered - no indication of any significant supply issues at this time.</li> <li>2. Scrutinise price increases and substitute food supplies. Forecast price increases based on Brexit deal received in Dec 20, this is product specific but averages circa 3-5%. All price increases will be challenged and there is a contingency budget in catering to mitigate some of these increase.</li> </ol>
<b>Communications</b>	
Top Priorities/Issues/Actions	<ol style="list-style-type: none"> <li>1. Ensure all our communications are clear and timely to internal and external stakeholders</li> <li>2. Ensure we use trusted sources of information in our communication outputs</li> </ol>
<b>Legal Services</b>	
Top Priorities/Issues/Actions	<ol style="list-style-type: none"> <li>1. Staff resource and time pressures as different teams within the Council will require legal advice as legislation changes. Particularly if Covid situation continues as we are already dealing with a raft of new regulations which have been published since March.</li> <li>2. Keeping up to date with legislative changes, including State Aid and Green Paper proposals to make significant changes to public procurement laws as a result of Brexit.</li> </ol>
<b>STAR</b>	
Top Priorities/Issues/Actions	<ol style="list-style-type: none"> <li>1. Legal and STAR keeping abreast of the changes that Government and legislature are making</li> <li>2. Continue discussions and engagement with businesses/suppliers on the changes and areas of risk</li> </ol>
<b>HR</b>	
Top Priorities/Issues/Actions	<ol style="list-style-type: none"> <li>1. Impact on right to work / immigration requirements for current and future Trafford employees, and employees of external contractors</li> <li>2. Potential impact on recruitment, including impact on availability of agency / supply / casual staff to support service delivery</li> </ol>
<b>Civil Contingences</b>	
Top Priorities/Issues/Actions	<ol style="list-style-type: none"> <li>1. Monitoring of potential increase in crime and ASB on vulnerable communities</li> <li>2. Review and produce contingency plans inadequate to support the most vulnerable.</li> </ol>
<b>Community Resilience and Welfare</b>	
Top Priorities/Issues/Actions	<ol style="list-style-type: none"> <li>1. Monitor impact on household income for individuals and families due to impact on employment opportunities</li> <li>2. Ability for residents to access essentials including food and fuel due to affordability</li> </ol>

This page is intentionally left blank



## Glossary of Terms:

- **AEB:** The Adult Education Budget (AEB) is a single funding stream devolved to GM that brings together adult further education (19yrs+ provision with the exception of apprenticeships and traineeships), community learning, and discretionary learner support. It aims to support more flexible tailored programmes of learning to support learners to engage in learning and to ensure that adults can develop the essential skills needed for both life and work.
- **AAP:** An Area Action Plan (AAP) is a Development Plan Document (DPD) that provides specific planning policy and guidance for an area where significant regeneration or investment needs to be managed.
- **BID:** A Business Improvement District is an area within which businesses are required to pay an additional tax (or levy) in order to fund projects within the District's boundaries. The BID is funded primarily through a levy on business rates but can also draw on other public and private funding streams.
- **Brownfield Land Fund:** The Brownfield Land Fund is government grant funding available through the Greater Manchester Combined Authority to help to deliver new homes and unlock brownfield land for development.
- **Claimant Count:** The Claimant Count measures the number of people claiming unemployment related benefit. From April 2015 the Claimant Count includes all Universal Credit claimants who are required to seek work as well as all Job Seekers Allowance claimants.
- **ERDF:** The European Regional Development Fund (ERDF) promotes balanced development across the EU. Following the UK withdrawal from the EU this will be replaced in the UK by a new Shared Prosperity Fund' intended to reduce inequality between communities across the four UK nations and to deliver sustainable, inclusive growth. UK recipients will continue to receive EU funding over the lifetime of projects which are agreed within the current 2014-20 funding cycle.
- **ESF:** The European Social Fund (ESF) invests in employment-related projects and human capital; workers, young people and those seeking a job. Following the UK withdrawal from the EU this will be replaced in the UK by a new Shared Prosperity Fund' intended to reduce inequality between communities across the four UK nations and to deliver sustainable, inclusive growth. UK recipients will continue to receive EU funding over the lifetime of projects which are agreed within the current 2014-20 funding cycle.
- **Freeports:** The UK government has opened a bidding process for the creation of up to 10 new freeports. A firm can import goods into a Freeport without paying tariffs, process them into a final good and then either pay a tariff on goods sold into the domestic market, or export the final goods without paying UK tariff. Areas given Freeport status will also benefit from a wide package of tax reliefs.
- **FSB:** The Federation of Small Business is a non-profit UK business organisation representing small and medium-sized businesses whilst providing advice and support.
- **Furlough:** Under the Coronavirus Job Retention Scheme furlough leave temporarily provides employers with an option to keep employees on the payroll without them working or working reduced hours.
- **Future High Streets Fund:** The Future High Streets Fund is a government fund with the objective of renewing and reshaping town centres and high streets in a way that drives growth, improves experience and ensures future sustainability. It will do this by providing co-funding to successful applicants to support transformative and structural changes to overcome challenges in their area.
- **Good Employment Charter:** The GM Good Employment Charter will provide support to employers to develop good jobs, deliver opportunities for people to progress, and help employers in the city-region grow and succeed. Businesses

receiving investment through the Greater Manchester Combined Authority's investment funds will also be required to become Charter supporters.

- **GDP:** Gross domestic product or GDP is a measure of the size and health of a geographical area's economy over a period of time (usually one quarter or one year).
- **GMCA:** Greater Manchester Combined Authority is made up of the ten Greater Manchester councils and Mayor, who work with other local services, businesses, communities and other partners to improve the city-region.
- **GM LEP:** Greater Manchester Local Enterprise Partnership sits at the heart of Greater Manchester's governance arrangements, ensuring that business leaders are empowered to set the strategic course, determine local priorities and drive growth and job creation within the city region. It is central to the wider partnerships established between local government, businesses and educational institutes, and the public, private, voluntary and community sectors.
- **Growth Deal:** The Growth Deal provide funds to local enterprise partnerships or LEPs for projects that benefit the local area and economy.
- **HIF:** The Housing Infrastructure Fund is a government capital grant programme of up to £2.3 billion, administered by Homes England to help deliver up to 100,000 new homes in England.
- **JV:** The Joint Venture involves the Council entering into a legally binding partnership with another party to assist the delivery of housing, employment, retail and mixed use development.
- **MIDAS:** MIDAS is the GM inward investment agency which aims to secure significant levels of new investment and employment for Greater Manchester
- **Public Spaces Protection Order:** An order that identifies the public place and prohibits specified things being done in the restricted area and/or requires specified things to be done by persons carrying on specified activities in that area.
- **Single Prosperity Fund:** The Single Prosperity Fund (SPF) will replace European Union funding to reduce inequalities between communities. The details of fund are expected to be announced by Government shortly.
- **SME:** Small and medium-sized enterprise with fewer than 250 employees
- **TEES:** Trafford's Employment, Enterprise and Skills Group (TEES) focuses specifically on reducing and preventing unemployment, raising the skills of Trafford's workforce and increasing enterprise start-ups in the borough.
- **TfGM –** Transport for Greater Manchester is the local government body responsible for delivering Greater Manchester's transport strategy and commitments.
- **Trafford Small Business Loan Fund:** The Trafford Small Business Loan Fund provides new and existing businesses the opportunity to borrow between £5,000 and £25,000 (APR 6.2%) repayable over 2 or 3 years to help you get a new business idea off the ground or to assist you with the growth of your existing businesses. 50% match funded.
- **VCFSE:** The Voluntary, Community, Faith and Social Enterprise (VCFSE) sector includes any organisation working with social purposes and ranges from small community based groups through to larger registered Charities.

## TRAFFORD COUNCIL

Report to: Executive  
Date: 22<sup>nd</sup> February 2021  
Report for: Decision  
Report of: Executive Member for Housing and Regeneration

### Report Title

**Corporate Operational Estate Strategy**

### Summary

**The Corporate Operational Estate Strategy sets out a strategic purpose to the management of the Council's buildings from which public sector services are delivered which forms the operational estate. The strategy sets out a vision, key principles and core objectives that will result in the improved strategic management of the buildings needed to deliver public sector services.**

### Recommendation(s)

**That the Corporate Operational Estate Strategy is adopted by the Council.**

Contact person for access to background papers and further information:

Name: Hazel Kimmitt  
Extension: 07811 806205

*For non-confidential reports to Executive add the following **mandatory** information:*

Background Papers: Corporate Operational Estate Strategy

*Implications:*

Relationship to Policy Framework/Corporate Priorities	The strategy names the existing corporate policies and priorities it takes into account.
Relationship to GM Policy or Strategy Framework	The strategy makes reference to and takes into account the GM 5 Year Environmental Plan, Decarbonisation of Public Buildings Programme and the Central Government's One Public Estate Programme.
Financial	The strategy and its subsequent action plan, once enacted, will provide a more strategic approach to the management of the Council's operational estate. This aims to improve , financial planning and decision making over the medium to long term and support the achievement of the core objectives, in particular cost efficiency, realisation of sustainable income streams and the potential for capital receipts to support future capital investment.
Legal Implications:	No legal implications
Equality/Diversity Implications	All recommendations for change to the Council's estate that result from this strategy will require business cases and equality impact assessments.
Sustainability Implications	The strategy and its subsequent action plan, supports a drive to improved long term planning around the estate.
Carbon Reduction	The strategy makes reference to and takes into account the GM 5 Year Environmental Plan and the actions it requires Local Authorities to take. The Public Sector Decarbonisation Scheme will reduce the carbon footprint of the estate and has resulted in improved knowledge of the estate. Therefore, the Strategy lays out carbon reduction as an area of focus and the Management Action Plan will identify further opportunities to reduce carbon emissions. The use of the action plan within the Corporate Landlord Model will ensure this area of focus is reviewed regularly and progress is expected.
Resource Implications e.g. Staffing / ICT / Assets	The Management Action Plan will allocate the activity resulting from this strategy to named responsible persons. It is expected the activity will be covered by existing roles and responsibilities. Should any gaps arise, it will be managed via the Corporate Landlord governance as described in section 4.3.
Risk Management Implications	A risk log will be created and maintained alongside the Estate Management Action Plan and form a regular item for the attention of the Corporate Landlord Strategic and Operational Groups.
Health & Wellbeing Implications	The strategy makes reference to Council's desire to "Creating our working places to be inclusive, thriving places where people want to work and are proud to work". The subsequent action plan will include actions that will support a drive for 'fit for purpose' assets where colleagues want to work and take into account health and wellbeing requirements of the workforce.
Health and Safety Implications	The strategy and its subsequent action plan, supports a drive for 'fit for purpose' assets and demands a specific focus on the efficient maintenance of assets, management of risks and compliance assurance, all of which lead to improved health and safety within our estate.

## **1.0 Background**

- 1.1 The One Trafford Estate project was conceived to transform the management of the public sector estate from a reactive state to being more strategically driven. The project has led to pieces of work, such as the Locality Asset Review and a Strategic Review of the Operational Estate, which have informed the further action required. This Corporate Estate strategy responds to these pieces of work and sets the basis from which management action plans can be built to turn the strategic vision into activity.

## **2.0 Strategy**

- 2.1 The new Corporate Operational Estate Strategy sets Trafford Council's high level direction for the management of its Operational Estate for the period 2021 to 2026.
- 2.2 The strategy explains the overarching vision and guiding principles for decision making over this period and what is driving this approach. The overall direction of travel for the assets within the 'Operational Estate' is set out; that is, those buildings the Council uses to deliver its services to Trafford residents. This will be the basis from which management action plans will be developed, to ensure that the strategy delivered.
- 2.3 All recommendations for change will be managed via the governance laid out in section 4 of the strategy and will require business cases and equality impact assessments. Clearly, the financial context of the duration for this strategy demands that a strong focus is efficiency and value for money, but service delivery remains the key driver.
- 2.4 It should be noted that although the document names various assets (sections 4.4 and 5) as it sets out its high level strategic direction, these statements come from recommendations already made in commissioned activity and are not exclusive nor exhaustive. For example, no systematic review has covered Children's Services Buildings, such as Children's Centres and Family Time Centres and also Community Centres. These will form part of a further review and therefore be included in the action planning process that follows the adoption of the strategy.

## **3.0 Vision, Principles and Objectives**

- 3.1 The strategy sets out a clear vision and key principles. These align with those of the Strategic Estates Group and the wider public sector.
- 3.2 The vision is: "To create an efficient, fit for purpose and sustainable estate to deliver better integrated public services across Trafford and to use our assets as an enabler for the reduction of running costs and the support of Council priorities."
- 3.3 The key principles have been converted into strategic objectives, each with a rationale and initial ideas as to how they can be delivered. This is so that we are clearly translating strategy into expected activity.

#### **4.0 Next Steps**

- 4.1 A property management action plan is in the process of development and will clearly set out, delineate and track the strategic and operational activity that is required to achieve the strategic objectives set.
- 4.2 The action plan will be presented to, signed off and monitored by the Corporate Landlord Strategic Group.

#### **5.0 Consultation**

- 5.1 The context given in section 2 shows that this strategy is aligned with thinking across the public sector.
- 5.2 The draft strategy has been created in collaboration with the Estates Subgroup of the Workforce Reintegration work stream; both subgroups of the Recovery Coordination Group. Council officers in strategy, finance and estates management and operations have contributed and supported its development
- 5.3 Each project seeking to deliver change following the adoption of this strategy will be subject to a business case and equality impact assessment and it is by this process that each individual project will be consulted on.

#### **6.0 Other Options**

- 6.1 It is regular for a local authority to have an active estate management strategy and action plan. The Council does not have this at present. The alternative option is to do nothing and continue with the current management arrangements which result in a reactive approach to the management of our assets.
- 6.2 To continue with the status quo will continue with a 'building first' rather than 'service first' approach to delivery. For example, currently if a service has an idea to improve service delivery it looks to what we have and can manage with, rather than the ideal place and situation for that service. Current processes and procedures are less than ideal in supporting service managers to make improvements and changes.
- 6.3 To continue in the reactive state means that the Council finds it hard to make decisions about change in relation to operational assets. Therefore, it spends funds on maintaining a current estate that it does not know is required or redundant.

#### **7.0 Reasons for Recommendation**

- 7.1 It is recommended that the Executive adopts this Operational Estate Strategy to provide a clear vision, principles and objectives from which the organisation can work to create action plans for the more effective management of its operational estate.

**Key Decision** (as defined in the Constitution): Yes

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

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

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

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



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

This page is intentionally left blank



## Trafford Council - Operational Estate Strategy

### Version Control

Version No.	Author	What has changed?	Shared with:	Date
1	Hazel Kimmitt	Initial 1 <sup>st</sup> draft	Linda Roy	29/09/20
1.2	Linda Roy	Minor amends	Hazel Kimmitt	29/9/20
1.2	Hazel Kimmitt	Minor amends accepted. Calculation from working styles inserted.		29/9/20
1.3	Russell Clarke	Minor amends	Hazel Kimmitt	1/10/20
1.4	Hazel Kimmitt	Minor amends accepted and comments noted.		08/10/20
1.5	Hazel Kimmitt	Context section altered and made more concise. Removed 'butterfly model' from Place Based section. Minor amends from Richard Fontana incorporated. Added section on OPE and SEG	Corporate Landlord Strategic Group	13/10/20
1.6	Hazel Kimmitt	Finished amendments. Further edits to make more concise. Added GMCA Environmental Plan section.	Sharon Winn Peter Carr	24/11/20
1.7	Hazel Kimmitt	Amends based on Sharon Winn's feedback.		02/12/20
1.8	Hazel Kimmitt	Final revisions and amends before submission to Richard Roe	Richard Roe, Sharon Winn, Russell Clarke	18/12/20
1.9	Hazel Kimmitt	Incorporating Richard Roe's revisions	Richard Roe, Sharon Winn, Russell Clarke, CLT	08/01/21
2.0	Hazel Kimmitt	Edits responding to CLT's feedback	Richard Roe, Sharon Winn, Tim Rhodes, Peter Carr	22/01/21

## Contents

1. Executive Summary & Introduction
2. Context
  - 2.1. Trafford Council Corporate Plan, Priorities & Modernisation
  - 2.2. Trafford Together Locality Plan
  - 2.3. GM 5 Year Environment Plan & Public Sector Decarbonisation Scheme
  - 2.4. One Public Estate and the Strategic Estate Group
  - 2.5. Trafford Council's Value Framework
  - 2.6. Trafford Council's Budget Position
3. Strategic Purpose
  - 3.1. Vision
  - 3.2. Key Principles
4. The Operational Estate and governance
  - 4.1. Background
  - 4.2. The Operational Estate
  - 4.3. The Corporate Landlord and Capital Programme
  - 4.4. The Strategic Review of the Operational Estate
  - 4.5. The Effect of the Covid19 Pandemic on Agile Working
5. Core Strategic Objectives & Management Plan
6. How we will deliver this strategy
  - 6.1.1. Immediate Focus
  - 6.1.2. Next Steps
    - 6.1.2.1. Action Plans and Risk Management
    - 6.1.2.2. Other areas for review

## 1. Executive Summary & Introduction

This strategy sets Trafford Council's high level direction for the management of its Operational Estate for the period 2021 to 2026. It explains the overarching vision and guiding principles for decision making over this period and what is driving this approach. The strategy sets out the overall direction of travel for the assets within the 'Operational Estate', that is, those buildings the Council uses to deliver its services to Trafford residents.

As outlined in the RICS Public Sector Asset Management Guidelines, there are three core elements to the Property Asset Management planning process. These are:

1. The Property Strategy – “articulates our vision and what we want to achieve”
2. The Property Asset Management Plan - “articulates how we will deliver our vision”
3. The Property Asset Management Action Plan - “prioritised activity to delivery our vision”.

This document seeks to deliver items 1 and 2 and provide the basis upon which a Management Action Plan will be built.

This Corporate Strategy re-affirms the Council's **commitment to the 'Corporate Landlord'** approach; that is, a single approach to land and property asset management and decision making across the Council and will:

- Assist all Officers who are involved in property related issues to understand the corporate vision and their role in achieving this.

- Provide insight and support for Service Directors/Managers and Elected Members involved in decision making and influencing property or working space related projects.
- Assist our Public Sector Partners as we move forwards with our ambition to work more collaboratively.
- Form the basis for interaction with other key stakeholder groups including our Estates Management Service provider and Facilities Management providers.
- Considers the health, safety and wellbeing issues at all stages of asset management.

The **vision** for Trafford Council's asset management is,

*“To create an efficient, fit for purpose and sustainable estate to deliver better integrated public services across Trafford and to use our assets as an enabler for the reduction of running costs and the support of Council priorities.”*

The **key principles** of the Council's approach to property align with those of the Strategic Estates Group and the wider public sector. They are:

1. To have a sustainable and fit for purpose portfolio of assets.
2. To improve utilisation.
3. To reduce maintenance and running costs.
4. To minimise expenditure on private sector rented accommodation.
5. To support energy efficiency and the drive for carbon neutrality.
6. To have clear agreements relating to any third party occupation of Council space.

As the vision articulates, 'service need' is the key driver to how the Council's estate will develop. The action plans, to be developed from this strategy, will ensure the estate will be reviewed as a whole, in line with service needs. All recommendations for change will be managed via the governance laid out in section 4 and require business cases. Clearly, the financial context of the duration for this strategy demands that a strong focus is efficiency and value for money, but service delivery remains the key driver. It should be noted that although the document names various assets (sections 4.4 and 5) as it sets out its high level strategic direction, these statements come from recommendations already made in commissioned activity and are neither exclusive nor exhaustive. For example, no systematic review has covered Children's Services Buildings, such as Children's Centres and Family Time Centres and also Community Centres. These will form part of a further review and therefore be included in the action planning process that follows the adoption of the strategy.

## **2. Context**

### **2.1. Trafford Council Corporate Plan, Priorities and Modernisation'**

At the heart of the Council's vision is a common cause to make Trafford a better borough; a place where everyone has a chance to succeed and where everybody has a voice. The Council knows it has to do things differently as it cannot do it all and, by virtue of its democratic mandate, will lead the way in ensuring that this is a shared endeavour and that across Trafford there will be a more joined up approach to service delivery.

Through the vision,

**“Working together to build the best future for all our communities and everyone in Trafford”**

The Council is making a commitment to work together across different services and agencies to make the best use of its resources:

The Council identified seven strategic priorities in the corporate plan that it believes are crucial to enabling Trafford residents, businesses and staff to thrive. These priorities set out the aspirations for our people, place and communities, and how they can affect and improve their daily lives.

## OUR PRIORITIES



To deliver on the plan it is also necessary to develop the way we work given the ten years of austerity that the Council has been through and define the ‘Kind of Council We Want to Be’. There is a need to work smarter, make use of digital technology and collaborate with partners where we can. The Council takes a leading role in shaping how joined up services across the sector can best support the local area and people and is continuously shaping our culture, practices, processes and business models to respond to people’s changing needs and expectations. It is working to improve the way it delivers services to meet the needs of a modern Trafford. This is being done so that by 2023:

***The Council will be a people-focused, digitally enabled, commercially minded Council where our high-performing place based services will provide an excellent customer experience making the most of our assets in the borough.***

By setting out our plan, corporate priorities and the ‘Kind of Council We Want to Be’ supported by the modernisation programme the Council has solid foundations for the future.

The direct influence this Operational Estate strategy needs to pull from the Council’s priorities and modernisation are:

- Supporting place based services - to help people to access the right support at the times in their lives when they most need it and providing hubs of services
- Maximise the use of technology to transform the way we deliver services in all that we do
- Creating our working places to be inclusive, thriving places where people want to work and are proud to work
- Improving our own staff’s work/life balance and family life, so we can be a leader in this area

- Encourage and enable people to be more environmentally friendly in their daily lives

## 2.2. Trafford Together Locality Plan<sup>ii</sup>

The Trafford Together Locality Plan is Trafford Borough's blueprint for the transformation of health and social care over until 2024.

The Locality Plan sets out Trafford's System Principles, which form our way of working. These are:

- **Together as Partners** – co-ordinating across our system, thinking bigger and doing better with our combined resources to improve outcomes for residents.
- **In a Place** – being positive about our places and spaces, bringing people who live and work in an area together to build stronger communities.
- **With People** – putting residents at the heart of what we do, listening and working with people.
- **Focusing on Prevention** – commitment to taking action early and making every contact count.
- **Continually improving** – making the most of technology and using data and information to make shared decisions. We continue to learn and develop our workforce and make the best use of all our assets.

The Council's operational estate is the physical 'front door' for many residents to access Council and Health Care services and for many their first impression of the Council. In addition, the operational estate is the working space for those professionals delivering services at a place based level and the Locality Plan as a whole, and is increasingly used by our public sector partners.

The direct influence of the Locality Plan on this Operational Estate Strategy is the continued emphasis on working in partnership to make the most of the built assets we already have. In addition, as the Health and Social Care Recovery and Reform work streams progress, it will be via the Strategic Estate Group and Corporate Landlord groups that any new estate requirements will feed into the Property Action Plans.

## 2.3. Greater Manchester 5 Year Environment Plan & Public Sector Decarbonisation Scheme

Trafford Council declared a climate emergency in November 2018, in doing so, Trafford was placing itself amongst the forefront of local authorities, recognising that carbon reduction could not be left to Government and it is a matter for all of us and all organisations. The Council's Climate Change Scrutiny Committee Task and Finish Group is progressing and monitoring the work around a set of key tasks:

- (i) Seek advice from experts to develop a carbon budget and set a challenging target date for carbon neutrality in Trafford;
- (ii) Consider systematically the Climate Emergency impact of each area of the Council's activities;
- (iii) Make recommendations and set an ambitious timescale for reducing these impacts;
- (iv) Assess the feasibility of requiring all report risk assessments to include Carbon Emission Appraisals, including presenting alternative approaches which reduce emissions wherever possible;
- (v) Report to full Council with the actions the Council needs to take to address this emergency.

The estate management action plan will be strongly influenced by this work and carbon reduction will become a key factor in decision making through the governance set out in section 4.

There is also a wider Greater Manchester context to be noted. The inaugural Greater Manchester Green Summit was held in March 2019, at which the GM 5 Year Environment Plan was launched, outlining the necessary steps to be taken to achieve carbon neutrality in GM by 2038. The plan sets out actions it expects the local authorities in GM to take. The actions relevant to this strategy need to be taken account of in future estates projects and are as follows:

#### **Energy Supply**

- Will complete a full assessment of the potential of our assets for renewable energy and develop these assets (where financially viable) by the end of 2021.
- When replacing heating systems in buildings, will install low carbon alternatives where viable, seeking to avoid carbon intensive technologies (gas, coal, oil).

#### **Homes, Workplaces and Public Buildings**

- Standardise measurement and reporting of the operational efficiency of their buildings.
- GMCA and LAs will aim to obtain an average DEC of rating D or better by 2024 and C or better by 2030 for their public buildings where economically viable.

#### **Production & Consumption of Resources**

- Embed environmental sustainability criteria in social value procurement mechanisms.
- Provide Carbon Literacy for all staff involved in procuring activities.
- Aim to eradicate avoidable single use plastic on the public estate.

#### **Natural Capital**

- Build natural capital into projects to maximise the value that the environment brings including on estates and land.

Again, it is important that the above elements are firmly noted by all those working with the estate and are weaved into the Property Asset Management Action Plan that will follow from this strategy.

In late 2020, the Department for Business, Energy and Industrial Strategy (BEIS) launched the Public Sector Decarbonisation Scheme. The scheme will see £1bn of grant funding being invested in capital energy efficiency and heat decarbonisation projects within public sector non-domestic buildings with the aim of halving carbon emissions from the Public Estate by 2032. Trafford Council has collaborated with the Greater Manchester Combined Authority and the authorities across GM to submit a bid.

A successful Salix Skills Fund application was submitted in October, providing circa £983k across GM to carry out the necessary detailed survey work to inform a robust capital bid. Subsequently, the capital bid was submitted by GMCA Environment Team on 23rd November 2021, with a total value of £80.7m, £4.3m of which was for buildings in Trafford, submitted at 100% compliance with the Salix toolkit and funding criteria, meaning that no match funding would be required if the bid is approved as submitted. Due to the maximum value of the direct award being capped, resources for feasibility surveys had to be distributed equally among the Councils involved. Trafford was therefore allocated consultants to carry out surveys at 14 buildings in Trafford, as detailed in tables 1 and 2 below. These assets were chosen due to having been assessed as the most energy hungry buildings within the estate.

**Table 1: Corporate buildings**

Trafford Town Hall – LED
--------------------------

Sale Waterside – LED
Stretford Children’s Centre – Heat Pump and Solar PV
The Kindle Children’s Home – Solar PV
Shawe View Respite Centre – Heat Pump, Solar PV and LED
Lynwood Lodge Care Home – Heat Pump and LED
Partington Children’s Centre – Heat Pump and Solar PV
Old Hall Rd Children’s Home – Solar PV

**Table 2: Schools**

Stretford Grammar School – Heat Pump/Solar PV
Victoria Park Infants & Jnrs - Heat Pump/Solar PV
Woodheys Primary School - Heat Pump/Solar PV
Sale High School - Heat Pump/Solar PV
Delamere School - Heat Pump/Solar PV
Trafford Alternative Education Centre – Solar PV

Following submission of the capital bid in November, it is anticipated that a bid outcome will be known in mid-January 2021. If successful, the project has a delivery and spend deadline of the end of September 2021. It is hoped there may be other opportunities to make further bids to the fund in the future and there is a need for Trafford to strengthen its strategic approach to carbon reduction across the estate, through the action plans resulting from this strategy.

## 2.4. One Public Estate and the Strategic Estate Group

The One Public Estate (OPE) programme from central government started in 2013 and encouraged all public sector bodies to work together to form projects that would deliver the following outputs:

- New homes
- New jobs
- Capital receipts
- Reduction in running costs
- Inward investment.

Trafford received a small amount of funding from OPE in 2018 which contributed to the Locality Asset Review (LAR); a piece of work which assessed what the public sector had in terms of assets across the borough, what it needed, and how to get from the current state to the future state.

Trafford Strategic Estate Group (SEG) is the partnership that is responsible for the joint strategic direction and project delivery for the public sector estates assets across Trafford. The group is made up by the main public sector partners within Trafford and includes Trafford Council, Trafford CCG, Manchester Foundation Trust, Trafford Local Care Organisation, Greater Manchester Mental Health Trust, the GMCA. There are also representatives from across the public sector and include experts in housing and commissioning. The group has a delivery plan, which has been informed by the Locality

Asset Review and continues to adapt as system requirements change. The delivery plan is regularly reviewed to ensure that the projects slated for delivery are the projects the system does indeed require at this time and that we can adapt to changing circumstances, such as Covid19.

As the Council is one of the major partners in the SEG, this Operational Estate Strategy will inform the SEG delivery plan and the actions arising from it will impact on the group, especially those partners co-located with the council.

## **2.5. Trafford Council's Value Framework**

Trafford Council has developed a values framework which outlines the key behaviours that are essential to effective performance at Trafford. This framework will form the basis of all our people and business processes and provide us all with a common language for how we go about our daily work. The framework will ensure that there are clear expectations of everyone working at Trafford irrespective of their role or their level of seniority.

Trafford Council's values are:

- **Empower**
- **People Centred**
- **Inclusive**
- **Collaborate**

For this strategy to be successfully delivered it needs to not only align itself with the values framework but also contribute to delivery of the organisational culture, by assisting in the creation of working and service delivery spaces that meet these values.

## **2.6. Trafford Council's budget position<sup>iii</sup>**

Since 2010 savings of £145m have been made to Trafford council services as a result of the UK central government's austerity programme. It is expected that such pressure to make savings will continue into the early 2020's, notwithstanding the increasing demands on Council services, especially adults and children's social care, which will be further exacerbated by the effects of Covid19.

The outbreak of the COVID-19 pandemic in March, has had far reaching impacts for the economy and communities of the Borough and on the way Council services are delivered and has brought many financial challenges. It has rightly been the overriding focus for the Council, beginning in March 2020 and into 2021, but throughout this time it has been essential we did not lose sight of those overriding priorities set out in the Corporate Plan. Instead Covid-19 must provide a further catalyst to develop and build on new ways of working and opportunities identified in Response and to build back stronger during the Recovery Phase.

This strategy and the actions deriving from it needs to be mindful of the pressures upon the Council's finances and the subsequent need to improve the efficiency of the estates and make good value strategic decisions which will lead us to a sustainable position.

## **3. Strategic Purpose**



The role of this strategy is to take the information in the preceding sections and digest it into a clear vision for the future, giving a set of principles from which the leaders, elected members and officers of the Council can work to progress the Council's priorities in this area of work, so as to make the vision reality.

### **3.1. Vision**

*“Our vision is to create an efficient, fit for purpose and sustainable estate to deliver better integrated public services across Trafford and to use our assets as an enabler for the reduction of running costs and the support of Council priorities.”*

### **3.2. Key Principles**

The key principles of the Council's approach to property align with those of the Strategic Estates Group and the wider public sector.

1. To have a sustainable and fit for purpose portfolio of assets.
2. To improve utilisation.
3. To reduce maintenance and running costs.
4. To minimise expenditure on private sector rented accommodation.
5. To support energy efficiency and the drive for carbon neutrality.
6. To have clear agreements relating to any third party occupation of Council space.

These key principles require those colleagues working in property related roles to work with services as a critical friend to challenge current perceptions of property need, provide examples of best practice and collaborate to find solutions that help to deliver our property vision.

Collaboration with partner organisations across the public, private and voluntary sector is also vital so we can explore additional possibilities for shared use of property and joint working initiatives that benefit the public sector system within the borough.

## **4. The Council's Operational Estate and Governance**

### **4.1. Background**

The Council's overall land and property portfolio consists of circa 316 land and property assets, which are a mixture of offices, educational premises (schools are subject to separate funding arrangements) community buildings and a range of commercial/investment properties and land. Of this portfolio, 28 assets are considered to be the 'operational estate', that is the buildings which Trafford Council has control over and from which it delivers its services.

The Council's Estates and Facilities functions are contracted out to Amey, in Lot 3 of the Provision of Environmental and Infrastructure Services contract that commenced in 2015. At this time the Council moved over to a Corporate Landlord model, which saw the functions around property and workspace management centralised. This model allows for service managers to concentrate on managing their services and to call upon property expertise when required, rather than manage a building as part of their role.

The Long Term Accommodation Programme; a rationalisation of the Council's administrative buildings starting in 2011 saw a number of teams move into a refurbished Trafford Town Hall and the remaining sites disposed of.

There are, in addition, some assets where the Council has entered into partnership with another organisation for the management and maintenance of the building. These partnerships can be quite different. The most significant example is the Private Finance Initiative Agreement for Waterside House, Sale, signed in 2002 which saw the construction of a modern office block, incorporating the library and Arts Centre at the rear of a refurbished Town Hall and has Engie providing facilities management services until 2028/9. Contract monitoring and management is in place until the end of the agreement period. There is a requirement for the Council to develop an exit strategy for the expiry of the agreement and will be included within the action planning process.

A different example of working in partnership is Coppice Library in Sale, where BlueSCI, a Community Interest Company delivering mental health services, manages and maintains the building owned by the Council. The Council continues to delivery library and customer services from this site. (For the purposes of this strategy such buildings are not considered the 'operational estate'.)

As a result of the Long Term Accommodation Programme and working in partnership with others, Trafford Council has a relatively modest portfolio of operational assets, when compared to most other metropolitan boroughs.

## 4.2. The Council's Operational Estate

The Council's operational estate consists of:

	Asset	Function	Neighbourhood
1	Trafford Town Hall (incorporating library)	Main administrative base	North
2	Waterside House (incorporating Sale Library, Talkshop and Arts Centre)	Main administrative base & arts centre	Central
3	Moss View	Administrative base for the Traded Services Team	West
4	Altrincham Town Hall	Venue for hire	South
5	Flixton House	Venue for hire	West
6	Claremont Centre	Accommodates Trafford Music Service	Central
7	Partington Healthy Living Centre (incorporating Partington Library)	Accommodates Partington Library and offers some community services	West
8	Shawe View	Respite care centre	West
9	Stretford Children's Centre & Early Help Hub (incorporating Partington Day Nursery)	Children's centre and services	North
10	Partington Children's Centre & Early Help Hub	Children's centre and services	West
11	Sanyu Daycare Centre	Nursery	North
12	Family Contact Centre	Social Services Contact Centre	South
13	Hayswater Contact Centre	Social Services Contact Centre	West

14	Ascot House	Residential Intermediate Care Facility	Central
15	Kindle Lodge	Residential Home	West
16	Old Hall Road	Residential Home	North
17	Partington Community Centre	Community Centre	West
18	Riddings Centre	Community Centre (current temporary Timperley Library)	South
19	Sale West Community Centre	Community Centre	Central
20	Trafford Park Depot	Environmental Services Depot (Redundant)	North
21	Altrincham Library	Library	South
22	Hale Library	Library	South
23	Old Trafford Library	Library	North
24	Stretford Library	Library	North
25	Timperley Library	Under redevelopment	South
26	Urmston Library	Library	West
27	Woodsend Library	Library	West
28	Trafford High School (incorporating Trafford Medical Education Service)	Pupil Referral Unit	South

As described in section 2.3 the Council has agreement to co-locate with its partner organisations. This means that other public sector organisations use back office space within the Council's main administrative bases, but also that the Council's community delivery teams' use working space in buildings owned and controlled by partner organisations.

Council staff use the following additional locations when delivering Council services:

Asset	Partner Organisation	Function	Neighbourhood
Meadway Clinic	Manchester Foundation Trust (MFT)	24/7 Health and Social Care Hub & Administration office	Central
Partington Health Centre	MaST LIFT Co. Operated by Community Health Partnerships	Health Centre	West
Cornhill Clinic	MFT	Administration office	West
Tatton House	Amey	Depot and administration office	Manchester
Altrincham Health and Wellbeing Centre	NHS Property Services	Administration office	South
Wythenshawe Hospital	MFT	Hospital	Manchester

### 4.3. Corporate Landlord and Capital Programme

The Corporate Landlord Function is split to form a Strategic Group and an Operational Group. These groups link through to all levels of the organisation (and partners where relevant) via all directorates providing representation on the groups and via user groups attended by staff. The strategic group meets quarterly and the operational group monthly. The terms of reference are included in

Appendix 1. Any emerging issues that cannot be resolved by the operational group are escalated to the Strategic Group for resolution.

The Strategic Group has overall responsibility for:

1. Developing and implementing a corporate approach to the management of assets across the integrated Council/CCG.
2. Taking a strategic view of the capital programme and asset management (including repairing and compliance obligations) and managing the implementation of the agreed asset strategy and asset management plan.
3. Ensuring that asset plans are consistent with the principles of One Public Estate and the Locality Asset Review.

The Operational Group has overall responsibility for:

1. Devising and delivering an action plan with regards the Council's operational properties throughout the subsequent 12 months, in line with the strategy devised by the Strategic Group.
2. Resolving or escalating any operational issues put forward by the User Groups.
3. Delivering any new strategies put forward by the Strategic Group, via the use of Task & Finish Groups
4. Ensuring delivery of the Corporate Landlord capital programme on budget and on time.

Annually, the Council proposes a capital programme and land sales programme to its Executive, which sets out the investment required for the maintenance of buildings and the land and property assets that it seeks to dispose of.

#### 4.4. The Strategic Review of the Operational Estate

In July 2020 the Council commissioned a strategic review of the operational estate to look at a concentrated set of assets; reviewing the Council's use of each so as to inform a view on the opportunities for better management. The operational review looked at 11 of the Council and its partners' buildings:

	<b>Asset</b>	<b>Function</b>	<b>Neighbourhood</b>
1	Trafford Town Hall (incorporating library)	Main administrative base	North
2	Waterside House (incorporating Sale Library, Talkshop and Arts Centre)	Main administrative base	Central
3	Moss View	Administrative base for the Traded Services Team	West
4	Altrincham Town Hall	Venue for hire	South
6	Claremont Centre	Accommodates Trafford Music Service	Central
7	Partington Healthy Living Centre (incorporating Partington Library)	Accommodates Partington Library and offers some community services	West
8	Shawe View	Respite care centre	West
9	Kindle Lodge	Residential Home	West

10	Trafford Park Depot	Environmental Services Depot (Redundant)	North
11	Meadway Clinic	24/7 Health and Social Care Hub	Central
12	Partington Health Centre	Health Centre	West
13	Cornhill Clinic	Administration office	West
14	Tatton House	Depot and administration office	Manchester
15	Altrincham Health and Wellbeing Centre	Administration office	South

The operational review made the following overall recommendations:

Theme	Detail
Performance Management	Insufficient Resource and lack of customer service within the property function.
Systems and Information	Lack of systemised information leads to a lack of visibility of issues and timely reporting to the Council.
Investment Requirement	Lack of visibility of the total investment requirement across the estate.
Leases and Licences	Requirement for all non-Council occupation of buildings to be formalised.
Potential cross subsidisation	Lack of formal agreements of third party occupation leads to unclear financial arrangements with other organisations.

The operational review highlighted the following opportunities:

Asset	Opportunity
Trafford Town Hall	<ul style="list-style-type: none"> <li>• Confirm as the main administrative base.</li> <li>• Formalise arrangement with partners over use of space, including storage space.</li> <li>• Identify opportunities to relocate teams from or to other operational assets and with the advent of greater agile and home working rationalise space across the administrative estate.</li> </ul>
Waterside House (incorporating Sale Library, Talkshop and Arts Centre)	<ul style="list-style-type: none"> <li>• Confirm the position of the use of the asset as a secondary administrative base into 2 phases: <ul style="list-style-type: none"> <li>○ Until the end of the PFI agreement</li> <li>○ After the PFI agreement ends.</li> </ul> </li> <li>• Set out a carbon reduction programme for this asset that aligns with the 2 phase plan.</li> <li>• Formalise arrangement with partners over use of space, including storage space.</li> <li>• Identify opportunities to relocate teams from or to other operational assets and with the advent of greater agile and home working to rationalise space across the administrative estate.</li> </ul>
Moss View	<ul style="list-style-type: none"> <li>• Seek to vacate this asset, demolish and redevelop the site.</li> <li>• Conduct an options appraisal to compare the opportunity to relocate the team and functions based within Moss View to the Trafford Park depot, as opposed to the other parts of the administrative estate, to judge which would be of greater financial and operational benefit to the Council.</li> </ul>

Altrincham Town Hall	<ul style="list-style-type: none"> <li>Complete an options appraisal to identify what the options are for better use of the part of the building which remains in Trafford Council control.</li> </ul>
Claremont Centre	<ul style="list-style-type: none"> <li>Seek to relocate the music service and dispose of the site, alongside the adjacent Council owned site on Chapel Road.</li> <li>Clarify the potential opportunity presented by the relocation of Stretford Library into Stretford Mall, to provide a new purpose for a building of community interest.</li> </ul>
Partington Healthy Living Centre	<ul style="list-style-type: none"> <li>Put formal tenancy arrangements in place to ensure provision of services meets the community need.</li> </ul>
Shawe View	<ul style="list-style-type: none"> <li>Review the future retention/use of the property from an Estates perspective and support in respect of aiming to reduce costs and overheads for these facilities.</li> <li>Consider bringing the management of this property into the Corporate Landlord portfolio.</li> </ul>
Kindle Lodge	<ul style="list-style-type: none"> <li>Clarify the opportunity to use agile and home working within the teams at this location to rationalise space elsewhere in the administrative estate.</li> </ul>
Trafford Park Depot	<ul style="list-style-type: none"> <li>See the recommendation under Moss View.</li> </ul>
Meadway Clinic	<ul style="list-style-type: none"> <li>With the Council's health partners, seek to review the working requirements for the 24/7 services offering from this building and any additional services that would benefit from colocation. Work as a partnership to identify options.</li> </ul>
Partington Health Centre	<ul style="list-style-type: none"> <li>Review the opportunity of greater agile and home working to provide space to enable the leadership and administration to relocate from Cornhill Clinic.</li> </ul>
Cornhill Clinic	<ul style="list-style-type: none"> <li>Review the opportunity of greater agile and home working, as well as the use of other potential neighbourhood locations (including, but not exclusively Partington Health Centre) to relocate the team and assist with the disposal of this asset, the proceeds from which will return to the Health and Social Care economy of Greater Manchester.</li> </ul>
Tatton House	<ul style="list-style-type: none"> <li>No recommendation.</li> </ul>
Altrincham Health and Wellbeing Centre	<ul style="list-style-type: none"> <li>Identify opportunities for CCG commissioned teams to relocate to this operational asset, in conjunction with the advent of greater agile and home working, to rationalise space across the Council's administrative estate and reduce the costs to the system.</li> </ul>
All assets	<ul style="list-style-type: none"> <li>Set out a carbon reduction programme for all operational assets.</li> </ul>

#### 4.5. The Effect of the Covid19 Pandemic on Agile Working

Throughout the course of 2020 and into 2021, the pandemic initiated a significant change in the way that the public sector delivered its services; the situation pushed remote working and the digital agenda forward with greater speed. Although a return to using offices and public sector buildings is expected in 2021, there are some elements of the experience, which many residents, public sector workers and their organisations will want to keep. Much learning has been gained from how our residents would like to and can access our services and will influence the digital strategy of our services for the future. This will undoubtedly result in a significant change to the operational requirements of the organisation.

The Council has started, and will continue to reassess the various working styles that make up the delivery of its services. Initial research indicates there is greater agility in the workforce than before the pandemic and suggests that a significant reduction in office space could be achieved. The organisation will continue to explore what changes are necessary to its estate and people policies to best facilitate the new ways of working and productive service delivery.

## 5. Core Strategic Objectives & Management Plan

The role of this strategy is to take the information in the preceding sections and digest it into a clear vision for the future, giving a set of principles from which the leaders, elected members and officers of the Council can work to progress the Council's priorities in this area of work, so as to make the vision reality.

The key principles listed in section 3.2 have been distilled into objectives, each with a rationale and initial ideas as to how they can be delivered, so that we are starting to translate strategy into expected activity.

### Core Strategic Objectives:

- 1) To facilitate improvements in service delivery;
  - a) within the Council
  - b) with our partner organisations.
- 2) To continue to work to, and further embed, the Corporate Landlord approach for the managing of the Council's operational assets - *with a specific focus on: wider engagement, efficient maintenance of assets, management of risks, compliance assurance and reduction of maintenance costs.*
- 3) To minimise the cost of the estate.
- 4) To identify opportunities to release assets that may support other corporate priorities.
- 5) To identify opportunities for income generation.

<b>Objective 1a - Support service delivery (of Council services)</b>	
<b>Rationale</b>	<p>We require the use of a range of properties and facilities in order to deliver our service outcomes - the right property, fit for purpose and in the right location to meet current services and to plan for the future.</p> <p>It is vital that the Property Function understands service needs as the design, location and management of a property asset can impact on a service's ability to operate to their maximum potential. It is therefore essential that we operate effectively with clear policies and processes and ways of working.</p> <p>How our working spaces function should support the EPIC values and four working styles supported by the Council; Agile, Office, Home and Community, acknowledging many teams will be a blend of working styles; each requiring a supportive environment to deliver Council Priorities.</p>
<b>We will achieve this by</b>	<ul style="list-style-type: none"> <li>• Make Trafford Town Hall the centre of the main administrative estate.</li> <li>• Take account of service strategies as well as other programmes; such as Recovery, Digital and Modernisation, to facilitate the provision of fit for purpose working spaces.</li> </ul>

	<ul style="list-style-type: none"> <li>• Understand the volume of office space required so that the administrative estate fits that need, including taking account of the emerging requirements of the Covid19 pandemic and its implications for working spaces.</li> <li>• Work with the Council's facilities management providers to meet the requirements of the services working within the Council's estate.</li> <li>• Developing a culture that embraces and supports a modernised approach to our working styles and spaces.</li> </ul>
<b>Success factors</b>	<ul style="list-style-type: none"> <li>• A demonstrably clear understanding within property services of service needs via short, medium and long term plans for the operational estate.</li> <li>• Engagement of all directorates in the Corporate Landlord forum and user groups.</li> <li>• Communications are clearer and both our Property Team and their stakeholders understand what their roles are and how they deliver their services.</li> </ul>

<b>Objective 1b - Support service delivery (with partner organisations)</b>	
<b>Rationale</b>	<p>The Council works in partnership with host of other organisations, which brings about the sharing of working space either within the Council's estate or within our partner's estate.</p> <p>Working in partnership with public sector, service providers and the Voluntary, Community and Social Enterprise (VCSE) sector is integral to how the Council will deliver on its Vision and Priorities to the residents of Trafford.</p> <p>These organisations currently include but are not limited to:</p> <ul style="list-style-type: none"> <li>• Trafford Local Care Organisation</li> <li>• Trafford CCG</li> <li>• Manchester Foundation Trust</li> <li>• GM Mental Health Trust</li> <li>• CAMHS</li> <li>• GM Fire and Rescue Service</li> <li>• GM Police</li> <li>• GM Growth Hub</li> <li>• Service providers such as Citizens Advice Bureau, Early Break, Cheshire Wirral Partnership, Creative Support and BlueSCI.</li> </ul> <p>A positive and reliable working relationship with our partners provides value for money for Trafford residents.</p> <p>In addition, a change in government policy, which sees the proceeds of the disposal of NHS Property Services Assets reinvested in the health economy of Greater Manchester, will provide much needed capital investment in the area and requires the public sector to have a clear investment strategy to ensure the benefit of any disposals in Trafford are kept within the Trafford economy.</p>
<b>We will achieve this by</b>	<ul style="list-style-type: none"> <li>• Embed the Corporate Landlord model to make it simpler and easier for us to work with our partner organisations and respond to requests for accommodation.</li> </ul>



	<ul style="list-style-type: none"> <li>• Have a clear link into the Trafford Strategic Estate Group, leading to more collaborative projects being delivered on time and to cost.</li> <li>• Work to maximise the use of the Place-Based estate (working spaces / meeting spaces), specifically: <ul style="list-style-type: none"> <li>○ (West) Partington HLC &amp; other Western Area opportunities</li> <li>○ (South) Altrincham HWBC</li> <li>○ (Central) Waterside</li> <li>○ (North) Seymour Grove / Trafford Town Hall</li> </ul> </li> <li>• Work in partnership to support effective service delivery within our partners' estate.</li> <li>• Seek alignment in organisational culture and approach to working styles and spaces.</li> <li>• Ensure that health, safety and wellbeing are considered within all decision making.</li> </ul>
<b>Success factors</b>	<ul style="list-style-type: none"> <li>• We share space with our public sector partners and the voluntary sector.</li> <li>• We work collaboratively with our public sector partners via the Strategic Estates Group.</li> <li>• We work collaboratively with our voluntary partners via Council teams such as Early Help and Partnerships and Communities.</li> <li>• Our public sector partners and the voluntary sector needs are included in our short, medium and long term plans for the operational estate.</li> <li>• Engagement of all organisations accommodated within the estate via the Corporate Landlord User Groups.</li> <li>• Communications are clearer and both our Property Team and their stakeholders understand what their roles are and how they deliver their services.</li> </ul>

<b>Objective 2 - Embed Corporate Landlord</b>	
<b>Rationale</b>	<p>As described in section 3.1 the Council works to a Corporate Landlord model. This model centralises the management, control and responsibility for the Council's property assets and expects to gain operational and financial efficiencies as well as opportunities to support corporate objectives. Working in this way provides a long term view based on evidence and data. It should include all areas of the Council, so it is pulling together to achieve corporate aims.</p> <p>The property portfolio can be managed effectively and the right money spent on the right buildings at the right time by a forward facing Property Function with a clear understanding of what it needs to deliver.</p> <p>Actions need to take into account the findings of the Strategic Review of the Operational Estate (Section 3.4) and result in a fully implemented model.</p>
<b>We will achieve this by</b>	<ul style="list-style-type: none"> <li>• Re-establish the Corporate Landlord model to service managers across the Council to ensure there is clear organisation wide understanding of the estates functions, how this model supports service delivery and how they can engage with it.</li> <li>• Ensure successful delivery of the obligations within the estates and facilities management contracts, with Amey (Lot 3 of the Provision of Environmental and Infrastructure Services contract) and Engie (PFI contract for facilities</li> </ul>

	<p>management at Waterside), to ensure efficient maintenance of the estate and customer service.</p> <ul style="list-style-type: none"> <li>• Build a sustainable portfolio of assets, to improve the condition, utilisation and fitness for purpose of each asset.</li> <li>• Have agreed procedures, policies and ways of working that facilitate the central management of property. For example: <ul style="list-style-type: none"> <li>○ A corporately adopted accommodation request process that ties in with HR recruitment activity and/or the Request for Change process</li> <li>○ A capital funds request process</li> <li>○ A clear disposal process, which is linked to the Strategic Estates Group</li> <li>○ Clear and accessible assessments of the condition of those properties within the operational estate</li> <li>○ A clear and evidence based capital works programme for the short, medium and long term investment in Council property</li> <li>○ A clear process of risk management</li> <li>○ Ensuring all processes are inclusive and receive buy in across all the relevant departments of the Council.</li> </ul> </li> <li>• Require all non-Council occupation of buildings to be formalised by lease or licence, with clarity for all parties about the financial arrangements and obligations between them.</li> <li>• Work with partners to include them in the Council's journey to more efficient use of working spaces.</li> <li>• Create a clear, time bound, accommodation request process that partner organisations and the VCSE sector can link into, to request working or service delivery space.</li> </ul>
<p><b>Success factors</b></p>	<ul style="list-style-type: none"> <li>• The Corporate Property Strategy and Property Asset Management Plan are socialised across the Council, are available to all Council employees and stakeholders and are recognised as the definitive documents to explain what the Estates Team and Facilities Management Teams do and why.</li> <li>• Communications are clearer and both our Estates Team and Facilities Management Teams and their stakeholders understand what their roles are and how they deliver their services.</li> <li>• Engagement of all directorates in the Corporate Landlord forum and user groups.</li> <li>• A demonstrably clear understanding within property services of service needs via short, medium and long term plans for the operational estate.</li> <li>• Decision making on use, occupation and investments in property and land are corporately made based on clear evidence/data that clearly supports the investment decision, with a clear process for initiating property related change projects in place and used Council wide.</li> <li>• We have an accurate baseline of the current performance of our land and property assets that includes revenue, capital, occupation, utilisation and compliance metrics.</li> <li>• We are managing the delivery and monitoring the success of the Corporate Property Strategy via a set of meaningful KPIs.</li> <li>• There is 100% statutory compliance across the estate.</li> <li>• A robust maintenance regime is in place focused on planned maintenance and the reduction of reactive maintenance.</li> </ul>

<b>Objective 3 – Minimise the cost of the estate</b>	
<b>Rationale</b>	<p>An efficient operational estate provides clarity and certainty around operating costs, which contributes to the clear projections required in the management of Council financial resources.</p> <p>By taking advantage of the increasing agility of the workforce, the size of the administrative estate has an opportunity to reduce, thus providing a opportunity to reduce its cost.</p> <p>By working in partnership with other public sector organisations to make the most of key assets, the overall burden of property costs on the public purse should reduce.</p>
<b>We will achieve this by</b>	<ul style="list-style-type: none"> <li>• Work with partners to make the best use of key assets; those with long term public sector, place based or neighbourhood interest. Including, but not exhaustively: <ul style="list-style-type: none"> <li>○ Maintaining Trafford Town Hall as the main administrative base.</li> <li>○ Identifying medium and long term plans for Waterside House to account for the duration of the PFI agreement and the exit from the agreement on the expiry of its terms.</li> <li>○ Continue to have Altrincham Health and Wellbeing Centre as a considered option in all service moves.</li> <li>○ Making the most of Partington Health Centre and Healthy Living Centre as a hub in Partington.</li> </ul> </li> <li>• Work with services to understand the ongoing and changing requirements from the estate.</li> <li>• Work with services and partners to take advantage of digital advances and to achieve good utilisation levels within the operational estate.</li> <li>• Starting a programme to identify energy saving and carbon reduction opportunities across the operational estate.</li> <li>• Identify energy saving opportunities and incentives within the occupation agreements with partner organisations.</li> <li>• Identify a long term solution to the Council’s storage requirements.</li> <li>• Clarify the process and expected timelines around sites recommended for disposal to completion.</li> </ul>
<b>Success factors</b>	<ul style="list-style-type: none"> <li>• The portfolio is managed and maintained within the agreed property budget(s).</li> <li>• We have accurate baseline of revenue spend per property.</li> <li>• Capital and revenue investment in the Council’s land and property assets is continually monitored and challenged to ensure the right money is spent, on the right buildings, at the right time through the Gateway Process.</li> <li>• Using public sector property effectively to reduce private sector rental charges where appropriate and based on an approved business case.</li> <li>• Challenging the cost of property activities to drive improvement in running and operational costs of the estate by minimising energy and water consumption, CO2 emissions and waste and maximising renewable energy solutions.</li> </ul>

	<ul style="list-style-type: none"> <li>The performance of the Council's land and property assets is measured and monitored through an effective sets of KPIs that are owned by the Property Function.</li> </ul>
--	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

#### Objective 4 - Identify opportunities for the release of surplus assets

<b>Rationale</b>	<p>By taking advantage of the opportunities provided by making the most of key assets, working in partnership and new ways of working, it should provide opportunities where surplus Council assets can be released to support Council priorities, such as for the creation of homes.</p> <p>In addition, a change in government policy, which sees the proceeds of the disposal of NHS Property Services Assets reinvested in the health economy of Greater Manchester, will provide much needed capital investment in the area.</p>
<b>We will achieve this by</b>	<ul style="list-style-type: none"> <li>Understand the volume of office space the Council and partners will require for the delivery of services in the future.</li> <li>Using the recommendations of the Strategic Review as a starting point, review the options available for the sites mentioned.</li> <li>Clarify the process and expected timelines around sites recommended for disposal to completion.</li> </ul>
<b>Success factors</b>	<ul style="list-style-type: none"> <li>Actively seeking the best uses for our surplus sites and releasing properties for sale in a timely and co-ordinated way.</li> <li>Selling surplus property at market value, unless it is better suited to achieve Council Priorities.</li> <li>We will have secured sites suitable for housing and employment need.</li> </ul>

#### Objective 5 - Identify income generation opportunities

<b>Rationale</b>	<p>By improved Corporate Landlord processes, specifically the requirement for all non-Council occupation of buildings to be formalised and by improving understanding of the occupation of the Council's operational buildings, opportunities for vacant space to be leased out for other uses can generate income for the Council.</p>
<b>We will achieve this by</b>	<ul style="list-style-type: none"> <li>Understand the volume of office space the Council and its partners will require for the delivery of services in the future.</li> <li>Identify vacant space and consider the options for alternative use.</li> <li>Identify carbon saving technology that could be placed on Council assets that has the potential to generate income in the long term.</li> </ul>
<b>Success factors</b>	<ul style="list-style-type: none"> <li>We will generate additional income from the Council's land and property assets.</li> </ul>

## 6. How we will deliver this strategy

The subsequent Property Action Management Action Plan will set out in detail how we will work to deliver each of the priorities including the governance arrangements, resources, tools, policies and

systems and will underpin strategic decision making at Corporate Landlord level across the Council. The Action Plan will have accompanying status and risk logs and be used as a key documents within the regular Corporate Landlord Operations and Strategic Group meetings.

## **6.1. Next Steps**

### **6.1.1. Action Plans and Risk Management**

A Property Asset Management Action Plan is being developed and refined in preparation for the new financial year in April 2021. It will identify and prioritise the activity needed to deliver our vision and where responsibility for that activity lies. This will be a 'live' document and track the status of the activity within it. The Corporate Landlord Groups will take forward the implementation of this strategy via the updating of the plans named above.

A risk management plan will be developed in parallel and, again, will become a strong feature of the Corporate Landlord processes.

All plans will incorporate an approach that supports the Council's EPIC Values.<sup>iv</sup>

## APPENDICES:

### APPENDIX 1 – Corporate Landlord Groups Terms of Reference

#### Corporate Landlord - Terms of Reference

The Corporate Landlord Function is split to form a strategic group and an operational group. These will link through to all levels of the organisation (and partners where relevant) via all directorates providing representation on the groups and via user groups attended by staff.

#### Strategic Corporate Landlord Group

The Strategic Landlord Group is a corporate group made up of representatives from each directorate within Trafford Council/CCG.

The Group has overall responsibility for :-

4. Developing and implementing a corporate approach to the management of assets across the integrated Council/CCG.
5. Taking a strategic view of the capital programme and asset management and managing the implementation of the agreed asset strategy and asset management plan.
6. Ensuring that asset plans are consistent with the principles of One Public Estate and the Locality Asset Review.

The Strategic Landlord Group will undertake the following activity:

1. To develop the Council's Strategic Land Review Programme and Corporate Landlord capital programme prior to approval by CLT and the Executive
2. To review Council land and buildings in order to ensure that the Council properties are contributing to the main aims/objectives of the Council and are fit for purpose.
3. To identify operational property requirements at an early stage for each service so that a full property review can be carried out in order to inform future decisions.
4. To recommend to the Place Shaping Board strategic acquisitions and disposals which assist key regeneration projects or provide new investment assets for the Council as part of the property review process.
5. To promote value for money and sustainability in all capital expenditure and the whole-life costing implications in respect of assets.
6. To consider the strategic property requirements of other public sector partners in the borough in order to maximise opportunities from property sharing, disposal of surplus properties or joint venture arrangements.
7. Undertake periodic reviews of the Council's Capital Programme (both expenditure and income) and to report variances/issues to CLT/Members as appropriate.

Membership and Management of the Group:

- To comprise of a named representative or appropriate deputy with sufficient seniority to be able to actively contribute to the group:

#### Trafford Council

- Corporate Director for Place
- Corporate Director for Children's Services
- Corporate Director for Adult's Services
- Corporate Director of Strategy and Resources

- Corporate Director of Finance and Systems and/or Head of Financial Management
- Corporate Director for Governance and Community Strategy and/or Head of Customer Services
- Strategic HR Lead – Health, Safety and Wellbeing
- Estates and Facilities Client Manager

Amey

- Account Manager
  - Head of Facilities Management
  - Head of Major Projects
- One of the above representatives will be tasked to sit on the separate User Groups at Trafford Town Hall and Waterside House.
  - Meetings shall be held no less than 4 times per year.
  - The chair shall be Trafford Council's Corporate Director for Place, or a nominated deputy.
  - The meeting will require a minimum of 4 representatives to be quorate which shall require a minimum of one representative from Trafford Council and Amey.
  - The meeting shall be serviced by Trafford Council.

**Operational Corporate Landlord Group**

The Operational Landlord Group is a corporate group made up of representatives from the areas of the Council and Amey which have operational responsibility for managing the Council's facilities.

The Group has overall responsibility for :-

5. Devising and delivering an action plan with regards the Council's operational properties throughout the subsequent 12 months, in line with the strategy devised by the Strategic Corporate Landlord Group.
6. Resolving or escalating any operational issues put forward by the User Groups.
7. Delivering any new strategies put forward by the Corporate Strategic Group, via the use of Task & Finish Groups
8. Ensuring delivery of the Corporate Landlord capital programme on budget and on time.

The Operational Landlord Group will undertake the following activity:

1. Take the lead role on safety and statutory compliance within buildings.
2. Provide central management control over the property revenue budgets, taking account of best value for money.
3. To have overall responsibility for the day to day management of the Councils Operational land and property.
4. Consider options to relocate services to increase efficiency and utilisation of the operational property portfolio.
5. Identify assets which are no longer fit for purpose.
6. To consider and where appropriate introduce new processes, performance monitoring, quality assurance measures and quality standards.
7. Consider escalation of day to day operational issues from the User Groups.

Membership and Management of the Group:

- To comprise of a named representative or appropriate deputy with sufficient seniority to be able to actively contribute to the group:

Trafford Council

- Director of Property
- Strategic Finance Manager Place & Central Service
- Accountant, Capital Budget
- Strategic HR Lead – Health, Safety and Wellbeing
- HR

Amey

- Account Manager and/or Senior Estates Surveyor
- Facilities Management – Operations Manager
- Major Projects Manager

- Meetings shall be held no less than 10 times per year.
- The chair shall be Trafford Council's Director of Property, or a nominated deputy.
- The meeting will require a minimum of 4 representatives to be quorate which shall require a minimum of one representative from Trafford Council and Amey.
- The meeting shall be serviced by the Estates Team within Amey Consulting.

**User Groups**

There will be user groups for the main buildings housing Trafford Council/CCG staff and partners where relevant. At this time there are to be User Groups at:

- Trafford Town Hall
- Sale Waterside

The purpose of each User Group is to:

- Act as two way communication between the Users of the building and the management of the building. 1) The disseminating messages to the users of the building from those managing the building **and** 2) enabling those using the building to escalate any problems for resolution that are not able to be tackled via usual reporting methods.
- Find proposed resolution to issues arising through the cohabitation and sharing of space between different groups of workers and various organisations.
- Act as a filter and escalation route for matters that cannot be tackled at this level and require higher authority and / or budget for a resolution to be found.

Membership and Management of the Group:

- To be inclusive to all those working from the relevant buildings, regardless of their organisation.
- Notify the wider workforce of meetings in advance (**via local notices**)
- Meet on a regular basis, as decided amongst those chairing and attending the group, but no less than quarterly.
- Take notes / action points of the meeting and distribute them to those attending and make them available to the wider workforce (**via the intranet**)

Richard Roe

Original: 06/08/2018    Revised version: 18/01/2021



---

<sup>i</sup> <http://www.trafford.gov.uk/about-your-council/strategies-plans-and-policies/docs/Corporate-Plan-2019.pdf>

<sup>ii</sup> <http://www.traffordpartnership.org/locality-working/Docs/Trafford-Together-Locality-Plan.pdf>

<sup>iii</sup> <http://www.trafford.gov.uk/about-your-council/budgets-and-accounts/docs/Executives-Revenue-Budget-Proposals-2020-21-and-MTFS-2021-22-2022-23.pdf>

<sup>iv</sup> **EPIC Values:**

**People focused** - We place people at the centre of the work we do.

**Digitally enabled** - We have technology that supports the ways we want to work.

**Commercially minded** - We are efficient and effective in the ways we use resources, mindful of long term impacts.

**High performing** - We are empowered to make decisions and continuously improve our services.

**Place based** - We make the most of assets in the borough to deliver the best possible local services.

**Excellence** - We deliver excellent customer experience to meet the 21 century expectations of our residents

This page is intentionally left blank

## TRAFFORD COUNCIL

**Report to:** Executive Meeting  
**Date:** 22 Feb 2021  
**Report for:** Decision  
**Report of:** The Leader of the Council

### Report Title

**Greater Manchester Clean Air Plan Update and Consultation Review.**

### Summary

To set out the progress that has been made on the development of Greater Manchester's Clean Air Plan (GM CAP) following a public consultation on proposals that were developed pre-COVID-19 and the link to taxi and private hire common minimum licensing standards (MLS).

Both GM CAP and MLS consultation responses are being analysed and reported on by an independent research agency. GM authorities will fully consider all of the information and evidence gathered during the consultation, so that they can understand the consequences COVID-19 has had on vehicle owners and trades which will be directly affected by the GM CAP and MLS.

The report and appendices also set out the work TfGM is undertaking on behalf of the ten Greater Manchester Authorities in the preparatory implementation and contract arrangements required to deliver the Clean Air Zone (CAZ) and other GM CAP measures.

The report also sets out the governance approach to both GM CAP and MLS, with the GM CAP final plan to be brought forward for decision makers as soon as is reasonably practicable and no later than summer 2021, and the outputs of the MLS to be reported alongside the GM CAP at the same time.

### Recommendation(s)

The Trafford Council Executive is requested to:

1. Note the progress of the Greater Manchester Clean Air Plan;

2. Note the next steps for the development of the Clean Air Plan and Minimum Licensing Standards, listed at Section 12;
3. Note the distribution of Bus Retrofit funding commenced in December 2020;
4. Note that Government ministers have agreed to consider extending Greater Manchester's Clean Air Zone (CAZ) charges to the sections of the A628/A57 which form part of the Strategic Road Network, within the proposed CAZ boundary, subject to the outcomes of an assessment, which is expected to be completed by early 2021;
5. Note that the GM Clean Air Plan is required to take action tackle nitrogen dioxide exceedances until compliance with the legal limits has been demonstrated and that the nearer term influence of COVID-19 on air quality is not expected to lead to sufficiently long term reductions in pollution such that the exceedances of the legal limits of nitrogen dioxide will not occur without implementing a Clean Air Zone;
6. Note that the GM CAP final plan will be brought forward for decision makers as soon as is reasonably practicable and no later than summer 2021;
7. Note that the outputs of the MLS will be reported alongside the GM CAP as soon as is reasonably practicable and no later than summer 2021; and
8. Agree to the establishment of joint committees for the purposes as set out in this report at paragraph 9.5 with specific terms of reference, as set out in Appendix 6.
9. Appoint the Executive Member for Environmental and Regulatory Services to sit on both committees for purposes as set out in this report at paragraph 9.5 with specific terms of reference, as set out in Appendix 6.
10. Agree to enter into a collaboration agreement with the other 9 GM local authorities and GMCA/TfGM to clarify the rights, responsibilities and obligations of the authorities in relation to those contracts set out in Appendix 2 that are required to maintain delivery momentum in line with JAQU funding agreements.
11. Delegate authority to the Corporate Director for Place, in consultation with the Corporate Director for Governance and Community Strategy to agree the final form of the collaboration agreement;
12. Delegate authority to the Corporate Director for Place, to approve the award of the contracts set out in Appendix 2 (subject to government funding) that are required to implement a charging Clean Air Zone in Spring 2022 to ensure the achievement of Nitrogen Dioxide compliance in the shortest possible time and by 2024 at the latest as required by the Ministerial Direction.
13. Delegate authority to the Corporate Director for Governance and Community Strategy to enter into the agreement and contracts referred to in 11. And 12

on the terms set out in the report

Contact person for access to background papers and further information:

Name: Adrian Fisher (Director of Growth and Regulatory Services)  
Email: adrian.fisher@trafford.gov.uk

Background Papers: None

This report has been prepared with regard to the following previously published reports

- 6 November 2020, report to GMCA: Contract arrangements for the Greater Manchester Clean Air Plan retrofit grant platform.
- 2 July 2020, report to GMCA: Greater Manchester's Clean Air Plan – Consultation Update
- 29 May 2020, report to GMCA: Clean Air Plan Update
- 31 January 2020, report to GMCA: Clean Air Plan Update
- 26 Jul 2019, report to GMCA: Clean Air Plan Update
- 1 March 2019, report to GMCA: Greater Manchester's Clean Air Plan – Tackling Nitrogen Dioxide Exceedances at the Roadside - Outline Business Case
- 11 January 2019, report to GMCA/AGMA: Clean Air Update
- 14 December 2018, report to GMCA: Clean Air Update
- 30 November 2018, report to GMCA: Clean Air Plan Update
- 26 October 2018, report to GMCA: GM Clean Air Plan Update on Local Air Quality Monitoring
- 15 November 2018, report to HPEOS Committee: Clean Air Update
- 16 August 2018, report to HPEOS Committee: GM Clean Air Plan Update
- UK plan for tackling roadside nitrogen dioxide concentrations, Defra and DfT, July 2017

*Implications:*

Relationship to Policy Framework/Corporate Priorities	This report links to the Corporate Priorities of:- <ul style="list-style-type: none"><li>• Health and Wellbeing</li><li>• Green and Connected</li></ul>
Relationship to GM Policy or Strategy Framework	Improving air quality is a key policy priority for Greater Manchester. The Greater Manchester Strategy states that Greater Manchester should be 'a place at the forefront of action on climate change with clean air and a flourishing natural environment' including by 'reducing congestion and improving air quality'. Air Quality is also a key focus of the Greater Manchester Transport Strategy 2040, and the 5-Year Environment Plan for Greater Manchester

	2019-2024.
Financial	The proposals in the GM Clean Air Plan are conditional upon sufficient funding being provided by Government. In developing the OBC, it was assumed that government will provide funding for all costs relating to the scheme's implementation, and will underwrite any net operational deficit, as may be necessary, over the life of the scheme until legal compliance is achieved. If scheme operations generate any net surplus, this would be reinvested back into achieving Local Transport Plan objectives, as required by the Transport Act 2000. The commencement of a charging Clean Air Zone scheme and the other measures are subject to the GM authorities receiving the required government funding to enable them to meet the legal limits for nitrogen dioxide concentrations.
Legal Implications:	Legal considerations are set out in the body of the report. Legal will review the collaboration agreement.
Equality/Diversity Implications	Equality Impact Assessment was completed for consultation and can be found at <a href="#">here</a> . This will be updated and published with the final plan.
Sustainability Implications	The GM Clean Air Plan is a place based solution to tackle roadside NO <sub>2</sub> and proposes measures to secure funding for Electric Vehicle charging infrastructure, as well as ensuring that a mechanism is put in place for the large scale rollout of replacement electric buses, which will have a positive impact on carbon.
Carbon Reduction/Climate Change Implications	The GM CAP is a place based solution to tackle roadside NO <sub>2</sub> and proposes measures to secure funding for Electric Vehicle charging infrastructure, as well as ensuring that a mechanism is put in place for the large scale rollout of replacement electric buses, which will have a positive impact on carbon. As GM progress the development of its wider transport policies it will take account of these important environmental agendas to ensure alignment of policies.
Resource Implications e.g. Staffing / ICT / Assets	Requires Executive Member for Environmental and Regulatory Services to participate in joint committee as detailed at point: 9.5
Risk Management Implications	Initial risk register set out in Clean Air Plan OBC (March 2019)
Health & Wellbeing Implications	The GM Clean Air Plan aims to deliver compliance with the requirement to meet legal limits for nitrogen dioxide in the shortest possible time.

Health and Safety Implications	None
--------------------------------	------

## 1 EXECUTIVE SUMMARY

1.1 In Greater Manchester, the 10 local authorities, the Greater Manchester Combined Authority (GMCA) and Transport for Greater Manchester (TfGM), collectively referred to as “Greater Manchester” or “GM”, have worked together to develop a Clean Air Plan to tackle NO<sub>2</sub> Exceedances at the Roadside, referred to as GM CAP. This report sets the progress of the GM CAP and the next steps for the development of the Clean Air Plan and the closely linked Minimum Licensing Standards (MLS) for taxi and private hire services. Key developments since the last GMCA report include:

- Since the last report there has been no confirmation or offer of government funding for LGVs or hackneys, or the taxi and private hire electric vehicle charge points.
- Government ministers have agreed to consider extending Greater Manchester’s Clean Air Zone (CAZ) charges to the sections of the A628/A57 in Tameside which form part of the Strategic Road Network, within the proposed CAZ boundary. The extension of any charges to the A628/A57 will be subject to a full assessment of the potential impacts, to be led by Highways England. Following the assessment ministers will take the final decision on whether or not charging should be implemented on the A628/A57.
- GM was awarded £14.7m of funding for the retrofitting of buses, and this work commenced in December 2020. GM’s bus retrofit fund offers operators of locally registered bus services up to £16k of funding per vehicle towards the retrofit of non-compliant buses. The funding is available for vehicles, including minibuses and coaches, operating on a registered bus service within Greater Manchester. This includes cross-boundary services operating within the GM CAZ boundary.

1.2 The report sets out the near-term impacts of COVID-19 government restrictions on movement on air quality. It sets out how air quality is legally monitored, and how the Government has directed GM (and other areas) under UK law to address exceedance of the Annual Average standard for NO<sub>2</sub> which is set at 40 ug/m<sup>3</sup>. As GM Clean Air Plan is required to take action to tackle nitrogen dioxide exceedances until compliance with legal limits has been demonstrated (over a number of years), the nearer term influence of COVID-19 on air quality is not expected to lead to sufficiently long term reductions in pollution such that the modelled exceedances of the legal NO<sub>2</sub> limits will be met without implementing a Clean Air Zone.

1.3 The report sets out that following the conclusion of the consultation, both GM CAP and MLS consultation responses are being analysed and reported on by an independent research agency. GM authorities will fully consider all of the information and evidence gathered during the consultation, so that they can

understand the consequences COVID-19 has had on vehicle owners and trades which will be directly affected by the GM CAP and MLS.

- 1.4 The report and appendices also set out the work TfGM is undertaking on behalf of the ten Greater Manchester Authorities in the preparatory implementation and contract arrangements required to deliver the CAZ and other GM CAP measures. Preparatory work is required in order to maintain delivery momentum in line with the funding arrangements agreed with JAQU, for example in relation to automatic number plate recognition (ANPR) cameras, back office systems and service providers.
- 1.5 The report then covers the consultation approach, engagement activity, additional research undertaken and the number of responses to both the GM CAP and MLS consultations.
- 1.6 The report also sets out the governance approach to both GM CAP and MLS, with the GM CAP final plan to be brought forward for decision makers as soon as is reasonably practicable and no later than summer 2021, and the outputs of the MLS to be reported alongside the GM CAP at the same time.
- 1.7 Due to the dynamic context of COVID-19 and national and regional/local lockdowns, progress on the development of the final plan will be provided by the Green City Region Lead, as required at GMCA meetings.

## **2 BACKGROUND**

- 2.1 In July 2017 the Secretary of State issued a Direction under the Environment Act 1995 requiring seven Greater Manchester local authorities, including Trafford Council to produce a feasibility study to identify the option which will deliver compliance with the requirement to meet legal limits for nitrogen dioxide *in the shortest possible time*.
- 2.2 In accordance with this Direction Trafford has been developing the study collectively with the other 9 Greater Manchester local authorities and the GMCA, coordinated by TfGM in line with Government direction and guidance and an Outline Business Case (OBC) was duly submitted in March 2019.



- 2.3 Trafford Council along with the other 9 Greater Manchester local authorities is now subject to a Ministerial direction dated 16 March 2020 requiring the submission of an Interim Full Business Case (FBC) (along with confirmation that all public consultation activity has been completed) as soon as possible and by no later than 30 October 2020. Under this direction Trafford Council along with the other 9 Greater Manchester local authorities is under a legal duty to ensure that the GM CAP (Charging Clean Air Zone Class C with additional measures) is implemented so that NO<sub>2</sub> compliance is achieved in the shortest possible time and by 2024 at the latest and that human exposure is reduced as quickly as possible.

### 3 INTRODUCTION

- 3.1 Poor air quality is the largest environmental risk to the public's health. Taking action to improve air quality is crucial to improve population health.
- 3.2 Whilst air quality has been generally improving over time, particular pollutants remain a serious concern in many urban areas. These are oxides of nitrogen (NO<sub>x</sub>) and its harmful form nitrogen dioxide (NO<sub>2</sub>), and particulate matter (PM).
- 3.3 In Greater Manchester, road transport is responsible for approximately 80% of NO<sub>2</sub> concentrations at roadside, of which diesel vehicles are the largest source.
- 3.4 Long-term exposure to elevated levels of particulate matter (PM<sub>2.5</sub>, PM<sub>10</sub>) and NO<sub>2</sub> may contribute to the development of cardiovascular or respiratory disease and may reduce life expectancy<sup>1</sup>. The youngest, the oldest, those living in areas of deprivation, and those with existing respiratory or cardiovascular disease are most likely to develop symptoms due to exposure to air pollution<sup>2,3</sup>.
- 3.5 Public Health England estimate the health and social care costs across England due to exposure to air pollution will be £5.3 billion by 2035 for diseases where there is a strong association with air pollution, or £18.6 billion for all diseases with evidence of an association with air pollution<sup>4</sup>.

---

<sup>1</sup> Air Quality – A Briefing for Directors of Public Health (2017), <https://www.local.gov.uk/air-quality-briefing-directors-public-health>

<sup>2</sup> Air Quality – A Briefing for Directors of Public Health (2017), <https://www.local.gov.uk/air-quality-briefing-directors-public-health>

<sup>3</sup> RCP and RCPCH London, Every breath we take lifelong impact of air pollution (2016), <https://www.rcplondon.ac.uk/projects/outputs/every-breath-we-take-lifelong-impact-air-pollution>

<sup>4</sup> <https://www.gov.uk/government/news/new-tool-calculates-nhs-and-social-care-costs-of-air-pollution>

- 3.6 The Secretary of State has instructed many local authorities across the UK to take quick action to reduce harmful Nitrogen Dioxide (NO<sub>2</sub>) levels, issuing a direction under the Environment Act 1995 to undertake feasibility studies to identify measures for reducing NO<sub>2</sub> concentrations to within legal limit values in the “shortest possible time”. In Greater Manchester, the 10 local authorities, the Greater Manchester Combined Authority (GMCA) and Transport for Greater Manchester (TfGM), collectively referred to as “Greater Manchester” or “GM”, have worked together to develop a Clean Air Plan to tackle NO<sub>2</sub> Exceedances at the Roadside, referred to as GM CAP.
- 3.7 The core goal of the GM Clean Air Plan is to address the legal requirement to remove ALL concentrations of NO<sub>2</sub> that have been forecast to exceed the legal Limit Value (40 µg/m<sup>3</sup>) identified through the target determination process in the “shortest possible time” in line with Government guidance and legal rulings.
- 3.8 Throughout the development of the plan GM has considered a range of options to deliver compliance, overseen by the GM Steering Group<sup>5</sup>, and to understand the type and scale of intervention needed to reduce NO<sub>2</sub> to within legal Limit Values in the “shortest possible time” across Greater Manchester.
- 3.9 A best performing option was recommended within an Outline Business Case (OBC) for further consideration and discussion with stakeholders and the public to aid the development of the Full Business Case.
- 3.10 In March 2019 the GM Authorities agreed the submission of the OBC that proposed a package of measures that was considered would deliver compliance in the shortest possible time, at the lowest cost, least risk and with the least negative impacts.
- 3.11 The OBC made clear the expectation that the UK Government would support the plans through:
- Clear arrangements and funding to develop workable, local vehicle scrappage / upgrade measures;
  - Short term effective interventions in vehicle and technology manufacturing and distribution, led by national Government with local authorities;
  - Replacement of non-compliant buses; and

---

<sup>5</sup> Members include Directors or Assistant Directors from each GM authority.

- A clear instruction to Highways England with regard to air pollution from the Strategic Road Network (SRN) in Greater Manchester<sup>6</sup>.

- 3.12 The GMCA – Clean Air Update report on 30 June 2020 detailed that in March 2020 the Government provided initial funding of £41m for clean vehicle funds to award grants or loans to eligible businesses: £15.4m for bus retrofit, £10.7m for Private Hire Vehicles, £8m for HGVs, £4.6m for coaches and £2.1m for minibuses. Note: These figures include JAQU estimated delivery costs at 5%.
- 3.13 The GMCA – Clean Air Update report on 28 September 2020 detailed updates on the developments of the GM Clean Air Plan including the Light Goods Vehicles (LGV) and hackney carriage funding position, interaction with the strategic route network and Highways England, confirmed arrangements for distributing funding received for bus retrofit and highlighted separate discussions with DfT about funding for bus replacement.
- 3.14 It set out a proposal for consultation, detailed the positions for consultation on the daily charges, discounts and exemptions, and the proposed funding offer for each of the supporting funds, and the Vehicle Finance offer. The report also considered the proposed Governance arrangements for the CAZ and that TfGM will act as an ‘operating body’ responsible for day to day operation of the CAZ and the implementation of other GM CAP measures.
- 3.15 The report also highlighted the link to taxi and private hire vehicle common minimum licensing standards (MLS). In 2018, GM’s ten local authorities agreed to collectively develop, approve and implement a common set of minimum licensing standards (MLS) for Taxi and Private Hire services that cover the whole of GM and to undertake parallel consultations for MLS and GM CAP, to ensure that so those affected by both policy positions can understand the full impact of the proposals and respond to the consultations.

## **4 COVID-19: THE IMPACT ON AIR QUALITY**

- 4.1 Since the COVID-19 pandemic has progressed there have been many questions asked about what its effects on traffic mean for Greater Manchester’s Clean Air Plan (GM CAP). In particular, the GM Authorities have been asked for comparative data for Air Quality monitoring for this year – during the full lockdown period and more recently - compared with last year.

---

<sup>6</sup> GM Authorities are directed to take action on the local road network those roads managed by Highways England, such as motorways and trunk roads are excluded from the Clean Air Plan.

- 4.2 Whilst data from 2019 is available, the comparator data for 2020 isn't; this is because a full calendar year of results is needed to make a comparison with the relevant standard. The Government has directed GM (and other areas) under UK law to address exceedance of the Annual Average standard for NO<sub>2</sub> which is set at 40 ug/m<sup>3</sup>.
- 4.3 Greater Manchester issues its Air Quality data annually in the Air Quality Annual Status Report, so for 2020 this information will be published in June 2021. This is due to the fact that diffusion tube data (that measures NO<sub>2</sub> concentrations) needs to be validated, by application of a bias adjustment process.
- 4.4 The bias adjustment process uses co-location of diffusion tubes with continuous monitors, and comparison of the two measured concentrations. Data from our continuous monitors is considered provisional until it has been ratified through a Quality Assurance process, completed by an independent party in April of the following calendar year.
- 4.5 The diffusion tube results used to calculate the annual mean concentration, for comparison with Annual Mean NO<sub>2</sub> standard of 40 ug/m<sup>3</sup>, are processed once the continuous monitoring data is ratified, and the bias adjustment factor can be finalised.
- 4.6 Whilst the COVID-19 pandemic has caused changes that radically altered transport patterns and behaviour, the relaxation of 'lockdown 1' (March – May 20) travel restrictions since June led to increasing vehicle flows. By the introduction of 'lockdown 2' (November 20), traffic flows were at around 85% of typical pre-COVID-19 levels. Because the GM Clean Air Plan is required to take action to take NO<sub>2</sub> levels over a number of years into the future in order to demonstrate compliance with legal limits<sup>7</sup>, the nearer term influence of COVID-19 on air quality is not expected to lead to sufficiently long term reductions in pollution such that the modelled exceedances of the legal NO<sub>2</sub> limits will be met without implementing a Clean Air Zone.
- 4.7 In practice, there are many ways in which the pandemic could influence future emissions: in particular, sustained traffic reductions due to permanent increases in working from home or other lifestyle changes, or reductions in bus services due to a sustained decline in demand could reduce emissions, whilst an older fleet on the roads due to vehicle owners delaying vehicle purchases as a result of the pandemic and manufacturing constraints on new vehicles could delay expected necessary future improvements to the emissions of circulating vehicles.

---

<sup>7</sup> The modelling approved by government of NO<sub>2</sub> concentrations in Greater Manchester predicts that exceedance of the legal limit is likely to continue until 2027, if action is not taken to reduce road vehicle emissions.

## 5 COVID-19: ECONOMIC IMPACTS AND BUILDING BACK BETTER

- 5.1 As has been outlined earlier in the report the core goal of the GM Clean Air Plan is to address the legal requirement to remove ALL roadside concentrations of NO<sub>2</sub> that have been forecast to exceed the legal Limit Value (40 µg/m<sup>3</sup>), identified through the target determination process, in the “shortest possible time” in line with Government guidance and legal requirements.
- 5.2 The aim of the Government’s funding set out in the plan is to assist vehicle owners with upgrading their vehicle to a compliant vehicle and to mitigate the negative socio-economic effects of the GM CAZ. Government funding for the clean air plans is limited and has not to date been designed in consideration of the economic effects of COVID-19, and given that all of GM’s proposals were prepared pre-COVID, GM has undertaken to make an assessment of the possible impacts of COVID-19 to inform a technical briefing note for decision makers. A review of the assumptions GM made in terms of the economic circumstances of impacted groups, is necessary as the ‘starting positions’ assumed in the policy positions for each of the measures will have changes as a result of COVID-19. As a result of COVID-19 it is anticipated that the impact the CAZ will have changed and GM needs to identify, where possible, what this change will bring and report this in the final proposals for decision makers to consider.
- 5.3 As a result of the pandemic, vehicle owners may not be starting from the same position as had been previously assumed in terms of their fleets and their ability to upgrade as a result of the GM CAP. They may therefore need more or different support to help them upgrade or to mitigate the impacts of the CAZ.
- 5.4 The timescales for GM CAP are determined by a Ministerial Direction. GM needs to launch a Clean Air Zone in 2022 to meet the requirement of the direction to secure compliance with NO<sub>2</sub> standards in the shortest possible time and by 2024 at the latest. As has been made clear in other reports, Ministers have written to Greater Manchester confirming that they expect measures to continue to be developed and the consultation to be undertaken as required by the Ministerial Direction.
- 5.5 GM must make a final plan no later than Summer 2021 in order to be in a position to launch a Clean Air Zone in 2022. The GM Authorities report on the Final Clean Air Plan will include the consultation results, the assessment of COVID-19 and a final recommended package of measures to ensure the achievement of NO<sub>2</sub> compliance in the shortest possible time and by 2024 at the latest as required by the Ministerial Direction. The report will be supported by the following documents:
- AECOM Consultation Report<sup>8</sup>

---

<sup>8</sup> AECOM – the independent agency who are managing and analysing the consultation responses

- GM Authorities Response to the Consultation
- Impacts of COVID-19 Report
- GM CAP Equality Impact Assessment following Consultation
- GM CAP Policy following Consultation
- Modelling report of final CAP package
- Economic implications of CAP

5.6 That plan will need to determine:

- the boundary, discounts, exemptions and daily charges of a Clean Air Zone.
- the amount of supporting funds

5.7 In determining the final funding amounts this will in turn start the process of distributing the secured funding to those eligible, as per the 'final plan' GM CAP policy.

5.8 Supporting funds are critical to help businesses prepare for the launch of a Clean Air Zone. Elsewhere in this report it is described that when Leeds City Council opened their clean vehicle funds it enabled impacted groups to access funding and upgrade their vehicle prior to the scheme's launch. This is reported to have led to a dramatic shift to cleaner vehicles. This along with a smaller geographic area, and pandemic traffic levels led to a joint review with JAQU which found that air pollution in Leeds was significantly below legal limits and that it was likely to be maintained, meaning legal limits will be met without implementing a Clean Air Zone. It should be noted that at the outset air pollution levels were not as poor in Leeds as in GM, and compliance was expected to occur naturally earlier than the opening date for the GM CAP.

5.9 GM recognises the absolute importance of understanding what impacts the pandemic has had on air quality and businesses, ensuring any impacts are reflected in the final plans and the ongoing discussions with government. That is why the consultations asked for business feedback on this crucial issue, encouraging as wide a range of views as possible.

5.10 It is a very uncertain time and getting the right level of funding to support local businesses and organisations before the Clean Air Zone is introduced is key. Following the conclusion of the consultation, both GM CAP and MLS consultation responses will be analysed and reported on by AECOM an independent research agency.

- 5.11 GM will fully consider all the information and evidence gathered during the consultation, so that it can understand the consequences COVID-19 has had on vehicle owners and trades which will be directly affected by the GM CAP and MLS.
- 5.12 As set out in previous reports the Impacts of COVID report will include consideration of:
- whether the assumptions underpinning the GM CAP are still valid;
  - whether GM will remain in exceedance of legal nitrogen dioxide limits under the proposals as they currently stand;
  - the measures proposed in the package for consultation; and
  - whether the proposed support package will be sufficient.
- 5.13 Given the timescales the GM Authorities are working to they need to be clear as to what assessments can be made, ahead of the determination of a final plan. The final plan report will:
- set out the revised assumptions underpinning the GM CAP and the uncertainty surrounding these;
  - set out the revised policy positions for each of the measures including amount of supporting funds for eligible applicants; and
  - include an assessment of the possible impact of COVID-19 on when GM will secure compliance.
  - set out what level of funding GM will be seeking from government to support the individuals and smallest businesses who will be most economically vulnerable to the GM CAZ and where, given the impact of COVID-19 the previous amounts of grant funding to help upgrade to a compliant vehicle may not be enough to adequately mitigate the potential adverse economic impacts of both.
- 5.14 On the 4<sup>th</sup> January the Prime Minister announced a national lockdown and instructed people to stay at home to control the virus, protect the NHS and save lives. At the time of writing this report (6<sup>th</sup> January 2021) the implications for 'lockdown 3' on the GM Clean Air Plan are unknown. As the pandemic is unpredictable and dynamic, contemporary reporting on the progress on the development of the final plan will be provided by the Green City Region Lead, as required, at GMCA meetings.

## **6 CLEAN AIR – PROGRESS SINCE LAST UPDATE**

### **6.1 Hackney Carriages & LGV fleet support**

6.1.1 As reported in July, Government has accepted the need for vehicle replacement funds for Hackney Carriages, and Light Goods Vehicles, but requested further development of shared evidence on the needs within this complex sector before responding to the specific asks of is £80m for LGVs/vans and for Hackney Carriages it is £10.4m, plus delivery costs. GM has submitted this information, however at the time of writing the Government has not made an offer of funding. GM Authorities consulted on the financial proposal at the date of consultation.

## 6.2 **Try Before You Buy & EV Taxi Infrastructure**

6.2.1 GM is proposing a 'Try Before You Buy' Electric vehicle initiative for GM-licensed Hackney Carriage drivers to address uncertainties such as operating costs, range anxiety and availability of charging infrastructure. This is similar to a scheme run by Nottingham City Council which resulted in a 40% conversion rate (40% of those who used the scheme then switched to an electric hackney). The funding ask for this is £1.9m, however Government has not yet made an offer of funding for this initiative.

6.2.2 GM is also proposing a network of 40 hackney/PHV-only rapid electric vehicle charging points to be funded via the GM CAP. These will be installed in suitable, available and sustainable locations, with a focus on re-purposing public sector assets and will be supported by the development of an EV Taxi (HC and PHV) charging membership scheme. The funding ask for this is £6.5m, and Government has not yet made an offer of funding for this initiative.

## 6.3 **Clean Bus Fund – Replacement**

6.3.1 It was assumed at OBC stage that an estimated 350 buses could not be retrofitted and that it would be for the market to find a solution. GM is looking to secure funding from the £5 billion of new funding for buses and cycling announced in the March budget. Alongside this, GM is proposing to Government that it requires circa £9m of funding plus delivery costs to support the replacement of non-compliant vehicles operating on registered bus services in GM that cannot be retrofitted; in this respect the Government have not made an offer of funding.

## 6.4 **Strategic Road Network managed by Highways England**

6.4.1 The 10 GM Authorities continue to ask the Government to direct Highways England to tackle NO<sub>2</sub> exceedances on the Strategic Road Network (SRN) in the same way GM Authorities are having to take action on the local road network.



- 6.4.2 In particular Tameside MBC has highlighted to Ministers that the inconsistency in approach is leaving many residents unprotected, particularly, around the A628/A57, a strategically important trans-Pennine route that passes through the villages of Hollingworth and Mottram as a single carriageway. This route, managed by Highways England, will be left with NO<sub>2</sub> exceedances that are not being addressed, despite the area being declared as part of GM's Air Quality Management Area.
- 6.4.3 As previously reported on 21 July 2020 a meeting was held between Rachel MacLean – Parliamentary Under Secretary of State for Transport, Councillor Brenda Warrington, Councillor Andrew Western, Jonathan Reynolds MP and Robert Largan MP. Minister MacLean listened to the concerns of GM politicians and committed to reviewing the options to deal with this issue.
- 6.4.4 On 25 August 2020, Tameside MBC were notified that Government ministers have agreed to consider extending Greater Manchester's Clean Air Zone (CAZ) charges to the sections of the A628/A57 which form part of the Strategic Road Network, within the proposed CAZ boundary. The extension of any charges to the A628/A57 will be subject to a full assessment of the potential impacts, to be led by Highways England. This will cover air quality impacts on other roads, safety impacts, carbon impacts, as well as wider issues for Highways England, such as operational and network issues. Following the assessment ministers will take the final decision on whether or not charging should be implemented on the A628/A57. Tameside officers are involved in the work to ensure that it comes to a collective conclusion about the outcomes of the assessment, which is expected to be completed by early 2021. An update on progress can be found at Appendix 1.

## 6.5 **Clean Bus Fund – Retrofit**

- 6.5.1 As reported in July the Government awarded £14.7m as an initial tranche of funding to retrofit buses running services in GM that have older engines which are not compliant with the GM CAZ emission standards. Government also confirmed the funding award for Bus Retrofit funding should be distributed as a continuation of the Clean Bus Technology Fund. As this funding mechanism is distinct from the wider delivery of the GM CAP, no consultation feedback was requested on this aspect of the policy.
- 6.5.2 The distribution of Bus Retrofit funding commenced in December 2020.
- 6.5.3 This fund offers operators of locally registered bus services with up to £16k of funding per vehicle towards the retrofit of non-compliant buses before the launch of the Clean Air Zone in Spring 2022. The funding is available for vehicles, including minibuses and coaches, operating on a registered bus service within Greater Manchester. This includes cross-boundary services operating within the GM CAZ boundary.

## 6.6 Other Cities' Clean Air Plans

- 6.6.1 Since the last report to members in July there have been significant updates on the progress of other cities plans to implement Clean Air Zones.
- 6.6.2 Leeds City Council – statutorily consulted on their proposals 29 June – 12 August 2018 and in 2019 announced their Clean Air Zone would launch in 2020. They commenced distributing clean air funding in 2019 to encourage vehicle upgrade. The government's joint air quality unit (JAQU) recently undertook a joint review with Leeds to analyse the impact of COVID-19 on air quality and to understand if a Clean Air Zone remains necessary, or whether NO<sub>2</sub> compliance by the legally required timeframe can be achieved and maintained in other ways. Due to the dramatic shift to cleaner vehicles already delivered by the funding and by businesses preparing for the imminent launch of the CAZ, the review found that air pollution in Leeds is significantly below legal limits and that is likely to be maintained, even if traffic were to return to 'normal' levels or slightly higher. However, as set out in paragraph 3.6 this is not the case for the Greater Manchester Authorities where they have been instructed by government to proceed with the proposals.
- 6.6.3 Bath & North East Somerset announced on 8 October that their clean air zone, a city centre CAZ C, would take effect on 15 March 2021. This was initially due to launch in November 2020 but was delayed by the COVID-19 pandemic. The Council has opened access to its clean vehicle upgrade funds now, prior to the scheme opening, to enable impacted groups to upgrade their vehicles.
- 6.6.4 Birmingham announced on 8 October that their clean air zone will launch on 1 June 2021. The scheme, which is a city centre CAZ D, was initially due to launch in January 2020 but was delayed by issues with the Government's vehicle checker and then by impacts of the COVID-19 pandemic. Birmingham have opened up their clean vehicle funds to enable impacted groups to access funding and upgrade their vehicle prior to the scheme's launch.
- 6.6.5 Bristol consulted on their clean air zone proposals between 8 October and 13 December 2020. The Council consulted on a number of options while carrying out modelling work to look at the impact of green recovery measures. Option 1 would be a Clean Air Zone covering a small area of central Bristol where older, more polluting commercial vehicles and polluting private cars would pay to drive in the zone, referred to as 'small CAZ D'. Option 2 would be Option 1 plus a larger charging zone where older, more polluting commercial vehicles, but not private cars, would be charged to drive in the zone, referred to as 'medium CAZ C'. The full business case process is scheduled be submitted in early 2021.
- 6.6.6 As far as GM is aware, all other authorities that received a ministerial direction to implement a clean air zone are proceeding with the development of their plans.

Ministers have written to other authorities in similar terms to Greater Manchester confirming that they expect measures to continue to be developed where necessary. Some cities, such as Newcastle/Gateshead, are revising their initial proposals for a clean air zone. London's Ultra Low Emissions Zone (ULEZ), although not required under the same legislation as local authority clean air plans which are part of the clean air zone framework but has similar principles of charging the most polluting vehicles, is to be extended to the North and South Circular roads of inner London on 25 October 2021.

## **7 CLEAN AIR ZONE PREPARATORY ARRANGEMENTS**

- 7.1 In July 2019 on the basis of evidence provided as at that date, a Ministerial letter set out that the GM plan appeared to be on track to deliver compliance in the shortest possible time and that the Greater Manchester authorities should continue to proceed towards developing the implementation and contract arrangements of a charging Clean Air Zone in Greater Manchester. Government provided an initial tranche of £36m of funding to take this forward.
- 7.2 The ten Greater Manchester Local Authorities have been directed by Government to introduce a category C Clean Air Zone across the region, therefore the key elements of the Clean Air Zone including the intended boundary and times of operation, proposed discounts/exemptions, vehicles affected and daily charges, have been subject to a statutory consultation. The supporting measures, the detail of proposals of the funds and vehicle finance were also set out at consultation to enable consultees to respond fully to the GM CAP proposals. Given that the 10 Local Authorities are subject to the direction to implement the CAZ, the preparatory procurement arrangements have commenced without a risk of the consultation outcome being pre-judged.
- 7.3 The ten Greater Manchester Local Authorities are undertaking the preparatory implementation and contract arrangements required to deliver the CAZ and other GM CAP measures. Preparatory work is required in order to maintain delivery momentum in line with the funding arrangements agreed with JAQU, for example in relation to automatic number plate recognition (ANPR) cameras, back office systems and service providers.
- 7.4 A description of the main procurements is set out in Appendix 2. This includes the date when formal contract awards are expected to be made to enable GM to deliver a charging Clean Air Zone in Spring 2022 to meet the timescales required by the Ministerial Direction.
- 7.5 TfGM is running the procurement exercise with potential suppliers to final evaluation and to provide a report to allow the authorities (as set out in section 9 a joint committee will be set up to delegate to TfGM) to make a decision to award to the successful supplier(s) on receipt of [confirmation of] funding from JAQU.

- 7.6 The September 2020 report considered the proposed Governance arrangements for the CAZ and it was subsequently agreed by all 10 Greater Manchester Local Authorities and GMCA that TfGM will act as an 'operating body' responsible for day to day operation of the CAZ and the implementation of other GM CAP measures.
- 7.7 The September 2020 report also set out that a future report would detail the formal governance mechanisms that will underpin the delivery of a GM Clean Air Zone (CAZ) and the supporting measures, including the powers that will need to be delegated to the Operating Body. Section 8 of this report considers the joint working arrangements that will be required.

## **8 CLEAN AIR – CONSULTATION**

### **Consultation purpose and delivery arrangements**

- 8.1 The ten Greater Manchester authorities conducted an eight-week consultation from 8 October to 3 December 2020 that adhered to the government's COVID-19 guidance around social distancing. The purpose of the consultation was to seek views from residents, visitors, stakeholders and businesses on the proposals to achieve compliant NO<sub>2</sub> levels in Greater Manchester. The Greater Manchester Minimum Licensing Standards consultation ran in parallel to ensure that those impacted and/or interested in the proposals could have a complete view of the proposed changes to vehicles and the financial support available.
- 8.2 The consultation was not seeking a decision on whether to introduce a scheme as that has been directed by the Secretary of State; it set out a position for consultation on the daily charge, discounts and exemptions of a Category C GM Clean Air Zone, and the proposals for the supporting funds.
- 8.3 TfGM, on behalf of the ten Greater Manchester authorities, conducted the consultation, under the CleanAirGM branding. AECOM – an independent opinion research agency – was appointed to receive, manage, process and analyse the consultation responses on TfGM's behalf; to undertake qualitative research on the proposals (a research method of facilitated sessions to seek feedback from representative groups); and produce a full report on the findings from the consultation.
- 8.4 The consultation was also supported by engagement activity to ensure all groups could engage with the consultation materials and respond in a meaningful way.

## **Consultation documentation**

- 8.5 The consultation materials were published on [www.CleanAirGM.com](http://www.CleanAirGM.com) on 8 October 2020. This included the [consultation document](#), the questionnaire, technical reports, the policy for consultation and supporting public facing materials such as leaflets and fact sheets. An animation outlining the proposals with subtitles and British Sign Language interpretation was also published.
- 8.6 Hard copies of the consultation document and questionnaire were sent to each local authority for distribution across the boroughs as deemed appropriate. These materials were also sent to every Travelshop operated by TfGM across Greater Manchester. Hard copies of other materials were available on request, as well as alternative formats.
- 8.7 In addition to the online and hard copy questionnaire, people could respond via a dedicated phonenumber, email or post. A language line facility was also in place for non-English speakers.

## **Consultation methodology and questions**

- 8.8 The consultation questions were embedded throughout the consultation document and in the questionnaire.
- 8.9 The aim was to seek views on the detail of the proposed boundary (already set by the direction at GM-wide), the proposed operation, the proposed charges and discounts / exemptions, the supporting measures (funds, vehicle finance) and the impacts of Covid-19 on the ability of businesses / organisations to respond to the proposals.
- 8.10 During the consultation planning stage, an equality impact assessment was undertaken to ensure that the proposed consultation methodology did not exclude any groups with protected characteristics and that any issues arising due to the current situation in relation to COVID-19 were appropriately mitigated.

## **Engagement and awareness raising activity**

- 8.11 GM and national-level engagement activity was coordinated and delivered by TfGM under the CleanAirGM branding. Each of the 10 GM authorities also implemented their own delivery plans for consultation with their residents and businesses. Full details of the GM level engagement delivered throughout the consultation can be found in Appendix 3.

- 8.12 The GM authorities used both online and offline channels to promote the consultation, (including social media, digital advertising, out of home advertising, media and PR, working with stakeholders and other routes). As traditional consultation-style events and drop-in sessions could not be hosted due to the restrictions on large gatherings, GM used online events, webinars, social media in order to answer questions and engage. Activity undertaken at a local level will be included in local authority reports, as appropriate.
- 8.13 TfGM also developed a virtual exhibition space to provide an alternative way to engage with the consultation materials and speak to members of the CleanAirGM team, in the absence of face-to-face engagement. The platform had an online chat facility which operated for several hours a day at least six days a week.

### **Qualitative research**

- 8.14 Alongside the consultation and engagement activity, qualitative research was also undertaken by AECOM to explore the impact of the proposals and the impact of Covid-19 on the most impacted groups. This included small and micro businesses, the taxi and private hire trade, the freight and logistics sector, public transport users and those with respiratory conditions.
- 8.15 The sessions took place as either focus groups or depth-interviews on Microsoft Teams and were facilitated by an independent moderator. Full details of the activity can be found in Appendix 4.
- 8.16 This research was conducted whilst the consultation was ongoing and will be reported within the consultation findings report.

### **Final response numbers and other submissions**

- 8.17 A total of 4765 responses were received during the consultation period:
- 3954 via online questionnaire
  - 767 via email
  - 43 paper questionnaires
  - 1 telephone response

8.18 The full AECOM Consultation Report will be published with the final plan.

8.19 Late responses (i.e. submitted after the deadline of 3 December 2020 at 23:59) are not counted in the final numbers of responses but will be summarised in a separate chapter of the report that will be produced by AECOM (the independent agency who are managing and analysing the responses to the consultation). Any late responses to the Clean Air consultation will be considered in the local authority reports on the outputs of the consultations to the extent that they are deemed to be material.

## **9 CLEAN AIR – GOVERNANCE**

9.1 The September 20 report considered the proposed Governance arrangements for the GM CAZ and it was subsequently agreed by all 10 GM Authorities and GMCA that TfGM will act as an ‘operating body’ responsible for day-to-day operation of the CAZ and the implementation of other GM CAP measures.

9.2 The September 2020 report set out that a future report would detail the formal governance mechanisms that will underpin the delivery of a GM Clean Air Zone (CAZ) and the supporting measures, including the powers that will need to be delegated to the Operating Body.

9.3 This section of the report considers the formal governance mechanisms and joint working arrangements that will be required to ensure that the 10 GM Authorities implement a charging Clean Air Zone in Spring 2022 so as to ensure the achievement of NO<sub>2</sub> compliance in the shortest possible time and by 2024 at the latest as required by the Ministerial Direction.

9.4 The formal governance mechanisms include the political oversight arrangements (to include to the oversight of the CAZ including monitoring and policy setting) and operating arrangements.

9.5 As there are several key charging authority functions that can only be discharged by the charging authorities (and as the GMCA is not a charging authority), the approach that GM will take will be to establish:

- a Joint Committee of charging authorities for those decisions that need to be taken jointly or collectively by the 10 Authorities themselves. For example, this would include determining the Clean Air Policy Framework, enforcement of Penalty Charge Notices (PCNs) etc.; and

- a Joint Committee of the charging authorities and the GMCA for other matters that may be required to enable the charging scheme to operate and carry out wider functions that are better discharged jointly. This may include administrative functions relating to the charging scheme, reviewing and renewing the Air Quality Action Plan, considering the use of the GMCA's environmental well being power and arrange for any such functions to be discharged by TfGM.

- 9.6 These formal governance arrangements need to be in place before the GM Authorities make a decision to award the contracts necessary, as set out in Appendix 2, to deliver a charging Clean Air Zone and other measures to successful supplier(s). The terms of reference for the joint committees are set out in Appendix 6. The 10 GM local authorities will therefore also be asked in the subsequent reports to agree the terms of reference for the joint committees.
- 9.7 The proposed governance arrangements will also enable TfGM to discharge relevant local authority functions before decisions to award contracts to successful suppliers.
- 9.8 A description of the main procurements is set out in Appendix 2. This table includes the date when formal contract awards are expected to be made to enable GM to deliver a charging Clean Air Zone in Spring 2022 as required by the Ministerial Direction. They are imminent with the first being in March 2021 through the Summer of 2021.
- 9.9 Furthermore it is prudent and conventional on such a complex, multi-authority project, for there to be an agreement put in place between the 10 local authorities and GMCA/TfGM to clarify the rights, responsibilities and obligations of the authorities in relation to [those contracts and] the collective GM CAP, and setting out how all parties will work together to deliver the GM CAP up to and beyond the determination of the final plan.
- 9.10 The GM authorities will therefore be asked in the subsequent reports to the individual authorities to provide sufficient delegations for Authorities to be a party to the collaboration agreement between the 10 local authorities and GMCA/TfGM to clarify the rights, responsibilities and obligations of the authorities in relation to those contracts set out in Appendix 2.

## **State Aid**



9.11 The consultation materials were published on [www.CleanAirGM.com](http://www.CleanAirGM.com) on 8 October 2020 in the [Policy for Consultation](#), GM outlined that the proposed measures would be subject to state aid restrictions. Subsequently there are new rules and arrangements are in place. The EU-UK Trade and Co-operation Agreement (TCA) sets out the new obligations for Subsidy Control which replaces the State aid regime in the UK. The new rules must be considered in respect of all grants awarded from 1<sup>st</sup> January 2021. This will be taken into consideration in the development of the final plan.

## **10 MINIMUM LICENSING STANDARDS AND THE GM CLEAN AIR PLAN**

10.1 Taxi/PHV services are a significant part of GM's transport offer. In 2018, GM's ten local authorities agreed to collectively develop, approve and implement a common set of minimum licensing standards (MLS) for Taxi and Private Hire services that cover the whole of GM. At that time, the primary driver for this work was to improve public safety, but vehicle age and emission standards in the context of the Clean Air agenda are now also a major consideration.

10.2 As licensing is a local authority regulatory function, the work to devise the Standards has been undertaken by the GM Licensing Managers Network, with TfGM supporting the co-ordination of this work, and alignment with other relevant GM policies, at a GM level.

10.3 There are four areas of focus for the MLS:

- Drivers: Criminal Records Checks; Medical Examinations; Local knowledge test; English language; Driver training; Driving Proficiency; Dress Code.
- Vehicles: Vehicle emissions (diesel Euro 6 and above, petrol Euro 4 and above with an ambition for a zero-emission capable fleet); Vehicle ages (under 5 years at first licensing, no older than 10 years); Vehicle colour (Black for Taxi/Hackney, white for Private Hire Vehicles); Vehicle livery (common GM design with Council logo incorporated); Accessibility (all Taxis to be wheelchair accessible); Vehicle testing; CCTV; Executive Hire; Vehicle design and licensing requirements.
- Operators: Private Hire Operators/staff will require basic criminal record check; more stringent requirements in relation to booking records; Operators to take more responsibility for the behaviour of their drivers.
- Local Authorities: Applications may be submitted up to 8 weeks in advance of license expiry; Once determined, license issued within 5 working days; Agree to develop common enforcement approach and a framework to which licensing fees are set; Councillors to receive training before they hear applications.

- 10.4 Given the decarbonisation challenge, sectors such as transport need to take very significant action now to reduce carbon emissions. For taxis and PHVs to contribute will require them to switch to zero-emission capable (ZEC) vehicles. To invest in ZEC vehicles, taxi proprietors also require long term confidence in the local policy landscape, including future interventions and supporting infrastructure.
- 10.5 The trade has asked for certainty, funding, and long lead in times for these changes. This is extremely challenging within the current and emerging policy environment. Officers have developed policy proposals that can meet these needs as far as possible, which is why parallel consultations have been undertaken for MLS and GM CAP, and that charging, funding, and licensing policy positions are coherent and joined-up.
- 10.6 Ultimately the collaborative approach that the MLS represents will help achieve the vision of a strong, professional and healthy taxi and private hire sector providing safe and high-quality services to residents and visitors across the whole of Greater Manchester. This vision sees taxis and Private Hire as a crucial part of the overall transport mix, that can consistently deliver safe and high-quality services for the public. The proposed MLS will help deliver improved safety, customer focus, higher environmental standards and accessibility.
- 10.7 In addition, GM understands that, like many parts of the economy, and in particular the transport sector, the taxi and private hire trade have been impacted by COVID-19, lockdown and the effects of social distancing policies. Therefore, the MLS consultation, which is a matter for the 10 district councils, included questions designed to elicit a fuller and more informed understanding of the wider effects of COVID-19 on the economic health and sustainability of the taxi and private hire trades.

## **11 MLS – CONSULTATION**

### **Consultation purpose and delivery arrangements**

- 11.1 The ten Greater Manchester authorities conducted an eight-week consultation from 8 October to 3 December that adhered to the government COVID-19 guidance around social distancing. The purpose of the consultation was to inform the trade and the public of the proposals and engage impacted groups (the trade and the main service users) to build understanding and awareness to inform the final standards.
- 11.2 TfGM, on behalf of the ten Greater Manchester licensing authorities, conducted the consultation, under the GM Taxis Standards brand. AECOM – an independent opinion research agency – was appointed to receive, manage, process and analyse the consultation responses on TfGM's behalf; to undertake qualitative research on the proposals (a research method of facilitated sessions to seek

feedback from representative groups); and produce a full report on the findings from the consultation.

- 11.3 The consultation was also supported by engagement activity with the trade to help ensure they could engage with the consultation materials and respond in a meaningful way.

### **Consultation documentation**

- 11.4 The consultation documentation was published on [www.gmtaxistandards.com](http://www.gmtaxistandards.com) on 8 October 2020. This included the [consultation document](#), the questionnaire and supporting public facing materials such as leaflets and factsheets. An animation outlining the proposals with subtitles and British Sign Language interpretation was also developed.

- 11.5 Hard copies of the consultation document and questionnaire were sent to each local authority for distribution across the boroughs as deemed appropriate. These materials were also sent to every Travelshop operated by TfGM across Greater Manchester. Hard copies of other materials were available on request, as well as alternative formats.

- 11.6 In addition to the online and hard copy questionnaire, people could respond via a dedicated phonenumber, email or post. A language line facility was also in place to support non-English speakers.

### **Consultation methodology and questions**

- 11.7 The consultation questions were embedded throughout the consultation document and in the questionnaire.

- 11.8 The aim was to seek views on the proposed driver standards, vehicle standards, operator standards, local authority standards, local authorities, the proposed implementation timetable and the impacts of COVID-19 on the ability of businesses / organisations to respond to the proposals.

- 11.9 During the consultation planning stage, an equality impact assessment was undertaken to ensure that the proposed consultation methodology did not exclude any groups with protected characteristics and that any issues arising due to the current situation in relation to COVID-19 were appropriately mitigated.

### **Engagement and awareness raising activity**

- 11.10 GM engagement activity was coordinated and delivered by TfGM under the GM Taxi Standards brand. Each of the 10 GM communications and engagement teams and licensing teams supported this delivery plan, with their own local plans. Full details of the GM level engagement delivered throughout the consultation can be found in Appendix 3.
- 11.11 The GM authorities used both online and offline channels to promote the consultation, (including social media, digital advertising, out of home advertising, media and PR, working with stakeholders and other routes).
- 11.12 As traditional consultation-style events and drop-in sessions could not be hosted due to the restrictions on large gatherings, GM used online events, webinars, social media and promoted a phone number, in order engage with the public and impacted groups.
- 11.13 TfGM also developed a virtual exhibition space to provide an alternative way to engage with the consultation materials.

### **Qualitative research**

- 11.14 Alongside the consultation and engagement activity, qualitative research was also undertaken by AECOM to explore the impact of the proposals and the impact of COVID-19 on the trade and key users.
- 11.15 The sessions took place as either focus groups or interviews on Microsoft Teams and were facilitated by a moderator. Full details of the sessions ran can be found in Appendix 5.
- 11.16 This research was conducted whilst the consultation was ongoing and will be reported within the consultation findings report.

### **Final response numbers and other submissions**

- 11.17 A total of 1682 responses were received during the consultation period:

- 1552 via online questionnaire
- 46 via email
- 84 paper questionnaires

11.18 The full AECOM Consultation Report will be published with the final plan.

11.19 Late responses (i.e. submitted after the deadline of 3 December 2020 at 23:59) are not counted in the final numbers of responses but will be summarised in a separate chapter of the report that will be produced by AECOM (the independent agency who are managing and analysing the responses to the consultation). Any late responses to the MLS consultation will be considered in the local authority reports on the outputs of the consultations to the extent that they are deemed to be material.

## **12 NEXT STEPS**

12.1 GM needs time to:

- Review all the information gathered through the GM CAP and MLS consultations.
- Fully consider all the information and evidence gathered, so that it can understand the consequences of COVID-19 has had on vehicle owners and trades affected by the GM CAP and MLS.
- Undertake the subsequent equalities, air quality and emissions impact assessments, this work will be vital to inform future decisions on each aspect of the final plan.

12.2 It is proposed that for the GM CAP a final plan will be brought forward for decision makers as soon as is reasonably practicable and no later than summer 2021, and at this time the outputs of the MLS consultation will also be reported.

12.3 Officers will:

- Continue dialogue with JAQU to secure a clear response from government on GM's outstanding clean air funding asks;
- Continue to undertake the preparatory implementation and contract arrangements that need to be undertaken to deliver the CAZ and other GM CAP measures;
- Continue work to understand the possible impacts of COVID-19 on the GM CAP and MLS;
- Continue to assess the findings of the consultation and develop a final Clean Air Plan (as set out at paragraph 5.5) for consideration by the 10 Greater Manchester Local Authorities; and
- Consider the proposed approach to the consideration and adoption of MLS by the 10 Greater Manchester Local Authorities.

**Other Options**

The Secretary of State has directed that a Clean Air Zone be instigated – consequently there are no alternatives on the key principles other than to be breach of this requirement. If a Clean Air Zone is to be implemented then necessary steps around governance and administration need to be taken.

**Consultation**

Consultation is addressed in section 8 of the report.

**Reason for the Recommendation**

The recommendations will help ensure that the authority complies with the Directions served by the Government in 2017, 2019 and 2020, requiring the authority to deliver compliance with legal limits for nitrogen dioxide in the “shortest possible time”.

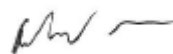
**Key Decision:** Yes

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

Finance Officer Clearance .....PC.....

Legal Officer Clearance .....JL.....

**CORPORATE DIRECTOR’S SIGNATURE**



To confirm that the Financial and Legal Implications have been considered.

### **13 APPENDIX 1 – UPDATE ON ASSESSING IMPACTS OF EXTENDING GREATER MANCHESTER’S CLEAN AIR ZONE (CAZ) CHARGES TO THE SECTIONS OF THE A628/A57**

- 13.1 As set out at 5.4 Government ministers have agreed to consider extending Greater Manchester’s Clean Air Zone (CAZ) charges to the sections of the A628/A57 which form part of the Strategic Road Network, within the proposed CAZ boundary. The extension of any charges to the A628/A57 will be subject to a full assessment of the potential impacts, to be led by Highways England. This will cover air quality impacts on other roads, safety impacts, carbon impacts, as well as wider issues for Highways England, such as operational and network issues. Following the assessment ministers will take the final decision on whether or not charging should be implemented on the A628/A57. Tameside officers are involved in the work to ensure that it comes to a collective conclusion about the outcomes of the assessment, which is expected to be completed by early 2021
- 13.2 The assessment of the potential impacts work has commenced. The scope of work produced by Highways England, Tameside and TfGM addresses air quality, carbon, safety and consideration of wider network operations. The scope of work will be submitted to DfT for approval. The scope is clear it will consider the extents of any charging on the SRN (A57 / A628), will be limited to within Tameside administrative boundary in line with the proposed boundary of the GM Clean Air Zone (CAZ).
- 13.3 The scope outlines the assessment will follow a staged approach, increasing the level of detail and information required as necessary.

#### Stage 1

- a high-level assessment, to determine the number of non-compliant HGVs, buses, taxis and vans that are predicted to use the A57 / A628 as a strategic through route staying on the SRN transiting the region and not entering Greater Manchester (GM) Clean Air Zone (CAZ);
- an estimation of the likely air quality benefits on the A57 / A628 from including this section of road within the charging CAZ; and
- JAQU have confirmed that the location of predicted exceedances in 2023 provided by TfGM to date are qualifying features for the reporting requirements for Limit Values.

- 13.4 If the high-level assessment completed at Stage 1 indicates that it is possible for charging on the A57/A628 to deliver material improvements to predicted exceedances or achieve limit value compliance a year earlier on the A57/A628 than without charging, then the assessment work would move to Stage 2.

### Stage 2

- A more detailed investigation of traffic movements along the A57 / A628 and movements in and out of proposed GM charging CAZ;
- Detailed air quality modelling of the impacts and effect of charging on the SRN. It is anticipated that Highways England would work in partnership with TfGM to complete this work as they have the models, including driver behaviour responses already developed.
- Depending on the anticipated behavioural response to charging:
  - Identification of likely alternative routes HGVs and vans would take to move between their origin and destinations;
  - Calculation of changes in carbon dioxide emissions for HGVs and vans associated with these new routes;
  - A review of the safety implications for additional HGVs and van movements on alternative routes;
  - Commentary of the impacts for operating and maintaining the network associated with changes in traffic movements along the A57 / A628 corridor and the use of alternative routes.

- 13.5 The assessment to date highlights GM's material point that Government's requirements of Highways England in respect of NO<sub>2</sub> are not the same as the approach they have taken in respect of the GM authorities who have been directed to take action on the local road network. The appraisal approaches required by Government are not consistent in their interpretation of Highways England and local authority roads, which reflects the typically differing nature of public access immediately adjacent to local roads and motorways. However, the A57/A628 section of the SRN is atypical in that it more closely resembles a 'local road' environment with public residences at the kerbside. It has therefore been determined in the scope of works to apply the approach used by the GM Authorities in modelling the GM CAP.



## Initial Outputs

- 13.6 Highways England, Tameside and Transport for Greater Manchester noted that work to date as part of the GM CAP shows that the introduction of a GM Clean Air Zone leads to a 3 to 4µg/m<sup>3</sup> reduction in annual mean NO<sub>2</sub> concentrations for properties adjacent to the A57 and A628 when first opened. On expiry of the temporary exemption for LGVs and minibuses, NO<sub>2</sub> concentrations reduce by a similar amount again, providing a total improvement of 6 to 8µg/m<sup>3</sup>.
- 13.7 Further analysis and air quality modelling as part of this study indicates that there are expected to be NO<sub>2</sub> exceedances in 2023 with the GM CAZ operational, and also there are expected to be additional NO<sub>2</sub> reductions from charging on this section of the SRN. Therefore, as the early indication is that it is possible for charging to deliver material improvements to predicted exceedances on the A57/A628 than without charging, work will progress to Stage 2.

As part of stage 2 the study will continue to refine the traffic data and associated air quality modelling, reviewing the results to understand what they mean for this study.

14 APPENDIX 2 – MAIN PROCUREMENTS TO ENABLE GM TO DELIVER A CHARGING CLEAN AIR ZONE IN SPRING 2022

Procurement Activity	Reason for Procurement	Procurement Approach	Estimated Contract Value £m*	Anticipated Contract Award Date	Funding Required from JAQU to enable contract award
CAZ Signage	Signs are required to be placed on the highway network to support the implementation of the GM CAZ. The signage will need to be placed within the GM CAZ and at entry and exit points on the Strategic Route Network and neighbouring authorities <sup>9</sup> .	A procurement exercise has been undertaken for entry, exit and advance, repeater and advance direction signage, to cover the manufacture, installation, management and de-commissioning of such signs. Advanced warning signs on the Strategic Road Network required for CAZ are to be procured separately by Highways England, who manage this network.	£2.55m(CAPEX)	March 2021	n/a funded by £36m initial funding award
CAZ Service	Automatic Number Plate Recognition (ANPR) cameras will be used to detect vehicles through the capture of Vehicle Registration Marks (VRMs) and record evidential data of their entry into the GM CAZ. ANPR cameras will be installed at key locations across the region.	Procurement is being run through a competitive dialogue procedure to acquire the following services under a single contract: 1) A Vehicle Detection and Processing Service to operate and maintain the ANPR devices; 2) A CAZ Office Service that will: <ul style="list-style-type: none"> <li>service customers, so as to handle individual queries from members of the public regarding the GM CAZ; and</li> <li>enable integration with the via a Central Government Payment Portal.</li> </ul> 3) A Penalty Enforcement Service that will enable 'case management', and interface to the DVLA, to issue Penalty Charge Notices (PCNs) and where necessary the Traffic Enforcement Centre (TEC), Traffic Penalty Tribunal (TPT) and the Enforcement Agents, and track the progress of the PCN.	£62.0m (CAPEX) £98.5m (OPEX)	Summer 2021	£38m plus £24m from the initial funding award
CAZ Debt Recovery	A Debt Recovery Service will be required to progress debt management and to secure payment of outstanding fines, penalties and any charges as directed by the TEC and TPT.	This contract will be a call-off from the Crown Commercial Services (CCS) framework to recover outstanding debts both nationally and internationally.	£40.7m	May 2021	n/a will be funded by the operational revenues of the Clean Air Zone
Vehicle Funds - Clean Vehicle Funds Service	Owners or registered keepers of a non-compliant vehicle that will be subject to the GM CAZ charges may be eligible to apply for financial support towards upgrading to a compliant vehicle, subject to meeting eligibility criteria. The Clean Vehicle Administration of the Clean Air Funds will be delivered through a Financial Conduct Authority (FCA) authorised Clean Vehicle Fund	<ul style="list-style-type: none"> <li>Provide a "digital first" entry point for the customer, and an automated process so applicants will quickly be able to access information on funding options available to them and to make an application.</li> <li>Manage a network of dealerships accredited to receive grant payments.</li> <li>Provide applicants with non-compliant vehicles who successfully passed eligibility testing the option of either a grant or vehicle finance funding option and progress sourcing a vehicle.</li> <li>An Applicant who chooses the grant option will be able to access an accredited dealership<sup>11</sup> list to redeem the grant monies through a voucher issued through the CVFS.</li> <li>A database of all applications made for grant and vehicle finance and the funding route chosen.</li> <li>Interface management between the CVFS and the Financiers in order to deliver a digital customer journey.</li> </ul>	£4.56m	May 2021	£4.56m

<sup>9</sup> Formal agreement of the precise location of the CAZ signage, this can only be decided once the boundary is finalised in the Final Plan Report.

Procurement Activity	Reason for Procurement	Procurement Approach	Estimated Contract Value £m*	Anticipated Contract Award Date	Funding Required from JAQU to enable contract award
	Service (CVFS) and a panel of FCA authorised Financiers <sup>10</sup> .	<ul style="list-style-type: none"> <li>A robust process for monitoring of the funds. N.B. if there is a lower take up of the Clean Funds Scheme than expected volumes (or higher than expected in a particular funding tranche), GM can widen the eligibility criteria through the CVFS without prejudice to existing Applicants contained within the CVFS database.</li> </ul>			
Vehicle Funds - Vehicle Financiers		<ul style="list-style-type: none"> <li>Provide applicants with non-compliant vehicles who successfully passed eligibility testing and choose the vehicle finance funding option access to asset finance and leases at contributory rates to owners of eligible vehicles with the GM CAP Clean Funds Scheme providing the value of the contribution.</li> <li>Interface with the CVFS for hand-over of data through the CVFS on all applicants who have passed the eligibility checks and chosen to take the contributory vehicle finance funding option.</li> <li>Be required to supply all management information requirements of the fund measures.</li> </ul>	£114m <sup>12</sup>	May 2021	£6.1m
Diffusion Tubes & Air Quality Monitoring	Air Quality monitoring will be critical in confirming that the GM CAP is delivering the necessary trajectory of air quality improvement and compliance with air quality standards. Air Quality will be measured via a combination of Diffusion Tubes and Continuous Monitors	The diffusion tubes tender was issued to market in November 2020. The scope of the procurement for diffusion tube air quality monitoring includes the supply, installation and decommissioning of the diffusion tubes at 467 monitoring sites, monthly monitoring and provision of analysis to support the GM CAP programme.	££1.5m	April 2021	n/a will be funded by the operational revenues of the Clean Air Zone
EV Taxi Try before You Buy (TBYB)	<p>The GM CAP and the proposed GM MLS will require Hackney Carriages to meet stricter emissions standards, which will mean a significant proportion of the trade will need to upgrade to compliant vehicles.</p> <p>The Hackney ZEC/EV rental initiative for drivers that are uncertain about transitioning straight to ZEC.</p>	TBYB scheme is awaiting a Government offer of funding. The procurement strategy will be defined during early 2021s	£1.0 m	Autumn 2021	£1.0m

\*With the exception of the Signage, the contract values are estimates which will be firmed up once bids are received.

<sup>11</sup> Dealerships will be able to apply through the platform for accreditation to the Clean Funds Scheme and therefore receive grant payments. Dealerships will be required to be FCA authorised (or exempt as appointed representatives of FCA authorised Principal firms); and agree electronic Term's and Condition's for the scheme.

<sup>10</sup> TfGM, the ten Greater Manchester local authorities and GMCA will not be party to any vehicle selection, specification and supply or to any of the financial agreements between the Financiers and the vehicle owners. TfGM will not be required to be FCA authorised.

<sup>12</sup> This sum represents the maximum that could be disbursed to Financiers should all applicants apply for finance.

**15 APPENDIX 3 – ENGAGEMENT ACTIVITY WITH NATIONAL AND GREATER MANCHESTER-WIDE STAKEHOLDERS AND ORGANISATIONS REPRESENTING IMPACTED INDIVIDUALS AND BUSINESSES**

- 15.1 During the consultation TfGM, on behalf of the 10 GM local authorities contacted c.200 national and regional stakeholders who represented individuals or businesses who would be impacted by the GM Clean Air Plan and GM Minimum Licensing Standards.
- 15.2 Information was shared with these organisations (including digital toolkits) so that stakeholders could inform their members and networks of the consultation as well as providing the stakeholders with an opportunity to participate in meetings and webinars.
- 15.3 In total, there were 43 briefing sessions with impacted groups, which were attended by more than 300 people. This included 12 sessions for Taxi and PHV trade and drivers, plus 31 with businesses and representative bodies, including Federation of Small Businesses, CBI, British Horse Society, National Farmers Union, Confederation of Passenger Transport and Road Haulage Association.
- 15.4 Content was shared by many stakeholders including: GM Growth Company, GMCVO Friends of the Earth Manchester, Business Bolton, Salford CVS, GM Ageing Hub, ProManchester, CityCo, GM Health and Social Care Partnership, GM Chamber, Bury Means Business, High Peak BC, Confederation of Passenger Transport, Altrincham Partnership, Action Together, BVRLA, Love Old Trafford, Wythenshawe Forum, Manchester BID, Federation of Small Business, Wrightington, Wigan, and Leigh NHS, GM Cycling and Walking Commissioner, Clean Air UK, Rochdale Youth Service, Trafford Partnership, Health Watch Manchester, University of Manchester (this is a sample, rather than comprehensive list).
- 15.5 Through these networks sharing content, it can be estimated that more than 500K impacted businesses and individuals were reached via stakeholder social media channels.
- 15.6 As well as this, the Clean Air GM newsletter was issued at various points during the consultation, to those who had subscribed, which currently has just over 4,000 subscribers.

## **APPENDIX 4 – CLEAN AIR PLAN QUALITATIVE RESEARCH**

### **Individuals**

- 2 groups with outside GM respondents who make trips into the GM region
- 2 groups with Inside GM respondents who use a mix of modes and live in areas of poor air quality and a mix of income levels (1 aged 18-40 and 1 aged 41+)
- 1 group with inside GM taxi/ PHV users
- 2 groups with inside GM respondents (50% from poor air quality areas and 50% from better air quality areas) (1 group aged 18-40 and 1 aged 41+)
- 2 groups with inside GM respondents (mix of modes used – 1 group aged 18-34 and 1 group aged 35+)
- 2 groups with inside GM respondents (bus and taxi/PHV users – 1 aged 18-34 and 1 group aged 35+)
- 1 group with inside GM respondents (campervan and horsebox owners)
- 1 depth with outside GM respondent (horse transportation vehicle)

### **Taxi / PHV**

- 30 depth interviews with taxi drivers
- 10 depth interviews with taxi operators (1 from each LA)
- 4 groups with taxi users

### **Businesses – all with impacted vehicles**

- 1 group with outside GM businesses (agriculture/ Waste Management/ Construction)
- 1 group with inside GM businesses (agriculture/ Waste Management/ Construction)
- 1 x group with inside GM businesses (retail)
- 1 x group with inside GM business (minibus/ coach operators/ voluntary sector)
- 1 x group with inside GM business (manufacturing)
- 1 x group with outside GM businesses (retail)
- 1 x group with inside GM businesses (construction/ retail)
- 1 x group with outside GM businesses (minibus/ coach operators)
- 1 x group with inside GM businesses (gardener/florist)
- 1 x group with inside GM business (night time economy)
- 1 x depth with waste management business (inside GM)
- 1 x depth with manufacturing business (inside GM)
- 1 x depth with coach/ minibus business (inside GM)
- 1 x depth with plumbing and gas business (inside GM)
- 1 x depth with butchers business (outside GM but travel into GM for trade)

## 16 APPENDIX 5 – MLS QUALITATIVE RESEARCH

### Depth interviews

- 30 depth interviews with taxi drivers
- 10 depth interviews with taxi operators (1 from each Local Authority area)

### Focus groups

- 4 groups with taxi users
  - All users use taxi / PHV once a fortnight or more
  - 1 Female only group
  - 17 respondents
    - 13 female / 4 male
    - Range of ages (between 18 and 65+)
    - 5 had physical or mobility disabilities which affected their travel choices
    - At least one respondent from each of the 10 districts

## 17 APPENDIX 6 – JOINT COMMITTEES TERM OF REFERENCE

### Clean Air Charging Authorities Committee – Terms of Reference

#### **General**

The Clean Air Charging Authorities Committee is a joint committee created by the ten Greater Manchester local authorities (“the Constituent Authorities”) under section 101(5) of the Local Government Act 1972 and Part 4 of the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012.

#### **Membership of the Committee**

The membership of the committee shall be ten, consisting of the lead executive member for clean air of each of the Constituent Authorities from time to time. The Constituent Authorities shall also each nominate a substitute executive member to attend and vote in their stead.

#### **Role of the Committee**

To enable decisions to be taken that are required to be taken jointly by the Constituent Authorities’ as charging authorities in relation to the Greater Manchester Clean Air Zone.

#### **Powers to be discharged by the Committee**

The Committee shall have power to take all such decisions of the Constituent Authorities (as charging authorities) that must be taken jointly under Part 3 of, and Schedule 12 to, the Transport Act 2000 and any regulations made thereunder.

This includes, but is not limited to:

- Making and varying a joint local charging scheme order;
  - Decisions of the charging authority under such a joint local charging scheme and the Road User Charging Schemes (Penalty Charges, Adjudication and Enforcement) (England) Regulations 2013.

#### **Operation of the Committee**

- The Committee shall appoint a chair at its first meeting;
- The Quorum of the Committee shall be 8 members;
- Each member shall have one vote;
- The Chair shall not have a casting vote;
- Unless required by law, decisions shall be made by a simple majority.

## **Air Quality Administration Committee – Terms of Reference**

### **General**

The Air Quality Administration Committee is a joint committee created by the ten Greater Manchester local authorities (“the Constituent Authorities”) and the Greater Manchester Combined Authority (“the GMCA”) under section 101(5) of the Local Government Act 1972 and Part 4 of the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012.

### **Membership of the Committee**

The membership of the committee shall be eleven, consisting of the lead executive member for clean air of each of the Constituent Authorities and the relevant portfolio holder responsible for clean air of the GMCA from time to time. The Constituent Authorities and the GMCA shall also each nominate a substitute executive member/assistant portfolio holder to attend and vote in their stead.

### **Role of the Committee**

To enable the joint discharge of the GMCA’s and Constituent Authorities’ functions under sections 82 to 84 of the Environment Act 1995 (Air Quality) and in relation to the Greater Manchester Clean Air Plan (excluding such decisions that must be taken by the charging authorities jointly under Part 3 of, and Schedule 12 to, the Transport Act 2000 and regulations made thereunder).

### **Powers to be discharged by the Committee**

The Committee shall have the power to discharge jointly:

- the GMCA’s and the Constituent Authorities’ functions under sections 82 to 84 of the Environment Act 1995
  - the GMCA’s functions in relation to the Greater Manchester Clean Air Plan (including the taking of action likely to promote or improve the economic, social or environmental well-being of Greater Manchester in connection with it and the use of grants made by the Secretary of State under section 31 of the Local Government Act 2003 to implement that plan).
- the Constituent Authorities functions under the Greater Manchester Clean Air Plan including those under Part 3 of, and Schedule 12 to, the Transport Act 2000 and regulations made thereunder (excluding any decision thereunder that must be taken jointly by charging authorities) including, but not limited to:
  - action required under the Environment Act 1995 (Greater Manchester) Air Quality Direction 2020 (other than the making of the joint local charging scheme);
  - the exercise of their powers under sections 176, 177 and 192 of the Transport Act 2000;
  - the application of the Constituent Authorities’ shares of any net proceeds of a joint local charging scheme made by them.

The discharge of such functions includes the doing of anything which is calculated to facilitate, or is conducive or incidental to, the discharge of any of those functions.



## **Operation of the Committee**

- The Committee shall appoint a chair at its first meeting;
- The Quorum of the Committee shall be 8 members;
- Each member shall have one vote;
- The Chair shall not have a casting vote;
- Unless required by law, decisions shall be made by a simple majority.

This page is intentionally left blank

## TRAFFORD COUNCIL

**Report to:** Executive  
**Date:** 22 February 2021  
**Report for:** Information  
**Report of:** Executive Member for COVID-19 Recovery and Reform

### Report Title

Corporate Plan 2020/21 Quarter 3

### Summary

This report provides a summary of performance against the Council's Corporate Plan, 2020/21. The report covers the period 1<sup>st</sup> October to 31<sup>st</sup> December 2020.

### Recommendation(s)

**That the Executive:**

- (i) Notes the contents of the Corporate Plan Quarter 3 Report**

Contact person for access to background papers and further information:

Name: Dianne Geary  
Extension: 1821

Background Papers: None

### Implications:

Relationship to Policy Framework/Corporate Priorities	<i>The Corporate Plan 2020/21 Quarter 3 report summarises the Council's performance in relation to the Council's Corporate Priorities</i>
Relationship to GM Policy or Strategy Framework	<i>The Corporate Plan is aligned to the GM policy and strategy where required.</i>
Financial	<i>None</i>
Legal Implications:	<i>Legal advice is provided in relation to the Corporate Plan 2020/21 as and when required.</i>
Equality/Diversity Implications	<i>None</i>
Sustainability Implications	<i>None</i>
Carbon Reduction	<i>None</i>
Resource Implications e.g. Staffing / ICT / Assets	<i>None</i>
Risk Management Implications	<i>None</i>
Health & Wellbeing Implications	<i>None</i>
Health and Safety Implications	<i>None</i>

## 1.0 Background

- 1.1 The report provides a summary of performance against the Council's Corporate Plan 2020/21 and supporting management information, for the period 1<sup>st</sup> October to 31<sup>st</sup> December 2020.
- 1.2 The Council's Corporate Plan reports key performance indicators and activity against the seven corporate priorities for the period 2019 to 2022:
  - Building Quality, Affordable and Social Housing
  - Health and Wellbeing
  - Successful and Thriving Places
  - Children and Young People
  - Pride in Our Area
  - Green and Connected
  - Targeted Support

In addition, Central Services covers activities related to the workforce, finances, customer service and other statutory responsibilities.

- 1.3 Regular performance monitoring ensures that Executive and the Corporate Leadership Team can take necessary action to keep performance on track and aligned to the priorities.

## 2.0 Performance Update

- 2.1 There are many wide-ranging and existing strategies and programmes of work underpinning the Corporate Plan and strategic priorities and all of these work together to deliver for the benefit of the residents and businesses of Trafford. During the last quarter we have delivered on a number of these strategic priorities including the Inclusive Economic Recovery Plan, Equalities Strategy, Carbon Neutral Action Plan, Economic Growth Framework, Poverty Strategy, Trafford Pledge Youth Engagement Task Force and Trafford Locality Plan amongst others.

- 2.2 Each strategic priority has a number of key performance indicators (KPIs) with annual and / or quarterly targets and a RAG rating depending on performance.
- 2.3 The Corporate Plan report outlines activities that are a combination of qualitative and quantitative activity. The output for each quarter depends on the deliverables that are achieved for that quarter. Other reports will provide additional detail on achievements i.e. Recovery Update that is part of February Executive supports the delivery of the Corporate Plan.
- 2.4 This quarter's performance has continued to be a mix of having to deal with the continued effects of Covid-19 while simultaneously continuing our Recovery Plan to build back better. Covid-19 has affected the borough in so many different ways and continues to do so. Trafford residents and businesses have continued to be under enhanced restrictions and we have needed to be more flexible and dynamic with our approach to supporting our residents, businesses and communities.
- 2.5 Our priority for improving health and Covid-19 has had an impact on many of the figures from the middle of March 2020 and this continues to have an impact on performance measures. Reporting on a couple of indicators have been suspended due to Covid-19, however, we are doing better than expected in some measures such as the number of admissions to residential and nursing has gone down due to Covid-19. As a few indicators are suspended they have been supplemented with additional indicators that we can still report on.
- 2.6 A number of the priorities have included 'new' activity that has happened as a result of the coronavirus pandemic, for example, delivering free meals to 5,000 children during the October half term, Trafford Leisure's free online exercise classes that are continuing while our leisure centres are closed, 2,208 referrals to the Community Hubs and 25,745 helpline calls taken. These and others are included in the visual representation of the achievements this quarter.
- 2.7 During 2021 the corporate plan, strategic priorities and the 'kind of council we want to be' will be reviewed to enable our plans to be updated for 2021/22. This will ensure the corporate plan incorporates further the digital skills, greenspace, carbon neutrality and sustainability agenda and that all current strategies and actions underway to the Recovery programme including the one year Poverty Strategy, Census, and Election.
- 2.8 A summary of Quarter 3 2020 outturn is outlined below.

		DEFINITION	Target	Actual Q3	RAG	Q or A
Corporate Plan	Building Quality and Affordable Housing	The number of housing completions	600A 150Q3	402 Q3	↑	Q
		The number of affordable housing completions	100A 25Q3	36Q3	↑	Q
	Health and Wellbeing	The percentage of the eligible population (age 40-74) who received a NHS Health Check	2.5%	Suspended due to Covid-19		
		Smoking prevalence in adults	13.5 (2018)	9.1% (2019)	↓	A
	Successful and Thriving Places	Through the Trafford Pledge increase the number of people into employment	100A 25Q3	21	↓	Q
		Increase the number of downloads from the e-library service	300,000A 67,870 Q3	75,578	↑	Q
		Increase the number of apprenticeships in the Council	118 A 29.5 Q3	25Q	↓	Q
	Children and Young People	Maintain the low level of 16-17 year olds who are not in education training or employment (NEET)	3%A 2.5%Q3	2.0%	↓	Q
		Children who are "looked after" rate per 10,000	73	72	↑	Q
	Pride in Our Area	Percentage of household waste which has been collected for recycling	58.1%	55.2%	↓	Q
	Green and Connected	Number of green flag awards achieved in Trafford	10	11	↑	A
		The highest annual mean level of nitrogen dioxide (NO2) measured at any of the Councils automatic air monitoring stations	35	NA-data in Q4		A
	Targeted Support	Admissions to Residential or Nursing Care for Older People during the year per 100,000 population (ASCOF 2Aii)	600A 571.5Q3	420.5 Q3	↓	Q
		Delayed Transfers of Care attributable to Adult Social Care per 100,000 pop 18+ (ASCOF 2Cii)	5.0	Suspended due to Covid-19		
		Percentage of older people who were still at home 91 days after discharge from hospital into reablement/rehabilitation services	91.5%	87.1%	↓	Q
		Increase the number of people prevented from becoming homeless	450A 112 Q3	77	↑	Q

DEFINITION		Target	Actual Q3	RAG	Q or A
Central Services	% of major planning applications processed within timescales	90%	100%	↑	Q
	Percentage of Council Tax collected	95%A 83.4% Q3	84.3%	↑	Q

## Exception Report

2.9 Exception reports are prepared for any indicator off target with a red status to outline why performance is below target and what action is in place to improve performance. Where the target has been missed either due to circumstances outside of our control i.e. impact of Covid-19 or within 5% tolerance, rather than complete individual exception reports an explanation will be provided in the quarterly report.

2.10 For Quarter 3 2020, there are four key performance indicators with an amber status and none with a red status. Exception reports are usually completed for the red key performance status indicators only. There are no exception reports for quarter 3 performance.

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

**Legal Officer Clearance** DS.....



**CORPORATE DIRECTOR'S SIGNATURE: Sara Saleh**

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

This page is intentionally left blank





TRAFFORD  
COUNCIL

# Corporate Plan

Quarter 3 Performance | October – December 2020



# Foreword by the Leader

There have been many times in this quarter when it feels almost like we have been trying to walk up an escalator that is trying to take us all the way back down.

Every time we feel like we have got Covid on the back foot, it finds a way to get back at us. It has been an invisible enemy, invading every area of our lives, thwarting our attempts to lead a normal life.

So, looking back at the previous quarter, it is still largely a tale dominated by Covid. What is great, however, is how much we have been able to do while still dealing with the effects of the virus. In particular, the extra funding for our Stretford Masterplan is great news. For many years now, we have been rightly proud of how Altrincham High Street has made the news, showing how town centres can be regenerated and enjoy a new lease of life thanks to great partnership work. Our aim is for Stretford to enjoy the same success. The regeneration plans are different because each area has its own unique mix. And I am delighted at how many residents and local businesses have responded to the plans with their own suggestions, and how these have been incorporated. As a Council, we will lead the way in the development of Stretford but it will be the residents and businesses who will be the driving force for regeneration and making sure the masterplan is a great success.

Across the borough the Council is maintaining its priority of ensuring we have successful thriving town centres and communities and the highlights from this third quarter show this priority is bearing fruit.



# Foreword by the Chief Exec

While we are a forward-thinking Council, it is important to look back in order to see what we need to do and where we need to. And, looking back at this quarter, there is much we can be proud of as a Council.

The effects of Covid saw us step up to the plate again, enabling 5,000 children to have free meals during the October half term. We also launched a grants scheme to Trafford businesses who have not qualified for government support and our Community Hubs received more than 2,000 referrals, helping residents with shopping, fuel, medicines and other support. Our priority to support people's health and wellbeing can be seen with Trafford Leisure's free online exercise classes that are continuing while our leisure centres are closed.

Away from Covid, our parks have once again been recognised for their brilliance, with 11 parks receiving Green Flag status. Over Christmas, we supported families and vulnerable adults distributing the Government's national Winter Grants programme and we also supported our local businesses through our 'Free after 3pm' parking scheme.

Currently, we are again under another lockdown. The evidence is there that the restrictions are working to stop our hospitals being overloaded, to protect our vulnerable and elderly residents and to prevent the spread. The amazing work being done to vaccinate residents also makes it feel like there is a light at the end of the tunnel. There is still a long way to go – but at least we now know there is light at the end of the tunnel.

# The Priorities and Outcomes for Trafford

The Council has identified seven strategic priorities that we believe are key to enabling Trafford residents, businesses and staff to thrive. Our priorities set out our aspirations for our people, place and communities, and how they can affect and improve their daily lives.

Our people are our greatest resource. Through engagement with our staff we will create an environment for staff to grow and develop life-long skills and see the benefit of their contribution to the borough. We want to be an employer of choice.

These priorities are not just for the Council but for the whole community and have been shared with members of the Trafford Partnerships. In order to make the difference we want to make, we will need to work closely and effectively with partners, residents, businesses and communities to make this a success.

Our corporate plan describes the Council's overall approach and outlines the Trafford vision.



## Our Priorities

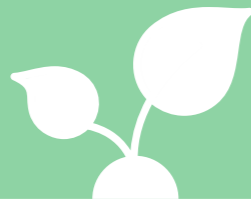
- **Affordable and Quality Homes**  
Trafford has a choice of quality homes that people can afford
- **Health and Wellbeing**  
Trafford has improved Health and Well-Being, and Reduced health inequalities
- **Successful and Thriving Places**  
Trafford has successful and thriving town centres and communities
- **Children and Young People**  
Ensuring a Fair Start for All Children and Young People
- **Pride In Our Area**  
Creating Pride in Our Local Area
- **Greener and Connected**  
Maximising Our Green Spaces, Transport and Digital Connectivity
- **Targeted support**  
Supporting our residents when they need it most

# Highlights – Key Performance Indicators

## Green and Connected

Number of green flag awards achieved in Trafford:

- Target: 10
- Actual: 11



## Building Quality and Affordable Housing

The number of housing completions:

- Annual: 600
- Q3 Target: 150
- Actual: 402

The number of affordable housing completions:

- Annual: 100
- Q3 target: 25
- Actual: 36



## Targeted Support

Admissions to Residential or Nursing Care for Older People during the year per 100,000 population:

- Target: 600
- Q3 target: 571.5
- Actual: 420.5

Percentage of older people that are still at home 91 days after discharge:

- Target: 91.5%
- Actual: 87.1%

Increase the number of people prevented from becoming homeless

- Target: 450
- Q3 target: 112
- Actual: 77



## Health & Wellbeing

Smoking prevalence in adults:

- Target: 13.5%
- Actual: 9.1%



## Children and Young People

Children who are 'looked after' (rate per 10,000):

- Target: 73
- Actual: 72

Maintain the low level of 16-17 year olds who are not in education, training or employment:

- Target: 3%
- Q3 target: 2.5%
- Actual: 2%



## Pride in Our Area

Percentage of total tonnage of household waste which has been collected for recycling:

- Target: 58.2%
- Actual: 55.2%



## Successful and Thriving Places

Through the Trafford Pledge increase the number of people into employment:

- Annual: 100
- Q3 target: 25
- Actual: 21

Increase the number of downloads from the e-library service:

- Annual: 300,000
- Q3 target: 67,870
- Actual: 75,578



## Central Services

% of major planning applications processed within timescales:

- Target: 90%
- Actual: 100%

Percentage of Council Tax collected:

- Annual Target: 95%
- Q3 target: 83.4%
- Actual: 84.3%

## **Priority 1:**

Building quality, affordable and social housing

### **We want...**

- to enable people to live well at home
- people to be able to afford to live in the area
- fair and inclusive and quality housing for all
- our children to be able to continue living in Trafford
- to create homes, not just housing

Page 265



## **Our track record so far...**

The final draft of the Greater Manchester Spatial Framework (GMSF) – the region’s vision for housing, jobs and the environment – is published and shows Trafford playing a major part in the region’s future. It includes plans to build 1,700 homes in Timperley Wedge.

A new state-of-the-art social housing development continues to take shape. It will see 30 units – 20 one-beds and 10 two-beds – being built in a three-storey development at Carrfield Avenue in Timperley thanks to the Trafford Affordable Housing Fund.

Along with housing developer Seddon Development Ltd, we submitted a planning application to build 48 townhouses and 38 apartments – including at least 21 affordable - on the site of the former Sale Magistrates Court off Ashton Road.

The number of housing completions for the year so far is 842 with 402 completed in quarter 3.

## **Priority 2:**

Trafford has improved health and wellbeing, and reduced health inequalities

### **We want...**

- everyone to live well and be active for as long possible
- good health services for everyone and to reduce the inequalities in health and other outcomes
- fair and accessible services
- our towns to be accessible to all regardless of age or limitation
- people to experience excellent end of life care
- to improve people's work-life balance and family life

Page 266



## **Our track record so far...**

As of the end of Q3 (31st December) almost 6,500 COVID-19 vaccinations were administered to our residents, with Trafford having had administered the most vaccinations in Greater Manchester.

Delivery of wave 2 humanitarian response support to residents, including supporting the clinically extremely vulnerable; utilisation of our Community Hubs and undertaking robust winter planning.

25,745 total helpline calls taken, of which 2,208 total referrals were made to the Community Hubs, who in addition to this also supported people via direct self-referrals and referrals from other professionals. Additionally 854 calls giving COVID-19 advice to residents were undertaken.

Our Community Hubs received £8,117 from the Del Panno Trust Fund to help them stay open and support residents during the pandemic.

Trafford Leisure pledged to continue its popular free, online exercise classes, even when its centres reopen, to give everyone the opportunity to keep moving.

We facilitated Bowfell House care home with a Motitech exercise bike that links up to TV monitors, so the residents there could improve their mental and physical health.

## Priority 3:

### Trafford has successful and thriving town centres and communities

#### We want...

- to further develop our strong economy
- to continue to create jobs and opportunities for people
- Trafford to be a key destination for business
- people to be able to make a difference in their neighbourhoods
- a strong, dynamic and diverse voluntary sector
- to create inclusive, thriving places where people want to learn, live and work and relax

Page 267



## Our track record so

The Council received £17.6 million to help revitalise Stretford as part of its town centre master plan. It was chosen as one of only four areas of the North West to receive the full allocation from the Ministry of Housing, Communities and Local Government's Future High Streets Fund.

Work to demolish the former Royal Mail sorting office on Lacy Street in Stretford started as part of a wide-ranging masterplan to redevelop Stretford town centre.

We launched a new grant scheme for small businesses affected by Covid restrictions. The scheme is aimed at businesses that have not qualified for the government's most recent round of Covid support packages.

We launched 'Free after 3' parking scheme launching across the borough to make parking free after 3pm in all council-owned car parks and on-street locations between Monday to Saturday.

Businesses have received the new One-Off Lockdown grant, combined value £4.7m. Total paid out so far in LRSB grants is now c£11.7m, this is in addition to the c£43.7m paid out under the first grants scheme.

The future of Altrincham's Business Improvement District (BID) was secured after businesses voted for it to continue for another five-year term, meaning Altrincham's businesses will continue to work together to improve the trading environment in the town centre.

Library services continue to see increases of online lending up 9% in Q3 at 75,578 downloads from the library service. Some libraries have remained open for essential services and click and collect.

## Priority 4:

Ensuring a fair start for all children and young people

### We want...

- to further develop our strong economy
- to continue to create jobs and opportunities for people
- Trafford to be a key destination for business
- people to be able to make a difference in their neighbourhoods
- a strong, dynamic and diverse voluntary sector
- to create inclusive, thriving places where people want to learn, live and work and relax

Page 268



## Our track record so far...

We provided free meals for around 5,000 children in the borough, who would normally be entitled to free school meals, during the October half-term holidays.

We launched a six-week consultation on plans to amalgamate Stamford Park Infant and Junior Schools.

Trafford continues to maintain a low rate for young people aged 16-18 'Not in Education, Employment or Training (NEET) 2% against a target of 2.5%.

The rate of Children in Care (per 10k) has risen from 66 in Q1 to 72 in Q3. Trafford remains lower than the North West rate of 94.0 and but higher than England (65) and statistical neighbours at (57.5).

Children's Services have recently refreshed the Quality Assurance Framework, and Recruitment & Retention Strategy. They are also progressing with a service redesign.

Family Information Service supported 640 parent carers, 73 childcare providers and 417 other types of service providers and professionals.



## **Priority 5:**

### Creating pride in our local area

#### **We want...**

- people to take pride in their local areas
- people to feel safe and secure in their homes and communities
- people to respect and take responsibility for their local environment
- to encourage and enable people to be more environmentally friendly in their daily lives

Page 269



### **Our track record so far...**

We handed out more than £2.3 million pounds to hundreds of struggling small businesses in the borough as part of our Discretionary Business Grant Scheme.

100% of highway safety inspections carried out in compliance with the agreed programme.

93.2% of adopted streets and paths scored at grade B or higher – the target for Q3 was 88%.

55.2% of household waste has been collected for recycling which is down from the target of 58.2%. The recycling rate often dips in Q3, as less green waste is collected in winter months.

Joint initiatives between Trafford Councils Enforcement team and GMP continue with a focus of tackling non-compliance of COVID-19 Regulations to try and minimise the spread of the virus.

## Priority 6:

### Maximising our green spaces, transport and digital connectivity

#### We want...

- to encourage people to use our green spaces and be more active
- to make it easier to move around the borough
- to help people that are less digitally able to get on line
- to maximise the use of technology to transform the way we deliver services in all that we do
- to improve our transport links across the borough
- to reduce the impacts of climate change in Trafford

Page 270



### Our track record so far...

One Trafford has introduced better habitats for insects and pollinators by creating wildlife corridors in a number of existing green spaces

11 parks across Trafford have been recognised by the Green Flag Award Scheme as the very best in the world for the second year running.

One Trafford Partnership launched an interactive web-based tool to continue engagement with local residents, businesses, community groups and stakeholders on the walking and cycling proposals for the Urmston Active Neighbourhood project.

Began delivering our green space capital scheme worth £200,000 to deliver 12 schemes in parks and green spaces which have been identified for improvements.

One Trafford Partnership's Wilding Trafford project was presented with a Bees' Needs Champions Award 2020 by the Department of Environment, Food and Rural Affairs (DEFRA).

Set up a climate change & clean air commission and produced a carbon neutral action plan approved by the Executive.

## Priority 7:

### Supporting our residents when they need it most

#### We want...

- to help people to access the right support at the times in their lives when they most need it
- to promote and encourage independence
- to provide clear options to support people with more complex needs
- our excellent public service workforce in Trafford to work together to support people to live as best they can

Page 274



## Our track record so far...

Announced that our housing service, HOST, which is currently outsourced to a housing association, is to return in-house from April next year. It offers free advice and assistance to residents on all housing and homelessness issues.

Opened a new six bedroom property for homelessness on Chester Road as part of the 'A Bed Every Night scheme' (ABEN). The property has had a good turnover rate with some residents moving on to more permanent accommodation.

5,990 supermarket vouchers worth over £179k were issued to families and vulnerable adults for the Christmas holidays as part of the winter grants scheme

Provided 1,192 reablement services for vulnerable adults, with 545 of those being discharges from hospital to get residents home safely and free up NHS beds. In total 2,799 vulnerable residents were supported with long term services this year, keeping them safe and well in their homes and communities.

At the end of December 2020 (Q3) for 'the total number of over 65 permanent admissions per 100K' was 420.5. This is well below (-26.4%) the corresponding Q3 figure in 2019 which was at 571.5.

Called for volunteers over the age of 50 to help raise awareness and older people's voices continue to be heard in communities across the borough. The Age Friendly Champions will promote Age Friendly Trafford within their workplace, sports team, place of worship, with family and friends or anywhere in their community.

# Central Services

Maximising our green spaces, transport and digital connectivity

## We want...

- to ensure Trafford Council workforce have the right skills, values and behaviours
- to maintain tight control of finances
- to deliver a high level of customer service
- to maintain statutory responsibilities

Page 272



## Our track record so far...

£25,000 pledged by the Oglesby Charitable Trust to the Trafford Crisis Fund

Signed up to the Local Digital Declaration in a commitment to make service delivery more efficient and make digital access easier for residents.

100% of major planning applications processed within timescales.

84.4% of council tax has been collected which is above the target of 83.4% for Q3.

The communications team issued 74 press releases, dealt with 145 media enquiries and produced 50 media statements in Q3.

The Council is working together with the Office of National Statistics (ONS) to prepare for the upcoming once in a decade Census which will take place on the 21st March.

We urged people to make sure their friends and relatives had good mental health during the Winter and Christmas by asking 'How's your head' and encouraging them to open up if they are struggling.

**Working together to  
build the best future**



**TRAFFORD**  
**COUNCIL**



**Contact our Marketing and  
Communications Team for  
more details:**

**Tel:** 0161 912 4080

**Email:** [communications@trafford.gov.uk](mailto:communications@trafford.gov.uk)

**Web:** [www.trafford.gov.uk](http://www.trafford.gov.uk)

**Twitter:** @traffordcouncil

This page is intentionally left blank