



TRAFFORD
COUNCIL

**AGENDA PAPERS FOR
EXECUTIVE MEETING**

Date: Monday, 24 June 2013

Time: 6.30 pm

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

A G E N D A	PART I	Pages
1.	ATTENDANCES To note attendances, including officers, and any apologies for absence.	
2.	DECLARATIONS OF INTEREST Members to give notice of any interest and the nature of that interest relating to any item on the agenda in accordance with the adopted Code of Conduct.	
3.	MINUTES To receive and, if so determined, to approve as a correct record the Minutes of the meeting held on 29th April 2013.	To Follow
4.	MATTERS FROM COUNCIL OR OVERVIEW AND SCRUTINY COMMITTEES (IF ANY) To consider any matters referred by the Council or by the Overview and Scrutiny Committees.	
(a)	Review of Scrutiny Topic Group: Doorstep Crime (Pages 1 - 10) To receive a report of Councillor R. Chilton, Scrutiny Topic Group Chairman.	1 - 10

- (b) **Report of Scrutiny Topic Group: Community Asset Framework** 11 - 14
(Pages 11 - 14)

To consider a report of Councillor J.R. Reilly, Topic Group Chairman.

Please Note: This item relates to the Executive Report on Community Assets elsewhere on this agenda (Item 5).

5. **TRAFFORD COMMUNITY ASSET STRATEGY, COMMUNITY ASSET TRANSFER STRATEGY AND COMMUNITY RIGHT TO BID PROCEDURE** 15 - 86

To consider a report of the Corporate Director, Economic Growth and Prosperity.

6. **PROPOSALS FOR A NEW ALTRINCHAM LIBRARY** 87 - 92

To consider a report of the Executive Member for Economic Growth and Prosperity.

7. **WOODSEND CIRCLE REDEVELOPMENT - PROGRESS UPDATE** 93 - 100

To consider a report of the Executive Member for Economic Growth and Prosperity.

Please note: A supplementary report will be considered in Part II of this agenda (Item 18).

8. **STRETFORD TOWN CENTRE MASTERPLAN** 101 - 150

To consider a report of the Executive Member for Economic Growth and Prosperity.

9. **END OF PARKING SERVICES AND ENVIRONMENTAL ENFORCEMENT REVIEW CONSULTATION REPORT, INCLUDING PROPOSALS FOR FUTURE SERVICE DELIVERY** 151 - 192

To consider a report of the Executive Member for Highways and Environment.

10. **ANNUAL DELIVERY PLAN 2012/13 PERFORMANCE REPORT** 193 - 238

To consider a report of the Executive Member for Transformation and Resources.

11. **REVENUE BUDGET MONITORING 2012/13 - PERIOD 12 PRE-AUDIT OUTTURN (APRIL 2012 TO MARCH 2013 INCLUSIVE)** 239 - 290

To consider a report of the Executive Member for Finance and Director of Finance.

12. **CAPITAL INVESTMENT PROGRAMME 2012/13 OUTTURN** 291 - 302

To consider a report of the Executive Member for Finance and Director of Finance.

13. TREASURY MANAGEMENT ANNUAL PERFORMANCE 2012/12 REPORT 303 - 314

To consider a report of the Executive Member for Finance and Director of Finance.

14. APPOINTMENTS MADE BY THE EXECUTIVE TO OUTSIDE AND INDEPENDENT BODIES 315 - 320

To consider a report of the Chief Executive.

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

To receive for information details of decisions taken by the Combined Authority and AGMA Executive Board.

(a) Combined Authority 26.4.13 321 - 324

(b) Combined Authority 31.5.13 325 - 328

(c) AGMA Executive Board 31.5.13 329 - 330

16. 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.

17. EXCLUSION RESOLUTION

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

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

PART II

18. **WOODSEND CIRCLE REDEVELOPMENT -
PROGRESS UPDATE**

To consider a report of the Executive Member for (Para. 3) 331 - 340
Economic Growth and Prosperity.
Please note: A related report is to be considered in Part I
of this agenda (Item 7).

19. **EDUCATION AND EARLY YEARS CAPITAL
PROGRAMME**

To consider a report of the Executive Member for (Para. 3) 341 - 360
Education and Corporate Director, Children, Families and
Wellbeing.

THERESA GRANT
Chief Executive

COUNCILLOR MATTHEW COLLEDGE
Leader of the Council

Membership of the Committee

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

Further Information

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

Jo Maloney,
Email: joseph.maloney@trafford.gov.uk

This agenda was issued on **Thursday, 13 June 2013** by the Legal and Democratic
Services Section, Trafford Council, Trafford Town Hall, Talbot Road, Stretford M32
0TH.

TRAFFORD COUNCIL

Report to: Executive
Date: 24 June 2013
Report of: Councillor R Chilton,
Chairman of Scrutiny Topic Group A

Report Title

Review of Scrutiny Topic Group A: Doorstep Crime

Summary

The above review was selected by Scrutiny Members to be undertaken during the 2012/13 municipal year.

The following report outlines the Topic Group's findings and recommendations.

Recommendations

- 1. That the Executive note and consider the recommendations set out in the report;**
- 2. That the Executive Member for Environment and Transportation coordinate a response to be considered by the Scrutiny Committee.**

Contact person for access to background papers and further information:

Name: Helen Mitchell
Extension: 1229

Background Papers:

None

SCRUTINY REVIEW OF DOORSTEP CRIME

APRIL 2013

Introduction :

The review into Doorstep Crime within Trafford has been wide-ranging and has highlighted some excellent practice by Trading Standards and partner agencies to assist vulnerable people who have been targeted by rogue traders. We have met with Council Officers, Police, charities and victims of crime in order to discover of the extent of this problem within Trafford, and our approaches to tackling it.

I am grateful to everyone who has contributed and co-operated (see Appendix 1 attached) and would like to commend the recommendations set out in this report to you. There are still some areas where the Topic Group felt that joined-up thinking and further co-operation between departments and agencies would result in improved outcomes, and I hope this will result from implementation of our recommendations.

**Councillor Rob Chilton,
Chairman, Topic Group A
April 2013**

Background

The Scrutiny Review was based around the incidence of doorstep crime in Trafford. The purpose of the review was to evaluate the current approach to tackling doorstep crime in the Borough and to recommend further actions based on the evidence gathered. Members of the Topic Group agreed that it was essential to meet with those stakeholders who were close to the issue and this included those people who had fallen victim to doorstep crime.

What is Doorstep Crime?

When someone tries to sell you something or gets you to sign up for something in your home, someone else's home or your place of work, they may be a genuine salesperson, but sometimes it's a scam and an incidence of doorstep crime.

There are many forms of doorstep crime, the main types being distraction burglary, bogus callers / bogus officials, high pressure doorstep selling and rogue traders which is often perpetrated by organised gangs who target some of the most vulnerable residents.

Given the relatively high incidence of home ownership and a significant number of suitable properties, rates of doorstep crime are higher on average in Trafford than compared with our neighbours. The typical victim of Doorstep Crime is a woman of around 80 years of age, living alone in a house in a relatively affluent area but a house that may be showing signs of neglect in terms of up keep.

You just can't fight the same when you're older'.

(Mrs L, Ashton on Mersey, victim of doorstep crime)

One of the issues with Doorstep Crime is that it often goes unreported. The victim is often too embarrassed and ashamed of what has happened and sometimes does not want others, including family members, to know.

The Approach to Doorstep Crime in Trafford

The approach led by Trafford's Trading Standards Service involves a range of partners, including the Police, and can be summarised by the following:

Prevention – Undertaking pro-active work with residents, healthcare professionals, bank clerks and advising the media to reduce instances of doorstep crime and enhance resilience.

Intelligence – Working with relevant parties to share intelligence and coordinate appropriate responses.

Enforcement - Active use of enforcement powers in a collaborative fashion with partners.

Service Improvement – Use of questionnaires and their responses as well as engagement days to steer future service direction.

Review Activity

The Topic Group considered the approach adopted by Trading Standards and its partners and focused on a number of key strands of work. They also spoke to victims of doorstep crime.

1. Informed Consumer Alert Network (iCAN)

A key element of the prevention strand of the strategy was the launch of the iCAN messaging system. Trafford is the only Trading Standards team in Greater Manchester to operate such a system. Members of the scheme can receive information by pre-recorded phone message, text messaging to a mobile phone or email. Messages are also tweeted via the Council's Twitter account and can be then re-tweeted¹ to other followers.

The system was introduced two years ago and currently has 1476 members. In 2012, the iCan system was subject to a consultation and evaluation exercise. The responses indicated that 99% of members found it useful or very useful, 90% said that as a result of iCan they felt more confident dealing with doorstep and cold callers and 94% said they would recommend it to friends, relatives and neighbours.

Members noted the focus on prevention as a key strategy within the overall approach to tackling doorstep crime within the Borough and that the innovative iCAN facility was one facet of this approach.

Members discussed the take up of the service and questioned what they perceived as low numbers of residents, groups and Councillors who had joined the scheme. Trading Standards colleagues reported that benchmarking with other similar schemes was not possible as there is no other such scheme to benchmark it with. However, Trading Standards were committed to ensuring an increase in take up.

2. No Cold Calling Zones (NCCZs)

The purpose of NCCZ's is to deter cold callers from approaching people living in the Zones, but more importantly, they can give people the confidence to say "No" to doorstep traders. Whilst the Zones do not ban cold callers or create exclusion zones, they can be useful in dealing with any unwelcome cold callers. Recent work undertaken by Hampshire County Council has found that since the introduction of a Zone in their street, 77% of residents felt safer and 77% felt more confident when dealing with cold callers.

The Topic Group were informed that that work was progressing in relation to the establishment of further NCCZ's in the Borough. Two designated areas in Sale Moor and Davyhulme have received this designation with further work on-going in Hale to establish a further Zone. The decision to establish a Zone is one based on evidence that there is a problem in the area and which requires agreement from all the residents within that Zone.

Members welcomed and endorsed NCCZ's Zones but only in instances where there is a robust evidence base to progress with their establishment.

¹ Subscribers to twitter are able to follow and be followed by other subscribers. The re-tweet facility allows subscribers to 'push' messages to those who are following them for their information.

3. Trusted Trader List

Members were particularly concerned that rogue traders are one of the sources of doorstep crime within the Borough and that elderly persons or those with learning disabilities are key targets.

The approach of these traders can take two forms - speculative visits or persistent communication with householders. The aim is to secure work which is then charged at an extortionate rate and delivered to an average or below average standard. Disturbingly, Members also heard that some rogue traders keep lists of vulnerable residents who live alone in which to target. In order to try and divert vulnerable residents away from using such traders, both Age UK and Trafford Care and Repair have developed lists of approved traders for the public to use.

4. Partnership Working with Greater Manchester Police (GMP)

Councillors Candish and Chilton met with Inspector Laura Burgess during the course of the review to understand her views in relation to doorstep crime and how the issue is tackled in Trafford.

Inspector Burgess noted that doorstep crime is heavily underreported in the Borough due to a variety of factors such as embarrassment, fear of reprisal and even ignorance of criminal activity. In order to successfully combat this, the profile of doorstep crime should be raised, including the use of iCAN within the community.

Inspector Burgess commented that GMP worked closely and effectively with Trading Standards, especially in relation to Rogue Trader Days and that GMP would be happy to commit more resources to such initiatives. Furthermore, Inspector Burgess welcomed the establishment and development of NCCZs within the Borough.

5. Victims of Doorstep Crime

Councillor Chilton, Julia Bentley (Senior Fair Trading Officer) and Helen Mitchell (Democratic Services Officer) visited two elderly residents who had fallen victim to doorstep crime.

Mrs L was in her 80's and had lived alone in Ashton on Mersey since the death of her husband and suffered from Parkinson's Disease. She had been targeted by a rogue trader who had undertaken work for her previously and was persistently calling her to undertake a small piece of roofing work.

'Once you get on the mill, it's difficult to stop'

(Mrs L, Ashton on Mersey, victim of doorstep crime)

Mrs L eventually 'gave in' and the work was undertaken at a cost of £31,000 and was completed to an average standard. The alarm was raised when Mrs L went to the bank to withdraw the cash and the Bank Clerk telephoned the Police and Trading Standards. Since the incident, Mrs L signed up to the iCAN scheme and welcomed the messages alerting her to any issues in the area.

Mr B was in his 70's and lived alone in Hale. He was targeted by rogue traders who increased the scale and cost of a very small piece of paving in his garden. From the discussion with Mr B, it was clear that he was more vulnerable to further instances of doorstep crime than as had not fully grasped the need to cease doing business on the doorstep. Similar to Mrs L, the alarm was raised when he visited the bank to withdraw a substantial sum money and the Police and Trading Standards were alerted.

6. Work of Banks and Building Societies

The Topic Group were very pleased to see the excellent work undertaken by banks and building societies in the Borough in raising the alarm in both cases of doorstep crime as mentioned above.

Members understand that as part of the prevention strategy of Trading Standards, training is undertaken by Bank Clerks to identify when customers could be involved in scam before they withdraw the necessary funds. The Topic Group wish to endorse this work in particular as this, and the Banking Protocol - National Best Practice Guidelines, are clearly having a positive effect on the residents of Trafford

Conclusions and Recommendations

The Topic Group's conclusions and recommendations are based around a number of themes:

- Prevention
- Intelligence and Enforcement
- Trusted trader Scheme
- Victims

Prevention

As a result of evidence gathered, the Topic Group arrived at the view that an increase in iCAN membership would significantly improve levels of awareness and resilience to doorstep crime in the community. However, the Group felt that iCAN, as a service, needs to be more user friendly. Currently, a form has to be completed and returned and Members felt that an opportunity existed to streamline processes such as electronic registration to support an increase in Membership.

The Topic Group were disappointed to see that, at the time of writing, only 26 Members had signed up to the Scheme, despite reminders, and felt that all Members of Council should receive such alerts.

Additionally, the Topic Group felt that as part of the preventative agenda, householders should be provided with cards to deter cold callers which would be placed on front doors and support householders to say "no" to doing business on the doorstep. Whilst resources are finite, the Topic Group suggested that the most vulnerable of Trafford residents should be provided with these.

Recommendation 1: That Trading Standards work with the Communications Team to make registration for the iCAN system simpler and more accessible.

Recommendation 2: That Trading Standards work with partners to consider the preparation and dissemination of small cards to be placed on the front doors of residents to deter doorstep traders.

Intelligence and Enforcement

The Topic Group acknowledged the different methods used to address doorstep crime in the Borough and felt that the balance between prevention, intelligence, enforcement and service improvement was appropriate.

However, they feel that there is a need to ensure that active enforcement which utilises intelligence appropriately is done as regularly as possible. Inspector Burgess offered further resources in relation to Rogue Trader Days and this should be welcomed by Trading Standards.

Recommendation 3: That Trading Standards work with the Police to maximise the number of Rogue Trader Days within the Borough.

Trusted Trader Scheme

The Topic Group established that there are subtle differences between the two Trusted Trader lists operated by Age UK and Trafford Care and Repair. Members agreed that it would be helpful to ensure a degree of uniformity in the ways in which the lists were used and the approach to monitoring the quality of work undertaken. The Topic Group felt that there was an opportunity for Trafford Trading Standards to work with Age UK in particular in order to support the organisation to enhance their scheme without the need for extra resources.

Recommendation 4: That Trafford Trading Standards work with Age UK to provide direct support in order to enhance their current Trusted Trader Scheme.

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Appendix 1: Stakeholder List

Julia Bentley – Trading Standards, Trafford Council

Graeme Levy – Trading Standards, Trafford Council

Iain Veitch – Public Protection, Trafford Council

Cllr Alan Mitchell – Executive Member, Environment, Transport and Operations

Dale Maskell – Trafford Citizens Advice Bureau

Inspector Laura Burgess, Greater Manchester Police

Trafford Care and Repair, TBC

Age UK Trafford, TBC

Mrs L and Mr B – Trafford residents.

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TRAFFORD COUNCIL

Report to: Executive
Date: 24 June 2013
Report for: Noting
Report of: Cllr. John Reilly, Chairman of Scrutiny Topic Group A

Report Title

REPORT OF TOPIC GROUP A: REVIEW OF COMMUNITY ASSET FRAMEWORK

Summary

In May 2013, Scrutiny Members had the opportunity to undertake a review of the Executive's proposals in relation to the development of a Community Asset Framework.

Members of the Topic Group (Councillors John Reilly, Cordingley, Higgins, Bowker and Mrs. Dixon) considered an early draft of the report in detail and provided constructive comments to the Executive Member, Economic Growth and Prosperity, to take forward to the Executive on 24 June 2013 (elsewhere on the agenda). These comments are annexed for the Executive's consideration.

Recommendation(s)

- 1. That the Executive note the report and the comments made by Topic Group A in the development of the Council's Community Asset Framework.**

Contact person for access to background papers and further information:

Name: Helen Mitchell
Extension: 1229

Background Papers: None.

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TRAFFORD COUNCIL

Democratic Services

Trafford Town Hall
Talbot Road
Stretford
M32 0TH

Telephone: 0161 912 1229
Fax: 0161 912 1277
Email: Helen.mitchell@trafford.gov.uk
Minicom: 0161 912 2012
When phoning ask for:
Helen Mitchell

Our ref:
Your ref:
Date: 23 May 2013

Dear Councillor Hyman,

Topic Group B: Review of Community Asset Framework

I wish to take this opportunity to thank you and your officers for their attendance at a meeting of the above Topic Group on 16 May 2013.

The Topic Group very much welcomed the opportunity to explore the issues raised in the draft report which related to formalising a range of partnership and commissioning arrangements between the Council and voluntary and community sector organisations, as well as fulfilling our obligations in relation to the Localism Act 2011. We felt that the overall approach to revisit the terms in which Council property is rented and maintained by community groups is one which is long overdue. It is with this in mind that we support, in principle, the proposals to refresh and put on a more formal footing the relationships between the Council and community organisations for the benefit of all parties involved.

You will recall that Members of the Topic Group questioned whether any consultation had taken place and Members were advised that Third Sector partners had made comments on the proposals at an early stage. Members expressed the view that, in relation to the nature of the report and recommendations presented to them on 16 May 2013, there was scope to enhance the approach to consultation. Members would like to be assured that an appropriate level of consultation has taken place which is proportionate to the significance and impact of the proposals. It was suggested in the meeting that advice be sought on this point from appropriate colleagues within the Council. On behalf of the Topic Group, I am confident that the Executive and officers would also welcome this level of assurance too. Whilst on the theme of providing assurance, and as a result of the recommendations' wide-ranging impact, the Executive Member may wish to ensure that matters relating to equalities have been considered and risks appropriately mitigated.

The Topic Group identified that the work generated as a result of agreeing the report and the recommendations would have a significant impact on officers within EGP and the wider

organisation. We are concerned that there appears to be no clearly defined resource/s within EGP in particular to deliver this project to a high standard.

In summary, the Topic Group were of the view that it may be helpful for the Executive to take a decision, at its meeting on 24 June 2013, which concentrated on the overarching principles of the refreshed approach and the need to meet legislation to include:

1. Refreshed approach to formalising partnerships with community groups to include flexibility for exceptions to be made;
2. Agreement of a Community Right to Bid procedure;
3. Agreement of the overall approach to community asset transfer.

Members felt that more detailed information on the impact of such changes should take the form of a further report to the Executive at a later date. By doing this, the Topic Group felt that the report could be further enhanced with information relating to an indicative implementation plan and, if appropriate, further consultation with stakeholders. When this was raised at the meeting, it was clear to the Topic Group that consideration would be given to this request.

Once again, I wish to thank you and your officers for the enabling the Topic Group to consider this report prior to its agreement by the Executive. We applaud the spirit of the approach taken in order to bring both structure and clarity to the ways in which the Council uses its estate for the benefit of the Trafford community.

Yours sincerely,

Councillor John Reilly
Chairman of Scrutiny Topic Group B

Cc Helen Jones
Rachel Crawshaw-Roberts
Cllr Mrs Dixon
Cllr Higgins
Cllr Bowker
Cllr Cordingley

TRAFFORD BOROUGH COUNCIL

Report to: Executive
Date: 24th June 2013
Report for: Decision
Report of: Corporate Director – Economic Growth and Prosperity

Report Title

Trafford Community Asset Strategy, Community Asset Transfer Strategy and Community Right to Bid Procedure

Purpose and Summary

This report sets out proposals to :-

- (i) Improve the management of Council owned land and premises used by the voluntary and community sector by regularising property agreements and Rent Grants
- (ii) Approve the Council's proposed approach to Community Asset Transfer.
- (iii) Implement the procedure established to meet the new legal duty for the Council to manage the Community Right to Bid procedure in accordance with the Localism Act 2011.

Recommendations

Executive are requested to :-

- 1) (i) Endorse, in principle, the criteria and the process for the award of Rent Grants set out in the report
- (ii) Endorse the principles for property support in the report
- (iii) Note a further report will be brought to Executive with an update on Rent Grants and property agreements
- 2) Endorse, in principle, the proposed approach to Community Asset Transfer.
- 3) Delegate to the Executive Member for Economic Growth and Prosperity in conjunction with the Corporate Director for Economic Growth and Prosperity and Acting Director of Legal and Democratic Services the agreement of a process of decision making and review of applications for Community Right to Bid.
- 4) Note the potential budget implications arising from compensation payments payable under Community Right to Bid scheme

Contact person for access to background papers and further information:

Name: Helen Jones, Corporate Director, Economic Growth and Prosperity
Contact: ext. 1915

Background papers:

Appendix (i) Community Asset Transfer Position Statement

Appendix (ii) Trafford Corporate Community Asset Transfer Strategy

Appendix (iii) How to Apply for a Community Asset Transfer

Appendix (iv) List of Council property assets

SECTION 1

1. BACKGROUND

- 1.1 A wide range of partnership and commissioning arrangements are in place between the Council and voluntary and community sector organisations. There are 157 Council owned premises occupied by voluntary and community sector organisations
- 1.2 The Council provides some property directly for community use as well as through partnership arrangements. Office accommodation is provided for certain partner voluntary and community organisations, and there is also an extensive range of land which is leased to clubs, community associations, scout groups and voluntary organisations across the borough.
- 1.3 Voluntary groups traditionally used land and premises not required for the Council's own operational use. However, with the development of a wide range of partnership working and commissioning of contracts with the sector, more operational premises are now occupied by community organisations.
- 1.4 The aim of this strategy is for Council assets to provide maximum benefit for the communities they serve. This is likely to be in the context of best value in the delivery of Council and partnership objectives, rather than solely the best financial return.
- 1.5 This report sets out the principles and first steps to review the current arrangements. A further report will be brought to a meeting of Executive later in the year to update on the review and make recommendations as necessary about any adjustments that may need to be made to the proposals.

2. NATIONAL CONTEXT

- 2.1 Central Government has become increasingly focused on empowering and supporting local communities. An important element of this is to enable community groups to make best use of local assets whether land or buildings.
- 2.2 The Council has a responsibility to ensure that assets are being properly utilised. Under-utilised land or buildings could provide the asset needed for a community-based organisation to deliver services and benefits to local communities on an increasingly sustainable basis. The Localism Act 2011 also points to the importance of assets to promote community cohesion, and the need to involve the community in the management of local assets.

3 ASSET MANAGEMENT CONTEXT AND PROPERTY AGREEMENTS

- 3.1 The Corporate Landlord (where all land and buildings are held and managed centrally) approach to asset management will ensure any community use supports corporate aims and fits with corporate asset strategies.
- 3.2 In the majority of cases a group will occupy accommodation or land and be responsible for its upkeep under a lease arrangement. The Council's Asset Management service has determined a reasonable rent for the asset. In many

cases this is subject to Rent Grant (a stated rental subsidy) and will be deemed to be the Council's contribution to the work of the organisation.

- 3.3 The Council now needs to formalise occupation arrangements, not just for reasons of probity transparency and consistency but to facilitate external funding and ensure organisations have a clear understanding of the nature of partnerships they are involved in with the Council or others.
- 3.4 A key issue for community organisations is the inclusion of an obligation to pay rent in a lease. The Council's policy, is that where no rent is charged, the organisation should be made aware of the subsidy given by the Council in the form of rental foregone ie a rent grant.
- 3.5 A Rent Grant covers the rent that would be payable removing the obligation to pay rent.
- 3.6 The nature and operation of community groups will mean that their ability to pay the full costs will vary.
- 3.7 The key change proposed is that, as a minimum, all occupiers of Council land and premises will have an occupancy agreement and will cover the running costs themselves. If the group qualify for a Rent Grant then the rent will either be reduced or the obligation to pay rent removed.

4 COUNCIL OWNED COMMUNITY CENTRES

- 4.1 The Council has encouraged community engagement in the management and operation of centres.
- 4.2 There are eight community centres managed by community associations and each community association have a lease in place for the centres.

- § Sale Moor Community Centre, Sale
- § Firswood Community Centre, Old Trafford
- § Humphrey Park Community Centre, Urmston
- § Jubilee Centre, Bowdon
- § Hartford Community Centre, Davyhulme
- § Shawe Hall Community Centre, Flixton
- § Riddings Community Centre, Timperley
- § Broomwood Community Centre (subject to asset transfer)

Many are in need of renewal and the opportunity is being taken to negotiate longer leases in return for the associations taking full responsibility for repair and maintenance of the properties. Capital investment by the Council to address outstanding condition issues is likely to be needed to enable the Associations to take on this responsibility.

5 SUPPORT FOR OTHER COMMUNITY ORGANISATIONS

Sports Clubs

- 5.1 The Council's policy toward sports clubs in the borough was developed over a number of years. Clubs who promote and develop sport for juniors and are affiliated to approved bodies are supported. Clubs are encouraged to achieve high standards in their particular sport. Support has been given on the understanding that the community benefits from the assistance given to clubs.
- 5.2 Support for clubs has been based upon them meeting several criteria and the Council's objectives in regard to activities for young people. When operating in line with the criteria clubs also meet many of the requirements for external funding, for example from the Football Foundation.
- 5.3 The requirements include :-
- § Open and affordable membership
 - § Facilities made available to non-members
 - § Active encouragement into sport of young people, older age groups, persons with disabilities, women and the unwaged
 - § Provision of training or education and skill training
 - § Over 51% of members resident in the borough
 - § Affiliation to a national organisation and involved in national development
 - § Facilities compliant with the Disability Discrimination Act
- 5.4 Several clubs also receive rent grant and this follows the criteria for discretionary rate relief.

Parks Bowling Clubs

- 5.5 Trafford has a number of bowling greens used by various clubs, many of which are long-established. In line with the principles of this report, Pavilions should be used for maximum community benefit.
- 5.6 Most of the clubs occupy the pavilions without written agreements and do not pay any rent or utility charges for their use. None have any management agreements with the Council to specify acceptable levels of access for casual bowling, energy conservation, or suitable regimes to enable greens to be maintained to a high level.
- 5.7 As with managed community centres, there is likely to be a requirement for continuing financial support into the medium term future, however with bowls facilities the wider public benefit is likely to be unclear unless a new management culture can be introduced. It is proposed that new agreements are put in place in line with the principles set out in this report.
- 5.8 The Council pays for all repairs to the buildings and maintains the bowling greens, but receives no income for their use.

- 5.9 Service level agreements should be introduced for all bowling pavilions to ensure that these asset management issues are addressed and that responsibilities for management are clear. All costs excluding rent should be borne by the clubs.
- 5.10 The aim of introducing service level agreements would be to enable the Council to have greater control over access to the pavilions by other community groups and to pave the way for a modernisation of facilities to complement the improvements in the award-winning parks.

Allotment Societies

- 5.12 In contrast to the position on bowling clubs, allotments societies have better arrangements in place, with the 15 relevant allotments having leases in place, incorporating self-management providing a rental income to the Council. This rental income contributes to the utility costs for the allotment sites that are leased.

Others

- 5.13 Properties in the Council's Let Estate are leased to a range of local organisations. The groups are involved in many of the activities that the Council sees as serving an important role in community life. These include scouts, arts groups, friends groups, allotment societies, bowling clubs and nursery groups.
- 5.14 Charges made vary according to the type of organisation using the premises. Private nurseries, for example, are welcomed in order to support the Council's aim of improving outcomes for children in the Borough. However, these are often run on a commercial basis where parents pay a fee for childcare and therefore a market rent should be charged. Scout groups however, pay a reduced rent reflecting their often low-income base.
- 5.16 Many of the groups occupying Council property have done so for a considerable length of time and turnover of properties used by this sector is low. The Council is likely to reduce the number of buildings it owns in the future, but will need to maximise the use and improve the condition of the remaining stock.
- 5.17 A number of groups have been allowed to occupy Council office accommodation mainly at no cost to the organisations and these arrangements will need to be documented.
- 5.18 The very positive reciprocal arrangements that are in place with the Police for occupation of each other's premises will be formalised in a Memorandum of understanding containing a schedule of accommodation.
- 5.19 Many groups request space in Council office premises and, once in place, tend not to vacate. Over time the rationale behind their occupation, in preference to other groups, is often not obvious. Occupation varies in tenure and support, and it is proposed that the approach is reviewed and appropriate occupations formalised. It is recognised that the proposed changes need to be approached with care and sensitivity.

6 FAITH GROUPS

- 6.1 The Council has worked with faith groups to develop a number of community facilities or transfer existing ones. Places of worship have had an immense historic influence in shaping society, and make significant contributions in a wide range of areas such as community development, education, social inclusion and heritage.
- 6.2 It is important that faith groups, while maintaining their distinctiveness, contribute to the wider objectives of the Council in delivering a good standard of services to the community.
- 6.3 Whilst faith groups are distinctive because of their motivation for community involvement, the Council must be sure that it can monitor the activities and standards of groups occupying its premises. Formal occupancy agreements will therefore need to be put in place

7 SUMMARY

- 7.1 To summarise, the proposal is to put formal agreements in place for all occupiers with appropriate levels of charges and all occupiers will be required to cover the running costs as a minimum. Rents charged will be appropriate for the property and the occupier.
- 7.2 Some organisations occupy Council premises with no formal agreement in place. The proposed approach will be that arrangements are put on a formal footing with an obligation for the organisation to pay the running costs. If groups are not prepared to enter into a formal arrangement then vacation of the buildings would be a considered as a last resort.
- 7.3 Discussions with occupiers will be handled with care and sensitivity, recognising that the requirement for proposed changes needs to be explained and implemented through agreements with occupiers.

7.4 Exceptions Policy

Whilst the proposal is to put formal agreements in place for all occupiers of Council assets with the obligations that they pay for all day to day repairs and running costs, there will be groups who will not be able to enter into such an agreement. In these circumstances exceptions could be made in that the Council continue to carry out repairs on the premises but the group make a contribution to the repairs.

It is proposed that each case will now be looked at individually and a further report will be taken to Executive at a later date outlining the progress made in regularising agreements and recommending any adjustments to the process that may be required following from occupiers.

7.5 Consultation

Directorates within the Council have been consulted on the proposals and they have provided input into this report. Consultations with groups where support is to change will be required at a later date and Executive will be updated on the consultation when it has been completed.

8. FINANCIAL SUPPORT

Capital funding

- 8.1 The major issues identified so far involve financial challenges particularly around the poor condition of many buildings. Capital funding is subject to prioritisation following options appraisal, and is now at a limited level.

Revenue funding

- 8.2 The running costs (revenue repairs and utility costs) of premises need to be paid for by the occupier as a general principle.
- 8.3 The financial issues and pressures facing voluntary organisations need to be considered to ensure many groups are sustainable. There are a number of ways groups are supported currently:

- § One-off earmarked grants
- § Rent grant, where the organisation is occupying council premises
- § Mandatory Rate Relief
- § Discretionary Rate Relief (DRR)

These forms of assistance are commented upon below.

Discretionary Rate Relief (DRR)

- 8.4 Applications for Discretionary Rate Relief (to 'top up' mandatory relief) are considered by the Director of Finance. Where the Council grants relief, it must pay the remainder itself to Government. Discretionary Rate Relief is generally refused where :-

- § Mandatory relief is already given, except in the cases of Scouts and Guide HQ's, Aided schools and Citizen Advice Bureaux
- § A substantial portion of income is obtained from bar receipts
- § Membership of a club is restricted by the amount of subscription or other limiting factors
- § A club is run for political purposes
- § Housing Associations
- § A grant is already given by the authority or rate relief is already given under s48 of the LGFA 1988.

- 8.5 The amount of DRR often increases each year. This is due to the nationally prescribed increase in the rateable value multiplier and could be as a result of where property is improved, as this may increase the rateable value of the property.

- 8.6 Substantial changes in rateable value are often associated with activities or building improvements where the potential for income generation exists (to repay loans for example). Sports clubs with bars for example, may fall into this category.

Rent Grants

- 8.7 Assessment of whether or not a group qualifies for Rent Grant is currently undertaken by Asset Management in consultation with relevant directorates. This report seeks to clarify the process. Assessments for Rent Grants are based on similar criteria to those in place for Rates Relief and the rent record amended accordingly.

RENT GRANT ELIGIBILITY CRITERIA

1	Open and affordable membership
2	Charitable status or objectives as appropriate
3	Facilities available to non-members
4	Active encouragement of young people, older age groups, persons with disabilities, women and the unwaged
5	Meeting at least two of the Council's corporate objectives
6	Express commitment to an "open book" on financial matters with the Council
7	Over 51% of members resident in the Borough
8	Affiliation to a national or local organisation for the purposes of developing high quality service delivery
9	Facilities DDA compliant
10	A statement of how grant is used in development of the group or organisation when requested, for audit purposes
11	Rent grant not applicable for – scout and guide associations, private nurseries or childcare operators, allotment societies, housing associations, political clubs, places of worship and charity shops.

- 8.8 Some Councils charge peppercorn rents, even with long leases. Trafford's practice has been to include the commercial rent in the lease document with a book transfer taking place internally between budgets. This is designed to make the amount of subsidy clear to the recipient and in some instances is treated as match funding.
- 8.9 The proposal is that the approval of Rent Grant will rest with the Executive Member for Economic Growth and Prosperity who will rely on officers' recommendations regarding the eligibility of the organisation seeking support.

- 8.10 Recommendations about the suitability of an organisation as a partner supporting the Council's objectives are sought, and this is usually sufficient to recommend approval to the Executive Member. However, it is felt that a more formal and transparent application process would be helpful to evidence community benefit and justify the grant element.
- 8.11 A further audit of groups already receiving Rent Grant should be undertaken to verify that the criteria are still being met by the groups receiving support. This will require the completion of a formal application form.
- 8.12 A performance framework is appropriate where the Council gives rent grant and DRR, and a service level agreement is a suitable approach. Performance management is clearly required and it is recommended that a new corporate process is initiated.
- 8.13 All property support for voluntary and community organisations should be on the basis of the principles set out above. All arrangements should be subject to lease, with rent, and where applicable, a rent grant.
- 8.14 It is also proposed that with the exception of Rent Grant and DRR all property costs of occupation, including utility charges, repairs and maintenance costs should be borne by the occupying organisation. In appropriate cases and where lease length allows, this should extend to capital costs.

Earmarked Grants

- 8.15 The draft revenue budget for 2014-15 includes a proposal to review assistance to voluntary organisations. The intention is to combine this review with the asset strategy review.

9. PROPOSED PRINCIPLES FOR PROPERTY SUPPORT FOR COMMUNITY ACTIVITY

1	The Council's land and property assets should be used for maximum community benefit
2	Support for groups using council land and property should be transparent, fair and linked to evidence of community benefit
3	The long-term aim for all assets occupied by voluntary groups is that they are managed by and for the community where appropriate and sustainable
4	Provision of assets for community use should respond to neighbourhood needs and be reflected in asset management planning
5	Property agreements should reflect the partnership arrangements with the Council and be based on clear criteria and benefits and be the basis for improving community outcomes.
6	That where Rent Grant is given to a tenant or occupier, the amount of market rent (subsidy) should be clearly stated in the agreement
7	Financial and accommodation support for voluntary and community groups should be used for maximum community benefit, and based on evidence of financial need. As a minimum, organisations would be expected to contribute all running costs excluding rent.
8	Community benefit should be assessed and targets set. Regular monitoring of both community benefit and need should be undertaken to ensure that support is both appropriate and commensurate

10 ACTION PLAN TO IMPLEMENT THE COMMUNITY ASSET STRATEGY

- § The current position on all occupation should be formalised by putting an agreement in place
- § Criteria for support in the provision of accommodation should be applied to all relevant occupiers. This should be applied to new applicants, and to existing groups retrospectively.
- § As a principle, all groups should as a minimum, cover costs excluding rent, where rent grant should be applied if the group meets the criteria for a rent subsidy.
- § All future agreements for use of land or buildings by a third party are to be agreed by Asset Management (with the assistance of the client department) under the Corporate Landlord approach.
- § An agreed pro forma for lease or other agreements should be developed to cover reasons for support and the related financial consequences

- § A review of Rent Grants given should be carried out every two years in the light of the relevant groups' financial position and the monitoring of targets set for it by the Council.
- § Community Asset Policy shall be reviewed every six months to evaluate its effectiveness.

11 INDICATIVE IMPLEMENTATION TIMESCALES FOR COUNCIL ASSET STRATEGY (Rent Grant review and negotiations to run in parallel)

11.1 Rent Grant Review

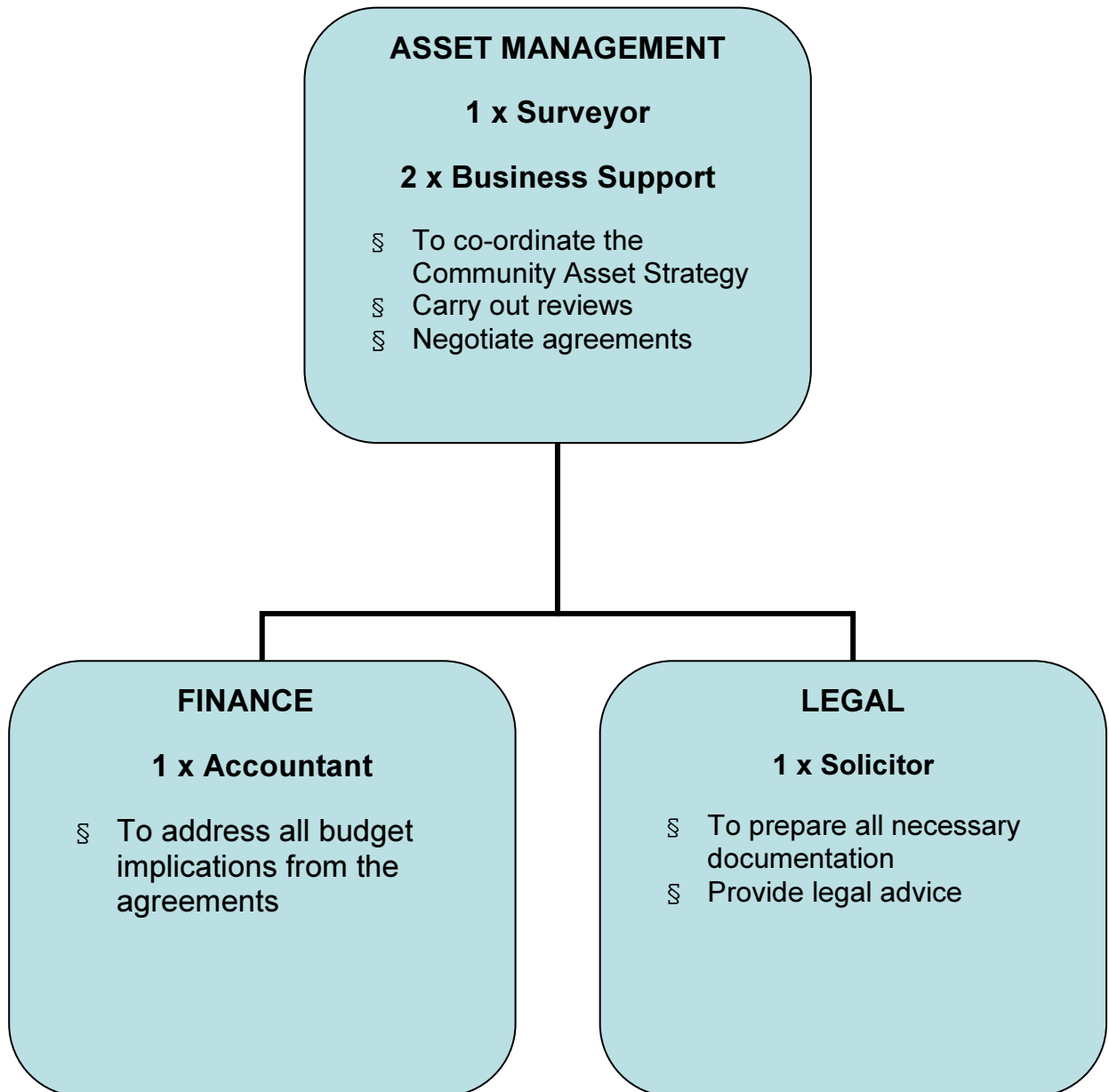
Review all existing rent grants	1 month	Total – 8 months
Rent Grant questionnaire to be sent to groups / organisation who are in receipt of a rent grant asking them to provide information that ensures that they meet the Rent Grant criteria.	3 months (to allow for groups who do not provide the information straight away)	
Rent Grant questionnaires evaluated	1 month	
Report prepared to Executive Member for Economic Growth and Prosperity with findings from questionnaire and any recommendations	1 month	
List of groups receiving rent grant updated. Any groups who no longer meet the criteria for Rent Grant informed	2 months	
Review of Rent Grant carried out again after 2 years		

11.2 Agreements

Asset Management to work with Legal to prepare an agreed pro forma of a lease and service level agreement	2 months	Total – 16 months
Prioritise the buildings where agreements are already in place and negotiate lease renewals which make the tenant liable for the running costs of the premises	4 months	
Negotiate new agreements with existing users	6 months	
Legal complete all documentation	4 months	
Agreements reviewed if and when required		

11.3 Staff Resources required for Community Asset Strategy

The following resources will need to be identified as a minimum to ensure that the reviews above can be carried out in the timescales :-



The Asset Management resource requirement will be identified as part of the imminent review of the Service. Resources will also need to be identified in the Finance and Legal departments.

SECTION 2

11 COMMUNITY ASSET TRANSFER

- 11.1 The Localism Act 2011 introduced the legal process for the listing of assets of community value and enabled a process of a Community Right to Bid (see Section 3) to be administered by local authorities.
- 11.2 Councils are encouraged to adopt their own policies to allow for the transfer of their own land or property assets to the voluntary sector in appropriate circumstances on a pro-active basis.
- 11.3 While the Community Right to Bid is a legal requirement, wider transfer of community assets is not. This means when community groups and/or the Council wish to consider such an asset transfer the Council has considerable flexibility in deciding whether to do so and, if so, on what terms.

12 COMMUNITY ASSET TRANSFER STRATEGY

- 12.1 The strategy relates to Council owned assets which include both land and buildings in use by the community. Assets which are surplus to the Council's requirements are most likely to be considered suitable for transfer. However, there may be benefits in the transfer of assets of continuing use to the delivery of Council services or objectives. No assets are specifically excluded from potential transfer and decisions will be made on an individual basis to ensure that individual circumstances are considered. Assets of high value and those with high development potential are unlikely to be considered suitable for transfer.
- 12.2 Community asset transfer normally involves the sale or lease of an asset (transfers are most likely to be leases). Transfer can take place in different forms including short term and long term leases. The term and the responsibilities contained within the lease will depend on the purpose of the transfer and the size and nature of the organisation applying for the transfer.
- 12.3 Eligible organisations to which asset transfer would be considered are community groups, voluntary groups and non-profit making organisations, including registered charities, community interest companies and faith organisations.

12.4 COUNCIL ASSETS ELIGIBLE FOR CONSIDERATION FOR TRANSFER

A wide range of property assets owned and managed by the Council are summarised below. These assets have been categorised as likely to be relevant / not relevant for community asset transfer in the table below, in relation to likely community interest based on the Council's current position, and on potential changes.

The analysis of Council assets identifies categories likely to be of interest to community organisations. This does not imply that the council will transfer any specific asset:

Asset Categories	Council potential interest in transfer	Community potential interest in transfer	Interest if Council change approach	Comment / Assumption
Administrative buildings (minor)	Y	Y	Y	Where surplus, may be of interest as local bases
Community Buildings	Y	Y	Y	Enhanced use /lower cost if community owned; potential for direct management. Arrangements for leased out premises could be amended to give full transfer
Leisure and parks buildings	Y	Y	Y	
Social Care – day care	Y	Y	Y	Eg The Hub at Pownall Road, Altrincham former day care centre already transferred
Allotments	Y	Y	Y	Some with allotment societies already
Youth Centres	Y	Y	Y	
Let Estate –community lets	Y	Y	Y	Some leased to groups, some local shop units may be of interest
Administrative buildings (major)	N	N	N	Large assets – high value, unlikely to be of interest
Service Tenancies	N	N	N	Private houses
Depots	N	N	N	Operational assets – only large depots remain. Surplus depots will be disposed of as part of the Land Sales Programme
Car Parks	N	N	N	Operational assets – no changes envisaged
Social Care Properties – residential	N	N	N	Large assets – high value, unlikely to be of interest to community
Let Estate – commercial	N	N	N	Held as investment properties, unlikely to be relevant to local communities
Cemeteries	N	N	Y	No intention to divest
War Memorials	N	N	Y	No intention to divest
Leisure facilities – Trafford Community	N	N	Y	No further intention to divest

Leisure Trust				
Public Conveniences	N	N	Y	Operational asset – unlikely to be of interest
Market	N	Y	Y	commercial
Libraries	N	Y	Y	Only if any declared surplus
Parks	N	Y	Y	

Benefits of a Community Asset Transfer Strategy

- 12.5 Community Asset Transfer is aligned to the localism agenda, giving more power to local communities to manage local community assets for the benefit of the local neighbourhood. Together with the Volunteer Strategy, it can create stronger, more sustainable voluntary and community organisations which can create wider benefits for their own communities. It can stimulate partnership working between the Council and voluntary and community organisations and other partners and improve provision of services in communities.
- 12.6 Transfer of assets to community bodies can open up access to external resources which may not be available to the Council, assisting in the creation of sustainability, allowing retention of facilities in times of economic restraint and helping the council with the need to reduce budgets. It can contribute to efficiency savings by releasing surplus property, helping the Council to rationalise its estate and maximising the use of its assets with a focus on community outcomes.
- 12.7 Any transfer would be expected to generate benefits within the community, continue or create new community activity, and be aligned and contribute to Council and Trafford Partnership strategies and objectives.
- 12.8 The Community Asset Transfer Strategy and Council Position Statement are set out as appendices (i) and (ii) to this report. The Council will regularly review its potential assets for transfer and be proactive in transferring those it no longer needs.
- 12.9 Any organisation expressing an interest in the transfer of an asset will be required to meet the necessary criteria, detailed in a strong business case, demonstrating its financial position, resources, skills and organisational capacity to deliver any benefits it claims will arise from the transfer. A monitoring regime will be established to ensure continuing fit with objectives and the delivery of any targets set as part of the transfer. A guide to Community Transfer (appendix iii to this report) will be available to assist groups through the application process, and there will be an identified contact within the Council to liaise with voluntary organisations with regard to potential transfers.

12.10 Timescales involved in a Community Asset Transfer

Timescales will depend on the size and the value of the asset to be transferred. Generally, community assets will be divided into assets of a 'lower' and 'higher' values. The process and timescale will be dictated by the size of the asset as follows :-

Timescales involved in a Community Asset Transfer		
<p>1. Request</p> <p>Requests for a transfer could come from either a voluntary and community organisation or a Council Service.</p> <p>If the transfer request comes from a VCISO the organisation will be sent a copy of this 'Guide to how to apply for Community Asset Transfer' which summarises the process and will be directed towards completing an initial Expression of Interest (EOI) providing details about the organisation and identifying the building proposed to be transferred.</p> <p>The Single Point of Contact will liaise with the Directorate responsible for the asset to ensure they are happy for the disposal of the asset to go ahead</p> <p>If the Asset is unavailable the single point of contact will inform the voluntary and community organisation concerned as to the reasons why the transfer cannot go ahead</p> <p>At that point the request will be referred to the Strategic Lands Group for endorsement for the transfer to be taken to the next stage.</p> <p>The market / fair value of the community asset proposed to be transferred will be assessed and the next stage of the process will be dictated by the value of the asset is set out below:</p>	<p>2 months</p>	
<p>For assets of a lower values (less than £100,000) the next stage of the process will be :</p>		
<p>2. Building the case</p> <p>If the Asset is available, a business plan and feasibility study will be requested from the voluntary and community organisation identifying their plans for the building and identifying any local support for the proposal amongst local members and the local community. The voluntary and community organisation will have to demonstrate that their proposals have real community benefit and can help the Council achieve its corporate targets.</p> <p>This will be presented to the Strategic Lands Group for discussion and if approved submitted for final approval</p>	<p>3 months</p>	<p>Total – 7 months</p>
<p>3. Report to Corporate Director – Economic Growth & Prosperity</p> <p>Final report recommending transfer and outlining the terms and conditions to be approved by the Executive Members for EGP and the relevant service area, with consultation with relevant Ward Members.</p>	<p>2 months</p>	
<p>4. Transfer</p> <p>Transfer may be immediate. However, the Council recognises that there may be significant advantages to a phased handover – especially if the Council will be running it as an operational asset prior to the voluntary and community organisation taking possession.</p>	<p>2 months</p>	

Timescales involved in a Community Asset Transfer

For assets of a higher value (more than £100,000) the next stage of the process will be :

<p>2. Sponsoring Service</p> <p>The Sponsoring Service would be the Council service with most appropriate links to the organisation requesting an asset transfer.</p> <p>Work may also need to be undertaken to verify the credentials of the voluntary and community organisation.</p>	<p>2 months</p>	<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Total – 13 -17 months</p>
<p>3. Report to Strategic Lands Group</p> <p>The report will detail relevant information which the Group will need to decide whether to proceed 'in principle'. The report will include the views of the Ward Councillors and include information on the organisation, the asset and importantly the community benefit potential of an asset transfer</p> <p>If the transfer request has been made by a Council Service the Lead Service will be seeking permission to promote the opportunity to the wider voluntary and community sector or will be seeking permission to take forward the transfer in partnership with a specific voluntary and community organisation.</p>	<p>2 months</p>	
<p>4. In principle decision</p> <p>The decision to proceed (if support for the transfer is obtained) will be 'in principle'.</p> <p>It will represent a decision to proceed with exploring the feasibility of the transfer as a voluntary and community organisation/Council partnership. Therefore is will be subject to a viable business plan and associated business development process, which will determine level of market discount, length and condition of lease, etc.</p>	<p>1 month</p>	
<p>5. Detailed development stage</p> <p>This phase will enable the substantial development work to be undertaken towards a viable business plan with the voluntary and community organisations maintaining regular contact with the Council. The Council will also provide information required to make the development process as straight forward as possible. During this time the Council and the voluntary and community organisation will also be making in principle agreements around heads of terms, levels of discount, length of lease, etc.</p>	<p>4 – 8 months</p>	
<p>6. Report to Exec Member – Economic Growth & Prosperity for decision</p> <p>The Corporate Director will produce a final report recommending transfer and outlining the terms and conditions.</p>	<p>2 months</p>	
<p>7. Legal documentation</p> <p>Transfer may be immediate. However, the Council recognises that there may be significant advantages to a phased handover – especially if the Council will be running it as an operational asset prior to the voluntary and community organisation taking possession.</p>	<p>2 months</p>	
<p>8. Transfer completed</p>		

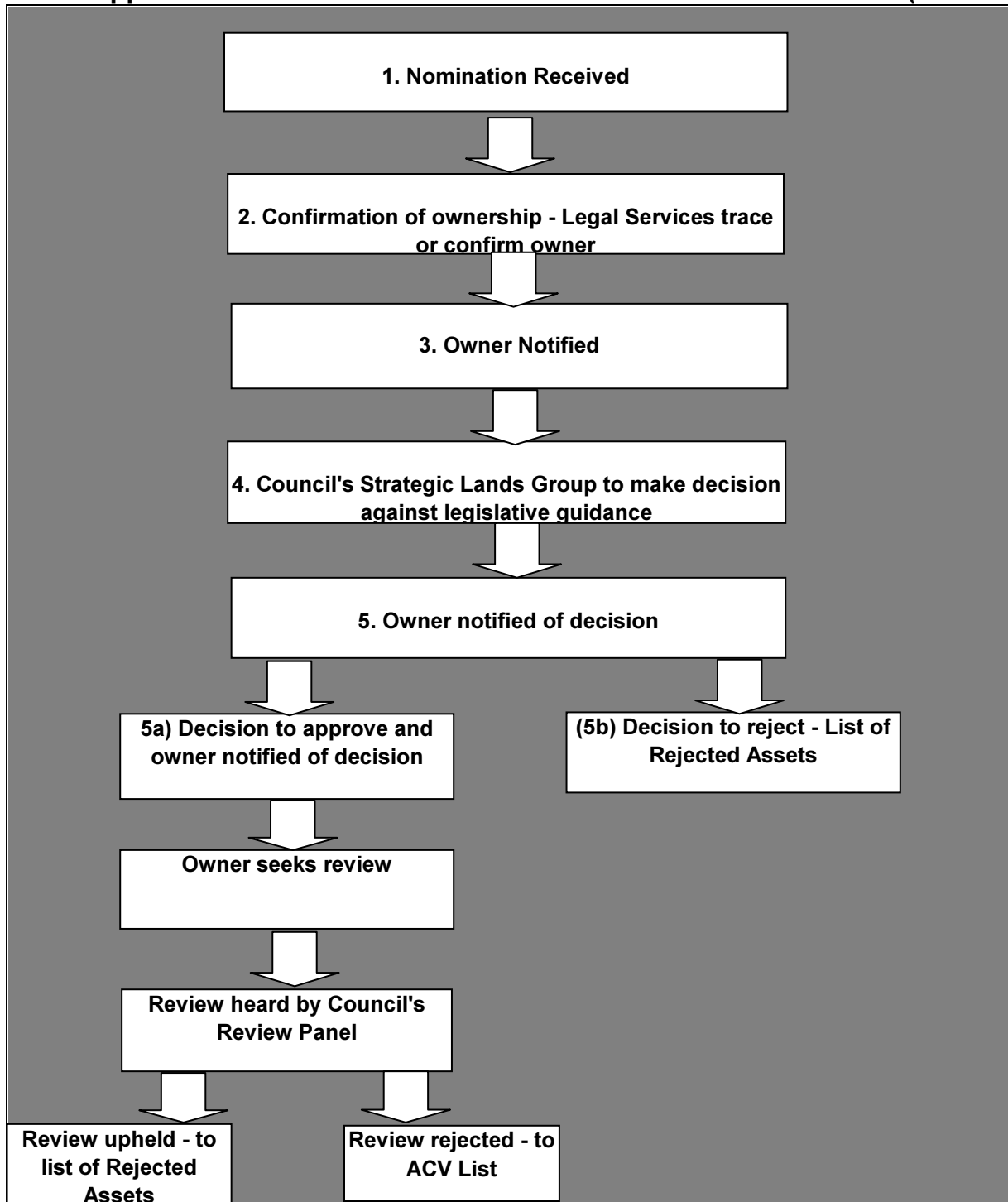
SECTION 3

13. COMMUNITY RIGHT TO BID

- 13.1 The Localism Act 2011 allows local groups such as voluntary organisations, community interest companies, parish councils or unincorporated local bodies (with at least 21 members eligible to vote locally) to nominate land or buildings of a non-residential nature to be placed on a local authority list as an asset of community value. The land or buildings can be in private or public ownership.
- 13.2 The Council has a new duty to administer the statutory process and if it receives a valid nomination it must decide if the land or building meets the definition as set out within the Act, which requires an actual current use of the building or land (not its ancillary use) which furthers the social wellbeing or social interests of the local community.
- 13.3 Once a building is listed and has met all the legal criteria, owners of the land are notified and have a right of appeal against the listing. There are also compensation provisions if the owner of the land or building has a financial loss due to potential delays that a community right to bid creates.
- 13.4 If an asset that has been placed on the formal list of assets of community value is then proposed for sale, the local organisations will have up to 6 months to raise capital and bid to buy the asset. This new right is known as the community right to bid. There is no requirement on the owner to sell the asset to the relevant nominating body or indeed any other bidding local organisation.
- 13.5 Under the 'Community Right to Bid' provisions, the Council is required to:
- § Set up the process for groups to nominate assets
 - § Determine in accordance with Government regulations whether the assets can be included on the list of assets of community value
 - § Publish the list and inform the Land Registry of properties included on it
 - § Publish the details of assets nominated but unsuccessful, including the reasons for exclusion
 - § Set up an internal review process when an owner of a nominated asset disagrees with the decision to list
 - § Set up and monitor a moratorium process for when a listed asset comes on the market allowing community groups time to register their intention to bid and raise the necessary capital, and which prevents the owner from selling the asset during this period.
 - § Operate a compensation scheme for owners for loss or expense incurred as a result of listing and complying with any of the procedures of the scheme
 - § Set up a process for the owner of a listed asset to notify the Council of the intention to dispose and for the Council to notify the original nominating body and publicise the owner's intention within the local area.
- 13.6 Arrangements for the adjudication and payment of any compensation claimed by owners for loss or expense incurred as a result of listing and complying with any of the procedures required by the scheme are to be administered by the Council. This can include costs incurred due to the moratorium period, and for legal expenses related to a successful tribunal appeal. The scheme must include an initial decision-making process and an internal review process.

13.7 The Government has reflected the estimated costs of compensation within the new burdens funding, on the basis of 40 successful claims across all administering local authorities over a year. In addition to the amount included within the new burdens assessment, the Government will meet costs of compensation payments of over £20,000 in a financial year – either on one large claim or as a combined total on a number of smaller claims. Any costs incurred by the Council up to £20,000 will not be met separately by Government.

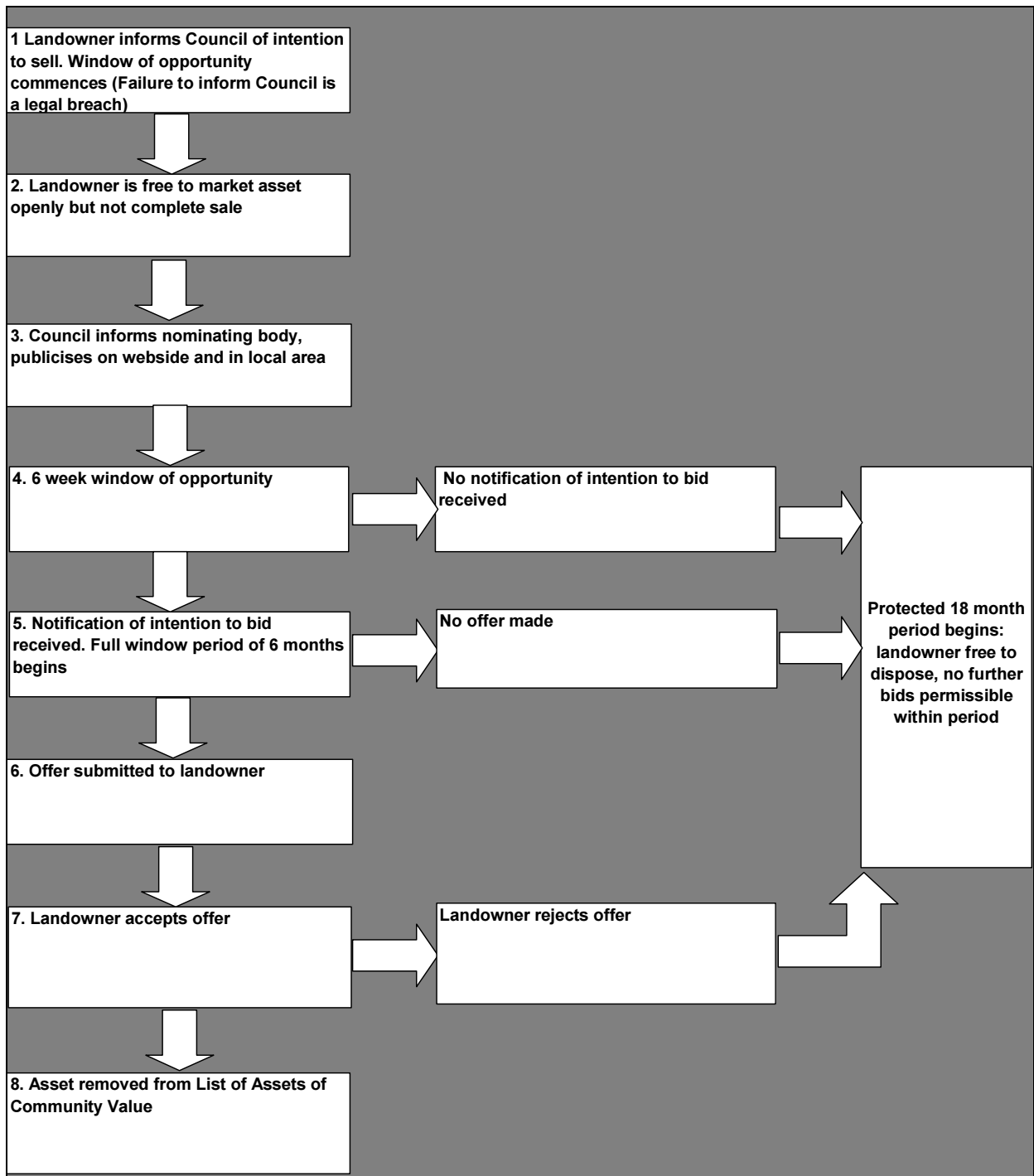
**14 (a) Assets of Community Value – Community Right to Bid
Application Process from asset nomination received to decision (8 weeks)**



§ Strategic Lands Group will make the decision on the Community Right to Bid consultation. Prior to a decision being made there will be a consultation with Ward Members.

§ Review Panel will be Executive Member for Economic Growth and Prosperity, Corporate Director for Economic Growth and Prosperity and Acting Director of Legal and Democratic Services. If the application has a direct impact on a particular service an additional officer can be co-opted onto the Review Panel.

(b) Assets of Community Value – Process for Asset Disposal



*NB The 18 month 'protected period' is applicable from the date the owner notified the Local Authority of an intention to sell. The 18 month period ensures that there is no further moratorium during this time.

Financial Impact:	<p>Revenue - Creation of full repairing leases will release the Council from revenue expenditure on property occupied by community organisations and provide Council savings on the repairing liability of approximately £200,000 and approximately £150,000 on utility costs.</p> <p>Capital - Initial capital expenditure may be required in some cases to achieve this. Avenues of funding would need to be explored from external sources.</p> <p>Capital receipts could be obtained from the asset transfer of a property.</p> <p>For compensation claims re right to bid, the Council could be liable in any one year for up to £20,000</p> <p>There are possible strategic risks associated with some transfers but overall the intention would be for there to be a reduction in premises related costs for the Council.</p>
Legal Impact:	<p>All organisations would occupy property on a formal legal basis. For transferred assets, the Council may still be liable for incidents under health and safety legislation where a community group is in breach of statutory duty. The requirements of the right to bid process are as set out in the report</p>
Human Resources Impact:	<p>Depends on the terms of transfer of Council assets ie TUPE.</p>
Asset Management Impact:	<p>These are set out in more detail in the report. The review of rent grants and agreements will be led by Asset Management with the assistance of finance and legal departments. Formal arrangements for the use of Council property by community organisations and the sale of surplus properties should allow the Council to manage its property assets more efficiently and effectively.</p>
E-Government Impact:	<p>None</p>
Risk Management Impact:	<p>Risks are as set out in the report. These concern losing control of strategic assets, possible lack of maintenance by community organisations and other operational risks regarding health and safety in the management of facilities.</p>

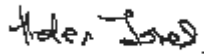
Health and Safety Impact:	There are potential risks from transfer if community groups lack expertise or capacity in managing property assets such as the management of asbestos or monitoring of Legionella. These obligations will be made in transfer agreements.
Equality / Diversity Impact	Each Community Asset Transfer proposal will undertake an Equality impact assessment on the proposed usage of the premises before agreeing to the transfer.

Finance Officer Clearance

ID.....

Legal Officer Clearance

JLF.....



Corporate Directors Signature



TRAFFORD COUNCIL

Appendix (i)

COMMUNITY ASSET TRANSFER POSITION STATEMENT

June 2013

1 BACKGROUND

This document explains the need for the new strategy in the context of national and local drivers, and the need to ensure efficient and effective use of our property assets. It sets a framework in which applications for the transfer of an asset from the Council to the third sector can be considered in a consistent way.

Nationally, the importance of the growing role of the community in assisting in the delivery of services and the management of community assets has resulted in the Localism Act, encouraging community bids to run services and manage assets. Central Government has been increasingly focused on empowering and supporting local communities. An important element of this is to enable community groups to make best use of local assets – whether land or buildings. The Council's approach includes our response to the requirements of the Act in relation to Community Right to Bid.

Further to the national picture, on a local level there are several Trafford policies which highlight the increasing importance of working with the community, including transfers of assets or partnership working:

- Trafford Community Strategy; Trafford 2021
- The Trafford Asset Strategy (2011)
- Local Development Framework (2010)
- The Strategic Leisure Review (2009)
- Trafford's Greenspace strategy (2010)
- The Strategic Review of Community Sports Facilities based on Green Space and Parks (2011)

2 AIMS OF THE FRAMEWORK

The aims of the framework are based on the requirement to ensure best use of assets in supporting community aspirations and service delivery. Rationalisation of property to create sustainable assets for the future, and addressing the year on year budget challenges requires a radical approach to asset use. The framework aims:

- to create a fair and transparent framework in which groups in Trafford can apply for asset transfer (without compromising the Council's financial integrity);
- to provide a template of practice for Trafford Council's approach to the Localism Act, particularly supporting the future implementation of Community Right to Bid;
- to facilitate the voluntary and community sector organisations in Trafford to work in effective partnership with Trafford Council to deliver positive outcomes for local communities.

The framework will inform decisions by the Council on the transfer to community organisations, of potential community assets in the following categories:

- Community assets which are currently owned by the Council
- Council assets now surplus to Council service delivery requirements
- Council assets which the Council considers to have continuing value but which might be better owned and managed in the communities they serve.

3 SCOPE

The strategy covers the transfer of Council owned assets to eligible groups. While nationally consideration is required on a reactive basis, through the Right to Bid process set out in the Localism Act, the Council will in appropriate circumstances work proactively to achieve success.

Locally this approach has already been supported. The Council recognises the value community groups can play in enhancing local amenities, and has already supported where appropriate key local organisations to deliver improved services in conjunction with the use of Council assets. Pro-active examples include Walton Park Sports Centre, Raglan Road Community Centre, the Beacon Centre in Firswood and the Hub in Altrincham.

Council Assets to be considered:

- § Relevant land or buildings owned by the Council, which will be determined as the strategy develops and suitable transfers emerge. While the scope has yet to be agreed, it is unlikely to include development land, and will be subject to review as part of a property rationalisation strategy which will be developed shortly.
- § While the scope will cover certain categories of asset, decisions will be taken on a specific basis. Discussions have indicated that assets likely to be of interest are community and youth centres, and parks and similar buildings. A list is set out at the end of this paper.
- § Assets which are surplus to the Council's requirements, subject to the need to balance continuing use through transfer with the requirements to finance the capital programme which supports assets still required. The Council is expected to achieve Best Value, which does not necessarily mean best financial value, for example consideration may be taken of community aspirations and overall community value.
- § Assets of continuing use for the delivery of Council services or objectives, where alternative management/ownership is beneficial through increased efficiency or effectiveness.

- § The Council is developing a Corporate Landlord approach to all its land and property assets. The rationalisation process will be undertaken on a corporate basis, including any decisions on transfer.

Transfer:

- § A spectrum including sale or lease of varying length dependent on circumstances. In order to allow groups to become established, management agreements may also be appropriate, as a way of preparing groups to take on a legal interest as a first step.

Eligible groups:

- § The voluntary, community and social enterprise sector (VCSE) – legally constituted community groups, voluntary groups, community interest companies and non-profit making organisations. These may be based in the locality or have another wider interest.

4 CRITERIA FOR TRANSFER

Transfer decisions would take into account the following principles:

- § Whether continuation of service provided from the asset is a Council priority
- § Whether continuation conflicts with other service provision
- § The value of the capital receipt from the asset supporting wider strategies, balanced against local community value.
- § Whether the community option improves service delivery and use of the facility through use of volunteers, more efficient and effective local management and local autonomy, or access to grants and external finance
- § Alignment of the proposal to corporate priorities and objectives
- § Whether the basis should be receipt, free transfer or a point between the two depending on circumstances and the business case.

Comparison between competing requests for the same asset may be required.

- § That the proposal is viable and sustainable and supported by a robust business plan
- § That the VCSE is viable – transfers will be made only to organisations which can demonstrate their business competence, sustainability and strong governance.
- § That the VCSE is open, representative, adheres to equalities and health and safety requirements

- § That it is in the community's interest and long-term benefit, creating social value and benefits
- § The proposal meets the specific needs of the local community in which the asset is based, and is fully accessible and inclusive (unless fulfilling the needs of a specific supported community of interest)
- § That it assists small business start-ups (especially social enterprise/SMEs)
- § That it does not result in duplication of services and should support a community approach that is collaborative, not competitive. In some cases the proposal could if appropriate replace existing provision elsewhere

5 FRAMEWORK FOR ASSESSMENT

The framework and assessment process will seek to identify benefits and mitigate risks.

Each asset transfer application will be different

There is also a need to ensure the assessment process is transparent and all applicants receive fair and equal treatment.

The decision will be based on a balance between financial benefits (capital receipt / revenue savings) against community benefits.

In appropriate circumstances, there will be a Management Agreement / SLA which shall establish the standards of management / service, the support from the Council, and the remedies for either party should the terms not be fully met

A staged approach will be taken with an initial assessment moving on to a full business case. The business case to be provided setting out:

- § Reasons for the transfer – continuing or newly identified need
- § Support for / links to Council / Trafford Partnership strategies and objectives
- § Fit with Council Asset Strategy and other buildings in the area
- § Expected (measurable) outcomes
- § Capacity and ability to acquire, manage, maintain and operate the asset
- § Assessment of revenue and capital costs and income, and continuing viability
- § Monitoring arrangements
- § Proposed arrangements in the event of failure.

These can be assessed using a Red – Amber – Green approach against a set of criteria covering the broad areas set out above.

In a small number of appropriate situations, the Council may support the applicant organisation in the development of its business case.

6 DECISION MAKING PROCESS

For a Council asset, the decision process will be consideration of a report of the Corporate Director (Economic Growth and Prosperity) to the Council's Strategic Lands Group, with recommendation to the Council's Corporate Management Team and with agreement, a report to the Executive Member for approval. As locality partnerships develop, there will be a role for these in the consultation process.

7 COUNCIL ASSETS ELIGIBLE FOR CONSIDERATION FOR TRANSFER

A wide range of property assets are owned and managed by the Council, summarised as follows. These assets have been categorised as likely to be relevant or not relevant for community asset transfer in the table below, in relation to likely community interest based on the Council's current position, and on potential changes.

The analysis of Council assets identifies categories likely to be of interest to community organisations. This does not imply that the council will transfer any specific asset:

- § Community centres
- § The smaller administrative buildings in neighbourhoods
- § The smaller leisure and sports facilities.

Asset Categories	Council potential interest in transfer	Community potential interest in transfer	Interest if Council change approach	Comment / Assumption
Administrative buildings (minor)	Y	Y	Y	Where surplus, may be of interest as local bases
Community Buildings	Y	Y	Y	Enhanced use /lower cost if community owned; potential for direct management. Arrangements for leased out premises could be amended to give full transfer
Leisure and parks buildings	Y	Y	Y	
Social Care – day care	Y	Y	Y	Eg The Hub at Pownall Road, Altrincham former day care centre already transferred
Allotments	Y	Y	Y	Some with allotment societies already
Youth Centres	Y	Y	Y	
Let Estate –community lets	Y	Y	Y	Some leased to groups, some local shop units may be of interest
Administrative buildings (major)	N	N	N	Large assets – high value, unlikely to be of interest
Service Tenancies	N	N	N	Private houses
Depots	N	N	N	Operational assets – only large

				depots remain. Surplus depots will be disposed of as part of the Land Sales Programme
Car Parks	N	N	N	Operational assets – no changes envisaged
Social Care Properties – residential	N	N	N	Large assets – high value, unlikely to be of interest to community
Let Estate – commercial	N	N	N	Held as investment properties, unlikely to be relevant to local communities
Cemeteries	N	N	Y	No intention to divest
War Memorials	N	N	Y	No intention to divest
Leisure facilities – Trafford Community Leisure Trust	N	N	Y	No further intention to divest
Public Conveniences	N	N	Y	Operational asset – unlikely to be of interest
Market	N	Y	Y	commercial
Libraries	N	Y	Y	Only if any declared surplus
Parks	N	Y	Y	

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TRAFFORD COUNCIL

Appendix (ii) **COMMUNITY ASSETS STRATEGY**

**A strategy for the Council's support to voluntary and community
sector's accommodation requirements**

June 2013

1. INTRODUCTION

- 1.1 This paper sets out proposals for the relationship between Trafford Council as a property owner and its partnership with the voluntary sector through use of its land and buildings. It includes a series of principles and objectives to form the basis of a strategy for developing this future relationship. The principles are set out at the appropriate sections in the report.
- 1.2 A range of partnership and commissioning arrangements are in place between the Council and voluntary and community sector organisations. These are developing in the light of support for the principles of the Localism agenda.
- 1.3 The Council provides property directly for community use, such as community centres, youth centres and libraries, as well as through partnership arrangements, for example leisure centres through the Trafford Community Leisure Trust, and certain community centres through Community Associations. Office accommodation is provided for certain partner voluntary and community organisations, and there is also an extensive range of land which is leased to many Clubs, Community Associations, Scout Groups and voluntary organisations across the Borough.
- 1.4 The land and property which voluntary groups use was traditionally in the main lands and premises not required for the Council's own operational use. However with the development of a wide range of partnership working, changes due to budget pressures, and commissioning of contracts with the sector, more operational premises are now occupied by community organisations.
- 1.5 The aim of this strategy is for Council assets to achieve maximum benefit for the communities served, and this is likely to be in the context of best value in the delivery of Council and partnership objectives, rather than best financial return. The support given must be consistent and reflect the contributions organisations make. Transparency and consistency of approach in determining why and how groups are supported, and the level of any financial contribution by the Council, are key factors.
- 1.6 Groups supported include:-
- sports clubs with junior sport sections
 - community groups and associations promoting community cohesion and interaction
 - groups delivering care and activities for children
 - social care organisations
 - organisations providing information, advice and support
 - organisations seeking to tackle youth unemployment and business development
 - organisations providing youth facilities (e.g. Scout Groups)
- 1.7 The Council will aim to support groups who will contribute to their local community through providing services that assist in improving quality of life in Trafford for people

to live, learn, work and relax. It does this by providing premises, financial support and property management services. However, it has become clear that a more transparent process for supporting groups financially is needed as part of a coherent and fair financial strategy. Decisions should be based upon clear criteria when considering applications for assistance, and performance of organisations already receiving support should be assessed.

- 1.8 The Council seeks partnership wherever it is appropriate to promote its corporate objectives and one of the underlying messages of this report is the need for the Council to continue its efforts to enable voluntary and community groups to deliver services for the community.

2. NATIONAL CONTEXT

- 2.1 Community ownership and management of assets such as village halls, community centres, libraries and recreational facilities can lead to improved service delivery. A local residents' association or voluntary body might be a more appropriate body to look after the upkeep of a centre than the local Council. The residents' association might well look after its upkeep better if assigned the responsibility which may or may not include the transfer of resource to do so, since it will be of direct benefit to their community.
- 2.2 Nationally, the importance of the growing role of the community in assisting in the delivery of services and the management of community assets has resulted in the Localism Act, encouraging community bids to run services and manage assets. Central Government has become increasingly focused on empowering and supporting local communities. An important element of this is to enable community groups to make best use of local assets – whether land or buildings. The Council's approach includes our response to the requirements of the Act in relation to Community Right to Bid.
- 2.3 Previous reviews of community buildings have considered how the assets were managed, rather than setting out a strategy determining whether the Council should have community buildings at all or what it was trying to achieve by owning the buildings.
- 2.4 The practicalities of embracing this movement toward community management of land and buildings are still evolving nationally as well as in Trafford. Groups may lack not only the resources to run buildings, but also the necessary skills and networks required to maximise their efforts. It is clear from recent experience that such a change will require a multi-agency approach that is both collaborative and time-consuming, and to a certain extent involves some measured risk-taking on all sides. There are examples of lengthy delays in resolving financial and governance issues in Trafford, while other examples in Trafford demonstrate the ability to achieve success. There will be particular concerns where a building is a heritage asset. In addition,

many redundant public buildings have a viable future in other uses of benefit to the community or commerce but this is not always the case.

- 2.5 The Council clearly has a responsibility to ensure that assets are being properly utilised. Under-utilised land or buildings could provide the asset needed for a community-based organisation to deliver services and benefits to local communities on an increasingly sustainable basis, so providing long term value for money. Ignoring physical capital as a wider asset can lead to additional costs and missed opportunities to capture full potential value. The Localism Act also points to the importance of assets to promote community cohesion, and the need to involve the community in the management of local assets.
- 2.6 A particular concern in respect of financial sustainability, in the light of current budget constraints, is the ability of organisations to own and operate buildings using their own sources of finance. Given the level of budgets likely to be available to the Council in the coming years, transfer of budgets from the Council will impact on the sustainability of the retained assets.

3 ASSET MANAGEMENT CONTEXT AND PROPERTY AGREEMENTS

- 3.1 Nationally there is a range of different models for community management of assets, as set out below, and no nationally agreed approach to management for community use.
- 3.2 The Corporate Landlord approach to asset management whereby all property matters are centralised and property budgets are pooled then distributed according to planned expenditure, is a natural prerequisite for ensuring any community use supports corporate aims and fits with corporate asset strategies. Within this context, any community use should be supported by a sponsoring service, in recognition of the importance of the organisation to the achievement of specific objectives. This could be in the form of a service level agreement with groups who receive some form of support from the Council.
- 3.3 A mapping exercise has been undertaken to identify which groups are supported and which assets are involved. Ultimately this could be extended to include the mapping of all community venues, in all ownerships, to develop a true identification of needs and supply.
- 3.4 In the majority of cases a group will occupy accommodation or land and be responsible for the upkeep under a lease arrangement. The Council's Asset Management service has determined a reasonable rent for the asset and in many cases this is subject to Rent Grant and will be deemed to be a contribution to the work of the organisation. However, other services currently manage land for use by the community, such as for allotments, youth or parks (particularly bowls) buildings and no formal agreements for tenure or payment have been identified. In addition, the reason

for support to groups is not set out transparently, and there are no identifiable performance indicators or monitoring.

3.5 There are various forms of arrangement possible between the Council and community organisations. These involve varying degrees of control by the Council over the activities of the various groups, variable lengths of Agreement and different financial and property implications. They include :-

- § *Service Level Agreements*
- § *Management Agreements*
- § *Licences to occupy land or premises*
- § *Short term Tenancies*
- § *Leases without security of tenure*
- § *Long leases (usually 25 years or more)*

3.6 There is a clear need for the Council to seek to formalise occupation arrangements, not just for reasons of probity but to facilitate external funding and ensure organisations have a clear understanding of the nature of partnerships. Formalisation with a standard approach is a key requirement to ensure consistency of treatment across all property related arrangements across Trafford.

3.7 A key issue for community organisations is the inclusion of rent in a Lease. The Council's policy, which differs from other authorities, is that where no rent is charged, the organisation should be made aware of the subsidy given by the Council in the form of rental foregone. In practice a Rent Grant has been given for 100% of the rent so that there is less pressure on revenue. This policy is has not been followed in all cases, and should be expanded across all property where rent from voluntary or community organisations is foregone.

3.8 While a rent grant may be appropriate to cover that aspect of expenditure, together with rate relief to reduce overall expenditure on the asset, the expectation in future will be that all other occupancy costs should be covered by the community occupier.

3.9 Community Matters, in its booklet "*Occupying Community premises*" sets out what it considers to be best practice for Landlords and for Community Associations. In summary these are –

- § Landlords should seek to understand the issues faced by Associations around charitable status
- § Negotiations should be open and use the Community Matters specimen lease as a basis for Lease documentation, and not seek to control the Association's activities too much
- § Local Authorities should support Associations by granting long leases where possible
- § They should charge nominal rents and grant Discretionary Rate Relief

- § Community organisations should seek professional advice as much as possible, especially where taking a lease in excess of 7 years.
- 3.10 Each property and Agreement will have its own unique set of circumstances and the payment of rent, for example, can be considered in the matrix of the whole relationship. In some instances the payment of rent may act as an encouragement to develop entrepreneurship, or may be appropriate where the context of the organisation is more social than community benefit focused. Whatever the approach, it is important that those engaging with the Council are clear on the principles, and in Trafford it is intended that groups should at least cover relevant running costs.
- 3.11 The Council is obliged by the Local Government Act to obtain the best consideration in the circumstances under leases greater than seven years and this governs the ascribing of rent. The General Disposal Consent (England) 2003 allows councils to dispose of land at less than best price or lease land for more than 7 years if it considers that it will help to secure the promotion or improvement of the economic, social or environmental well-being of its area. Such a route would be open to the Council if it considered that disposal of an asset was desirable, possibly to a Development Trust by sale or long lease.
- 3.12 In considering how assets should be managed, and therefore the Agreements made, consideration will be given to the following issues:
- § Length/type of Agreement and security of tenure (having regard to future use of the land or building by the Council)
 - § Repairing and other responsibilities
 - § Opportunities to control non-property related matters through the Agreement
 - § Status of persons entering into Agreement and degree of personal liability
 - § Sub-letting or transfer
 - § Governance arrangements and Council representation on the body
 - § The impact of charity law and requirements of the Charity Commissioners or Governing Bodies of sport
 - § Responsibility for payment of Rent and Non-Domestic rates
- 3.13 The variety of property agreements (including Management Agreements within that definition) will produce a similar variety of financial arrangements. This ranges from a community organisation having significant income from the property (with say a bar) and is therefore able to provide a return to the Council, to the majority of cases where the Council contributes financially (in future mainly by foregoing rent/rates income) and the organisation covers other expenditure including repairs and maintenance).
- 3.14 Monetary return will depend on the nature of the activity, a view taken on who can best manage that activity and who should benefit from any return as recompense for the input made to achieve Best Value for the Council.

- 3.15 Whatever the legal arrangements, Trafford is committed to partnership with community organisations and this is likely to be reflected in a high level of financial commitment on property in the foreseeable future.

4 COUNCIL OWNED COMMUNITY CENTRES

4.1 The Council has a mixed economy approach to community centres, and has encouraged community engagement in the management and operation of centre, a number of which have been leased or transferred to Community Associations.

4.2 Community Associations are leaseholders and manage the following eight community centres:-

- Bowdon Jubilee Centre
- Riddings Centre, Timperley
- Sale Moor Community Centre, Norris Road
- Firswood Community Centre, Stretford
- Hartford Community Centre, Urmston
- Shawe Hall Community Centre, Flixton.
- Broomwood Community Centre, Timperley (subject of an Asset Transfer)

4.3 These centres are holding over on lease agreements, and renewals will need to be negotiated quickly. The leases are covered by Rent Grant, with the Associations covering most expenditure. It is intended that longer leases are offered in return for the associations taking full responsibility for repair and maintenance of the properties. Capital investment to address outstanding condition issues is likely to be needed to enable the Associations to take on this proposed wider commitment.

4.4 The remaining directly managed centres are:-

- § Old Trafford Community Centre, Shrewsbury Street
- § Sale West Community Centre, Newbury Avenue, Ashton-on-Mersey
- § Partington Community Centre.

4.5 Notable examples of transfer or assistance with the development of new community facilities and provision:

- § **Larkhill Community Centre, Timperley** - Community Association drew down over £400,000 in lottery funding for a new building on Council land.
- § **Family Contact Line Centre** in the former Darby and Joan Club building, Stamford Park, Altrincham (2003). FCL obtained Lottery monies to refurbish and extend the building, which is let on a 25 year Lease.
- § **Pownall Road Day Centre** – transfer to Altrincham Baptist Church and re-opening after refurbishment as The Hub community facility
- § **Walton Park Sports Centre** – transfer to user groups in 2010

- § **Healthy Living Centre / Library** in Partington managed by blueSCI
 - § **Former Firswood Library** – long lease to the Church of God of Prophecy as a Church and community venue in 2012
 - § **LifeChurch, Raglan Road Sale** – incorporation of community facilities in a new church building, combining the former church and community centre activities
 - § **Broomwood Centre** – lease to blueSCI for the development of community and associated activities
 - § **Broadheath Community Association** – support to the Community Association for proposed community facilities using Section 106 funds on-going
 - § **Seamons Moss Community Association** – support in seeking a new site – on-going
- 4.6 It is clear that in the current economic climate, the budgets for the directly managed centres will come under pressure, and could potentially become unsustainable in the light of revenue budget pressures and the backlog of maintenance. In this context, maintaining the status quo is not an option.
- 4.7 The future strategy will therefore need to continue the pro-active approach to the transfer of property in partnership with Community Associations. Of the three remaining directly provided centres:-
- § Old Trafford – is subject to an Extra Care bid including wider facilities incorporating community space and library (2013)
 - § Sale West – is subject to feasibility studies on the potential for transfer, supported by a range of bodies including local housing associations, churches, local partnership and the Council.
- 4.8 The management of community centres is not a statutory service, and in many cases Trafford has inherited responsibilities. However, disposal of these buildings is not considered to be an option in the short term and therefore the Council will continue to require a significant revenue budget to be provided for their maintenance unless community management can be achieved. Alternative providers in the longer term can be sought to reduce the direct provision of the Council if this can be justified on the grounds that management arrangements will not suffer and there is a financial benefit to the remaining Centres through savings produced.
- 4.9 The limiting factors on the pace of improvement are likely to be -
- § The prioritisation of investment through the Capital Programme with competing demands on general expenditure

- § Urgent attention to health and safety of users and the minimisation of risk to the Council as a property owner and manager
- § The need to achieve efficiency savings year on year
- § Capacity of user groups to take on the management of buildings and staff
- § Ability of Community Associations to draw down external funds
- § The ability to assist user groups to develop self-management of buildings

Rolling out self-management

- 4.10 Self-management is the preferred aim for the Government and for local groups themselves. However, it presents a significant challenge, given the constraints outlined in the previous paragraph. The key issues are finance and capacity to manage.
- 4.11 If the Council is unable to commit further revenue expenditure on community centres in order to continue a prudent approach to the corporate budget, it must carefully prioritise the revenue budget it has now. This means in practice choosing to support some Centres to tackle issues around condition and supervision first.
- 4.12 Current negotiations on the transfer of Sale West Community Centre to the Community Association have raised the issue that fixing financial contributions to continue running these premises meant that the remainder of the Service budget will need to be prioritised on the less sustainable and more dilapidated Centres. This is a matter for negotiation, but clearly if further Centres are to become self-managing, with a Council contribution, a greater proportion of revenue expenditure will be committed long-term (to 25-year leases).

There are two major issues (a) the management of existing staff and secondment arrangements (b) the transfer of sustainable budgets for Associations to manage but without the ability to call on the larger 'pot' of revenue monies held by the Service which is transferable between buildings.

- 4.13 Condition surveys have now been carried out on all of the Community Centres, both directly managed and those that are leased. The surveys highlighted a backlog of repairs required to be carried out. As the change to greater self-management takes place it will be necessary to identify these costs so that the embryonic local Association can form a robust business plan.

The table below highlights the current condition of the community centres and the cost of repairs :-

Community Centre	Repairs Maintenance Required (£000)	and Condition Category (A-D)
<u>Directly Managed</u>		
<i>Old Trafford</i>	£328,915	B

<i>Sale West</i>	£99,375	B
<i>Partington</i>	£173,602	C
<i>Broomwood</i>	Subject to Asset Transfer	
<u>Leased Buildings</u>		
<i>Sale Moor</i>	£15,206	B
<i>Firswood</i>	£95,312	C
<i>Humphrey Park</i>	£43,339	B
<i>Jubilee Centre, Bowdon</i>	£38,805	B
<i>Hartford</i>	£14,118	B
<i>Shawe Hall, Flixton</i>	£10,028	B
<i>Riddings (Timperley)</i>	£36,974	C

(*) Work required within 3-5 years that will prevent deterioration of the fabric or service and / or address a low risk to the health and safety of occupants and / or remedy a less serious breach of legislation

Condition Grading

Grade A – Good, performing as intended and operating efficiently

Grade B – Satisfactory, performing as intended but exhibiting minor deterioration

Grade C – Poor, exhibiting major defects and / or not operating as intended

Grade D – Bad, life expired and / or serious risk of imminent failure

5 SPORTS CLUBS

- 5.1 The Council's policy toward sports clubs in the Borough was developed over a number of years and a set of principles were developed with a bias towards clubs who promote and develop sport for juniors and are affiliated to approved bodies. Clubs have been encouraged to achieve high standards in their particular sport and supported by Sports Development staff, now part of TCLT, in making applications for regional and national status. Support has been given on the principle that the community benefits from the assistance given to Clubs via discretionary rate relief (DRR) and other forms of assistance.
- 5.2 The support for Clubs has been based upon them meeting several criteria, in relation to meeting the Council's objectives in regard to activities for young people, and when operating in line with the criteria also meet many of the requirements for external funding for example the Football Foundation.
- 5.3 The requirements include the following:-
- § Open and affordable membership
 - § Facilities made available to non-members

- § Active encouragement into sport of young people, older age groups, persons with disabilities, women and the unwaged
- § Provision of training or education and skill training
- § Over 51% of members resident in the Borough
- § Affiliation to a national organisation and involved in national development
- § Facilities compliant with the DDA Act

5.4 Several Clubs also receive Rent Grant (reported separately) and this follows the criteria for DRR.

5.5 The approach to sports clubs, and the specific clubs supported, should be subject to review. Support given at present is set out in the appendix schedule.

6 PARKS BOWLING CLUBS

6.1 Trafford has a number of bowling greens in Parks and in other areas used by various Clubs, many of which are long-established, providing activity and a community resource, particularly to older persons across the Borough.

6.2 The strategy for inclusion of the Pavilions in the Council's asset management planning requires development in order to ensure that these buildings remain fit for purpose and accommodates the diversity these buildings are now used for. Many of the buildings are used throughout the year, beyond the Bowling Season from April to October, and fulfil a community function for social purposes in addition to the "Clubhouse" they were envisaged to be.

6.3 In line with the principles of this report, Pavilions should be used for maximum community benefit, and in line with the principle of local governance, management of them should transfer to the Clubs over time where clubs can be shown to meet the required access criteria. In particular the development of Friends Groups for Parks has generated a demand for meeting space within Parks which bowling clubs often control, not necessarily reaching all sectors of the community.

6.4 Most of the Clubs occupy the pavilions without written agreements and have not paid any rent or utility charges for their use. None have any Management Agreements with Clubs which determine acceptable levels of access for casual bowling, energy conservation, or suitable regimes to enable greens to be maintained to a high level. This is a fairly high risk to the Council that costs cannot be planned and that wider community benefit cannot be secured for the long term. There are 29 greens at 21 sites. While public access is allowed, clubs have priority for League fixtures or events. Pavilions are used for social activities, but not generally on an open basis. Youth bowls activities are rare, and while the Council is responsible for greens and pavilion maintenance and utility charges, do not hold a key for the majority of the buildings. .

6.5 Alongside this, the Council pays for all repairs to the buildings and maintains the bowling greens, but receives no income for their use. This has become a specific

pressure on the Council's budgets as maintenance and utility costs are rising annually but there is no commensurate income generated from the use of pavilions and greens alike. It is becoming critical that the various health and safety aspects of property management are addressed in the near future as part of the upgrading of facilities, such as dealing with disabled access, the presence of asbestos and the monitoring of Legionella. Working with the Clubs will be essential to address these issues.

- 6.6 As with managed Community Centres mentioned earlier, there is likely to be a requirement for continuing financial support into the medium term future, however with Bowls facilities the wider public benefit is likely to be unclear unless a new management culture can be introduced. When set against the Council's Sports Development strategy, many Clubs would not qualify for Rent Grant or rate relief (although Rates are not applicable on most pavilions if mainly used for bowling activities).
- 6.7 Implementing a series of improvements to facilities could be funded through the Council's capital programme, and if the Friends of Parks Groups were able to secure grant monies for these buildings it may be possible to reduce the overall financial requirement on the Council. However, as has already been mentioned, access to the buildings to carry out works is likely to pose a number of practical problems –
- Clubs have exclusive possession of many of the pavilions
 - Relationships between Friends Groups and Bowling Clubs specifically regarding the use and maintenance of the buildings and associated facilities which might benefit Park users generally are not well developed across the Borough and may hinder the ability of community groups to access external funding
 - Safety reports may reveal urgent action is needed which may involve the closure of facilities in order to carry out works
 - Alternative accommodation for bowlers during refurbishment works may be hard to identify within the same Park in many cases
 - No designated 'building managers' for Local Asbestos Management Plans or Legionella testing exist within any Club and training in managing these risks would need to be carried out. This may be difficult given the demographic of the users
- 6.8 Service Level Agreements should be introduced for all bowling pavilions to ensure that these asset management issues are addressed and that responsibilities for management are clear. This would seek to formalise custom and practice over many years by passing certain aspects of management over to the Clubs in line with the general principle of greater public access and local management. All costs excluding rent should be borne by the clubs.
- 6.9 6.9 The aim of introducing service level agreements would be to enable the Council to have greater control over access to the pavilions by other community groups and to pave the way for a modernisation of facilities to complement the improvements in the award-winning parks.

7 ALLOTMENT SOCIETIES

- 7.1 In contrast to the position on bowling clubs, allotments societies have better arrangements in place, with the 15 relevant allotments having leases in place, incorporating self-management providing a rental income to the Council. This rental income covers the utility costs for the allotment sites that are leased.

8 FAITH GROUPS

- 8.1 The Council has worked with faith groups to develop a number of community facilities, or transfer existing ones. These include:
- The Hub, Altrincham – use of former day centre as community facility
 - The Beacon Centre, Firwood – use of former library as Church and community facility
 - LifeChurch Raglan Road Sale – inclusion of former community centre facilities
 - Sale West – St Mary, Ashton-on-Mersey as lead for community transfer.
- 8.2 Places of worship have had an immense historic influence in shaping society, and make significant contributions in a wide range of areas such as community development, education, social inclusion and heritage. For these reasons, the faith organisations have made and continue to make a particular and distinctive contribution to the development and implementation of Government policy in certain areas.
- 8.3 Moreover, faith communities have a long tradition of working with their members and others to foster community development. Central Government is increasingly exploring ways of using the experience and resources of faith communities "on the ground" to deliver services.
- 8.4 It is important that faith groups, while maintaining their distinctiveness, contribute to the wider objectives of the Council in delivering a good standard of services to the community. Many are involved with older people and families and play a significant role in working with young people.
- 8.5 Many hold luncheon clubs for older people or may be the venue for many playgroups and childcare facilities. As, nationally, youth centres and provision for young people have come under financial pressure, reorganisation and increased regulation, faith groups play an important role in meeting the needs of young people. The important issue is that this work is professionally done and operates in a transparent and co-operative way with the Council, whatever the religious origin.

- 8.6 It may be helpful to set out a proposed code for the Council to determine how its assets should be used by faith groups, focussing on outputs such as delivery of activities for youth and as partner of the Council's Social Services. It is suggested that the "Faithworks Charter" would be a suitable basis for adopting criteria to manage the relationship with faith groups (of any faith) .This could form the basis of a Service Level Agreement approach. The full Charter (available on the website quoted) is intended for Christian Churches, and since these are likely to form the majority of approaches to the Council in the period covered by this Paper, they could be asked to sign up to the whole Charter.
- 8.7 This Charter (summarised) is set out below
- § Providing an inclusive service, respecting people of all faiths and none.
 - § Never imposing our faith or beliefs on others
 - § Developing partnerships with other providers to establish an integrated service to the community and avoid duplication
 - § Implementing best employment practices
 - § Developing a professional approach to management, practice and funding (including Health and Safety and child protection)
 - § Handling finances in a transparent way
- 8.8 Whilst faith groups are distinctive because of their motivation for community involvement, the Council must be sure that it can monitor the activities and standards of groups occupying its premises. While lease arrangements protect the property aspects of the relationship, it is important that there are clear benefits to the community from the work that is undertaken.

9 OTHER VOLUNTARY OR CHARITABLE GROUPS

- 9.1 The Council's "Let Estate", comprises of properties leased to third parties, and other assets such as the Council's Parks, facilitates an important relationship with the voluntary and charitable sector.
- 9.2 The groups are involved in many of the activities that the Council sees as playing an important role in community life. These include Scouts, Arts groups, Friends Groups, Allotment Societies, Bowling Clubs and Nursery groups. The Council is not under an obligation to provide land and premises for these groups (although in the case of allotments it may have an obligation to replace them under the Allotment Acts) but it does recognise that its land holdings enable it to use its assets to achieve its corporate objectives.
- 9.3 The Council's Let Estate Strategy embraces the principle of supporting community groups alongside the objective of maximising the assets of the Council for economic benefit. The Council seeks to obtain maximum community benefit from its assets.

- 9.4 Charges made vary according to type of organisation. Private nurseries, for example, are welcomed in order to support the Council's aim of improving outcomes for children in the Borough. However, these are often run on a commercial basis where parents pay a fee for childcare. In this instance it is appropriate to charge a rent and treat the letting on a commercial footing. Scout Groups however, pay a rent reflecting their often low-income base and this is common practice across all Greater Manchester Authorities. This arrangement also reflects the educational and social benefits that Scout Groups provide.
- 9.5 Many of the groups occupying Council property have done so for a considerable length of time and turnover of properties used by this sector is low. The Council is likely to reduce the number of buildings it owns in the future, but also to maximise the use and improve the condition of the remaining stock. In this context it is important that a clear strategy is adopted to ensure that those groups benefiting from occupying Council assets are provided with a context within which to work with the Authority.
- 9.6 Of 11 identified Let Estate assets leased to the voluntary sector, 4 are holding over, and will be subject to review in 2013/14. The more recent leases are for longer terms with full repairing arrangements, and are therefore more in line with current thinking on local independence and ownership.
- 9.7 A number of groups have been allowed occupation of Council office accommodation, and this is mainly at no cost to the organisations. Organisations include CAB, Shopmobility, Victim Support, VCAT, and various bodies at Old Trafford and Partington community centres in particular.
- 9.8 Many groups request space in Council office premises, and once in place, tend not to vacate. The rationale behind their occupation, in preference to other groups, is often not obvious, or based on past criteria which may no longer fit with Council priorities. Occupation varies in tenure and support, and it is proposed that the approach is rationalised, with criteria as set out in the Rent Grants section being applied. In these cases it may be difficult to achieve a position where organisations contribute to running costs.
- 9.9 In the Section on Financial Strategy, the approach to supporting groups by way of Rent Grant and rate relief is set out. When the approach to lease terms generally is combined with this (from Section 2), this forms a comprehensive background for decision-making and engagement.

10 FINANCIAL SUPPORT

Capital funding

- 10.2 10.1 The major issues identified so far involve financial challenges particularly around the poor condition of many buildings. Capital funding is subject to prioritisation following options appraisal, and is now at a limited level.

Revenue funding

10.3 If the Council's relationship with the community is to have long-term expression, it must deal with the financial issues and pressures facing voluntary organisations, who give much of their time without financial reward, to ensure many groups are sustainable. There are a number of ways groups are supported currently :

- § One-off earmarked grants
- § Rent Grant, where the organisation is occupying Council premises
- § Mandatory Rate Relief
- § Discretionary rate Relief (DRR)

These forms of assistance are commented upon below

Discretionary Rate Relief (DRR)

10.4 Applications for Discretionary Rate Relief (to 'top up' mandatory relief) are considered by the Director of Finance. Where the Council grants relief, it must pay the remainder itself to Government. Discretionary Rate Relief is generally refused where –

- § Mandatory relief is already given, except in the cases of Scouts and Guide HQ's, Aided Schools and CAB's.
- § A substantial portion of income is obtained from bar receipts
- § Membership of a Club is restricted by the amount of subscription or other limiting factors
- § Where a Club is run for political purposes
- § Housing Associations
- § Where a grant is already given by the Authority or under s48 of the LGFA 1988.

10.5 The amount of DRR often increases each year. This is due to the nationally prescribed increase in the rateable value multiplier and could be as a result of where property is improved, as this may increase the rateable value of the property.

10.6 Substantial changes in rateable value are often associated with activities or building improvements where the potential for income generation exists (to repay loans for example). Sports Clubs with bars for example, may fall into this category. The Council is likely to be required to give its approval both as Planning Authority and Landlord but is unable to use any discretion based on the existing policy to influence the level of NNDR payable by the Lessee. Club development may therefore have an unintended financial consequence on the Council's revenue budget. A risk assessment in this area has not been undertaken as part of this report.

Rent Grants

- 10.7 The Head of Property and Development will deal with the assessment of whether or not a group qualifies for Rent Grant in consultation with Service Heads. This report seeks to clarify the process. The Head of Property and Development will always seek views of relevant directorates before recommending to Members that a Rent Grant arrangement is approved. A book transfer is made annually at year-end.
- 10.8 Assessments for Rent Grants are based on similar lines to that in place for Rate Relief and the rent record amended accordingly.
- 10.9 Some Councils charge peppercorn rents, even with long leases. Trafford's practice has been to include the commercial rent in the lease document with a book transfer taking place internally between budgets. This is designed to make the amount of subsidy clear to the recipient and in some instances is treated as match funding.
- 10.10 The approval of rent grant rests with Executive Members who rely on officers' recommendations regarding the worthiness of the organisation seeking support. The level of Rent Grant is 100% but no detailed "community benefit test" is applied to rent grant. Where rents are set in the Lease agreement, if Members choose to vary the amount of grant in the future, the difference between rent and grant will automatically produce a rent income. In the majority of cases, it is however implicit to the principle of partnership that the level of grant remains the same as the rent throughout the period of the Lease. Alterations to the level of grant would only be affected by changes in the groups' activities relative to the grant criteria.
- 10.11 Recommendations with regard to the suitability of an organisation as partner supporting the Council's objectives are sought, and this is usually sufficient to recommend approval to Members. However, it is felt that a more formal and transparent application process would be helpful, to evidence community benefit, and justify the grant element. A more formal process would also be helpful for audit purposes, although a lighter touch might be expected for organisations such as CAB's.

RENT GRANT ELIGIBILITY CRITERIA

1	Open and affordable membership
2	Charitable status or objectives as appropriate
3	Facilities available to non-members
4	Active encouragement of young people, older age groups, persons with disabilities, women and the unwaged
5	Meeting at least two of the Council's corporate objectives
6	Express commitment to an "open book" on financial matters with the

	Council
7	Over 51% of members resident in the Borough
8	Affiliation to a national or local organisation for the purposes of developing high quality service delivery
9	Facilities DDA compliant
10	A statement of how grant is used in development of the group or organisation when requested, for audit purposes
11	Rent grant not applicable for – scout and guide associations, private nurseries or childcare operators, allotment societies, housing associations, political clubs, places of worship and charity shops.

- 10.12 A further audit of groups receiving Rent Grant should be undertaken to verify the that the criteria are met by the groups receiving support, to collect evidence to support future grant eligibility, giving groups who find it difficult to comply immediately an opportunity to work on developing appropriate policies. This will require the completion of a formal application form.
- 10.13 In order to protect current budgets and to minimise the impact on current arrangements with Groups, the criteria chosen reflect recent practice.
- 10.14 A performance framework is appropriate where the Council gives rent grant and DRR, and a Service Level Agreement is a suitable approach. Performance management is clearly required and a corporate process needs to be initiated to ensure that value for the rent and rate income foregone through the support to the various Clubs and Groups is obtained. The current system is far from ideal as outputs are not measured and a more explicit link between grant and service delivery can only assist in developing a partnership that has greater meaning.
- 10.15 All property support for voluntary and community organisations should be on the basis of the principles set out above. This also implies that all such arrangements should be subject to lease, with rent, and where applicable Rent Grant being established for all such occupation.
- 10.16 It is also proposed that with the exception of Rent Grant and DRR, all property costs of occupation, including utility charges and repairs and maintenance costs, should be borne by the occupying organisation. In appropriate cases and where lease length allows, this should extend to capital costs.

11 PRINCIPLES FOR PROPERTY SUPPORT

1	The Council's land and property assets should be used for maximum community benefit
2	Support for groups using council land and property should be transparent, fair and linked to evidence of community benefit
3	The long-term aim for all assets occupied by voluntary groups is that they are managed by and for the community where appropriate and sustainable
4	Provision of assets for community use should respond to neighbourhood needs and be reflected in asset management planning
5	Property agreements should reflect the partnership arrangements with the Council and be based on clear criteria and benefits and be the basis for improving community outcomes.
6	That where Rent Grant is given to a tenant or occupier, the amount of market rent (subsidy) should be clearly stated in the agreement
7	Financial and accommodation support for voluntary and community groups should be used for maximum community benefit, and based on evidence of financial need. As a minimum, organisations would be expected to contribute all running costs excluding rent.
8	Community benefit should be assessed and targets set. Regular monitoring of both community benefit and need should be undertaken to ensure that support is both appropriate and commensurate



TRAFFORD COUNCIL

Appendix (iii)

HOW TO APPLY FOR A COMMUNITY ASSET TRANSFER

June 2013

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8. What is the time scale involved?

9. What happens if more than one organisation is interested in taking on the same asset?

10. What happens next when the transfer is approved?

1. Introduction

This guide has been developed by Trafford Council to give advice to local organisations interested in taking on a Community Asset.

The Council has recognised the value community groups can play in enhancing local amenities, and has supported where appropriate key local organisations to deliver improved services in conjunction with the use of Council assets.

Various methods have been used in supporting community organisations in the past including rent-granted accommodation in Council offices, ground leases to allow organisations to build - for example scout huts, and leases of premises including those to community associations to allow local management of a number of community centres.

The Council believes that voluntary and community organisations (VCSO's) are often best placed to manage facilities in their local communities, in working with volunteers, where local knowledge and management of the asset can result in lower overheads and better value-for-money, as well as better and more intensive use of the asset.

2. What is community asset transfer?

Relevant assets are land or buildings in use by the community. For assets owned by the Council, assets which are surplus to the Council's requirements are most likely to be considered suitable for transfer. However, there may be benefits in the transfer of assets of continuing use for the delivery of Council services or objectives. Decisions will be made on a specific basis to ensure that individual circumstances are considered. Assets of high value and those with high development potential are unlikely to be considered suitable for transfer.

The Localism Act also recognises 'Assets of Community Value' where the community sees their potential value for future use. Wider community assets therefore include those owned by other organisations, and can include a local post office, shop or pub.

Transfer normally involves the sale or lease of an asset; however, transfers are most likely to be leases. The length and responsibilities contained within the lease will depend on the purpose of the transfer and the size and nature of the organisation applying for the transfer. Therefore the definition of Community Asset Transfer is:

"The transfer of land or buildings from the Council's ownership into the stewardship and/or ownership of voluntary and community sector organisations." Community Asset Transfer can take place in different forms including short term and long term leases and in certain exceptional circumstances the full transfer of Freehold.

The type of transfer required will be discussed with the organisation applying at the first stage of application.

3. Who can apply for Community Asset Transfer?

We will consider asset transfer to community groups, voluntary groups, faith groups and non-profit making organisations - the voluntary, community and social enterprise sector. These may be based in the locality or have another wider interest. These include:

- § Unincorporated registered charitable organisations
- § Companies limited by guarantee with charitable status
- § Community Interest Companies limited by guarantee
- § Community benefit Industrial & Provident Societies with an asset lock
- § CICs limited by shares
- § Faith Organisations

Organisations benefitting from Community Asset Transfer need to demonstrate that:

- § The community option is in the community's interest and long-term benefit, creating social and economic value and benefits
- § They are open, representative bodies which adhere to equalities and health and safety requirements
- § Alignment with corporate priorities and objectives
- § They are a viable organisation – transfers will be made only to organisations which can demonstrate their business competence, sustainability and strong governance.
- § The proposal meets the specific needs of the local community in which the asset is based, and is fully accessible and inclusive (unless fulfilling the needs of a specific supported community of interest). National or regional organisations would not normally be considered for Community Asset Transfer.

While commercial organisations would not normally be considered, a proposal which demonstrates community benefit, or assists small business start-ups (especially social enterprise/SMEs) would be considered.

4. For how long will leases be granted?

Each application for Community Asset Transfer will be looked at on a case by case basis. We will carefully consider the specific needs of the voluntary and community organisation, the condition of the asset and the requirements of potential funders or lenders. We will base the length of the lease term on the needs that are clearly supported by the voluntary and community organisation's business plan, and on the voluntary and community organisation's capacity to manage the asset. In certain cases we may offer a phased transfer, depending on the voluntary and community organisation's resources.

In order to ensure sustainability, feasibility studies will need to be carried out by the Community Asset Transfer applicant and financial planning will need to figure highly in this process.

Proposals from community anchor organisations ("independent, community-run and led organisations, rooted in a sense of place, and with a mission to improve things

for the whole community”) and those which include the co-location of several services (a ‘community hub’) will be encouraged in this context.

As a guide, the following lengths of term may apply to new Community Asset Transfers, based on the anticipated requirements of most charitable funders:

- § A Licence to Occupy will normally be granted for up to 12 months
- § A lease of up to 10 years, or up to 25 years
- § In exceptional cases, a lease longer than 25 years or even a full transfer of
- § The freehold may be appropriate if supported by a business case that demonstrates special circumstances or requirements from funders or lenders.

The Council will be as flexible as possible when designing lease clauses, so that maximum benefit is achieved for both the VCSO and the Council. This will enable the asset to be used imaginatively, e.g. through the ability to sub-let and through flexible user clauses.

Leases will also include future maintenance arrangements for the asset and these arrangements will be looked at on a case by case basis. They will also require that the appropriate policies and procedures are in place as well as adequate insurance coverage to cover Health and Safety and other legal requirements

All options will be explored with any interested parties but it is important to be aware that there will be a cost implication with all of these options, for example, finding the funding to pay rent or fund maintenance, repairs or renovations on the property or land

5. How do we go about applying for an Asset Transfer?

The Council has identified a single point of contact in Asset Management who will deal with any applications for transfer and liaise with all the interested parties.

Groups will have to complete an Expression of Interest (EOI) form in the first instance. This information is available via the Council’s Website or by post from the single point of contact. (Contact details can be found in Section 10).

Once we receive the Expression of Interest form we will discuss your proposals in more detail and arrange a site visit with you to make sure you are fully aware of the size and current use of the property and consider how this fits with your needs. Before you take over the rental or ownership of a property or piece of land, we will need to know how you intend the asset to be used for the benefit of the community and how this would offer real local opportunities for improvement, so you must be clear about what you want to use the building for and how this will support the local community.

6. How do we know if the property is available for transfer?

Two Registers of Community Assets possibly available for transfer will be developed by the Council.

Under the Community Right to Bid section of the Localism Act 2011, communities have the right to nominate assets of community value, which can include assets

owned by other organisations, including commercial assets such as a village shop or pub, and they have the right to bid for those which have been accepted onto the list if they become available. We will therefore maintain a list of such assets overseen by Directorate of Economic Growth and Prosperity and the corporate Strategic Lands Group.

We will also identify assets that are surplus to requirements and could potentially be available for disposal on a Community Asset Transfer basis.

There may also be opportunities identified by the Council or voluntary and community sector organisations for transfer of an asset which would better support local needs or provide better value for money if in the VCS sector.

Copies of both lists will be available via the Council's website

It is important to bear in mind that the Council will reserve the right to retain assets it deems necessary for its future business use, or to sell assets on the open market in order to generate receipts to ensure we can maintain our other assets.

When applicants make initial enquiries they will be informed of the availability of the asset they are interested in.

7. How do we get help to take this forward and what do we need to do?

You will need to develop a business case and we have included a checklist below of key items you need to think about when developing this proposal.

The business case made to the Council by the voluntary and community organisation is the single most important document to inform the decision about whether to proceed with the transfer. Although voluntary and community organisations should feel free to structure the business plan in any way that they see fit, any business plan presented to the Council at a minimum must contain the following :-

Business Plan	
Summary	<ul style="list-style-type: none"> § Who you are, what you want to do, how you intend to do it
Organisation	<ul style="list-style-type: none"> § Track record, current plans, partnerships and people, governance, legal structure
Summary of the project	<ul style="list-style-type: none"> § Objectives § Proposed programme for delivery § Proposed impact/benefits of the project § Proposals for management and operation of the asset (staff, volunteers) and the capital construction phase when relevant
Approach	<ul style="list-style-type: none"> § What local needs will the project be responding to (who and how many will benefit?) § Is anyone else delivering similar activities in the same area? Is this potential for collaboration or competition and how will you respond to this? § Who will purchase the services/products that you provide? § What is the pricing structure and what is the rationale behind this? § How will promotion/marketing be undertaken?
Resources	<ul style="list-style-type: none"> § Financial projections should include:- § Cash flow for first year § Budget (3-5 years) § Profit and loss § Capital § Expenditure (if capital is required to redevelop the building sources secured or identified should be stated) § Explanatory notes – explaining rationale for projections and assumptions made. § This should include assumptions about timings and level of commitment for both § Income and expenditure
Risks	<ul style="list-style-type: none"> § Identification of the different risks associated with the Project, their impact and likelihood, together with how these will be managed

The organisation will also be expected to submit copies of governing documents, any evidence of external advice provided, expressions of support from partners/customers, and copies of accounts (where available).

We would advise you to take independent advice and organisations wishing to get involved in the Asset Transfer process may wish to contact Thrive (Trafford’s third sector support organisation) who may be able to support the application and help develop a business case. There are also national bodies such as the Asset Transfer Unit based with the national charity Locality who may be able to advise you.

8. What is the time scale involved?

This depends on the size and the value of the asset to be transferred. Generally community assets will be divided into assets of a ‘lower’ and ‘higher’ value. These designations will be decided by the Council in consultation with the Council Directorate responsible for the Asset.

The process and timescale therefore, will be dictated by the size of the asset as follows:

<p>1. Request</p> <p>Requests for a transfer could come from either a voluntary and community organisation or a Council Service.</p> <p>If the transfer request comes from a VCSO the organisation will be sent a copy of this ‘Guide to how to apply for Community Asset Transfer’ which summarises the process and will be directed towards completing an initial Expression of Interest (EOI) providing details about the organisation and identifying the building proposed to be transferred.</p> <p>The Single Point of Contact will liaise with the Directorate responsible for the asset to ensure they are happy for the disposal of the asset to go ahead</p> <p>If the Asset is unavailable the single point of contact will inform the voluntary and community organisation concerned as to the reasons why the transfer cannot go ahead</p> <p>At that point the request will be referred to the Strategic Lands Group for endorsement for the transfer to be taken to the next stage.</p> <p>The market / fair value of the community asset proposed to be transferred will be assessed and the next stage of the process will be dictated by the value of the asset is set out below:</p>	<p>2 months</p>	
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For assets of a lower values (less than £250,000) the next stage of the process will be :

<p>2. Building the case</p> <p>If the Asset is available, a business plan and feasibility study will be requested from the voluntary and community organisation identifying their plans for the building and identifying any local support for the proposal amongst local members and the local community. The voluntary and community organisation will have to demonstrate that their proposals have real community benefit and can help the Council achieve its corporate targets.</p> <p>This will be presented to the corporate property group for discussion and if approved submitted for final approval</p>	<p>3 months</p>	<p>Total – 7 months</p>
<p>3. Report to Corporate Director – Economic Growth & Prosperity</p> <p>Final report recommending transfer and outlining the terms and conditions to be approved by the Executive Members for EGP and the relevant service area, with consultation with relevant Ward Members.</p>	<p>2 months</p>	
<p>4. Transfer</p> <p>Transfer may be immediate. However, the Council recognises that there may be significant advantages to a phased handover – especially if the Council will be running it as an operational asset prior to the voluntary and community organisation taking possession.</p>	<p>2 months</p>	

For assets of a higher value (more than £100,000) the next stage of the process will be :

<p>2. Sponsoring Service</p> <p>The Sponsoring Service would be the Council service with most appropriate links to the organisation requesting an asset transfer.</p> <p>Work may also need to be undertaken to verify the credentials of the voluntary and community organisation.</p>	<p>2 months</p>	<p>Total – 13 - 17 months</p>
<p>3. Report to Strategic Lands Group</p> <p>The report will detail relevant information which the Group will need to decide whether to proceed ‘in principle’. The report will include the views of the Ward Councillors and include information on the organisation, the asset and importantly the community benefit potential of an asset transfer</p> <p>If the transfer request has been made by a Council Service the Lead Service will be seeking permission to promote the opportunity to the wider voluntary and community sector or will be seeking permission to take forward the transfer in partnership with a specific voluntary and community organisation.</p>	<p>2 months</p>	
<p>4. In principle decision</p> <p>The decision to proceed (if support for the transfer is obtained) will be ‘in principle’.</p> <p>It will represent a decision to proceed with exploring the feasibility of the transfer as a voluntary and community organisation/Council partnership. Therefore it will be subject to a viable business plan and associated business development process, which will determine level of market discount, length and condition of lease, etc.</p>	<p>1 month</p>	
<p>5. Detailed development stage</p> <p>This phase will enable the substantial development work to be undertaken towards a viable business plan with the voluntary and community organisations maintaining regular contact with the Council. The Council will also provide information required to make the development process as straight forward as possible. During this time the Council and the voluntary and community organisation will also be making in principle agreements around heads of terms, levels of discount, length of lease, etc.</p>	<p>4 – 8 months</p>	
<p>6. Report to Exec Member – Economic Growth & Prosperity for decision</p> <p>The Corporate Director will produce a final report recommending transfer and outlining the terms and conditions.</p>	<p>2 months</p>	
<p>7. Legal documentation</p> <p>Transfer may be immediate. However, the Council recognises that there may be significant advantages to a phased handover – especially if the Council will be running it as an operational asset prior to the voluntary and community organisation taking possession.</p>	<p>2 months</p>	
<p>8. Transfer completed</p>		

9 What happens if more than one organisation is interested in taking the same asset?

In the first instance, they will be encouraged to work together to look at the feasibility of developing a partnership approach to taking on the asset

If that is not possible, both organisations will be expected to go through the full application process as detailed above

Both applications will be looked at on their relative merits and a decision will be made based on which proposal contribute the most to addressing the priorities laid out in Council Plan as well bringing added value to the transfer

10 What happens next when the transfer is approved?

There will be an expectation for the voluntary and community organisation taking on the transfer to sign the appropriate legal paperwork

Leases / Transfer agreements may also be accompanied by a Service Level Agreement that will secure the longer term benefits of the Community Asset Transfer particularly if it is involved the delivery of services. This will set out the agreed minimum standards, opening hours and activities, and how these will be measured and monitored which will include identifying the wider social value of the transfer. It will also ensure that the voluntary and community organisation meets all necessary requirements to achieve optimum community benefit and use of the asset.

Monitoring arrangements will be overseen by the Single Point of Contact in consultation with other relevant Council services.

Leases will usually be charged at a market rent and grant aided back to the voluntary and community organisation. The level of grant aid will be dictated by the by the depth and scope of the agreed outcomes as highlighted in the Service Level Agreement

Repairing and maintenance arrangements in relation to the asset to be transferred will be contained in the lease and will be agreed on a case by case basis

Leases longer than 10 years will normally only be granted to organisations that have an 'asset lock' and will contain clauses that prevent the asset being assigned or sold on for unintended financial gain and the loss of the agreed benefits.

Leases will contain suitable clauses to ensure the return of the asset to the Council if the terms of the service agreement are not met, or in the case of dissolution, insolvency or corruption

Leases will also be proportional to the size and value of the asset concerned

The Council may also consider a 'meanwhile lease' in certain circumstances to change the use of a piece of land or building for a temporary use / service until it is ready to be used again as its designated use

Once granted, leases can usually be extended or restructured at a future stage, to meet the voluntary and community organisation's changed activities or circumstances, or to meet the requirements of potential funders or lenders.

EXPRESSION OF INTEREST
Submission to include:-
Organisation Details
Name of organisation
Date of formation
Charitable status
Constitution and terms of reference
Business Plan and financial records
Governance and management structure
Links with /support from Council or partner services
Proposal Details
Purpose for which the asset will be used for and why
Proposed users
Consultation undertaken
Benefits of the proposed use to the organisation, community and Council
Basic outline of business plan – proposed method of operation and financing
Basic outline of business plan – ability to ensure viability and sustainability

ASSESSMENT - PROPOSAL
Organisation expressing the interest in the asset
Reason for the request / interest
Robustness of the business case
Assessment of the organisation's capacity to take on the asset
Assessment of the relative benefits from the proposal Impact on Council finances – capital / revenue Impact on staffing Initial assessment of building condition and ability to maintain Assessment of the risks of the proposal
Impact on relevant strategies Fit with relevant policies and objectives
Local views of the proposal Other organisations competing for the transfer
Recommendation: a) potentially a suitable proposal for asset transfer b) requires more detailed assessment c) unsuitable

ASSESSMENT - ASSET
Is asset surplus?
Current occupation
Current usage
Condition
Suitability / sufficiency for current use
Impact on any other organisation
Other issues directly relevant to potential transfer
<p>Conclusion:</p> <p>a) potentially suitable for asset transfer b) requires more detailed assessment c) unsuitable</p>

ASSESSMENT - ORGANISATION
Is there a Constitution?
Is the organisation a Registered Charity?
Is the organisation a Registered Company?
How long has the organisation been established?
How is the organisation governed and managed?
Does the organisation demonstrate financial viability?
Does the organisation demonstrate the ability to manage the asset?
Does the organisation's ethos fit with that of the Council?

ASSESSMENT - BENEFITS

Community empowerment:

Increases the involvement of the local community in the management of the asset
Enables the local community to take action to address local issues

Neighbourhood:

Complement existing services or asset transfers.
Fills a gap in provision locally

Sustainable community and voluntary sector:

Improves capacity/sustainability of an organisation
Adds value by creating opportunities for individual organisations to work together

Economic development and social enterprise:

Brings additional investment
Encourages social enterprise

Improves local services:

Improves or safeguards a service that would otherwise be lost
Gives an opportunity to deliver specific council priorities

Value for money:

Gives an opportunity for a 'non-operational' asset to be used
Represents the best use of the asset, particularly in the medium to long term
Creates efficiency savings.

Conclusion:

- a) benefits outweigh risks - potentially a suitable transfer**
- b) requires more detailed assessment**
- c) risks outweigh benefits – unsuitable with known mitigation**

ASSESSMENT - RISKS
Negative impact on community cohesion
Lack of ability to manage asset
Potential for asset to become a financial liability for VCSE
Potential for asset to become / revert to a Council liability
Inability to deliver promised services/outcomes
Potential to disadvantage groups or individuals
Potential loss of existing community services
Conflict with other organisations
Lack of value for money
Conclusion: a) benefits outweigh risks - potentially a suitable transfer b) requires more detailed assessment c) risks outweigh benefits – unsuitable with known mitigation

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Appendix (iv) List of property assets occupied by sports clubs, community and voluntary organisations, allotment societies and cl

	PREMISES	No.	OCCUPIER	BASIS OF OCCUPATION
EGP	Altrincham Library	1	CAB	LEASE - HOLDING OVER
EGP	Broomwood Centre	1	POTENTIAL TRANSFER TO COMM BODY	N/A - LEASE IN FUTURE
EGP	Old Trafford Lib/Centre/Admin (Integrated Facility)	1	TUCU, BME, CAB, BIG LIFE	MIXTURE - MANY HOLDING OVER
EGP	Park House	1	MANAGED BY VCAT, also NEW WAY FORWARD	MANAGEMENT AGREEMENT
EGP	Partington Healthy Living Centre and library	1	MANAGED BY blueSCI	MANAGEMENT AGREEMENT
EGP	Sale Waterside	1	VICTIM SUPPORT, SHOPMOBILITY	LEASE - TO BE RENEWED
		6		
EGP	Flixton House -Main Building Only	1	LCA - EXPIRES 31/3/13	AGREEMENT
EGP	Partington Centre	1	CAB, TOWN COUNCIL, MCT	MIXTURE
EGP	Sale West Centre (adjacent to Sale West Youth Centre)	1		NO AGREEMENT
EGP	Bowdon Assembly Rooms	1	CINNAMON CLUB - COMMERCIAL	LEASE - HOLDING OVER
EGP	Firwood Centre	1	COMMUNITYASSOCIATION	LEASE - HOLDING OVER
EGP	Hartford	1	COMMUNITYASSOCIATION	LEASE - HOLDING OVER
EGP	Humphrey Park	1	COMMUNITYASSOCIATION	LEASE - HOLDING OVER
EGP	Jubilee Centre	1	COMMUNITYASSOCIATION	LEASE - HOLDING OVER
EGP	Riddings Centre	1	G-FORCE	LEASE - HOLDING OVER
EGP	Sale Moor Centre	1	COMMUNITYASSOCIATION	LEASE - HOLDING OVER
EGP	Shawe Hall Centre	1	COMMUNITYASSOCIATION	LEASE - HOLDING OVER
		11		
EGP	Family Contact Centre (Former Darby & Joan Club)	1	FAMILY CONTACT LINE	LEASE
EGP	Chapel Road Sale (73)	1	CAB	LEASE - HOLDING OVER
EGP	Washway Road, Sale (9/13)	1	CAB LEGAL TEAM	NO LEASE IN PLACE - CAB MOVE TO ALTRINCHAM LIBRARY
EGP	Regent Road (17 - 19)	1	SHOPMOBILITY, ALTRINCHAM CofC	LEASE
EGP	Coach House, Flixton	1	MEADOWSIDE JFC, URMSTON FC & OLD STRETS	LEASE
EGP	The Beacon Centre, Firwood	1	CHURCH	LEASE 99 YEARS
EGP	The Hub Pownall Road	1	CHURCH	LEASE 25 YEARS
EGP	Prefab office, Timperley Old Hall	1	STAG	ANNUAL TENANCY
EGP	Rifle Range, Timperley Old Hall	1	ALTRINCHAM RIFLE CLUB	LEASE - HOLDING OVER
EGP	Dawlish Road Hut	1	TODDLER GROUP	TODDLER GROUP - LEASE SUBJECT TO PLANNING
EGP	Former Lostock Library	1	LOSTOCK SCOUTS	LEASE
		11		
EGP	Partington Depot	1	PARTINGTON TOWN COUNCIL	LICENCE
		1		
T&R	Coppice Avenue Library	1	LIBRARY	-
T&R	Davyhulme Library	1	LIBRARY	-
T&R	Delamere Toy and Tape Library	1	TOY & TAPE LIBRARY	LEASE - BEING RENEWED
T&R	Hale Library	1	LIBRARY	-
T&R	Stretford Library	1	CAB	N/A
T&R	Timperley Library	1	LIBRARY	-
T&R	Urmston Library	1	CAB	N/A - NEW LEASE BEING NEGOTIATED
T&R	Woodsend Library	1	LIBRARY	-
		8		
CWB	Bowfell	1	GM WEST MHT WITH 2x CHURCH & BAND USE	MGMT AGREEMENT WITH CWB - TO BE DISPOSED OF
CWB	Broome House	1	blueSCI	MGMT AGREEMENT WITH CWB - PROPOSAL TO MOVE
		2		
ETO	Altrincham Golf Course, Clubhouse/Shop	1	TCLT	LEASE
ETO	William Wroe Golf Course	1	TCLT	LEASE
ETO	Altrincham Leisure Centre	1	TCLT	NO LEASE IN PLACE
ETO	George Carnell Leisure Centre	1	TCLT	LEASE
ETO	Partington Leisure Centre	1	TCLT	LEASE
ETO	Sale Leisure Centre	1	TCLT	LEASE
ETO	Stretford Leisure Centre (Incorporates Greatstone Library)	1	TCLT	LEASE
ETO	Urmston (Bowfell) Leisure Centre (Incorporates Bowfell Library)	1	TCLT	LEASE
ETO	Crossford Bridge	1	ASSOCIATION - CBMA	MANAGEMENT AGREEMENT
ETO	Stretford Stadium	1	ASSOCIATION	OWNED BY A.C.
ETO	Stretford Stadium	1	ASSOCIATION	MANAGEMENT AGREEMENT
ETO	Timperley Athletics Stadium	1	ASSOCIATION	MANAGEMENT AGREEMENT
ETO	Leigh Road Tennis Courts	1	ASSOCIATION - CLUB	LEASE
ETO	Seymour Park Sports Barn	1	TCLT	NO AGREEMENT FOR MANAGEMENT
ETO	St Brides Changing Rooms, Rear of Shrewsbury St	1	TCLT	NO AGREEMENT FOR MANAGEMENT
ETO	Trafford Water Sports Centre	1	VARIOUS	LICENCES
ETO	Walton Park Leisure Centre	1	ASSOCIATION	OWNED BY USERS
ETO	Altrincham Golf Course, Driving Range	1	PRIVATE LEASE	LEASE EXPIRY 2014
		18		
ETO	Balmoral Road Allotments	1	NO AGREEMENT - JANET LONG	-
ETO	Brookfield Allotments	1	SOCIETY CONTROL - URMSTON A & G SOCIETY	LEASE
ETO	Chadwick Allotments	1	SOCIETY CONTROL - URMSTON A & G SOCIETY	LEASE
ETO	Church Street Allotments	1	NO AGREEMENT - JANET LONG	-
ETO	Dequincy Road Allotments	1	NO AGREEMENT - JANET LONG	-
ETO	Eaton Road Allotments	1	NO AGREEMENT - JANET LONG	-
ETO	Golf Road	1	SOCIETY CONTROL - HALE A S	LEASE
ETO	Gorse Hill Allotments	1	NO AGREEMENT - JANET LONG	-
ETO	Granville Allotments	1	SOCIETY CONTROL - URMSTON A & G SOCIETY	LEASE
ETO	Grosvenor Road Allotments	1	SOCIETY CONTROL - SALE H AND A S	LEASE
ETO	Grove Lane Allotments	1	NO AGREEMENT - JANET LONG	-
ETO	Humphrey Park Allotments	1	SOCIETY CONTROL - HUMPHREY PARK A S	LEASE
ETO	Laneheads Allotments	1	SOCIETY CONTROL - URMSTON A & G SOCIETY	PRIVATE
ETO	Lesley Road/Moss Park Allotments	1	NO AGREEMENT - JANET LONG	-
ETO	Mansfield Allotments	1	SOCIETY CONTROL - URMSTON A & G SOCIETY	LEASE
ETO	Marlborough Allotments	1	SOCIETY CONTROL - URMSTON A & G SOCIETY	LEASE
ETO	Moor Nook Allotments	1	NO AGREEMENT - JANET LONG	-
ETO	Moss Lane	1	SOCIETY CONTROL - HALE A S	LEASE
ETO	Moss View Allotments	1	NO AGREEMENT - JANET LONG	-
ETO	Mossfield Allotments	1	SOCIETY CONTROL - URMSTON A & G SOCIETY	LEASE
ETO	Old Trafford Allotments	1	SOCIETY CONTROL	LEASE
ETO	Pickering Lodge Allotments	1	NO AGREEMENT - JANET LONG	-
ETO	Riddings Allotments	1	SOCIETY CONTROL - RIDDINGS A S	LEASE
ETO	St Mary's Allotments	1	NO AGREEMENT - JANET LONG	-
ETO	Tavistock Allotments,	1	NO AGREEMENT - JANET LONG	-
ETO	The Grove Allotments	1	SOCIETY CONTROL - URMSTON A & G SOCIETY	LEASE
ETO	Totnes Road Allotments	1	NO AGREEMENT - JANET LONG	-
ETO	Trafford Drive/Beech Avenue Allotments	1	NO AGREEMENT - JANET LONG	-
ETO	Vicarage Lane Allotments	1	NO AGREEMENT - JANET LONG	-
ETO	Walton Road Allotments	1	NO AGREEMENT - JANET LONG	-
ETO	Warslow Drive Allotments	1	NO AGREEMENT - JANET LONG	-
ETO	Wellfield Lane Allotments	1	SOCIETY CONTROL - HALE A S	LEASE

ETO	Winstanley Road Allotments	1	NO AGREEMENT - JANET LONG	-
ETO	Winstanley Road Allotments	1	NO AGREEMENT - JANET LONG	-
ETO	Woodstock Allotments	1	NO AGREEMENT - JANET LONG	-
ETO	Wyndcliffe Drive Allotments	1		NO AGREEMENT
		36		
ETO	Abbotsfield Park	1	BOWLS	NO AGREEMENT
ETO	Ashley Road Bowls	1	BOWLS	LEASE HOLDING OVER
ETO	Ashton Park	1	BOWLS	NO AGREEMENT
ETO	Barton Clough	1	TCLT	MANAGEMENT AGREEMENT
ETO	Beech Ave	1	TCLT	MANAGEMENT AGREEMENT
ETO	Broadway Park	1	TCLT	MANAGEMENT AGREEMENT
ETO	Chassen Rd Playing Fields	1	TCLT	MANAGEMENT AGREEMENT
ETO	Davyhulme Park	1	BOWLS	NO AGREEMENT
ETO	De Quincey Park	1	BOWLS	NO AGREEMENT
ETO	Denzell Gardens	1	VARIOUS	NO AGREEMENT
ETO	Flixton Park	1	CRICKET PITCH, FOOTBALL PITCHES&CHANGING R	MANAGEMENT AGREEMENT
ETO	Golden Hill Park	1	BOWLS	NO AGREEMENT
ETO	Grove Park	1	TCLT	MANAGEMENT AGREEMENT
ETO	Hale Road Bowls	1	BOWLS	NO AGREEMENT
ETO	Halecroft Park	1	TCLT	MANAGEMENT AGREEMENT
ETO	Hullard Park	1	BOWLS	NO AGREEMENT
ETO	John Leigh	1	BOWLS	NO AGREEMENT
ETO	King George V Angling Pool	1	FISHING POND	NO AGREEMENT
ETO	Longford Park	1	SCOUTS	LEASE
ETO	Longford Park		SCOUTS	LEASE
ETO	Longford Park		BOWLS	NO AGREEMENT
ETO	Longford Park		CAFÉ	TO BE AGREED
ETO	Lostock Park	1	BOWLS , 2 X FOOTBALL PITCHES	MANAGEMENT AGREEMENT (PITCHES ONLY
ETO	Manor Avenue	1	TCLT	MANAGEMENT AGREEMENT
ETO	Moor Nook Park	1	BOWLS/BASKETBALL COURT/PLAY AREA	NO AGREEMENT
ETO	Moss Park	1	BOWLS / FOOTBALL PITCH / PLAY AREA	MANAGEMENT AGREEMENT (PITCH ONLY)
ETO	Navigation Recreation	1	BOWLS/FOOTBALL PAVILLION	NO AGREEMENT
ETO	Newton Park	1	FORMAL BED / KNOT GARDEN	NO AGREEMENT
ETO	Partington Bowls	1	BOWLS	NO AGREEMENT
ETO	Partington Playing Fields	1	TCLT	MANAGEMENT AGREEMENT
ETO	Pickering Lodge Park	1	BOWLS	NO AGREEMENT
ETO	Queens Road	1	BOWLS	NO AGREEMENT
ETO	Riddings Acre Park	1	BOWLS/TENNIS	NO AGREEMENT
ETO	Seymour Park	1	FOOTBALL/BASKETBALL COURT	MANAGEMENT AGREEMENT (PITCH ONLY)
ETO	Stamford Park	1	BOWLS/BASKETBALL COURT/TENNIS	NO AGREEMENT
ETO	Turn Moss Playing Fields	1	TCLT	MANAGEMENT AGREEMENT
ETO	Victoria Park	1	BOWLS/FOOTBALL PITCH/TENNIS COURT/BASKETB	NO AGREEMENT
ETO	Walkden Gardens	1	SCOUT HUT	NO AGREEMENT
ETO	Walton Park	1	BOWLS	NO AGREEMENT
ETO	Weathercock Farm	1	PLAYING FIELDS	LEASE SURRENDERED
ETO	Woodheys Park	1	FOOTBALL PITCH/PITCH AND PUTT	NO AGREEMENT
ETO	Woodsend Fields	1	TCLT	MANAGEMENT AGREEMENT
ETO	Worthington Park	1	BOWLS	LEASE
		40		
CYPS	Broomwood Youth Centre (Integrated in the Broomwood Centre)	1	BOXING CLUB	NO AGREEMENT
CYPS	Davyhulme Youth Centre	1	VARIOUS	NO AGREEMENT
CYPS	Gorse Hill Youth Centre - Media Centre	1	SALFORD FOUNDATION	MANAGEMENT AGREEMENT
CYPS	Narrow Boats (Moored at Sale Waterside)	1	CYPS	NO AGREEMENT
CYPS	Old Trafford Youth Centre	1	VARIOUS	NO AGREEMENT
CYPS	Partington Youth Centre	1	VARIOUS	NO AGREEMENT
CYPS	Sale West Youth Centre (Integrated with Sale West Community Centre)	1	BOXING CLUB	NO AGREEMENT
CYPS		7		
OTHER	Flixton Pond, Ambleside Road	1	URMSTON ANGLING ASSOCIATION	LEASE
OTHER	Riverside Drive, Flixton	1	URMSTON & DISTRICT RIDING ASSOCIATION	LEASE
OTHER	Larkhill Centre	1	LARKHILL COMMUNITY ASSOCIATION	LEASE
OTHER	Lesley Road, Stretford	1	STRETFORD CRICKET CLUB	LEASE
OTHER	Altrincham	1	ALTRINCHAM KERSAL RUGBY CLUB	LEASE
OTHER	Ashton on Mersey	1	MERSEY VALLEY SPORTS CLUB	LEASE
OTHER	Hawthorn Lane, Ashton on Mersey	1	A ON M RUFC	LEASE
OTHER	Smiths Field, Timperley	1	UNICORN ATHLETICS JFC	LEASE
OTHER	Lees Field Davyhulme	1	URMSTON MEADOWSIDE JFC	LEASE
OTHER	Shawe Road, Flixton	1	TRAFFORD FOOTBALL CLUB	LEASE
OTHER	Valley Road, Flixton	1	FLIXTON FOOTBALL CLUB	LEASE
OTHER	Clay Lane Bowdon	1	BOWDON RUFC	LEASE
OTHER	Cecil Avenue, Sale	1	OLD SALIANS RUFC	LEASE SURRENDERED
OTHER	Timperley	1	TIMPERLEY SPORTS CLUB	LEASE
OTHER	Moss Lane Altrincham	1	ALTRINCHAM FC	LEASE
OTHER	St Georges Road, Altrincham	1	HEYES GROVE TENNIS CLUB	LEASE
OTHER	Ridgeway Road, Timperley	1	STOCKPORT COUNTY	LEASE
OTHER		17		

TRAFFORD COUNCIL

Report to: Executive
Date: 24th June 2013
Report for: Decision
[Draft] Report of: Executive Member for Economic Growth and Prosperity

Report Title

PROPOSALS FOR A NEW ALTRINCHAM LIBRARY

Summary

This report sets out the work that has been made in progressing proposals for a new library as part of the regeneration of the Market Quarter in Altrincham since the last report to Executive on 29th October 2012. The report also sets out the proposed terms for a 125 year lease for the library and the funding route.

Recommendation(s)

The Executive is recommended to:

- 1) Agree the proposal for the relocation of Altrincham Library
- 2) Authorise the Corporate Director of Economic Growth and Prosperity to finalise lease terms with Citybranch.
- 3) Authorise the Acting Director of Legal and Democratic Services to complete the legal documentation for a 125 year lease.
- 4) Agree the funding proposals for lease premium of £1,998,750 to be funded by ring-fenced land receipts from the planned 13/14 and 14/15 land sales programme along with the allocation of capital receipts from over achievement of sales already in the Land Sales Programme.

Contact person for access to background papers and further information:

Name: Helen Jones
Extension: x. 1915
Background Papers: None

Implications:

Relationship to Policy Framework/Corporate Priorities	Supports a range of priorities including value for money in efficient use of space and resources, sustainability and enhanced local facilities.
Financial	These are set out at sections 4 and 9 of the report
Legal Implications:	These are set out at section 10 of the report
Equality/Diversity Implications	Facilities support all sectors of the community, all equality strands will be considered further in the development of the project.
Sustainability Implications	New development will deliver a sustainable building.
Staffing/E-Government/Asset Management Implications	Asset Management implications are set out in the report.
Risk Management Implications	These are set out in sections 2 and 5 of the report.
Health and Safety Implications	Improvements due to improvement of buildings.

1. Background

1.1 This report sets out the work that has been undertaken to progress the opportunity for the development of a new library and exhibition space as part of the regeneration of the Market Quarter in Altrincham and the redevelopment of the old Hospital site.

2. Existing Library

2.1 The existing library is situated in part of Clarendon House on Stamford New Road. The space is leased from the owners of the Stamford Quarter on a 125 year lease (92 years unexpired) at a fixed rent of £1. The Council is responsible for all running costs along with the capital repair costs in proportion to the space occupied within Clarendon House.

2.2 The existing library is 18,826 sq. ft. and is larger than required for operational reasons.

2.3 The current building is poor in terms of visibility; it is unattractive and is not fully accessible. There are also significant future capital liabilities, estimated at £640k, just to maintain the space to an adequate standard.

2.4 The library is well used with an average 11,000 visitors per month. This footfall could be even higher if the library were a more modern, attractive space in the heart of Altrincham. This footfall would bring life and vitality and the proposed new library would act as a boost to the town centre and compliment the planned revitalisation of the market.

2.5 Proposals for re-use of the existing library are being developed. The ground floor space would lend itself to the Fab Lab opportunity:- incubator space for individuals and small companies to develop manufacturing ideas. This proposal is expected to be finalised shortly, supported with a business plan which will confirm that Fab Lab can be self-financing within 3 years including the revenue costs of leasing the space. Proposals for the first floor are also being considered. These could either be for conversion to residential as part of the redevelopment of Clarendon House or other appropriate uses. Any proposals involving a prospective change of use would of

course be subject to Planning. In either event the revenue costs of the space would need to be covered by the new use.

3. Outcome of Detailed Negotiations with Citybranch and Proposed Lease Terms for the New Library

3.1 Various approaches to the delivery of the new library have been considered. The joint venture route including a number of Council-owned sites has been discounted following external legal advice that concluded it presented an insurmountable procurement risk.

3.2 Discussions with the owner of the old Hospital site, Citybranch, have progressed and the option of a 20 year lease was explored. This option has now been discounted as it was unaffordable in revenue terms and would not present value for money for the Council when the total outlay was considered.

3.3 Further negotiations have taken place with Citybranch and a proposal for a long lease at a premium has been agreed in principle (subject to contract and subject to lease). The proposed terms of the lease are summarised below.

- 125 year lease with breaks in favour of the Council
- single premium of £1,998,750 payable on commencement of the lease. A deposit will be payable on exchange of contracts. This will be repaid in the event of breach of conditions by the developer.
- 8,000 sq. ft. across 2 floors with reception and exhibition space on the ground floor, fully fitted out
- no ground rent payable
- the Council to be responsible for all repairs and outgoings
- flexible user clause
- the Council will have the ability to sub-let or assign the space

3.4 The lease premium is higher than the figure proposed when the joint venture was under consideration as it is now inclusive of all fees and costs, an allowance for a development management fee and land value. The previous proposal was not all inclusive as the developer was factoring in the profit he would have made from developing the Council-owned sites being considered under the joint venture proposal.

3.5 A detailed review of the developer's build costs and his appraisal has taken place and the Corporate Director of Economic Growth and Prosperity is satisfied that the lease represents good value for money. The developer has confirmed that he has development finance for the scheme in place.

3.6 The space would form part of the new building that will be developed on the site of the existing Altrincham hospital. The developer is currently working up detailed proposals for the redevelopment of the site.

3.7 Some initial work has been completed in terms of the look and feel of the new library. A specification has been drawn up to ensure that the new library will be flexible in what it can provide the residents, businesses and visitors to Altrincham;

- There will be meeting rooms which can be used by customers and businesses with all the necessary IT equipment.
- There will also be an exhibition area for local artists and groups to hire.
- The Tourist Information Centre, which has over 4,000 enquiries per year, will continue to be situated within the library but with a much improved space
- There will be the facility to return library items 24/7 with the addition (the first in Trafford) of a book return facility in the entrance.
- The shelving will be on wheels to maximise the flexibility of the overall space so the library could be used for large events such as author visits and one-off events.

4. Funding Proposals for the Lease Premium

4.1 The use of capital monies from LSVT VAT receipts had been agreed previously however these monies would have to be repaid.

4.2 The current land sales programme has been reviewed to assess the expected sale price against the valuations. This exercise has concluded that an additional £650K of capital receipts will be delivered by the end of calendar year 2014 (subject to all the sites becoming available for sale).

4.3 The 2013/14 land sales programme will be reported to July Executive. However, work on finalising that programme is well advanced. Appendix 1 sets out 3 sites in Altrincham that could be ring-fenced towards the library lease premium along with a site that is already in the 12/13 Land Sales Programme. These land receipts total £1.95 M

4.4 The total value of the future disposals and the increase in estimated receipts is £2.6M. All sites have been reviewed to take into account the development potential of each site and current market conditions.

4.5 It is expected that all disposals of sites set out in Appendix 1 will be completed by the end of calendar year 2015 (subject to all the sites becoming available for sale). As the lease premium is £1,998,750 there is a good margin of comfort if any of the receipts are lower than expected or some sales do not proceed.

4.6 The lease premium will not be payable until the commencement of the lease. This is expected to be early in 2016 as the developer cannot start work on the redevelopment of the site until the new hospital is complete.

5. Risk and Issues

5.1 The proposal to enter into a long lease at a premium has been reviewed by Legal and Procurement and there are no procurement issues.

5.2 The proposed approach to the lease places all the risk on the developer. The Heads of Terms for the lease have been scrutinised and have been agreed in principle.

5.3 If the developer does not meet the obligations under the agreement to lease the Council would be under no obligation to enter into the lease.

5.4 The developer will require planning permission for the redevelopment of the hospital site and expects to submit a detailed planning application in October or November 2013. The scheme will include a new public square between the development and the market building.

6. Other Options

6.1 The location of the proposed new library in the Market Quarter in the heart of Altrincham is considered to be critical. There are no other available sites in this area.

6.2 The use of Altrincham Town Hall has been considered and discounted as the space is too small (approximately half the size of the proposed library) and the necessary adaptations to the building would be extremely difficult due to its listed status.

7. Consultation

7.1 The library service has been fully engaged with the proposals and has worked with the developer to agree the specification for the space including the fit-out.

7.2 Library customers will be consulted on the plans and ideas proposed, with staff available to answer any queries as necessary.

8. Reasons for Recommendations

8.1 The proposal for a new modern, flexible library space as part of the redevelopment of the hospital site allows the Council to take a significant step forward towards the regeneration of Altrincham town centre and will deliver a high quality community space as part of the Market Quarter regeneration.

9. Financial Issues

9.1 Section 4 of the report sets out the proposed approach to financing the lease premium. The Council's general policy is not to ring fence capital receipts, thereby making them available for the generality of the capital programme. However, the availability of the hospital site offers a unique opportunity to regenerate the Market Quarter and a financing solution needs to be identified now. The previous report referred to the need to identify land sales to provide permanent source of finance and as such the ring fencing approach is considered appropriate to support this investment.

9.2 The revenue budget for the existing library is £90,448 (business rates and operational costs). The estimated revenue costs of the proposed new library is circa £72,000 (business rates and operational costs). The business rates will be lower overall as the space is smaller although the rating assessment is likely to be higher due to the higher value of the new space. The operational costs will be lower in terms of utility costs as the space is smaller and the building will be more energy efficient, however, the standard of repair will be higher. A service charge will cover the cost of maintenance of shared facilities and this is covered within the revenue estimate of £72,000.

9.3 It is therefore estimated that there will be a revenue saving of circa £18,500 p.a.

10. Legal Issues

10.1 As indicated at 3.1 above a number of options have been considered by the Council in relation to the proposals to secure the relocation of the Library and the opportunities this presents to take steps towards the regeneration of the market quarter. In this regard it was identified that there were two possible solutions which would enable the scheme to be progressed which would ensure that the council derived best value from the scheme and which would not raise any implications in terms of the procurement regulations. External legal advice was taken with regard to the potential options open to the Council.

10.2 The two solutions identified in this regard were:-

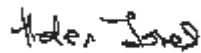
- That the Council enters into a development agreement in relation to the delivery of the new library and an agreement for lease under which the council commits to take on the lease of the new library in the event that the developer delivers it to an agreed specification;
- Structure the transaction as a pure land transaction. Means the council imposes development obligations through the agreement for lease, which will specify that the council will take the lease in the event that the library is delivered in accordance with a specification approved by the council.

10.3 The Council will proceed on the basis of the second of these two options and negotiations have to date identified that it will be possible to secure the specifications through the proposed agreement for lease.

Key Decision Yes

If Key Decision, has 28-day notice been given? No

Finance Officer Clearance ID
Legal Officer Clearance JLF



[CORPORATE] DIRECTOR'S SIGNATURE

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

TRAFFORD COUNCIL

Report to: Executive
Date: 24 June 2013
Report for: Decision
Report of: Executive Member for Economic Growth & Prosperity

Report Title

Woodsend Circle Redevelopment – Progress Update

Summary

The report;

- a) Summarises the current position with negotiations with LSP Developments Ltd (LSP) regarding the proposed re-development of Woodsend Circle;
- b) Sets out the next steps and critical actions to enable the development to proceed.

Recommendation(s)

That the Executive:

- a) Confirm the appointment of LSP Developments as preferred developer for the redevelopment of Woodsend Circle.
- b) Approve that all the land within the black edging on the attached plan be appropriated to Section 227 of the Town & Country Planning Act 1990.
- c) Authorise the Corporate Director of Economic Growth and Prosperity to proceed with securing vacant possession of units at Woodsend Circle to facilitate the re-development of the site in accordance with the strategy set out in the report in Part ii of this agenda;
- d) Authorise the Acting Director of Legal Services to enter into all necessary legal agreements to support the development and transfer of the land.
- e) Approve in principle that the Council proceed to make a Compulsory Purchase Order, if required to facilitate the re-development, subject to full indemnity of costs by LSP Developments;
- f) Approve that payment for the sale of the land from LSP Developments Ltd is deferred until completion of the first phase of the development in view of the proposed strategy for securing vacant possession.

Contact person for access to background papers and further information:

Name: Mike Wealleans (Principal Estates Surveyor) Extension: 4491
Name: Richard Roe (Housing strategy Manager) Extension: 4265

Background Papers: None

Implications:

Relationship to Policy Framework/Corporate Priorities	This report relates to the Corporate priority economic growth and development.
Financial	<p>The cost of vacant possession will be the responsibility of the developer once the arrangement has gone unconditional but until that time the responsibility lies with the Council. In the event the Council is required to finance any costs in advance of this date these will ultimately be treated as a cost of development and be reimbursed by the developer.</p> <p>This development will have a positive impact on the business rates and council tax taxbase.</p>
Legal Implications:	Due process has been followed in relation to the proposed sale of the land and will be effected through the completion of formal agreements/transfer. The various legal agreements will also need to reflect the position in relation to both the costs of securing vacant possession in order to ensure that the costs will be payable by the developer once the agreement has become unconditional and also the deferral of the capital receipt.
Equality/Diversity Implications	None
Sustainability Implications	The proposed development will provide a scheme that is sustainable and has minimal environmental impact.
Staffing/E-Government/Asset Management Implications	The recommendations will assist Asset Management in achieving the disposal of this asset as part the Land Sales Programme for 2013/2014.
Risk Management Implications	The Agreement with LSP Developments Ltd will contain a frequently reviewed Risk Schedule to cover the whole development. The Experian Credit Check for 2012 states that LSP Developments Ltd are scored 'B Limited Risk (normal)'
Public Health Implications	None.
Health and Safety Implications	None.

1.0 Background

- 1.1 Woodsend Circle is a 1960s, predominately three-storey, block comprising nine retail units and a doctor's surgery on the ground floor, with 11 maisonettes above. Six of the retail units are holding over under expired leases, and the other three are currently vacant. The doctor's surgery is on an annual tenancy, and is due to relocate to a unit within the Trafford General site by December 2014 at the latest. Nine of the residential units are managed by

THT on leasehold arrangements dating from the time of the Stock Transfer Agreement in March 2005, and the remaining two are privately owned under the right-to-buy scheme.

- 1.2 A competitive bidding process was undertaken for the redevelopment of the whole site to provide a mix of retail units, affordable rent properties and market sale housing. The bidding process also required the candidates to take part in a public consultation exercise with stakeholders and the general public. This took place at Woodsend Library from the 23rd February to Saturday 25th February 2012.
- 1.3 Bids were received from four developers: LSP Developments, Kirkland, Cityheart and Williams Tarr. The overall favourite from the public's point of view was LSP Developments (LSP) who took 43% of the votes.
- 1.4 Following comments from residents and businesses each developer was asked to reconsider their proposals. Feedback was also given to each developer by Development Control and Traffic & Transportation in order that their proposed schemes would be generally acceptable in broad terms.
- 1.5 Revised bids were received on Monday 2nd July 2012. Bids were scored against four weighted criteria, as follows:

Criteria 1	Community and Regeneration	40%
Criteria 2	Experience and Capability	20%
Criteria 3	Partnership and Delivery	10%
Criteria 4	Financial benefits	30%

Details of the financial elements of the bids are set out in the related report on Part II of this agenda.

- 1.6 After full evaluation LSP were appointed as the preferred developer for the scheme, subject to Executive approval. LSP's scheme for the site is in two phases, Phase 1 being the construction on the land to the front of the existing block of 6 new retail units with 12 flats above. Trafford Housing Trust (THT) has provisionally agreed with LSP to purchase the 12 flats as affordable units, or a mix of market and affordable rent, once completed, subject to Board approval. Phase 2 is the demolition of the existing block and the construction of 25/26 private houses, comprising 4/5 two bedroom houses and 21 three bedroom houses (subject to final design and agreement with planning), by LSP's private house builder partner, Persimmon Homes.

2.0 Current Position

- 2.1 Negotiations have continued with LSP over the past ten months in connection with the legal agreement and associated documents and these are on course to have all legal documentation to be completed and in place ready for signing by the end of June this year. LSP have been negotiating with potential tenants for the new units and advise that the convenience store and three other units are now let subject to contract and development.
- 2.2 LSP have entered into pre-application discussions with the Council's Development Control team and these discussions are currently proceeding positively. LSP have also entered into discussions with the Council's Building Control team for them to provide the building control service for this development.

- 2.2 The transaction with LSP will be structured as follows and the parties will enter into the following documents at the appropriate time (see section 5 below):
- Conditional Agreement for Sale and Overage provision (“Agreement”);
 - Freehold transfer of each Phase (“Phase Transfer”)
 - Option for the Council to re-acquire each Phase if LSP in default (“Option”)
 - Overriding lease of commercial part of the building (“Commercial Lease”) on terms to be agreed.

2.3 The Agreement will be conditional on the following:

- The grant of “satisfactory” detailed planning permission for both Phase One and Phase Two.
- The obtaining of full vacant possession.
- LSP obtaining a ground condition survey which does not reveal anything over and above the appraisal already provided.
- LSP entering into Agreements for Lease for 80% by ft² (or the Convenience Store and 4 units whichever is lower) of the commercial parts of the development and providing satisfactory evidence of this to the Council.
- LSP entering into a legal Agreement with THT for them to purchase the 10 flats above the retail units in Phase 1 as ‘affordable’ housing.
- LSP obtaining Funding for the Development and providing satisfactory evidence of this to the Council.

There will be a “longstop date” for satisfaction of the conditions, which is still to be agreed. If the conditions are not satisfied by the relevant longstop date the Council will be able to end the Agreement.

2.4 The agreement will require the Council to secure vacant possession of the current retail and residential units, with LSP being liable for all costs associated with this. The timing of action by the Council to secure vacant possession and the signing of the contract with LSP is critical to minimise the financial risk to the Council.

2.5 In order to facilitate securing vacant possession of the land at Woodsend Circle, all the land within the black edging on the attached plan is to be appropriated to Section 227 of the Town & Country Planning Act 1990.

3.0 Securing vacant possession

3.1 There are four distinct elements in the current building which will require different approaches to secure vacant possession. These are:

- a) Retail units
- b) GP Surgery
- c) Residential units leased to THT
- d) Residential units purchased through the Right to Buy.

3.2 A further report in Part II of this agenda sets out the strategy to secure vacant possession.

4.0 Financial liabilities

- 4.1 The total costs to secure vacant possession is estimated to be £447,000. Under the terms of the conditional agreement, LSP will be liable for all these costs, but this liability only starts once the contract has been signed and becomes unconditional on vacant possession being secured. Up until that point the Council is responsible for all costs, and therefore carries the risk that if a contract with LSP is not signed, or if they default, there will be no third party to cover the costs.
- 4.2 In order to mitigate this risk, and to ensure the Council does not have to pay any upfront costs, a number of provisions are being put in place, as set out in the further report on this agenda, due to the commercial nature of these arrangements.
- 4.3 These provision do not entirely remove the Council's risk, as ultimate liability still lies with the Council until such time as the agreement with LSP goes unconditional (on meeting the terms set out in paragraph 2.3), and the Council will continue to carry a residual risk in the event that LSP default in the period between liability for payments commencing and any such payments being made. The provisions do mitigate the risk and removes the requirement for the Council to cash flow any part the vacant possession process unless the development stalls significantly.
- 4.4 In the event that agreement with LSP is not reached, or LSP default, and the scheme does not proceed, the Council will have vacant possession of some or all the building (depending on the timing of these events), and therefore will be able to proceed quickly to procure an alternative developer and recover any costs.

5.0 Next steps

- 5.1 Moving forward, the key dates currently being targeted with LSP are:

- | | |
|---|---------------------|
| • Exchange Legal Agreements | By end of June 2013 |
| • Public Pre-application Consultation | June 2013 |
| • Planning Consent | End Sept 2013 |
| • Commence Construction | Late Jan 2014 |
| • Complete Retail Parade and Flats Over | December 2014 |
| • Construction of New Housing at the Rear | Jan 2015 - Jan 2016 |

Other Options

Not applicable.

Consultation

The bidding process required the candidates to take part in a public consultation exercise with stakeholders and the general public. This took place at Woodsend Library from the 23rd February to Saturday 25th February 2012. The overall favourite from the public's point of view was LSP Developments who took 43% of the votes.

Reasons for Recommendation

To enable officers of the Council to take all necessary steps to facilitate the re-development of Woodsend Circle.

Key Decision: Yes

If Key Decision, has 28-day notice been given? No

Finance Officer Clearance (type in initials)...GB.....
Legal Officer Clearance (type in initials)...JLF.....

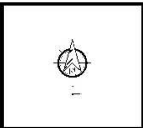
John Jones

CORPORATE DIRECTOR'S SIGNATURE (electronic)

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



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Site Plan: Woodsend Circle, Flixton
Date: 03/08/2012

Scale: 1:
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TRAFFORD COUNCIL

Report to: Executive
Date: 24 June 2013
Report for: Information
Report of: Executive Member for Economic Growth and Prosperity

Report Title

STRETFORD TOWN CENTRE MASTERPLAN

Summary

The report informs the Executive that the Council will be undertaking a public consultation on the draft Stretford Town Centre Masterplan. Delivering the successful regeneration of Stretford Town Centre is considered to be a key priority for the Council. The Masterplan seeks to establish a comprehensive vision for the town centre, identify areas for future development and set out key actions required to deliver growth. The intention is that the Masterplan will provide a coherent framework for the Council, property owners, prospective developers, existing occupiers and community stakeholders which will assist in realising the opportunities which exist within the Masterplan area over the next 10-15 years. The Masterplan represents a significant step forward for the Council in securing the revitalisation of Stretford Town Centre.

Recommendation(s)

That the Executive:

- Adopts the draft Stretford Town Centre Masterplan (Appendix 1) for the purposes of consultation.
- Notes that the draft Stretford Town Centre Masterplan will be submitted for consultation purposes with the Stretford M32 group, Stretford Town Centre Partnership and the Meadows and Trees Tenants and Residents Associations.
- Authorises officers to implement the Stretford Town Centre Masterplan Consultation Strategy (Appendix 2).

Contact person for access to background papers and further information:

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

Background Papers:

- None.

Implications:

Relationship to Policy Framework/Corporate Priorities	The successful implementation of the Masterplan will support the delivery of the adopted Trafford Local Plan: Core Strategy which identifies Stretford Town Centre as a location for regeneration and change over the plan period.
Financial	The Masterplan has been prepared in house. Sufficient funding has been identified in the Economic Growth / Strategic Planning budget to undertake the consultation work. Following consultation an analysis of the financial implications of the options will be undertaken and the results will be the subject of a further report.
Legal Implications:	The Masterplan will be an evidence based document that informs the formation of planning policy, including the Trafford Local Plan: Land Allocations Development Plan Document. Further legal implications will depend upon the specific proposals for bringing forward individual projects and will be reported as required
Equality/Diversity Implications	The Masterplan will be subject to an EIA assessment to ensure that equality issues have been considered as part of the preparation.
Sustainability Implications	The Masterplan is supported by sustainability analysis of its economic, environmental and social impact that has been undertaken as part of its preparation. Development within the Masterplan area will need to meet current planning policy in relation to energy and sustainable design. The Masterplan also sets a number of sustainability principles that future development proposals should be in accordance with.
Staffing/E-Government/Asset Management Implications	The Masterplan consultation process will be delivered by existing staff resources in Economic Growth and Prosperity, Environment, Transport and Operations and Transformation and Resources in conjunction with external partners and agencies where appropriate. Consultees will be able to make electronic submissions to the Masterplan consultation on line and all the documents will be available to access through the Council's web pages. There are a number of Council landholdings identified within the Masterplan area. The Masterplan will provide a framework for the Council to realise the potential of its assets within the area.
Risk Management Implications	The Masterplan is clear that this document provides a framework for the next 10-15 years. An action plan will be prepared for delivery of the Masterplan setting out the steps required to realise its aspirations and identifying risks.
Public Health Implications	None.
Health and Safety Implications	None.

1.0 Background

- 1.1 Stretford is one of Trafford's main town centres and a key driver in the economic growth of the Borough. Many town centres nationally have suffered in recent years due to the pressures of out of town retail, internet shopping, the global economic recession and the lack of a distinctive offer. Stretford has not been immune from these pressures and it is recognised that more is needed in order to make Stretford Town Centre a unique and attractive destination of choice.
- 1.2 There is a clearly recognised need to improve the offer of Stretford which is identified in the Trafford Core Strategy as one of the borough's key town centres and a location for regeneration and change (Policy W2). The Trafford Retail and Leisure Study (2007) stated that Stretford Town Centre is *"in need of urgent improvements"*. The Retail and Leisure Study identified potential for future retail growth and an improvement in the evening economy focused on the food and drink offer and family orientated leisure facilities.
- 1.3 Delivering the successful regeneration of Stretford Town Centre is considered to be a key priority for the Council. In order to deliver the change and growth sought within Stretford Town Centre it will be necessary to consider how this location can maximise the opportunities of its key assets, link key spaces together and create a strong and attractive destination of choice meeting the needs of the community.
- 1.4 The Stretford Town Centre Masterplan represents a significant step forward for the Council in securing the revitalisation of Stretford Town Centre. The intention is that the Masterplan will provide a coherent framework for the Council, property owners, prospective developers, existing occupiers and community stakeholders which will assist in realising the opportunities that exist in the Masterplan area over the next 10-15 years. The ambition is to create a unique town centre for Stretford that is a destination of choice for local people to shop, eat, drink, relax and access key services.
- 1.5 The Masterplan will feed into and support the designated policy areas and site allocations for Stretford Town Centre and adjacent area in the emerging Trafford Local Plan: Land Allocations Development Plan Document (DPD).

2.0 Masterplan Vision and Objectives

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

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

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

- § bring forward development that realises the full potential of Stretford Town Centre and the surrounding area;
- § create a strong sense of place within the town centre;
- § improve key gateways;

- § develop unused, under used or derelict land for a mix of uses;
- § promote the refurbishment, enhancement and reuse of historic buildings such as the Essoldo Cinema and Stretford Public Hall;
- § enhance the retail, leisure and services offer in the town centre, particularly the evening economy;
- § deliver additional employment activity within the town centre;
- § provide residential development and a better balance in housing types;
- § attract visitors using major cultural and leisure attractions in the surrounding area to Stretford Town Centre;
- § maximise the role of recreational assets and green space including the Bridgewater Canal, Trans Pennine Trail and Victoria Park;
- § deliver environmentally sustainable development;
- § provide clear signage throughout Stretford Town Centre;
- § address poor air quality and congestion along the A56;
- § improve pedestrian and cycle routes through the area and access by public transport;
- § create a safe and secure town centre where crime and anti-social behaviour is actively discouraged and reduced;
- § reduce economic deprivation within the surrounding area; and
- § ensure the town centre fulfils its role as a vibrant social hub for the whole community.

3.0 Masterplan Development Sites

- 3.1 Ten priority development sites have been identified within the Masterplan area where there are opportunities for intervention or new development to help address the challenges faced by Stretford Town Centre and meet the vision and objectives of the Masterplan.
- 3.2 The sites selected are those within the Masterplan area that are either within the Council's ownership, vacant land or buildings, or sites of strategic importance. It is important to make clear that no one project in isolation will deliver the vision and objectives of the Masterplan. The successful delivery of the identified development sites will help to bring life and vitality to the town centre and secure the regeneration the Council seeks.
- 3.3 The development sites identified within the Masterplan are as follows:
- § Site 1: Stretford Mall
 - § Site 2: Arndale House
 - § Site 3: Stretford Public Hall
 - § Site 4: Essoldo Cinema
 - § Site 5: Lacy Street/Newton Street Car Park
 - § Site 6: Former Boatyard Site, Edge Lane
 - § Site 7: Royal Canal Works Site, Edge Lane
 - § Site 8: Stretford Metrolink Station Building
 - § Site 9: Stretford Library and Mitford Street Clinic/Bennett Street Surgery
 - § Site 10: The Drum Public House

4.0 Pedestrian Movement and Highways Interventions

- 4.1 The A56/Chester Road and associated traffic dominate the town centre environment. The existing subways which provide access across the A56/Chester Road are unattractive, unsightly and associated with fear of crime and anti-social behaviour. As a consequence there are issues surrounding pedestrian access to Stretford Mall and linkages to other sites within the Masterplan area.
- 4.2 The subways provide opportunities for a number of interventions to deliver more attractive pedestrian access into the heart of the town centre. Three broad options for intervention have been considered as follows:
- § The filling in of all four existing subways and their replacement with surface level pedestrian crossings;
 - § The retention of all four existing subways and the completion of additional surface level pedestrian crossings for all four crossing points; and
 - § The filling in of the two subways between Lacy Street Car Park/Stretford Mall and Stretford Public Hall/Stretford Mall and their replacement with surface level pedestrian crossing points. The other two subways would remain in place.
- 4.3 The preferred option focuses on the replacement of the subways between Lacy Street Car Park/Stretford Mall and Stretford Public Hall/Stretford Mall where the highest levels of pedestrian footfall have been identified. Furthermore this could be delivered at a considerably lower cost than the replacement of all four subways. The replacement of the two remaining subways with surface level pedestrian crossings maybe completed as part of later development phases should additional funding and resources become available.
- 4.4 Kingsway is a dual carriageway road that runs directly to the north of Stretford Mall and connects Barton Road with Chester Road. There are existing surface level pedestrian crossing points between the Mall and Pinnington Lane and at the Kingsway/Barton Road junction. The existing subway on Kingsway between the health centre and Stretford Mall is not currently well used. The Masterplan proposes that this could be removed as there are existing alternative pedestrian crossing points at this location.

5.0 Other Options

- 5.1 The existing town centre programme for Stretford involves the delivery of limited new development largely dictated by market conditions. Under this approach, any new development would come forward in a piecemeal manner therefore this is rejected as it would be highly unlikely to deliver the step change the town centre requires. If this approach were pursued without other significant interventions, Stretford would be expected to continue to decline in comparison with other competing centres and would fail to make full use of its existing assets. Furthermore this option would not achieve the objectives of the Core Strategy.

6.0 Consultation

- 6.1 There will be an informal consultation with the Stretford M32 group, Stretford Town Centre Partnership and the Meadows and Trees Tenants and Residents Associations prior to full public consultation. It is then the intention of the Council to undertake a public consultation on the draft Stretford Town Centre Masterplan from 24 July 2013 for a period of eight weeks concluding on 11 September 2013. The aim

of this consultation process will be to involve local people in the development of the draft Masterplan and enable them to shape its priorities, establish the views of the community and other key stakeholders, reconcile conflicting objectives where possible, and identify sensitive issues.

- 6.2 The consultation will be widely publicised and open to all to submit their comments. All submissions will be available for public inspection following the closure of the consultation period.
- 6.3 The draft Stretford Town Centre Masterplan will be made available online and at key venues, such as the Stretford Library and Trafford Town Hall. Letters will be sent to key stakeholders ahead of the commencement of the consultation and information will be provided on the Council website.
- 6.4 The consultation will follow the timetable below:
- § 25 June 2013: commencement of informal consultation with Stretford M32 group, Stretford Town Centre Partnership and the Meadows and Trees Tenants and Residents Associations
 - § 15 July 2013: minor amendments made to the draft Stretford Town Centre Masterplan following informal consultation
 - § 24 July 2013: commencement of the public consultation period and draft Stretford Town Centre Masterplan launch event
 - § 6 August 2013: evening consultation event
 - § 11 September 2013: end of consultation period
 - § September/October 2013: analysis of consultation responses
 - § November 2013: amendments made to the draft Stretford Town Centre Masterplan
- 6.5 The Council will consider all written comments and representations made on the draft Stretford Town Centre Masterplan and use them to improve the document. Public reports on the consultation and public participation undertaken, representations received and the response to those representations on the draft Masterplan will be prepared and presented to relevant meetings of Trafford's elected members. These reports will also be made available via the Council's website. Those consulted will have further opportunities to give feedback, where appropriate, so that trust and a collaborative approach can be developed as the Masterplan moves into a future implementation stage.
- 6.6 The Stretford Town Centre Masterplan provides a bold vision for delivering transformational change. It represents a significant step forward in setting out a route to securing a sustainable economic future for the town centre with lasting improvements to its vibrancy. The successful implementation of the Masterplan will enable Stretford Town Centre to maximise the opportunities of its key assets and create a strong and attractive town centre that is a destination of choice for local people.

Reasons for Recommendations

The Executive is asked to agree to the publication of the draft Stretford Town Centre Masterplan for public consultation and the consultation procedures and strategy that go with it.

Key Decision: No.

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

Finance Officer Clearance GB.....

Legal Officer Clearance MJ.....

John Jones

[CORPORATE] DIRECTOR'S SIGNATURE

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

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TRAFFORD
COUNCIL

Stretford Town Centre Masterplan

May 2013
(Final Draft)

Stretford Town Centre Masterplan (Final Draft)

Introduction

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

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

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

Stretford Town Centre

Stretford is one of Trafford's town centres and a key driver in the economic growth of the Borough. Stretford Town Centre is located in a prominent position along the A56 corridor at the northern end of Trafford and benefits from links to the M60, good public transport links and access to the Bridgewater Canal. Victoria Park is located close to the town centre and provides access to an area of attractive green space.

Until the 1960s the town centre contained a wide range of retail, leisure and entertainment facilities within a conventional suburban neighbourhood. In the late 1960s and early 1970s significant development took place in the area with the widening of the A56 to six lanes and the completion of the Arndale Centre, a covered shopping centre now known as Stretford Mall. The core of the town centre area is



*Stretford Town Centre Masterplan
Final Draft – May 2013*

now dominated by Stretford Mall. The mix of leisure and family entertainment uses has diminished over the years and there is no functioning evening economy in the town centre to provide for local people or visitors, furthermore there is no life or vitality in the centre after Stretford Mall closes. There are a number of office uses including Trafford Housing Trust, JobCentre Plus, Connexions and a mix of professional services. Trafford Council currently has office floorspace within Stretford Public Hall, although the future use of these premises is subject to review. A number of other important community facilities are located in the area, including the public library and health centre.

Purpose of the Masterplan

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

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

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

Structure of the Masterplan

- Vision and Objectives
- Policy Drivers
- Masterplan Area
- Challenges and Opportunities
- Potential Projects
- Design and Sustainability

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Vision and Objectives

Vision

The vision for the Stretford Town Centre is as follows:

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

To achieve this Vision:

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

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

Objectives

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

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

Policy Drivers

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

National Planning Policy Framework

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

Trafford Core Strategy

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

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

- *New/improved retail floorspace to enhance the offer of the town centre, in particular within Stretford Mall and its immediate vicinity;*
- *New/updated commercial office accommodation and family oriented leisure facilities;*
- *New residential (apartment and family) accommodation (minimum of 250 units);*

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- *Public realm enhancements and accessibility improvements around the A56 Chester Road – A5145 Edge Lane / Kingsway junction and between the town centre and the Metrolink station; and*
- *Securing the active reuse and preservation of the Essoldo building.*

Draft Trafford Land Allocations Plan

The Council is currently preparing the Trafford Local Plan: Land Allocations Development Plan Document (DPD) which will provide detailed, site specific guidance for allocated sites and will be accompanied by a new Policies Map. It will supersede the majority of the remaining Policies and Proposals of the Revised Trafford Unitary Development Plan (UDP). The boundaries of the town, district and local centres, including Stretford Town Centre, are identified in the Revised Trafford UDP and will be reviewed along with the identification of the primary shopping areas through the Land Allocations DPD. The Masterplan will feed into and support the designated policy areas and site allocations for Stretford Town Centre and adjacent area in the Land Allocations DPD.

The initial consultation document, the Trafford Local Plan: Land Allocations – "Shaping the Plan" (August 2012), identified the following key land issues for Stretford:

- To maintain a vibrant town centre;
- To maximise opportunities for the re-use of land; and
- To maximise opportunities for recreation, including the potential of the Bridgewater Canal.

SPD2: A56 Corridor Development Guidelines

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

The SPD identifies opportunity areas including Chester Road, Stretford, which are in need of improvement either through cleaning, landscaping or redevelopment. The Essoldo Cinema is identified as one of the major opportunity sites for intervention. The SPD also includes general guidance for new development to ensure it enhances the townscape along the A56 and identifies measures to improve road safety and accessibility for pedestrians, cyclists, public transport users and the disabled. The Chester Road and

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Edge Lane junction is specifically identified as one of the gateways along the A56. Further guidance is provided on making the use of the A56 more environmentally sustainable including improving air quality, tree planting, and the linkage of greenspaces.

Trafford Vision 2021

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

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

Masterplan Area

The Boundary

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

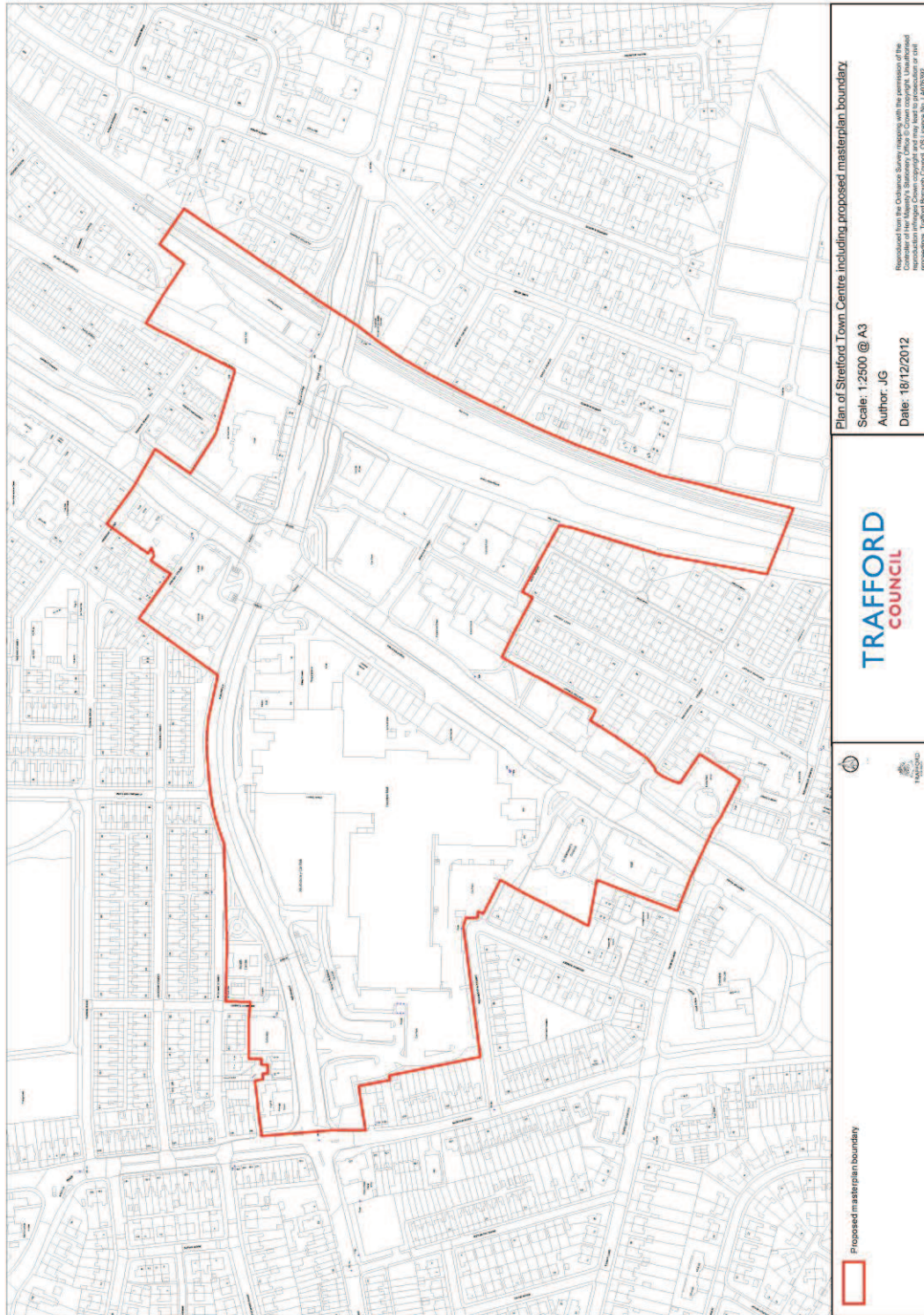
Three options for the Masterplan area boundary have been considered:

- Option One: the existing Stretford Town Centre boundary, as defined by the Trafford Unitary Development Plan (UDP) Proposals Map.
- Option Two: the existing Stretford Town Centre boundary, in addition to a section of the Bridgewater Canal, Stretford Metrolink Station, the Essoldo Cinema, Stretford Public Hall, Lacy Street/Newton Street Car Park and adjoining employment uses, The Drum Public House, St Matthew's Church, Stretford Library and Mitford Street Clinic/Bennett Street Surgery.
- Option Three: as Option Two, in addition to a section of Barton Road between Stothard Road and Stretford House, also encompassing Wellington Street, Church Street and Chapel Lane.

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



Figure 1: Masterplan Area Boundary



Prominent Buildings

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

Stretford Mall

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



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

Essoldo Cinema



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

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Stretford Public Hall

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



Stretford Library

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



Stretford Metrolink Station

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



St Matthew's Church

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



The Drum Public House

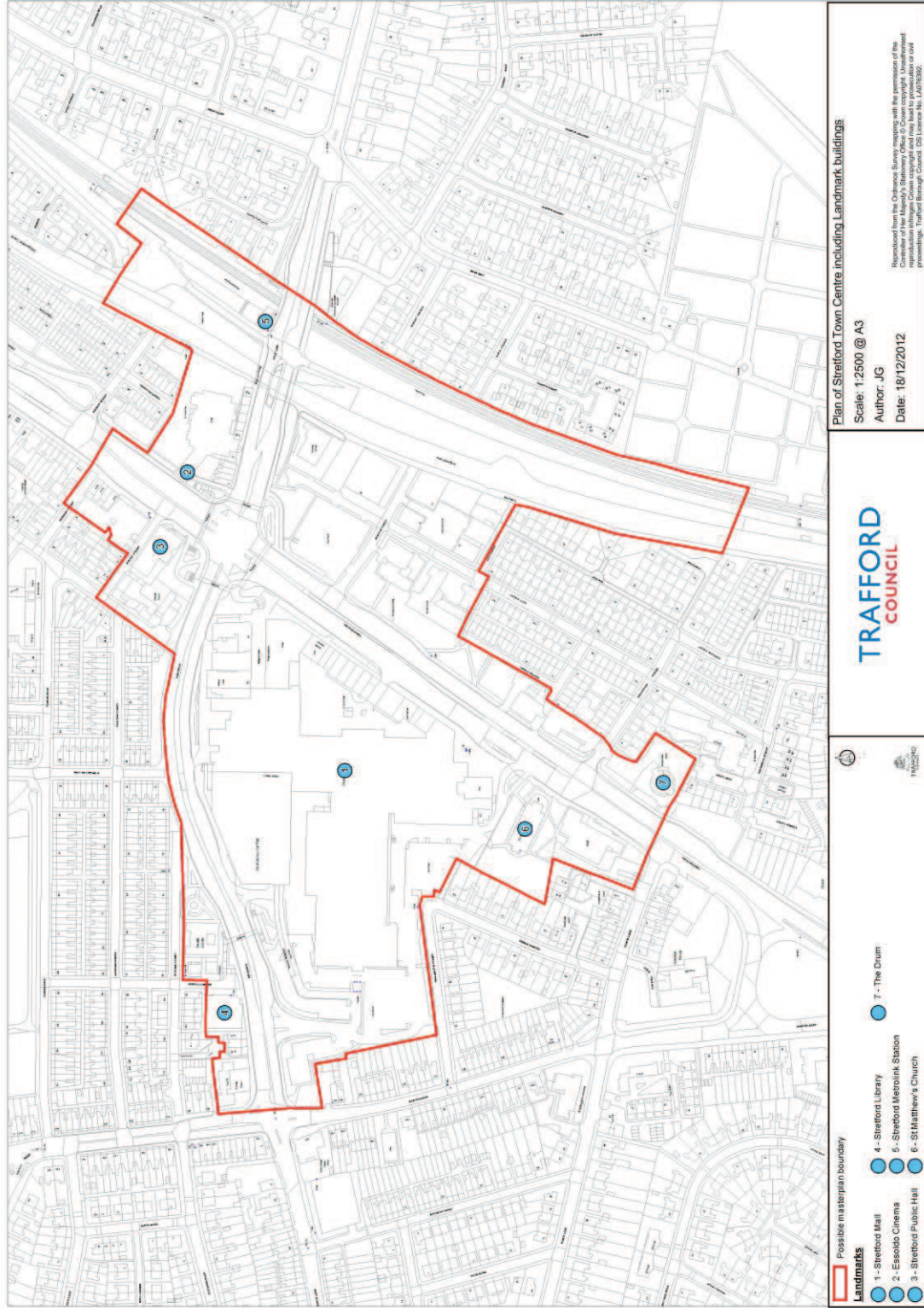
The Drum Public House is a distinctive two storey modern building that fronts onto Chester Road and is located at the southern edge of the town centre opposite St Matthew's Church.



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Figure 2: Prominent Buildings



Challenges and Opportunities

The Town Centre Offer

The inward facing Stretford Mall dominates the town centre and does not provide active frontages to the main roads. As a consequence it is difficult to recognise it as a town centre and fails to provide a sense of place or any focal point. Whilst the Mall does include several national retailers and some strong independent business, overall the range and quality of operators is not sufficient to provide an attractive retail destination of choice. The vacancy rate in the Mall is currently in the region of 20%. There have been several high profile closures in the Mall as a consequence of the national economic climate, most notably the TJ Hughes and Argos stores. There is an opportunity for intervention in Stretford Mall to provide a more diverse town centre offer that enables the area to fulfil its role for the community more effectively and provide attractive retail frontages to both Chester Road and Kingsway.

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

There is potential to introduce a regular town centre market that can provide a range of goods from everyday items to higher end produce. Further themed or event markets could also help to revitalise the town centre and attract more local people and visitors.

Whilst there are some office uses located within the Masterplan area, including the Arndale House office block and Stretford Public Hall, the office market is weak. There is potential to strengthen this market through the provision of modern office space linked to a revitalised town centre retail and leisure offer that also takes advantage of excellent road connections via both the A56 and M60 motorway and public transport infrastructure including the Metrolink.

The area also benefits from high quality sports and leisure facilities at Stretford Sports Village which is located 1 mile from Stretford Town Centre. These facilities include a swimming pool, gyms, a sports hall, squash courts, and a floodlit 4G artificial pitch.

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Townscape and Public Realm



The townscape is generally considered poor and uninspiring in appearance which contributes to negative perceptions of the area as a destination. Furthermore the public realm is dated and there is a lack of good quality landscaping throughout the Masterplan area. There is a lack of high quality and functional public open spaces within the town centre and there are poor linkages to key environmental assets including the Bridgewater Canal and Victoria Park. Generally the built form within the town centre is of poor quality, particularly dominated by Stretford Mall. The Mall has a negative impact on the townscape with a number of blank and inactive frontages. In some areas the rear of retail units or service yards at Stretford Mall front onto the street. There are some notable buildings of historic and architectural interest within the Masterplan area, however, a number of these are vacant and/or in poor condition.

Land Ownership

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

Movement and Access

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



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Potential Projects

Development Sites

Ten priority development sites, shown in Figure 5 below, have been identified within the Masterplan area where there are opportunities for intervention or new development to help address the challenges faced by Stretford Town Centre and meet the vision and objectives of the Masterplan. The sites selected are those within the Masterplan area that are either within the Council's ownership, vacant land or buildings, or sites of strategic importance. It is important to make clear that no one project in isolation will deliver the vision and objectives of the Masterplan. The successful delivery of the identified development sites will help to bring life and vitality to the area and secure the regeneration of Stretford Town Centre.

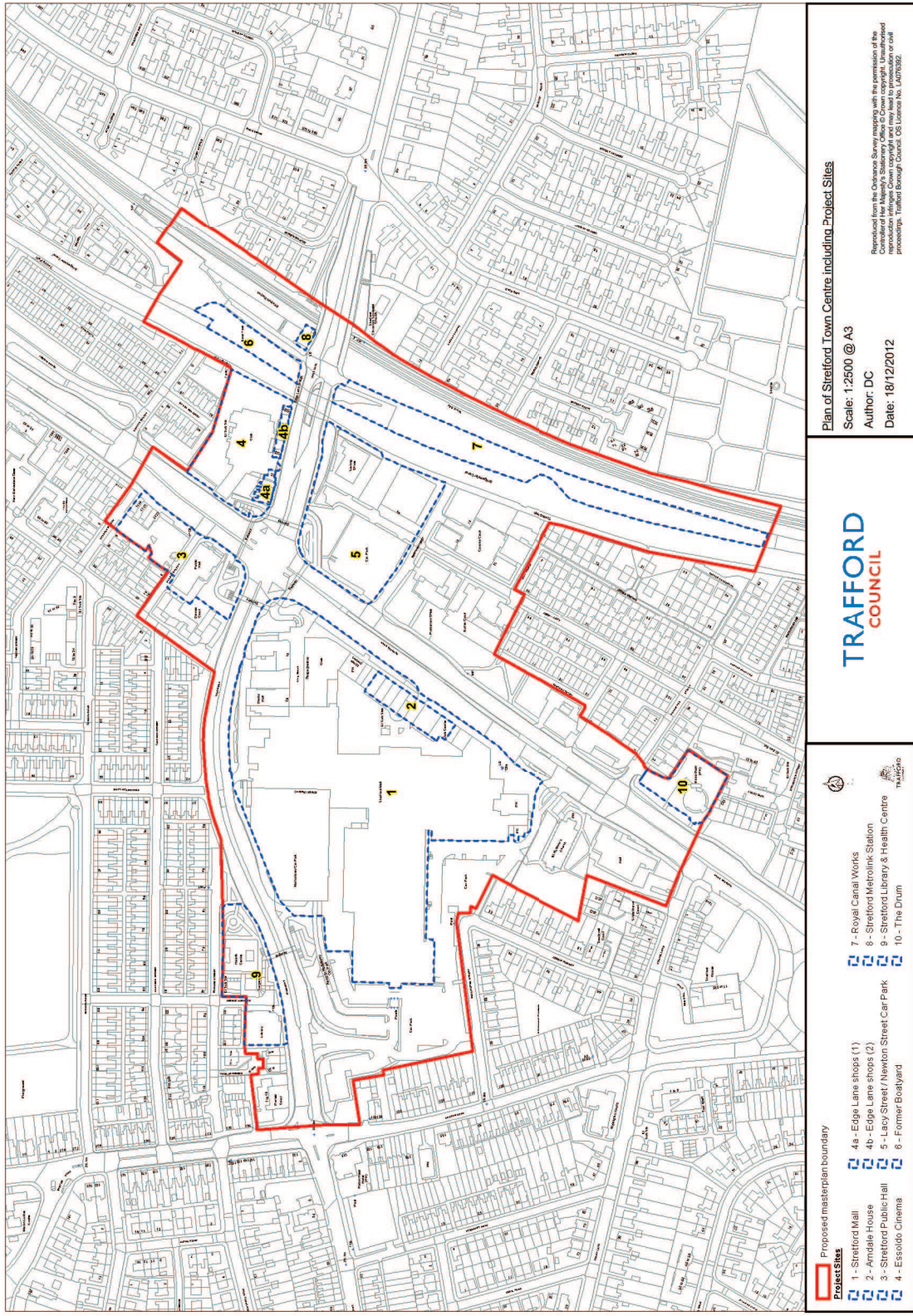
Development Options

Three broad options for the regeneration of Stretford Town Centre have been considered during the development of the Masterplan.

- Option 1: Comprehensive redevelopment
- Option 2: Remodelling and redevelopment
- Option 3: Continuation of existing programme

The development of the preferred option (Option Two) for the Stretford Masterplan has been influenced by previous work completed by the Stretford Partnership and the assessment of needs identified by the Trafford Core Strategy and Trafford Retail and Leisure Study. The identification of the preferred option is based on its contribution to the vision and objectives; compliance with national and local policy; and high level assessment of deliverability. The assessment of deliverability has considered: scheme viability; levels of developer interest; potential constraints to development; and the likely level of funding available.

Figure 5: Development Sites



<p>Proposed masterplan boundary</p> <p>Project Sites</p> <ul style="list-style-type: none"> 1 - Stretford Mall 2 - Ardmore House 3 - Stretford Public Hall 4 - Essoldo Cinema 4a - Edge Lane shops (1) 4b - Edge Lane shops (2) 5 - Lucy Street/Newton Street Car Park 6 - Former Bodyard 7 - Royal Canal Works 8 - Stretford Metrolink Station 9 - Stretford Library & Health Centre 10 - The Drum 	<p>TRAFFORD COUNCIL</p>	<p>Plan of Stretford Town Centre including Project Sites</p> <p>Scale: 1:2500 @ A3</p> <p>Author: DC</p> <p>Date: 18/12/2012</p> <p><small>Reproduced from the Ordnance Survey maps with the permission of the Controller of Her Majesty's Stationery Office © Crown copyright. Unauthorised reproduction infringes Crown copyright and may lead to prosecution or civil proceedings. Validated using: Ordnance Survey No. 479032Z</small></p>
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Preferred Option: Remodelling and Redevelopment

The preferred option is based on an approach that focuses primarily on the remodelling of the Mall, the reuse of historic buildings, the introduction of a wider mix of uses into the town centre; including an enhanced evening economy and improving the linkages between key environmental assets such as the Bridgewater Canal and Victoria Park. The key principles that underpin the preferred option are:

- the creation of more active frontages at key locations;
- delivering a wider mix of uses within the Masterplan area;
- improving pedestrian linkages; maximising the beneficial impact of historic buildings; and
- improving access to recreational assets and green space.

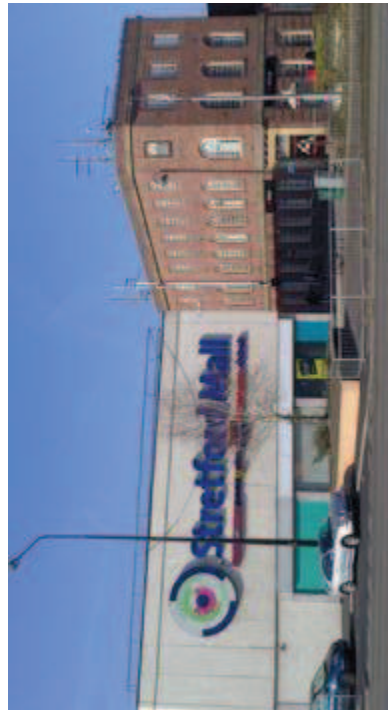
Site 1: Stretford Mall

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

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

There is potential to change the use of shop units along Chester Road to provide restaurant and café uses strengthening the evening economy and creating a more active and attractive frontage. A lay-by in front of these units has already been created to facilitate this change, although this needs to be managed more effectively to ensure it does not operate as long stay car parking.





The options considered for this site were the demolition of a significant proportion of the Mall and the delivery of a new mixed use scheme in the heart of the town centre; the remodelling of the Mall along the lines of previous proposals to provide an enhanced town centre offer; and the identification of opportunities with the administrators of the Mall that can be delivered without the need for significant investment.

Whilst Stretford Mall is recognised as a dated and underperforming facility, there would be considerable cost implications in demolishing a significant proportion of the Mall. The preferred option is therefore one that retains the majority of the existing Mall but remodels it to create a more outward facing development. The remodelling would focus on the creation of more active frontages at key locations and the improvement of the physical attractiveness of the Mall. This includes scope for some demolition works and the delivery of a wider mix of town centre uses.

These uses would include:

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

A new combined community facility could be provided on the Stretford Mall site as part of a redevelopment. This would replace the existing Stretford Library and potentially include a replacement for the Mitford Street Clinic. Locating these facilities alongside other community uses like the Town Team Hub within the town centre core would help to increase footfall for other nearby uses.

Site 2: Arndale House

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

Whilst this location has previously been identified as having potential to provide accommodation for a new hotel in the heart of the town centre, initial discussions with a potential operator did not progress due to cost implications.

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

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



Site 3: Stretford Public Hall



Stretford Public Hall is a Grade II listed building and currently used for office premises by Trafford Council, although the Council plan to vacate these in 2013. The building is one of the key landmarks of within the Masterplan area and recognised by the community as a significant part of the architectural and historic fabric of Stretford. Therefore its retention and continued active use will be important in achieving the objectives of the Masterplan.

The option of utilising Stretford Public Hall and adjoining land to provide a site for a new hotel in the heart of the town centre has been considered. This facility could take advantage of the proximity to major cultural and leisure destinations, including Manchester United FC and Lancashire County Cricket Club and contribute to the vitality of a rejuvenated evening economy. However, whilst there is an opportunity for Stretford Town Centre to provide a new hotel to service the local tourism market and support the development of the evening economy, feedback from the development industry suggests this may not be a viable or deliverable option. An alternative use identified for this location is office space. The refurbishment of Stretford Public Hall to provide a distinctive office location within the town centre would provide a use for this building once Trafford Council vacates these premises in 2013.

There may be an opportunity to utilise the adjoining surface car park to provide additional floorspace as part of any new development. This would potentially require the stopping up and closure of Dorset Street.

Site 4: Essoldo Cinema

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



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

Adjacent to the Essoldo Cinema there is a row of three retail units alongside the Brick Top hairdresser unit and a row of five vacant retail/office units with two storeys of residential above. These two areas are identified as sites 4a and 4b. The row of three retail units (site 4a) could provide improved retail and leisure uses. This building could potentially provide a location for affordable small space for local traders. Planning consent was recently granted to change the use of the five vacant retail/office units (site 4b) to residential. The conversion of these vacant units to residential will provide an active use in this area.

Site 5: Lacy Street/Newton Street Car Park



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

The Lacy Street/Newton Street car park site is recognised as offering significant development potential. Whilst the option of leaving the Atlas Heating and Bathroom building and Post Office sorting depot in situ has been considered, the preferred option for this site includes the development of the whole site to create a landmark building that also opens up access to the Bridgewater Canal. The site is identified for a mixed-use development that would include a new hotel with restaurant / café / bar uses taking advantage of the canalside setting. The new hotel facility would provide accommodation within Stretford Town Centre for visitors to major cultural

and leisure destinations in the surrounding area, including Manchester United FC and Lancashire County Cricket Club, and support the development of the evening economy. Subject to future viability studies, it may be possible to extend the area for development by including adjoining uses such as the Probation Service Offices, subject to suitable alternative office space in the area.

Site 6: Former Boatyard Site, Edge Lane

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

The preferred option for this site is to deliver new high quality residential accommodation taking advantage of its waterside location.

Site 7: Royal Canal Works Site, Edge Lane



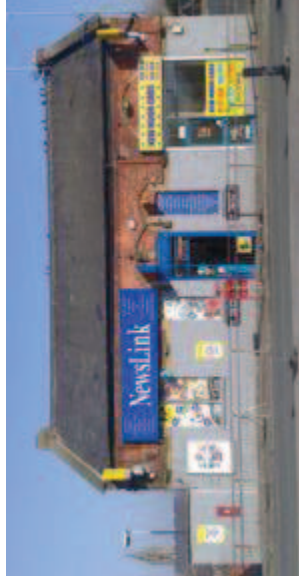
Plans have been prepared by a private developer for the construction of residential apartments with associated landscaping works on the Royal Canal Works site. There has been no recent progress regarding the delivery of these plans and the applicant has not been in contact with the Council regarding this site for some time. Previous plans prepared for this site included apartments, with a restaurant/café/bar unit and boat moorings along the Bridgewater Canal. As with development at the former boatyard site, this site offers the potential to open up access from the town centre to this key environmental asset as part of a new 'Stretford Wharf'.

The preferred option for this site is to deliver new high quality residential accommodation taking advantage of its waterside location.



Site 8: Stretford Metrolink Station Building

The Stretford Metrolink station building is located at a major public transport gateway into the town centre and is also sited at a prominent location along Edge Lane. Whilst this is potentially an attractive landmark building, the external fabric would benefit from enhancement. Another key issue at this site is the lack of appropriate signage between the Metrolink station and Stretford Town Centre. At the present time the majority of signage in this location directs people to the shuttle bus service for the Trafford Centre. As part of the Masterplan proposals the Stretford Metrolink building is identified for intervention to improve its external appearance alongside enhancements to the public realm and signage to the town centre at this key public transport gateway.



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

The existing library is located within the oldest operational library building in Trafford. Significant intervention would be required to make it fit for purpose as a modern facility meeting community expectations. The Mitford Street Clinic building itself is understood to require structural work within the next four years. The 1960's building that housed the Bennett Street Surgery is now vacant. The preferred option is to deliver a new combined community facility as part of the Masterplan proposals offering high quality public services in an accessible location. A new community facility could possibly be located within the town centre core as part of the redevelopment of Stretford Mall where it could help support linked trips to other town centre uses. This site could then be made available in



whole or in part for the development of residential/supported housing accommodation.

Site 10: The Drum Public House

The Drum Public House is located on the A56 at the southern edge of Stretford Town Centre and is currently vacant. The preferred option for the site is to deliver residential development integrated with the surrounding area. Future development at this location should provide an attractive entry point into the Masterplan area and reduce severance from the existing residential community.



Pedestrian Movement and Highways

The subways provide opportunities for a number of interventions to deliver more attractive pedestrian access into the heart of the town centre. Three broad options for intervention have been considered as follows:

- 1) The filling in of all four existing subways and their replacement with surface level pedestrian crossings;
- 2) The retention of all four existing subways and the completion of additional surface level pedestrian crossings for all four crossing points; and
- 3) The filling in of the two subways between Lacy Street Car Park/Stretford Mall and Stretford Public Hall/Stretford Mall and their replacement with surface level crossing points. The other two subways would remain in place.



The replacement of the existing subways with surface level pedestrian crossing points has been identified as a key intervention that would deliver more attractive pedestrian access into the heart of a redeveloped town centre. However, it is recognised that the replacement of the subways with surface level crossings in isolation will not deliver the transformation necessary if Stretford Town Centre is to fulfil the vision in the Masterplan. The preferred option, option three, focuses this intervention on the replacement of the subways between Lacy Street Car Park/Stretford Mall and Stretford Public Hall/Stretford Mall where the highest levels of pedestrian footfall have been identified. Furthermore this could be delivered at a considerably lower cost than option one. However this would leave two of the existing subways in place, with the associated issues of poor physical environment and perceptions of crime. The replacement of these subways with surface level crossings may be completed as part of later development phases should additional funding and resources become available.

Kingsway is a dual carriageway road that runs directly to the north of Stretford Mall and connects Barton Road with Chester Road. There are existing surface level crossing points between the Mall and Pinnington Lane and at the Kingsway/Barton Road junction. The existing subway on Kingsway between the health centre and Stretford Mall, which is not currently well used, could be removed as there are existing alternative pedestrian crossing points at this location.



Landscaping, public realm and traffic calming works along Kingsway would help improve the physical environment of this area. Improvements to pedestrian access and new signage would provide a new green linkage between the town centre and the key environmental asset at Victoria Park which offers an attractive area of formal green space in close proximity to Stretford Town Centre.

Any removal of the subways or their replacement with surface level crossing points will need to take account of the impacts on pedestrian safety and traffic flows.

Design and Sustainability

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

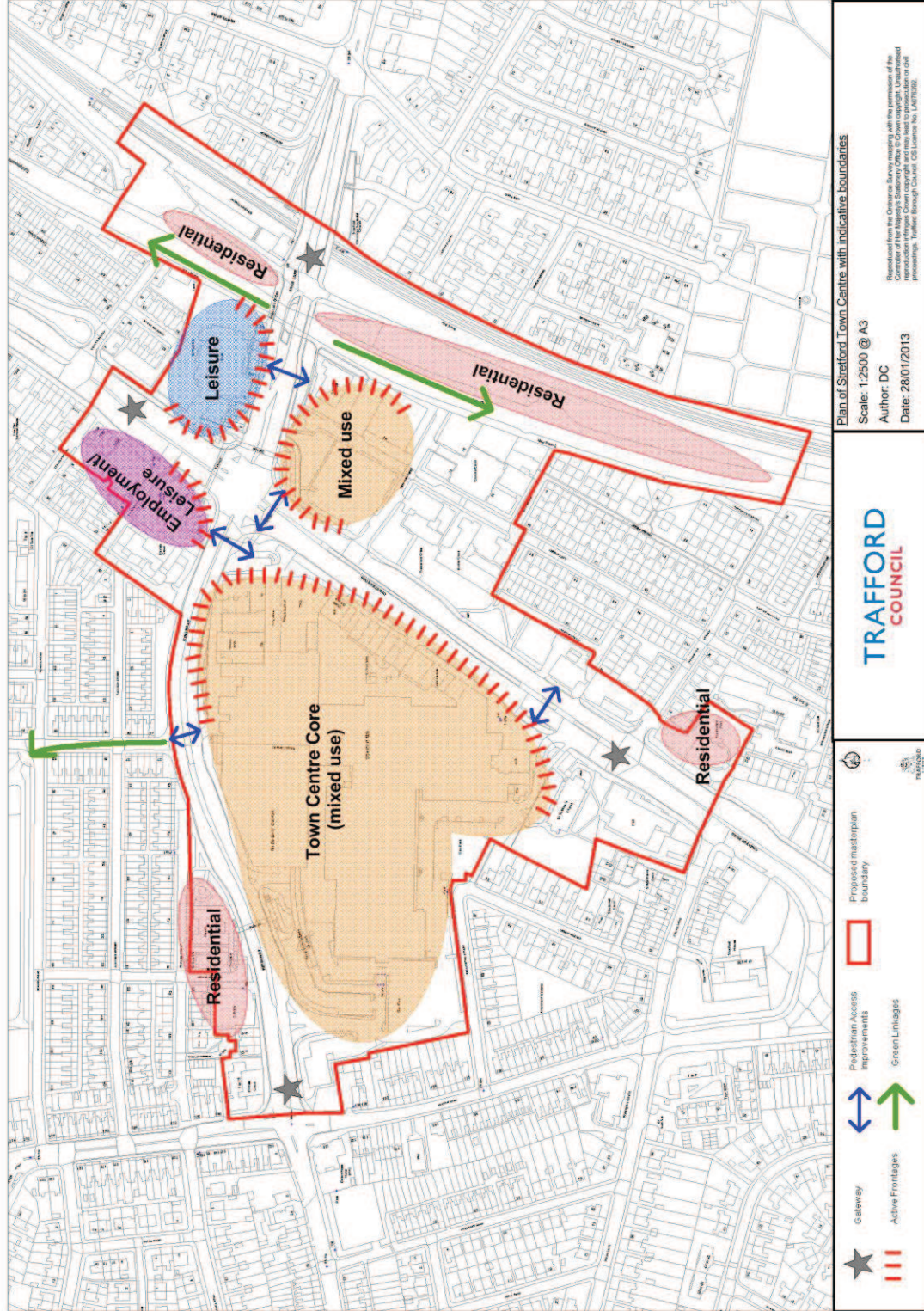
- enhance the existing character of Stretford;
- create a centre with a unique identity;
- provide variety in the urban environment;
- create attractive outdoor spaces;
- ensure a safe and secure environment;
- enable ease of pedestrian and cycle movement;
- create a space that is easily understood;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

Land Uses

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

Whilst a vibrant and active town centre requires a mix of land uses, it is important to provide defined land use areas in order to provide strong recognisable areas and clear urban design. Furthermore within Stretford Town Centre it will be necessary to alleviate the severance caused by the A56 and Kingsway and deliver an enhanced public realm. The illustrative Masterplan shown in Figure 6 below seeks to define the role and function of different areas of the town centre.

Figure 6: Illustrative Masterplan



Design Guidelines

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

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

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

Sustainability Principles

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

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

Stretford Town Centre Masterplan Consultation Strategy (Draft)

1. Introduction

- 1.1 The Council is preparing a masterplan for Stretford Town Centre that will provide a strategy to address the clearly identified need to improve its performance and deliver positive change and growth. The Stretford Town Centre Masterplan will provide a coherent framework for the Council, property owners, prospective developers, existing occupiers and community stakeholders which will assist in realising the opportunities which exist within the Masterplan area.
- 1.2 The draft Stretford Town Centre Masterplan will go to Executive in June 2013. There will then be an informal consultation with the Stretford M32 group and the Stretford Town Centre Partnership. It is then intention of the Council to undertake a public consultation on the draft Masterplan from 24 July 2013 for a period of eight weeks. The aim of this consultation process will be to involve local people in the development of the Masterplan and enable them to shape its priorities, establish the views of the community and other key stakeholders, reconcile conflicting objectives where possible, and identify sensitive issues.
- 1.3 The Council's approach for involving local people in the preparation and revision of Local Development Documents (LDDs) and for consultation on planning applications in Trafford is set out in the Statement of Community Involvement (SCI) Review 2010. Whilst the Stretford Town Centre Masterplan will not be an LDD, the consultation process will be guided by the requirements of the SCI.
- 1.4 The Council's vision for community involvement is as follows:

'The Council seeks to ensure that all people who live, work, invest, own land/property, are educated in or visit Trafford have a wide range of opportunities to play their part in the future planning and development of the Borough'.
- 1.5 In order to achieve this vision the Council will follow a number of principles when consulting with communities:
 - Provide ready and timely access to information
 - Promote a range of opportunities for people to contribute ideas and explore options
 - Enable people to take an early, active part in developing proposals
 - Provide a variety of means by which people can make representations on formal proposals
 - Ensure that people are kept informed of progress and outcomes in the planning process, including explaining how their views have been taken into account

2. Key Stakeholders

- 2.1 There are a number of key stakeholders whom the Council will consult formally in relation to the draft Stretford Town Centre Masterplan. These include:
 - local resident bodies and community groups, eg. Stretford M32
 - town centre organisations, eg. Stretford Town Centre Partnership
 - local businesses
 - amenity groups
 - local politicians
 - land and property owners

- management agents
- occupiers
- developers
- highway authorities
- fire and emergency services and police authorities
- statutory consultees and agencies, eg. English Heritage, the Environment Agency
- public funders, eg. Greater Manchester Investment Fund, Homes and Communities Agency
- local service providers, eg. the Trafford Clinical Commissioning Group, registered providers of social housing
- disability groups
- utilities companies
- transport providers eg. Transport for Greater Manchester

2.2 The Trafford Partnership will also have the opportunity to be involved in the consultation process and subsequent revision of the Masterplan.

2.3 Obtaining the views, knowledge and input of these key stakeholders will be vital in ensuring that the final Stretford Town Centre Masterplan both reflects the needs of the local community and forms a deliverable strategy for the future of Stretford Town Centre.

3. Consultation Process

3.1 Prior to undertaking formal consultation the Council will undertake early engagement with key groups through both one-to-one meetings and roundtable sessions taking the form of informal meetings attended by key officers. These groups will include the M32 Community Group, which was formalised in April 2013, the Stretford Town Centre Partnership, and the Meadows and Trees Tenants and Residents Associations. Council members will also be involved in the preparation of the draft Stretford Town Centre Masterplan. Once the results of this early engagement have been taken into account the draft Masterplan will be taken to Council Executive in June 2013 before the formal consultation process commences.

3.2 As part of the formal consultation process the Council will make the draft Masterplan document available for inspection and comment at a wide variety of places including, libraries and principal administrative buildings. An electronic copy of the draft Masterplan, together with details of opening times for the places where it has been made available, will also be placed on the Council's website along with online copies of the questionnaire. Furthermore, partner organisations will be encouraged to raise awareness of the consultation.

3.3 The Council will place notices in at least one local newspaper circulating in Trafford and on the Council's website (www.trafford.gov.uk) advertising the fact that the draft Masterplan has been made available for public inspection and comment. Social media will also be utilised where appropriate. The advertisement will set out:

- What the draft Masterplan document is;
- What stage has been reached in its preparation;
- Where and when people can view material, obtain copies, make comments or representations;
- Where to send comments and representations; and
- How further information can be obtained.

3.4 In addition the Council will notify in writing all consultees listed on the Strategic Planning consultee database which includes any person who has expressed an interest in an LDD. Specific and general consultation bodies, along with other consultees, will be provided with copies of the draft Masterplan where appropriate.

3.5 Copies of all comments and representations made on the draft Masterplan will be available for inspection at the Council's offices in Sale Waterside, during normal office hours.

4. Proposed Consultation Events

4.1 The draft Masterplan will be officially launched for consultation at a half day event in July 2013. This event will be advertised widely via a press release, on the Council's website, social media, partner networking and direct communication with identified groups. The launch event will be open to all and will enable people to hear about and ask questions relating to the draft Masterplan. Questionnaires (see appendix one) will available on the day for people to complete and return. There will also be an opportunity for people to leave contact details if they would like more information or regular updates.

4.2 There will be a stall within Stretford Mall on one Saturday during the consultation period. People will have the opportunity to view the draft Masterplan and ask questions. An evening 'neighbourhood forum' style event will also be held. Questionnaires will available for people to complete and return. There will also be an opportunity for people to leave contact details.

4.3 Exhibition material will be made available at key venues, such as the Stretford Library and Trafford Town Hall, where draft documents are deposited for inspection. Questionnaires will also be made available for people to complete and return.

5. People with Particular Needs

5.1 The Council is aware of the need to involve the Borough's diverse communities in the planning process, particularly those who might not have easy access to information or for whom traditional means of involvement might not have been effective. 'Hard to reach' groups in the Borough include:

- People from black and minority ethnic communities
- People with disabilities and sensory impairments
- Young people
- Elderly people

5.2 The following specific measures will be employed to ensure that the draft Masterplan is as accessible and inclusive as possible. The draft Masterplan will also include in a range of languages other than English, details of contacts from whom further assistance can be obtained. For people with a visual impairment the Masterplan will follow clear print guidelines and provide summary material in large print and Braille on request. For those with hearing impairments the Council will provide a minicom facility by which further details can be obtained. All Council buildings where material is made available for inspection or public meetings are held will be accessible to people with disabilities.

5.3 The Council will ensure that it does not discriminate (directly or indirectly) against any consultee or member of the public for reasons linked to:

- Age
- Disability
- Gender
- Race
- Religion or belief
- Sexual orientation

6. Consultation Responses

- 6.1 The Council will consider all written comments and representations made on the draft Masterplan, whether they are submitted in hard copy form or electronically, and use them to inform necessary changes to the document.
- 6.2 Public reports on the consultation and public participation undertaken, representations received and the response to those representations on the draft Masterplan will be prepared and presented to relevant meetings of Trafford's elected members. These reports will also be made available via the Council's website.
- 6.3 Those consulted will have further opportunities to give feedback, where necessary, so that trust and a collaborative approach can be developed as the Masterplan moves into a future implementation stage.

7. Timetable

- 7.1 After the informal consultation is completed there will be a public consultation period of eight weeks following the timetable below:
- 24 June 2013: approval by Executive
 - 25 June 2013: commencement of informal consultation with Stretford M32 group, Stretford Town Centre Partnership, and the Meadows and Trees Tenants and Residents Associations
 - 15 July 2013: minor amendments made to the Stretford Town Centre Masterplan following informal consultation
 - 24 July 2013: commencement of the public consultation period and Stretford Town Centre Masterplan launch event
 - 6 August 2013: evening consultation event
 - 11 September 2013: end of consultation period
 - September/October 2013: analysis of consultation responses
 - November 2013: amendments made to the Stretford Town Centre Masterplan

Appendix One – Stretford Town Centre Masterplan Questionnaire

To help us develop and fine tune the draft Stretford Town Centre Masterplan, we would be very grateful if you could take the time to answer the following questions. All comments made will be analysed and the results published once this consultation period ends. Your views will be contributing to the long term future of Stretford.

There is a clearly recognised need to improve the offer of Stretford Town Centre which is identified in the Trafford Core Strategy as a location for regeneration and change. In order to deliver the change and growth sought within Stretford Town Centre it will be necessary to consider how this location can maximise the opportunities of its key assets, link key spaces together and create a strong and attractive destination of choice meeting the needs of the community.

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

The proposed vision for the Stretford Town Centre is as follows:

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

The primary objective of the Stretford Town Centre Masterplan is to address the challenges faced by Stretford Town Centre and provide a prosperous, vibrant, attractive and safe destination. In summary the proposed objectives of the Masterplan are to:

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

Question 1

Do you agree with the proposed vision for Streford Town Centre?

- Yes
- No
- Don't Know

Comments

Question 2

Do you agree with the proposed objectives of the draft Masterplan?

- Yes
- No
- Don't Know

Comments

Question 3

Do you agree with the proposed boundary of the draft Masterplan?

- Yes
- No
- Don't Know

Comments

Question 4

Which of the following would encourage you to spend more time in the town centre?

Please select all that apply

- Improved range of shops
- Improved selection of food and drink outlets
- More events within the town centre
- Better car parking
- More attractive public realm
- Reduction in the number of vacant shops
- A market
- More leisure facilities
- Better pedestrian and cycle routes
- Other – please specify

Question 5

What do you consider to be Stretford Town Centre’s best asset?

Please specify one choice only

- Historic buildings
- Proximity to Bridgewater Canal
- Proximity to Victoria Park
- Public transport links
- Community facilities
- Independent businesses
- Variety of retail offer
- Local community
- Other - please specify

Question 6

In what ways could we maximise the opportunities of town centre's key assets?

Comments

Question 7

Do you agree with the preferred broad option for the regeneration of Stretford Town Centre over the next 10-15 years?

- Yes
- No
- Don't Know

Comments

Question 8

Do you agree with the priority development sites identified in the draft Masterplan?

- Yes
- No
- Don't Know

Comments

Question 9

Do you agree with the proposed pedestrian movement and highways interventions?

- Yes
- No
- Don't Know

Comments

Question 10

If we are to invest money in improving Stretford Town Centre where should this be focused?

Please specify a maximum of three priorities only

- Removal of the subways
- Redeveloping Stretford Mall
- Replacing the library and clinic
- Improving access to the Bridgewater Canal
- Securing new uses for the Essoldo Cinema
- Securing new uses for Stretford Public Hall
- Improving the public realm
- Developing the Lacy Street/Newton Street Car Park site
- Delivering new residential development
- Improving the Stretford Metrolink Station building
- Other – please specify

Question 11

If you could do one thing to improve Stretford Town Centre what would that be?

Comments

TRAFFORD COUNCIL

Report to: Executive
Date: 24th June 2013
Report for: Decision
Report of: Executive Member for Highways and Environment

Report Title

End of Parking Services & Environmental Enforcement Review Consultation Report, including proposals for future service delivery

Summary

The attached report details the staff consultation process, including staff feedback and management responses. As a result of the consultation the original proposal has been amended to reduce the number of proposed Enforcement Support Assistants post reductions by one.. All other measures proposed to deliver the required budget savings remain unchanged.

Recommendation(s)

It is recommended that members endorse the end of consultation report and approve the proposed new structure for the service.

Contact person for access to background papers and further information:

Name: Iain Veitch, Head of Public Protection
Extension: 4174

Background Papers: None

Implications:

Relationship to Policy Framework/Corporate Priorities	Low Council Tax and Value For Money
Financial	The amendment to the original proposals following consultation will not affect the achievement of the required budget savings.
Legal Implications:	This report is cleared for Executive decision.
Equality/Diversity Implications	None as a result of this report
Sustainability Implications	None as a result of this report
Staffing/E-Government/Asset Management Implications	The proposals set out in this report will result in a number of staff being displaced and thus potentially facing a compulsory redundancy situation. In line with Council policy, every effort will be made to seek alternative employment opportunities for these staff via the redeployment process. In addition, staff will be offered outplacement support as well as emotional support through the Council's occupational health provider. Where alternative employment cannot be found then individuals will receive redundancy notice and payments, in line with their contractual entitlements.
Risk Management Implications	During the implementation of the proposals any adverse impact on environmental crime or community safety will be monitored.
Health & Wellbeing Implications	None as a result of this report
Health and Safety Implications	None as a result of this report

1.0 Background

1.1 The proposal to implement a new approach to deal with a range of environmental enforcement issues, was developed as a result of a Council-wide Review of Enforcement Services.

1.2 The proposal was then approved by Executive, subject to consultation, as part of the 2013-2014 budget savings for Environment, Transport & Operations.

2.0 Details

2.1 The attached report details the consultation process, with staff, including questions raised and alternative proposals and the management response to these.

2.2 The original budget-saving proposal has been amended, following staff consultation, to **reduce the number of proposed Enforcement Support Assistants post reductions by one.**

2.3 All of the other proposed changes to the establishment and development of new ways of working remain unchanged following consultation. Full details are included in the

attached 'Environmental Enforcement Review Staff Feedback Document', June 2013 and appendices.

3.0 Other Options

3.1 Currently the annual net cost to the Council for the provision of the Environmental Enforcement Team is in excess of £350K and this amount will increase in 2013-2014 due to the anticipated reduction in fixed penalty notices (FPNs) issued. There is no statutory requirement for the Council to provide an Environmental Enforcement service or to issue FPN's for litter and other environmental contraventions.

3.2 If the proposed budget-saving option is not approved year-on-year savings in excess of £350k would need to be found elsewhere in the Council budget.

4.0 Consultation

4.1 Staff consultation in line with the Council's 'Managing Change' framework and relevant legislation has taken place. The requisite 30 day consultation period was extended by agreement with management, staff and the unions to allow for further and meaningful consultation to take place, given the significant feedback that was received from staff.

5.0 Reasons for Recommendation

5.1 The Council Wide Review of Enforcement Services has identified that the Council's Environmental Enforcement Team cannot be operated on a self-funding basis solely from FPN income and that the high, and escalating, cost of providing this non-statutory service is unaffordable in the current financial climate. The Review identified a range of measures that the Council could put in place as an alternative to the penalty notice driven approach currently in operation. The new approach will not only deliver a considerable saving but will also be potentially more effective in some areas, e.g. parks and green space, where an enforcement-driven approach has had little impact on public behaviour.

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

Finance Officer Clearance PC
Legal Officer Clearance MJ

CORPORATE DIRECTOR'S SIGNATURE



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

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BUDGET CONSULTATION 2013-14



Parking Services & Environmental Enforcement Review Staff Feedback Document

June 2013

1. INTRODUCTION

- 1.1 Councils across England are facing significant financial challenges which are predicted to last much longer than originally forecast. Trafford Council has an excellent track record of managing its budget fairly and effectively and in 2011/12, we achieved the £21.3m savings target ahead of schedule, with half the savings being delivered through transformation projects; furthermore, in 2012/13, we achieved an additional savings target of £12.2m.
- 1.2 Over the next two years, Trafford Council will have to achieve further savings in order to fund a gap of £38.9m; this places tremendous pressure on the Council and its services.
- 1.3 In trying to achieve these savings, services have already developed a number of proposals to review, reduce and in some cases cease service delivery. These proposals were the subject of a 90 day collective consultation process which concluded on 14th January 2013. Services are now going through a period of organisational change in order to implement these proposals and achieve savings for 2013/14 and beyond.
- 1.4 In terms of staffing reductions, following the period of collective consultation, it is anticipated that across the Council, job losses will be in the region of 171.
- 15 In terms of the ETO Directorate, a number of proposals were developed to deliver the budget savings for 2013/14 including a proposed new structure and approach to Environmental Enforcement and Parking Services.

2. INFORMATION & CONSULTATION PROCESS

- 2.1 In respect of Environmental Enforcement and Parking Services, the period of staff consultation commenced on 11th March and ended on 24th May 2013, following an extension to the original consultation period.
- 2.2 During this period consultation was undertaken by a variety of means with staff and trade unions. This included:
- An initial briefing with staff and trade unions on the general budget proposals;
 - Service/team level meetings with staff and trade union officials, with the facility for staff and trade unions to provide verbal, written and electronic feedback on service specific proposals;

- Individual meetings with affected staff and relevant trade union representative (where appropriate), with the facility for staff to provide verbal, written and electronic feedback on the proposals;
- Due to feedback received from the Enforcement team, further one-to-one meetings were made available and clear communication strategies confirmed in writing;

2.3 The purpose of consultation was:

- to inform staff and trade unions of the detailed proposals;
- to consult with staff and trade unions about the proposed implementation strategy;
- to listen to and consider comments and suggestions from staff and trade unions about the proposed implementation strategy;
- to consider any alternatives put forward that meet the identified objectives;
- to seek to minimise the need for any staff redundancies

3. PROPOSAL

3.1 The current structure of this service area is set out in Appendix 1.

3.2 The proposed changes to this service area were shared with staff during the consultation process and as a result of feedback received; a final structure is detailed at Appendix 2.

3.3 **In summary, following consultation, the changes to this service area will be to :**

- Delete the two vacant posts within the Environment Enforcement Structure.
- Delete the remaining 9 Safer Communities Patrol Officer posts.
- Ring-fence the Safer Communities Patrol Team Manager to the Civil Enforcement Project Manager post (fixed term 12 months).
- Increase the number of Enforcement Support Assistant posts in the new structure from the proposed 3.1 to 4.1. Following staff consultation it is agreed that the originally proposed reduction of 2.0 posts could risk the loss of PCN income. This means that 1 FTE post is now at risk of redundancy compared to 2 FTE's in the original proposal.

- Ring-fence the Prosecution Support Officer and Parking Assistant posts to the Enforcement Support Assistant posts.
- Assimilate the Senior Parking Assistant post to the Enforcement Support Officer post. (The Prosecution Officer post in Environmental Enforcement is now vacant).
- Assimilate the post of Parking Manager into the role of Parking Enforcement Support Manager.

3.4 Details of how the new structure will be implemented are shown in Appendix 3.

3.5 A log of the feedback received from staff and trade unions during the consultation process is detailed at Appendix 4.

4. TIMETABLE

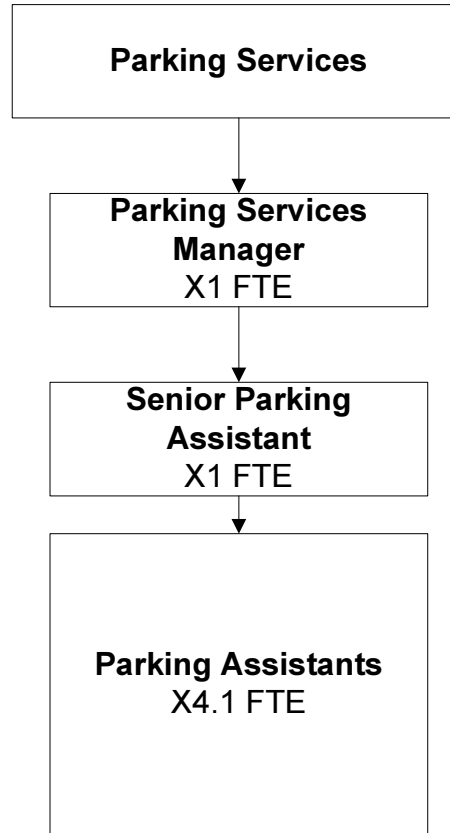
4.1 An initial timetable was issued as part of the consultation process. The following table provides the latest position on the consultation timetable:

DATE	KEY ACTION	ACTIVITIES
24 th May 2013	End of formal consultation	Collate feedback on proposals
25 th May to 7 th June 2013	Consideration of feedback on proposals	Consider feedback from staff and trade unions Consider voluntary options Review proposals in light of feedback
Week commencing 10th. June 2013	Complete End of Consultation Report and communicate to teams (NB report still subject to final Exec approval)	Staff meetings 12/06/13.
24th June 2013	Executive Meeting	Consider feedback and revised proposals Agree proposals

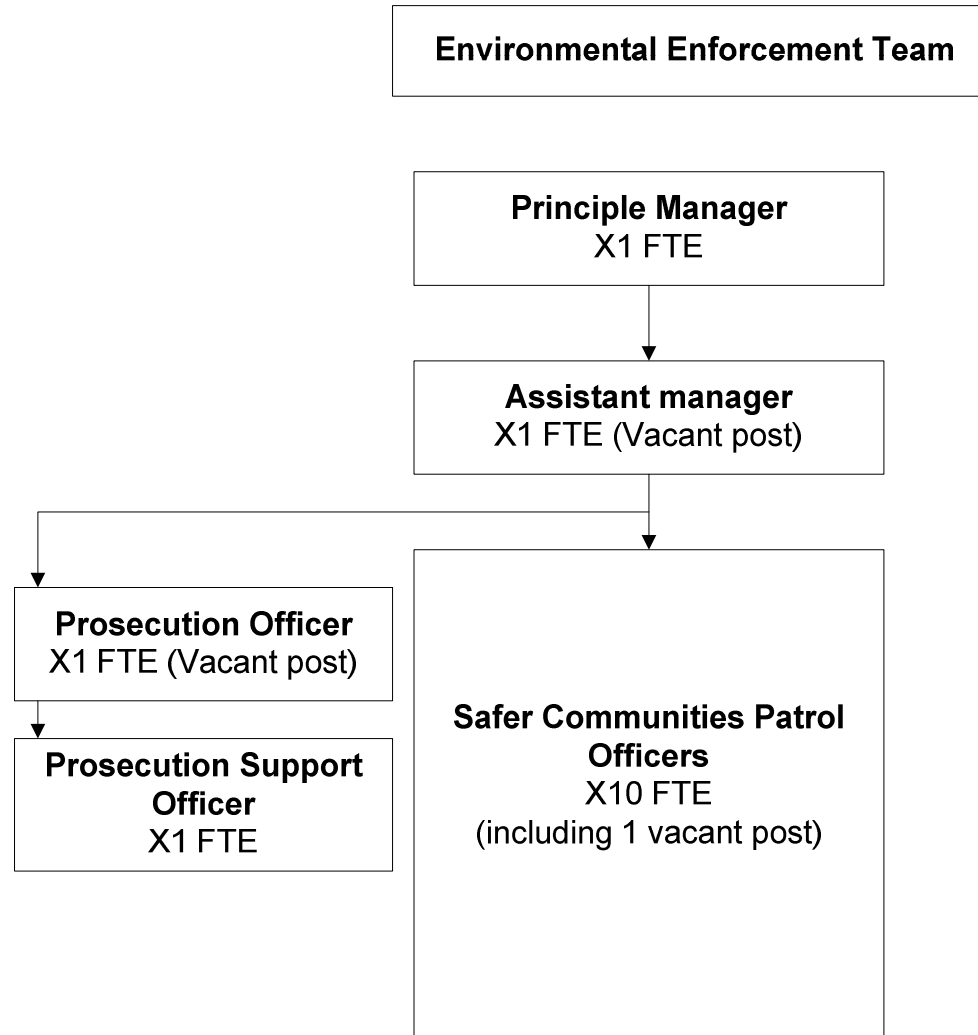
<p>Week commencing 1st July 2013</p>	<p>Notify staff and TU's of the outcome of consultation as soon as possible by email after Executive decision made.</p> <p>Commence implementation/ redundancy selection process</p> <p>Conclude implementation process</p> <p>Confirmation of notice start and leaving dates provided</p>	<p>Assimilate and ring fence staff to posts as appropriate</p> <p>Hold individual meetings with staff identified as redundant and issue notices of redundancy</p> <p>Ensure robust support processes are in place for displaced staff (eg outplacement and redeployment support, time off to seek alternative employment, etc.)</p>
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Appendix 1:

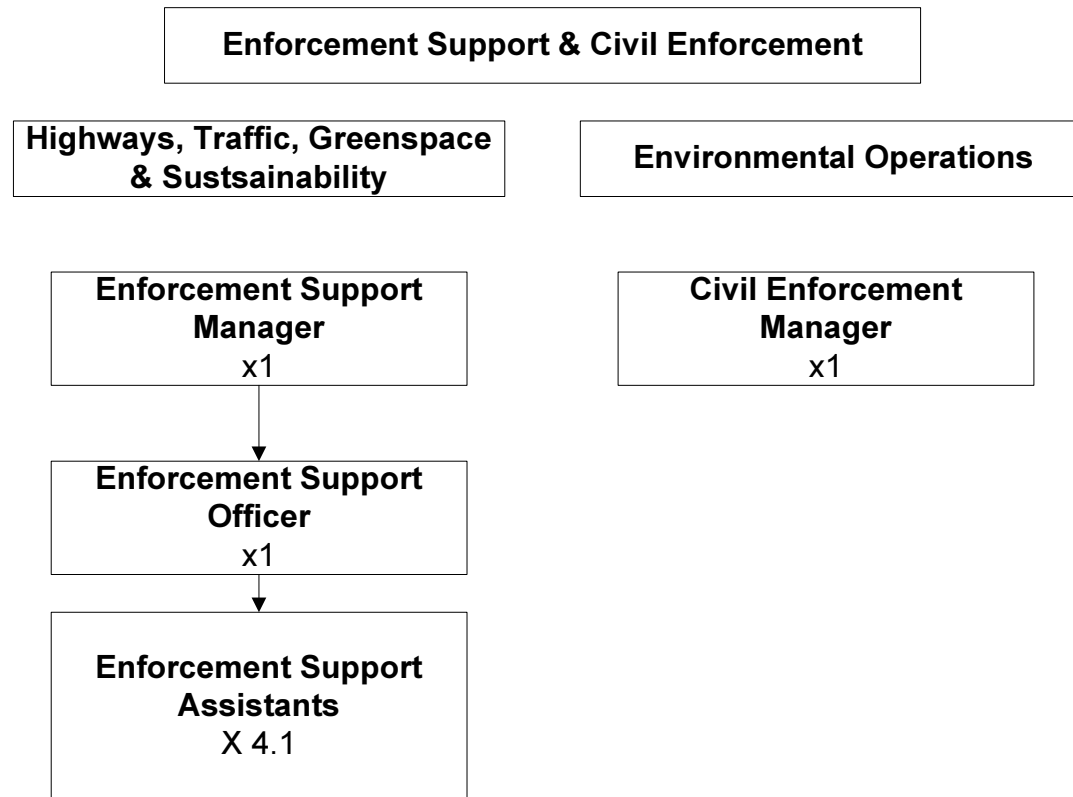
Current Structure – Parking Services Team



Current Structure – Environmental Enforcement Team



Appendix 2:
Revised Proposed Structure
Enforcement Support and Civil Enforcement



**Appendix 3:
Implementation Strategy**

Current Post	Proposal: Ring-fence/ Assimilate/ Dis-establish
Principal Manager Community Safety	Ring-fence to Civil Enforcement Project Manager (fixed-term contract)
Parking Services Manager	Assimilate to Enforcement Support Manager (change of job title)
Safer Communities Patrol Officers x10	Disestablish
Senior Parking Services Assistant	Assimilate to Enforcement Support Officer
Prosecution Support Officer	Ring-fence to Enforcement Support Assistant (x4.1FTE)
Parking Services Assistant x 4.1	

1. Process			
Source	Key Point(s)	Response	Change to proposals
	Inaccurate information used when preparing the business case.		
Initial question from Environmental Enforcement Team	The business case used to inform the Executive in making a decision about the service area is made up of statistical inaccuracies and assumptions produced without any evidence base. These have been outlined and discussed in more detail [below]. It is clear that the author has very limited knowledge of the work carried out by the Safer Communities Patrol Team. How has a person with such limited knowledge of a service area been allowed to write a business case to inform the Executive in making a decision?	Since our aim is to make an informed decision with the purpose of ensuring clean and safe communities effectively and efficiently, it would serve no purpose for us to purposely omit pertinent information. Our data is from a reliable source and we have no reason to query the validity or accuracy of the information. We concede that, on occasion, any extraction of data from computer systems runs the risk of not being 100% accurate or capturing 100% of the information required. However, no additional data provided in your responses gives us concerns that our original proposals are a cause for concern.	No change
Supplementary question from Environmental Enforcement Team	A recurrent theme in the supplementary questions from the Environmental Enforcement Team is that some of the management responses implied that many of the service requests recorded in the CRM had been made up by the team; furthermore, that this was evidence to suggest that the author has no knowledge of the work carried out and how the complaints are generated.	At no point do we accuse the Safer Communities patrol Team of making up service requests, therefore the ensuing conclusions that the author has no knowledge of the work carried out and that the author is suggesting the creation of fictitious service requests are unfounded.	No change

Appendix 4:

Log of Feedback on Proposals

<p>Initial question from Environmental Enforcement Team</p>	<p><i>“During the last twelve months the main focus of activity for the Environmental Enforcement Team has been to issue litter enforcement fixed penalty notices”</i> <i>“Subsequently there has been a major reduction in their community safety work”.</i> <i>“Despite the recent reduction in Environmental Enforcement and interventions in Trafford, reported anti-social behaviour has been significantly reduced as a result of better targeting and interventions from Greater Manchester Police (GMP) and their Police Community Support Officers.”</i></p> <ul style="list-style-type: none"> • What are these recent reductions in Environmental Enforcement and interventions in Trafford that are being referred to? • How has this statistical information been collated as it is incorrect? • Where has the information that better targeting by Greater Manchester Police has seen a significant reduction in anti-social behaviour come from? • Are the comments made by Police inspectors not accurate? • Is this information accurate? 	<p>Since our aim is to make an informed decision with the purpose of ensuring clean and safe communities effectively and efficiently, it would serve no purpose for us to purposely omit pertinent information. Our data is from a reliable source and we have no reason to query the validity or accuracy of the information. We concede that, on occasion, any extraction of data from computer systems runs the risk of not being 100% accurate or capturing 100% of the information required. However, no additional data provided in your responses gives us concerns that our original proposals are a cause for concern.</p> <p>ASB has fallen by 25% in 2012-2013, according to GMP data. This is essentially a GMP priority, within the Safer Trafford Partnership, and all Council services will contribute to the continued decrease in ASB where possible. However, the Council-wide review of Enforcement Services has identified that the high, and escalating cost of providing this non-statutory service is unaffordable in the current financial climate.</p>	<p>No change</p>
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Appendix 4:

Log of Feedback on Proposals

<p>Initial question from Environmental Enforcement Team</p>	<p><i>“Currently the main enforcement activities of the Environmental Enforcement Team deal with litter thrown from vehicles and to a lesser extent litter dropped by pedestrians in town centres”.</i> <i>“Over 90% of all FPN’s currently issued are for littering offences (£50).”</i> <i>“(NB a significant amount of FPN’s issued are subsequently cancelled or unpaid).”</i> The payment rate for fixed penalty notices in 2012/13 is 87%. FPN = £75.00</p>	<p>The value of litter FPN’s has been incorrectly stated in the Business Case. This will be corrected to £75 in future documentation.</p>	<p>No change</p>
<p>Initial question from Environmental Enforcement Team</p>	<p>It appears that there is little knowledge of what the service area actually delivers. Why is there no mention of?</p> <ul style="list-style-type: none"> • Abandoned wheeled bins? • Contaminated recycle bins? • Abandoned shopping trolleys? • Illegal transportation of waste? • Litter and waste on private land? • Nuisance parking? • Fly posting? • Obstructive A boards? • Domestic waste issues? • Commercial waste issues? 	<p>These are relatively low demand areas of work. The approach that will now be taken will not be enforcement driven and we will seek to deal with (e.g. clear up) problems as soon as they are reported. The specifics for dealing with each of these infrequent issues will be developed as part of the new approach.</p>	<p>No change</p>

Appendix 4:

Log of Feedback on Proposals

<p>Initial question from Environmental Enforcement Team</p>	<p><i>“This service area is both costly to provide and it is apparently having a limited impact on changing the behaviour of Trafford residents”.</i></p> <ul style="list-style-type: none"> • Who is the limited impact apparent to? • What statistical information was used to inform the author that the service area is apparently having a limited impact on changing the behaviour? 	<p>The word “apparent” is used, as there is little or no evidence to suggest that the current patrol and enforcement approach is having any significant impact on changing behaviour. For example, there were 973 service requests or activities logged in 2012/13, in relation to dog fouling. Only 3% of these resulted in FPN’s being issued, and the number of complaints about dog fouling has increased over the last three years, whereas FPN’s have remained at a generally low level.</p>	<p>No change</p>
<p>Initial question from Environmental Enforcement Team</p>	<p><i>“The use of CCTV cameras will be evaluated to see if they can be used to tackle litter in the town centres – other Councils have employed this approach”.</i></p> <p>Recent changes to the Regulation of Investigatory Powers Act 2000 restricts the use of CCTV to cases that carry a custodial sentence. Failing to clear up after your dog or leaving litter does not carry a custodial sentence.</p> <p>This should not be included in the business case as an option, as this option is not available. Why was this not investigated before being mentioned as an option in a business case to disband a service area?</p>	<p>CCTV camera images will not be used directly as evidence of offences. Contact from the Control Centre would allow staff to engage directly with people who were littering or dog fouling. The purpose of this contact would not be to take enforcement action. CCTV cameras may be used, as one of the alternatives to the penalty notice driven approach currently in operation. Other Councils have used CCTV to alert enforcement officers and PCSO’s to potential offences, to help gather intelligence and even to deter offences from being committed.</p>	<p>No change</p>
<p>Initial question from Environmental Enforcement Team</p>	<p><i>“ASB has decreased in the Borough and the assessment by the service and GMP is that decommissioning of the team will have minimal impact”</i></p> <p>A recent e-mail received from one of the Neighbourhood Police Inspectors states: <i>“Over the past couple of years, the relationship between the Safer Communities Patrol Team and my Neighbourhood Policing Team has grown from strength to strength. So much so, that the CSPT</i></p>	<p>Discussions have been held with senior officers of GMP Borough Command and senior officers of Trafford Council. Whilst it is acknowledged that the Team has contributed to reductions in ASB, this is a Greater Manchester Police priority, for which the Police and PCSO’s take most of the credit. In future, this collaborative working can be delivered in a far more cost-effective way and with better coordination across other Council services.</p>	<p>No change</p>

	<p><i>are one of my first considerations when I am considering ASB issues.</i></p> <p><i>The team works closely with my staff, both Police Officers, Police Community Support Officers as well as Special Constables and have been involved in numerous joint operations around Environment and Safety issues. These have included targeted joint patrols of know anti-social behaviour hot spots and burglary risk areas using risk map data provided by the Police Hub.</i></p> <p><i>In conjunction with my team, the CSPT have been involved in joint events to promote a reduction in crime and anti-social behaviour in the area as well as establishing working arrangements where intelligence is shared between both parties. This information sharing and partnership working has had a massive impact on the number of reported ASB incidents and offences of Criminal Damage across the area which have seen dramatic reductions.</i></p> <p><i>There is no doubt that this partnership approach assists both the Local Authority and the Police, enabling resources to be targeted where they are most needed. With the current economic climate and reduction in resources across all public sectors, it is vital that my team retains this relationship with the CSPT to ensure Anti-Social Behaviour continues to be dealt with in an effective manner.</i></p> <p><i>I look forward to working alongside the team in the future to ensure that we maintain this excellent performance”</i></p> <ul style="list-style-type: none"> • What assessment by the service has been carried out? 		
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Appendix 4:

Log of Feedback on Proposals

	<ul style="list-style-type: none"> • What assessment by GMP has been carried out? • Can a copy of both of these assessments be made available 		
Initial question from Environmental Enforcement Team	Why is the Safer Communities Patrol Team identified with different names throughout the business case? How can any confidence be held in the accuracy of the information contained within the business case when the author cannot even get the title of the team correct?	Since our aim is to make an informed decision with the purpose of ensuring clean and safe communities effectively and efficiently, it would serve no purpose for us to purposely omit pertinent information. Our data is from a reliable source and we have no reason to query the validity or accuracy of the information. We concede that, on occasion, any extraction of data from computer systems runs the risk of not being 100% accurate or capturing 100% of the information required. However, no additional data provided in your responses gives us concerns that our original proposals are a cause for concern.	No change
	Consultation with public and availability of all consultation responses		
Initial question from Environmental Enforcement Team	It is noted that this is a public consultation. How and where has the “public” been made aware of this? Who has been told and when were they told?	The document which has been referred to within your feedback is a staff consultation document.	No change

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Initial question from Environmental Enforcement Team	Who will be shown this document?	The staff consultation report is provided to affected Council Staff, staff who are supporting the change, Management and Members, as required by the Organisational Change Framework. Staff questions, responses and proposals are considered by senior management and form the basis of the end of consultation report.	No change
Initial question from Environmental Enforcement Team	Will all feedback be shared with all those affected (e.g. will Environmental Enforcement staff be able to see feedback from Parking Services?) Will the feedback be contained in the final report?	There will be one end of consultation document which will be shared with all affected staff.	No change
General Approach & Stakeholder Consultation			
Supplementary questions from UNISON	Whilst it is appreciated that within these times of austerity severe financial constraints have been placed on the authority, In order to ensure that full consideration has been given to all other services that may be delegated to undertake the non-enforcement duties of this team it is only reasonable that the questions asked be answered and the services that have been allocated these duties involved in the process. The rhetoric that has been continuously repeated throughout this document does not show that consideration has been given to the role of the Safer Communities Patrol Team all emphasis has been given to the self-funding aspect of their role.	Statistical evidence shows that the whole team have, in the most part, been engaged in Environmental Enforcement, specifically, the issue of FPNs for moving vehicle offences. The non-enforcement activities of the team have been very limited for some time. The Council-wide Review of Enforcement Services has identified that the Council's Environmental Enforcement Team cannot be operated on a self-funding basis solely from FPN income and that the high and escalating cost of providing this non-statutory service is unaffordable.	No change
Supplementary questions from UNISON	<i>"Initial consultations have taken place with staff, partners and external providers, to deliver regular and ad hoc enforcement and education activities."</i>	All the measures that the Council intends to put in place, as an alternative to the penalty-notice driven approach currently in operation, will be delivered within existing resources and budgets.	No change

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	<p>It is not enough to make a sweeping statement such as this in relation to a meaningful consultation, if it has been necessary to engage with these stakeholders in order to ensure continuity of service, then there should be no reason not to divulge this information to staff. Whilst the removal of this team may produce immediate cost savings, the added implications on delivery in the areas of the service where public engagement and partnership working may have an undisclosed cost.</p>		
<p>Supplementary questions from Environmental Enforcement</p>	<p>Your reply to the feedback states that initial consultations have taken place with staff, partners and external providers to deliver regular and ad hoc enforcement and education activities. Who are these companies? What would the financial cost of employing these outside agencies to perform some of our functions be? Also, if these staff have recently been involved in the consultation, I would like to see a copy of their consultation feedback.</p> <p>If a private external provider is used to carry out our duties then surely TUPE applies?</p>	<p>Consultation has taken place with staff and key partner agencies. Although enquiries were made to judge private sector capacity to deliver one-off or occasional event-specific enforcement there are no plans to deliver enforcement activities through an external provider, therefore TUPE does not apply.</p>	<p>No change</p>

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Supplementary questions from UNISON

"The previous section of this response document addresses the measures that the Council can put in place, in response to individual issues currently dealt with by the Safer Communities Patrol Team. There will be more engagement with residents, to deliver smarter solutions to eliminating fly-tipping, and the proposal has capacity to target alternative resources, and to bring in additional ad hoc enforcement, to deal with problems. Street cleaning resources can be reviewed if required."

Once again reference is made to ad hoc enforcement, street cleaning can and Smarter solutions but no reference is made to what constitutes these resources and what any potential cost may be. The lack of detail and consideration may have a hidden cost not immediately apparent.

All the measures that the Council intends to put in place, as an alternative to the penalty-notice driven approach currently in operation, will be delivered within existing resources and budgets.

No change

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<p>Supplementary questions from UNISON</p>	<p><i>"It is acknowledged that elements of the team's work are intelligence-led, but the focus of future enforcement will develop more sophisticated intelligence, in order to better target specific problem areas for all environmental anti-social behaviour. For example, there will greater coordination of resources in organising and delivering community clean ups, better use of CCTV, for intelligence gathering, and systems will be developed that will enhance joint working and collaboration with partners."</i></p> <p>Who/what are the resources that will be organising and delivering/coordinating? What systems are currently in process? Who will be developing and implementing these systems? Constant reference is made to targeting resources, a lot of the resources that have been indirectly referred to are within other areas of ETO which are also currently under stress from organisational change and the numbers employed are dwindling. Will the authority be reviewing its priorities or will this have the potential to increase the current overtime budgets which would naturally reduce any savings made?</p>	<p>The retained post of Civil Enforcement Project Manager will be developing and implementing all the new measures to replace the current enforcement-driven approach. Work that will be carried out by partners and other parts of the Directorate within existing budgets.</p>	<p>No change</p>
<p>Supplementary questions from Environmental Enforcement</p>	<p>The reply to feedback document states that a more coordinated and intelligence led approach will be employed in the future. Why has senior management not encouraged this presently?</p>	<p>In recent years, the main focus of the work of the team has been increasingly to generate income from FPNs. This has been unsuccessful and has illustrated that the team cannot operate on a self-funding basis and provide an overall level of service that the Borough requires. A more intelligence-led approach is part of a package of measures designed to reduce the overall cost, whilst introducing alternative interventions.</p>	<p>No change</p>

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Supplementary questions from UNISON

"The Business Case was incorporated within the Council Wide Review of Enforcement. The Review Team evaluated and identified a range of measures that the Council can put in place to deliver the environmental enforcement and education functions, currently carried out by the Safer Communities Patrol Team. "
The business case which underpins the consultation is not clear and constant reference to "a range of measures that the council can put in place" ...
 Neither the measures identified nor the means of evaluation have been brought forward as part of the management proposals. The lack of information does not identify cost implications or service failure which may occur in the event that there is not enough capacity within the service to meet all business needs.
 Unison believe that the least the SRO should do is be able to answer questions honestly and show that they have considered all elements of the role and be able to show that creative and service delivering solutions have been found.

The business case gives examples of a range of measures and new initiatives to the fixed penalty notice regime. The new post of Civil Enforcement Project Manager will have the responsibility to develop and deliver these and similar initiatives over the next 12 months. This will include on-going monitoring and evaluation and the introduction of further measures to deal with any unforeseen problems with service delivery.

No change

2. Service Delivery			
Source	Key Point(s)	Response	Change to proposals
	Capable Guardianship, ASB Intelligence Gathering,		
Initial question from Environmental Enforcement Team	<p>i) How will the 'capable guardianship' role be provided in the future?</p> <p>ii) How will the work around anti-social behaviour intelligence gathering be achieved in the future?</p>	The Council has upwards of 200 street- and parks-based staff, who contribute to capable guardianship across the Borough, 7 days a week, including most Bank Holidays. The work around anti-social behaviour intelligence gathering and patrolling will be absorbed, where possible, by existing Council staff and Greater Manchester Police.	No change.
Supplementary questions from Environmental Enforcement	Although your reply does answer how you intend to absorb the function, it omits the fact that there will be a lack of uniformed visual presence in neighbourhoods.	There will be a reduction in uniformed visual presence in the neighbourhood following disestablishment of the Environmental Enforcement Team. However the intention is that a range of uniformed staff, identifiable as Trafford employees will gather intelligence and challenge behaviour, e.g. litter and dog fouling. So the net effect will be that more intelligence-gathering and interactions with the public will take place.	No change.
	How will Trafford Watch be absorbed into existing functions?		

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Initial question from Environmental Enforcement Team	Has there been any analysis carried out on the impact on Police Patrols to cover the work the team carries out?	The focus for enforcement will be to utilise existing resources in a more intelligence-led and targeted way. GMP have agreed to training for PCSO's to enable them to identify and challenge litter and dog fouling when they encounter it. Similar training will be given to some Groundforce staff to enable them to work in a similar manner. The new approach will not only deliver a considerable saving but will also be potentially more effective in some areas, e.g. parks and green space.	No change.
Supplementary questions from UNISON	Please confirm when you have consulted with GMP and when you propose to consult with Groundforce staff? We would also like to point out that very few parks and green spaces are permanently staffed. Most are visited on a rota basis and not daily. Please clarify who "some" are.	Discussions have been held with senior officers of GMP Borough Command and senior officers of Trafford Council. We do not consider it necessary to consult formally with teams (e.g. Ground Force) that will not have their roles and responsibilities significantly changed.	No change.
Litter (Street, Accumulations, Businesses)			
Initial questions from Environmental Enforcement Team	i) How will the council ensure the problem with litter does not escalate? Does the Council think that simply cleaning up litter will solve the issue? How can this be sustained with an ever-decreasing workforce? ii) Who will: Issue litter fixed penalty notices in the future? (Will there be an income target attached to litter fixed penalty notices in the future?); Who will deal with statutory nuisance for accumulations of litter: establishing land ownership, making landowners aware of their responsibilities,	The proposal will tackle litter enforcement and cleansing in a more coordinated way, with more intelligence led and targeted use of resources, including developing and utilising the Locality model to engage with residents and businesses. The Council recognises that answering and responding to calls often does not actually address the root cause of the calls and that often a more strategic preventative approach is more effective; both reducing the number of offences and calls from residents. There is insufficient evidence to suggest that the existing patrolling approach,	No change.

	<p>actions in default; Who will advise local businesses about litter control issues in the neighbourhoods? iii) Who will advise businesses about major litter problems at events and the distribution of free literature? iv) Who will undertake the educational and campaigning work, primarily aimed at reducing litter and dog-fouling? (E.g. Dog Poo Fairy, Food on the Go). v) The business case states, "...however measures are planned to allow timely targeted responses to address these issues?" (Short term, localised littering and fouling problems). What are the planned measures?</p>	<p>with the aim of enforcement of these areas, is effective in reducing offence or changing behaviour. The Council is proposing a more proactive and preventative approach through community engagement using the Locality model, and more co-ordinated and targeted enforcement between Council services and occasionally other local provisions such as the GMP.</p> <p>It is proposed that a range of alternative measures will be developed and implemented, to replace the environmental enforcement functions currently carried out by the Safer Communities Patrol Team. There is little evidence that this is a major problem, and there are a number of other street-based officers within Environment, Transport and Operations, who already monitor Highway issues and engage with businesses - and deal with licensing and nuisance at large events.</p> <p>The proposal includes a range of alternative measures, to deliver all environmental education and compliance functions, in a more co-ordinated and cost-effective way.</p> <p>GMP have agreed to training for PCSO's to enable them to challenge litter offences when they are encountered. Similar training will be given to some Groundforce staff to enable them to work in a similar manner. The proposal also has capacity to target resources to challenge littering and to bring in additional ad hoc enforcement to deal with problems. Street cleaning resources can be reviewed if required.</p>	
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<p>Supplementary questions from Environmental Enforcement</p>	<p>At meetings held on the 11th of March and the 15th of March Alun Morgan was specifically asked if he was going to use outside/private enforcement teams in the future. Alun stated that outside enforcement teams would “absolutely not” be used as fixed penalty notices would not be issued. The reply to the feedback contradicts what was stated in both meetings.</p>	<p>The information given by Alun Morgan on 11th and 15th March is correct. Although enquiries were made to judge private sector capacity to deliver one-off or occasional event-specific enforcement there are no plans to deliver enforcement activities through an external provider.</p>	<p>No change.</p>
<p>Supplementary questions from Environmental Enforcement</p>	<p>Although you state Street Cleaning resources can be reviewed if required has there been any cost analysis carried out in relation to this? It appears you are making a decision to disband a service area without giving any real thought to any additional costs that might arise from the decision.</p>	<p>No cost analysis has been carried out in relation to this.</p> <p>Although 2400 litter offences were investigated in 2012/13, only 1600 Fixed Penalty Notices were issued. Over 70% of these were for littering from moving vehicles. Over the last two years, this has made up 90% of the total income for the Safer Communities Patrol Team. There is no evidence to suggest that this type of enforcement has any significant impact on reducing the amount of litter in the Borough.</p> <p>The proposal will tackle litter enforcement and cleansing in a more coordinated way, with more intelligence led and targeted use of resources, including developing and utilising the Locality model to engage with residents and businesses.</p>	<p>No change.</p>

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<p>Supplementary questions from UNISON</p>	<p>Not all of the questions were answered by the response provided. Please clarify who these departments are and if they have been consulted as a stakeholder in the proposal.</p> <p>Please answer the question in a clear concise manner, to state that alternative measures will be developed is not an answer it is a suggestion and does not form any part of a true business plan.</p> <p>Please also advise which street based officers within ETO have been considered and advise if they have been consulted as a stakeholder.</p> <p>Can you please advise where in the proposal the range of alternative measures (for delivery of environmental education) are? Without substantive proofs how can you effectively say that this will be cost effective?</p>	<p>The continuation of the litter clearing service should be taken in context of the overall proposal. The proposal is that there will be closer working with other teams within Environment, Transport and Operations - in a more coordinated way, with more intelligence led and targeted use of resources, including developing and utilising the Locality model to engage with residents and businesses. We will take these questions into consideration and ensure that in the final implementation of the proposal responsibilities are clear including where co-ordination among services is necessary. Any business change is necessarily a dynamic and flexible process. Therefore in the initial stages of implementation, there will be a system in place to handle any minor changes necessary in order to fine tune the on-going service provision. Staff will be supported through the minor changes to their job roles and we will of course consider the need for retraining if necessary. In return, we expect staff to show some flexibility in the initial stages of implementation in order to ensure a good service is provided. We do not consider it necessary to consult formally with teams whose roles and responsibilities are not significantly changing. As stated, there are already street-based officers within ETO that monitor and engage with businesses and this will continue.</p>	<p>No change.</p>
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	Dog Fouling		
<p>Initial question from Environmental Enforcement Team</p>	<p>i) Does the council think that simply cleaning up dog fouling will solve the issue?</p> <p>ii) Who will: Respond to dog-fouling complaints; Issue FPNs; Patrol hot spot areas; Prosecute repeat offenders?</p>	<p>There is no evidence to suggest that the current patrol and enforcement approach is having any impact on changing behaviour. In fact, examination of CRM shows that the number of complaints about dog fouling has increased over the last three years, whereas FPN's have remained at a generally low level.</p> <p>The Council's proposal provides for more than "simply cleaning up dog fouling". The Council's proposal recognises that the current approach to resolving the dog fouling issue is not effective. The Council is therefore proposing a different, co-ordinated approach in order to attempt to reduce dog fouling more effectively by getting more people to clean up after their dogs.</p> <p>The Council aims to implement an approach that reduces the number of calls received regarding dog fouling. The Council also recognises that often, answering and responding to calls doesn't actually address the root cause of the calls. The Council is proposing a more proactive and preventative approach through community engagement and co-ordinated and complementary enforcement between the Council and GMP.</p>	<p>No change.</p>

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<p>Supplementary questions from Environmental Enforcement</p>	<p>You state there is no evidence to suggest that the current patrol and enforcement approach is having an impact. Recent feedback from a dog fouling campaign suggests that the friends of parks and local Councillors have seen a significant increase in people clearing up after their dogs following significant patrols of dog fouling hot spots. Is this not evidence of an impact?</p>	<p>The proposal is that a range of uniformed staff, identifiable as Trafford employees will gather intelligence and challenge behaviour, e.g. litter and dog fouling. So the net effect will be that more intelligence-gathering and interactions with the public will take place. Although cessation of moving-vehicle litter offence enforcement has released resources to conduct an anti-dog fouling campaign this work is unsustainable within the current budget.</p>	<p>No change.</p>
<p>Abandoned Vehicles & Nuisance Parking</p>			
<p>Initial question from Environmental Enforcement team</p>	<p>Who will: Respond to complaints of abandoned vehicles and nuisance parking; Issue FPNs; Prosecute offenders?</p>	<p>The Council recognises that answering and responding to calls often does not actually address the root cause of the calls and that often a more strategic preventative approach is more effective: both reducing the number of offences and calls from residents. There is insufficient evidence to suggest that the existing patrolling approach, with the aim of enforcement of these areas, is effective in reducing offence or changing behaviour. The Council is proposing a more proactive and preventative approach through community engagement using the Locality model, and more co-ordinated and targeted enforcement between Council services and occasionally other local provisions such as the GMP.</p> <p>This is not a high priority area of enforcement. It is intended that a new approach to dealing with abandoned vehicles will be developed in the next 12 months.</p>	<p>No change.</p>

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Supplementary questions from Environmental Enforcement	This is a specific piece of legislation that Police and PCSO's are not empowered to deal with. (Nuisance Parking).	The Council will review appropriate authorisations.	No change.
Supplementary questions from UNISON	Please clarify who the street based officers are and why they have not already been dealing with these requests. If they have how many have they dealt with and what were the outcomes, who logs these and in the worst case if there was a prosecution who would deal with them.	As stated, the number of requests received about nuisance parking does not necessarily equate to requiring an enforcement response from the Safer Communities Patrol team. The evidence suggests that nuisance parking is not an issue within the borough. In the very rare circumstance that a serious issue did occur, the Council will ensure that appropriate action is taken without the need for a team dedicated to this function.	No change.
Fly posting and A boards			
Initial question from Environmental Enforcement Team	Who will: Remove flyposting and obstructive A boards; Speak to problematic businesses; Prosecute offenders?	Groundforce staff, operatives and contractors clear litter and graffiti, and could potentially be assigned to remove fly-posting. There are a number of other street-based officers within the Council, who are already empowered to take enforcement action against fly-posting, A boards and graffiti, and engage with businesses.	No change.
Supplementary questions from Environmental Enforcement	It makes complete sense that the removal of fly posters is a Groundforce function. The reason they are not already carrying out this function is that it requires a level of enforcement to control it. If it is simply removed every time it appears the problem will escalate. Is an escalation in fly posting	There is no evidence to show that removal of fly-posting will cause an escalation. Timely removal, might actually be a dis-incentive.	No change.

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	acceptable?		
Supplementary questions from Environmental Enforcement	It makes complete sense that A boards are dealt with by Highways staff. The reason this function is with the Safer Communities Patrol Team is that Highways have always stated they don't have the resources to deal with it. Have things now changed?	Correct.	No change.
Supplementary questions from UNISON	Who are the street based officers? If they are already dealing with the problem how is it recorded? Have they been consulted, is there enough capacity within their current role to ensure that the task is being undertaken?	Environmental Enforcement team members have provided feedback agreeing that it makes sense for these to be Groundforce functions. Since there is insufficient evidence to suggest that enforcement reduces the occurrence of fly-posting, the Council is aiming to reduce the occurrence through proactive engagement with local residents and businesses.	No change.
	Domestic and Commercial Waste Issues		
Initial question from Environmental Enforcement Team	<p>i) Who will:</p> <p>Respond to complaints about wheelie bins and containers left out in neighbourhoods;</p> <p>Persuade/enforce/prosecute to ensure householder/business compliance;</p> <p>Ensure that the public purse is not paying for waste disposal that it should not be paying for;</p> <p>Investigate illegal deposits of business waste/domestic waste;</p> <p>Recover the costs of removing fly-tipped waste;</p> <p>Investigate the illegal deposit of waste on</p>	<p>The emphasis in future will be to deliver waste collection and monitoring, and engage with residents, in a more coordinated and cost-effective manner. The proposal will incorporate other street-based officers within Environment, Transport and Operations, who already monitor waste collection issues, and are empowered to take enforcement action.</p> <p>The proposal will target existing resources, to engage with businesses, to ensure efficient waste collection arrangements, and compliance with legislation. Environment, Transport and Operations staff already deal</p>	No change.

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	<p>unlicensed land?</p> <p>ii) Will the Tidy Business Award scheme continue? If so, who will operate, promote and undertake assessments of businesses?</p>	<p>with business premises in a regulatory and enforcement capacity. The proposal also has capacity to target resources to bring in additional ad hoc enforcement to deal with problems.</p> <p>Other officers within Environment, Transport and Operations carry out similar functions, to monitor, regulate and enforce on business operations, to ensure compliance. Alternative measures will be investigated, in partnership with Greater Manchester Police, the Environment Agency and other key stakeholders.</p> <p>Fly-tipping will be tackled using a more coordinated approach, with more intelligence led and targeted use of resources, utilising the skills of other officers within the Council, who currently carry out PACE interviews and similar enforcement functions.</p> <p>The Tidy Business Award scheme could be delivered by other officers within ETO, who engage with, and monitor business activity, to deliver environmental education and compliance functions. This scheme could also be delivered by or through the new Locality partnerships.</p> <p>In relation to question (i) please also see answers to similar previous questions.</p>	
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<p>Supplementary questions from Environmental Enforcement</p>	<p>"In fact from 1st April 2012 to 31 March 2013, there were 44 prosecutions for waste offences. Who provided you with this wrong information?"</p> <p>This data is agreed</p>	<p>This data is agreed. CRM data was provided by the Partnerships and Performance Team.</p>	<p>No change.</p>
<p>Supplementary questions from Environmental Enforcement</p>	<p>No other person in Environment, Transport and Operations has been empowered to take enforcement action against waste offences.</p>	<p>The Council will review appropriate authorisations.</p>	<p>No change.</p>
<p>Supplementary questions from Environmental Enforcement</p>	<p>As far as I am aware, my colleagues in Public Protection are the only other service that carries out PACE interviews within the Directorate. Public Protection removed their teams from the Enforcement Review stating they should not be included as they are not an enforcement service. This is contradictory.</p>	<p>Public Protection Service was not removed from the Enforcement Review, their established service review and budget programme was not compatible with the other service proposals of the review.</p> <p>It is intended that a new approach to dealing with fly-tipping will be developed in the next 12 months.</p>	<p>No change.</p>
<p>Supplementary questions from UNISON</p>	<p>Who are these officers? Have they been consulted and do they have the capacity within their current role to undertake the duties outlined? Please answer the questions in a clear concise manner alluding to the same response is not conducive to meaningful consultation.</p>	<p>During the next 12 months, the Civil Enforcement Project Manager will be tasked with developing a number of new approaches to matters currently dealt with by the Environmental Enforcement Team.</p>	<p>No change.</p>

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<p>Supplementary questions from UNISON</p>	<p>Yet again further inference that measures will be investigated the business plan does not currently explain what the alternative is. The current team already appear to work in partnership with GMP. What are the responses from the current stakeholders to the proposals put forward? This should be part of the original business plan. Please answer the original questions as they have been put forward.</p>	<p>Please see answers to similar previous questions. Since there is insufficient evidence to suggest that enforcement reduces the occurrence of offences, the Council is aiming to reduce the occurrence through proactive engagement with local residents and businesses.</p>	<p>No change.</p>
<p>Supplementary questions from UNISON</p>	<p>In respect of Tidy Business Award, The question has once again not been answered; the response refers to considerations and other officers. Please answer the questions clearly and concisely. Have the stakeholders who are part of this scheme aware of the authority's decision to end the scheme? Have the stakeholders mentioned who MAY be undertaking the work been consulted?</p>	<p>Please refer to previous statements and responses, but bear in mind that any business change is a dynamic and flexible process. The Business Case does not suggest the ceasing of these schemes. In the initial stages of implementation of the business case there will be a system in place to handle any minor changes necessary in order to fine tune the on-going service provisions. All those affected will be supported through the changes.</p>	<p>No change.</p>
	<p>Abandoned Shopping Trolleys</p>		<p>No change.</p>
<p>Initial question from Environmental Enforcement Team</p>	<p>Who will: Coordinate and monitor the contract; Respond to complaints; Deal with store-specific issues ?</p>	<p>The overall number of complaints in respect of shopping trolleys, during the last 4 years, would appear to show that the contract, which is delivered at no cost to the Council, is reasonably successful and runs efficiently. Within the proposal, this work could be absorbed by other officers within Environment, Transport and Operations, who monitor similar existing contracts, and engage with businesses.</p>	<p>No change.</p>

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Supplementary questions from UNISON	Who are these officers? Please answer the questions as they have been asked rather than using statistics.	Ground Force staff.	No change.
	Community Tool Library		No change.
Initial question from Environmental Enforcement Team	<p>i) Will this scheme continue?</p> <p>li) If not, has there been any analysis of the impact on volunteering?</p> <p>lii) If the scheme will continue, who will run it?</p>	No decision has yet been made about the continuation of the Tool Library, although the Council owns several thousand pounds worth of equipment, which constitutes a valuable community asset. This asset could be managed by other Council staff, although investigations will be carried out, to establish whether a Community group would be best suited to coordinate use of these facilities, within the new Locality working arrangements.	No change.
Supplementary questions from UNISON	What other council staff could manage this facility and why have investigations not already been undertaken regarding this valuable community asset? Concise information regarding this should reasonably have been included as part of the original business plan.	Please refer to previous statements and responses, but bear in mind that any business change is a dynamic and flexible process. The Business Case does not suggest the ceasing of these schemes. In the initial stages of implementation of the business case there will be a system in place to handle any minor changes necessary in order to fine tune the on-going service provisions. During the next 12 months the Civil Enforcement Project Manager will investigate how the scheme can best continue.	No change.
	Street Champions		No change.

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<p>Initial question from Environmental Enforcement Team</p>	<p>i) Will the scheme continue? ii) If so, who will coordinate activity, deal with requests from champions and promote the scheme?</p>	<p>The Street Champions scheme aligns closely with the recently appointed Community Ambassadors positions, and one option being considered is for this scheme to be delivered by the new Locality partnerships.</p> <p>Please refer to previous statements and responses, but bear in mind that any business change is a dynamic and flexible process. The Business Case does not suggest the ceasing of these schemes. In the initial stages of implementation of the business case there will be a system in place to handle any minor changes necessary in order to fine tune the on-going service provisions. During the next 12 months the Civil Enforcement Project Manager will investigate how the scheme can best continue.</p>	<p>No change.</p>
<p>Miscellaneous Requests and Activities</p>			<p>No change.</p>
<p>Initial question from Environmental Enforcement Team</p>	<p>Environmental Enforcement undertakes a range of activities which are not within the remit of any other department, (172 in 12-13) who will take responsibility for these?</p>	<p>We will work with Access Trafford and the Civil Enforcement Project Manager to make alternative arrangements about how to deal with these complaints, within existing budgets.</p>	<p>No change.</p>

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<p>Supplementary questions from UNISON</p>	<p>Please advise where this sits within the proposal, can you also advise if you have involved Access Trafford as part of the consultation, whilst it is appreciated that this is a buy back service, there appears to be no clear plan where these service requests need to be logged; without forward planning this could lead to an escalation in customer complaints going forward if no contingency is available.</p>	<p>We have regular discussions with Access Trafford about the service they provide and how we can best work together. Also, please see the answer above.</p>	<p>No change.</p>
<p>Initial question from member of Parking Services</p>	<p>Whilst the overall proposal combined with the changes in the Environment Enforcement proposal is set to provide savings of £170,000 the decommissioning of the Community Safety Patrol Service has already achieved some of those saving, therefore I would like to suggest it would be in the best interest of our service to invest in bringing an additional member to the administration team and not to make a redundancy at this stage of the proposals.</p>	<p>The proposal to reduce from 5.1 to 3.1 Parking Assistant and Prosecution Support Officer posts has been reviewed following feedback from Parking Services. It is agreed that the overall reduction of 2.0 FTE posts could risk the loss of PCN income. It is now proposed that there will be 4.1 Enforcement Support Assistant posts in the new structure.</p>	<p>Accepted</p>

3. Service Structure			
Source	Key Point(s)	Response	Change
	Who will respond to the various offences?		
Initial submission by Environmental Enforcement Team	<p>The following questions, or similar, were asked in respect of the various offences:</p> <ul style="list-style-type: none"> -who will respond to the calls received regarding [offence type]? -who will issue FPNs? -who will prosecute offenders? 	<p>The Council recognises that answering and responding to calls often does not actually address the root cause of the calls and that often a more strategic preventative approach is more effective: both reducing the number of offences and calls from residents. There is insufficient evidence to suggest that the existing patrolling approach, with the aim of enforcement of these areas, is effective in reducing offence or changing behaviour. The Council is proposing a more proactive and preventative approach through community engagement using the Locality model, and more co-ordinated and targeted working between Council services and occasionally other local provisions such as the GMP.</p>	No change
	Alternative Structures Proposed		

Appendix 4:

Log of Feedback on Proposals

<p>Initial submission by Environmental Enforcement Team</p>	<p>Alternative approach to Environmental Enforcement - The Business Case document only shows savings in staffing costs, and does not account for savings in running costs (vehicles, fuel, communications, back office costs). These have been estimated at approximately £40k, with a slimmed-down team of 4 staff, in the new proposal. This shows that savings of almost £150k can be made, whilst maintaining a Safer Communities Patrol Team of 4 staff. This compares to the proposed £170,000 saving outlined in the Business Case.</p>	<p>The costings in the Trafford business case form a part of the wider enforcement review. Any new proposal needs to remain firmly within the business case costs. The consultation response proposal would leave a budget shortfall of £122,000 as it basically adds four full time employees with no proposal on how this might be funded. It should be further noted that the savings in running costs, highlighted in your alternative proposal have already been taken into consideration within the enforcement review and our report clearly shows this.</p>	<p>No change</p>
<p>Page 10</p>	<p>Alternative models for Parking:</p>		
<p>Initial submission by member of Parking Services</p>	<p>1. Increase proposed admin levels by: 1FTE x Enforcement Support Officer (temporary) 1FTE x Enforcement Support Assistant (temporary).</p>	<p>There is no guarantee that by retaining the two posts all of the outstanding FPN income would be recovered. This proposal is rejected.</p>	<p>No change</p>
<p>Initial submission by member of Parking Services</p>	<p>2. Short term pilot for APCOA to deliver Litter and Dog Fouling Fines (in addition to PCN's) + retain admin staffing levels as outlined above.</p>	<p>The Council's position with regard to the future issuing of FPN's has been already stated in the Consultation Document. This proposal was rejected.</p>	<p>No change.</p>
<p>Initial submission by member of Parking Services</p>	<p>3. Implement the proposed staffing changes, writing off the FPN debt outstanding. Plus one additional Enforcement Support Assistant.</p>	<p>The proposal to reduce from 5.1 to 3.1 Parking Assistant and Prosecution Support Officer posts has been reviewed following feedback from Parking Services. It is agreed that the overall reduction of 2.0 FTE posts could risk the loss of PCN income. It</p>	<p>Accepted</p>

Appendix 4:

Log of Feedback on Proposals

		is now proposed that there will be 4.1 Enforcement Support Assistant posts in the new structure.	
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TRAFFORD COUNCIL

Report to: Executive
Date: 24th June 2013
Report for: Discussion/Information
Report of: Executive Member for Transformation and Resources

Report Title

Annual Delivery Plan 2012/13 Performance Report

Summary

The attached report provides a summary of performance against the Council's Annual Delivery Plan, 2012/13.

Recommendation(s)

That Executive note the contents of the Annual Delivery Plan year-end report.

Contact person for access to background papers and further information:

Name: Jayne Stephenson
Extension: 1231

Background Papers: None

Relationship to Policy Framework/Corporate Priorities	The Annual Delivery Plan 2012/13 Quarter 4 Performance report summarises the Council's performance in relation to the Council's Corporate Priorities for 2012/13.
Financial	Not Applicable
Legal Implications:	None
Equality/Diversity Implications	None
Sustainability Implications	None
Staffing/E-Government/Asset Management Implications	None
Risk Management Implications	None
Health and Safety Implications	Not applicable

1.0 Background

- 1.1 The report provides a summary of performance against the Council's Annual Delivery Plan 2012/13 and supporting management information.
- 1.2 This covers the Council's six Corporate Priorities:
 - A Cleaner, Greener Borough
 - Fighting Crime
 - Improving Health and Wellbeing of Residents
 - Better Roads and Pavements
 - Preserving and Improving Educational Excellence
 - Low Council Tax and Value For Money
- 1.3 The report shows that over 80% of the Council's indicators are on target.
- 1.4 There are 63 indicators, of the total 78 indicators in the ADP, which are on target (green), or estimated to be green, awaiting data validation. This compares to 49 in third quarter.
- 1.5 In total, just over half of all indicators have improved in fourth quarter, including six that have improved from amber to green since last year/quarter, two from red to amber, and 30 that remained green and saw improved performance.
- 1.6 12 green indicators (16%) have remained the same in fourth quarter.
- 1.7 Just 13 indicators (17%) are below target (red or amber), including 4 indicators that have dropped below target since the previous reporting period. This is one fewer than in third quarter, despite the fact that this document includes all annually-reported figures.
- 1.8 There are two indicators in the "Preserving and Improving Educational Excellence" section that are new, and a baseline figure has been established in 2012/13. These indicators had no target, and therefore have no RAG status in the report.
- 1.9 Where performance targets have not been met, Exception Reports, completed by the relevant Heads of Service, are attached to the report.

Finance Officer Clearance *(type in initials)* **ID**
Legal Officer Clearance *(type in initials)* **MJ**



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

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



TRAFFORD COUNCIL

**ANNUAL DELIVERY PLAN 2012/13
Quarter 4 and Year End
Performance Report
(Final)**

1. Purpose and scope of the report

The report provides a summary of performance against the Council's Annual Delivery Plan (ADP) 2012/13 and supporting management information for the period 1st January to 31st March 2013 (Quarter 4).

This covers the Council's six Corporate Priorities

A Cleaner, Greener Borough

Fighting Crime

Improving Health and Wellbeing of Residents

Better Roads and Pavements

Preserving and Improving Educational Excellence

Low Council Tax and Value For Money

Quarterly data and direction of travel is provided, where data is available.

All measures have a Red/Amber/Green assessment of current performance. This is based on actual data or a management assessment of expected Quarter 4 performance.

For Corporate Priority indicators, where actual or expected performance is red (more than 10%) or Amber (within 10% below the expected level of performance) an Exception Report is attached (see pages 21 to 44).

2. Performance Key

G Performance meets or exceeds the target	↑ Performance has improved compared with the previous period
A Performance is within 10% of the target	↔ Performance is the same compared with the previous period
R Performance is more than 10% below the target	↓ Performance has worsened compared with the previous period

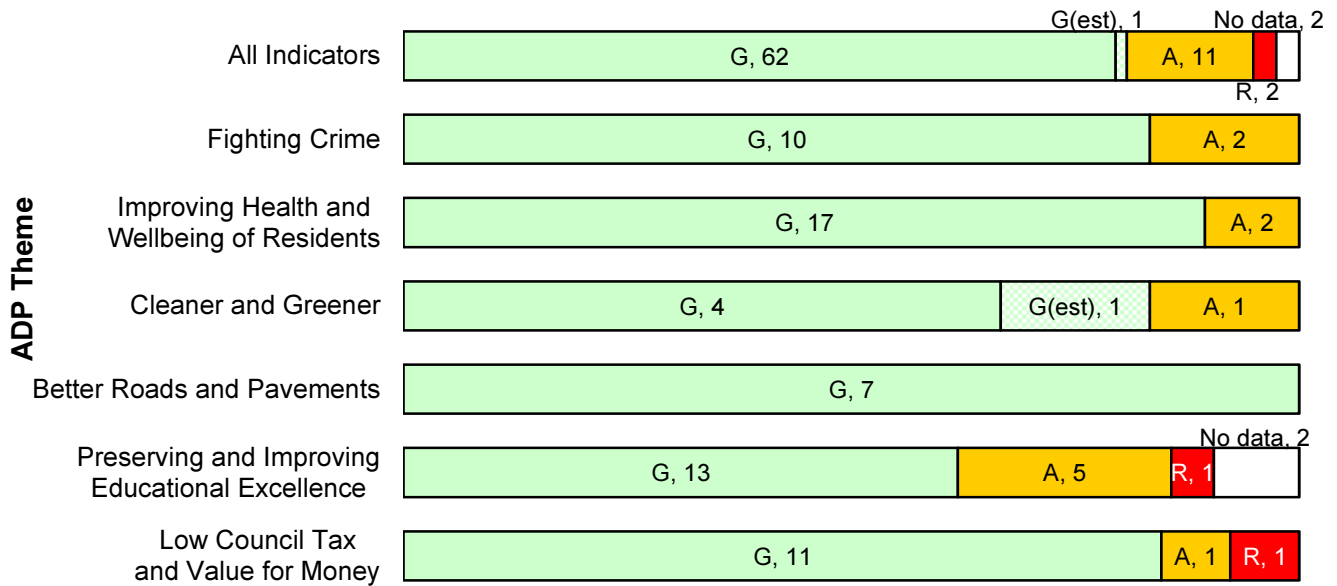
Where data is shaded indicates estimated result and an assessment of performance by the Strategic Lead.



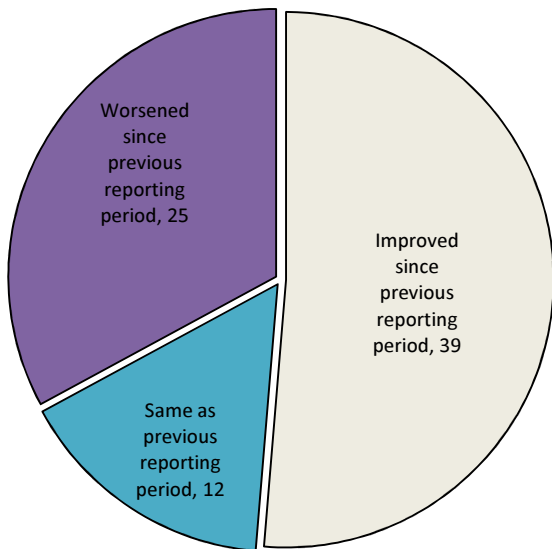
3. Performance Results

3.1 Performance Summary

Performance Indicator RAG Status by Corporate Priority



Direction of Travel of all Performance Indicators



63 out of 78 indicators (81%) are (or estimated to be) on target (green). This compares to 49 in Q3. 13 indicators are outside target, 1 fewer than in Q3. 2 indicators had no target set, and have no RAG status.

In total, just over half of all indicators have improved in Q4, including 30 that remained green and improved compared to the previous reporting period, 6 that have improved from amber to green, and 2 from red to amber.

12 indicators (16%) have remained the same, and 33% have worsened since the previous period, including 4 indicators that have dropped below target, and 1 from amber to red.

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



3.2 Performance Exceptions

The following indicators have a RED performance status at year end				Exception Report (Page)
Corporate Priority	REF	DEFINITION	Q4	
Preserving and Improving Educational Excellence	CGL4	Sustain the reduction in the number of first time entrants to the Youth Justice System aged 10-17 in the lowest super output areas per 10000 population	↓	37
Low Council Tax and Value for Money	BV 12i	Reduce the level of sickness absence (Council wide excluding schools)	↓	43


The following indicators have an AMBER performance status year end				Exception Report (Page)
Corporate Priority	REF	DEFINITION	Q4	
Fighting Crime	STP4	Reduce serious acquisitive crime by 1%	↓	21
	STP8	Reduce theft by 5%	↓	23
Improving Health and Wellbeing of Residents	IHWB 13	Resident employment rate (percentage of working age residents in employment)	↓	25
	New	% of eligible service users / carers to receive Personal Budgets in year (ASCOF 1Ci)	↑	27
Cleaner and Greener	NI196	Maintain score of “Very Effective” (Level 1), by compliance with legislation, and enforcement against fly-tipping	↔	29
Preserving and Improving Educational Excellence	HWB2	Increase the % of Breastfeeding at 6 – 8 weeks from birth (prevalence)	↑	31
	HWB3b	Reduce levels of childhood obesity: Year 6	↓	33
	CGL2a	Reduce the number of Child Protection Plans in the lowest super output areas, per 10000 child population.	↓	35
	LCA1	Increase the percentage of young people achieving a level 3 qualification at 19	↓	39
	S7	Substance Misuse / Alcohol measure Engagement of young people with substance misuse services.	↓	40
Low Council Tax and Value for Money	LCT 16	Percentage of Housing Benefits Overpayments collected	↓	42

FIGHTING CRIME	Supports Community Strategy Key Objectives
<p><i>To work together with local people to make Trafford an exceptionally safe place, where crime continually reduces, innovative and excellent practice is the norm, and fear of crime is not a constraint to daily life and investment.</i></p> <p>For 2012-13 we will;</p> <ul style="list-style-type: none"> • Develop a Crime Strategy for 2012-15 to enable partners to work with local communities to deliver national and local priorities. • Address the underlying causes of crime and anti-social behaviour by working with partners to support and intervene at individual, family and community level, targeting resources where they are most needed. • Develop a collaborative and risk led approach to tackling Anti-Social Behaviour. • Take early action and work directly with local communities to prevent crime. • Develop and deliver innovative and effective interventions to address the behaviour of those involved in crime. • Deliver responsive and visible justice by undertaking robust enforcement action and turning the tables on offenders to make sure they are held accountable for their actions, and that criminal assets are recovered • Continue to proactively monitor public space CCTV cameras, real-time access to Police personnel through the Airwaves Radio. • Putting the public at the heart of what we do ensuring that the community is fully engaged and well informed. 	
Strategic Lead: Jayne Stephenson	

REF	DEFINITION	FREQ	2011/12 ACTUAL	2012/13 TARGET	2012/13 Q3 ACTUAL	2012/13 Q4			
						ACTUAL	TARGET	DOT	STATUS
STP1	Improve the position of Trafford compared to other GM areas in terms of Total Crime Rate.	Q	2 nd A	1 st	1 st G	1 st	1 st	↔	G
<p>Trafford is the safest place in Greater Manchester, in terms of crimes per head of population. At the end of 2011/12, iQuanta (Police data analysis website) reported Trafford 2nd, behind Wigan, but this was calculated on estimated population figures. In the last 12 months, crime rates have been updated to reflect the 2011 Census population data, and Trafford's figures have reduced retrospectively.</p> <p>For the 12 month rolling period covering 1st March 2012 to 28th February 2013, the crime rate in Trafford was 48.2 crimes per 1000 residents. This had dropped from 56.8 at the same time last year (originally reported as 59.4, due to the discrepancy with population data), and 65.7 crimes per 1000 residents for 2010/11. This again made Trafford the safest area in Greater Manchester, ahead of Wigan. Despite a small increase in the crime rate in February, crime has fallen faster in Trafford in the last year, than anywhere in GM (a 15.2% drop, compared to the GM average of 12.8%).</p>									
STP2	Maintain the current position in Greater Manchester in relation to confidence.	Q	1 st G	1 st	1 st G	1 st	1 st	↔	G
<p>The GMP Neighbourhood Survey is conducted quarterly, and provides an overview of public perception in relation to our performance in tackling Crime and ASB within Trafford. Within the Neighbourhood Survey period covering 1st April 2012 to 31st March 2013, Trafford was again ranked as the best performing Force Area in Greater Manchester in relation to Public Satisfaction and Confidence.</p>									

REF	DEFINITION	FREQ	2011/12 ACTUAL	2012/13 TARGET	2012/13 Q3 ACTUAL	2012/13 Q4			STATUS
						ACTUAL	TARGET	DOT	
STP3	Reduce total recorded crime by 3.5%	M	12,590 G	12,149	8,334 G	10,995	12,149	↓	G
<p>After a blip in in February, when Total Recorded Crime increased above the monthly target, for the first and only month in the year, reversing the trend of the previous 2 years, figures returned to a more expected level in March. Crime in Trafford fell by 12½% over the past 12 months, and has halved over the past 5 years, falling by over 12,000 offences since 2007/08.</p> <p>There has been a significant increase in Burglary and Theft over the second half of the year. Trafford Retail Community is the worst Police beat in the Borough, with almost 1000 crimes in 2012/13, and ¾ of these are Thefts. Burglary, particularly in the Stretford Neighbourhood, is another strategic threat, which will be key focus areas for the Safer Trafford Partnership in 2013/14.</p>									
STP4	Reduce serious acquisitive crime by 1%	M	1969 G	1949	1434 G	1998	1949	↓	A
See attached Exception Report on Page 21									
STP8	Reduce theft by 5%	M	3594 G	3416	2624 G	3477	3416	↓	A
See attached Exception Report on Page 23									
STP9	Reduce Criminal Damage by 5%	M	1924 G	1789	1170 G	1508	1789	↑	G
<p>Criminal Damage and Arson fell in the final quarter, closely following the crime pattern from last year, remaining 16% below target. Criminal Damage has reduced by more than 20% this year, and crime levels are ⅓ lower than in 2006/07.</p> <p>In the Sale Neighbourhood, Criminal Damage has dropped by twice the Borough average in 2012/13, with particularly low levels since November. There is a similar trend in some of the worst affected beat areas, such as Old Trafford, Partington and Altrincham Town Centre, where Criminal Damage generally fell in the second half of the year.</p>									
STP29	Reduce Violent Crime by 5% (Violence Against Person with Injury)	M	808 G	768	537 G	679	768	↑	G
<p>After 2 months of falling figures, to a 3-year low in February, Violent crime increased in March, following a similar trend to previous years. The indicator has improved again in 4th quarter, to nearly 12% below target for the year.</p> <p>Violent crimes have increased in Altrincham and Urmston Town Centre over the second half of the year, although there has been a decrease in Sale and Stretford Town Centres. Similarly, violence in the worst affected areas in the Borough, Partington, Old Trafford and Longford West, has decreased over the last 3 months, contributing significantly to the improving performance across the Borough.</p>									
STP11	Increase the perception that the Police and the Council are dealing with the issues that matter the most	Q	75.4% G	77%	76.9% G	76.3%	75.4%	↓	G
<p>Although there has been a small drop in perception (0.6%) in the final quarter, this is largely due to an unusually high score from the 2011/12 Q4 survey dropping out of the rolling 12-month average. Nevertheless, the 4th quarter survey score is very high, and overall perception has improved by 0.9% compared to the same time last year. This is almost 5% higher than the Greater Manchester average.</p> <p>Of the 4 Neighbourhoods, both Sale (79.6%) and Urmston (89.6%) are above the Borough average (with 100% satisfaction with the Police and Council in two Communities - Davyhulme East and Flixton). Altrincham (70.4%) is just below the GM average, although perception has fallen significantly in Hale Barns (36.2%) and Timperley Central (72.3%) since last year. Stretford has an average score of 66.7%, with no Communities changing significantly from last year.</p>									

REF	DEFINITION	FREQ	2011/12 ACTUAL	2012/13 TARGET	2012/13 Q3 ACTUAL	2012/13 Q4				
						ACTUAL	TARGET	DOT	STATUS	
STP12	Maintain the current low perceptions of anti-social behaviour as a serious problem	Q	1.7% G	1.7%	1.3% G	1.2%	1.7%	↑	G	
<p>This indicator has again improved in 4th quarter, and just 1.2% of Trafford residents perceived a high level of anti-social behaviour in their local area, against a local target of 1.7%, and the Greater Manchester target of 4%. This was the lowest figure in Greater Manchester.</p> <p>There was no significant change in perception of ASB in any of the 39 Communities. Across the Altrincham and Urmston Neighbourhoods, perception is below 0.5%, and in Sale it is 1.9%, well below the GM average of 3.1%. However, perception of anti-social behaviour in Stretford is 3.6%, and 4 of the 7 aspects of ASB are also above the GM average: "teenagers hanging around", "rubbish and litter lying around", "vandalism" and "people using/dealing drugs".</p>										
STP13	Reduce anti-social behaviour incidents by 1%	M	7986 G	7906	4531 G	5985	7906	↓	G	
<p>There was a slight increase in Anti-Social Behaviour incidents in the final quarter. The pattern of ASB incidents from December to March has been almost identical to 2011/12, after levels had been more than 30% below target for the first 8 months of the year. Overall, this indicator was 24% below target, and the reduction of 2000 incidents, compared to the previous year, is spread fairly equally across all 4 Neighbourhoods.</p> <p>Anti-Social Behaviour in Trafford fell by ¼ in 2012/13, compared to the GM average of 9%, and has fallen by more than 60% in the last 5 years.</p>										
STP26	Increase membership of the Consumer Alert System	Q	1259 G	1400	1383 G	1476	1400	↑	G	
STP 38	Increase the proportion of Hate Crime reports that come from under-represented groups	Bi-annual	11.3%	11.3%	5.1% (Q2)	11.8%	N/A	↑	G	
Strategic Lead sign off					<i>Jayne Stephenson</i>					
						Date:	May 2013			


IMPROVING HEALTH AND WELLBEING OF RESIDENTS	Supports Community Strategy Key Objectives
<p><i>To use our resources in a fair and equitable way to meet the needs of the most vulnerable people, including those in housing need and improve the health and wellbeing of residents in Trafford.</i></p> <ul style="list-style-type: none"> • Deliver a challenging transformation programme for adult social care and reduce demand for services • Undertake a review of the residential / home care market • Undertake a Quality review of Nursing Care jointly with the Primary Care Trust (PCT) • Develop a programme of work linked to principles of “Think Local, Act Personal” • Increase the numbers of people receiving personalised budgets • Redesign high cost social care services • Continue to utilise and further develop sustainable alternatives to residential care. • Continue to safeguard older people and vulnerable adults from all forms of abuse. • Work towards integration with Health and clinical aligned commissioning intentions. • Support the transfer of responsibility for local public health improvement from PCTs to local authorities. • Ensure the Health and Wellbeing Board operates effectively in shadow form during 2012-13. <p><i>Continue to secure increased levels of investment and jobs into Trafford, which are essential to improving the health and wellbeing of Trafford’s residential and business communities, ie,</i></p> <ul style="list-style-type: none"> • Produce and maintain the statutory planning framework, • Engage with the development community and other partners to accelerate progress on priority projects • Engage with businesses to improve business growth, job creation and social responsibility • Develop a pipeline of projects to seize new and existing funding opportunities • Ensure the delivery of housing growth aspirations, homelessness prevention and safe and secure neighbourhoods <p><i>Trafford’s Public Protection Service will ensure that Trafford is a healthy and safe environment for all, through:</i></p> <ul style="list-style-type: none"> • Pollution control • Contaminated land remediation • Pest control 	
<p>Strategic Lead: Joanne Willmott</p>	

REF	DEFINITION	FREQ	2011/12 ACTUAL	2012/13 TARGET	2012/13 Q3 ACTUAL	2012/13 Q4			
						ACTUAL	TARGET	DOT	STATUS
NI 154	The number of housing completions per year	Q	256 R	256	251 G	305	256	↑	G
NI 155	Increase the number of affordable homes built per year	Q	53 R	71	38 G	77	71	↑	G

26 Units at Calder Court completed in Q4 along with 9 units completed early at Derbyshire Avenue, Stretford which were due to complete in 2013/14. Total units completed in 2012/13 is 77


REF	DEFINITION	FREQ	2011/12 ACTUAL	2012/13 TARGET	2012/13 Q3 ACTUAL	2012/13 Q4			STATUS
						ACTUAL	TARGET	DOT	
New	Number of families assisted via Local Authority mortgage scheme		(New indicator)	40	40 G	53	40	↓	G
IHWB 09	Attracting investment for Trafford to create and safeguard jobs and increase the output of the local economy, supporting businesses to start and grow. (Measured by number of active enterprises in Trafford)	A	10,462 G	10,869	N/A	11,255	10,869	↑	G
IHWB 10	Total output (as measured by Gross Value Added)	A	£5.3 Billion G	£5.3 Billion	£5.8 Billion G	£5.8 Billion	£5.3 Billion	↑	G
IHWB 11	Total employment (number of jobs provided in Trafford Economy)	A	136,000 G	136,000	138,200 G	138,200	136,000	↑	G
IHWB 12	Productivity (total output divided by total employment)	A	£38,970 G	£39,000	£41,845 G	£41,845	£39,000	↑	G
IHWB 13	Resident employment rate (percentage of working age residents in employment)	A	72.8% G	73%	N/A	71.3% (Q3)	73%	↓	A
Data published a quarter in arrears. Q4 Data published 17.7.13. See attached Exception Report on page 25									
NI 171	New business registration rate	A	1130	1130	1310 G	1755	1130	↑	G
New	Maintain the lowest % of unemployment, of Working Age Population in Greater Manchester (GM average = 4.7%)	Q	Lowest (4605 3.3%)	Lowest	Lowest (4442 3.1%) G	Lowest (4749 3.3%)	Lowest	↓	G
New	% of eligible service users / carers to receive Personal Budgets in year (ASCOF 1Ci)	M	50%	75%	52.4% R	70.16%	75%	↑	A
See attached Exception Report on page 27									
New	% people receiving no ongoing service following reablement intervention	M	New Indicator	50%	71.84% G	77.95%	50%	↑	G
New	Percentage of clients who have received a review	M	73.2%	75%	57.94% G	80.99%	75%	↑	G
New	Proportion of adults with learning disabilities in employment (ASCOF 1E)	M	9.3%	9.5%	8.78% A	11.29%	9.5%	↑	G
ASCOF 1A	Social Care related Quality of Life (composite user experience measure ASCOF 1A) – Survey (was NI 127 last year)	A	18.6 G	18.6	N/A	19.2	18.6	↑	G

REF	DEFINITION	FREQ	2011/12 ACTUAL	2012/13 TARGET	2012/13 Q3 ACTUAL	2012/13 Q4				
						ACTUAL	TARGET	DOT	STATUS	
ETO 01	Maintain the percentage of Public Protection service requests responded to within 3 working days	M	97.07% G	95%	95.04% G	95.17%	95%	↑	G	
ETO 02	Maintain the percentage of industrial processes subject to LA pollution control inspections completed on time	Q	100% G	100%	100% G	100%	100%	↔	G	
ETO 03	Maintain the number of contaminated land sites remediated to a standard that is suitable for its intended or current use	Q	18 G	18	14 G	20	18	↑	G	
L27/8	Maintain the percentage of service users who were satisfied or very satisfied with the service provided by Pest Control	Q	95% G	95%	97% G	96%	95%	↓	G	
Strategic lead sign off					<i>Joanne Willmott</i>		Date:	May 2013		

A CLEANER, GREENER BOROUGH	Supports Community Strategy Key Objectives
<p><i>To promote environmental sustainability and deliver the cleaner and greener agenda, incorporating: cleaner streets; minimising waste and increasing recycling; providing quality parks and greenspace; and improving the environment and quality of life for residents and businesses.</i></p> <p>By undertaking the following actions;</p> <ul style="list-style-type: none"> • Improve environmental quality in our town centres, neighbourhoods, parks and open spaces • Maintain the current recycling performance and investigate opportunities for improving performance further • Continue to implement the “Sustainable Trafford” and Climate Change Adaptation strategies • Continue to improve the quality of green space within Trafford through the implementation of the adopted Greenspace Strategy 	
Strategic Lead: Paul Harvey	


REF	DEFINITION	FREQ	2011/12 ACTUAL	2012/13 TARGET	2012/13 Q3 ACTUAL	2012/13 Q4			STATUS
						ACTUAL	TARGET	DOT	
NI196	Maintain score of “Very Effective” (Level 1), by compliance with legislation, and enforcement against fly-tipping	M	1 G	1	3 R	3	1	↔	A
RAG status of this indicator has been reclassified at year-end, from red to amber, to reflect DEFRA’s scoring matrix. See attached Exception Report on page 29.									
CAG09	Completion of 21 Annual Ward Inspections guided by criteria for National Indicator 195	A	New Indicator	21	N/A	21	21		G
CAG08	The percentage of household waste recycled	M	49.3% G	48%	50.3% (Est) G	48.64%	48%	↓	G
The recycling rate has dropped slightly which is to be expected due to seasonal fluctuations and the reduction of green waste coming in. Result is cumulative.									
CAG01	Adoption of Sustainable Trafford Strategy	Q	90% A	100%	N/A	100%	100%	↑	G
The strategy has now been adopted by the Council’s Executive.									
CAG04	Maintain the number of sites achieving a Greenspace Award	Q	28 G	28	28 G	28	28	↔	G

REF	DEFINITION	FREQ	2011/12 ACTUAL	2012/13 TARGET	2012/13 Q3 ACTUAL	2012/13 Q4				
						ACTUAL	TARGET	DOT	STATUS	
CAG06	Minimum of 6 Green Flag Awards achieved	Q	6 G	6	6 G	6	6	↔	G	
Strategic lead sign off					<i>Paul Harvey</i>		Date:	May 2013		

BETTER ROADS AND PAVEMENTS	Supports Community Strategy Key Objectives
<p><i>To identify, provide, secure and deploy smarter investment to improve our roads and pavements.</i></p> <p>By undertaking the following actions;</p> <ul style="list-style-type: none"> • Effective utilisation of long term investment to ensure the delivery of the highways investment programme • Maintaining the safety of the highway • Developing the Highway Network 	
Strategic Lead: Aidan Flynn	

REF	DEFINITION	FREQ	2011/12 ACTUAL	2012/13 TARGET	2012/13 Q3 ACTUAL	2012/13 Q4			
						ACTUAL	TARGET	DOT	STATUS
BRP01	Annually update the Transport Asset Management Plan (TAMP)	A	100% G	100%	N/A	100%	100%	↔	G
BRP02	Deliver the published 2012/2013 Highway Maintenance Capital Programme	M	100% G	100%	28.57% A	100%	100%	↑	G
BRP12	Maintain resident satisfaction with highway capital maintenance road and pavements schemes	A	98% G	92%	N/A	100%	92%	↑	G
BRP04	Identify top ten accident hotspots and prepare schemes for implementation in 2013/2014	A	100% G	100%	N/A	100%	100%	↔	G
BRP05	Provide road safety education, training and publicity initiatives with 95% or more of Trafford maintained primary schools	M	100% G	100%	100% G	100%	100%	↔	G
BRP17	Provision of cycle training to Year 6 children in Trafford maintained schools	A	New Indicator	70%	N/A	100%	70%		G

REF	DEFINITION	FREQ	2011/12 ACTUAL	2012/13 TARGET	2012/13 Q3 ACTUAL	2012/13 Q4			
						ACTUAL	TARGET	DOT	STATUS
BRP07	Complete required policy inspections of the highway network.	M	97.7% A	98%	88.4% A (to end Nov 2012)	100%	98%	↑	G
<p>A new Inspection Policy was agreed by the Executive Committee on 29 October 2012. The policy of six-monthly inspections, of local access roads, was amended to a 12 month frequency. This policy was introduced on 1st December 2012, and 100% of inspections have been completed since December. Under the old policy, the score for the year from April, to the end of November was 88.4% (Amber)</p>									
Strategic lead sign off			<i>Aidan Flynn</i>			Date:		May 2013	


PRESERVING AND IMPROVING EDUCATIONAL EXCELLENCE	Supports Community Strategy Key Objectives
<p><i>To continue to improve the education and quality of life outcomes for all children and young people. By undertaking the following actions;</i></p> <ul style="list-style-type: none"> • Improve the health and Wellbeing of all children and young people in the borough. • Closing the gap in outcomes across our vulnerable groups. • Close the gap in outcomes across the borough based on the different localities. • Improve the life chances of all children and young people. • Safe guarding children and young people. 	
Strategic Lead: John Pearce	

REF	DEFINITION	FREQ	2011/12 ACTUAL	2012/13 TARGET	2012/13 Q3 ACTUAL	2012/13 Q4			
						ACTUAL	TARGET	DOT	STATUS
HWB2	Increase the % of Breastfeeding at 6 – 8 weeks from birth (prevalence)	Q	51.4% G	53.4%	50.3% A	51.2%	53.4%	↑	A
See attached Exception Report on page 31									
HWB3b	Reduce levels of childhood obesity: Year 6	A	16.4% G	16%	N/A	17.1%	16%	↓	A
See attached Exception Report on page 33									
HWB4	Reduce under 18 conception rate (Target decrease from 1998 baseline)	A	-15.6% G	-18%	N/A	-28.8%	-18%	↑	G
Figure for 12/13 relates to data for 2011 released February 2013. This is an excellent outturn against this measure and is the result of many years of work. The rate per 1,000 has reduced in each of the last 3 years and is, at 24.2, the lowest in the GM area (average 37.8). It is also substantially below the NW (35.3) and national (30.7) averages.									
HWB6	Increase the level of positive screens (as a percentage of the total number of screens completed by services commissioned by CYPS) for Chlamydia among 15-24 year olds	Q	New Indicator	N/A	9.2%	9.1%	N/A	↓	N/A
This is a new indicator that has been developed in line with the national direction of travel to look at positive screens rather than take up levels. Reporting systems have been established with commissioned providers. The outturn figure equates to 124 positive screens out of 1362 tests undertaken by commissioned services. In all, a total of 2348 tests have been carried out by all providers in Trafford, with 174 of these being positive (7.4%). Services have been commissioned on a targeted basis so we will be looking to increase the proportion of positive screens in these services.									

REF	DEFINITION	FREQ	2011/12 ACTUAL	2012/13 TARGET	2012/13 Q3 ACTUAL	2012/13 Q4			STATUS
						ACTUAL	TARGET	DOT	
CGV1	Narrow the gap at the Foundation Stage between the 20% lowest achieving and their peers: difference in profile scores between the lowest 20% and their peers.	Q	29.1 A	28.5	27.7 G (unvalidated)	27.6	28.5	↑	G
The score of 27.6 includes children from all settings and is based on national data published October 2012. Excluding children accessing provision in special schools gives a figure of 25.3. Performance scores for all children in Trafford have been high for many years. In 2012 the median score for all children has risen again, by two points to 101.0 (highest in England, with City of London). This adds an additional pressure in narrowing the gap between all children and the 20% lowest achieving. However, in Trafford the gap has continued to narrow over the last few years. The biggest improvement for the 20% lowest achieving children is in Communication, Language and Literacy, where the average score is 5.2. A "good level of development" is reflected in a score of 6. Analysis of National and regional figures for 2012, including information on specific groups of children will be used to identify areas for improvement.									
CGV2c	Increase the percentage of FSM pupils achieving 5 or more A* - C grades inc English and mathematics	A	39.8% G	41%	41.5%	41.5%	41%	↔	G
The figure of 41.5% is taken from the latest uploaded data released 10 th December 2012. It includes ALL secondary sector settings including academies and special schools.									
CGV3c	Increase the percentage of former FSM pupils in Education, Employment and training	M	88.5% G	89%	90.06% G	89.18%	89%	↓	G
Excellent progress has been made in supporting higher numbers of FSM young people to progress and remain in EET over the last quarter reflecting the achievement of targets.									
CGL1	Increase the percentage of young people in Education, Employment and training in the lowest super output areas	M	92.7% G	93.5%	93.59% G	94.03%	93.5%	↑	G
In November and December a pilot project was undertaken to improve NEET rates in localities to reduce the disparity between the most affluent and least affluent areas of the borough. Full results of this project will be seen over time but early indications are that this intervention has assisted in reducing the disparities that exist in the borough.									
CGL2a	Reduce the number of Child Protection Plans in the lowest super output areas, per 10000 child population.	M	61.3 R	58	60.6 A	63.7	58	↓	A
See attached Exception Report on page 35									
CGL6	Reduce the levels of childhood obesity in target areas with the highest levels of obesity: Year 6	A	18.2%	N/A	N/A	16.2%		↑	N/A
A number of areas in Trafford were identified as hotspots against this indicator. They were designated as target localities for specific work around this issue. Given recently improving figures for these areas, work will now be focused through the LARCO Project on reducing the rates of overweight and obese children at Y6 in Gorse Hill, Stretford, St Marys, Longford and Clifford wards, all of whom have rates over 35% of children classified as overweight or obese. This project is funded through LAA monies.									
CGL4	Sustain the reduction in the number of first time entrants to the Youth Justice System aged 10-17 in the lowest super output areas per 10000 population	M	50 G	50	39.4 A	56.3	50	↓	R
See attached Exception Report on page 37									

REF	DEFINITION	FREQ	2011/12 ACTUAL	2012/13 TARGET	2012/13 Q3 ACTUAL	2012/13 Q4			STATUS
						ACTUAL	TARGET	DOT	
LCA1	Increase the percentage of young people achieving a level 3 qualification at 19	Q	65.6% A	66%	N/A	65.1%	66%	↓	A
See attached Exception Report on page 39									
LCA2	Reduce the percentage of 16-18 year olds who are not in education training or employment	M	5.3% G	5.0%	4.31% G	4.21%	5.0%	↓	G
Continued innovative work via Connexions and partners continues to reflect the best performance on NEET ever achieved in Trafford and better than comparator councils in the North West.									
LCA3	Increase the number, range and take up of apprenticeships	M	409 G	450	381 A	546	450	↑	G
The number and quality of Apprenticeships is gradually improving and the quality of data received from the National Apprenticeship Service has contributed to good over achievement of targets.									
LCA6	Percentage of schools rated good or outstanding by Ofsted	New	90.4%	91%	90.4% A	92.6%	91%	↑	G
As of 31 st March, 2013 92.6% of all schools and academies in Trafford have been judged good or outstanding. Two schools moved into this category during Q4. However, 1 fell into the category of inadequate. We will be focusing efforts to support this school to improve. All secondary schools are outstanding / good, with 91.4% of infant / primaries achieving this grading.									
LCA7	Increase the percentage of care leavers in Education, Employment and Training	M	61.9%	60%	70% G	63.3%	60%	↓	G
This indicator is measured against a cohort of 19 year old care leavers. A range of strategies actions and initiatives have been implemented which have enabled performance in this difficult area to improve. A number of the young people in the cohort, however, have complex needs and sustained improvement is a challenging task. A strategic sub group of the corporate Parenting Board meets on a quarterly basis to develop and drive forward initiatives which positively influence performance in this indicator. We continue to monitor this measure on a monthly basis as part of ensuring outcomes for this group of young people are good.									
S1	Reduce the number of Child Protection Plans per 10000 child population	M	43.8 R	42.5	37.6 G	41.7	42.5	↓	G
This indicator measures the rate of CP Plans per 10,000 population to allow benchmarking with other areas. The figures for this year have been adjusted to reflect the latest population data (mid-2011 estimate). Recently released national CP data shows that during this year we are not significantly different from the national (37.8) and Stat Neighbour (35) averages for 2011/12 (NB this is skewed by a figure of 8.9 returned by Milton Keynes – disregarding this gives 37.9). Whilst numbers have increased over the year in line with national trends scrutiny through the Safeguarding Governance group has led to a number of actions that support the effective management of children at risk of or currently covered by CP plans. Active monitoring ensures that step-up and step-down procedures are applied as necessary, alongside early intervention and prevention work to stop cases requiring this level of intervention. CPPs over 2 years are monitored closely and consideration given as to whether it should become subject of PLO processes. The increase in numbers of CP plans over the last quarter is reflective of the number of referrals being received.									
S4	Increase the use of the Common Assessment Framework	M	191 G	250	200 G	272	250	↑	G
CAF is an integral part of the development of early help for children and their families in Trafford. It has been a real focus of development work in line with Munro									

REF	DEFINITION	FREQ	2011/12 ACTUAL	2012/13 TARGET	2012/13 Q3 ACTUAL	2012/13 Q4			
						ACTUAL	TARGET	DOT	STATUS
recommendations with an increasing focus on family assessment. This has led to a real increase in the number of CAF's undertaken in the year to date, however we are still targeting more widespread use of the CAF.									
S5	Increase the long term stability of placements of children in care	Q	76.8%	78%	77.2% G	78.8%	78%	↑	G
Positive performance in this area is influenced by Trafford's Placement strategy which describes the development of a menu of placement options for children in care and the support that both children and carers are provided with. The provision of stable long-term placements to children in care is fundamental to the success they achieve in other areas. Trafford is the second highest performing council when compared with 10 statistical neighbours.									
S6	Reduce the percentage of children with Child Protection Plans for a second or subsequent time, within 2 yrs of previous plan ceasing.	M	12.9%	10%	4.6% G	2.4%	10%	↑	G
The figures continue to be significantly better than target. This has occurred due to active monitoring being undertaken on a weekly basis. Close multi agency working has ensured that second or subsequent CP plans have been identified quickly and decisive action taken to protect children with consideration being given to Public Law Outline processes to prevent drift.									
S7	Substance Misuse / Alcohol measure Engagement of young people with substance misuse services.	Q	New	80	63 G	74	80	↓	A
See attached Exception Report on page 40									
Strategic lead sign off		<i>John Pearce</i>			Date:	May 2013			

LOW COUNCIL TAX AND VALUE FOR MONEY	Supports Community Strategy Key Objectives
<p>Ensure that the council can demonstrate that it provides efficient, effective and economical, value for money services to the people of Trafford. For 2012/13 we will:</p> <p>Deliver the Council's Transformation Programme</p> <ul style="list-style-type: none"> • Complete and deliver a portfolio of Transformation Projects delivering identified benefits including financial savings. • Introduce new ways of working, putting customers at the heart of what we do and understanding what we need to do. • Structuring ourselves more effectively and working with partners to achieve excellent value for money services. • Develop the capacity and skills of managers and staff. • Deliver a balanced budget in line with statutory responsibilities and council priorities. <p>Make effective use of resources</p> <ul style="list-style-type: none"> • Ensure delivery of Savings as set out in the medium term financial plan. • Continue to collaborate on efficiency projects with other local authorities. • Lead on and deliver the AGMA Collaborative Improvement and Efficiency programme. • Ensure that residents are consulted on and well informed about how the Council spends its budget and the standards of service that they can expect from us. • Develop and deliver the Council's asset strategy, to make best use of the Councils land and buildings. 	
Strategic Lead: Ian Duncan	

REF	DEFINITION	FREQ	2011/12 ACTUAL	2012/13 TARGET	2012/13 Q3 ACTUAL	2012/13 Q4			
						ACTUAL	TARGET	DOT	STATUS
NI 179	Delivery of efficiency and other savings	Q	£21.3 m G	£12.161m	£12.175m G	£12.175m	£12.161m	↔	G
LCT 14	Land Sales Programme - savings achieved (Three year programme, £10.5m to be achieved between 2011/12 –2013/14)	Q	£5.5 million	£3 million	£2.05m G	£3.03m	£3m	↑	G
LCT 15	Minimum Reserve Levels	M	£9.2 million G	£6 million	£7.679m G	£6.83m	£6 million	↓	G
Includes all future known commitments, including those identified in the Council Budget Report 20 th February 2013.									
NI 181	Average time to process Housing/Council Tax Benefit new claims and change events	M	7.5 days G	7.5 days	7.12 days G	7.23 days	7.5 days	↓	G
LCT 16	Percentage of Housing Benefits Overpayments collected	M	63.1% A	70%	68.74% A	67.7%	70%	↓	A

REF	DEFINITION	FREQ	2011/12 ACTUAL	2012/13 TARGET	2012/13 Q3 ACTUAL	2012/13 Q4			
						ACTUAL	TARGET	DOT	STATUS
See attached Exception Report on page 42									
LCT 17	To actively investigate allegations of benefit fraud and ensure where applicable that sanctions and/or prosecutions are enforced	M	79 G	75	54 A	78	72	↑	G
LCT 18	Conduct investigations into alleged benefit fraud to identify more serious abuses and uncover overpayments.	Q	£619K G	£600K	£463,470 G	£643,891	£600k	↓	G
BV 9	Percentage of Council Tax collected	M	97.8% G	97.8%	87.58% G	98.1%	97.8%	↑	G
BV 10	Percentage of Business Rates collected	M	97.4% A	97.4%	87.2% A	97.87%	97.4%	↑	G
LCT 02	Average time to collect external debts	M	85 days R	60 days	53 days G	34 days	56 days	↑	G
BV 12i	Reduce the level of sickness absence (Council wide excluding schools)	M	9.93 days R	9 days	9.72 days R	10.02 days	9 days	↓	R
See attached Exception Report on page 43									
LCT 09	Maintain the % of calls that are answered within 20 seconds	M	80% G	80%	89% G	81%	80%	↓	G
LCT 10	Reduce the % of lost calls to the Access Trafford Contact centre	Q	6% G	5%	4% G	3%	5%	↑	G
Strategic lead sign off			<i>Ian Duncan</i>		Date:		May 2013		

Exception reports and improvement actions

Theme / Priority:	Fighting Crime		
Indicator / Measure:	STP 4		
Indicator / Measure detail:	Reduce Serious Acquisitive Crime (based on previous year's crime figures)		
Baseline:	1969 (2011/12)		
Target and timescale:	1949 (1% reduction on 2011/12)	Actual and timescale:	1998 (to 31 st March 2013)
Why is performance at the current level?			
<ul style="list-style-type: none"> • Is any variance within expected limits? • Why has the variance occurred? • Is further information available to give a more complete picture of performance? • What performance is predicted for future periods? 			
<p>This category includes offences of Burglary (Dwelling), Robbery (Business and Personal), Theft of Motor Vehicle and Theft from Motor Vehicle.</p> <p>There has been a 1.5% increase in Serious Acquisitive Crime in 2012/13, compared to 2011/12, which means the target was missed by 2.5%.</p> <p>2012/13 Performance tracked last year's figures fairly closely until December, when, in contrast to 2011/12, Crimes started to increase, peaking in February 2013 before falling in March 2013, resulting in a 7% swing in performance in the last 2 months of the year.</p> <p>The principal reason for this was an increase Domestic Burglary, which increased by over 20% during 2012/13, albeit against a low baseline. The problem is particularly noticeable in Old Trafford, where burglaries had exceeded 2011/12 totals by October, and then doubled in the remaining five months of the year. Longford East, Hale Barns and Sale beat areas also experienced increases in the final 4 months of 2012/13.</p> <p>Theft from Motor Vehicle, whilst remaining a high volume crime type, has dropped by 6% this year. Trafford Park and Bowdon experience the highest numbers of Crimes of this type, although crime levels have generally reduced during 2012/13 in these areas. However, there has been an increasing trend in the last 4 – 6 months in Hale Barns, Brooklands, Longford Ward and around the Trafford Centre.</p> <p>Both Robbery and Theft of Motor Vehicle have significantly reduced over the past 12 months.</p>			
What difference does this make – the implications of not meeting target?			
<ul style="list-style-type: none"> • Impact on service users/public. • Impact on corporate priorities and plans. • Impact on service/partner priorities. • Impact on equalities, sustainability or efficiency <p>Can we move resources to support this or other priorities?</p>			
<p>An increase in crime obviously has a direct impact on victims. There is no evidence that this will have any additional negative impact on equalities or specific communities.</p> <p>This is a key priority for GMP, and the wider Partnership. Failure to meet the target could have a direct impact on the reputation of the Partnership, and individual partners within it. This may possibly have a bearing on STP 2 (confidence in crime agencies in</p>			

Exception reports and improvement actions

Trafford), and affect Trafford's position within Greater Manchester.

However, it should be viewed in a wider context of significant overall Crime reduction both over the past 12 months and over a longer period of time.

How can we make sure things get better?

- What activities have been or will be put in place to address underperformance? Make specific reference to action plans.
- When performance will be brought back on track?
- Assess the need for additional resources/funding/training/investment.
- Identify the source of additional resources/funding/training/investment.
- Consult with other services, staff, managers, relevant Members and partners.

Domestic Burglary is a key priority for the Safer Trafford Partnership, and GMP have developed award-winning projects to tackle burglary, which have been in place for a number of years. These activities include predictive mapping of burglary risk areas and corridors, "super-cocooning" vulnerable locations, increased policing in target areas and improving use of CCTV intelligence.

The recent performance pressure is driven by cross border offending and specific action has been taken to tackle this issue, which has led to a recent decrease in offences of this type.

This has included redeployment of CCTV resources and targeted work to address CCTV around the Kings Road area of Stretford / Old Trafford, which is a chronic risk area, driven by some new and innovative mapping and analytical techniques.

Exception reports and improvement actions

Theme / Priority:	Fighting Crime		
Indicator / Measure:	STP 8		
Indicator / Measure detail:	Reduce Theft (based on previous year's crime figures)		
Baseline:	3596 (2011/12)		
Target and timescale:	3416 (5% reduction on 2011/12)	Actual and timescale:	3477 (to 31 st March 2013)
Why is performance at the current level?			
<ul style="list-style-type: none"> • Is any variance within expected limits? • Why has the variance occurred? • Is further information available to give a more complete picture of performance? • What performance is predicted for future periods? 			
<p>This target includes a range of Crimes including Shoplifting, Theft of Metal, Theft from Person, Theft of Pedal Cycle and Miscellaneous Theft.</p> <p>Thefts reduced by over 100 crimes in 2012/13, compared to 2011/12: a 3.3% improvement.</p> <p>However, this was marginally outside the 5% target.</p> <p>Performance was outside the monthly target in each of the last 6 months of the year.</p> <p>The principal reason for this increase is that Theft from the Person offences, mainly associated with mobile phone thefts at the Warehouse Project events in Trafford Park, which accounted for 235 offences in the 6 months from September, when the events started, compared to 17 in the first 6 months of the year.</p> <p>The Trafford Retail Community has the highest number of Theft Offences, with almost 1000 crimes in 2012/13, of which around 75% were Theft offences. This is perhaps unsurprising given that the Trafford Centre has 34 million visitors per year.</p> <p>There have also been some notable successes in the last year, with targeted operations against Metal Theft meaning that such crime is significantly lower than in the rest of GM, accounting for just 5% of the Force total.</p>			
What difference does this make – the implications of not meeting target?			
<ul style="list-style-type: none"> • Impact on service users/public. • Impact on corporate priorities and plans. • Impact on service/partner priorities. • Impact on equalities, sustainability or efficiency <p>Can we move resources to support this or other priorities?</p>			
<p>An increase in crime obviously has a direct impact on victims. There is no evidence that this will have any additional negative impact on equalities or specific communities.</p> <p>As the largest single volume crime type, an inability to significantly reduce Theft could impact upon overall Crime Reduction in Trafford.</p> <p>This is a key priority for GMP, and the wider Partnership. Failure to meet the target could have a direct impact on the reputation of the Partnership, and individual partners within it. This may possibly have a bearing on STP 2 (confidence in crime agencies in</p>			

Exception reports and improvement actions

Trafford), and affect Trafford's position within Greater Manchester.

How can we make sure things get better?

- What activities have been or will be put in place to address underperformance? Make specific reference to action plans.
- When performance will be brought back on track?
- Assess the need for additional resources/funding/training/investment.
- Identify the source of additional resources/funding/training/investment.
- Consult with other services, staff, managers, relevant Members and partners.

The Safer Trafford Partnership has identified the Warehouse Project as a strategic threat affecting performance against Theft targets. GMP and other partners have introduced actions to target these events, including questioning people on entrance. It appears that even a simple measure such as this is starting to take effect, with no thefts reported at the last Warehouse Project events in March and April.

Theft overall remains a Strategic Threat due to the volume it contributes to total Crime.

The Safer Trafford Partnership continues to undertake routine analysis of Theft performance and locations and developments tactical responses accordingly.

The Safer Trafford Partnership has also developed a much more meaningful strategic and operational partnership with the Trafford Centre and is undertaking a number of projects with them including piloting the National Business Intelligence System, undertaking bi-monthly problem solving sessions and running Cycle Theft workshops.

Exception reports and improvement actions

Theme / Priority:	Improving Health +Well being		
Indicator / Measure:	Resident employment rate		
Indicator / Measure detail:	Percentage of working age residents in employment		
Baseline:			
Target and timescale:	73% (End Yr '12-13)	Actual and timescale:	71.2% (Q2) 71.3% (Q3)
Why is performance at the current level?			
<ul style="list-style-type: none"> • Is any variance within expected limits? • Why has the variance occurred? • Is further information available to give a more complete picture of performance? • What performance is predicted for future periods? 			
<p>The end of year target for '12-13 (73%) was set to reflect the Council's aspiration to deliver a higher rate of employment in Trafford. Overall the rate has remained the same (and has been so since 2010) – from Q1 to Q3 (slight dip of 0.1% in Q2). This echoes a similar pattern across Greater Manchester where there has been only slight growth of 0.5% within the same time frame.</p> <p>Trafford achieved an employment rate of 74% in 2008-09 – when the economy was in growth. Performance is at its current rate because nationally the employment rate dropped since the target was set and has remained within small percentage points around 71% across 12-13 in Trafford.</p> <p>In terms of predicting performance in future periods, current information is available from the Greater Manchester Forecasting Model data (published November 2012 by Oxford Economics) on behalf of New Economy Manchester. Analysis of the GMFM suggests that whilst the employment rate in Greater Manchester has not grown, neither has it reduced (as in other areas of the UK). This research also suggests that in the current climate employers are keen to retain employees (whilst reducing hours or salary) to avoid redundancy and re-employment costs.</p>			
What difference does this make – the implications of not meeting target?			
<ul style="list-style-type: none"> • Impact on service users/public. • Impact on corporate priorities and plans. • Impact on service/partner priorities. • Impact on equalities, sustainability or efficiency <p>Can we move resources to support this or other priorities?</p>			
<p>Although the end of year target has not yet been reached, it is important to note that Trafford has the lowest total number of residents across Greater Manchester who are unemployed and actively seeking work (4,640 (3.2%) of all people aged 16-65), and also has the lowest number of unemployed within the 16-24 age group (0.8% of the 16-65 age group). Data shows that this has been the case since 2009.</p>			
How can we make sure things get better?			
<ul style="list-style-type: none"> • What activities have been or will be put in place to address underperformance? Make specific reference to action plans. • When performance will be brought back on track? • Assess the need for additional resources/funding/training/investment. • Identify the source of additional resources/funding/training/investment. 			

Exception reports and improvement actions

- Consult with other services, staff, managers, relevant Members and partners.

The following activities have been put in place to address current under performance;

- Partners within the Trafford Economic Alliance are now working together to improve and deliver skills and employment opportunities across the Borough (and in particular deprived neighbourhoods within Trafford).
- The Trafford Employment, Skills and Enterprise Sub-group was established (at the end of Q2 2012) as a sub-group of the Trafford Economic Alliance. The main focus of the Sub-Group chaired by DWP is to maximise the opportunities for Trafford from national and GM Initiatives; to increase employment opportunities for Trafford residents and to raise the skills levels of Trafford residents. A number of local employment projects are planned such as the Partington Pledge, linking local unemployed people with employers in Partington and Carrington to offer employment support.

Exception reports and improvement actions

Theme / Priority:	Improving Health and Wellbeing of Residents		
Indicator / Measure:	% of eligible service users / carers to receive Personal Budgets in year (ASCOF 1Ci) Local		
Indicator / Measure detail:	Numbers receiving self-directed support as a proportion of those whom the authority feels will benefit from it. (E.g. receiving ongoing services that are eligible for a Personal Budget).		
Baseline:	50% (2011 / 12 outturn)		
Target and timescale:	75% at March 12	Actual and timescale:	70.12 (94% of target)
Why is performance at the current level?			
<ul style="list-style-type: none"> • Is any variance within expected limits? • Why has the variance occurred? • Is further information available to give a more complete picture of performance? • What performance is predicted for future periods? 			
<p>Following discussion at the North West Performance Leads group, it was agreed that a local version of the National Self-Directed Support indicator should be created and benchmarked to better reflect the proportion of people receiving services whom the authority feels will benefit from it.</p> <p>This indicator, therefore, allows authorities to identify clients they have the opportunity to offer a personal budget to, rather than the standard definition which includes services that do not produce a personal budget.</p> <p>At a local level, it was agreed to exclude any person receiving professional support services (as it is impossible to apply self-directed support due it being non-chargeable), and, following later discussion with North West Performance Leads, people receiving one off (non- maintained) items of equipment. This currently forms the basis for the indicator that we included within the ADP with a target of 75%.</p> <p>The end year outturn for this indicator reported below target at 70.12% (94% of the target figure of 75%). This equates to a total of 4306 people (2865 service users and 1441 carers) being in receipt or having received, self-directed support, out of a total of 6141 relevant people (4678 users receiving community based services and 1463 carers).</p> <p>Broken down further, it can be seen that there is a clear disparity between activity in relation to carers and service users. For carers, 98.5% were offered self-directed support (1441 / 1463). For service users, 61.2% were offered self-directed support (2865 / 4678). This means that 1800 service users who were eligible for self-directed support were not offered it <u>or</u> that it was not recorded appropriately.</p> <p>Further analysis of the 1800 service users that didn't receive self-directed support shows no clear pattern in relation to, for example, age, gender, client group or service provided.</p> <p>Provisional, unvalidated benchmarking across the North West would, however, indicate that the Trafford's outturn is in line with the regional average of 70.9%, placing us 10th out of 20 authorities who have supplied figures.</p> <p>A subset of this indicator focuses on those people receiving Direct Payments only. Studies have shown that direct payments make people happier with the services they receive, are the purest form of personalisation and, hence, are often seen as a truer</p>			

Exception reports and improvement actions

reflection of the progress against the personalisation agenda. Provisional, unvalidated benchmarking across the North West for 2012/13 indicates that Trafford's outturn of 28% Direct Payments is significantly above the regional average of 12.2%, with only one other authority reporting a higher figure.

What difference does this make – the implications of not meeting target?

- Impact on service users/public.
- Impact on corporate priorities and plans.
- Impact on service/partner priorities.
- Impact on equalities, sustainability or efficiency
- Can we move resources to support this or other priorities?

Research has indicated that personal budgets have a positive effect in terms of impact on well-being, increased choice and control, cost implications and improving outcomes.

This measure supports the drive towards personalisation outlined in the "*Vision for Adult Social Care*" and "*Think Local, Act Personal*", by demonstrating the success of councils in delivering personalised services, through self-directed support, including direct payments. This is a key indicator in the Adult Social Care Outcomes Framework (ASCOF).

The Department of Health remains committed to the 2013 objective for personal budgets; meaning everyone eligible for long-term community-based care should be provided with a personal budget, preferably as a Direct Payment, by April 2013. As there are recognised limitations in the current measure meaning that 100% provision of personal budgets is not possible nationally, the April 2013 objective was set at 70% of people receiving a personal budget nationally. The April 2013 objective, along with the proposals in the Care and Support White Paper and draft Bill to place personal budgets into legislation as part of the care and support plan, will ensure that personalised care becomes standard practice.

How can we make sure things get better?

- What activities have been or will be put in place to address underperformance? Make specific reference to action plans.
- When performance will be brought back on track?
- Assess the need for additional resources/funding/training/investment.
- Identify the source of additional resources/funding/training/investment.
- Consult with other services, staff, managers, relevant Members and partners.

The importance of this issue is highlighted by the fact that it is one of two indicators that have been included as part of Adult Social Care's contribution to the Corporate Annual Delivery Plan for 2013 / 14.

Monthly monitoring of this indicator is undertaken via the Business Delivery Board, and from April 2013 a new exception report is to be produced highlighting those people receiving new services in the month that haven't been offered self-directed support. This will form the basis for discussion at both Business Delivery and the Operational Managers performance group meetings. A similar process will be developed for existing users so that the self-directed support issue can be addressed as part of the review process.

A "Zero Based Review" of all Adult Social Care data returns is currently being undertaken and it is highly likely that the way these indicators are collected and calculated will be changed significantly from April 2014. There will be a greater emphasis on those with long term support packages and a snapshot rather than in year position will be adopted for monitoring the overall outcome.

Exception reports and improvement actions

Theme / Priority:	A Cleaner, Greener Borough		
Indicator / Measure:	NI 196		
Indicator / Measure detail:	Improved street and environmental cleanliness (fly-tipping).		
Baseline:	1 (2011/12 year end)		
Target and timescale:	1	Actual and timescale:	3 (Not effective)

Why is performance at the current level?

- Is any variance within expected limits?
- Why has the variance occurred?
- Is further information available to give a more complete picture of performance?
- What performance is predicted for future periods?

Both aspects of this indicator have improved compared to last year, but not enough to meet the 5% improvement required to achieve the target. Therefore, both parts of the indicator show as no change from last year, and the score remains at "Not effective" (score of 3).

Trafford's position is shown below in bold in the centre of DEFRA's scoring matrix for NI 196. This shows that green (a score of 1 or 2) can only be achieved by a reduction in the number of fly-tipping incidents. Trafford maintained the same performance for both aspects of this indicator. Therefore, the RAG status of this indicator has been reclassified at year-end, from red to amber, to reflect DEFRA's scoring matrix.

	Number of Enforcement Actions			
		Increase	Same	Decrease
Number of Incidents of Fly Tipping	Decrease	1	2	2
	Same	3	3	3
	Increase	3	3	4

<u>KEY</u>	Description	NI Score	
Green	Very Effective	1	5% Decrease in number of incidents AND 5% Increase in number of actions.
Dark Green	Effective	2	5% Decrease in number of incidents. Same or Decreasing number of actions.
Amber	Not Effective	3	Same or Increasing number of incidents.
Red	Poor	4	5% Increase in number of incidents AND 5% Decrease in number of actions.

There was a marked decrease in the number of fly-tipping incidents in February and March, which led to a significant improvement in the weighted score for this part of the indicator in 4th quarter, from 0.8% below the score for last year, to 4.4% below, just missing the 5% target (which would have turned the indicator amber).

An increase in Fixed Penalty Notices and prosecutions for small scale fly-tipping offences led to a rise in the weighted score for enforcement actions in January, but the reduced number of incidents in February and March has led to a reduced number of investigations and other enforcement actions.

Exception reports and improvement actions

What difference does this make – the implications of not meeting target?
<ul style="list-style-type: none">• Impact on service users/public.• Impact on corporate priorities and plans.• Impact on service/partner priorities.• Impact on equalities, sustainability or efficiency Can we move resources to support this or other priorities?
<p>The impact of missing the target would be negligible. Both the number of fly-tips reported through CRM and the number removed by Groundforce have remained fairly constant. This shows that enforcement and direct action clearly have positive effects on the cleanliness of the Borough, and public perception of fly-tipping as a problem.</p>
How can we make sure things get better?
<ul style="list-style-type: none">• What activities have been or will be put in place to address underperformance? Make specific reference to action plans.• When performance will be brought back on track?• Assess the need for additional resources/funding/training/investment.• Identify the source of additional resources/funding/training/investment.• Consult with other services, staff, managers, relevant Members and partners.
<p>Fly-tipping has plateaued in Trafford, falling by just 150 incidents over the last 2 years. In turn, this has led to a reduction in the number of Fixed Penalty Notices and prosecutions for fly-tipping offences, over the same two-year period, although there has been an increase use of Statutory Notices, which promote compliance with the law.</p> <p>Over the next year, the Council will investigate alternative approaches to changing public behaviour, in addition to enforcement, in order to reduce fly-tipping. There will be increased engagement with partner agencies to develop a more intelligence-led approach, including mapping fly-tipping, and targeting resources to areas requiring interventions. Other frontline staff will engage with people involved in environmental offences, to encourage behaviour change and compliance with legislation.</p> <p>These changes, proposed by the Council-wide Enforcement Review, will affect the number of enforcement actions taken, at least in the early part of the year. Therefore, the aim for 2013/14 is purely to reduce fly-tipping incidents, and the target for this indicator will be 2 (“Effective”). This is the maximum achievable score, assuming there is a reduction in the enforcement actions recorded by FlyCapture.</p>

Exception reports and improvement actions

Theme / Priority:		Preserving Educational Excellence	
Indicator / Measure:	HWB2		
Indicator / Measure detail:	Increase the % of mothers breastfeeding at 6 – 8 weeks from birth (prevalence)		
Baseline:	51.4% (March 2012)		
Target and timescale:	53.4% at March 2013	Actual and timescale:	51.2% at end Q4 2012 / 13
Why is performance at the current level?			
<ul style="list-style-type: none"> • Is any variance within expected limits? • Why has the variance occurred? • Is further information available to give a more complete picture of performance? • What performance is predicted for future periods? 			
<p>The annual target is a challenging one (outturn plus 2%), and substantially higher than any other GM authority, although our baseline position is the highest in the region.</p> <p>The full year figure of 51.2%, whilst showing an improvement from the Q1 position of 48.6%, is slightly below what we reported at the end of last year and so remains significantly behind the target for the year of 53.4%.</p> <p>It should be noted, however, that the figure for the quarter was 53.43%.</p> <p>The quarterly and annual breakdowns for individual Health Centres continue to show variations that generally reflect levels of deprivation across the Borough. The lowest levels of breastfeeding at 6-8 weeks are observed at Partington – 14.3% for the quarter and 13.5% in the year. The highest rates are seen at Seymour Grove – 73.7% in the quarter and 69.9% in the year, followed by Altrincham (59.6% in quarter, 62.3% for year) then Timperley (60.5% in quarter, 55.9% in year).</p> <p>By locality / neighbourhood, the lowest levels are observed in the West, 33%, Central / Sale: 47%, North 54% and South 59%.</p>			
What difference does this make – the implications of not meeting target?			
<ul style="list-style-type: none"> • Impact on service users/public. • Impact on corporate priorities and plans. • Impact on service/partner priorities. • Impact on equalities, sustainability or efficiency <p>Can we move resources to support this or other priorities?</p>			
<p>Breastfeeding has significant benefits for both child and mother. Breastfed babies are less likely to become obese in the future. There are inequalities issues - women from disadvantaged communities are significantly less likely to breastfeed.</p> <p>Ultimately, this is a measure of choice made by mothers, but the service can increase the levels of sustained breastfeeding through support and promotion in line with NICE guidance on breastfeeding and through the UNICEF Baby friendly initiative – the evidence is that achievement of this increases breastfeeding rates.</p>			
How can we make sure things get better?			
<ul style="list-style-type: none"> • What activities have been or will be put in place to address underperformance? Make specific reference to action plans. • When performance will be brought back on track? • Assess the need for additional resources/funding/training/investment. 			

Exception reports and improvement actions

- Identify the source of additional resources/funding/training/investment.
- Consult with other services, staff, managers, relevant Members and partners.

The evidence for the advantages of breastfeeding is overwhelming. In Trafford, the rates of initiation and continuation at 6-8 weeks are very good compared to other local areas which have rates as low as 27%. The Trafford figures are consistently amongst the highest in the north of England. In spite of this, we are not reaching our targets for increasing our rates further. To get the 6-8 weeks breastfeeding rates up, we need to focus on increasing initiation rates by working with the maternity services that Trafford parents access, and to support continuation of breastfeeding by improving our community services to support breastfeeding mothers.

Actions being undertaken as follows:-

- Promotion of breastfeeding by midwives and health visitors with joint training initiative
- Hospital UNICEF Baby Friendly Initiative level 3 accreditation already achieved at local maternity units UHSM and CMFT
- Community UNICEF Baby Friendly Initiative level 1 achieved – working to level 2
- Strengthening peer support schemes for breastfeeding by local mothers and focusing on areas of low uptake. A part time support worker has just been appointed to assist with this work.
- Breastfeeding champions in each clinic to promote breastfeeding rates in their area
- Breastfeeding support groups
- Introduction of breast feeding friendly award scheme for local food outlets
- Part time Infant feeding co-ordinator to promote breastfeeding and good practice in infant feeding post has continued

We will continue to closely monitor this measure over the coming year and beyond.

Exception reports and improvement actions

Theme / Priority:	Preserving Educational Excellence		
Indicator / Measure:	HWB3b		
Indicator / Measure detail:	Reduce levels of childhood obesity: Year 6		
Baseline:	16.4% 2011/12		
Target and timescale:	16%, 2012/13	Actual and timescale:	17.1% for 2012/13
Why is performance at the current level?			
<ul style="list-style-type: none"> • Is any variance within expected limits? • Why has the variance occurred? • Is further information available to give a more complete picture of performance? • What performance is predicted for future periods? 			
<p>This is an annual measure, the national results of which have recently been released. These show that whilst the prevalence of obesity amongst Year 6 schoolchildren who live in Trafford has risen to 17.1% (from 16.4%) in the last round of the National Child Measurement Programme (NCMP) this remains significantly below (better than) the English (19.2%) and North West (19.8%) and AGMA (20.4%) averages.</p> <p>Analysis of data shows that the highest rates are seen in the North (23%), with lowest in the South (13.8%). Central (17.1%) and West (16.6%) areas are around the Trafford average.</p>			
What difference does this make – the implications of not meeting target?			
<ul style="list-style-type: none"> • Impact on service users/public. • Impact on corporate priorities and plans. • Impact on service/partner priorities. • Impact on equalities, sustainability or efficiency <p>Can we move resources to support this or other priorities?</p>			
<p>Obese children are more likely to become obese adults and have a higher risk of morbidity, disability and premature mortality in adulthood. This will pose demands on health, social care and the economy in the longer term. Childhood obesity is linked to social deprivation so will increase inequalities in health. Childhood obesity rates in Trafford are higher in areas of deprivation which reflects the national picture.</p> <p>Childhood obesity is one of the proposed priorities in the Trafford Health and Wellbeing Strategy 2013 -16.</p>			
How can we make sure things get better?			
<ul style="list-style-type: none"> • What activities have been or will be put in place to address underperformance? Make specific reference to action plans. • When performance will be brought back on track? • Assess the need for additional resources/funding/training/investment. • Identify the source of additional resources/funding/training/investment. • Consult with other services, staff, managers, relevant Members and partners. 			
<p>A healthy weight strategy has been prepared. The following are identified as making a difference in Trafford to obesity rates</p> <ul style="list-style-type: none"> • Tackling the obesogenic environment:- transport strategy, access and use of open spaces 			

Exception reports and improvement actions

- Promoting healthier food choices
- Build physical activity into our everyday lives
- The built environment
- Focus on children and young people:- obesity in pregnancy, increase breastfeeding, early years interventions, initiatives in schools
- Community initiatives

The following actions have been identified as actions in the draft Trafford health and well being strategy:-

- Encourage pregnant women to achieve and maintain a healthy weight during and after pregnancy
- Continue to work to support women to breastfeed through achievement of the UNICEF BFI community accreditation and using the peer support scheme
- Promote the breastfeeding friendly award in food outlets to encourage women to continue to breastfeed.
- Have a family centred approach and encourage families to join the national Change4life programme.
- Encourage local employers to have breastfeeding policies.
- Continue early years work to support healthy eating and promoting physical activity e.g. in children's centres and implement the healthy child programme.
- Continue the annual National Child Measurement Programme (NCMP) for reception class and year 6 children including feedback to parents
- Explore all planning avenues to reduce the number of fast food outlets in the borough and work with existing outlets to make their food healthier.
- Work with providers of sport and physical activity to ensure that their services are affordable and encourage families to be active.
- Use role models such as local football/Cricket celebrities to promote health and wellbeing. Use Trafford assets to address needs e.g. LCCC/ MUFC. Continue to develop MEND type schemes to support families in taking up healthier lifestyles.
- Continue with healthy cooking initiatives.
- Promote use of cycling and walking routes in Trafford.
- Encourage local families to make use of their local healthy lifestyle initiatives in their area by publicising these.
- Establish pilot child obesity panels to help local families develop ideas that will work for them.

Year 2

- Ensure an effective co-ordinated approach to service provision by developing a healthy weight pathway for children, young people and their families.
- Continue to encourage physical activity and healthy eating initiatives in school including healthy lunchboxes, breakfast clubs and walk to school initiatives and request that schools adhere to the school food standards.

Exception reports and improvement actions

Theme / Priority:	Preserving Educational Excellence		
Indicator / Measure:	CGL2		
Indicator / Measure detail:	Reduce the number of Child Protection plans in the lowest super output areas, per 10,000 relevant population		
Baseline:	61.3 at March 2012		
Target and timescale:	58 per 10,000 at March 2013	Actual and timescale:	63.7 per 10,000 at Quarter 4 2012/13
Why is performance at the current level?			
<ul style="list-style-type: none"> • Is any variance within expected limits? • Why has the variance occurred? • Is further information available to give a more complete picture of performance? • What performance is predicted for future periods? 			
<p>Performance against this measure has deteriorated in this quarter, compared to Q3 (60.6) and year end position.</p> <p>The current figure equates to 105 children and young people with a child protection plan who live in the identified areas and accounts for half of all CP plans. This can be significantly skewed by the large sibling groups and it should be noted that 43 of these children come from just 10 families where there are 3 or more children with a plan.</p> <p>It is challenging to impact on this level of plans as due to increasing levels of demand and activity seen at all levels of interventions in CYPS. This is reflected in the national trend towards higher numbers of children on Child Protection Plans.</p> <p>However, whilst there has been a slowly rising number of CP plans across Trafford (indicator S1) during the year, the rate of increase in these vulnerable localities has been much greater than that for the Borough as a whole. Therefore further analysis is required to identify the reasons for that and support targeted activities.</p> <p>It should also be noted it is important that each individual case is managed based on the needs of the child and to ensure effective safeguarding, therefore targets should be treated with extreme caution against this activity.</p>			
What difference does this make – the implications of not meeting target?			
<ul style="list-style-type: none"> • Impact on service users/public. • Impact on corporate priorities and plans. • Impact on service/partner priorities. • Impact on equalities, sustainability or efficiency <p>Can we move resources to support this or other priorities?</p>			
<p>Our intention is to try and give all children the best start in life. But the reality is that we must intervene at an appropriate level as the need arises in order to safeguard children. There are been increasing levels of activity through the children's Safeguarding processes over the last few months, from contacts and referrals through to CP plans of up to 15% across the board. Overall, latest benchmarking data suggests we are slightly above national averages for the rates of children with CP Plans (37.8), and higher than our statistical comparators (35) at the end of last year but targets should be treated with caution and the primary focus has to be the best interests of each child.</p>			

Exception reports and improvement actions

How can we make sure things get better?

- What activities have been or will be put in place to address underperformance? Make specific reference to action plans.
- When performance will be brought back on track?
- Assess the need for additional resources/funding/training/investment.
- Identify the source of additional resources/funding/training/investment.
- Consult with other services, staff, managers, relevant Members and partners.

The overall level of Child Protection Plans is closely monitored to ensure that this level of intervention is appropriate for each child on a plan. Procedures are in place to ensure that when it is felt that this level of intervention is no longer appropriate then step-up / step-down procedures are initiated.

We are continuing to provide support to families as part of the Early Intervention Programme which includes working as part of area based multi-agency services to try and prevent cases escalating to Child Protection level.

However, as noted above, the primary focus has to be the best interests of the child and ensuring that appropriate levels of intervention are delivered based on individual needs and to keep children safe from harm.

Exception reports and improvement actions

Theme / Priority:	Preserving Educational Excellence		
Indicator / Measure:	CGL4		
Indicator / Measure detail:	Sustain the reduction in the number of first time entrants to the Youth Justice System aged 10-17 in the most deprived areas per 10000 population		
Baseline:	49.3 per 10,000, March 2012		
Target and timescale:	50 per 10,000 at March 2013	Actual and timescale:	56.3 per 10,000 at March 2013
Why is performance at the current level?			
<ul style="list-style-type: none"> • Is any variance within expected limits? • Why has the variance occurred? • Is further information available to give a more complete picture of performance? • What performance is predicted for future periods? 			
<p>There have been a total of 71 First Time Entrants in to the Youth Justice System in the year 2012/13 in the whole of the Borough. This equates to 31.1 per 10,000 population aged 10-17. This is a 29% decrease on the previous year and the lowest figure ever achieved for this measure.</p> <p>However, of those 71 young people, 40 live in the wards identified as being amongst the most deprived in the Borough – an increase of 5 on the previous year – which equates to the outturn figure of 56.3 per 10,000 population in those areas.</p> <p>Historically the rate of FTE in Trafford is lower than the national average and comparator averages.</p> <p>Coupled with this, we have seen a reduction in the rate of recidivism in Trafford during the last year, against a background of nationally increasing rates.</p>			
What difference does this make – the implications of not meeting target?			
<ul style="list-style-type: none"> • Impact on service users/public. • Impact on corporate priorities and plans. • Impact on service/partner priorities. • Impact on equalities, sustainability or efficiency <p>Can we move resources to support this or other priorities?</p>			
<p>The implementation of the LASPO 2012 Act, which made changes to Out of Court disposals mean that in the future we should expect to see lower numbers of young people dealt with through the court system but consequently higher numbers of young people requiring prevention/diversion. However, first time entrants to the justice system include young people issued with cautions and the changes under LASPO (and GMP desire for a consistent GM wide policy that operates in all divisions and all police custody suites) may negatively impact on FTE performance because the option of ‘Triaging’ young people away from a recordable disposal such as a caution is not advocated for within the GM model, These changes may well be mitigated however by the growth in the use of community resolutions (restorative justice) to low level youth crime.</p> <p>There are both challenges and opportunities for the future of youth crime prevention work due to the LASPO 2012 Act. The move towards locality based working and greater integration with Area Family Support Teams presents an opportunity to leverage in broader support and ‘early help’ for young people on the edges of the justice system, but</p>			

Exception reports and improvement actions

the legislative changes to youth out of court disposals presents a challenge to police and YOS as to how LASPO and Triage can be effectively coordinated and still deliver reductions in FTE across 4 family support teams.

How can we make sure things get better?

- What activities have been or will be put in place to address underperformance? Make specific reference to action plans.
- When performance will be brought back on track?
- Assess the need for additional resources/funding/training/investment.
- Identify the source of additional resources/funding/training/investment.
- Consult with other services, staff, managers, relevant Members and partners.

The prevention service is constantly working with GMP to ensure that Triage and other RJ disposals are used to avoid young people entering the criminal justice system and to ensure vulnerable young people are detected by children's services at the early point in the offender pathway. When a charge comes through which could have been dealt with by Triage, the YOS Police officer contacts the custody sergeant to find the reason for the charge and remind that other disposals could have been appropriate. Currently the prevention coordinator is focussing on ensuring that the concept of Triage is maintained within GMP and once this is in place, they will then work on implementing the use of Triage in BTP. This indicator will be monitored quarterly and feedback to the chief inspector. Also prevention coordinators plan to raise the issue with the NPT during visits over the next month and will liaise with the YJB who are leading on the challenge to work alongside BTP.

Exception reports and improvement actions

Theme / Priority:	Preserving Educational Excellence		
Indicator / Measure:	LCA1		
Indicator / Measure detail:	Increase the percentage of young people achieving a level 3 qualification at 19		
Baseline:	66%, March 2012		
Target and timescale:	66%, March 2013	Actual and timescale:	65.1 % at March 2013
Why is performance at the current level?			
<ul style="list-style-type: none"> • Is any variance within expected limits? • Why has the variance occurred? • Is further information available to give a more complete picture of performance? • What performance is predicted for future periods? 			
<p>National data was published March 13. Although slightly lower than last year's figure, this is still excellent performance, significantly above that of regional and national comparator averages. It is the highest in the North of England, and the highest when compared to our statistical neighbours. The figure ranks 12th in the country, all the other authorities achieving higher being in the South East. NW average is 54%, England average is 55%.</p>			
What difference does this make – the implications of not meeting target?			
<ul style="list-style-type: none"> • Impact on service users/public. • Impact on corporate priorities and plans. • Impact on service/partner priorities. • Impact on equalities, sustainability or efficiency <p>Can we move resources to support this or other priorities?</p>			
<p>Schools and colleges are working hard to secure further improvements from a high baseline. Students will shortly be taking A level (and equivalent) exams.</p>			
How can we make sure things get better?			
<ul style="list-style-type: none"> • What activities have been or will be put in place to address underperformance? Make specific reference to action plans. • When performance will be brought back on track? • Assess the need for additional resources/funding/training/investment. • Identify the source of additional resources/funding/training/investment. • Consult with other services, staff, managers, relevant Members and partners. 			
<p>When 2013 data becomes available school improvement advisers will discuss with schools ways in which to secure further improvement.</p>			

Exception reports and improvement actions

Theme / Priority:	Preserving Educational Excellence		
Indicator / Measure:	S7		
Indicator / Measure detail:	Engagement of young people with substance misuse services: Number of young people 18 and under in receipt of service in year		
Baseline:	New		
Target and timescale:	80 in 2012/13	Actual and timescale:	74 in 2012/13
Why is performance at the current level?			
<ul style="list-style-type: none"> • Is any variance within expected limits? • Why has the variance occurred? • Is further information available to give a more complete picture of performance? • What performance is predicted for future periods? 			
<p>Variance is within expected limits, at 74 starts in service (18 and under) against a target of 80, we are within 10% of the target and therefore rated amber. The quarterly performance breakdown is as follows:</p> <ul style="list-style-type: none"> £ Quarter 1 – 17 starts £ Quarter 2 – 17 starts £ Quarter 3 – 17 starts £ Quarter 4 – 11 starts <p>Plus 12 service users that were rolled over from the previous service, this gives us a total of 74 starts. The service has indicated that the dip in quarter 4 could be due to the pattern of the school holidays (Easter being early), and therefore education services were closed for part of the period. Also, the service believes that the prevention activities that they undertake (education, information and brief advice, drop-in sessions etc.) could be beginning to impact on the numbers coming in to the service.</p> <p>In 2013/14 the service has an increased target of 162 (aged 11-25) starts in service, compared to 150 in 2012/13. This indicator is now a payment outcome so the service has an extra incentive to hit the target.</p>			
What difference does this make – the implications of not meeting target?			
<ul style="list-style-type: none"> • Impact on service users/public. • Impact on corporate priorities and plans. • Impact on service/partner priorities. • Impact on equalities, sustainability or efficiency <p>Can we move resources to support this or other priorities?</p>			
<p>Impact on service users / public / corporate plan / partner priorities / equalities / efficiencies will be negligible. The Young Person's Service is still in operation, and is taking referrals and making assessments of potential clients. The service has hit or exceeded all agreed targets in 2012/13 and has been given increased / stretching targets for 2013/14. Further resources are not required.</p>			
How can we make sure things get better?			
<ul style="list-style-type: none"> • What activities have been or will be put in place to address underperformance? Make specific reference to action plans. • When performance will be brought back on track? • Assess the need for additional resources/funding/training/investment. • Identify the source of additional resources/funding/training/investment. • Consult with other services, staff, managers, relevant Members and partners. 			

Exception reports and improvement actions

The service has been given a more stretching target in 2013/14, of 162 starts in service (aged 11-25), compared to 150 starts in 2012/13. Crucially this has been made a payment outcome, so the service has an extra incentive to hit the target. As such we anticipate that performance will be brought back on track by quarter 1 of 2013/14, and that we will begin to see an increase in starts compared to quarter 4 of 2012/13. Additional resources / funding / training / investment are not required to bring performance back on target, nor is consultation with other services.

Exception reports and improvement actions

Theme / Priority:	Low Council Tax & VFM		
Indicator / Measure:	LCT 16		
Indicator / Measure detail:	Percentage of Housing Benefit Overpayments collected.		
Baseline:	63.1% 2011/12		
Target and timescale:	70% (monthly)	Actual and timescale:	67.7% (monthly)
Why is performance at the current level?			
<ul style="list-style-type: none"> • Is any variance within expected limits? • Why has the variance occurred? • Is further information available to give a more complete picture of performance? • What performance is predicted for future periods? 			
<p>The outturn for 2012/13 has considerably improved since this time last year. The 70% in year target has been difficult to achieve. During 2012/13 training was provided and the recovery team is now generic and can collect both Council Tax arrears and Housing Benefit Overpayments. A full recovery programme planned for 2013/14 and we intend to implement additional recovery procedures to improve collection.</p>			
What difference does this make – the implications of not meeting target?			
<ul style="list-style-type: none"> • Impact on service users/public. • Impact on corporate priorities and plans. • Impact on service/partner priorities. • Impact on equalities, sustainability or efficiency <p>Can we move resources to support this or other priorities?</p>			
<p>There is no adverse effect on the Council's resource position as the amount collected is higher than budgeted. Also the recovery action will continue into the following financial year.</p>			
How can we make sure things get better?			
<ul style="list-style-type: none"> • What activities have been or will be put in place to address underperformance? Make specific reference to action plans. • When performance will be brought back on track? • Assess the need for additional resources/funding/training/investment. • Identify the source of additional resources/funding/training/investment. • Consult with other services, staff, managers, relevant Members and partners. 			
<p>The recovery program will be adhered to and we are undertaking proceedings each month against debtors. Additionally close monitoring of the debt raised will take place to ensure that the level of overpayments is minimised in the first place. This will assist with the overall collection performance.</p> <p>This work will be carried out using current resource levels.</p>			

Exception reports and improvement actions

Theme / Priority:	Low Council Tax and Value for Money		
Indicator / Measure:	BV12i		
Indicator / Measure detail:	Sickness Council Wide		
Baseline:	9.93 fte days		
Target and timescale:	9.00 fte days lost per person	Actual and timescale:	10.02 fte days lost per person (Quarter 4)
Why is performance at the current level?			
<ul style="list-style-type: none"> • Is any variance within expected limits? • Why has the variance occurred? • Is further information available to give a more complete picture of performance? • What performance is predicted for future periods? 			
<p>Across the Council, the average number of days lost to sickness absence for the year ending 2012/13 is 10.02 days. This is against a corporate target of 9 days per annum, per person, which means that there is an overall negative variance of 1.02 days per person. For comparison, the average number of days lost to sickness absence for the year ending 2011/12 was 9.93 days; this shows a dip in performance of 0.09 days per person.</p> <p>During 2012/13, whilst absence levels have fluctuated in line with seasonal trends, they have remained on average in the region of 10 days per person. This is disappointing as the HR Service has invested time and effort in supporting managers to manage sickness absence through training and coaching mechanisms. In addition, the HR Service has facilitated a number of health and well-being events across the organisation.</p>			
What difference does this make – the implications of not meeting target?			
<ul style="list-style-type: none"> • Impact on service users/public. • Impact on corporate priorities and plans. • Impact on service/partner priorities. • Impact on equalities, sustainability or efficiency <p>Can we move resources to support this or other priorities?</p>			
<p>If sickness absence levels remain high, then this will have a significant impact on service delivery and costs at a time when the Council is having to manage with limited resources. High absence levels also carry the indirect cost of increased workload pressure on employees of absent colleagues.</p>			
How can we make sure things get better?			
<ul style="list-style-type: none"> • What activities have been or will be put in place to address underperformance? Make specific reference to action plans. • When performance will be brought back on track? • Assess the need for additional resources/funding/training/investment. • Identify the source of additional resources/funding/training/investment. • Consult with other services, staff, managers, relevant Members and partners. 			
<p>A revised strategy is now being developed, which includes interrogating data accuracy to an individual Directorate level. In addition to address absence levels; this strategy needs to include:</p> <ul style="list-style-type: none"> • A focus on accountability through the Council's performance management 			

Exception reports and improvement actions

systems;

- The robust management of information across all levels of the organisation;
- Targeted interventions, such as bespoke strategies for addressing local hotspots as well as additional training and support sessions for managers
- A continued commitment to support the health and well-being of employees

TRAFFORD COUNCIL

Report to: Executive

Date: 24 June 2013

Report for: Information

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

Report Title:

Revenue Budget Monitoring 2012/13 – Period 12 pre-audit Outturn (April 2012 to March 2013 inclusive).

Summary:

The revenue budget for 2012/13 is £155.395m and the pre-audit outturn is £152.931m. This is an underspend of £(2.464)m, (1.6)%, for the year, and a favourable movement on the February forecast of £(1.054)m (summary tables by Directorate and Portfolio at paragraph 1).

Excluding Council-Wide budgets, the service expenditure outturn is £(1.460)m less than budgeted, or (1.1)%.

Activity	Draft Outturn £m	Period Movement £m
Social Services clients & need	1.1	-
Suppressed income	0.2	(0.1)
Street lighting electricity costs	0.2	-
Vacancy & running cost management	(2.4)	(0.3)
Treasury Management	(0.5)	(0.1)
New grant & rephased projects	(0.7)	(0.3)
New Contingency budgets	(0.4)	(0.3)
Forecasted outturn	(2.5)	(1.1)
 LD Pool (Annex 2, Section 5)	 1.5	 0.7

The main variances for the year are:

- £1.048m net additional demographic pressure, either by way of the number and/or need of clients in both Children and Adult Social Care;
- £(1.579)m relating to savings in staff costs, mainly where posts have been left vacant in anticipation of staff restructures or future savings plans;
- £(0.731)m of general in-year management savings and/or austerity measures as part of budgetary control to mitigate other pressures;
- £(0.481)m of interest savings; either by pro-actively avoiding relatively high debt charges in the short term, or by way of increased cash balances primarily due to the rephasing of the capital programme, and capital grants received in advance;
- £(0.322)m savings on specific Children’s Centres commissioned projects;
- £(0.220)m net contingency budgets following year-end adjustments, primarily

due to exceptional general debtor collection performance.

- £(0.170)m seventeen Right to Buy sales of ex-Council Houses;
- £(0.009)m net other individual variances.

The main movements since the last report are:

- £(0.220)m net contingency budgets following year-end adjustments, primarily due to exceptional general debtor collection performance.
- £(0.090)m – nine Right-to-Buy sales of ex-Council Houses by Trafford Housing Trust in the final quarter of the financial year;
- £(0.049)m – additional savings in staffing, £(0.033)m and placement costs £(0.027)m, offset by minor increases in running costs of £0.011m within Children's Social Care;
- £(0.089)m – further savings identified within Children's Centre projects;
- £(0.061)m – net reduction in client costs within Adult Social Services;
- £(0.194)m – reduction in running costs, £(0.155)m and additional income, £(0.039)m across the Environment Transport and Operations Directorate;
- £(0.084)m – minor movements across the Economic Growth and Prosperity, £(0.050)m and Transformation & Resources, £(0.034)m Directorates;
- Other minor net movements across all other services of £(0.267)m.

In addition to the above, it is noted that the end of year balance on the Learning Disability Pool has moved in the period by an adverse £0.7m to a total of £1.5m. This contrasts with the savings plan initiated at the beginning of the year to achieve an end of year balance of around £0.9m. Attention is drawn to Annex 2 Section 2 which discusses this matter further.

The budgeted savings target of £12.2m has been achieved, with 99% of original projects delivered on target and the remaining element made good with new and/or amended projects or management action.

Service balances brought forward from 2011/12 were a net £(2.633)m. After the pre-audited outturn for the year, there is a net surplus of £(3.567)m to be carried forward to 2013/14 (Table 5).

The forecast level of General Reserve at year end is £(10.6)m. After taking into account future planned commitments the long term balance is £(6.8)m, £(0.8)m above the minimum level of £(6.0)m.

The forecasted Council Tax surplus, relating to the Council only, as at 31 March 2013 is estimated to be £(0.005)m. Pro-active management provided for additional income generated in year of £(0.230)m, however, this was absorbed by back dated valuations and discount awards.

Recommendation(s)

It is recommended that:

- a) The pre audited outturn be noted;
- b) The General Reserve and Collection Fund balances and commitments are noted and confirmed.

Contact person for access to background papers and further information:

Head of Financial Management Extension: 4302

Background Papers: None

Relationship to Policy Framework/Corporate Priorities	Value for Money
Financial	Revenue expenditure to be contained within available resources in 2012/13.
Legal Implications:	None arising out of this report
Equality/Diversity Implications	None arising out of this report
Sustainability Implications	None arising out of this report
Staffing/E-Government/Asset Management Implications	Not applicable
Risk Management Implications	Not applicable
Health and Safety Implications	Not applicable

Finance Officer ClearanceID

Legal Officer ClearanceMJ

Director of Finance Signature

Budget Monitoring – Summary Financial Results

1. Based on the pre-audit outturn for the year, the Council will underspend its budget by £(2.464)m, (1.6)%, for 2012/13 (Tables 1 & 2), which is a favourable movement of £(1.054)m from last month (paragraph 4).
2. The overall variance includes a net underspend on the five Directorate budgets of £(1.460)m, (1.1)%, and a net underspend on Council-wide budgets of £(1.004)m, (4.0)%. The details of service variances can be found in Annexes 1 to 5, and for Council-Wide, Annex 6.

Table 1: Budget Monitoring results by Directorate	Year end Forecast (£000's)	Percent -age %	Period Movement £(000's)	Annex
Children & Young People	(649)	(2.5)%	(249)	1
Communities & Wellbeing	202	0.4%	(73)	2
Environment, Transport & Operations	(147)	(0.5)%	(194)	3
Economic Growth & Prosperity	(149)	(4.4)%	(50)	4
Transformation & Resources	(717)	(3.6)%	(34)	5
Total Service Variances	(1,460)	(1.1)%	(600)	
Council-wide budgets	(1,004)	(4.0)%	(454)	6
Draft outturn variance (period 12)	(2,464)	(1.6)%	(1,054)	

Table 2: Budget Monitoring results by Executive Portfolio Holder	Year end Forecast (£000's)	Percent- age %	Period Movement £(000's)
Supporting Children & Families	(579)	(2.6)%	(243)
Education	(70)	(2.2)%	(6)
Adult Care, Health & Wellbeing	202	0.4%	(73)
Highways & Environmental	(238)	(0.8)%	(208)
Safe, Strong Communities	91	3.6%	14
Economic Growth & Prosperity	(149)	(4.4)%	(50)
Transformation & Resources	(600)	(3.8)%	(3)
Finance	(1,121)	(3.8)%	(485)
Draft outturn variance (period 12)	(2,464)	(1.6)%	(1,054)

Key Outturn Variations and Period Movements

3. The key variances for the year are:
 - £1.048m net additional demographic pressure, either by way of the number and/or need of clients in both Children and Adult Social Care;
 - £(1.579)m relating to savings in staff costs, mainly where posts have been left vacant in anticipation of staff restructures or future savings plans;
 - £(0.731)m of general in-year management savings and/or austerity measures as part of budgetary control to mitigate other pressures;
 - £(0.481)m of interest savings; either by pro-actively avoiding relatively high debt charges in the short term, or by way of increased cash balances

primarily due to the rephasing of the capital programme, and capital grants received in advance;

- £(0.322)m savings on specific Children's Centres commissioned projects;
- £(0.220)m of net contingency budgets, primarily due to exceptional general debtor collection performance which has reduced the bad debt provision;
- £(0.170)m seventeen Right to Buy sales of ex-Council Houses;
- £(0.009)m net other individual variances.

4. The key variances contributing to the period movement of a favourable £(1.054)m are:

- £(0.220)m of net contingency budgets, primarily due to exceptional general debtor collection performance which has reduced the bad debt provision;
- £(0.090)m - nine Right-to-Buy sales of ex-Council Houses by Trafford Housing Trust in the final quarter of the financial year;
- £(0.049)m – additional savings in staffing, £(0.033)m and placement costs £(0.027)m, offset by minor increases in running costs of £0.011m within Children's Social Care;
- £(0.089)m – further savings identified within Children's Centre projects;
- £(0.061)m – net reduction in client costs within Adult Social Services;
- £(0.194)m – reduction in running costs, £(0.155)m and additional income, £(0.039)m across the Environment Transport and Operations Directorate;
- £(0.084)m – minor movements across the Economic Growth and Prosperity, £(0.050)m and Transformation & Resources, £(0.034)m Directorates;
- Other minor net movements across all other services of £(0.267)m.

MTFP Savings and increased income

5. The Budget included for £(12.2)m of savings and increased income. Nearly all of the original projects delivered on target and the remaining elements were made good with new and/or amended projects or management action. Further details of the achievements against the savings target for each Directorate are shown in Annexes 1 to 6 below.

Council Tax

6. The brought forward surplus on the Collection Fund, relating to the Council, at 31 March 2012 was £(0.294)m, of which £0.200m was planned to support the 2012/13 budget. Pro-active management of the taxbase in terms of identifying properties and bringing them into taxation as early as possible, as well as management of the extent of exemption and discount awards generated a further £(0.230)m.
7. However, this prospective surplus of £(0.324)m has been reduced by an increase in the value of backdated valuations and discount awards, £0.256m, and an adjustment in the required amount to be set aside for bad debt £0.063m, reducing the end of year surplus to £(0.005)m. The lack of a surplus

had been forecasted at the time of establishing the 2013/14 budget plans, and the traditional use of a small amount of surplus to support the budget was withdrawn.

8. The trend of back-dated valuations and discounts has changed from reducing to increasing, and will pose a real challenge in avoiding a deficit when combined with the implications of the introduction of the Council Tax Support Scheme to replace Benefits, other changes brought about by Welfare Reform and the already tight margins the Council has set in terms of collection rates.

Table 3: Backdated Council Tax Valuations	(£000's)
2008/09	265
2009/10	201
2010/11	175
2011/12	178
2012/13	256

Reserves

9. The table below shows the forecast balance on the General Reserve at 31 March 2013 and also includes for the transfers and future commitments agreed by Council on 20 February 2013 as part of the 2013/14 Budget, and adjustments made as a consequence of the end of year accounts process. The forecasted balance at year end is £(10.643)m, which includes for a transfer from the insurance reserve of £(2.6)m. After taking into account future plans the uncommitted balance is £(6.8)m, £(0.8)m above the agreed minimum level of £(6.0)m.

Table 4 : General Reserve Movements	(£000's)
Outturn Report Balance 31 March 2012	(9,802)
- Reversal of PCT support in 2011/12 LD Pool	(400)
Adjusted balance brought forward 31 March 2012	(10,202)
General base budget support 2012/13	994
Further Authorised use in 2012/13	
- Planned use for one-off projects in 2012/13	1,578
- Internal costs of the Biomass Appeal expenditure	137
- Increase in Equal Pay Provision	500
- Council-wide budgets underspend	(1,004)
Transfer from Insurance Reserve	(2,646)
Balance 31 March 2013 (pre-audit)	(10,643)
Commitments after 31 March 2013:	
- Planned use for 2013/14 Budget	1,015
- One-off projects from 2012/13 brought forward	98
- Planned use for one-off projects 2013/14	701
Balance 31 March 2014	(8,829)
- Planned use for 2014/15 Budget	2,000
Projected balance after known commitments	(6,829)

10. Service balances brought forward from 2011/12 were a net £(2.633)m. After the pre-audited outturn for the year, there is a net surplus of £(3.567)m to be carried forward to 2013/14 (Table 5). Some of this surplus is already committed to rephased projects, including the investment costs for 2013/14 budget savings proposals, and the remainder is anticipated to support future budgets.

	B/f April 2012 (£000's)	Forecast Movement in-year (£000's)	Forecast Balance (£000's)
Table 5: Service balances			
Children & Young People	(1,210)	(284)	(1,494)
Communities & Wellbeing	(135)	202	67
Environment, Transport & Operations	(200)	(239)	(439)
Economic Growth & Prosperity	(79)	(234)	(313)
Transformation & Resources	(1,009)	(379)	(1,388)
Total All Services (Surplus)/Deficit	(2,633)	(934)	(3,567)

Recommendations

11. It is recommended that:

- a) The pre audited outturn be noted.
- b) The General Reserve and Collection Fund balances and commitments are noted and confirmed.

TRAFFORD MBC

Report to: CYP – Directorate Management Team
 Date: 15th May 2013
 Report for: Information
 Report author: Finance Manager for CYPS

Report Title

**Revenue Budget Monitoring 2012/13 – Provisional Outturn Position.
 (April 2012 to March 2013 inclusive)**

1. Outturn Position

- 1.1 The current approved revenue budget for the year is £25.515m, net of the Dedicated Schools Grant (DSG) which totals £128m. The final outturn is £24.866m which is £(0.649)m under the approved budget. This is a favourable movement of £(0.249)m compared to last month.
- 1.2 Appendix 1 details by both department and variance area the final outturn as compared to the approved revenue budget. The main outturn variances are:
- An overspend within the Children’s Social Care on placement budgets of £0.434m.
 - Slippage and suspension of projects relating to Children’s Centres of £(0.493)m.
 - A reduction in youth remand placements £(0.071)m.
 - Other savings of £(0.519)m as a result of additional income and grants, vacancy management and general cost management.

2. Service carry-forward reserve

- 2.1 At the beginning of April 2012 the Directorate had accumulated balances of £(1.210)m carried forward from the previous financial year’s underspend. The Directorate plans to use these balances to support the general revenue budget. The table below shows the movements in the reserve this year:

Table 1: Utilisation of Carry forward Reserve 2012/13	(£000's)
Balance brought forward 1 April 2012	(1,210)
Specific expenditure assigned against the reserve re: invest to save	114
Specific expenditure delayed in 2011/12 and committed from 2012/13	251
P12 Final Outturn	(649)
Balance at 31st March 2013	(1,494)

2.2 The carry forward reserve has been accumulated over a number of years mostly as a consequence of vacancies arising in project areas, either because of recruitment issues or rephasing of those projects. Such project expenditure is not a feature of core business any more, and the likelihood that the carry forward reserve will benefit from such cash savings in the future is very much reduced.

2.3 The reserve will partly be used to invest in specific projects which will be of benefit in 2013/14 and future years. There will also be a contingency element to offset the possibility of increased pressures on demand led placements.

3 MTFP Savings and increased income

3.1 The Budget included £(12.2)m of savings and increased income, of which £(2.550)m relates to the CYPs Directorate. All of the planned savings were achieved during the year:

	Budget target (£000's)	End of Year Forecast (£000's)	Variance (£000's)
Increased and new income	0	0	0
Transformation savings	(1,660)	(1,660)	0
Other savings	(890)	(890)	0
Total	(2,550)	(2,550)	0

4 Management Action to control expenditure and achieve a balanced budget

4.1 The budget has been monitored to ensure that pressures have been managed effectively. There is a continuous review of all placements to ensure the most effective provision is provided.

5 Performance Progress

5.1 The Ofsted 2011 Assessment of Children's Services within Trafford rated us as 'Performs Excellently' the highest grading available. This maintains the position that was achieved in 2010. The rating takes into account the totality of services for children in Trafford bringing together external scrutiny and performance measures for social care, health and educational services.

5.2 April 2010 Ofsted/CQC Inspection of safeguarding and Looked after Children's Services. Of 33 grades awarded 29 were good, 1 outstanding and 3 adequate. The inspection highlighted the effectiveness of the multi-agency service, the

quality of support provided for children, young people and families, ambitious, effective, committed leadership and management and good involvement and engagement with young people and partners. Overall our services were judged good with good capacity to improve. An unannounced inspection of referral and assessment services in April 2011 provided positive assurance with 12 strengths, only 3 areas for development and no areas for priority action.

5.3 An important objective in CYPS is to continue to improve educational outcomes as, in our increasingly knowledge based society, this provides young people with the best chance of taking up the wide range of further and higher education, and employment opportunities available. The results from Summer 2012 maintained, and surpassed, the high standards set in previous years at every age level and represent Trafford's best ever set of results:

- 75% of children at Early Years Foundation Stage achieved the measured standard – up from 70% the previous year – compared to 64% nationally.
- At age 11, over 86% of pupils achieved Level 4 or above in English and Mathematics, up from 84% the previous year ;
- At 16, 71.9% of pupils in Trafford achieved 5 x A* - C grades at GCSE including English and Mathematics, up from 69.4%, significantly higher than the national level of 58.3%. The Trafford increase is all the more notable when seen against a backdrop of plateauing of pass rates nationally.

5.4 Trafford's DSG rate per pupil is relatively low compared to authorities nationally but Trafford does delegate 91.4% of the gross DSG to schools. This is the highest percentage amongst Trafford's statistical neighbours

Period 12 Final Outturn revenue expenditure and income variances and movements from Period 11 monitoring report

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

Budget Book Format (Objective analysis)	Full Year Budget (£000's)	P12 Final Outturn (£000's)	P12 Outturn variance (£000's)	P11 Outturn variance (£000's)	P11 to P12 movement (£000's)	Ref
Supporting Children & Families Portfolio						
Children's Social Services	14,644	14,925	281	235	46	CYPS 3
Children with Complex & Additional Needs	2,206	2,083	(123)	(43)	(80)	CYPS 3
Support Services to CYP	6,953	6,951	(2)	68	(70)	CYPS 8
Multi Agency Referral (MARAS)	1,742	1,826	84	99	(15)	CYPS 5
Commissioning	1,386	1,230	(156)	(128)	(28)	CYPS 5
Youth Offending Service	744	673	(71)	(64)	(7)	CYPS 6
Children's Centres	3,948	3,356	(592)	(503)	(89)	CYPS 7
Early Intervention Grant	(9,288)	(9,288)	0	0	0	
Sub-total	22,335	21,756	(579)	(336)	(243)	
Education Portfolio						
Dedicated Schools Grant	0	(2,186)	(2,186)	(1,757)	(429)	CYPS1,2
Transfer to Dedicated Schools Grant Reserve	0	2,186	2,186	1,757	429	
Education Early Years' Service	2,236	2,166	(70)	(64)	(6)	CYPS 4
Connexions Service	944	944	0	0	0	
Sub-total	3,180	3,110	(70)	(64)	(6)	
Total	25,515	24,866	(649)	(400)	(249)	

Business Reason / Area (Subjective analysis)	P12 Outturn variance (£000's)	P11 Outturn variance (£000's)	P11 to P12 movement (£000's)	Ref
DSG Reserve B/Fwd.	(171)	(171)	0	
Increase in DSG Income	(1,548)	(1,548)	0	CYPS1
School In Year Adjustments	(435)	(250)	(185)	CYPS2
Redundancies & Maternity	(184)	(150)	(34)	CYPS2
SEN	118	108	10	CYPS2
Teaching Packages	(186)	0	(186)	CYPS2
Early Years PVI Places	106	90	16	CYPS2
Pupil Referral Units	(50)		(50)	CYPS2
Other minor variances	(7)	(7)	0	CYPS2
DSG projected Underspend	(2,357)	(1,928)	(429)	
Transfer to DSG Reserve	2,357	1,928	429	

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Business Reason / Area (Subjective analysis)	P12 Outturn variance (£000's)	P11 Outturn variance (£000's)	P11 to P12 movement (£000's)	Ref
Non DSG				
Social Care staffing pressures due to cover arrangements	16	14	2	CYPS 3
Additional Grant Funding	(283)	(187)	(96)	CYPS 3
Placements Budget	441	468	(27)	CYPS 3,6
Sale West Development Centre	35	35	0	CYPS 8
Delays in appointments of staff	(256)	(246)	(10)	CYPS 7
Savings in Children's Centre Projects	(322)	(233)	(89)	CYPS 7
Serious Case Review	20	20	0	CYPS 5
Other staffing variances	(90)	(65)	(25)	CYPS 4,5
Other minor variances	(210)	(206)	(4)	CYPS 3,4,5,7,8
Total Net Underspend Non DSG	(649)	(400)	(249)	

NOTES ON PROJECTED VARIANCES

Variations within the DSG.

CYPS1 – Increase in DSG £(1,548)k (favourable)

The Council was made aware of the final DSG allocation for 2012/13 on 26th June 2012 which resulted in additional income of £(30)k; the pupil numbers being funded was 7 higher than originally anticipated.

DSG income is continually adjusted during the year to reflect Academy schools. The DfE has given a refund to the Council of £(1,518)k and this comprises 80% of the Rates (NDR) bill for these schools £(1,020)k and an amount equivalent to their insurance cost of £(498)k. The reasons for these amounts being paid is not documented in the DfE explanations of the recoupment calculation but checks with the DfE have confirmed our entitlement to this refund. This is a one-off adjustment.

CYPS2 – Other Variations £(638)k (favourable)

DSG budgets such as Early Years places and SEN placements are demand led and difficult to predict. A balance needs to be struck when setting DSG budgets in attempting to delegate as much money as possible to schools, whilst also having enough central resources in order to meet demand for these items. Teaching Packages £(186)k will be distributed to secondary schools in the next financial year. This is a major part of the £(427)k favourable movement between period 11 and period 12. Schools in year adjustments are £(435)k less than budgeted for and this is a favourable movement of £(185)k since period 11. Schools can claim for budget increases right up until the close of the financial year. From April 2013 Pupil Referral Units (PRU's) will have delegated budgets. With this in mind the Funding Forum agreed that the PRU's could carry forward their underspend into 2013-14 to allow some flexibility to assist with the new challenges. The £50k therefore will be earmarked within the DSG reserve for the PRU's.

– DSG Reserve b/fwd.

The overall variances of £(2,186)k will increase the DSG reserve to a net underspend of £(2,357)k at 31st March 2013. This underspend will be carried forward to 2013/14. The Schools Funding Forum consider that there should be a working balance of approximately £(0.5)m to meet increase in demand for certain budgets. Clearly this reserve exceeds what would be considered to be a working balance and consideration will be given on how to use this for the benefit of schools in the future. In considering this the Forum will have to be consulted prior to a final decision being made.

Non-DSG Variances.

CYPS3 – Children’s Social Care £158k (adverse) (Includes Children with Complex & Additional Needs)

The overspend of £158k comprises of placement costs £434k, staffing budgets £14k, minor variances £(103)k and additional grant income of £(187)k relating to Intensive Fostering.

CYPS4 – Early Years £(70)k (favourable)

This saving is mainly as a result of staff posts being held vacant through the year £(36)k, and additional training income received £(7)k and slippage on projects £(27)k.

CYPS5 – Commissioning & MARAS £(72)k (favourable)

The majority of this underspend is due to salaries and additional grant income.

CYPS6 – Youth Offending Service £(71)k (favourable)

This underspend relates to a saving on remand placements.

CYPS7 – Children’s Centres £(592)k (favourable)

A full review of the Children’s Centre service has been carried out and the savings found are as a result of delays in appointing staff to vacant posts totalling £(246)k, a saving of £(220)k on specific commissioned projects and other variations across the service totalling £(126)k.

CYPS8 – Support Services to CYP £(2)k (favourable)

The pressures within this area include a shortfall in income in Sale West Development Centre (£35k) and £41k for statutory retirement costs. These are offset by additional grant income (relating to 2011/12 that we were made aware of later) of £(111)k. The movement from period relates to the additional grant income.

TRAFFORD MBC

Report to: C&WB Directorate Management Team
Date: 7 May 2013
Report for: Discussion
Report author: C&WB Finance Manager

Report Title

Revenue Budget Monitoring 2012/13 – Period 12 - Outturn (April 2012 to March 2013 inclusive)

1. Outturn Forecast

- 1.1 The outturn for 2012/13 is £49.287m which is £0.202m, or 0.4%, above the approved budget of £49.085m. However, this is a net £(0.073)m favourable movement from the February monitor.
- 1.2 The main outturn variance is due to higher demand in Physical Disability services costing £0.225m. However, reference is made to the outturn of the Learning Disabilities Pool fund in section 2 below. Appendix 1 provides details on outturn variances and movements since the February monitor across all services.
- 1.3 During the year there were a number of other pressures that impacted on the service delivery across the Directorate:
 - increased demand for services especially home care and residential services,
 - increased numbers of referrals for care assessments and
 - the effects of high demand in local hospitals impacting on demand for adult care services.
- 1.4 Work undertaken with NHS partners to integrate operational adult care staff with local health services together with the provision of Reablement and Telecare services provided the capacity to meet demand mostly within available resources. The consequence being that the majority of services areas controlled service delivery and costs within budget by a net £(0.021)m, generally with minimal variances.

2 Learning Disabilities Pooled Fund

- 2.1 At the beginning of the year the LD Pool had a carry forward adverse balance of £1.468m, and an early projection of budget pressures in the sum of an additional £1.577m which would bring the end of year balance to an adverse £3.045m. A recovery plan was initiated to deliver cash savings against budget over two financial years to address this, with a 2012/13 target of £(2.136)m so that the carry forward balance would be in the region of £0.9m. This target is in addition to the achieving cross-Directorate budget savings of £(5.827)m.
- 2.2 The recovery plan achieved 72% of the in-year target, £(1.540)m, which leaves an adverse variance to be carried forward of £1.472m. The Deputy Corporate Director has refreshed the recovery plan, and included additional initiatives:
- Expansion of telecare and reablement into Learning Disabilities services
 - Additional services identified for retendering
 - Accommodation development to reduce cost of provision
- 2.3 The updated plan has been shared with the Trafford Clinical Commissioning Group (CCG), which replaces the previous Primary Care Trust delivery partner. The Council and the CCG will target the outstanding balance to bring the LD Pool into balance by 31 March 2015:

Year	End of Year Balance (£000's)	New annual cash target (£000's)
2011/12	1,468	
2012/13	1,472	
2013/14	900	(572)
2014/15	Nil	(900)

3 MTFP Savings and increased income

- 3.1 The Budget included for £(12.2)m of savings and increased income, of which £(4.978)m related to this directorate. All budget options put forward for delivery in 2012/13 have achieved their targets. The Learning Disabilities Supported Living: New Models of Service option has achieved an additional £(0.014)m. The table below summarises the outturn of these savings targets:

	Budget target (£000's)	Outturn (£000's)	Variance (£000's)
Transformation savings	(3,706)	(3,720)	(14)
Other business changes	(1,272)	(1,272)	0
Total	(4,978)	(4,992)	(14)

4 Service and Learning Disabilities Pooled Fund carry-forward reserves

- 4.1 The service carry-forward reserve balance at the end of the year, after taking into account the outturn position, is a deficit of £69k:

Table 1: Utilisation of Carry forward Reserve 2012/13	(£000's)
Balance brought forward 1 April 2012	(135)
P12 Outturn	202
Balance carried forward at 31 March 2013	67

- 4.2 The carried forward balance will be absorbed into and recovered through the Directorate's cost control plan for 2013/14.
- 4.3 In addition to the above, the carried forward balance on the Learning Disabilities Pooled Fund is a deficit of £1,472k:

Table 2: Utilisation of Learning Disabilities Pooled Fund Carry forward Reserve 2012/13	(£000's)
Balance brought forward 1 April 2012	1,468
P12 Outturn	4
Balance carried forward at 31 March 2013	1,472

- 4.4 There is a specific management action plan to reduce to £nil over a two year period (section 2).

5 Management Action

- 5.1 There is a strong underlying trend of increased demand for adult social care services in Trafford matching the trend experienced nationally. The Directorate has in place strong cost control processes to deal with this issue but there is a risk that demand for services may exceed the budget available even with the additional provision included in the 2013/14 Medium Term Plan. To deal with this risk the Directorate will:

- continue with and strengthen the cost control measures put in place in 2012/13,
- closely monitor that the expected outcome of reduced demand in high cost services as a result of the additional enhanced reablement and telecare resources put in place in 2013/14 are achieved,
- continue with the integration work with our NHS partners, co-ordinating and targeting resources to manage demand in the whole (NHS and Council) care system, and
- strengthen the delivery of the LD Pooled Fund recovery plan through a joint group of senior Clinical Commissioning Group and Council officers.

6. Performance progress

6.1 In July 2012, the Government published the white paper 'Caring for our future: reforming care and support'. The two core principals of this report are:

- that we should do everything we can – as individuals, as communities and as a Government – to prevent, postpone and minimise people's need for formal care and support. The system should be built around the simple notion of promoting people's independence and wellbeing;
- that people should be in control of their own care and support. Things like personal budgets and direct payments, backed by clear, comparable information and advice, will empower individuals and their carers to make the choices that are right for them.

In 2013 / 14, our vision is to provide innovative, flexible, first class services focused on the needs of the individual, their carers and family. We want to enable people to have more choice and control over the support they receive and to provide quality services that encourage people to lead healthy, independent lives.

We want to continue to strengthen partnerships with colleagues in health, the private, voluntary and community sectors and with other key departments within the Council, including Children and Young People Services. We also want to develop strong relationships within the emerging governance structure of health and adult social care, including Trafford's Clinical Commissioning Group, the Health and Wellbeing Board and Healthwatch.

We want to maintain our engagement with local people by:

- listening to concerns and ideas from individuals and local communities;
- co-producing plans and models of services that are sustainable;
- supporting self-sufficiency;
- meeting the needs of individuals requiring support.

Overall, we have five key approaches to enable us to meet this vision:

- **Personalisation** – we want people to have more choice, control and flexibility in meeting their needs.
- **Health integration** – we want people to receive the best possible health and social care services delivered efficiently, effectively and in a co-ordinated way.
- **Promoting resilience and independence** - we want to ensure that people in Trafford are able to live as independently as possible, for as long as possible.
- **Safeguarding vulnerable adults** – we want to ensure that vulnerable adults at risk of abuse are safeguarded through robust monitoring of services commissioned to support older people, adults with a learning disability, mental health need, physical disability or health condition.

- **Market management and quality assurance** – we want to stimulate the market in Trafford ensuring there is a diverse choice of quality services that meet individuals' needs.

The Directorate has developed a comprehensive performance framework to enable us to assess and monitor progress against these principles. Key measures within this framework include;

- The % of eligible service users / carers to receive Self-Directed Support in year (ASCOF 1Ci - Local)
- The % of eligible service users / carers to receive Direct Payments in year (ASCOF 1Cii)
- The Average % reduction in service hours following reablement intervention
- The number of Delayed transfers of Care from hospital
- The number of Older People admitted to permanent Residential / Nursing Care
- The number of people in receipt of telecare in year
- Social Care related Quality of Life (composite user experience measure ASCOF 1A) – Survey.
- Overall satisfaction of people who use services with their care and support

Period 12 Outturn revenue expenditure and income variances, and movements from Period 11 monitoring report

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

Budget Book Format (Objective analysis)	Full Year Budget (£000's)	P12 Outturn (£000's)	P12 Outturn variance (£000's)	P11 Outturn variance (£000's)	P11 – P12 movement (£000's)	Ref
Adult Care, Health & Wellbeing Portfolio						
Older People	22,750	22,744	(6)	98	(104)	C&W1
Physical Disabilities	3,162	3,387	225	193	32	C&W2
Equipment & Adaptations	1,084	1,071	(13)	(60)	47	C&W3
Mental Health	3,425	3,451	26	32	(6)	C&W4
Other Adult Services	953	950	(3)	26	(29)	C&W5
Support Services	1,027	1,016	(11)	12	(23)	C&W6
Adaptations	(69)	(25)	44	0	44	C&W7
Housing Services	2,660	2,654	(6)	0	(6)	C&W8
Drugs and Alcohol Service	292	262	(30)	0	(30)	C&W9
Equalities & Diversity	134	110	(24)	(26)	2	C&W10
Total	35,418	35,620	202	275	(73)	

Budget Book Format (Objective analysis)	Full Year Budget (£000's)	P12 Outturn (£000's)	P12 Outturn variance (£000's)	P11 Outturn variance (£000's)	P11 – P12 movement (£000's)	Ref
Learning Disabilities Pool	13,667	15,139	1,472	844	628	C&W11
Total	13,667	15,139	1,472	844	628	

Adult Care, Health & Wellbeing Portfolio	P12 Outturn variance (£000's)	P11 Outturn variance (£000's)	P11 – P12 movement (£000's)	Ref
Older People				
Care management/assessment	(305)	(292)	(13)	C&W1
Residential and nursing care	176	248	(72)	C&W1
Home Care	403	416	(13)	C&W1
Day Care	(371)	(363)	(8)	C&W1
Direct Payments	91	89	2	C&W1
Physical Disabilities				
Care management/assessment	(8)	6	(14)	C&W2
Residential and nursing care	176	124	52	C&W2
Home Care	40	35	5	C&W2
Day Care	(7)	(7)	0	C&W2
Direct Payments	24	35	(11)	C&W2
Equipment & Adaptations				
Lift repairs & maintenance	(13)	(60)	47	C&W3
Mental Health				
Care management/assessment	(50)	(59)	9	C&W4
Residential and nursing care	37	74	(37)	C&W4
Home Care	17	(4)	21	C&W4
Direct Payments	22	21	1	C&W4
Other Adult Services				
Other Services	(3)	26	(29)	C&W5
Support Services				
Financial Services	(11)	12	(23)	C&W6
Adaptations				
Adaptations	44	0	44	C&W7
Housing Support				
Supporting People	(6)	0	(6)	C&W8
Drug & Alcohol Service				
BSO Support	(30)	0	(30)	C&W9
Equalities & Diversity				
Equalities Team	(24)	(26)	2	C&W10
Total	202	275	(73)	

Learning Disabilities Pool	P12 Outturn variance (£000's)	P11 Outturn variance (£000's)	P11– P12 movement (£000's)	Ref
Care management/assessment	12	13	(1)	C&W11
Residential and nursing care	59	8	51	C&W11
Home Care	1,424	657	767	C&W11
Day Care	(29)	(73)	44	C&W11
Direct Payments	6	239	(233)	C&W11
Total	1,472	844	628	

NOTES ON VARIANCES AND PERIOD MOVEMENTS

Adult Care, Health & Wellbeing Portfolio £204k adverse

C&W1 – Older People - £(6)k favourable

- **Residential and Nursing Care/Home Care/Day Care/Direct Payments - £299k adverse**

Two of the four key service provision budgets are showing increased demand. Residential care is 10 service users higher than budgeted and homecare is 11 service users higher than budgeted.

- **Care Management and Assessment - £(305)k favourable**

Managed vacancies in the Screening, Assessment and Community Mental Health Teams.

C&W2 – Physical Disabilities - £225k adverse

- **Residential and Nursing Care/Home Care/Day Care/Direct Payments - £233k adverse**

Two of the three key service provision budgets are showing increased demand. The demand for residential care is one service user higher than budgeted, one service user for home care and one for direct payments.

C&W3 – Equipment & Adaptations - £(13)k favourable

- **Equipment - £(13)k favourable**

The volume of equipment recycled at the One Stop Resource Centre was higher than expected for in 2012/13.

C&W4 – Mental Health - £26k adverse

- **Care Management and Assessment £(50)k favourable**

Underspend due to vacancy management in the Community Mental Health Team.

- **Residential and Nursing Care/Home Care/Direct Payments £76k adverse**

There are three residential service users higher than budgeted.

C&W5 – Other Adult Services - £(3)k favourable

- Due to a lower than expected level of complaints resulting in a reduction in external independent investigation fees.

C&W6 Support Services - £(11)k favourable

- **Financial Services £(11)k favourable**

Underspend due to vacancy management to support the Directorate's financial position.

C&W7 Adaptations - £44k adverse

- Underachievement in adaptations fee income due to a lower than expected number of schemes being completed..

C&W8 Housing Services - £(6)k favourable

- The Supporting People programme has delivered all current contracts within budget and a £(6)k favourable budget position. This is related to the delivery of the 2012/13 plan of budget savings.

C&W9 Drug & Alcohol Service - £(30)k favourable

- Lower than expected demand in the Drug Service; £(12)k and managed vacancies in the administration support service; £(18)k.

C&W10 Equalities & Diversity - £(24)k favourable

- **Equalities Team £(24)k favourable**
Managed efficiencies in the Equalities Team's translation fees and events budget.

C&W11– Learning Disabilities Pooled - £1,472k adverse

Cost of care packages - £1,460k adverse

Long term care packages, are running at higher than budgeted levels due to additional service users and higher cost of care than planned for:

- Residential, additional 1 service users, total additional costs £59k;
- Homecare, additional 28 service users, total additional costs £1,424k;
- Day Care, 2 service users less than expected, underspend £(29)k;
- and Direct Payments, additional 1 service users, total additional costs £6k.

Care Management/Assessment £12k adverse

Additional costs in the Assessment Team.

TRAFFORD MBC

Report to: ETO Directorate Management Team
 Date: 8 May 2013
 Report for: Discussion
 Report author: ETO/EGP Finance Manager

Report Title
Revenue Budget Monitoring 2012/13 – Period 12 Outturn
1. Outturn

- 1.1 The approved revenue budget for the year is £32.286m. The outturn is £32.139m, which is £(0.147)m under the approved budget.
- 1.2 The overall underspend of £(0.147)m has been achieved against a background of significant financial challenges for the Directorate throughout the year. This includes the achievement of approved budget savings of £(1.734)m, plus the successful management of budget pressures of £0.527m.
- 1.3 The management team has taken a number of steps to ensure that essential services were delivered within budget:
- Only necessary spending on supplies and services to be approved;
 - Reduced use and greater control of overtime;
 - Monitoring and evaluation of existing and potential new income streams;
 - Analysis of rechargeable work for both revenue and capital schemes;
 - Additional improvements to efficiency through service redesign.
- 1.4 There is a favourable movement in the outturn since the forecast included in the last report. This is attributed to:
- Cost management : supplies and services across ETO £(0.070)m;
 - Acceleration of budget savings £(0.066)m – Public Protection and Sustainability & Greenspace;
 - One-off refund in Parking business rates £(0.019)m;
 - Net additional income due to external factors, such as weather £(0.039)m.

2. Explanation of Variance and Movements

- 2.1 There were a number of budget pressures during the year of £0.527m, and which measures are in place to address in the Medium Term Financial Plan:
- Street lighting energy costs – inflation and inventory increases £0.195m;
 - Groundforce/Sustainability & Greenspace – review of rechargeable balances at year end leading to an adverse variance of £0.028m;

- Open Space reserve funding has reduced by £0.058m and there are timing issues with implementing corresponding reductions in costs;
- Income shortfall of £0.050m related to indefinite delays in the changes to national planning fee regulations expected when the budget was approved;
- Crime and Disorder income shortfall – fixed penalty notices £0.092m, part mitigated by staff vacancies and running cost underspends £(0.018)m;
- Public Protection - £0.061m shortfall in licences fee income due to economic conditions, shortfall in pest control income £0.036m due to adverse weather;
- Sale Watersports Centre/Deckers contract saving not achieved £0.025m.

2.2 These pressures have been fully mitigated by a range of management actions implemented during the year of £(0.674)m (listed below), which are in addition to the delivery of the approved budget savings of £(1.734)m:

- Highways and Transportation – additional fee income of £(0.209)m, management action to reduce running costs £(0.075)m;
- School Crossing Patrols – underspend of £(0.034)m relating to slippage in the filling of supervisory and operational staff vacancies;
- Car parking – business rate revaluations and one-off refunds £(0.049)m, underspend of £(0.028)m from staff vacancies and contract costs.
- Bereavement Services income is £(0.044)m above budget, an increase from last reported which has coincided with the prolonged spell of cold weather. Minor underspends in staffing and running costs £(0.010)m.
- Waste management – underspend of £(0.048)m on contract costs, plus £(0.028)m from management action to reduce other supplies costs, including depots. Bulky waste income is £(0.021)m higher than budgeted.
- Public Protection - management action of £(0.056)m from delays in filling vacancies and in-year savings in running costs, plus accelerated budget savings approved in February 2013 £(0.035)m;
- Culture & Sport – running cost underspends of £(0.014)m, minor shortfall in Waterside Arts Centre income £0.006m.
- Directorate Strategy and Business Support - £(0.029)m of minor underspends from the management of staffing and running costs.

3. Reserves

3.1 At the end of 2011/12 the Directorate had a surplus on accumulated balances of £(0.200)m, which was carried forward to 2012/13. The outturn balance on the service earmarked reserve to be carried forward to 2013/14 is £(0.439)m.

Utilisation of Carry forward Reserve 2012/13	(£000's)
Surplus balance brought forward at 1 April 2012	(200)
Traded service investment projects c/f	(92)
Period 12 adverse variances with medium/long term action plans (para. 2.2)	410
Period 12 net underspend (para. 2.3)	(557)
Balance after outturn	(439)
Already committed and re-phased projects in 2013/14	237
Balance after commitments	(202)

3.2 The carry forward balance of £(0.439)m relates to items already committed, re-phased project expenditure, and the remainder to be utilised to cover one-off budget pressures already being experienced at the start of 2013/14:

- car parking £0.105m and traded services £0.040m carried forward for another financial year to cover contract costs already committed;
- £0.092m re-phasing of traded services projects, including the continued roll out of catering Parentpay system, plus investment in equipment to maintain competitiveness with external providers.
- £0.202m to mitigate one-off timing issues already being experienced in the delivery of certain savings for 2013/14.

4. Savings

4.1 The Council Budget included for £(12.2)m of savings and increased income, of which £(1.734)m related to ETO Directorate.

	Budget target (£000's)	Outturn (£000's)	Variance (£000's)
Increased and new income	(132)	(82)	50
Transformation savings	(1,084)	(1,084)	0
Other savings	(518)	(493)	25
Mitigating action across ETO	0	(75)	(75)
Total ETO	(1,734)	(1,734)	0

4.2 The shortfall of £0.050m relates to indefinite delays to expected changes in national planning fee regulations, and £0.025k due to contract savings not delivered in sport and leisure £0.025m. These have been mitigated in full from management action taken across the Directorate, and addressed in the MTFP.

5. Recommendations

5.1 It is recommended that the outturn underspend of £(0.147)m for 2012/13 be noted.

Period 12 Outturn revenue expenditure and income variances, and movements from Period 11 monitoring report.

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

Budget Book Format (Objective analysis)	Full Year Budget (£000's)	P12 Outturn (£000's)	P12 Outturn Variance (£000's)	P11 Outturn Variance (£000's)	P11 – P12 Movement (£000's)	Ref
Highways & Environment Portfolio						
Highway and Network Management, incl. Traffic & Transportation	5,439	5,348	(91)	(5)	(86)	ETO 1
School Crossing Patrols	503	469	(34)	(42)	8	ETO 2
Parking Services	(391)	(468)	(77)	(28)	(49)	ETO 3
Groundforce	4,730	4,884	154	105	49	ETO 4
Bereavement Services	(911)	(965)	(54)	(10)	(44)	ETO 5
Sustainability & Greenspace	487	421	(66)	(35)	(31)	ETO 6
Waste Management (incl. WDA levy)	18,763	18,666	(97)	(96)	(1)	ETO 7
Public Protection	1,041	1,097	56	105	(49)	ETO 8
Directorate Strategy & Business Support	443	414	(29)	(24)	(5)	
Sub-total	30,104	29,866	(238)	(30)	(208)	
Safe & Strong Communities Portfolio						
Crime and Disorder	289	363	74	76	(2)	ETO 9
Culture and Sport	2,222	2,239	17	1	16	ETO10
Sub-total	2,511	2,602	91	77	14	
Operational Services for Education	(329)	(329)	0	0	0	
Total Outturn Period 12	32,286	32,139	(147)	47	(194)	

ETO Business Reason / Area (Subjective analysis)	P12 Outturn Variance (£000's)	P11 Outturn Variance (£000's)	P11 – P12 Movement (£000's)	Ref
Highway and Network Management, incl. Traffic & Transportation				
Fee income	(209)	(180)	(29)	
Street lighting energy costs	195	217	(22)	
Supplies and services costs	(77)	(42)	(35)	
Sub-total	(91)	(5)	(86)	ETO 1
School Crossing Patrols - vacancies	(34)	(42)	8	ETO 2
Parking Services				
Car Parking income shortfall	19	126	(107)	
Car Parking business rates refund (c/f from 2011/12)	(19)	(105)	86	
Current year business rates	(49)	(30)	(19)	
Staffing and running costs	(28)	(19)	(9)	
Sub-total	(77)	(28)	(49)	ETO 3
Groundforce				
Supplies, services, overtime costs – including slippage in reorganisation	68	47	21	
Open space reserve commitments – funding shortfall	58	58	0	
Rechargeable income balances	28	0	28	
Sub-total	154	105	49	ETO 4
Bereavement Services				
Staffing and running costs	(10)	0	(10)	
Income above budgeted	(44)	(10)	(34)	
Sub-total	(54)	(10)	(44)	ETO 5
Sustainability and Greenspace – vacancy, supplies & services	(66)	(35)	(31)	ETO 6

ETO Business Reason / Area (Subjective analysis)	P12 Outturn Variance (£000's)	P11 Outturn Variance (£000's)	P11 – P12 Movement (£000's)	Ref
Waste Management				
Commercial Waste income shortfall	8	10	(2)	
Contract costs	(48)	(50)	2	
Running costs – depot and others	(36)	(41)	5	
Bulky waste income	(21)	(15)	(6)	
Sub-total	(97)	(96)	(1)	ETO 7
Public Protection				
Planning fee income – savings shortfall	50	50	0	
Licensing income shortfall	61	56	5	
Pest Control income shortfall	36	25	11	
ICT one-off costs	8	20	(12)	
Mitigating Action:				
- Delay filling vacancies	(46)	(46)	0	
- Running costs in-year savings	(18)	0	(18)	
- Accelerated 13/14 running cost savings	(35)	0	(35)	
Sub-total	56	105	(49)	ETO 8
Crime and Disorder				
Income shortfall – penalty notices	92	90	2	
Staff vacancies and running costs	(18)	(14)	(4)	
Sub-total	74	76	(2)	ETO 9
Culture and Sport				
Contract saving shortfall	25	25	0	
Sport and Leisure running costs	(14)	(14)	0	
Sale Waterside Arts Centre income	6	(10)	16	
Sub-total	17	1	16	ETO10
Directorate Strategy & Business Support				
Staffing and running costs	(29)	(24)	(5)	
Total Outturn Period 12	(147)	47	(194)	

NOTES ON OUTTURN VARIANCES

ETO 1 – Highways & Network Management - £(0.091)m (favourable)

Fee income in Highways and Transportation is £(0.209)m more than budgeted for the year, a favourable movement of £(0.029)m since the last report. This includes fees which can be capitalised due to the continual review of revenue and capital projects throughout the year. Income from outdoor media site advertising has continued to exceed expectations, following on from 2011/12, and is also reflected in the Medium Term Financial Plan.

Street lighting energy costs exceed budget by £0.195m, a favourable movement of £(0.022)m. The overspend includes £0.050m relating to industry changes in calculating energy usage, plus the ongoing cumulative effect of inflationary increases in prices continuing from 2011/12 based on the latest contract and usage volumes.

A review of street lighting is well-developed with a number of options being considered to reduce energy and maintenance costs over the medium to long term. This will likely require capital investment and the timing and nature of this investment will be critical in terms of taking the most efficient advantage of new technologies. This will be taken forward in the Medium Term Financial Plan.

Management action in controlling running costs has resulted in an underspend of £(0.077)m at year end. This is a favourable movement of £(0.035)m from last reported from due to minor variances across a wide range of areas within this service.

ETO 2 – School Crossing Patrols – £(0.034)m (favourable)

There is an underspend on staffing of £(0.034)m due to difficulties in the filling of vacancies, which has continued from 2011/12. The underspend has reduced by £0.008m as a number of vacancies have now been filled after successful recruitment processes.

ETO 3 – Parking Services – £(0.077)m (favourable)

There is an overall shortfall in parking income of £0.019m and this is fully mitigated through the use of business rate refunds carried forward in the ETO reserve from 2011/12.

The net shortfall is £(0.021)m better than had been previously expected. This is due pay and display income levels being maintained in the post-Christmas period, with there being no tapering off of parking fees in the last three months of the year. Income from parking fines is also above budget by £(0.017)m for the year, whereas a minor shortfall had been previously predicted.

Business rates are £(0.049)m less than expected. This reflects the effect of rate revaluations agreed in 2011/12 in the current year bills, plus there is an additional £(0.019)m relating to Oakfield Road notified in March 2013.

Action to control general running costs has resulted in an underspend of £(0.019)m, with staffing £(0.010)m underspent – a favourable movement of £(0.010)m.

Car parking is also under review, alongside a Council-wide review of all enforcement activity, with a view to providing a sustainable solution from 2013/14. This has been taken forward in the Medium Term Financial Plan.

ETO 4 – Groundforce - £0.154m (adverse)

Supplies, services and overtime costs are £0.068m above budget due to slippage in staff re-organisations, plus fuel and material cost increases – an adverse movement of £0.021m since last reported. A number of historic balances on rechargeable accounts have been charged to the revenue account following a year-end review, totalling £0.028m.

There is a budget commitment of £0.106m funded from the Open Space reserve. This reserve only had £(0.048)m remaining at the start of year and an exit strategy is being formulated over the medium term to bring activity in line with available funding.

ETO 5 – Bereavement Services £(0.054)m (favourable)

Net income levels for the year have exceeded the budget by £(0.044)m. This is a favourable movement of £(0.034)m since the last report due to income levels being higher than had been predicted for the last few weeks of the financial year. This has coincided with unusually harsh weather conditions, particularly during March.

There are some minor underspends totalling £(0.010)m in staffing and general running costs.

ETO 6 – Sustainability and Greenspace £(0.066)m (favourable)

Management action to control running costs, plus a vacant post, has resulted in a projected underspend of £(0.066)m. This is a favourable movement of £(0.031)m from last month, and includes savings accelerated from the approved budget for 2013/14.

ETO 7 – Waste Management – £(0.097)m (favourable)

Commercial waste income is £0.008m less than budgeted, which is a favourable movement of £(0.002)m from last reported. In recent years the cost of disposing of commercial waste through the GM Waste Disposal Authority has made this service increasingly uncompetitive with private sector providers, leading to difficulties in retaining business. Negotiations with WDA over recent months have been successful in reducing these disposal costs, and as a result the loss of business predicted before the start of the year has effectively been averted. A review of this service is underway, with options also being evaluated when the waste collection contract is re-tendered in 2014. This has also been taken forward in the Medium Term Financial Plan.

Management action to control contract and general running costs has resulted in an underspend of £(0.084)m, which is £0.007m less than the last report. The underspend includes £(0.048)m relating to the waste collection contract, plus an additional £(0.036)m from general running costs, depots, and minor income.

Income from bulky waste removal is £(0.021)m above budget, an increase of £(0.006)m.

ETO 8 – Public Protection - £0.056m (adverse)

Planning fee regulation changes - income shortfall £0.050m: this budget saving has not been achieved as the expected national changes in planning regulations have now been delayed indefinitely based on various ministerial announcements. This has been taken forward in the Medium Term Financial Plan.

There is a shortfall in licence fee income of £0.061m resulting from a reduction in applications and also due to delays in implementing staff re-organisations. This is £0.005m higher than previously reported.

Pest control income from domestic and commercial properties is expected to be £0.036m less than budgeted, which is £0.011m higher than had been projected. The overall shortfall is due to unfavourable weather conditions, in particular over the summer/autumn period in 2012. The increase in the shortfall relates to the prolonged cold weather during March 2013.

One-off ICT costs of £0.008m related to the project to amalgamate business systems and, hence, deliver a sustainable efficiency saving from 2013/14. Costs are £(0.012)m less than previously reported due to procurement savings actioned by management.

These shortfalls are partly mitigated through a variety of management actions to control costs throughout the year. This includes the delay in filling vacant posts £(0.046)m, plus further favourable variances reported this month from controlling in-year running costs £(0.018)m, and also £(0.035)m from the acceleration of running cost savings included in the approved budget for 2013/14.

ETO 9 – Crime and Disorder £0.074m (adverse)

There is a £0.092m shortfall in income from fixed penalty notices, which is £0.002m higher than previously reported. This has been partly mitigated by £(0.018)m of one-off staffing and running costs underspends, which is a favourable movement of £(0.004)m. The income targets and operational model of this service is included in the Council-wide enforcement review alongside Parking Services, as mentioned in ETO 3 above.

ETO 10 – Sport and Leisure £0.017m (adverse)

The budget includes a £0.025m saving from the contract with Sale Watersports Centre/Deckers, based on discussions with the provider during 2011 and early 2012. This saving has not been realised this financial year.

Management action to control running costs in Sport and Leisure have resulted in an underspend of £(0.014)k.

The income at Sale Waterside Arts Centre is £0.006m less than budget for the year. In previous reports a surplus of £(0.010)m had been predicted with movement due to accruals for the timing differences in event income and costs at year end .

TRAFFORD MBC

Report to: EGP Directorate Management Team
 Date: 9 May 2013
 Report for: Discussion
 Report author: EGP/ETO Finance Manager

Report Title

Revenue Budget Monitoring 2012/13 – Period 12 Outturn

1. Outturn

1.1 The approved revenue budget for the year is £3.369m. The outturn is £3.220m, which is an underspend of £(0.149)m for the year, and a favourable movement of £(0.050)m since the last report.

1.2 The underspend for the year has been achieved against a background of a number of significant financial challenges. This includes achieving the approved budget savings of £(0.591)m, plus the successful management of a number of in-year and ongoing pressures affecting the Directorate budget. Underlying pressures include the adverse effects of the economy on budgeted levels of income:

- shortfall in investment property rental income £0.194m;
- lower than expected fees from planning applications £0.076m.

These are taken forward in the Medium Term Financial Plan.

1.3 The budget pressures have been able to be mitigated through a combination of successful management actions during the year:

- control of running costs and accelerated savings in asset management £(0.080)m;
- staffing underspends due to the management restructure implemented during the year £(0.086)m;
- one-off income from backdated rent reviews in asset management £(0.253)m.

1.4 A number of EGP budgets are for project related activity, in particular in the areas of Housing Growth, Strategic Planning and Economic Growth. Some of the project-based work started or planned in 2012/13 will now be delivered in the new financial year and associated budgets of £(0.126)m will be carried over in the EGP Reserve accordingly (section 3).

2. Explanation of Variances

- 2.1 The outturn variances are summarised below, with more detail at Appendix 1:
- Shortfall in investment property income of £0.194m due to the on-going adverse effect of the economy, primarily on town centre rents;
 - The determination of the rent review of the Sale Tesco store was confirmed by the arbitrators in August, and income of £(0.132)m was receivable as a one-off, backdated to October 2009;
 - Confirmation of the final 2011/12 rental income from Stretford Arndale by the agents of the owners was received in August, at £(0.077)m higher than had been anticipated;
 - Income from backdated rent reviews in relation to Plymouth Road and Chester Road £(0.044)m;
 - A number of minor underspends across Asset Management running costs and income total £(0.081)m, which includes £(0.024)m relating to staffing. This is a favourable movement of £(0.042)m from the previous report, in particular due to the acceleration of savings approved in February 2013;
 - Planning Application fees income shortfall of £0.076m. This includes the effect of the 15% national increase in planning fees from 22 November 2012;
 - Fee income from housing improvement capital schemes is a net £0.024m less than budget due to a reduced volume of property sales;
 - Other favourable variances of £(0.109)m from staffing vacancies, running costs, and minor income. This includes £(0.086)m relating to the management review undertaken this financial year.

3. Reserves

- 3.1 At the end of 2011/12 the Directorate had (£0.079)m from previous years which was committed on re-phased projects, per the 2011/12 outturn report. After successful procurement processes only £0.041m was utilised in 2012/13 leaving a residual balance of £(0.038)m to be further carried forward.
- 3.2 A number of other project based budgets have been underspent in 2012/13, partly due to the restructure of EGP management throughout the year and partly due natural timing issues across the financial year end. These include Housing Growth, Strategic Planning and Economic Growth. The phasing of these projects has required £(0.126)m of associated budgets to be carried forward to support the continuation of the work into 2013/14.
- 3.3 There is a forecast surplus balance of £(0.313)m at the end of this financial year. This is earmarked to support the ongoing project work above, but also to provide one-off mitigation where income levels continue to be adversely affected by the economic climate, or other budget pressures during the year.

Utilisation of Carry forward Reserve 2012/13	(£000's)
Surplus balance brought forward at 1 April 2012	(79)
Utilised in 2012/13	41
Re-phasing of projects from 2012/13	(126)
Outturn underspend	(149)
(Surplus) Balance after outturn/commitments	(313)

4. Savings

- 4.1 The Council Budget included for £(12.2)m of savings and increased income, of which £(0.591)m related to EGP Directorate. The table below summarises the savings target outturn position:

	Budget target (£000's)	Outturn (£000's)	Variance (£000's)
Increased and new income	(111)	(35)	76
Transformation savings	(120)	(120)	0
Other savings	(360)	(360)	0
Mitigating one-off savings	0	(76)	(76)
Total	(591)	(591)	0

- 4.2 The approved budget included a saving of £0.111m from “*Additional income from locally determined application fees*”. This income has not been achieved due to indefinite delays in national changes in regulations for the setting of planning fees. The adverse variance is part mitigated by the implementation of a national 15% increase in fees from 22 November 2012. Savings from across the Directorate budget were able to fully mitigate the pressure in 2012/13, and the full year effect of the 15% increase is expected to mitigate the saving in full from 2013/14. Planning fees continue to be monitored on a weekly basis throughout the year.

5. Recommendations

- 5.1 It is recommended that:
- The outturn underspend of £(0.149)m for 2012/13 be noted.

Period 12 Outturn revenue expenditure and income variances, and movements from Period 11 monitoring report.

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

Budget Book Format (Objective analysis)	Full Year Budget (£000's)	P12 Outturn (£000's)	P12 Outturn Variance (£000's)	P11 Outturn Variance (£000's)	P11 – P12 Movement (£000's)	Ref
Economic Growth & Prosperity Portfolio						
Asset Management	1,135	995	(140)	(94)	(46)	EGP1
Planning & Building Control	173	233	60	27	33	EGP2
Strategic Planning & Development	659	676	17	25	(8)	EGP2
Economic Development and Regeneration	603	587	(16)	(16)	0	EGP4
Housing Strategy	613	613	0	10	(10)	EGP3
Directorate Strategy & Business Support	186	116	(70)	(51)	(19)	EGP4
Total Outturn Period 12	3,369	3,220	(149)	(99)	(50)	

EGP	P12	P11	P11 – P12	
Business Reason / Area (Subjective analysis)	Outturn Variance (£000's)	Outturn Variance (£000's)	Movement (£000's)	Ref
Asset Management				
Investment Property Rental Income:				
- Stretford Arndale - shortfall	73	77	(4)	
- Stretford Arndale – backdated re 2011/12	(77)	(77)	0	
- Sale Tesco – backdated rent review	(132)	(134)	2	
- Stamford Centre - shortfall	60	35	25	
- Airport - shortfall	1	25	(24)	
- Market Street - shortfall	29	29	0	
- Other properties - shortfall	31	31	0	
- Plymouth Rd & Chester Rd – backdated rent	(44)	(41)	(3)	
Staffing/running cost savings and income	(81)	(39)	(42)	
Sub-total	(140)	(94)	(46)	EGP1
Planning & Building Control				
Delay in implementing new planning regulations	51	27	24	EGP2
AMGA (Dig GM)	9	0	9	
Sub-total	60	27	33	
Strategic Planning & Development				
Delay in implementing new planning regulations	25	25	0	EGP2
Running costs minor variances	(8)	0	(8)	
Sub-total	17	25	(8)	
Economic Growth – staffing vacancies	(16)	(16)	0	EGP4
Housing Strategy				
Housing improvements capital fee income	24	18	6	EGP3
Minor running cost savings	(12)	(8)	(4)	
Income – social housing fraud	(12)	0	(12)	
Sub-total	0	10	(10)	
Directorate staffing – management vacancies	(70)	(51)	(19)	EGP4
Total Period 12	(149)	(99)	(50)	

NOTES ON OUTTURN VARIANCES

EGP1 – Asset Management – Investment properties - £(0.140)m (favourable)

This includes backdated income above expectations of £(0.077)m relating to Stretford Arndale and £(0.132)m from Sale Tesco, as reported in period 5.

For Stretford Arndale, the Agents for the owners have managed to make a number of short term lettings to ensure the number of vacant units is minimised and this has held up gross rental income despite rent reductions on the bigger units of around 40% upon lease renewals. The year-end rental payment notified during August is hence £(0.077)m higher than the £(0.055)m expected.

However, there has still been a decline in gross rent of 12% over the whole Mall in the last 2 years and there is an underlying pressure of £0.073m going forward. The overall shortfall is due to assumptions regarding leases expiring in the Mall and a continuing difficult retail economy, and includes for the effects of the continuing volatile nature of the retail sector. The situation will continue to be monitored as information is received from the managing agents and updates provided. No provision has been made in the outturn for additional income after year end relating to 2012/13. Any income received may not be confirmed by the agents until July/August 2013 but will be fully available to support the base budget in 2013/14.

The determination of the rent review of the Sale Tesco store was also confirmed by the arbitrators in August, and income of £(0.132)m is receivable above expectations. This is a one-off amount backdated to October 2009. Fees of £0.009m to the arbitrators are included within this figure.

The effect of the economy is adversely affecting other rents across the property portfolio, including Stamford Centre £0.060m, Market Street £0.029m, and others £0.031m. This is included in the EGP Medium Term Financial Plan. Airport rent will now be in line with budget following notification in March from Manchester City Council of new rent levels for the next five years, an improvement of £(0.024)m for 2012/13.

Income from backdated rent reviews has been received this month relating to Plymouth Road £(0.025)m and Chester Road £(0.019)m.

There are a number of staffing and minor running cost underspends plus additional SLA income totalling £(0.081)m across Facilities and Asset Management, a favourable movement of £(0.042)m this month.

EGP2 – Planning application fees – income shortfall £0.076m (adverse)

The approved 2012/13 budget included additional income of £(0.111)m across the Directorate based on proposed national changes to planning regulations. These changes have been delayed indefinitely which has put the whole amount of saving at risk. The Government has taken this into account, and implemented a national increase in fees of 15% to bring in line with current prices, effective from 22 November 2012. This was earlier than previously anticipated and helps mitigate the current-year shortfall by a £(0.020)m, and will fully mitigate the shortfall in 2013/14.

Pre application fees were introduced in July this year for which £(0.023)m income has been achieved, and which is £(0.013)m higher than had been predicted in the last report.

Planning and building control fees continue to be monitored on a weekly basis throughout the year.

EGP3 – Housing Strategy – Housing Improvement fee income £0.024m (adverse)

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

EGP4 – Management staff underspends £(0.086)m (favourable)

The Directorate has undergone a complete senior management restructure during the financial year and the timing of staff changes has given rise to an underspend of £(0.086)m. This includes an additional £(0.019)m from last reported due to management vacancies continuing longer than expected.

TRAFFORD MBC

Report to: Transformation & Resources Directorate Management Team
 Date: 8 May 2013
 Report for: Discussion
 Report author: T&R Finance Manager

Revenue Budget Monitoring 2012/13 – Period 12 (April 2012 – March 2013 inclusive)
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1 Outturn

1.1 The current approved revenue budget for the year is £19.735m. The outturn of £19.018m is £(0.717)m below the approved budget. This is a £(0.034)m favourable variance since last month. The cumulative variance for the year ending 31st March 2013 of £(0.717)m favourable to budget is a result of:

£(657)k favourable variance in staffing costs, including £(368)k due to vacancies not being filled in areas where staffing reductions were planned for 2013/14 and £(174)k on senior management arrangements. Savings have also been achieved through some acting up arrangements within the Directorate and in certain areas such as ICT and Communications savings have been made through recruitment freezes during staff restructures. (T&R 1)

£172k adverse variance on legal and court costs, mainly regarding childcare and planning. This overspend would normally be charged to the Legal smoothing reserve but, given the situation regarding the senior management arrangements saving, the cost has been charged to the T&R Revenue budget in the year. (T&R 2)

£(280)k favourable variance in various running costs across the Directorate, particularly £(136)k in Revenues & Benefits and £(79)k in ICT. (T&R 3)

£195k adverse variance in Proceeds of Crime income. Income from Proceeds of Crime continues to be achieved at lower levels and over a longer period of time than originally anticipated. Action has been taken to improve the long term position for the Proceeds of Crime Initiative, including reviewing case loads and working in partnership with GM Police. The underlying shortfall in income will be re-assessed and 2013/14 budgets re-aligned accordingly. (T&R 4)

£84k adverse variance on income for CCTV/ Control Room. Operational issues have delayed the development and marketing of the new CCTV Control Room products. £50k of the new anticipated income stream of £(60)k was not achieved. (T&R 5)

£(32)k favourable variance in the Liability Order income. A year-end review of the provision based on improved collection rates has identified a reduction in the bad debt provision. (T&R 6)

£(199)k favourable movement in other income streams, including £(35)k on Library income, £(42)k on Legal Probation work, £(41)k on Registrars income and £(17)k on Land Charges. (T&R 7)

1.2 The £(34)k net favourable movement in March is a result of:

£12k adverse variance on staff costs.

£(20)k favourable collective minor variances on running costs including scanning costs as a result of the recant back into the Town Hall being lower than forecast.

£(32)k favourable variance on liability order income, mainly due to a reduced requirement for bad debt provision.

£6k adverse collective minor variances on other income streams.

2 MTFP Savings and Increased Income

2.1 The council's overall budget includes £(12.161)m of savings and increased income, of which £(2.027)m relates to T&R.

2.2 All T&R savings and increased income were achieved in the year except £50k of CCTV income. Alternative savings were identified across T&R to offset this shortfall.

	Budget target (£000's)	End of Year Forecast (£000's)	Variance (£000's)
Increased and new income	(146)	(146)	0
Transformation savings	(560)	(510)	50
Financial Management review	(368)	(368)	0
ICT review	(120)	(120)	0
Reduction in ICT contracts	(214)	(214)	0
Reduction in specialist training	(100)	(100)	0
Reduce Community Action Pots	(150)	(150)	0
Reduction in various goods & services	(172)	(172)	0
Other savings	(197)	(247)	(50)
Total	(2,027)	(2,027)	0

3 Reserves

- 3.1 The Directorate has accumulated balances of £(1.009)m brought forward from 2011/12. During 2012/13 £36k of savings in Communications have been earmarked for Summer Events and £10k for the production of the final issue of Trafford Today in June. The table below summarises the movement during 2012/13 and earmarked expenditure in 2013/14:

Table 1: Utilisation of Carry Forward Reserve 2012/13	£000's
Balance b/f 1 April 2012	(1,009)
2012/13 Outturn	(717)
Use of Reserves	338
Remaining Balance at 31 March 2013	(1,388)
Six month's support for Let's Go Global	56
Summer Events	36
Printing of June edition of Trafford Today	10
Remaining Balance at 31 March 2014	(1,286)

- 3.2 In 2013/14 and future years the surplus balance will be used to ensure that the directorate can meet and sustain the challenges of the future, particularly ensuring support for the Transformation Programme.
- 3.3 There has been substantial slippage in the training programme during the evaluation phase of the Council-wide training review. £180k of training underspend has been transferred into the Training Reserve in 2012/13. The training reserve will be used to support the anticipated high demand for training in 2013/14 and minimise the impact of the £200k reduction in training budget.
- 3.4 £121k of unallocated Voluntary Sector Grant funding has been rolled over into 2013/14 using the smoothing reserve which is committed to support neighbourhood funding.
- 3.5 £8k has been transferred into a Mayoral Vehicle Reserve to obviate any requirement for capital funding when the Mayoral vehicle needs replacing. This reserve now totals £16k.

4 Performance Progress

- 4.1 The Transformation & Resources Directorate leads on the delivery of the corporate priority "Low Council Tax and Value for Money". Detailed below is performance at the end of March 2013.

Annual Delivery Plan 2012/13 (this section of the dashboard details the measures for which the portfolio holder / Corporate Director is responsible which specifically support the delivery of corporate objectives)

Corporate Priority	Low Council Tax & Value for Money
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To ensure that the Council can demonstrate it provides efficient effective and economical, value for money services to the people of Trafford, by undertaking the following actions:

- Deliver the Council's Transformation Programme;
- Continue to provide effective use of resources;
- Continue to manage the reputation of the Council and the borough as a whole.

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Key Performance Measure	Outturn 2011/12	Performance Status & Direction of Travel							
		December (Q3)		January		February		March (Q4)	
		Current	Target	Current	Target	Current	Target	Current	Target
Deliver the Council's Transformation Programme									
Minimum reserve level (LCT 15)	£9.21m G	£7.703m ↓	£6m G	£7.799m ↑	£6m G	£6.624 ↓	£6m G	£6.829 ↑	£6m G
Includes all future known commitments identified in the Council Budget Report 20 th February 2013									
Delivery of efficiency and other savings (NI179)	£21.3m G	£12.18m ↑	£12.16m G					£12.18m ↔	£12.16m G
Continue to provide effective use of resources									
Reduce the level of sickness absence (council-wide excluding schools) (Days) (BV12i)	9.93 R	9.72 ↑	9 R	10.18 ↓	9 R	10.23 ↓	9 R	10.02 ↑	9 R
Achieving a higher investment rate than the national average (7 day cash LIBID) (LCT 20)	0.55% G	0.51% ↓	0.1% G	0.5% ↓	0.1% G	0.5% ↔	0.1% G	0.52% ↑	0.1% G
Land Sales Programme (FM 10)	£5.5m	£2.05m ↓	£2m G					£3.03m ↑	£3m G
Receipts for 2011/12 were below target because of delays in completing sales due to planning and legal issues. Some receipts will be received in 2012/13 and the overall programme within the MTFP period is on target.									

Key Performance Measure	Outturn 2011/12	Performance Status & Direction of Travel							
		December (Q3)		January		February		March (Q4)	
		Current	Target	Current	Target	Current	Target	Current	Target
Continue to manage the reputation of the Council and the borough as a whole									
% collected for year - council tax (BV 9)	97.82% G	87.58% ↑	87.06% G	96.57% ↓	96.11% G	97.61% ↓	97.28% G	98.1% ↓	97.8% G
% collected for year - business rates (BV 10)	97.4% A	87.2% ↓	87.38% A	95.93% ↓	95.73% G	97% ↓	96.95% G	97.87% ↓	97.4% G
Average days to recover external debts (LCT 02)	85 R	53 ↓	56 G	33 ↑	56 G	29 ↑	56 G	34 ↓	56 G
There has been a significant improvement in the average number of days taken to recover external debt. However, the recent step in performance is largely due to inclusion of the Academies invoices in the calculation.									
Increase the % of all calls that will be answered within 20 seconds (LCT09)	81% G	89% ↓	80% G	92% ↑	80% G	91% ↓	80% G	81% ↓	80% G
Reduce the % of lost calls to the Access Trafford contact centre (LCT 10)	6% G	4% ↓	5% G	1% ↑	5% G	1% ↔	5% G	3% ↓	5% G
Percentage of Housing Benefit Overpayments collected (LCT 16)	63.1% A	68.74% ↓	70% A	66.15% ↓	70% A	68.72% ↑	70% A	67.7% ↓	70% A
<p>The outturn for 2012/13 has considerably improved since this time last year.</p> <p>The 70% in year target has been difficult to achieve. During 2012/13 training was provided and the recovery team is now generic and can collect both Council Tax arrears and Housing Benefit Overpayments. A full recovery programme planned for 2013/14 and we intend to implement additional recovery procedures to improve collection.</p> <p>The budgeted income from the recovery of overpaid Housing Benefit is £954k in 2012/13. We have collected £1.3m consequently there will be no effect on the Council's financial resource.</p> <p>The recovery program will be adhered to and we are undertaking proceedings each month against debtors. Additionally close monitoring of the debt raised will take place to ensure that the level of overpayments is minimised in the first place. This will assist with the overall collection performance.</p> <p>This work will be carried out using current resource levels.</p>									
To actively investigate allegations of benefit fraud and ensure where suitable that sanctions and/or prosecutions are enforced (LCT 17)	79 G	54 ↓	56 A					78 ↑	72 G
Conduct and conclude investigations into alleged benefit fraud that identify more serious abuses (i.e. high yield) of the benefits system (total overpayments £) (LCT 18)	£619,052 G	£463,470 ↑	£450k G					£643,891 ↓	£600k G
Average time to process Housing /Council Tax Benefit new claims and change events (Days) (NI 181)	7.16 G	7.12 ↓	7.5 G	7.3 ↓	7.5 G	6.91 ↑	7.5 G	7.23 ↓	7.5 G

Appendix 1

Period 12 Forecasted Outturn revenue expenditure and income variances and movements from Period 11 monitoring report

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

Budget Book Format (Objective analysis)	Full Year Budget (£000's)	P12 Forecast Outturn (£000's)	P12 Outturn variance (£000's)	P11 Outturn variance (£000's)	P11 to P12 movement (£000's)	Note ref
Transformation and Resources Portfolio						
Legal & Democratic	1,943	2,029	86	116	(30)	T&R 2,7
Communications & Customer Services	7,598	7,189	(409)	(427)	18	T&R 1,3,7
Partnerships & Performance	2,943	2,982	39	33	6	T&R 1,5
Strategic Human Resources	3,023	2,894	(129)	(146)	17	T&R 1,3
Corporate Leadership and Support	401	214	(187)	(173)	(14)	T&R 1
sub-total	15,908	15,308	(600)	(597)	(3)	
Finance Portfolio						
Finance Services	3,827	3,710	(117)	(86)	(31)	T&R 1,3,4,6
sub-total	3,827	3,710	(117)	(86)	(31)	
Total	19,735	19,018	(717)	(683)	(34)	

Business Reason / Area (Subjective analysis)	P12 Outturn variance (£000's)	P11 Outturn variance (£000's)	P11 to P12 movement (£000's)	Note Ref
Management of Vacancies	(657)	(669)	12	T&R 1
Legal & Court costs	172	154	18	T&R 2
Running costs	(280)	(242)	(38)	T&R 3
Proceeds of Crime income	195	196	(1)	T&R 4
CCTV/ Control Room	84	89	(5)	T&R 5
Liability Order income	(32)	0	(32)	T&R 6
Other Income	(199)	(211)	12	T&R 7
Total	(717)	(683)	(34)	

TRAFFORD MBC

Report to: Director of Finance
 Date: 16 May 2013
 Report for: Information
 Report author: Head of Financial Management

Report Title

**Revenue Budget Monitoring 2012/13 – Draft Period 12 Outturn - Council-Wide Budgets
 (April 2012 to March 2013 inclusive)**

1 Draft Outturn Forecast

- 1.1 At the time of writing the accounts have been closed on the best estimates available for the following items that are subject to final adjustments:

Carbon Reduction Allowances; £0.053m costs against a budget of £0.056m, based on recharges to schools of £(0.203)m. Final costs and schools charges subject to audit.

Municipal Mutual Insurance ‘claw back’; at the time of the budget it was known that the Council would need to contribute to previous claims paid on its behalf in the region of 15%, as the assets of MMI are insufficient to cover current and future estimated liabilities. The advised claw back amount at 15% of £0.419m will be a new provision charged to the 2012/13 accounts. The potential maximum liability has been advised to be in the region of a further £0.4m, and this along with other matters will be considered when determining the level of insurance reserves.

- 1.2 The current approved revenue budget for the year is £25.406m. The outturn forecast is £24.402m, which is £(1.004)m under the budget, a favourable movement of £(0.454)m since the last report.
- 1.3 Appendix 1 details by variance area the projected outturn as compared to the approved revenue budget, with the main variances being;

Provision for bad debts; due to exceptional general debtor collection performance, particularly for debt outstanding from the previous financial year, the amount set aside for bad debt can be reduced. After making adequate provision for Housing Benefit debtors and charges for the MMI claw back provision there is a net underspend of £(0.220)m.

Treasury Management: £(0.325)m of debt charges were avoided, and increased balances and investment rates generated a further £(0.156)m. Part of the month on month variance of £(0.038)m is a small increase in Airport dividend of £(0.006)m;

External audit fees £(0.098)m; relating mainly to a reduction in the standard audit fee;

Seventeen Right-To-Buy sales of ex-Council Houses, £(0.170)m, of which nine sales were notified after year end and constitute the main month on month variance at £(0.090)m;

Additional AGMA projects and a reduction in funding sources have resulted in additional costs to the Council of £0.047m;

Reduced Council Tax and Housing Benefit subsidy £0.020m, a minor variance compared to the £78m budget;

There were a number of other minor variances across Council Wide budgets in the sum of £(0.102)m for the year, with a month on month variance of £(0.106)m. Many of these budgets can only be assessed at the end of the year, and include for such matters as the Coroners Service which is operated by Stockport Council.

2 MTFP Savings and increased income

- 2.1 The Council-wide budget includes a saving target of £(0.231)m from the overall Council budget of £(12.2)m for savings and increased income. The savings target was fully met at year end:

	Budget target (£000's)	End of Year Forecast (£000's)	Variance (£000's)
Increased and new income	0	0	0
Transformation savings	0	0	0
Other savings	(231)	(231)	0
Total	(231)	(231)	0

3 Service carry-forward reserve and Recommendations

- 3.1 The underspend within Council-wide budgets is transferred to the General Reserve, as detailed in the summary report. Within this the underspend for the Coroners Service of £(0.030)m is carried forward as commitment so that funds are available in much the same way as they are for service reserves; and in this case to deal with the unusual activity in 2013/14 of temporary accommodation and court room rental whilst the existing accommodation at Mount Tabor is made fit for purpose.

Period 12 Draft Outturn revenue expenditure and income variances, and movements from Period 11 monitoring report

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

Budget Book Format (Objective analysis)	Full Year Budget (£000's)	P12 Draft Outturn (£000's)	P12 Draft Outturn variance (£000's)	P11 Outturn variance (£000's)	P11 to P12 movement (£000's)	Ref
Finance Portfolio						
Precepts, Levies & Subscriptions	16,568	16,617	49	47	2	C-W4
Provisions (bad debts, pensions, property rates)	1,745	1,504	(241)		(241)	C-W1
Treasury Management	9,051	8,570	(481)	(443)	(38)	C-W2
Insurance	647	647				
Members Expenses	942	913	(29)		(29)	
Grants	(3,627)	(3,657)	(30)		(30)	
Other Centrally held budgets	80	(192)	(272)	(154)	(118)	C-W3
Total	25,406	24,402	(1,004)	(550)	(454)	

Business Reason / Area (Subjective analysis)	P12 Draft Outturn variance (£000's)	P11 Outturn variance (£000's)	P11 to P12 movement (£000's)	Ref
Provision for bad debts	(220)	0	(220)	C-W1
Treasury Management:				
- Investment Income	(156)	(106)	(50)	C-W2
- Debt Management cost savings	(325)	(337)	12	C-W2
Other Centrally held budgets				
- External audit fees	(98)	(106)	8	C-W3
- Right-To-Buy sales	(170)	(80)	(90)	C-W3
- Housing Benefit subsidy	20	20		C-W3
- Other minor variances	(24)	12	(36)	C-W3
Precepts, Levies & Subscriptions				
- AGMA Budgets	47	47		C-W4
- Other minor variances	2		2	C-W4
- Other minor variances	(80)		(80)	
Total	(1,004)	(550)	(454)	

NOTES ON PROJECTED VARIANCES

C-W1 – Provision for bad debts - £(0.220)m (favourable), a movement of £(0.220)m since the last report.

There has been exceptional general debtor collection performance during the year, not only on debt raised during the year, but particularly on the previous year's debt balance. These general debtors relate to charges to individuals or organisations for the supply of goods and services by the Council.

After adequate assessment of other debt provisions, particularly for Housing Benefits, the combined reduction in the bad debt provision and available budget was an underspend of £(0.639)m. With such a sum being available, the MMI claw back provision of £0.419m has been charged to this account, rather than using reserves unnecessarily. The insurance reserve will now also hold for claw back above the currently estimated 15%.

C-W2 – Treasury Management - £(0.481)m (favourable), a movement of £(0.038)m since the last report.

A rephasing of schemes within the Council's Capital Investment Programme, funded by prudential borrowing, was incurred in the final quarter of 2011/12. This has resulted in a one-off reduction in the amount the Council has to set aside in order to repay debt in 2012/13, £(0.021)m.

In response to the continuing uncertainty of the worldwide economic climate, counterparty security and borrowing rates being considerably higher than investment rates, the new long term borrowing planned to be taken during the last part of the year, was not taken thereby generating a saving of £(0.314)m in interest payable. This course of action was undertaken in accordance with advice obtained from the Council's external treasury management consultants.

Adjustments to the capital programme and the receipt of capital grants ahead of expenditure has improved cash flow, generating £(0.120)m, and improved interest rates a further £(0.020)m.

There has also been an additional share dividend of £(0.006)m received from Manchester International Airport.

C-W3 – Other Centrally held budgets - £(0.272)m favourable

The Audit Commission fees for 2012/13 have substantially reduced by £(0.098)m, in particular relating to the standard audit fee, £(0.106)m, due in part to the Council's good quality financial management.

There has also been seventeen Right-To-Buy sales of ex-Council Houses by Trafford Housing Trust, which are not budgeted for, generating income of £(0.170)m to the Council.

Council Tax and Housing Benefit subsidy – minor loss of subsidy of £0.020m on a combined budget of £78m.

Other minor variances of £(0.024)m.

C-W4 – Precepts, Levies & Subscriptions - £0.049m adverse

A number of projects have been re-prioritised by AGMA in 2012/13 and budgets have been re-aligned accordingly. This includes new and revised projects being funded from savings elsewhere within AGMA budgets. However, the total amount due to Lead authorities is higher than expected, £0.047m. Other minor variances of £0.002m.

TRAFFORD BOROUGH COUNCIL

Report to: Executive 24 June 2013
Report for: Decision
Report of: The Executive Member for Finance and the Director of Finance

Report Title

CAPITAL INVESTMENT PROGRAMME 2012/13 OUTTURN

Summary

The report summarises the outturn position for 2012/13 and the consequential impact on the Medium Term Financial Plan 2013/16.

Capital expenditure for 2012/13 amounted to £58.0m, equivalent to 91% of revised Q3 budget of £63.9m. This performance increases to 95% after adjusting for budgets that the Council has no direct control over (See Paragraph 5). The variance of £5.9m can be explained by a number of factors that are detailed in the report (Paragraph 4).

Net re-profiling of £6.0m will increase the Capital Investment Programme in later years.

Recommendation(s)

The Executive is requested to

Note this summary report
Approve the changes to the 2013/16 Programme
Approve the additional expenditure, listed in Appendix B, in accordance with Financial Procedure Rule No. 4
Note the outturn of the prudential indicators for 2012/13 as set out in paragraph 15 and Appendix C.

Contact person for access to background papers and further information:

Name: Graeme Bentley
Extension: 4336

Background Papers – None.

Capital Expenditure 2012/13

1. The original budget for 2012/13 was approved at £61.8m in February 2012. During the year minimal re-phasing has been reported with the majority of schemes being delivered on programme. The main changes to the budget are additions, for example Local Authority Mortgage Scheme at £2m and new grant awards giving a projected budget of £63.9m as referred to in section 4.
2. Capital expenditure of £58.0m was incurred in 2012/13 on a number of key capital projects. Some of the main highlights included:

School Improvements - £18.3m:-

- § St.Ambrose College : Rebuild - £7.0m
- § Primary Capital Programme - £5.2m
- § Improvements via Devolved Formula Capital - £0.7m
- § Stretford High School – Sports Facilities - £2.1m
- § Capital Maintenance Grant works - £3.3m

Major building works on Public & Operational Buildings - £17.7m (incl long term accommodation)

Regeneration Projects - £10.0m (Incl LCCC redevelopment)

Highway Related Improvements - £4.7m

Adult Social Services - £2.8m (incl Disabled Facility Grants and specialist housing)

Local Authority Mortgage Scheme - £2.0m

Sport, Recreation & Culture - £1.3m

ICT Investment £ 0.5m

Waste Recycling Initiatives - £0.3m

Financing of Capital Expenditure

2. The expenditure was financed from grants and external contributions, supplemented by borrowing, receipts derived from the sale of surplus assets and a small level of specific reserves. The actual levels applied are shown below:-

<i>Financing of Capital Expenditure 2012/13</i>	Projected £m	Actual £m
Internal Resources		
Capital Receipts	15.0	13.8
LSVT VAT Receipts	2.0	2.0
Specific Reserves	1.8	0.3
Borrowing	21.3	19.8
Sub-Total	40.1	35.9
External Resources		
Grants & Contributions	23.8	22.1
Total	63.9	58.0

3. Sufficient capital resources will be available to cover all the expenditure re-profiled from 2012/13 to later years. The actual use of capital receipts is lower than projected due to some rephasing of expenditure on specific schemes and receipts will be carried forward on the balance sheet. No grants and contributions are at risk of clawback and will therefore be available in later years. The lower than projected borrowing will lead to a temporary reduction in minimum revenue provision (repayment of debt) of approximately £20,000 in 2013/14 compared to the MTFP estimate.

Explanation of major variances

4. The Executive approved a projected budget of £63.9m as at quarter 3. Each year capital expenditure is reviewed to ensure it meets the statutory definition of such expenditure. This review identified some small items that should be charged to revenue with an appropriate adjustment from capital reserves. These were mainly on decant/recant related costs associated with the Long Term Accommodation scheme. Overall this has no adverse impact of Council budgets.

Actual Capital Expenditure compared to Revised Budget 2012/13	£m
Q3 Projected Budget	63.9
Adjustment for revenue expenditure	(0.3)
Revised 2012/13 Budget	63.6
Actual	58.0
Variance	(5.6)

5. The level of capital expenditure equated to 91% of the adjusted budget and the variance is summarised in the table below. Included in the variance are a number of schemes where the Council has limited control over the phasing of expenditure, for example Schools Devolved Formula capital and land assembly schemes and after adjusting for these outturn performance increases to 95%.
6. A summary of the major variances is shown below. Appendix A provides an analysis of variance at a service level whilst Appendix B details variances at an individual scheme level.

Actual Capital Expenditure 2012/13	£m
Variance	(5.6)
Explained By:-	
Re-profiling to future years (Appendix B, pages 8-9)	(9.6)
Acceleration (Appendix B, page 9)	3.6
Additional Expenditure (Appendix B, page 10)	0.7
Savings (Appendix B, page 10)	(0.3)
Total	(5.6)

7. A number of schemes required re-profiling to 2013/14 and in a number of cases management action was taken to accelerate expenditure on other priority projects. Specific explanations are provided in the service analyses in Paragraphs 10 – 14.
8. Total additional expenditure of £721k has been incurred of which £529k relates to highway works on residential and commercial developments undertaken by the Council and funded by the developers. Savings total £288k, but £65k of these were supported by specific reserves. The remaining savings exceed the additional expenditure by £31k.
9. There is no material change to the overall resourcing position for the Capital Programme which was reported to the Executive in February.

Explanation of Service Area performance and variances

Children and Young People

10. Expenditure of £18.3m has been incurred which represents 98% of the budget. The result of this is net re-profiling of £0.4m to 2013/14 and later years. Further details of these variations are shown in Appendix B.

Communities and Wellbeing

11. Expenditure of £2.8m has been incurred which represents 74% of the £3.8m budget. The variance relates primarily to:

Social Care – Replacement ICT System: £1.1m re-profiled to 2013/14 due to links with other major ICT projects and changes from the original scope of the scheme.

Disabled Facilities Grants: Pressure on this budget continues to grow as the number of grant awards has increased and new procurement framework has reduced the time in which grants are completed. As a result £261k will be adjusted from the 2013/14 allocation. A number of measures have been undertaken to control the cost of mandatory DFG's including a new procurement framework which reduced the average cost per award and further measures continue to be assessed.

Economic Growth and Prosperity

12. Expenditure of £30.7m has been incurred which represents 93% of budget. The variance of £2.0m relates to a number of schemes with the major variances being:-

Lancashire County Cricket Club (LCCC) Development: Variance of £1.3m has been re-phased to 2013/14 due to the value of drawdown claims from LCCC being less than originally advised. The programme and completion date are still within the required timeframe for delivering the project on target in 2013.

Altair Development, Altrincham – Variance of £0.6m due to ongoing land assembly issues has resulted in re-phasing to later years.

Environment, Transport and Operations

13. Expenditure of £5.6m which represents 86% of budget. Across the Service there were a number of variations resulting in net re-profiling of £1.4m with £1.1m of this relating to highways schemes. Further details of these variations are shown in Appendix B.

Transformation and Resources

14. Expenditure of £0.5m has been incurred which equates to 28% of the budget. The variance of £1.3m relates to the re-phasing of budgets across the service area including:-

HR/Payroll System (SWiTch) – The scheme is now complete and a saving of £0.4m has been made. It is intended to utilise this saving to support the CRM system upgrade project in 2013/14, if required.

ICT Projects – Variance £0.6m - net rephasing across a number of projects including EDRMS, CRM and Agile Working projects, due to delaying the start of schemes in light of the relocation of the ICT Service from Friars Court to the new Town Hall facility.

Prudential Indicators

15. The Council is required to maintain these indicators which are designed to show that its capital expenditure plans are prudent, affordable and sustainable. Detailed in Appendix C are the actual capital programme related indicators agreed in February 2012, and updated in February 2013. No indicators were breached in 2012/13.

Conclusions & Recommendations

16. The report has identified the impact of the capital expenditure outturn in 2012/13. The Executive is requested to:-

Note this summary report
Approve the changes to the 2013/16 Programme
Approve the overspends, listed in Appendix B, in accordance with Financial Procedure Rule No.4
Approve the actual prudential indicators for 2012/13 as set out in Appendix C.

Relationship to Policy Framework/Corporate Priorities	Value for Money
Financial	Capital expenditure has been contained within available resources in 2012/13.
Legal Implications:	None arising out of this report
Equality/Diversity Implications	None arising out of this report
Sustainability Implications	None arising out of this report
Staffing/E-Government/Asset Management Implications	A number of improvement schemes undertaken in 2012/13 were completed.
Risk Management Implications	Not Applicable
Health and Safety Implications	A number of schemes were undertaken in 2012/13 on the grounds of health and safety.

Other Options

There are no options in this report.

Consultation

N/A

Reasons for Recommendation

To ensure that key information on the Capital Investment Programme is noted by the Executive.

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

Legal Officer Clearance ...MJ.....

DIRECTOR OF FINANCE SIGNATURE : Appended in hard copy.

APPENDIX A

CAPITAL OUTTURN 2012/13

The Council spent £58.0m on capital schemes last year. A summary analysis of this by service area is shown below, together with further detail on re-profiling, acceleration, overspending and savings.

Service Area	Updated Budget 2012/13 £'000	Outturn 2012/13 £'000	Variance £'000	← Variance Explained By →			
				Re- Profiling £'000	Accel. £'000	Add'n Expend £'000	Saving £'000
Children & Young People	18,770	18,332	(438)	(2,482)	2,040	4	
Communities & Wellbeing	3,801	2,796	(1,005)	(1,272)	261	8	(2)
Economic Growth & Prosperity	32,682	30,709	(1,973)	(2,920)	822	125	
Environment , Transport & Operations	6,532	5,613	(919)	(1,788)	432	584	(147)
Transformation and Resources	1,786	506	(1,280)	(1,141)			(139)
Total	63,571	57,956	(5,615)	(9,603)	3,555	721	(288)

Explanation of Major Variances

Re-Profiling £9.6m	£000	Explanation
CYPS		
Devolved Formula Capital	729	Each school allocated annual budgets to be spent within 3 years as they require. LEA has no control over when budgets are spent.
Primary Capital Programme	476	A number of minor re-profilings to cover retentions of completed schemes providing additional primary school places.
Schools Access Initiatives	298	Budget to provide specific access facilities for pupils – No schemes required in year.
Schools Maintenance Schemes	273	Works at Cherry Manor PRU delayed due to review of PRU provision and budget for Health & Safety works not required in year.
St.Ambrose College	211	Scheme complete – re-profiling required for retentions payable in 2013/14
Aiming Higher – Short Breaks Grant	124	Grant to provide short breaks for severely disabled children through access to equipment, adaptations & facilities. The award only received in October 2012. Grant use deadline is August 2013.
CYPS – ICT Developments	110	Linked to the replacement ICT Social Care system which is to be introduced in the next financial year (see below)
C&W		
Social Care – Replacement ICT System	1,097	Re-profiled to 2013/14 to due to a re-assessment of the system specifications to ensure it is integrated with CYPS & Health services.
Establishments – development projects	146	Works at Ascot House, Meadowside and in conjunction with Trafford Provider Services have been delayed due to requirement to re-assess the work to be undertaken.
EG&P		
Lancashire CCC - Development	1,332	Scheme undertaken by LCCC - drawdown claims were less than originally advised.
Altair Development, Altrincham	615	Negotiations in respect of CPO costs & site purchases have delayed completion.
Mechanical & Electrical Works	142	A number of schemes planned for 2012/13 required reprogramming due to changes in service requirements.
Public Building Repairs	352	A number of schemes planned for 2012/13 required reprogramming due to changes in service requirements.
Bringing Town Centres Alive	148	£150k budget includes £100k High Street Innovation Fund Grant. Budgets allocated to each town centre and re-profiled until public realm strategies are complete.

Affordable Housing – Roseneath Rd, Urmston	108	Original development no longer proceeding. This scheme supported by S.106 and work is being undertaken to identify a new scheme in 2013/14 in conjunction with a registered social landlord
ET&O		
Altrincham Interchange	500	Contribution not yet claimed by TfGM.
Integrated Transport Schemes	337	Includes Congestion Performance, Better Bus and Bridgewater Way projects.
Pay & Display Equipment	161	Scheme to be undertaken following the completion of the enforcement review.
Public Realm Improvements	333	Town Centre studies & public consultation still ongoing.
Housing CPO & Empty Property Initiatives Grants	183	This year it has not been possible to conclude agreements with property owners to fund suitable empty property projects. Projects are in the pipeline to be committed in 13/14 to assist in delivering the empty property strategy.
T&R		
Electronic Data Records System (EDRMS)	270	Start delayed whilst review of potential alternative options was undertaken.
HR Payroll – SwiTch	413	Saving on scheme earmarked for use towards CRM upgrade project
Other ICT Projects	332	Schemes to proceed once ICT service has relocated to new Town Hall facility

Acceleration £3.6m	£000	Explanation
CYPS		
Worthington Primary School	1,019	Project to rebuild the school has progressed far better than anticipated.
Kings Road Primary School	380	Project to provide additional places has progressed far better than anticipated.
Schools Capital Maintenance Works	530	Projects originally phased to complete in 2013/14 were completed ahead of schedule in time for the new school year in September.
C&W		
Disabled Facilities Grants	261	Continuing pressure has resulted in additional grant payments of £261k.
EG&P		
Long Term Accommodation	597	Scheme completed on time and within budget
Housing Growth Points	105	Reflects efforts to bring surplus sites to market faster.
ET&O		
Various Highways schemes	374	A number of projects including a major junction improvement project in Carrington have been delivered faster than anticipated.
Food Waste Collection Equipment	32	Reflects the purchase of containers for the new food waste scheme.

Additional Expenditure £0.7m	£000	Explanation
EG&P		
Wharfside Promenade	84	Additional expenditure has been incurred caused by an expansion of the scope of the original scheme such that other complementary works could be undertaken (£44k) and as a result of changes in access arrangements (£69k). The final scheme cost of £313k exceeded budget by £113k, of which £29k was financed from developer contributions in 2011/12.
ET&O		
Section 278 agreements	529	Relates to highway works on residential and commercial developments undertaken by the Council and funded by the developer.

Savings £0.3m	£000	Explanation
ET&O		
Crematorium – EPA emission abatement	56	Scheme completed under budget.
T&R		
Coroners Accommodation	98	Trafford contribution no longer required.
ICT Projects	41	3 schemes completed for less than budget.

APPENDIX C

Prudential Indicators – Actual 2012/13

The figures below show the Council's actual prudential indicators for 2012/13 compared to estimate.

Indicator 1: CAPITAL EXPENDITURE	2011/12 Actual	2012/13 Original Estimate	2012/13 Revised Estimate	2012/13 Actual
	£'000	£'000	£'000	£'000
Total Expenditure	54,790	61,821	63,571	57,956

Explanation of variances are given in the Appendices A & B

Indicator 2: CAPITAL FINANCING REQUIREMENT	31/3/12 Actual	31/3/13 Original Estimate	31/3/13 Revised Estimate	31/3/13 Actual
	£'000	£'000	£'000	£'000
General Fund	132,337	149,408	149,258	147,632

This is the Council's underlying need to borrow for a capital purpose. The table above reflects the estimated need to borrow for capital investment i.e. the anticipated level of capital expenditure not financed from capital grants and contributions, revenue or capital receipts.

Indicator 3: FINANCING COSTS TO NET REVENUE STREAM	2011/12 Actual	2012/13 Original Estimate	2012/13 Revised Estimate	2012/13 Actual
	%	%	%	%
General Fund	6.1	6.7	6.2	6.1

This indicator shows the net borrowing costs and minimum revenue provision as a percentage of the Council's net revenue budget.

Indicator 4: Incremental impact on Band D council tax and housing rents	2011/12 Actual	2012/13 Original Estimate	2012/13 Revised Estimate	2012/13 Actual
	£	£	£	£
Council Tax – Band D	1.19	9.60	5.25	4.79

The actual position for 2012/13 reflects the treasury management decisions taken to defer borrowing until suitable market condition exist.

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TRAFFORD BOROUGH COUNCIL

Report to: Executive 24 June 2013
Accounts & Audit Committee 27 June 2013
Council Meeting 10 July 2013

Report for: Decision

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

Treasury Management Annual Performance 2012/13 Report

Summary

In accordance with the CIPFA Code of Practice, as adopted by the Council, this report has been prepared to review treasury activities for the past financial year.

During 2012/13 the Council complied with its legislative and regulatory requirements, including compliance with all treasury management prudential indicators.

No new borrowings were undertaken in the year to finance the capital programme and at 31 March 2013 the Council's external debt was £100.5m (£100.7m at 31 March 2012) and investments totalled £52.2m (£76.6m at 31 March 2012).

Investment activity undertaken during 2012/13 resulted in the placement of 302 investments totalling £570m spread over 24 institutions. This compares to the 2011/12 activity when 395 investments were placed totalling £624m in 29 institutions.

During the year and as a result of the above actions, a saving against the treasury management budget of £(0.5m) occurred. This was due to increase in investment interest earned of £(0.2m) and savings in external loan interest payable of £(0.3m).

Recommendations

That the Executive and the Accounts & Audit Committee advise the Council;

1. of the Treasury Management activities undertaken in 2012/13,
2. that no prudential limits were breached during 2012/13,
3. that both the CIPFA Code of Practice on Treasury Management and CIPFA Prudential Code for Capital Finance were fully complied with.

Contact person for background papers:
Graham Perkins – Technical Accountant - Extension: 4017

Background papers: None

Relationship to Policy Framework/Corporate Priorities	Value for Money
Financial	In 2012/13 the Council paid loan interest of £5.3m and received £0.7m from money market investments.
Legal Implications:	No legal implications arising from this report
Equality/Diversity Implications	Not applicable
Sustainability Implications	Not applicable
Staffing/E-Government/Asset Management Implications	Not applicable
Risk Management Implications	The monitoring and control of risk underpins all treasury management activities. The main risks are of adverse or unforeseen fluctuations in interest rates and security of capital sums.
Health & Wellbeing Implications	
Health and Safety Implications	Not applicable

1. INTRODUCTION AND BACKGROUND

- 1.1 The Council is required through regulations issued under the Local Government Act 2003, to produce an annual treasury report reviewing treasury management activities and the actual prudential and treasury indicators for 2012/13. This report meets the requirements of both the CIPFA Code of Practice on Treasury Management (the Code) and the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code).
- 1.2 In 2012/13, the Accounts & Audit Committee together with the Executive and Full Council received the following reports:
- annual treasury strategy for the year ahead (February 2012)
 - mid-year update report (November 2012)
 - annual report describing the activity undertaken compared to the strategy (June 2013 i.e. this report)
- 1.3 The figures in this report are based on the actual amounts borrowed and invested and as such will differ from those stated in the final accounts which are shown in compliance with International Financial Reporting Standards.
- 1.4 The report comprises of the following sections;
- Economic background & impact on the Strategy(Section 2),
 - Treasury Position (Section 3),
 - Borrowing Position (Section 4),
 - Investment Position (Section 5),
 - Prudential and Performance indicators (Section 6),
 - Conclusions and Recommendations (Section 7),
 - Post 2012/13 events update (Section 8),
 - Appendices.

2. ECONOMIC BACKGROUND & IMPACT ON 2012/13 STRATEGY

- 2.1 The challenging economic conditions of the previous years continued throughout 2012/13 and a brief summary of the main events which occurred during the year are highlighted below:

UK: -

- economic growth (GDP) remained relatively static for the year increasing by 0.5% primarily due to the Olympics & Jubilee celebrations,
- consumer expenditure remained subdued,
- exports remained weak especially to the country's biggest customer - the European Union,
- the Monetary Policy Committee (a) increased quantitative easing by £50bn in July to a total of £375bn, (b) maintained Bank Rate at 0.5% and (c) introduced the Funding for Lending Scheme in July. This resulted in cheap credit being made available to banks causing market investment rates to fall sharply in the second half of the year,
- Consumer Price inflation remained above the 2% Government target, starting the year at 3.0% and finishing at 2.8% in March,
- the coalition Government maintained its tight fiscal policy stance against a background of warnings from the credit rating agencies in the event Moody's and Fitch, downgrading the UK's AAA credit rating to AA1 (23/02/13) and AA+ (19.04.13) respectively.

EU:-

- the sovereign debt crisis continued to dominate the headlines during the year,
- Greece received a second bailout of €110bn in December, payable in tranches depending on their performance with a further third tranche of €30bn also being agreed,
- a major crisis in Cyprus towards the end of the year resulted in a €10bn loan package being agreed,

- Spanish banks received during the summer, a €100bn package of support

Rest of the World:-

- US – GDP growth was close to 3% with signs of the housing market improving starting to appear. The agreement reached on 1st January 2013 to avert some of the “fiscal cliff” reduces the risk of a further recession being encountered.
- China - economic growth slowed due to difficulties being experienced in its exports to the western markets.

- 2.2 Continued uncertainty in the aftermath of the 2008 financial crisis as highlighted above promoted a cautious approach in our operations. With investments continuing to be dominated by counterparty risk considerations and a reduction in market rates due to the Funding for Lending scheme, cash balances continue to attract relatively low returns compared to borrowing rates.
- 2.3 The expectation for interest rates within the strategy for 2012/13 anticipated low but rising Bank Rate (starting in quarter 4 of 2014) with similar gradual rises in medium and longer term fixed borrowing rates over 2012/13. This forecast rise has now been pushed back to a start in quarter1 2015 at the earliest.
- 2.4 The actual movement in interest rates when compared to the expectations in the strategy are shown below and a more detailed analysis detailing how investment rates moved during the course of the year is provided at Appendix A;

	2012/13	1 April 2012	31 March 2013	2012/13
	Forecast Average	Actual	Actual	Actual Average
	%	%	%	%
UK Bank Rate	0.50	0.50	0.50	0.50
Investment Rates				
3 month	0.70	1.03	0.51	0.69
1 Year	1.60	1.86	0.91	1.33
Loan Rates				
5 Year	2.40	2.10	1.75	1.85
25 Year	4.30	4.39	4.07	4.09

For reference, the 2012/13 budget assumed an average investment rate of 1.00% and that any new borrowing would be undertaken at a maximum rate of 5%.

3. TREASURY POSITION

- 3.1 The Council’s debt and investment position is controlled in order to ensure that security of funds and adequate liquidity for revenue and capital activities maintained at all times. This function is undertaken by the Council’s Treasury Management team. Procedures and controls to achieve these objectives are well established both through Member reporting and officer activity.
- 3.2 The maturity structure of the debt portfolio was as follows:

	31 March 2013 Actual	31 March 2012 Actual
Under 12 months	£3.1m	£0.3m
12 months and within 24 months	£2.4m	£3.1m
24 months and within 5 years	£8.2m	£7.9m
5 years and within 10 years	£15.5m	£14.3m
10 years and above	£71.3m	£75.1m
Total	£100.5m	£100.7m

3.3 The maturity structure of the investment portfolio was as follows:

	31 March 2013 Actual	31 March 2012 Actual
Instant Access	£19.8m	£27.3m
Under 1 year	£32.4m	£49.3m
Total	£52.2m	£76.6m

3.4 At the beginning and end of 2012/13 the Council's treasury position was as follows:

	31 March 2013 Principal	Total	Interest Rate	31 March 2012 Principal	Total	Interest Rate
DEBT						
Fixed rate:						
-PWLB	£44.5m			£44.7m		
-Market	£25.0m	£69.5m	5.55%	£25.0m	£69.7m	5.56%
Variable rate:						
-PWLB	£0m			£0m		
-Market	£31.0m	£31.0m	4.58%	£31.0m	£31.0m	4.58%
Total debt		£100.5m	5.25%		£100.7m	5.26%
Capital Financing Requirement (to finance past capital expenditure)		£147.6m			£132.3m	
Over/ (under) borrowing		(£47.1m)			(£31.6m)	
INVESTMENTS						
- Fixed rate	£32.4m			£49.3m		
- Variable rate	£19.8m			£27.3m		
Total investments		£52.2m	0.88%		£76.6m	1.12%

4. BORROWING POSITION

- 4.1 As at 31 March 2013 the Council's level of external debt was £100.5m, a profile of which can be found at Appendix B. Of this debt, £1.1m is administered on behalf of Greater Manchester Probation Service which leaves £99.4m in respect of the Council's own long term requirement.
- 4.2 During 2012/13 in response to the continuing interest rate differential between the cost of long term debt (4% to 5.5%) and the return available from short term investments (under 1%) and investment counterparty risk, the Council followed a strategy of borrowing internally (using cash backed reserves). This course of action saved the Council £(0.3)m in debt interest in the year and was undertaken in conjunction with advice obtained from the Council's external advisers Sector
- 4.3 No rescheduling on any of the Council's loans was undertaken in the year as the average differential between PWLB new borrowing rates and premature repayment rates of 1% made rescheduling unviable, due to the high the breakage costs (premium) payable.

5. INVESTMENT POSITION

- 5.1 The Council's investment policy is governed by CLG guidance, which was implemented in the annual investment strategy approved by Council on 22 February 2012. This policy sets out the approach for choosing investment counterparties, and is based on credit ratings provided by the three main credit rating agencies supplemented by additional market data (such as rating outlooks, credit default swaps, bank share prices etc.).
- 5.2 The investment activity during the year conformed to the approved strategy, and the Council had no liquidity difficulties.
- 5.3 The Council's main bank account, held with the Co-operative Bank, is non-interest bearing and consequently if no investments were undertaken by the Council's in house treasury management team, the Council would lose a substantial amount of income. During 2012/13 an investment rate of return was 0.88% was achieved through proactive investment management generating £(0.7m) of interest, which was 0.49% or £(0.4m) above the comparable performance indicator of the average 7-day London Interbank BID (LIBID) rate, of 0.39% and £(0.2m) above budget.
- 5.4 For reference the total number of investments undertaken in 2012/13 was 302, totalling £570m and 24 institutions were used.
- 5.5 A breakdown of the Council's temporary investments, as at 31 March 2013 is provided at Appendix C for reference.

6. PRUDENTIAL AND PERFORMANCE INDICATORS

- 6.1 Within the Treasury Management Strategy for 2012/13, approval was given to the treasury management prudential & performance indicators for the period 2012/13 – 2015/16. All indicators and benchmarks set for 2012/13 were complied with and details of these are shown in Appendix D.

7. CONCLUSIONS AND RECOMMENDATIONS

- 7.1 All relevant statutory guidelines, the CIPFA Code of Practice on Treasury Management and CIPFA Prudential Code for Capital Finance were fully complied with during 2012/13, including the prudential indicators.
- 7.2 In response to market conditions no new external borrowing was undertaken generating revenue savings of £(0.3m) and due to higher balances than forecasted along with timing differences from income received ahead of requirement, the return on investments was £(0.2m) higher than originally anticipated.
- 7.3 The Executive and the Accounts & Audit Committee advise the Council;
- of the Treasury Management activities for 2012/13,
 - that no prudential limits were breached during 2012/13.

8. POST 2012/13 EVENTS UPDATE

- 8.1 During April and May 2013, two of the three main credit rating agencies, Fitch and Moody's, both revised down their credit ratings assigned to The Co-operative bank to that of sub investment grade. This downgrade was made in reaction of the bank needing to strengthen its long term funding position in response to enhanced regulatory requirements due to be implemented by the end of 2013.
- 8.2 The credit rating agencies took this action despite the bank having both a strong short and medium term funding profile, significantly above that required by the international regulatory requirements and recently, as highlighted in reports issued by YouGov and uSwitches receiving excellent levels of customer service.

- 8.3 In response to the credit rating agencies actions, The Co-operative bank has recognised these findings and has started to address the situation of strengthening its balance sheet.
- 8.4 For a number of years the Council has used the services of the bank for its day to day banking requirements and has, in accordance with the annual Treasury Management Strategy, together with information obtained from Sector the Council's advisers, placed limited investments with the bank. Whilst the credit ratings of the bank has not previously met the minimum required by the Council, special dispensation was offered to The Co-operative in the Strategy reflecting its status as the Council's banker.
- 8.5 In response to Fitch's downgrade in April, pro-active action was undertaken to (a) place no further investments with the bank, (b) remove the bank from the authorised lending list of institutions with whom investments could be placed, (this is the normal course of action adopted in this scenario) and (c) continue to use the bank for Council's transitional banking requirements (day to day activities).
- 8.6 At the time that this internal decision to remove the bank from its list of authorised investment institutions was made, the Council had £4.5m invested with the bank. Since then £1m was repaid on the due date 24 May 2013 with the balance of £3.5m being set to be repaid on maturity on 12 July 2013.
- 8.7 Whilst the Council will continue to have some exposure to the bank arising from its day to day activities, this is not foreseen to be a problem given the bank's strong short term liquidity position. The service the bank undertakes on behalf of the Council is subject to tender and currently options are being evaluated for when the current contract expires in March 2014.

Other Options

This report has been produced in order to comply with Financial Regulations and relevant legislation and provides an overview of transactions undertaken during 2012/13.

Consultation

Not applicable.

Reasons for Recommendation

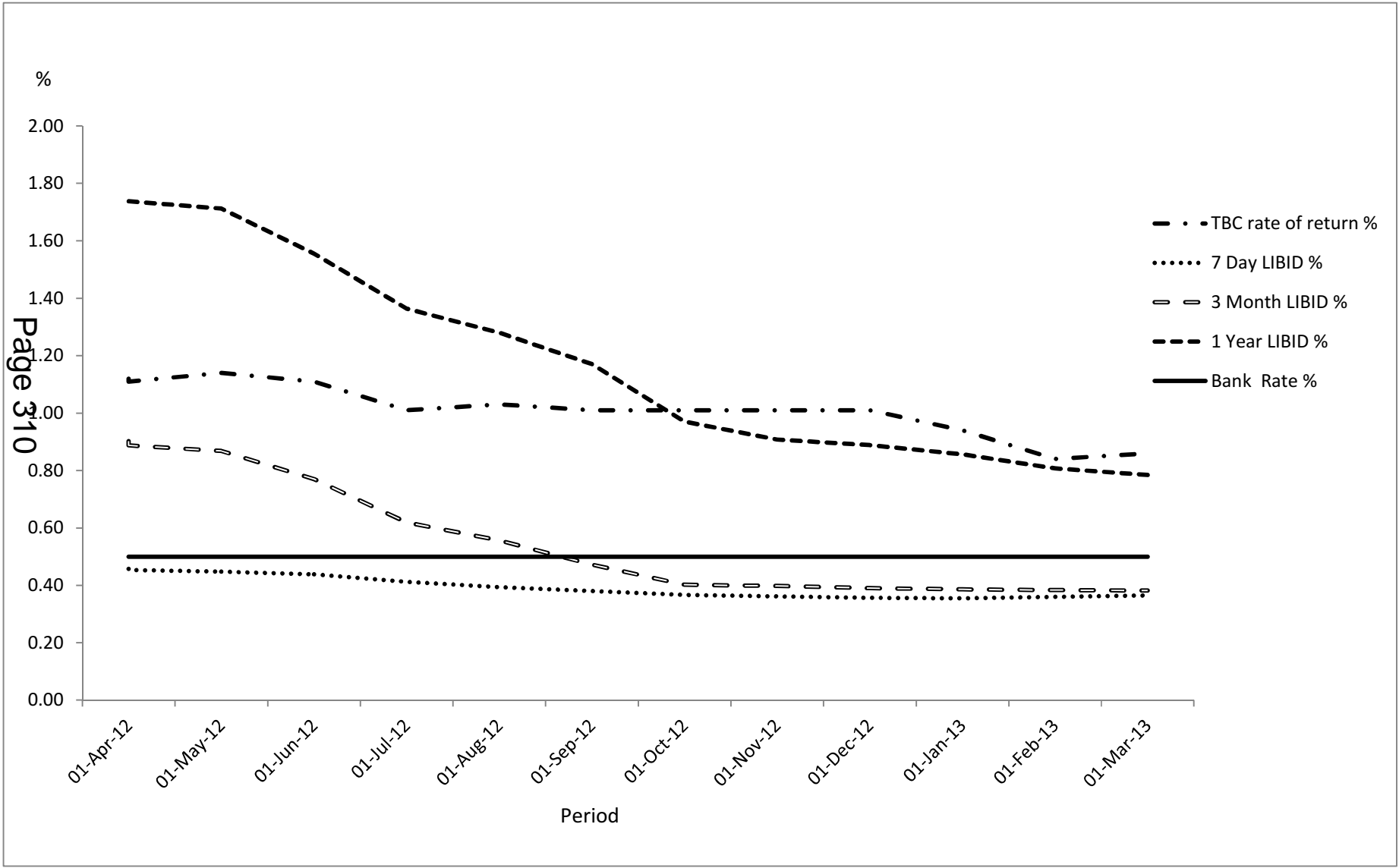
The report meets the requirements of both the CIPFA Code of Practice on Treasury Management and the CIPFA Prudential Code for Capital Finance in Local Authorities. The Council is required to comply with both Codes through Regulations issued under the Local Government Act 2003.

Finance Officer Clearance ...ID.....

Legal Officer Clearance ...MJ.....

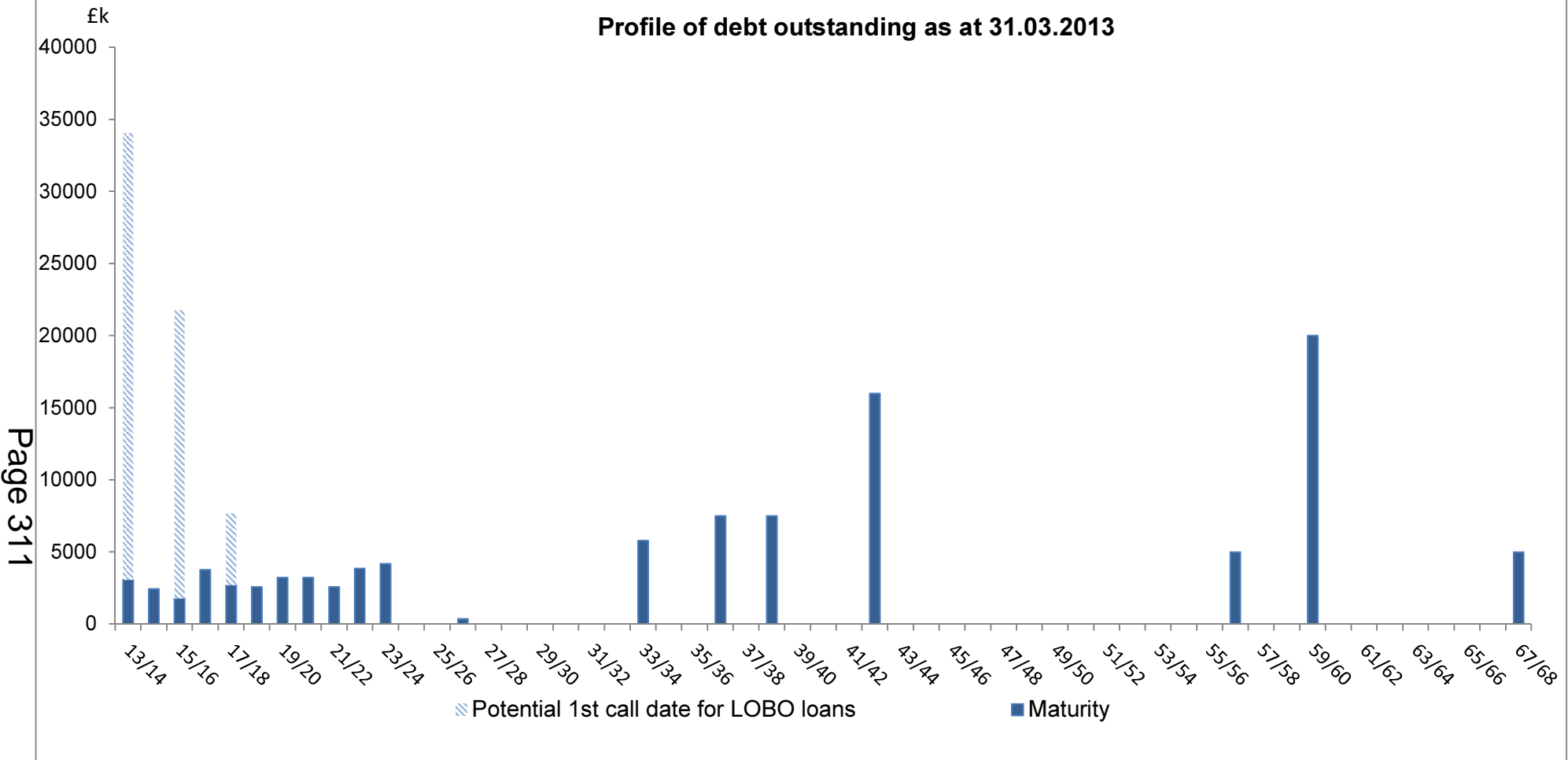
Director of Finance Signature Supplied in hard copy.

Investment Interest rate movements in 2012-13



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Profile of debt outstanding as at 31.03.2013



Breakdown of Investments as at 31 March 2013

Counterparty	Amount £	Amount £
UK Institution		
Building Societies		
Nationwide	2,000,000	2,000,000
UK Banks		
Barclays	1,500,000	
HSBC	2,000,000	
Lloyds	16,900,000	
Royal Bank of Scotland	11,500,000	
The Co-operative	1,000,000	32,900,000
Money Market Funds		
Invesco Aim	3,940,189	
Goldman Sachs	420,000	
Ignis	2,000,000	
Legal & General	1,000,000	
Morgan Stanley	2,500,000	
Primerate	2,400,000	12,260,189
Total UK Institutions		47,160,189
Non UK Institutions		
National Bank of Abu Dhabi	5,000,000	5,000,000
Total Non UK Institutions		5,000,000
Grand Total		52,160,189

Appendix D

Prudential Indicators for 2012/13

Figures are for the financial year	2012/13 Indicator (max)	2012/13 Actual (max)
<p style="text-align: center;">Authorised Borrowing Limit</p> <p>(This is the maximum level of external debt & other long term liabilities (PFI & leases) that the Council requires – this is a statutory limit under Section 3(1) of the Local Government Act 2003.</p>	£156m	£107m
<p style="text-align: center;">Operational Boundary</p> <p>(This is calculated on a similar basis as the authorised limit & represents the expected level of external debt & other long term liabilities (PFI & leases) may reach during the year, it is not a limit.</p>	£136m	£107m
<p style="text-align: center;">Upper limits on fixed interest rates</p> <p>(Maximum limit of fixed interest rate exposure - debt interest less investment interest)</p>	£4.0m	£3.6m
<p style="text-align: center;">Upper limits on variable interest rates</p> <p>(Maximum limit of variable interest rate exposure – debt interest less investment interest)</p>	£1.9m	£1.4m
<p style="text-align: center;">Maturity structure of fixed rate borrowing</p> <p>(These gross limits are set to reduce the Council's exposure to large fixed rate sums falling due for refinancing – these are required for upper, as shown and lower limits which were set at 0%).</p>		
Under 1 year (this includes the next call date for Market loans)	50%	33.9%
1 year to 2 years	50%	22.3%
2 years to 5 years	50%	13.1%
5 years to 10 years	75%	15.4%
10 years to 20 years	75%	4.5%
20 years to 30 years	75%	5.8%
30 years to 40 years	75%	0.0%
40 years and above	75%	5.0%
<p style="text-align: center;">Maximum principal funds invested exceeding 364 days (excluding Manchester International Airport shares)</p> <p>(These limits are set to reduce the need for early sale of an investment)</p>	£50.m	£0m

Performance Indicators for 2012/13

Indicator	Target	Actual
Security – potential default rate of the Council's investment portfolio based on current default rates provided from the 3 main credit rating agencies – its inclusion is recommended by CIPFA.	Max 0.08%	Max 0.02%
Liquidity – investments available within 1 week notice	£20m min.	Achieved
Liquidity – Weighted Average Life of investments	6 months max.	3 months
Yield – Investment interest return to exceed 7 day London Interbank BID rate	0.39%	0.88%
Origin of investments placed - maximum of the Council's investments to be directly placed with non-UK counterparties.	UK institutions 100%	Max 79%
	Non UK institutions 40%	Max 21%

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TRAFFORD COUNCIL

Report to: Executive
Date: 24 June 2013
Report for: Decision
Report of: Chief Executive

Report Title

APPOINTMENTS MADE BY THE EXECUTIVE TO OUTSIDE AND INDEPENDENT BODIES

Summary

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

Recommendation(s)

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

Contact person for access to background papers and further information:

Name: Ian Cockill
Extension: 1387

Background Papers: None.

TRAFFORD BOROUGH COUNCIL
REPRESENTATIVES ON OUTSIDE BODIES AND ORGANISATIONS
PERSONS NOMINATED – 2013/14

APPOINTMENTS MADE BY THE EXECUTIVE

Organisation	Number of Representatives Required	CON:LAB:LD	2013/14 Nominations Councillor(s)
1 Age UK (Trafford)	2	2:0:0	Dr. Karen Barclay John Lamb
2 Altrincham and Sale Chamber of Commerce	1 (plus 1 Deputy)	1:0:0	David Higgins Deputy: Michael Hyman
3 Bollin Valley Scheme Steering Committee	2 (plus 2 Deputies)	2:0:0	Alan Mitchell Chris Candish Deputies: Michael Young Mrs. Laura Evans
4 Bridgewater Canal Trust	1	1:0:0	Ken Weston
5 Citizens' Advice Trafford	1	1:0:0	Mrs. Laura Evans
6 Greater Manchester Accessible Transport Ltd. – Ring and Ride Steering Group	1	1:0:0	Alan Mitchell
7 Greater Manchester West Mental Health NHS Foundation Trust – Council of Governors (3 year appointment)	1	1:0:0	Alan Mitchell (until June 2014)
8 Gorse Hill Transport and Community Plan Partnership	2	1:1:0 (plus Labour Group Substitute)	Alan Mitchell Laurence Walsh (Other Ward Councillors to Deputise)
		Terms of Reference require 1 Executive Member and 1 Gorse Hill ward councillor	
9 Groundwork, Manchester, Salford, Stockport, Tameside and Trafford	1 local authority Nominated Trustee	1:0:0	Alan Mitchell
	plus		
	1 Company member	1:0:0	Alan Mitchell
10 Larkhill Centre Community Association – General Committee	1	1:0:0	Mrs. Laura Evans
11 LGA - Urban Commission	2	2:0:0	Mrs. Laura Evans Mrs. Viv Ward

Organisation		Number of Representatives Required		CON:LAB:LD	2013/14 Nominations Councillor(s)
12	LGA - Rural Commission	2 (either 2 Members or 1 Member & 1 Officer)	2:0:0		Bernard Sharp* Matthew Colledge * has the Council's vote on the Commission
13	Local Strategic Partnership	2 (plus Chief Executive)	2:0:0		Matthew Colledge Jonathan Coupe
14	Manchester Airport Consultative Committee	3 (plus 1 Deputy)	2:1:0		Bernard Sharp Michael Whetton Dave Quayle Deputy: Mrs. Laura Evans
15	Manchester South Valuation Tribunal – Local Appointment Panel	1 officer			Director of Legal and Democratic Services
16	Mersey Valley Joint Committee	4 (plus 4 named Deputies)	3:1:0 (Agreed 2:2:0)		(i) Jonathan Coupe (ii) Rob Chilton (iii) Phil Gratrix (iv) Mike Freeman Named Deputies (for the above) – (i) Chris Boyes (ii) Ken Weston (iii) Dolores O'Sullivan (iv) Dave Quayle
17	National Parking Adjudication Service (NPAS)	1 (plus 1 Deputy)	1:0:0		Alan Mitchell Deputy: Mrs. Laura Evans
18	North West Cultural Consortium	1	1:0:0		Paul Lally
19	North West Reserve Forces and Cadets Association (NWRFCFA)	1	1:0:0		John Holden
20	North West Sound Archive Committee Meeting	1	1:0:0		Paul Lally
21	Pennine Care NHS Foundation Trust Council of Governors (3 year appointment)	1	1:0:0		Dr. Karen Barclay (until May 2016)
22	Red Rose Forest Partnership	2	2:0:0		Rob Chilton Alan Mitchell
23	Standing Advisory Council for Religious Education (SACRE)	7	4:3:0 (Agreed 3:3:1)		Rob Chilton Michael Cornes Bernard Sharp Judith Lloyd Dolores O'Sullivan Laurence Walsh R. Bowker
24	Sale Town Centre Partnership	1	1:0:0		Brian Rigby

Organisation		Number of Representatives Required		2013/14 Nominations
		CON:LAB:LD		Councillor(s)
25	Sharon Youth Association Management Committee	2	2:0:0 (Agreed 1:1:0)	Rob Chilton Ejaz Malik
26	Stretford War Memorial Red Cross Public Nursing Services	1	1:0:0	Mrs. Angela Bruer-Morris
27	Sure Start Strategic Partnership	3	2:1:0	Chris Candish Mrs. Lisa Cooke Tom Ross
28	Teachers Joint Negotiating Committee (Schools)	4 To be appointed as per the JNC Constitution	3:1:0 (Executive Members for Education, Children's Social Services, Chairman of the Employment Cttee and the Shadow Member for Education)	Miss. Linda Blackburn Michael Cornes Brian Rigby Judith Lloyd
29	Timperley Village Club - Management Committee	1 (plus 1 Non-Elected non-voting Member)	1:0:0	Mrs. Laura Evans (Non-Elected Member – Mr. Andrew Iredale)
30	Trafford Arts Association	2	2:0:0	Chris Boyes Jonathan Coupe
31	Trafford Children and Young People's Services Strategic Partnership Board	2	2:0:0	Miss. Linda Blackburn Michael Cornes
32	Trafford Community Leisure Trust	2	2:0:0	John Reilly Michael Whetton
33	Trafford Health and Wellbeing Board	4	3:1:0 (Executive Members for Community Health & Wellbeing; Adult Social Services; Supporting Children and Families and Shadow Executive Member for Community Health and Wellbeing)	Miss. Linda Blackburn Dr. Karen Barclay Michael Young Jane Baugh
34	Trafford Housing Trust Board	3 # proxy vote at AGM	2:1:0	Matthew Colledge # John Lamb Joanne Bennett
35	Trafford Sports Council	2	2:0:0	Jonathan Coupe Ken Weston

Organisation	Number of Representatives		2013/14
	Required	CON:LAB:LD	Nominations Councillor(s)
36 Trans-Pennine Trail	2	2:0:0	Rob Chilton Bernard Sharp
37 University of Manchester – General Assembly (3 year appointment)	1	1:0:0	Dylan Butt (until 31 Aug 2014)
38 University Hospital of South Manchester NHS Foundation Trust (3 year appointment)	1	1:0:0	Chris Boyes (until Oct 2015)
<u>*Must not be a member of a local authority's scrutiny committee covering health matters</u>			
39 University of Salford Assembly	1	1:0:0	The Mayor
40 Victim Support - Trafford (Management Committee)	1	1:0:0	Mrs. Lisa Cooke
41 Voluntary Community Action Trafford (VCAT)	2	2:0:0	Brian Shaw Mrs. Jacki Wilkinson
<u>CHARITIES</u>			
42 Ashton-on-Mersey Aid in Sickness Fund	2	2:0:0	Rob Chilton John Lamb
43 The Brooks Institute Charity Note: The Charity requests the appointment of Members living in Sale and representing Sale wards.	7 (Need not be Elected Members)	4:3:0	Mrs. Dora Carter Rob Chilton John Lamb Brian Rigby Barry Brotherton Mike Freeman Dave Quayle
44 The James Bradshaw Charity and the Bradshaw Educational and Richard Newton Foundations	3	2:1:0	Mrs. June Reilly Mrs. Viv Ward Mrs. Maureen Pickering (3 year appointment until June 2014)
45 Mayor's Land Charity; New Town Night School Fund; Lloyds Relief in Sickness	3 (Need not be Elected Members)	2:1:0 (The Mayor plus 2)	Dylan Butt Mrs. Patricia Young Dolores O'Sullivan
46 Frances Del Panno Trust	As set out		The Mayor Chief Executive & Director of Finance are ex-officio Trustees
47 Sale Almshouses Trustees Note: The Charity requests the appointment of Members living in Sale and representing Sale wards.	6 (Need not be Elected Members)	4:2:0	Chris Boyes Mrs. Pamela Dixon David Higgins Mrs. Jacki Wilkinson Barry Brotherton Phil Gratrix

Organisation	Number of Representatives		2013/14
	Required	CON:LAB:LD	Nominations Councillor(s)
48 Sale Charities Management Cttee	As set out		The Chair (or Acting Chair) of the Brooks Institute, Whitelegg Almshouses, Sale Educational Foundation, the Daines Charity Trust and Sale Almshouses Charities
49 Sale Educational Foundation Note: The Charity requests the appointment of Members living in Sale and representing Sale wards.	10 (Need not be Elected Members)	6:4:0	Mrs. Collinson Mrs. B. Gallimore David Higgins John Holden Brian Rigby Joanne Bennett Barry Brotherton Mike Freeman Andrew Western Mrs. D. Carter
50 Whitelegg Almshouses – Committee of Management Note: The Charity requests the appointment of Members living in Sale and representing Sale wards.	3	3:0:0	Rob Chilton David Higgins John Holden

DECISIONS MADE BY THE GREATER MANCHESTER COMBINED AUTHORITY MEETING HELD ON 26th APRIL 2013 AT MANCHESTER TOWN HALL

Decisions published on 29 April 2013 and will come into force from 4:00pm on the 7th May 2013, subject to call-in, except for any urgent decisions.

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

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

1. APPOINTMENT OF MONITORING OFFICER (agenda item 5)

The Combined Authority were asked to confirm the appointment of Liz Treacy, recently appointed City Solicitor of Manchester City Council, as the GMCA's Monitoring Officer, from 16 May 2013, following the current Monitoring Officer's retirement.

The Combined Authority approved the appointment of Liz Treacy as the GMCA's Monitoring Officer, from 16 May 2013.

2. CITY DEAL BUSINESS CASES (agenda item 6)

The Combined Authority received a report from Richard Paver, GMCA Treasurer and Mike Emmerich, Chief Executive New Economy detailing progress around the two business cases within the skills element of the GM City Deal and to request that the Greater Manchester Combined Authority will be the accountable body for both business cases.

The Combined Authority AGREED:

1. to note the activity to deliver both City Deal skills business cases between now and 2015.
2. to approve that the Authority enters into a 3 year funding agreement with the Skills Funding Agency as accountable body in respect of the City Deal and skills business cases, delegating authority to the Treasurer and Monitoring Officer to finalise and agree the funding terms and conditions with the Skills Funding Agency and authorising one of them to sign the funding agreement to the Authority's seal when the terms have been agreed. See Appendix 1 for the draft funding agreement.
3. to note that New Economy as the delivery partner will expend some resources prior to the first claim and agree that it will be reimbursed for such expenditure, providing it is in accordance with the detail in paragraphs 3.5 and 3.6 of the report.
4. to delegate authority to the Treasurer and Monitoring Officer to approve the establishment and application of the necessary financial, legal, administration,

grant and procurement processes, including entry in to the agreements resulting from such, which are necessary to facilitate the funding agreement. This will include authority to approve the legal agreement to enable the reimbursement of funding to New Economy as referred to in resolution 3 above.

5. that in accordance with paragraph 5 of part 5b, scrutiny arrangements for GMCA of the Greater Manchester Combined Authority's constitution and having consulted with the relevant statutory officers, to approve the matter as urgent, in that any delay caused by the call-in process would seriously prejudice the interests of the Combined Authority and the residents and/or businesses of Greater Manchester, see paragraphs 4.4 and 4.5 of the report.

3. LEP REVIEW OUTCOME (agenda item 7)

The Combined Authority received a report from Howard Bernstein, GMCA Head of Paid Services, presented by Mike Blackburn, LEP Chair detailing the outcome of the review of the private sector membership of the Local Enterprise Partnership

The Combined Authority AGREED to:

1. endorse the proposed new private sector membership of the LEP as detailed in Section 4 of the report.
2. offer sincere thanks and appreciation to the previous members of the LEP, who it's hoped will continue to play a full and active role in the business leadership of Greater Manchester.

4. HOUSING GROWTH: IMPLICATIONS OF RECENT GOVERNMENT ANNOUNCEMENTS (agenda item 9)

The Combined Authority received a report of Eamonn Boylan, Chief Executive, Stockport Council and lead Chief Executive for Planning & Housing providing a summary of recent Government announcements on housing and an initial view on potential implications for Greater Manchester.

The Combined Authority AGREED to note the report.

5. HOUSING INVESTMENT BOARD – BUSINESS PLAN (agenda item 10)

The Combined Authority received a report of Eamonn Boylan, Chief Executive, Stockport Council and lead Chief Executive for Planning & Housing seeking GMCA's approval of the first business plan for the GM Housing Investment Board.

The Combined Authority approved the Business Plan.

6. GMCA AUDIT COMMITTEE – 10 April 2013

The Combined Authority received the minutes of the meeting of the GMCA Audit Committee held on 10 April 2013 and were asked to endorse the committee's decisions in relation to the GMCA Audit Committee Independent Member as set out in minute item 39/12.

The Combined Authority endorsed the committee's decisions in relation to the GMCA Audit Committee Independent Member.

PART B

7. GM INVESTMENT FRAMEWORK AND CONDITIONAL PROJECT APPROVAL (agenda item 13)

The Combined Authority received a report of Eamonn Boylan, Chief Executive, Stockport Council seeking approval for three new investment projects seeking resources from the GM Investment Framework in addition to changes or points of confirmation in respect of projects previously approved by the Combined Authority.

The Combined Authority AGREED:

- that the project funding applications, as contained within the report now submitted, be given conditional approval and progress to due diligence.
1. to delegate authority to the Combined Authority Treasurer and Combined Authority Monitoring Officer to review the due diligence information and, subject to their satisfactory review and agreement of the due diligence information and the overall detailed commercial terms of the transactions, to sign off any outstanding conditions, issue final approvals and complete any necessary related documentation in respect of the three loans.
 3. that the variations to the previously agreed Tamicare RGF grant application and note a correction of a typographical error in respect of the previously agreed AppLearn loan application.

JOINT GMCA & AGMA REPORTS

7. GMCA/AGMA NOMINATIONS AND APPOINTMENTS 2013/14 (agenda item 14)

The Combined Authority received a report from Donna Hall, GMCA / AGMA Secretary detailing the process for seeking appointments and nominations for 2013/14.

The Combined Authority AGREED:

1. the portfolio roles for 2013/14 as outlined in the table at appendix 1 of the report.
2. to note and approve the changes and modifications to the overall governance structure and nomination guides as listed in paragraph 3.3 to 3.7 and presented in appendix 2 of the report.
3. to note and agree proposals for appointments and nominations for outside bodies in 2013/14 as set out in the appendix 3 to the report.

EXTRACT FROM THE GMCA CONSTITUTION

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

5. Call in of decisions

5.1 Call in of decisions of GMCA and TfGMC

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

5.2 Publication of Notice of Decisions

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

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

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

DECISIONS MADE BY THE GREATER MANCHESTER COMBINED AUTHORITY MEETING HELD ON 31st MAY 2013 AT TRAFFORD TOWN HALL

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

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

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

1. REVIEW OF GM ACCESSIBLE TRANSPORT TRUST/LIMITED (agenda item 5)

The Combined Authority received a report from Jon Lamonte, Chief Executive TfGM detailing the outcomes on a review of governance arrangements concerning Greater Manchester Accessible Transport Trust (GMATT) and Greater Manchester Accessible Transport Limited (GMATL).

The Combined Authority AGREED:

1. to note the outcomes of the GMATT/L Governance Review.
2. to affirm the intention to dissolve GMATT and for GMCA to become a corporate member of GMATL.
3. to recommend to GMATT the appointment of Councillors Dickinson, Fender, Jones, Aldred and Holland, together with Steve Warrener and Michael Renshaw as Directors of GMATL for the coming year and refer to TfGMC the nomination of suitable individuals for appointment as Directors of GMATL in the future.

2. CYCLE CITY AMBITION GRANT (agenda item 6)

The Combined Authority received a report from Jon Lamonte, Chief Executive TfGM advising of the submission of the Cycle City Ambition Grant.

The Combined Authority AGREED:

1. to note the content of the bid and its submission to DfT on 30 April 2013.

3. POTENTIAL BID FOR BETTER BUS AREA STATUS (agenda item 7)

The Combined Authority received a report from Jon Lamonte, Chief Executive TfGM providing a briefing on DfT's Better Bus Area (BBA) initiative, to outline TfGM's approach to a potential BBA bid and to seek delegated authority to determine a final bidding strategy.

The Combined Authority AGREED:

1. to note TfGM's approach to developing a potential BBA bid.
2. to delegate authority to agree the final bidding strategy to the Chief Executive of TfGM in consultation with the Chair of TfGMC and the Combined Authority's Transport Portfolio Lead.

4. EU FUNDING 2014-2020 (agenda item 8)

The Combined Authority received a report from Mike Emmerich, Chief Executive New Economy detailing the next round of EU Funding for 2014-2020 and the next steps agreed to take the Post 2013 EU preparations forward including the set up of a GM Local Management Committee to oversee this work.

The Combined Authority AGREED:

1. to note the progress to date on 2014-2020 EU funding and the responsibilities that GM will assume in relation to the programme.
2. to set up the GM Local Management Committee with responsibilities as set out in the report to oversee the GM Post 2013 EU preparations and to formally engage stakeholders as soon as possible.
3. the Combined Authorities membership of the GM Local Management Committee as detailed in the report including the appointment of the Combined Authorities Investment Portfolio Lead as Chair.
4. that the other organisations as detailed in the report be also invited to be represented on the GM Local Management Committee.
5. to delegate to officers and the proposed GM Local Management Committee Chair the power to finalise its composition.

EXTRACT FROM THE GMCA CONSTITUTION

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

5. Call in of decisions

5.1 Call in of decisions of GMCA and TfGMC

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

5.2 Publication of Notice of Decisions

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

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

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

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ASSOCIATION OF GREATER MANCHESTER AUTHORITIES

DECISIONS MADE BY THE AGMA EXECUTIVE BOARD MEETING HELD ON 31st APRIL 2013 AT TRAFFORD TOWN HALL

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

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

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

1. TRANSFORMATION CHALLENGE AWARD FUNDING FOR ELECTORAL SERVICES (agenda item 5)

The AGMA Executive Board received a report from Sir Howard Bernstein, Chief Executive, Manchester City Council outlining proposals for Manchester City Council to submit a bid for Transformation Challenge Award funding to pilot a collaborative approach to elections and electoral registration across Greater Manchester.

The Executive Board AGREED to support the proposal to bid for Transformation Challenge Award funding to host an Elections Co-ordination and Support Team for Greater Manchester.

2. HEALTH & SOCIAL CARE REFORM IN GREATER MANCHESTER (Late item)

The AGMA Executive Board agreed to receive a late report from Sir Howard Bernstein, Chief Executive, Manchester City Council and Ian Williamson, Central Manchester CCG, presenting proposals for bringing the work on integrated care, Healthier Together and Primary Care together at a GM level. The proposals included the delivery of three programmes being coordinated through a single programme office, the development of a single public facing narrative and engagement strategy which builds on the framework of principles that was agreed by Leaders with NHS partners in February 2013.

The Executive Board AGREED to endorse the report and to receive an update report at their 28th June meeting.

EXTRACT FROM THE GMCA CONSTITUTION

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

5. Call in of decisions

5.1 Call in of decisions of GMCA and TFGMC

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

5.2 Publication of Notice of Decisions

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

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

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

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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