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TRAFFORD COUNCIL

AGENDA PAPERS FOR EXECUTIVE MEETING

Date: Monday, 26 January 2015

Time: **1.00 pm N.B. Earlier Start**

Place: Council Chamber, Trafford Town Hall, Talbot Road, Stretford M32 0TH

AGENDA	PART I	Pages
1. ATTENDANCES		
To note attendances, including officers, and any apologies for absence.		
2. 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 1 st December 2014 and of the Special Meeting held on 15 th December 2014.		
(a) Minutes - Meeting 1/12/14		To Follow
(b) Minutes - Special Meeting 15/12/14		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) Overview and Scrutiny Review of the Executive's Draft Budget Proposals for 2015-16 (Pages 1 - 12)		1 - 12
To consider a report of the Scrutiny Committee.		

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- 5. TRAFFORD HOMELESSNESS STRATEGY 2015 - 2018** 13 - 58
- To consider a report of the Executive Member for Economic Growth and Planning.
- 6. AMENDMENTS TO TRAFFORD'S NATIONAL NON-DOMESTIC RATES DISCRETIONARY RATE RELIEF POLICY FOR 2015/16 AND 2016/17** 59 - 72
- To consider a report of the Executive Member for Finance and Director of Finance.
- 7. UPDATE ON BUDGET CONSULTATION PROPOSALS 2015/16** 73 - 250
- To consider a report of the Acting Corporate Director, Transformation and Resources.
- 8. PROVISIONAL LOCAL GOVERNMENT FINANCIAL SETTLEMENT 2015/16** To Follow
- To consider a report of the Executive Member for Finance and Director of Finance.
- 9. REVENUE BUDGET MONITORING 2014/15 PERIOD 8** 251 - 298
- To consider a report of the Executive Member for Finance and Director of Finance.
- 10. SIX MONTH CORPORATE REPORT ON HEALTH AND SAFETY - 1 APRIL TO 30 SEPTEMBER 2014** 299 - 312
- To consider a report of the Executive Member for Transformation and Resources.
- 11. TO NOTE DECISIONS MADE BY GREATER MANCHESTER COMBINED AUTHORITY AND AGMA EXECUTIVE BOARD, AND FORWARD PLANS**
- (a) GMCA Decisions 28/11/14 313 - 316
- (b) Joint GMCA and AGMA Executive Decisions 28/11/14 317 - 322
- (c) GMCA Decisions 19/12/14 323 - 328
- (d) Joint GMCA and AGMA Executive Decisions 19/12/14 329 - 332
- (e) GMCA Forward Plan 333 - 336
- (f) Joint GMCA and AGMA Executive Forward Plan 337 - 342
- 12. URGENT BUSINESS (IF ANY)**

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Any other item or items which by reason of:-

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

13. EXCLUSION RESOLUTION

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.

THERESA GRANT
Chief Executive

COUNCILLOR SEAN ANSTEE
Leader of the Council

Membership of the Committee

Councillors S. Anstee (Chairman), M. Cornes, M. Hyman, J. Lamb, P. Myers, J.R. Reilly, A. Williams and M. Young (Vice-Chairman)

Further Information

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

Jo Maloney, 0161 912 4298
Email: joseph.maloney@trafford.gov.uk

This agenda was issued on Thursday 15th January 2015 by the Legal and Democratic Services Section, Trafford Council, Trafford Town Hall, Talbot Road, Stretford M32 0TH.

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TRAFFORD COUNCIL

Report to: Executive
Date: 26 January 2015
Report for: Consideration
Report of: Scrutiny Committee

Report Title

OVERVIEW AND SCRUTINY REVIEW OF THE EXECUTIVE'S DRAFT BUDGET PROPOSALS FOR 2015-16

Summary

The Executive's Draft Budget Proposals for 2015/16 were agreed at its meeting held on 20 October 2014. Two Directorate-based Scrutiny Working Groups were then held during November and December with relevant Executive Members and senior officers.

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

Recommendation(s)

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

Contact person for access to background papers and further information:

Name: Peter Forrester, Democratic and Performance Services Manager

Extension: 1815

Background Papers: None

Report Summary

The Budget Scrutiny Report is attached. The Scrutiny process has resulted in a number of recommendations and suggestions for the Executive and these are set out in the report. A summary is set out below:

Key Messages

- **Management Capacity** - Scrutiny Members have significant concerns that the management capacity to manage the scale of the budget reductions and the changes associated with them will be put under severe strain. The reductions in key support services, including Finance, Legal and ICT, where significant reductions are proposed, increase this risk. The Executive must ensure that these risks are managed in a robust manner and should receive timely updates on any adverse consequences of the changes. Scrutiny Committee will also be tracking this issue through the year.
- **Future Budget Planning** - Concern was raised regarding preparedness for 2016/17 service provision under current budget forecasts for that year. In contrast to previous years' budget setting processes, it is not clear that sufficient consideration has been given to requirements of both funding shortfall and allocation is built into the 2015/16 budget to prepare for 2016/17. The Leader indicated to the committee at the outset of the scrutiny process that there will come a point where council tax will need to be increased. In light of DCLG freeze grant arrangements, year two budget planning is therefore particularly relevant to the current process.
- **Performance Management and Quality Assurance Arrangements** - A number of the proposals rely on other providers to deliver services in future. Quality assurance, performance and contract management processes must be robust to ensure that services meet the Council's specification and performance requirements. The Executive need to satisfy themselves that these systems are in place and that managers are using regular and robust information to inform decisions and corrective action needs to be taken at an early stage.
- **Impact on Users** - The session on Children, Families and Wellbeing in particular raised a number of issues where proposals have a potential impact on service users. Equality impact assessments were still in the process of being completed at the time of the meetings so Scrutiny Members were not able to assess this as part of their work. The Executive must demonstrate that they fully understand the impact of changes on users and ensure that robust action plans are in place to address potential problems for vulnerable users. They should monitor the implementation of the changes and ensure that any unintended or unpredicted impacts are identified and addressed.
- **Lobbying** - The Executive should lobby Government for additional funding to ensure that Trafford services to vulnerable people are protected.

Service Specific Issues

- **Supporting People** - Ensure that risks for service users have been properly assessed and that service changes take the risk assessment process fully into account.
- **Mental Health Services** - The Executive must have assurance that services to people with needs will be sufficient and that proposals for savings will not have an adverse impact on vulnerable service users.
- **Mental Health Services** - Ensure that proposals in relation to CAMHS are backed up with plans to mitigate the impact of any reductions in funding.
- **All Age Integrated Health And Social Care** – Ensure that the Council's safeguarding responsibilities are managed through the change process.
- **Learning Disabilities** - Ensure that robust processes are in place to ensure that the savings are achieved and that risks for service users are managed effectively.

- **Early Help Delivery Model** - Ensure that there is adequate time for alternative providers or community groups to put plans in place to take on provision
- **Support Services** - Scrutiny Members are concerned about the issue of capacity to manage change, and in particular unexpected and emerging challenges, and the role of support services in this. The Executive must ensure that these risks are managed in a robust manner and should receive timely updates on any adverse consequences of the changes.

Issues to be added to Scrutiny Committee Work Plans

- Integrated Care Provision (Health Scrutiny Committee)
- Mental Health Services (Health Scrutiny Committee)
- Home to School Transport (Scrutiny Committee)
- Management of and impact of reductions in financial and ICT support services (Scrutiny Committee)
- Joint Venture (Scrutiny Committee)
- School Crossing Patrols (Scrutiny Committee)

BUDGET SCRUTINY 2015/16

Foreword by the Chairman and Vice-Chairman of Scrutiny Committee

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

Budget Scrutiny 2015/16 has once again been a challenge for, and made significant demands on, all those involved. On behalf of Scrutiny Members, we would like to thank the Executive, Corporate Management Team, Scrutiny Councillors and Co-opted Members for their patience and contribution to the process. We would particularly like to thank Councillor Judith Lloyd for chairing the session on Children, Families and Wellbeing.

We have tried to minimise the demands place on Members and Officers this year without diminishing the level of challenge that is expected from the Scrutiny Committees.

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

It is recognised that a number of detailed proposals have still to come forward as they are still subject to public consultation. We have raised questions on these as part of our work and we hope that these will help to inform the final proposals to be submitted by the Executive.

The main issues that we would draw to the attention of the Executive are:

- Scrutiny Members have significant concerns that the management capacity to manage the scale of the budget reductions and the changes associated with them will be put under severe strain. The reductions in key support services, including Finance, Legal and ICT, where significant reductions are proposed, increase this risk. The Executive must ensure that these risks are managed in a robust manner and should receive timely updates on any adverse consequences of the changes. Scrutiny Committee will also be tracking this issue through the year.
- Concern was raised regarding preparedness for 2016/17 service provision under current budget forecasts for that year. In contrast to previous years' budget setting processes, it is not clear that sufficient consideration has been given to requirements of both funding shortfall and allocation is built into the 2015/16 budget to prepare for 2016/17. The Leader indicated to the committee at the outset of the scrutiny process that there will come a point where council tax will need to be increased. In light of DCLG freeze grant arrangements, year two budget planning is therefore particularly relevant to the current process.
- A number of the proposals rely on other providers to deliver services in future. Quality assurance, performance and contract management processes must be robust to ensure that services meet the Council's specification and performance requirements. The Executive need to satisfy themselves that these systems are in place and that managers are using regular and robust information to inform decisions and corrective action needs to be taken at an early stage.

- The session on Children, Families and Wellbeing in particular raised a number of issues where proposals have a potential impact on service users. Equality impact assessments were still in the process of being completed at the time of the meetings so Scrutiny Members were not able to assess this as part of their work. The Executive must demonstrate that they fully understand the impact of changes on users and ensure that robust action plans are in place to address potential problems for vulnerable users. They should monitor the implementation of the changes and ensure that any unintended or unpredicted impacts are identified and addressed.
- The Executive should lobby Government for additional funding to ensure that Trafford services to vulnerable people are protected.

The sessions identified areas where Scrutiny Members feel there are risks in relation to services or planned savings and we intend to monitor these as part of our work programmes. The issues identified above will inform this work. These include:

- Integrated Care Provision (Health Scrutiny Committee)
- Mental Health Services (Health Scrutiny Committee)
- Home to School Transport (Scrutiny Committee)
- Management of and impact of reductions in financial and ICT support services (Scrutiny Committee)
- Joint Venture (Scrutiny Committee)
- School Crossing Patrols (Scrutiny Committee)

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

Councillors Alan Mitchell and Mike Cordingley
Chairman and Vice-Chairman, Scrutiny Committee.
December 2014

Directorate Scrutiny

1. Background:

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

The process built on improvements agreed in previous years, giving Scrutiny Members an opportunity for involvement and promoting the Member-led approach in budget scrutiny.

Two Scrutiny Working Groups each took on responsibility for broad service areas - one session to look at Adults and Children's Services chaired by Councillor Judith Lloyd and a second to look at Economic Growth, Environment and Infrastructure and Transformation and Resources which was chaired by Councillor Mike Cordingley. Scrutiny Members agreed to participate in the process according to their particular areas of interest.

The main points arising from the sessions are summarised below.

2. Children Families and Wellbeing Proposals

The Corporate Director for Children, Families and Wellbeing delivered a presentation setting out the implications of the draft budget proposals on services in the Children, Families and Wellbeing Directorate, and a discussion followed where Scrutiny Members took the opportunity to raise questions arising from the presentation and from their review of the draft budget proposals. A summary of the main issues raised and areas for attention are set out below

Equality Impact Assessments

A number of proposals discussed below will have an impact on users and Scrutiny Members did not have an opportunity to review these as part of the scrutiny process as impact assessments were in the process of being prepared.

The Executive must demonstrate that they fully understand the impact of changes on users and ensure that robust action plans are in place to address potential problems for vulnerable users. They should monitor the implementation of the changes and ensure that any unintended or unpredicted impacts are identified and addressed. The Scrutiny Committees will be following up a number of areas and will also review outcomes in light of the assessments.

Reablement, Day Support And Supported Living

Members highlighted the risks around proposals to outsource services and the ability of the private sector to deliver savings of £1.222M. The Members noted the comments of the Corporate Director for Children, Families and Wellbeing that a recent pilot of services delivered by a private sector partner had allowed savings to be made and that the Executive Member for Adults Services also commented that savings will also be achieved through a reduction in the Council's overheads.

Scrutiny Members raised a number of questions about the proposals and asked how the Council will ensure that service providers deliver good quality standards, how performance will be monitored and what action will be taken if performance is not to the required standards. The Working Group was informed that systems to monitor performance are in place and that action is taken where services fall below expected performance. In cases where contractors have failed to meet standards, then the Council has withdrawn from contracts in the past.

Scrutiny Members noted this but commented that the Executive needs to assure itself that such processes are in place to manage the scale of the change and transition. The level of proposed savings is ambitious and failure to deliver the proposals will have a significant impact on the Council's budget.

Supporting People

The Members asked a number of questions about these proposals and noted the Corporate Director for Children, Families and Wellbeing comments that the saving of £230,000 relates to additional support services that are no longer sustainable. They also noted that the Council will still provide the statutory services as required.

Scrutiny Members asked whether the risks for service users have been properly assessed. They were advised that the risk assessment process will be finalised following the completion of the final consultation and that the Executive will review the impact of the draft budget proposals based on this feedback.

Voluntary And Community Sector

Scrutiny Members discussed the reductions in support for the voluntary and community sectors. Members were informed that assessments will be made to ensure that the impact of decisions would be based on a robust assessment.

Mental Health

Members were informed that proposals for savings include reviewing all packages of care to ensure that services meet the needs of the most vulnerable and that people are supported to remain independent. Scrutiny Members highlighted a number of worries about services for people with mental health needs. They want assurance that services to people with such needs will be sufficient and that proposals for savings will not have an adverse impact on vulnerable service users.

Scrutiny Members also highlighted the need to ensure that proposals in relation to CAMHS need to be backed up with plans to mitigate the impact of any reductions in funding.

Given the level of concerns of Scrutiny Members in relation to mental health services, they will review progress over the next 12 months.

All Age Integrated Health And Social Care

The meeting was advised of the proposals to develop a new delivery model with Pennine Care and Trafford CCG to provide integrated health and social care to produce savings of £500,000. There were concerns that the changes would increase pressure on management capacity and whether there will be an adverse impact on the Council's safeguarding responsibilities. Scrutiny Members were advised that bringing services together creates efficiencies by reducing management costs whilst protecting front line services. Safeguarding risks are closely monitored and addressed but there can always be problems that arise.

The Executive needs to ensure that the issue of management capacity is kept under review and that they receive sufficient assurance through the year that plans are on track. The Health Scrutiny Committee has received updates on integrated care and received a further update at its meeting in December. The Committee felt that progress was still at an early stage and they will continue to monitor developments over the next twelve months. Integrated care is vital in terms of ensuring that local health services are able to cope with demand and to deliver significant budget savings.

Learning Disabilities

Members highlighted that substantial savings of £1.448M have been identified and Scrutiny Members asked whether there are risks around achieving this level of savings given their ambitious scale.

Scrutiny Members would like the Executive to ensure that robust processes are in place to ensure that the savings are achieved and that risks for service users are managed effectively.

Early Help Delivery Model

The meeting discussed the £3.209M savings proposed for the redesign of early help services for 0 to 18 year olds, including reviews of children's centres, youth services, educational welfare, early help commissioned services and Connexions.

Scrutiny Members discussed the potential impact of reductions of services on young people. Concerns were expressed that the timescales for the reductions are extremely challenging and that there may not be adequate time for alternative providers or community groups to put plans in place to take on provision which would be to the detriment of local people.

Scrutiny Members noted the comments of the Executive Member that the proposals were still subject to consultation and that all alternatives will be explored and that the proposals around early help hubs are intended to achieve the greatest reach across the borough.

The Executive is requested to bear in mind the comments about the need to ensure that adequate time is given for alternative providers to put arrangements in place.

Home To School Transport

The Scrutiny Committee has previously raised issues and concerns about the management of the changes to the home to school transport service and has appointed a small Working Group to look at how this is progressing and the lessons learnt. The Committee will continue to monitor the robustness and efficiency of current provision together with the impact of changes and report to the Executive on its findings early in 2015.

3. Transformation and Resources Proposals

The Executive Members for Transformation and Resources, Finance and Communities and Partnerships jointly delivered a presentation setting out the implications of the draft budget proposals on services in the Transformation and Resources directorate, and a discussion followed where Scrutiny Members took the opportunity to raise questions on each of these services.

Libraries

Scrutiny Members considered the proposals to save £700,000 from the Libraries budget. They noted that the proposals were subject to a detailed consultation exercise and that they were not able to make a fully informed contribution at this stage.

The main areas of focus were the ability of the Council to meet the continued demand for library services and recognising that libraries are used by communities and groups for a wide range of purposes, and significantly in relation to access to I.T. provision which was itself a gateway to other services.

Support Services

In the context of reducing budgets and increasing demands on front-line services and those delivering them, Members expressed concerns about the reductions in the finance services and the risks that service managers will not receive required levels of financial support. They agreed with the principle that managers should assume responsibility for managing their budgets but would like assurance that managers will receive full training to enable them to do this with sufficient rigour. They noted the Executive's assurance that systems to monitor implementation will be put in place and that risks will be assessed and dealt with. This is a business critical issue – poor budget monitoring could lead to significant problems in the future.

There are similar concerns about the £750,000 reductions in ICT and the ability of the Council to respond to changes and technological developments, which in turn might compromise the Council's ability to respond efficiently and flexibly to future service pressures. The meeting noted that the Executive Member has identified the need to reduce the Council's overheads and the service focus on supporting off the shelf packages rather than development activity but wish the Executive to be aware of their concerns.

Scrutiny Members are concerned about the issue of capacity to manage change, and in particular unexpected and emerging challenges, and the role of support services in this. The Executive must ensure that these risks are managed in a robust manner and should receive timely updates on any adverse consequences of the changes.

Scrutiny Members identified the implementation of changes to support services as an area for further review in the next twelve months.

4. Economic Growth, Environment and Infrastructure Proposals

The Corporate Director for Economic Growth, Environment and Infrastructure delivered a presentation setting out the implications of the draft budget proposals on services in the Directorate, and a discussion followed where Scrutiny Members took the opportunity to raise questions on each of these services.

It was emphasised that the Joint Venture proposals – covering significant elements of the directorate’s proposed savings - were subject to a more detailed review in the New Year and Scrutiny Committee will consider this at their meeting on 4 February 2015 prior to any final decisions being made.

A summary of the main risk areas discussed by the Scrutiny Working Group is set out below.

School Crossing Patrols – £145,000

Scrutiny Members discussed the proposals to save £145,000 from the School Crossing Patrol budget and sought assurances that changes to the service would not result in risks to children crossing roads. The meeting was provided with information about the approach that was being adopted to mitigate these risks. The Executive Member for Environment and Operations stated that the proposals were still subject to consultation and final decisions would be made in light of this.

Scrutiny Members indicated that they will wish to follow this up at a future meeting of the Scrutiny Committee as it was essential to maintain public confidence in light of the fact that the majority of changes were falling disproportionately on the Stretford/Old Trafford area.

Fees And Charges

Questions were raised about the increases in fees for bereavement services and car parking. Members of the Scrutiny Working Group indicated that they felt the case for the car parking fees increase had been well made; but requested further information on the extent to which increased fee income in Bereavement would be used to support that specific service area.

Joint Venture

A further session on the Joint Venture will be held by Scrutiny Committee. Members identified a number of issues that they wish to pursue further at the meeting.

- Whether the savings originally anticipated as a result of the JV are still achievable.

- Whether further savings in future years will be achievable. Scrutiny Members have some concerns that future flexibility to achieve savings may be limited once the Council enters into a longer term contract.
- The robustness of further savings as a result of recycling activity, particularly in view of the volatility of the waste levy regime. There are concerns that future savings are reliant on citizen participation and whether this is a realistic assessment.
- More broadly, Members raised queries regarding the Executive's confidence in the evidence base to justify the assumption that a more responsible approach would generate reductions in demand for environmental services.

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TRAFFORD COUNCIL

Report to: Executive
Date: 26th January 2015
Report for: Decision
Report of: Executive Member for Economic Growth and Planning

Report Title

Trafford Homelessness Strategy 2015 - 2018

Summary

The Trafford Homelessness Strategy 2015 – 2018 is a statement of how the Council will deliver its statutory homelessness responsibilities over the next four years. The Trafford Homelessness Strategy has three overarching objectives. These objectives are: Prevention of homelessness by improving the range and quality of ways in which we assist those people at risk of becoming homeless. Provision of acceptable temporary and permanent accommodation in the public and private sector. Support to the households provided with a temporary or permanent home to ensure allocations to new accommodation are sustained. The Strategy contains the Council commitments to improving homelessness policy and practice across several service areas and also with external partners as well as commitments to securing scarce resources that will support the delivery of the Strategy.

Recommendation(s)

1. To note the contents of the report and the outcome of the consultation.
2. To approve and adopt the Trafford Homelessness Strategy.

Contact person for access to background papers and further information:

Name: David Thompson (Interim Housing Strategy Manager)
Extension: x3554

Appendix One: Trafford Homelessness Strategy

Background Papers:

Background Paper 1; Trafford Homelessness Strategy; Consultation Responses

Implications:

Relationship to Policy Framework/Corporate Priorities	This draft Strategy relates directly to the corporate priorities of economic growth and development and to services focussed on the most vulnerable people.
Financial	The services and policy initiatives identified within this draft Strategy will be contained within existing capital and revenue budgets.
Legal Implications:	A Homelessness Strategy is a requirement of the Homelessness Act 2002. The obligations of a local housing authority are to review the extent of homelessness in their area and to draw up proposals to prevent homelessness; secure accommodation for the homeless; provide support for those who are homeless or are at risk of becoming homeless.
Equality/Diversity Implications	The Strategy proposes improvements to policy and practice and modernises the services focussed on some the most vulnerable people requesting services from the Council. A full equality impact Assessment has been carried out and has identified no impact. This Assessment will be reviewed and updated during the life of the Strategy.
Sustainability Implications	The Strategy supports and safeguards a fit for purpose homelessness service to meet the current and future statutory responsibilities of the Council.
Resource Implications e.g. Staffing / ICT / Assets	None directly related to this report
Health & Wellbeing Implications	The draft strategy supports the maintenance of sustainable communities and provides a number of beneficial social impacts.
Health and Safety Implications	None directly related to this report

1.0 Background

1.1 Councils are required to periodically carry out a review of homelessness in their area and following the review prepare a strategy describing Council policy and practice in relation to people who are homeless or threatened with homelessness. The production of a strategy describing how the council's homelessness obligations will be delivered is a statutory duty for all housing authorities and is set out in the Homelessness Act 2002.

1.2 The current Trafford Council Homelessness Strategy 2008 to 2011 needs updating. The preparation of a new Homelessness Strategy over the last year has included consultation with service users and service providers, a service delivery partner's review of the achievements and weaknesses of the existing strategy and also an external peer review. The outcome of the review is set out in the attached document incorporating the strategy.

1.3 Following the review the Trafford Homelessness Strategy has three overarching objectives:-

- Prevention of homelessness; by improving the range and quality of ways in which we assist those people at risk of becoming homeless.
- Provision of acceptable temporary accommodation; by improving the range and quality of short term accommodation
- Sustainable allocations to new accommodation; by improving the range and quality of support to households allocated a new home.

1.4 In 2013 the coalition government introduced a new Gold Standard for all local housing authority homelessness services so that nationally the very best services can be recognised by reference to a national standard. Trafford Council has joined with Salford and Wigan as the first Gold Standard peer group to be established in the North West. A peer group review was carried out in January and February 2014 and gave a strong indication of how the current service compares against the ten Gold Standard tests. If the Council scores over 60% in each of the ten tests it will secure Gold Standard. The Council service scored an average of 58% overall in the peer review and the area that required the greatest attention was the requirement for a refreshed Homelessness Strategy.

1.5 The homelessness service is delivered by Salford Council Housing Options Service Trafford (HOST) the contract is currently being extended for a further year and a half as HOST has met all Trafford Councils savings, service improvement and satisfaction targets over the last three years.

1.6 Following the publication of the Peer Group review results the Council and the service provider Housing Options Service Trafford (HOST) jointly prepared an Improvement Plan covering all elements how and by when the current service needs to improve against the ten Gold Standard tests of a homelessness service. The key commitments in the Improvement Plan show what the current service needs to do to meet the ten Gold Standard tests and the commitments are integrated into the Appendix 1.

1.8 The Councils homelessness service will be peer assessed against the Gold Standard in March 2015.

2.0 The Trafford Homelessness Strategy

2.1 The review section summarises a partnership assessment made of the achievements and challenges of the previous Trafford Homelessness Strategy and also describes the nature of current increase in demand for accommodation particularly from households coming to the end of a fixed term tenancy in the privately rented sector and also the limitations on new social housing supply as well as the increasing impact of Welfare Reform.

2.2 The formal Trafford Homelessness Strategy is contained in Appendix 1 and follows the three overarching themes of Prevention, Provision and Support for those who are homeless or threatened with homelessness. Under each of the three themes are the ten local challenges that the Council needs to meet to achieve the governments Gold Standard. The ten challenges are (i) Corporate commitment (ii) Partnership working (iii) Improved prevention (iv) Adoption of the No Second Night Out programme (v) Clear pathways to new housing (vi) Increase private rented sector involvement (vii) Repossession prevention (viii) Increased policy responsiveness (ix) No young people to be placed in bed and breakfast (x) No families to be placed in bed and breakfast.

2.3 Dates for the achievement of policy and practice change stretch over the four years of the Strategy. Monitoring of the achievement of commitments will be carried out as part of operational performance or contract management and in addition a Homelessness Champions Group will monitor overall achievement on a quarterly basis and a full review of the Strategy will take place on an annual basis. The Homelessness Champions Group and the annual review will also look to develop new policy and practice in the light of any emerging trends throughout the four years.

3.0 Other Options

3.1 The production of a homelessness strategy setting out how the Council is to deliver its obligations under the Chapter 7 Section 3 of the Homelessness Act 2002 is a statutory requirement for a local housing authority and therefore the Council has no alternative but to undertake this duty.

4.0 Consultation

4.1 Consultation on the Draft Homelessness Strategy was undertaken through the following channels during late October, November and early December, (a) The Councils website, (b) Focus groups and workshops for internal and external partners (c) The service user group at Nansen Close (temporary accommodation for homeless families) (d) The service user group at Greenbank (supported accommodation for homeless young people) (e) The Strategic Housing Partnership (f) The Stronger Communities Board (g) Salford Council (the provider of the day to day homelessness service) and (h) Supported Accommodation Group.

4.2 The consultation responses raised a number of issues including the following key issues:-

- Partnership commitment is vital for the implementation of the Strategy
- Corporate commitment needs to include the Councils parenting responsibilities
- Improve the move on timescales from supported accommodation
- Clearer advice information required for young people
- Accommodation for singles households to share to be developed
- Review existing and develop new protocols to improve inter service working
- Education and training should include life skills to ensure sustainability of tenancies

4.3 Having considered all the responses following the consultation, the following amendments were made to the policy:-

- Confirm location of a severe weather night shelter within the borough.
- Stronger emphasis in Strategy on the Councils parenting responsibilities.
- Timescales for inclusion of the privately rented sector have been enhanced.
- Tenancy support resource increases in the Registered Provider sector included.
- Introduced Learning Disability, Mental Health and Domestic Abuse protocols.
- Inclusion of life skills support and training has been added within the Action Plan.

5.0 Reasons for Recommendation

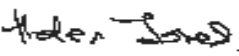
5.1 The Homelessness Act 2002 requires a housing authority to periodically review and renew their homelessness strategy. The recommendation supports the statutory requirement by asking for approval to consult on a draft strategy that updates the Council's existing homelessness strategy.

Key Decision Yes

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

Finance Officer Clearance ...G Bentley.....

Legal Officer Clearance ...H Khan.....



CORPORATE DIRECTOR'S SIGNATURE *(electronic)*

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Trafford Homelessness Strategy 2015 – 2018

DRAFT

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1. Background

This Strategy represents Trafford Council's commitment to provide a comprehensive, high quality service to homeless households, and in particular, to prevent homelessness occurring. The Strategy will assist in ensuring that this commitment is Council-wide and includes working in partnership with social landlords and the private rented sector.

The Trafford Corporate Management Team in December 2013 agreed that the service should be externally benchmarked and should achieve the Government's highest standard for the provision of homelessness services, the Gold Standard.

In view of the cross-cutting nature of homelessness issues and the scope for support from other Council service areas and external agencies, the Strategy will be referred to the Strategic Housing Partnership and Stronger Communities Board and also circulated to Departmental Management Teams.

In March 2014 Trafford Council also consulted on the pre-existing Strategy experience with all relevant partners and stakeholders. The consultation focused on Trafford Council's Homeless Prevention Strategy 2008-2011. The consultation considered what the existing policy and practise had achieved, what it had not achieved, and in addition to these outcomes, the potential remedies for any shortfalls in the service.

Service-users were also consulted during the spring of 2014 and their feedback was gained through structured focus groups, questionnaires and surveys.

Statistical information from the National Practitioners Support Service, Diagnostic Peer Review and the Continuous Improvement Plan has also been used to develop the new Strategy.

Based on the extensive consultation on the existing Strategy outcomes, a new Strategy has been produced with the title Working Together to End Homelessness in Trafford 2015 – 2018.

The Strategy will be monitored quarterly by the Homelessness Champions Group and also reviewed by all relevant stakeholders on an annual basis. This will ensure that following publication, any continuing service shortfalls will receive scrutiny, and any new emerging needs will be taken into account.

Executive Member Forward

Trafford Council takes its obligations towards meeting the needs of those who are homeless or threatened with homelessness seriously. The Council also takes seriously the requirement to assist those households to which it has no statutory duty.

Trafford Council is pleased to present its Homelessness Strategy titled Working Together to End Homelessness in Trafford 2015 – 2018 which sets out the key challenges, objectives and priorities for tackling homelessness in Trafford, and how these will be addressed over the coming years.

I know that many people are facing real hardship as a result of the downturn in the economy and the impact on the supply and quality of housing. To respond to this, and in particular the impact on homelessness, we need to ensure we are working effectively as a Council with all key stakeholders. The key focus of the Council will be to work collaboratively to prevent homelessness, and where this cannot be achieved, to ensure the right housing and support is in place in response.

Working Together to End Homelessness in Trafford 2015 – 2018 is a Strategy based upon the findings and recommendations following a comprehensive review of current homeless services undertaken with the active engagement of service-users and providers. The Strategy continues to build on good practice in place and to meet the gaps in existing service provision.

The Strategy is supported by an Action Plan which clearly sets out the short, medium and long term solutions identified to deliver effective change to the service. To ensure the Strategy remains relevant and flexible to change it will be regularly monitored and also separately reviewed annually.

I would like to thank very much indeed all the individuals and organisations who have contributed to the development of the Strategy and I truly believe that no one needs to be homeless and Trafford Council and its partners will make that a reality.

Councillor Michael Hyman

Executive Member for Economic Growth, Environment and Infrastructure

2. Introduction

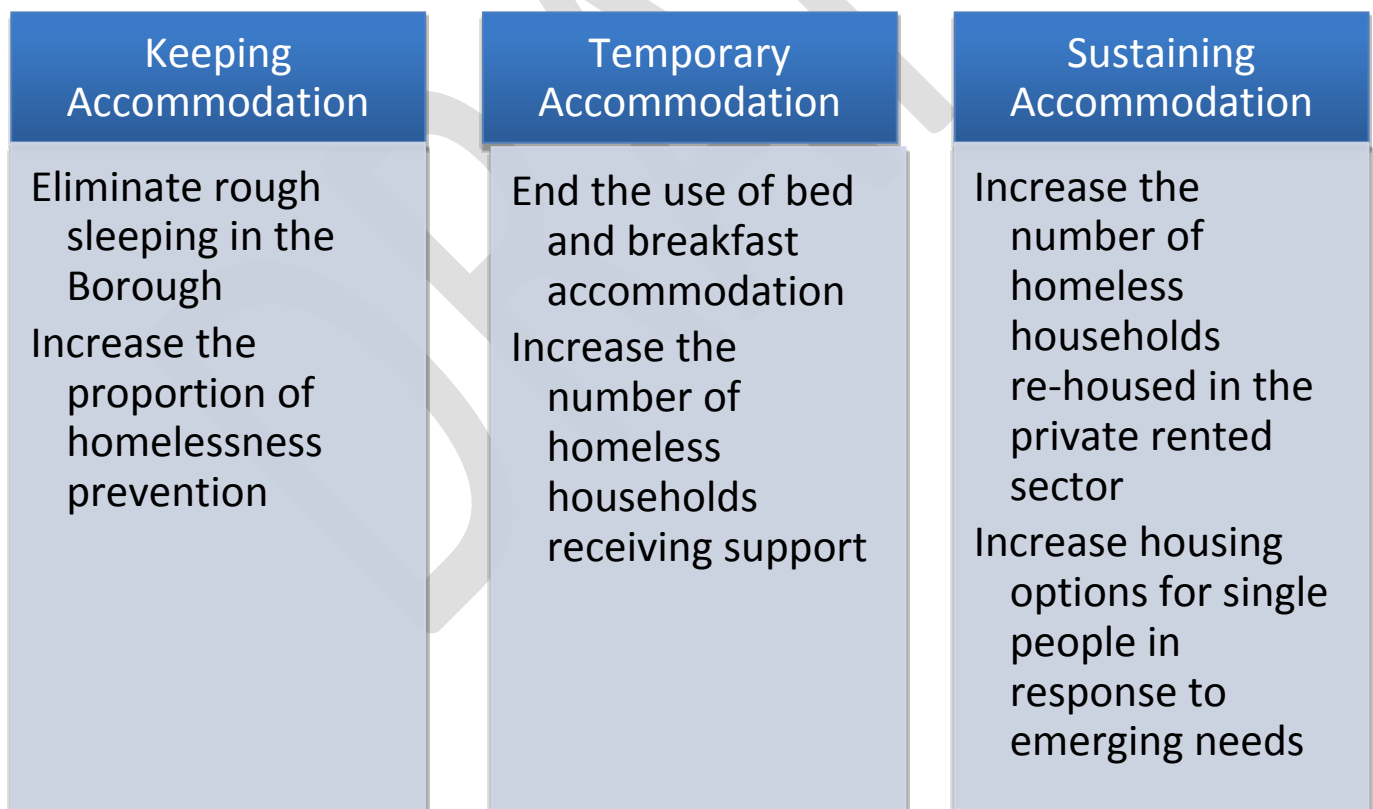
“So the vision of this report is simple, but bold. There is no place for homelessness in the 21st Century”

(Making every contact count, DCLG, August 2012).

In August 2012 the Department for Communities and Local Government (DCLG) published ‘Making every contact count: a joint approach to preventing homelessness’. The report sets out the results of work undertaken through the Ministerial Working Group on Homelessness, and sets ten local challenges for local authorities, and partners, to deliver a **Gold Standard** homeless service.

Trafford Council welcomes the action taken by Central Government through the Ministerial Working Group and the challenge to local authorities, and in this, Trafford’s fourth Homelessness Strategy, the Council sets out how it intends to meet this challenge. The overall objectives of this Strategy during the period 2015 - 2018 are:-

A Gold Standard Service: Working Together to End Homelessness in Trafford.



The Trafford ambition is to ensure that during the lifetime of this Strategy the Council meets the key Government requirements and delivers a ‘**Gold Standard**’ service.

3. Strategic Context

National Housing Strategy

The Government is committed to encouraging housing growth and improving housing services within reduced public sector expenditure limits for local government. Within this context the Government's National Housing Strategy outlines a commitment to providing choice, opportunity, and appropriate support to vulnerable households, families on low incomes, and those looking to meet their aspirations through work.

The Government's specific agenda for homelessness is to:

- Tackle the complex underlying causes of homelessness
- Prevent homelessness at an earlier stage, and
- Deliver integrated services for the support of the homeless

The continuing fragility of the UK economy and downturn in housing supply has put additional pressure on homelessness services. There has been an increase in levels of homelessness across the country, and an increase in the use of Bed & Breakfast accommodation. Whilst levels of mortgage repossessions have not risen as dramatically as they have in previous recessions (due predominately to low interest rates), stagnation in the construction industry and the retreat of the private rented sector from accepting local authority nominations have increased pressure on all sectors. This can be seen in a reduced turnover in the social rented sector and an overall rise in homelessness.

Welfare Reform Act 2012

The Government is implementing wide-ranging reforms of the welfare system through the Welfare Reform Act, which aim to introduce a simpler and fairer system that rewards people who are in work and who are actively seeking employment. These reforms include:

Universal Credit: This will bring together a wide range of current benefits into a single payment.

Personal Independence Payment: Replaces Disability Living Allowance for working age people (aged 16-64).

Local Housing Allowance (LHA): Rates have been reduced and the shared room rate now applies for most single people aged under 35 (this means the maximum LHA they receive will be based on the rent for a shared room rather than a one bedroom property);

Under-occupancy: Social landlord tenants of working age who are under-occupying their property have had their housing benefit reduced, by 14% if under-occupying by one bedroom, and 25% if under-occupying by two or more.

Weekly Benefit Cap: A weekly cap or maximum amount of benefit receivable has been introduced. This cap has been set at £500.

These reforms are affecting the socially rented housing sector. Research by the Joseph Rowntree Foundation published in April 2014 identified that (i) more social housing tenants are out of work than in work and rely heavily on benefits, and so are particularly affected by welfare reform (ii) specific welfare reforms such as the under occupancy charge are changing the way social landlords relate to their tenants with more re-classifications, sanctions and exclusions (iii) both tenants and landlords expect evictions to rise. These changes have been taken into account in developing this strategy.

Localism Act

The Localism Act has given Local Authorities greater flexibility in the way local services are delivered and the way in which social housing can be allocated. New freedoms are available which allow Local Authorities to make greater use of the private-rented sector in order to discharge their homelessness duties.

Local housing authorities have now for several years been able to discharge their duty by offering a homeless applicant a suitable property let on an assured shorthold tenancy from a private landlord. The former position, where an applicant could refuse an assured shorthold tenancy without losing his or her entitlement no longer applies. There is now a right, only exercisable once, to further accommodation on re-application during the period of two years following acceptance of a private sector offer, even if the applicant lost his or her priority need while in the accommodation.

The level of housing benefit payable in respect of a privately rented property is based on the median rent level of the lowest 30% of the rents charged in any area (see Rent Officers (Housing Benefit Functions) Amendment Order 2010 SI No 2836). Given that many of those seeking assistance under Housing Act 1996 Part 7 are entitled to benefits as their primary means of paying their rent, only a relatively small proportion of the private rented stock in Trafford will be affordable. This is the biggest obstacle to the use of the private rented sector.

Homelessness Act

The 2002 Homelessness Act introduced a requirement on Local Authorities to ensure that they take a strategic approach to dealing with the issue of homelessness within their borders. This is to be done by:

- Carrying out a review of homelessness within their area; and
- Producing a Homelessness Strategy based on the findings of this review

The Act goes on to state that the purpose of this strategic approach is to:

- Prevent homelessness in the district of the authority
- Ensure that accommodation is or will be available for people in the district who are or may become homeless; and
- Provide support for people in the district (who are or may become homeless)

Regional Context

The Greater Manchester Housing Strategy

The Greater Manchester Housing Strategy published in December 2009 takes forward the housing priorities set out in the Greater Manchester Strategy into an agreed programme of joint priorities and actions. It is designed to complement existing Greater Manchester Local Authority Housing Strategies and identifies opportunities for joint working, in particular shared approaches to allocations, debt management, and financial inclusion.

Greater Manchester Housing Needs Group

Trafford Council works collaboratively with the other Greater Manchester Councils to deliver the objectives contained within the Greater Manchester Housing Needs Action Plan. A grant of £910,000 has been made to the GM Housing Needs Group by the DCLG. This funding has been used to help tackle rough sleeping through the No second Night Out Initiative, and the Help With Rent Service, which advises tenants affected by Welfare Reform.

Local Context

Trafford is a thriving, diverse, prosperous and culturally vibrant Borough. It is at the heart of the Manchester City Region and is celebrated as the enterprise capital of the North West and home to internationally renowned cultural and sporting attractions.

Housing is one of the pillars of the Council's Community Strategy, with the objective by 2021 of:

'Better housing choice with more new and affordable homes. Homes will be more sustainable as more homes are built on previously developed land and are better designed and environmentally friendly. A wider range of high quality support services will be in place to support people such as the elderly and vulnerable to stay in their houses for longer and maintain independent living.'

Decent affordable housing is the basis for increasing life opportunities for Trafford residents. The Council aims to spread the opportunity for access to a choice of housing by working with partners and stakeholders to tackle barriers that exist. Affordability is a key issue in some parts of the Borough, with an average house price in Trafford being seven times the average income. The housing waiting list is growing, and the number of available properties in the social rented sector is unable to meet growing demand; many of those on the waiting list may never receive an offer of property.

Strong Economy

Trafford Partnership's Vision 2021 includes the following commitment:

'By 2021 Trafford will have a high performing economy that makes a significant contribution to the Manchester City Region. Trafford will have a well skilled and adaptable workforce which meets the changing needs of the employers. Residents will participate in and benefit from the success of the local economy and the Manchester City Region economy.'

Trafford is the economic engine room of Greater Manchester. Ensuring that more of the population are able to benefit from economic growth through gaining employment remains a priority for the Council.

Trafford Partnerships

During a peer review which took place in January 2014 it was clear that Trafford has well established mechanisms for partnership working which are effective. There are a number of protocols in place such as a Children and Young Peoples' Protocol, an Ex-Offender Protocol, and a Hospital Discharge Protocol. In addition to this there are multi-agency meetings when needed to focus on complex cases.

The diagram below highlights the partnerships active within Trafford and Greater Manchester.



Trafford Council has a Severe Weather Emergency Protocol (SWEP) in place during periods of night-time temperatures of minus zero for three nights in a row, between November and February each year. The protocol has been developed to reduce the risk of homeless people dying on the streets during cold weather.

Trafford Council also works and supports the voluntary sector in the delivery of homelessness services. Under the SWEP Protocol a local church has in the past provided accommodation for non-statutory single homeless people. Negotiations with other voluntary groups to extend SWEP and the No Second Night Out (NSNO) scheme to other areas of the Borough are highlighted in the action plan.

A newly established Homeless Forum has been set up during the development of this Strategy called the Homelessness Champions Group. This group will have the overall responsibility of monitoring and reviewing the aims, objectives and delivery of this Strategy. A full review of the Strategy will take place annually to ensure that it is fit for purpose. This group will link into the broader Strategic Housing Partnership.

Value For Money

There is more emphasis now on value for money than ever before. Services are being delivered with reducing financial resources, which means that new ways of working need to be developed. Some of Trafford's services are jointly commissioned, and this is evident in various schemes, for example, Pomona Gardens and Meadow Lodge, which provide accommodation for single people in Trafford. Salford Council, contracted to provide homelessness services in Trafford, manages properties owned by Trafford Housing Trust as temporary accommodation for families.

This joint commissioning and voluntary sector partnership approach has had a positive impact on financial resources particularly during SWEP periods, as the cost of placing single non-statutory persons in bed and breakfast during SWEP can be very costly.

An options appraisal of the Homelessness Service was carried out in 2010 which looked at various options for improving the delivery of the Service. Following this appraisal, the Council undertook a procurement exercise to seek a new partnership to deliver the Housing Options Service Trafford (HOST). The contract was awarded to Salford City Council with effect from 1st September 2011. The new service has reduced costs by a third, and has provided customers with an easy to access service where they can make and update applications and place expressions of interest on properties online themselves. Both choice-based lettings and homelessness services have been brought together and are now delivered by the same Service.

Trafford Council recognises and supports the need for prevention and the savings that can be made. Therefore, Housing Services receive the full Preventing Homelessness Grant provided by DCLG and this is used to fund the Housing Options Service and its preventative work.

The temporary accommodation for families is self-financing and does not place any added financial pressures on the service.

Further opportunities for funding applications and jointly commissioned initiatives and services with partners will continue to be explored.

Housing Pathways

In Trafford's Homelessness Prevention Strategy 2008-2011 the second priority was identified as increasing the rate of successful and sustainable move-on from temporary accommodation, including supported housing, hospitals, and prisons. One of the most effective protocols in Trafford is the Children and Young Peoples' Protocol. The protocol defines clear responsibilities for the provision of accommodation for young people and has helped to establish understanding and good working relationships between partners. Hospital Discharge and Ex-Offender Protocols have also been established. The development of further protocols will continue as identified in the action plan.

For those homeless applicants where there is no duty owed, a full range of information is available on the Council's website so that other options can be explored.

Key Supporting Documents

The Homelessness Strategy links into various relevant, existing strategies (see the linked Strategies below). These Strategies have been developed with stakeholders, partners and customers relevant to this Homelessness Strategy.

- Trafford Housing Strategy 2009-12
- Trafford Allocations Policy
- Local Tenancy Strategy 2012
- Crime Prevention Strategy: Reducing Crime, Protecting People 2012-2015
- Trafford Alcohol Strategy
- Children & Young Persons Strategy 2011 – 2014
- Greater Manchester Strategy
- Joint Health and Wellbeing Strategy 2013 - 2016

The Impact of Welfare Reform

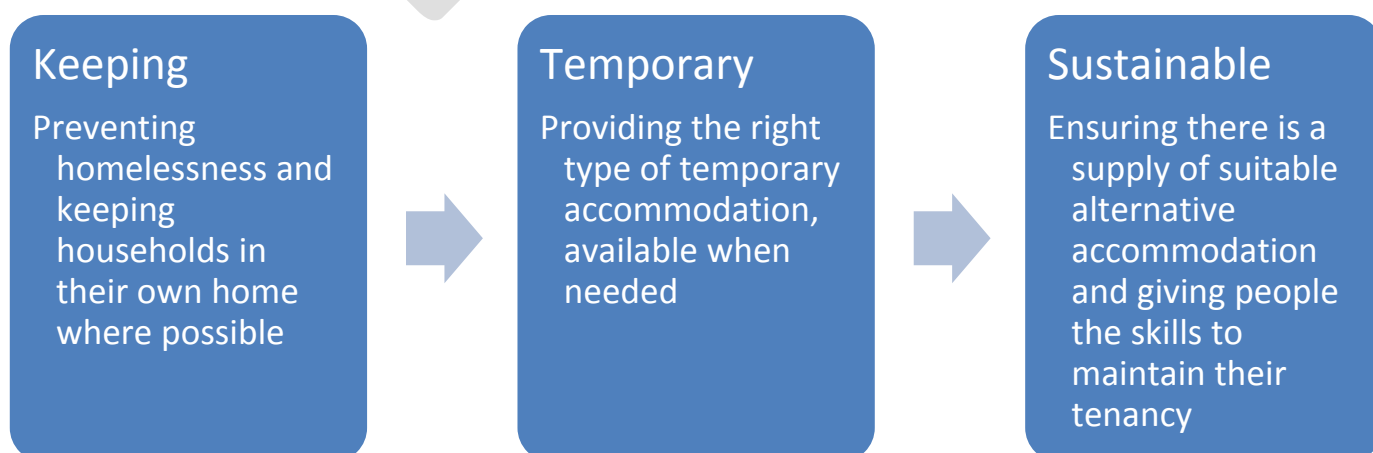
The number of households in Trafford currently affected by Welfare Reform is being monitored by the Universal Support – Delivered Locally Working Group. Trafford is carrying out extensive work with those households affected, and has put in place a number of measures to provide assistance and prevent homelessness. Further details of this work can be found in the Keeping Accommodation section.

The Impact of Supporting People Budget Reductions

The biggest impact on services will be the effects of Welfare Reform and the reduction on available funding that is available within Local Authorities. The adjustments in Supporting People funding has required existing supported provision to be delivered in new ways. To address and alleviate this continuing pressure, Trafford Council will work with its partners to develop a new shared housing offer for single at risk non-statutory homeless persons who, without support, will become statutorily homeless.

4. Homelessness and Housing Need in Trafford

In developing this Draft Strategy a detailed review of homelessness in Trafford has been undertaken. The review has considered a range of empirical information on the causes of homelessness and is supported by customer and partner consultation. This review has considered three stages of the homelessness pathway to assist and identify the critical interventions required to prevent homelessness where possible, and support the transition to sustainable accommodation if required. These three key stages have set the Strategic Objectives for this Strategy, to ensure there is a strategic focus and targeted approach on critical interventions which will have the greatest impact.



4.1 Keeping Accommodation

The objective for the HOST will always be to prevent homelessness, either through enabling a household to remain in their existing accommodation as a first priority, or in supporting the smooth transition into alternative accommodation if required. A strong service ethos of understanding the “who” and “why” of homeless households in Trafford will help frame sensitive and targeted interventions to prevent people losing their accommodation.

Statutory Homelessness

Homelessness in Trafford is increasing, with the number of households accepted with a full homeless duty rising by 41% from 2011/12 to 2012/13 and decreasing between 2012/13 and 2013/14. While the increase is aligned to the national trend the recent reduction is related to the improvements in homelessness prevention.

Homelessness applications	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
Decisions	237	254	338	281	382	326
Acceptances	111	135	135	156	220	168

Looking beyond these headline figures it is possible to identify household types that are over-represented. Homeless households tend to be:

- Younger – around half are aged 25-44 and around a third are aged 16-44
- Single parent households – around two thirds are single person households
- Female – around two thirds are single women or women with children
- White British – over 70% of households classed themselves as White British, but there is an over-representation from BME households at 28% of homeless acceptances compared to a 12% BME population (2011 census)

The 3 main causes of homelessness in Trafford are:

- Asked to leave by parents, family or friends
- Domestic abuse
- End of an assured short-hold tenancy.

Despite the upward trend of homelessness over the last few years, the proportion of applications due to these three causes has remained relatively constant at around 70%. This suggests that the rise in homelessness may be due to a decrease in the supply of suitable alternative accommodation, and not as a direct consequence of the economic downturn and the ability of households to sustain accommodation costs. For example, in previous recessions there has been a significant increase in the number of households becoming homeless due to mortgage repossession, but these numbers have not changed significantly over the last five years. This is as a result of action at both a national and local level to prevent repossessions, with mortgage interest rates having been kept at a historically low level for a sustained period.

It is still too early to assess any potential consequences from the welfare reform changes, most of which are being implemented from April 2014.

In 2013/14 the Council found that it did not owe a full homeless duty to 190 homeless applicants. Of these over half were deemed to be not in priority need, and a further third not homeless. 45 applicants were assessed as being homeless intentionally.

Advice and Support

In 2013/14 HOST were contacted by over 13,279 households seeking housing advice, and prevented homelessness for 288 households. The provision of free impartial advice is a crucial element in preventing homelessness. The Council and partners have carried out a full review of advice and information services in the Borough, and have now completed the first stage of implementing the outcome of that review. This has involved the co-location of HOST alongside Access Trafford, Welfare Rights and Citizen's Advice Bureau at Sale Waterside, enabling the delivery of a comprehensive, seamless service.

The Universal Support – Delivered Locally Working Group is also focusing on the changes that follow the introduction of Welfare Reform. The multi-agency group is prioritising specific groups affected by the changes and are working with landlords, Housing Benefit services, Trafford Assist and other support agencies. Since April 2011 Trafford has received Department of Works and Pensions (DWP) Transitional Funding which has been used to provide assistance to tenants who are struggling to meet their rental payments. The funding is used to support the work of the Help with Rent Team who provide advice, and negotiate with landlords on behalf of tenants where there is a shortfall in rent. In 2012/13 Trafford received £33,407 of funding.

Since the introduction of the under-occupancy charge in the social rented sector there has been a significant increase in tenants accruing arrears due to shortfalls in Housing Benefit payments. This has increased the demand for Discretionary Housing Payments (DHP). In April 2014 the Council will receive an additional £50,000 of DHP award which will be used to help tenants to remain in their homes until suitable alternative accommodation can be found.

Under Occupancy - Arrears Levels

Arrears Range	Over £1000	£500-999	£250-499	£100-249	£10-99	£0-9
Estimated Trafford profile based on all Social Housing providers (other providers account for approximately half of all affected tenants)	£177,100	£115,423	£81,641	£45,370	£20,165	£693
Total						£440,392

Currently there are 10,937 social tenants in Trafford that are claiming Housing Benefit. The following table shows the breakdown of social tenants receiving housing benefit by bedroom

size.

Number of Rooms	Number of Claims
1 room	3,878
2 room	3,683
3 room	3,002
4 room	315
5 room	44
6 room	13
7 room	1
8 room	1

Buy Them Time Scheme

The Buy Them Time scheme is delivered by Trafford's Victim Support Service. The Service provides a range of measures to assist victims of domestic abuse who are seeking to stay at home, or escape abusive relationships, such as increasing personal safety and improving home security and supplying urgent services and provisions, such as personal attack alarms, home link alarms, door and window alarms, replacement locks, additional bolts, food vouchers, fleeing packs, taxis, and translators. Fleeing packs include pyjamas, nappies, sanitary products, razors, shower gel, soap, toothbrushes, toothpaste, towels, and underwear.

Since 1/4/2013 the following has been provided:

77 orders have been issued

43 security visits (lock changes, additional bolts, etc.)

18 issues of food vouchers

6 taxis

3 bulk orders for security items

3 removals

2 translation services

1 bulk order for fleeing pack items

1 hotel fee overnight

4.2 Temporary Accommodation

Currently the overall level of temporary accommodation that is available for a variety of client groups is limited. Trafford does not have any direct access schemes and emergency accommodation is not readily available. Temporary accommodation is largely available for families and single applicants who are homeless and have support needs.

Rough sleeping

Total rough sleeping figures across Greater Manchester range from 1 to 24 (as recorded in the Greater Manchester survey in 2013). Traditionally Trafford has had low levels of rough sleeping. However, the number of rough sleepers is continuously monitored by the Council with partners, who also provide an estimate of rough sleeping on one night each year chosen between 1st October and 30th November. In 2014 the Council estimated that there were 2 rough sleepers in the Borough. This is a snapshot on a single night and not an assessment of the total number of rough sleepers over the whole year.

The Council also has in place extended cold weather provision, which covers nights when the SWEP is not in operation but where very cold weather means that the lives of people sleeping rough may be in jeopardy. Additionally the Council is a partner in the Greater Manchester No Second Night Out initiative.

NSNO aims to help people who are sleeping rough for the first time, and find them an immediate alternative, so that they do not need to spend another night on the streets.

Direct Access Accommodation

There is no direct access emergency accommodation within Trafford for single homeless people with no priority need, which means that those applicants are placed outside of the Borough. Due to a wide range of factors the availability of this type of facility elsewhere in Greater Manchester has also reduced in recent years

During the winter months Trafford in the past has relied on the support of a local church to provide shelter when the SWEPP protocol is in place. This service was run by volunteers. During the lifetime of this Strategy other access points will be developed.

Bed and Breakfast

Sufficient numbers of suitable Temporary Accommodation (TA) are provided through the HOST contract to ensure that the use of bed and breakfast is only used in an emergency and as a very last resort. Figures for bed and breakfast have historically been very low in Trafford, and also over recent years the use of TA has been reduced, in line with Government targets.

During the winter of 2012/13 there was a significant increase in use of TA and bed and breakfast. This was due to an increase in homeless presentations and a fall in the availability of permanent accommodation as the turnover of properties with our Registered Provider partners reduced. The numbers in B&B reduced through Spring 2013 but the use of temporary accommodation is closely monitored.

Households placed in TA or bed and breakfast will receive a one to one consultation with a dedicated officer from HOST who will then signpost to other relevant services in preparation for move on if support is required. This will improve the sustainability of their next settled home and help to maintain their tenancy.

Supported Accommodation

Trafford has a number of supported accommodation schemes which are identified below. Most of the schemes have specific performance requirements aimed at reducing the length of stay in TA or increasing the sustainability of the move on accommodation. The introduction of a single point of contact post in HOST funded from the Supporting People budget is designed to improve successful outcomes for vulnerable single people at risk of becoming statutorily homeless, and to secure a better focus on the Council's priority groups, including Children in Care and Looked After Children, in line with the Corporate Parenting Responsibility of the Council. The initiative is called the Trafford Accommodation Pathway.

Greenbank is a scheme that provides supported accommodation for young single people who are homeless and looking to move into their own tenancy. Residents work through and are supported in completing the Independent Living Skills workbook which provides them with the skills and knowledge to be able to maintain and sustain a tenancy. They are also supported to access training, education and employment opportunities.

Meadow Lodge provides supported accommodation for single homeless male and females aged 18+. The scheme will accept referrals from clients with substance misuse who must be engaged in treatment services. Accommodation is in self-contained flats.

Christine Court is accommodation-based support for teenage parents aged 16-19. The scheme can accommodate up to 10 service-users.

Pomona Gardens provides supported accommodation for single homeless people. The scheme will accept referrals from clients with substance misuse issues who must be engaged in treatment services

All supported accommodation providers offer in depth and comprehensive support to ensure that their tenants are “tenancy ready” when they are in a position to move into settled accommodation of their own.

Void rate of supported accommodation

	Meadow Lodge	Pomona Gardens	Christine Court	Greenbank
October 2012 / 2013	0%	0%	0%	1.25%
October 2013 / 2014	0%	0%	0%	9%

The Trafford Accommodation Pathway uses Meadow Lodge and Pomona Gardens and this accommodation does not carry any voids. Christine Court does not carry any voids. There is always a long waiting list and so any voids are filled immediately. The void rate for Greenbank has increased in line with the decrease in the upper age limit for the property from 25 to 19.

Trafford Accommodation Pathway Demand

	18-25 year olds Oct 12 /Oct 13	26-65 year old Oct 12 /Oct 13	18-25 year olds Oct 13 /Sep 14	26-65 year old Oct 13 /Sep 14
Referrals received	76	91	66	96
Meets Statutory responsibility	43 (57%)	35 (39%)	44 (67%)	50 (52%)
Declined following assessment	19 (25%)	21(23%)	8 (13%)	34 (36%)
Of the declines how many re-presented	19 (25%)	21(23%)	8 (13%)	34 (36%)

	18-25 year olds Oct 12 /Oct 13	26-65 year old Oct 12 /Oct 13	18-25 year olds Oct 13 /Sep 14	26-65 year old Oct 13 /Sep 14
How many move ons to secured permanent accommodation	17 (23%)	17(19%)	26 (40%)	37 (39%)

The demand for supported accommodation has remained constant over the last twelve months. Single persons presenting who meet the statutory requirements have increased and it is expected this will continue to rise as Welfare Reform continues. Against this background the focus is on increasing the movement through supported accommodation in order to maximise the use of units throughout each year. Evidence of this can be seen in the table above.

Some of those who have presented and who did not meet the statutory duty have fallen just below the level of meeting the statutory duty and return at a later date. Some applicants are deemed too high risk or too vulnerable to be placed in supported accommodation and are therefore declined. The Council continues to work with declined clients as they still have complex support needs. There is limited specialist supported accommodation within Trafford that is available to this group.

4.3 Permanent Accommodation

The table below highlights the current tenure of Trafford residents and the number of dwellings within each tenure. In Trafford there are high levels of home ownership, over 75% compared to the national average of 68%. Therefore the numbers of private and social renters is lower. Data suggests that Trafford also has a slightly smaller than average private rented sector (7.56% of households compared with around 10% nationally).

Tenure	Number of dwellings	% of dwellings
Private sector (owned)	72,974	75.9
Private sector (rent)	7,269	7.56
Social rented	15,888	16.5
All properties	96,131	100

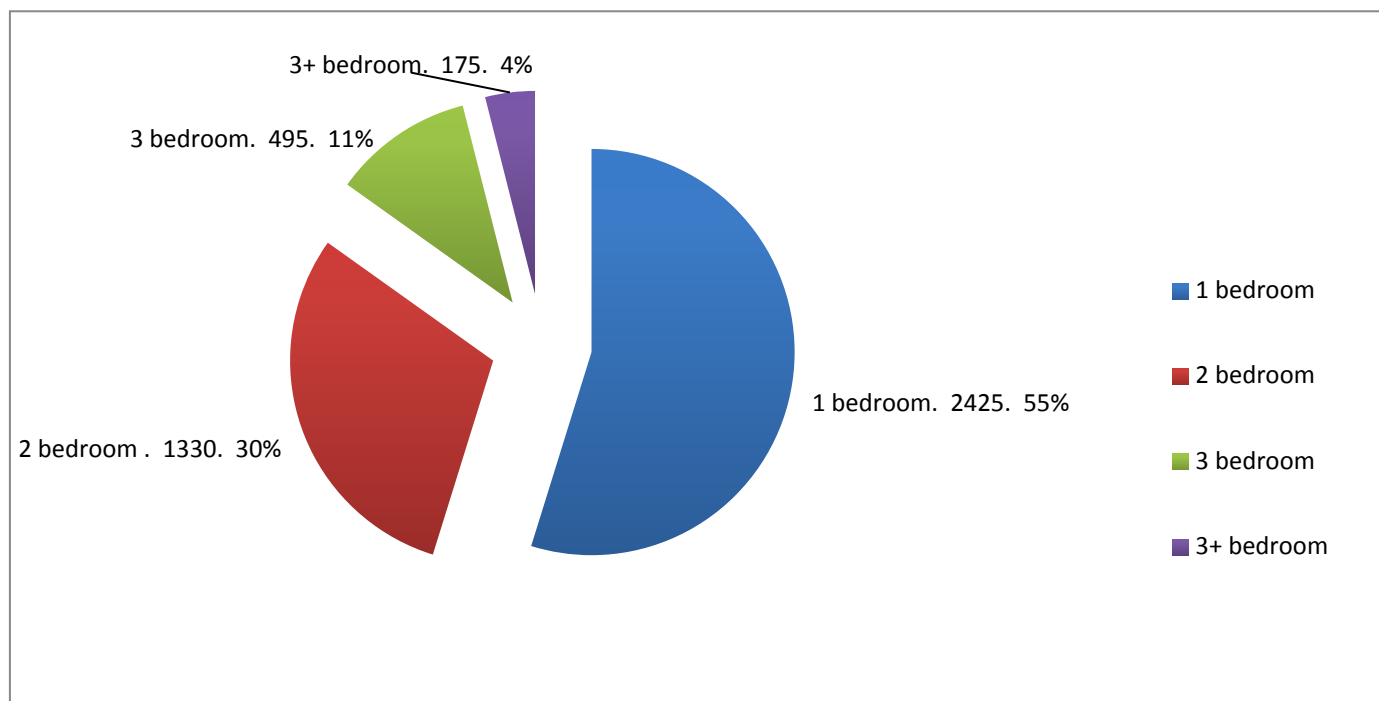
Social Rented

Following a full review of the waiting list in 2012 the number of applicants on the list reduced significantly, but numbers are now increasing, with over 400 new applications a month. The demographic groups within Trafford most likely to fall into affordable housing need are single working age households, lone parent households and other households with one child.

The total number of applicants that are considered to be active and are able to place bids stands at 4,307 (November 2014). There are 168 applicants that have had a positive homeless decision and are owed a full duty, 78 that are non-priority, and 288 have been helped through homeless prevention.

There is a shortage of small affordable accommodation to meet need and household aspiration. Over half (55%) of applicants want a property with 1 bedroom, with 30% waiting for a 2 bed property. The remaining 16% want a larger sized property.

The table below shows a breakdown of applicants on the housing waiting list by bedroom size:



Owner-Occupation

Trafford is an affluent Borough with average house prices of £261,025 which is significantly higher than average house prices for the North West which stand at £159,265. Trafford average weekly earnings are also relatively high (£434.30), above both the regional and national average and the third highest in the North West. However there is a significant and growing affordability gap with the ratio of earnings to house prices over 7:1.

The Mortgage Rescue Scheme has assisted households who can't pay their mortgage and where their lender is taking action to repossess their home. This scheme has been available if there are dependent children or anyone in the household is pregnant, elderly, disabled or suffers from a long-term illness, and if the household would otherwise be able to get help as homeless if their home was repossessed. If the people in the household earn more than £60,000 a year, they cannot use this scheme, and there are limits on the value of the property that may make applications ineligible for this help. The scheme in Trafford has assisted 6 households since 2009.

From April 2014 the Government Mortgage Rescue Scheme will close to new applicants. Assistance will continue through the Support for Mortgage Interest and also the Mortgage Interest Run On schemes providing that applicants are in receipt of specific benefits. Although repossessions have been low an alternative option needs to be considered. Although the number of households assisted under the Mortgage Rescue Scheme is low due to ineligibility in Trafford there has been a significant number of households who have received advice and assistance which has prevented their homelessness.

For those households who have not been eligible for the Mortgage Rescue Scheme the Homeless Prevention Fund has been used to allocate 0% interest loans which have helped to prevent homelessness. The loans are repaid and recycled to assist others facing eviction from their lender. In addition to the above, households are able to access free legal advice and representation either at the time of a court hearing or by attending a half hour consultation run by a local solicitor.

Registered Providers

There are around 20 registered providers with properties in Trafford. The main providers are Trafford Housing Trust, Irwell Valley and Your Housing Group. The total number of properties is 15,888 of which around a fifth of social rented stock is sheltered housing for older people. The table below shows a breakdown of general needs stock in Trafford (excluding sheltered) held by the 3 largest Registered Providers by bedroom size.

Bedroom size	THT	YHG	IVHA	Total number of properties
Bedsit (0 Bed) or studio flat	12	4	12	28
1 Bed	628	538	419	1,585
2 Beds	2,411	1,606	531	4,548
3 Beds	2,980	1,052	591	4,623
4 Beds	122	287	75	484
5+ Beds	6	0	13	19

As shown in the table above there are 2,425 applicants on the waiting list requiring a one bedroom property. Out of the three main stock holders in Trafford there are only 1,585 one bedroom properties. This shows that there is a lack of suitable accommodation for single people and couples in Trafford. This Strategy will work to address the gap.

There has been a rise in the number of tenants experiencing hardship which has resulted in higher levels of arrears. A snap shot of this has been provided by the largest Registered Provider in the Borough, which has shown that out of 1,083 tenants 35% were affected by the under-occupancy charge and had fallen into arrears previously.

In response to the increasing arrears, Trafford Housing Trust has recruited additional staff. This includes pre-tenancy staff, Money Support officers to deal with financial capability casework, and Welfare Rights and Debt Advisors.

The second largest registered provider has also reported that there are currently 237 households affected by the Under Occupancy Charge. Between May 2013 and January 2014 arrears for those households have increased by £40,074. To manage this workload additional resources for the income team have been made available so that a targeted approach can be taken in the

most at-risk areas. Investments in their money advice, tenancy support, and employment and skills teams have also been made. In addition to this the registered provider is working with local partners and residents to introduce / re-introduce them into the local labour market.

Allocations

Following a 2013 review the Council has adopted a new Allocations Policy, which sets out how applications for housing are prioritised. The new approach aims to make best use of the limited affordable housing stock in the Borough whilst meeting local housing need. Within the Trafford context this means:

- Continued support for statutory and reasonable preference groups, including homeless households;
- Additional priority for households leaving the armed forces;
- Additional support for households in work or making a positive contribution to the local economy;
- Low priority for households earning above an agreed income threshold;
- The ability to fulfil our duty to statutorily homeless applicants by re-housing in suitable privately rented accommodation.

Tenancy Support

The main provider of tenancy support services is currently Trafford Compass, funded through Supporting People. Trafford Compass provide long term tenancy support solutions which include short-term interventions such as resolving issues around benefit claims, debts, anti-social behaviour, provision of household goods, and resettlement support. This work also links into Pomona Gardens (single homeless persons), Meadow Lodge (single homeless persons), Greenbank (young people) and Christine Court (mother and baby unit).

In addition to Trafford Compass a number of larger Registered Providers within Trafford provide tenancy support for their own tenants which include move-on services. The Council also funds services linked to the Trafford Domestic Abuse Service which supports male and female victims of domestic violence to continue to reside in their own homes. In addition to this the Council also funds care and support services which would include support to maintain tenancies for people living in their own home with learning disabilities, physical disabilities, and mental health needs. The stronger families programme also carries out support work linked to tenancy support for those eligible under the scheme.

Funding for the service provided by Trafford Compass is due to finish at the end of March 2015. The Council is exploring opportunities in partnership with Registered Providers to develop a Tenancy Sustainment package in light of this.

Private Rented Sector

Private rented stock represents an important contribution to the wider housing 'offer' and can provide an invaluable role in relieving the pressure of demand for social rented properties. At present only limited use is made of the private rented sector for homeless households and one of the challenges for this Strategy is to address this.

The Council continues to use the rent and bond scheme as a homelessness prevention tool and has helped to rehouse 40 households in 2013. However, rental levels in Trafford remain relatively high, and the combination of limited supply and high prices makes access to this sector difficult.

Recent changes in Welfare Reform has placed added pressure on under 35 year olds accessing accommodation which is within the Local Housing Allowance. This not only restricts the type of accommodation available to single applicants but also places greater demand on HOST due to the lack of shared accommodation available in the Borough.

Current resources such as Houses of Multiple Occupation (HMO) could be used as shared accommodation for single people under the age of 25 years. Trafford will need to work closely with landlords in both the social and private rented sector to ensure accommodation is suitable and affordable.

The Localism Act gives Local Authorities the option to discharge duty in the private rented sector. Trafford will work to increase the number of homeless applicants accessing private rented accommodation. A private sector offer policy will be developed to increase the number of units of suitable accommodation made available.

Property Rents in Trafford by Number of Bedrooms		
	Average Rent per calendar month (Trafford)	Average Rent per calendar month (Greater Manchester)
One bedroom	£479	£480
Two bedrooms	£665	£583
Three bedrooms	£687	£728
Four bedrooms	£928	£1,043

Repeat Homelessness

The total number of homeless acceptances from applicants who had previously been accepted by the Council as 'eligible, unintentionally homeless and in priority need, where a main duty was ended within the past two years', has been very low. Between 2009 and 2014 there were no cases identified as being repeat homeless. This does indicate that homeless households are generally appropriately re-housed and provided with tenancy support as required.

5. Meeting the Gold Standard: Reducing Homeless in Trafford

The Gold Standard is a new initiative announced by the Government for Local Authority Housing Options Services. The Gold Standard has a 10 step approach aimed at improving front line housing services (see Appendix 2 for more information).

The Challenge is a Local Authority sector-led peer review scheme, designed to help Local Authorities deliver more efficient and cost effective homelessness prevention services. The challenge follows a 10 step continuous improvement approach that starts with a pledge for local authorities aspiring to '*strive for continuous improvement in front line housing services*', moves through a peer review by other local authorities, and culminates in an application for the Gold Standard Challenge.

The Council has used the framework provided by the Gold Standard, together with the review of homelessness in the Borough, to develop this Strategy and its Strategic Objectives and Priorities. The Council has already made significant strides to develop a Gold Standard Service, and through the delivery of this Strategy will ensure that high levels of service are developed and maintained.

The Executive Member for Economic Growth, Environment and Infrastructure has been nominated as the Member Champion for Homelessness, supported by the Corporate Director for Economic Growth, Environment and Infrastructure. This demonstrates the Council's commitment at a senior level to both support the Service and reduce incidences of homelessness in the Borough.

Challenge one of the gold standard will ensure that there is Corporate Commitment throughout all Directorates of the Council by supporting the delivery of the action plan (see Appendix 1).

To apply for the Gold Standard a peer assessment will need to be carried out. Depending on the outcome of the review, the Council will be awarded bronze, silver or gold in addition to the continuous improvement plan which will assist the Council in striving to provide a Gold Standard service.

In February 2014 an assessment of Trafford's homelessness services was reviewed by another Local Authority and the Association of Greater Manchester Authorities (AGMA). A continuous improvement plan will be developed from the findings of the review and Trafford will strive to achieve Gold Standard in its homelessness services. This Strategy will help to achieve that aim. The Strategy will take into account emerging needs within Trafford and will be reviewed annually.

The Council has made the pledge to strive for continuous improvement and is committed to achieving the Gold Standard as it fits in with the Council's vision of ending homelessness. The

table on the next page highlights the clear links between the Gold Standard and the Strategic Priorities and Objectives of the Council.

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Vision

**A Gold Standard Service:
Working Together to End
Homelessness in Trafford**

Strategic
Priorities

Keeping
Accommodation

Temporary
Accommodation

Sustainable
Accommodation

Objectives
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Eliminate rough sleeping
Increase the proportion of
homelessness preventions

Stop the use of Bed & breakfast
accommodation
Increase the number of
homeless people receiving
support

Increase the number of
households rehoused in the
private rented sector
Increase housing options for
single people in response to
emerging needs

Gold
Standard

A corporate commitment to
prevent homelessness
To adopt a *No Second Night Out*
model
To offer a housing options
prevention service to all clients
To prevent mortgage
repossessions

To actively work in partnership
to address support, education,
employment and training
needs
To not place 16 /17 year olds
in B&B
To not place any families in
B&B unless in an emergency

To develop a suitable private
rented sector offer
A homelessness strategy
responsive to emerging needs
To have housing pathways
agreed with each key partner

6. Delivery

During the development of this Strategy there has been a cross-Directorate commitment to working together to ensure that objectives are met.

The following table shows how the Objectives of the Strategy link into the Council's Strategic Priorities and what actions will be taken to achieve the aims.

Strategic Priority	Keeping Accommodation	Temporary Accommodation	Sustainable Accommodation
Objectives	<ul style="list-style-type: none"> Eliminate rough sleeping Increase the proportion of homelessness preventions 	<ul style="list-style-type: none"> Stop the use of B&B Increase the number of homeless people receiving support 	<ul style="list-style-type: none"> Increase the number of households re-housed in the private rented sector increase housing options for single people in response to emerging needs
Key targets for 2016	0 rough sleepers Homelessness prevented for 60% of all homelessness applications	0 use of B&B for 16/17 year olds 0 use of B&B for more than one week for any homeless household	5% of statutorily homeless households re-housed in the private rented sector
Key actions for 2015/16	Expand use of SWEP accommodation during winter months to all year round	Develop private rented offer to discharge duty into and reduce the need for B&B	Increase housing options for single people by developing a shared accommodation scheme

The following action plan is split up into ten challenges which the Council will work to achieve by working jointly with both internal and external partners (see Appendix 1).

The review of Trafford's Homelessness Strategy 2008-2011 and emerging needs has led to the agreed actions and outcomes in the revised Homelessness Strategy. The actions are a result of consultation, and highlight the work required to meet the 10 challenges which form the objectives of this Strategy.

6. Monitoring

The monitoring of the action plan will be carried out by the Homeless Champions Group on a quarterly basis. Progress will then be fed into the Strategic Housing Partnership. Quarterly briefings will be forwarded to Elected Members to ensure that information and achievements are being shared.

A full review of the Strategy will also take place on an annual basis. Amendments and updates on targets will be made on an on-going basis.

In addition to the above, smaller peer reviews will be carried out internally throughout the existence of the Strategy.

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Appendix 1:

TRAFFORD DRAFT HOMELESSNESS STRATEGY

This Draft Strategy identifies how Trafford Council intends to meet the requirements of the Homelessness Act 2002 and in accordance with its duties under the Homelessness Act how Trafford Council will (a) prevent homelessness (b) secure sufficient accommodation and (c) secure sufficient support for people who are homeless

KEEPING ACCOMMODATION

Challenge 1: Prevent Homelessness. Adopt a corporate commitment to prevent homelessness across all local authority services

Aim	Task	Lead	When	Outcome	Resource	Monitoring
Corporate commitment from all Directorates to deliver the outcomes of the Homeless Strategy	Promote the aims, objectives and actions in the Strategy in a coordinated approach and to ensure that the Councils overall objectives are achieved including the Councils Corporate Parenting responsibilities	Director of Growth and Regulatory Services. Lead Member	Dec 2014 March 2015 July 2015	Corporate Management Team commitment secured. Peer Review. Gold Standard submission made.	Council Departments, HOST, external organisations.	Corporate Work Plan Monitoring
Enhanced Housing Options Service	Review specification of current Housing Options Service	Director of Growth and Regulatory Services.	April 2016	New Value for Money Contract in place.	Housing Strategy. Council Departments,	Corporate Work Plan Monitoring
Raise the profile and awareness of	Raise awareness of progress in delivering the	Housing Group	Jan 2015	Quarterly briefings available to all	Housing Strategy.	Homelessness Champion Group

the aims of the Homelessness Strategy	aims of the strategy through updates, briefings and training		to Jan 2016	Directorates, Members and External Partners.		
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Challenge 3: Prevent Homelessness. Offer a Housing Options prevention service to all clients including written advice

<i>Aim</i>	<i>Task</i>	<i>Lead</i>	<i>When</i>	<i>Outcome</i>	<i>Resource</i>	<i>Monitoring</i>
Greater customer satisfaction	Improve assessment of customer satisfaction through customer feedback forms, mystery shopping and focus groups.	HOST	Mar 2016	90% Positive satisfaction feedback with service from customers in 2015/16	HOST Management	Continuous Improvement Plan Contract monitoring
	Carry out regular peer reviews to gain best practice and share information	Housing Services	Start in Oct 2015	6 monthly review of Homeless Services	Housing Services Officers	Continuous Improvement Plan Contract monitoring
	Develop information packs for non-statutory homeless available on the website and in reception	HOST	Jun 2015	Minimum of 2 downloadable documents on the website and available in reception containing information for non-stat service users.	HOST Management	Continuous Improvement Plan Contract monitoring

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	Improve decisions made by HOST via access to training through NPSS and updates on case law	HOST	Mar 2017	Reduce number of appeals overturned by 50%	HOST Management	Continuous Improvement Plan Contract monitoring
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Challenge 7: Prevention of Homelessness. Actively engage in preventing mortgage repossessions including through Mortgage Rescue Scheme

Aim	Task	Lead	When	Outcome	Resource	Monitoring
Support in place to cover for loss of the Mortgage Rescue Scheme.	Develop a multi-agency/partner mortgage repossession advice agreement for households facing repossession.	Housing Services Officers	April 2015	One stop mortgage repossession advice service for homeowners once a month	Housing Services/ Keoghs/ HOST/CAB	P1E Monitoring HOST Contract monitoring
	Early intervention for households that are at risk of repossession following lender notifications	Housing Services Officers	April 2016	5 households a month attending the one stop mortgage repossession service	Housing Services/ Keoghs/ HOST/CAB	P1E Monitoring HOST Contract monitoring
Secure a clear route to the Support for Mortgage Interest scheme and the Mortgage Interest Run On scheme	Provide specific guidance for households facing repossession.	Housing Services Officers	April 2015	Year on year reduction in repossession presentations.	Housing Services/ Keoghs/ HOST/CAB	Corporate Work Plan Monitoring. HOST Contract monitoring

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Support for households attending court at risk of repossession	Promote free legal representation at County Court for all households at risk of repossession	Keoghs Solicitors	Jan 2016	5% (lender notifications) increase in applicants attending court	Housing Services/ Keoghs/ HOST/CAB	Corporate Work Plan Monitoring.
	Monitor the uptake of representation at County Court	Keoghs	Jan 2017	Recorded number of households attending court	Housing Services/ Keoghs/ HOST/CAB	Keoghs

Challenge 8: Prevention of Homelessness. Have a Homeless Strategy which sets out a proactive approach to preventing homelessness and is reviewed annually to be responsive to emerging needs

<i>Aim</i>	<i>Task</i>	<i>Lead</i>	<i>When</i>	<i>Outcome</i>	<i>Resource</i>	<i>Monitoring</i>
Achieve Gold Standard	Carry out benchmarking exercise of homeless services with 2 other Local Authorities	Housing Services / Wigan / Salford	Mar 2015	Peer review completed	Officer time	Continuous improvement plan
	Work with HOST and partners to implement improvements identified through the peer review	HOST/Housing Services	Mar 2015 to July 2015	Achieve a minimum score of 60% and apply for Gold Standard	HOST /Housing Services	Continuous improvement plan

	Carry out quarterly internal peer review of homeless services	Housing Services	Start Oct 2015	Achieve 70% minimum score	HOST /Housing Services	Continuous improvement plan
Collaborative data to inform Homeless Strategy Review	Collect and analyse comparative data to inform future homelessness/housing strategies	HOST/ Housing Services	Mar 2016	Set targets/actions for year 2 and year 3 taking into account emerging needs from comparative data	HOST /Housing Services	Continuous improvement plan
Mitigate the impacts of welfare reform	Adopt a positive approach to supporting households adversely affected by welfare reform.	DHP	Oct 2015	<ol style="list-style-type: none"> 1) 10 households accessing support to relive pressure of Under Occupancy Charge. 2) Open monitoring of outcomes of occupancy transfers and mutual exchanges 	Officer time/Transitional funding/DHP/ SHP	Welfare Reform Group

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Challenge 9: Prevention of Homelessness. Accommodate the Homeless. No placements for young people aged 16 or 17 in bed and breakfast accommodation.

<i>Aim</i>	<i>Task</i>	<i>Lead</i>	<i>When</i>	<i>Outcome</i>	<i>Resource</i>	<i>Monitoring</i>
Provide an early	Prevent 10 young people	CYPS	Jan	Eliminate the use of bed	HOST /Housing	Single point of access

intervention service to young people at risk of becoming homeless.	from becoming homeless	(Youth Service)	2016	and breakfast for 16-17 year olds	Services	updates. HOST Contract monitoring
Ensure appropriate levels of emergency accommodation to meet the need of the number of homeless 16 – 17 year olds	Identify suitable accommodation as alternative to bed and breakfast	CYPS/ Irwell Valley Housing Association	Mar 2016	No 16-17 year olds placed into bed and breakfast accommodation.	HOST /Housing Services	Continuous improvement plan HOST Contract monitoring

TEMPORARY ACCOMMODATION

Challenge 4: Accommodate the Homeless. Provision of a No Second Night Out model and an effective local alternative

Aim	Task	Lead	When	Outcome	Resource	Monitoring
SWEP protocol in place throughout the Borough	Expand night shelter access in Trafford by identifying new volunteer organisation capacity.	Housing Services	Dec 2015 15/16 Year	Accommodation capacity secured for no second night out. No one sleeping rough more than one night	HOST /Housing Services/ Volunteers	Annual CLG rough sleeping figure
Direct access services for non-statutory street	Assist local voluntary groups in recruiting additional volunteers to provide a local rota	Housing Services	Oct 2015	Increased number of volunteers by 5% to meet the requirements of No Second Night Out	Voluntary Organisations	NSNO/SWEP Meeting

homeless	scheme			initiative		
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Challenge 5: Accommodate the Homeless. Support the Homeless. Have housing pathways agreed or in development with each key partner and client group, that include appropriate accommodation and support

Aim	Task	Lead	When	Outcome	Resource	Monitoring
Effective pathways for vulnerable clients	Review current Offenders Hospital Discharge and Young People's Joint Working Protocols to ensure effective partnerships continue.	Housing Services /CFW	Sept 2015	5% increase in offenders accessing supported accommodation by June 2015 No unplanned hospital discharges No young people placed in bed and breakfast	Housing Services Officers / Children Families Wellbeing Officers.	Corporate Work Plan Monitoring. Continuous Improvement Plan. HOST Contract monitoring.
	Develop new protocols for other client groups' i.e. Domestic Abuse (DA), Learning Difficulties (LD), Mental Health (MH) and Children Leaving Care (including Looked After Children).	Housing Services/ CFW/ CCG	Sept 2015	3 new protocols developed with clear defined priorities for DA, LD, MH and Care Leavers.	Housing Services Officers/ Children Families Wellbeing Officers/ CCG Officers	Corporate Work Plan Monitoring. Domestic Abuse Board, LD and MH Board.

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Housing Options Service that reflects the cultural diversity of communities	Review service provision through equality impact assessments to ensure service is culturally sensitive and non-discriminatory	HOST	Mar 2017	Equality Impact Assessment completed BME Presentations reduced by 50%	HOST Management	P1E Monitoring
Introduce shared accommodation into the Trafford social housing sector	Develop a shared affordable accommodation scheme in partnership with landlords for single and couple households	Housing Services HOST/ GPHG/ THT/GMPT	Mar 2016	Four separate households rehoused into shared accommodation	Housing Services Officers	Contract Monitoring
Improve Trafford information resources for Tenants and landlords	Promote Illegal Eviction Protocol as part of an information pack around the rights and responsibilities of tenants and landlords	HOST/ Private Sector Housing/ RP's	Oct 2015	Borough wide information pack for tenants and landlords to assist in reducing homeless presentations	Housing Services Officers	P1E Monitoring
Improve move on from temporary accommodation and eliminate the use of bed and breakfast	Identify temporary accommodation schemes and develop improved move on procedures with partners	HOST	Mar 2017	Elimination of the use of bed and breakfast	Housing Services Officers	HOST Contract Monitoring/Single Point of Access

Effective target hardening scheme for victims of domestic violence.	Identify funding through the Commissioning Sub Group to increase delivery of target hardening	CWB	Oct 2016	Minimum of 5 victims of domestic violence remaining safely in their own homes	Housing Services Officers / Children Families Wellbeing	Domestic Abuse Programme Delivery Board
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Challenge 6: Accommodate the Homeless. Support the Homeless. Develop a suitable private rented sector offer for all client groups, including advice and support to both client and landlord.

Aim	Task	Lead	When	Outcome	Resource	Monitoring
Discharge homeless accommodation duty also using the private sector.	Develop options to discharge homeless duty into the private sector (Localism Act 2011) using new and current communication channels.	Housing Services/ Private Sector Housing/ agents/ private landlords/ HOST	April 2016. Sept 2016.	Agreed private rented sector accommodation supply solutions. Increase number of statutory homeless households being rehoused into the private sector by 5 % by June 2016.	Housing Services Officers	HOST Contract monitoring Corporate Work Plan Monitoring.
	Increase opportunities to access housing within private rental sector offer for homeless households	HOST/ Private Sector Housing	April 2016	Two private landlords engaging with HOST and providing suitable accommodation	Housing Services Officers	P1E Contract monitoring HOST Contract monitoring

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Increase the use of the privately rented sector for those leaving supported accommodation.	Increase the number of individuals in temporary accommodation securing private rented accommodation	HOST / GPHG	April 2017	Reductions in temporary accommodation stay times and increase in sustainable move on accommodation options.	HOST Management	P1E/Contract Monitoring/Single Point of Access
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Challenge 10: Accommodate the Homeless. No placements for families in bed and breakfast accommodation unless in an emergency and for no longer that 6 weeks

<i>Aim</i>	<i>Task</i>	<i>Lead</i>	<i>When</i>	<i>Outcome</i>	<i>Resource</i>	<i>Monitoring</i>
Appropriate accommodation for families as an alternative to bed and breakfast	Provide early intervention services and emergency accommodation for families including Stronger Families	HOST	Apr 2016	No homeless families placed in bed and breakfast longer than 6 weeks	HOST /Housing Services	P1E Contract monitoring
	Develop an out of hours service with EDT for out of hours to provide suitable emergency accommodation for families	HOST	Apr 2016	No families placed in bed and breakfast emergency accommodation out of hours	HOST /Housing Services	HOST Contract monitoring

SUSTAINING ACCOMMODATION

Challenge 2: Support the Homeless. Actively work in partnership with voluntary sector and other local partners to address support, education, employment and training needs

<i>Aim</i>	<i>Task</i>	<i>Lead</i>	<i>When</i>	<i>Outcome</i>	<i>Resource</i>	<i>Monitoring</i>
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Promote greater life chances.	Provide support for the acquiring of skills and knowledge by developing the current support packages around sustaining long term tenancies	Economic Growth / JCP/HOST/ RP's	Over 2 years ending March 2017.	Increase the sustained tenancies of previously homeless households by 10%.	All supported accommodation and temporary partnerships.	Supported Accommodation Steering Group
	Increase opportunities to access work through social support networks, education and training for service users in supported accommodation	HOST/ Economic Growth/JCP /Great Places	Over 2 years ending March 2017.	10% of residents in supported accommodation accessing education/training.	All supported accommodation and temporary partnerships.	Supported Accommodation Steering Group

Appendix 2:

Making every contact count. A joint approach to preventing homelessness, the 10 local challenges:

1. To adopt a Corporate Commitment to prevent homelessness which has buy-in across all Local Authority services
2. To actively work in partnership with voluntary sector and other local partners to address support, education, employment and training needs
3. To offer a Housing Options prevention service to all clients including written advice
4. To adopt a *No Second Night Out* model or an effective local alternative
5. To have housing pathways agreed or in development with each key partner and client group that include appropriate accommodation and support
6. To develop a suitable private- rented sector offer for all client groups, including advice and support to both client and landlord
7. To actively engage in preventing mortgage repossessions including through the Mortgage Rescue Scheme
8. To have a homelessness strategy which sets out a proactive approach to preventing homelessness and is reviewed annually to be responsive to emerging needs
9. To not place any young person aged 16 or 17 in Bed and Breakfast accommodation
10. To not place any families in Bed and Breakfast accommodation unless in an emergency and for no longer than 6 weeks

Some of these are already being developed in Trafford and the Council intends to ensure that all 10 challenges are met within the lifespan of this Strategy.

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TRAFFORD COUNCIL

Report to: Executive
Date: 26th January 2015
Report for: Decision
Report of: Executive Member for Finance and the Director of Finance

Report Title

Amendments to Trafford's National Non-Domestic Rates Discretionary Rate Relief Policy for 2015/16 and 2016/17

Summary

The report seeks approval to amend the Council's National Non-Domestic Rates (NNDR) Discretionary Rate Relief Policy to maximise government funding available, as detailed in the Autumn Statement, to support local small businesses by increasing Retail Rate Relief from £1,000 to certain small businesses to £1,500 in 2015/16. Furthermore, it seeks pursuant to government guidance, for the transitional relief scheme to be extended to 2016/17. In order to implement this, the existing policy will need to be amended.

- **Retail Rate Relief Increase 2015/16**
Retail Rate Relief was introduced in April 2014 and the current relief amount is a discount of up to £1,000 to certain small businesses. The funding will increase to £1,500 in 2015/16.
- **Transitional Relief 2015/16 and 2016/17**
As a result of the postponement of the NNDR revaluation from April 2015 to April 2017, the Government has indicated that, in accordance with their guidance, local authorities will be able to use their discretionary powers to extend the existing statutory scheme through 2015/16 and 2016/17.

Although the Government will meet the full cost of the reliefs, the Council is required to make these awards under its discretionary powers through section 69 of the Localism Act 2011. Therefore it is necessary to amend the existing policy to reflect the increase in the discount to be awarded.

Recommendation(s)

1. That the contents of this report are noted.
2. That approval is given for the Retail Rate Relief to be increased to up to £1,500 for 2015/16 for all occupied retail properties with a rateable value of £50,000 or less (as per the policy). Such increase to apply from 1 April 2015

to 31st March 2016.

3. That approval is given for the Transitional Relief scheme, to apply from 1 April 2015 to 31st March 2017.
4. That the existing National Non-Domestic Rates (NNDR) Discretionary Rate Relief Policy be amended as set out at Appendix 1 to reflect the increased Retail Rate Relief amount and introduction of the Transitional Relief scheme.

Contact person for access to background papers and further information:

Name: Louise Shaw

Extension: 3120

Background Papers: None

Relationship to Policy Framework/Corporate Priorities	The policy will support the Council's corporate priority for economic growth and development through supporting town centre development
Financial	None as the cost of this relief will be met in full by the Government via Section 31 grant funding.
Legal Implications:	The change to the policy has been drafted to comply with all legislative requirements.
Equality/Diversity Implications	It is not considered that there are any adverse impacts on equality issues arising from this report
Sustainability Implications	None
Resource Implications e.g. Staffing / ICT / Assets	None
Risk Management Implications	None
Health & Wellbeing Implications	None
Health and Safety Implications	None

1.0 Background

- 1.1 In December 2013, the Chancellor of the Exchequer, as part of the Government's Autumn Statement, announced a range of business rates relief initiatives to support businesses in 2014/15 and 2015/16, one of which was the Retail Rate Relief.
- 1.2 As the changes were a temporary measure, the government is providing the reliefs by reimbursing in full those local authorities that use their discretion under section 47 of the Local Government Finance Act 1988 (as amended), subject to state aid limits.
- 1.3 In March 2014, the Council approved a revised NNDR Discretionary Rate Relief policy which supported all of the reliefs introduced. The amount of the Retail Rate Relief award in 2014/15 was up to £1,000 for all relevant occupied retail properties with a rateable value of £50,000 or less.
- 1.4 All businesses were advised of this new relief as part of the annual billing exercise and a press release was issued. Despite this, initial take-up was low. Subsequently the Council launched a take-up campaign, visiting those businesses that had not applied for the discount. This campaign more than doubled the number of reliefs awarded. As at 6 January 2015, approximately £845k of Retail Rate Relief, in respect of the 2014/15 financial year, has been awarded to 1,013 businesses.
- 1.5 Turning to transitional relief, this was introduced in 2010 to help those ratepayers who were faced with higher bills as a result of the revaluation. The scheme ends on 31 March 2015 to coincide with when the anticipated next revaluation should have taken effect from.
- 1.6 The Government, however, has delayed the revaluation until 2017 and as a result a small number of ratepayers will face a jump to their full rates bill from 1 April 2015.

2.0 Improved Retail Rate Relief

- 2.1 In December 2014, the government announced that the amount of Retail Rate Relief they are prepared to fund will increase to £1,500 in 2015/16. This would increase the benefit to local small businesses to in excess of £1.2 million.
- 2.2 The discount of up to £1,000 in 2014/15 and up to £1,500 in 2015/16 is available to all relevant occupied retail properties with a rateable value of £50,000 or less. The properties that benefit from the relief are those wholly or mainly used as shops, restaurants, cafes and drinking establishments.
- 2.3 The Department for Communities and Local Government has issued guidance as to the criteria that should be used for the Retail Rate Relief and this guidance has been incorporated into part two of the our policy, the changes to the policy are shaded (Appendix 1). Members are asked to consider the approval of the additional Retail Rate Relief award referred to above, and subsequently agree the revised policy as detailed in Appendix 1.

3.0 Transitional Relief

- 3.1 The government announced in the December 2014 Autumn Statement that it will extend to March 2017 the current transitional relief scheme as a direct result of their decision to postpone the revaluation.
- 3.2 As this is a measure for 2015-16 and 2016-17, the Government is not changing the legislation around transitional relief. Instead it will reimburse local authorities that use their discretionary relief powers, under section 47 of the Local Government Finance Act 1988, as amended¹ to grant relief.
- 3.3 It will be for individual billing authorities to adopt a local scheme and decide in each individual case when to grant relief under section 47. Central government will fully reimburse local authorities for the local share of the discretionary relief (using a grant under section 31 of the Local Government Act 2003). In view of the fact that such expenditure can be reimbursed, the government expects local government to grant discretionary relief to qualifying ratepayers.
- 3.4 Properties that will benefit are those with a rateable value up to and including £50,000 who would have received transitional relief in 2015/16 or 2016/17 had the existing transitional relief scheme continued in its current format.
- 3.5 The government will fund this discount to ensure eligible properties receive the same level of protection they would have received had the transitional relief scheme extended into 2015/16 and 2016/17. The transitional relief scheme should be assumed to remain as it is in the current statutory scheme² except that:
 - a. the cap on increases for small properties in both 2015/16 & 2016/17 should be assumed to be 15% (before the increase arising from the change in the multiplier)³, and

¹ Section 47 was amended by the Localism Act 2011

² As prescribed in the Non-Domestic Rating (Chargeable Amounts) (England) Regulations 2009 No. 3343.

³ Specifically, X in regulation 8(3) for the years commencing 1 April 2015 and 1 April 2016 should be assumed to be 115

b. the cap on increases for other properties (up to and including £50,000 rateable value) in both 2015/16 and 2016/17 should be assumed to be 25% (before the increase arising from the change in the multiplier)⁴.

3.6 Members are asked to consider the approval of the Transitional Relief referred to above, and subsequently agree to the revised policy as detailed in Appendix 1.

4.0 State Aid De Minimis Limits

4.1 European Union competition rules generally prohibit Government subsidies to businesses. Relief from taxes, including non-domestic rates, can constitute state aid. The Council must bear this in mind when granting discretionary rate relief.

4.2 Rate relief for charities and non-profit making bodies is not generally considered to be state aid, because the recipients are not in market competition with other businesses. However, where other bodies receive relief and are engaged in commercial activities or if they are displacing an economic operator or if they have a commercial partner, rate relief could constitute state aid.

4.3 Relief will be State Aid compliant where it is provided in accordance with the De Minimis Regulations (1407/2013). The De Minimis Regulations allow an undertaking to receive up to €200,000 of De Minimis aid in a three year period (consisting of the current financial year and the two previous financial years).

4.4 For all Discretionary Rate Relief, the Council will ensure, as best as it can, that awards are in compliance with the De Minimis regulations.

Other Options

A revised policy is shown at Appendix 1. The Council can vary the terms of that scheme, although this is not recommended as the proposed policy is set at the limit of the relief that the Government will fund.

Consultation

None.

Reasons for Recommendation

Members are asked to approve the policy in Appendix A for adoption by the Council to ensure local businesses receive the maximum amount of reliefs available to them.

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

Finance Officer Clearance ID
Legal Officer Clearance HAK

⁴ Specifically X in regulation 8(2) for years commencing 1 April 2015 and 2016 should be assumed to be 125

DIRECTOR'S SIGNATURE *(electronic)* APPENDED IN HARD COPY

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

Appendix 1 – Trafford’s National Non-Domestic Rates Discretionary Rate Relief Policy



TRAFFORD
COUNCIL

**National Non-Domestic Rates Discretionary
Rate Relief Policy**

V2 – January 2015

Ian Duncan CPFA
Director of Finance

PART ONE

GUIDELINES FOR RATE RELIEF TO CHARITABLE AND OTHER ORGANISATIONS

- 1.1 The legislation for councils to grant discretionary rate relief to charities, certain not-for-profit or philanthropic bodies, community amateur sports clubs and certain properties within rural settlements is set out in Section 47 of the Local Government Finance Act 1988.
- 1.2 The granting of discretionary rate relief to charitable and other organisations in respect of National Non-Domestic Rate (NNDR) is delegated to the Director of Finance and every application will be determined on its merits having regard to the following guidelines.
- 1.3 Applications will generally be refused where:-
 - 1.3.1 A substantial portion of the organisation's income comes from bar receipts;
 - 1.3.2 Membership of the organisation is restricted by the amount of the subscription or other limiting factors which preclude the whole of the public from having effective access to the organisation's activities;
 - 1.3.3 80% mandatory relief is already given except for Scout and Guide headquarters and Citizens Advice Bureaux;
 - 1.3.4 A club is run for political purposes;
 - 1.3.5 There would be duplication of financial assistance where grant aid of any other kind is being given by the local authority directly or under Section 48 of the Local Government Act 1985;
 - 1.3.6 The applicant is a Housing Association.
- 1.4 Discretionary Relief to amateur sports clubs and other types of community organisations and societies will be set at a minimum rate of 20% for those who qualify.

PART TWO

GUIDELINES FOR NEW BUILD EMPTY PROPERTY RELIEF AND RETAIL RELIEF

2.0 Section 69 of the Localism Act 2011 amends Section 47 of the Local Government Finance Act to grant relief in any circumstances. The government have determined that the Council can use its discretionary powers under the Localism Act to grant new build empty property relief, retail rate relief and reoccupation rate relief for retail premises. The granting of these reliefs is delegated to the Director of Finance who will consider applications from organisations that meet the criteria having regard to the following guidelines:

2.1 New Build Empty Property Relief

The council can use its discretionary powers to exempt all newly built commercial property completed between 1 October 2013 and 30 September 2016 from empty property rates for the first 18 months, up to state aid limits. Determination and award of any exemption will be in accordance with the Department for Communities and Local Government, Business Rates New Build Empty Property Guidance (<https://www.gov.uk/government/publications/business-rates-new-build-empty-property>)

2.2 Rate Relief for occupied retail properties with a rateable value of £50,000 or less.

This relief of up to £1,000 in 2014/15 and **up to £1,500 in 2015/16** may be provided to occupied retail properties with a rateable value of £50,000 or less subject to local discretion.

To qualify for the relief the retail property should be wholly or mainly being used as a shop, restaurant, cafe or drinking establishment. In a similar way to other reliefs (such as charity relief), this is a test on use rather than occupation. Therefore, retail properties which are occupied but not wholly or mainly used for the qualifying purpose will not qualify for the relief.

The Director of Finance will consider each award based on individual merits and will refuse the award where it is considered that the business/retail property is not supporting the Council's wider objectives or is determined to be having a detrimental impact on neighbourhoods and communities.

2.2.1 Eligible retail business use:

For the purposes of this discount the Council considers shops, restaurants, cafes and drinking establishments to mean:

A. Retail properties that are being used for the sale of goods to visiting members of the public:

Shops (such as: florist, bakers, butchers, grocers, greengrocers, jewellers, stationers, off licence*, chemists, newsagents, hardware stores, supermarkets, etc.)

Charity shops

Opticians
Post offices
Furnishing shops/ display rooms (such as: carpet shops, double glazing)
Car/ caravan show rooms
Second hand car lots
Markets
Petrol stations
Garden centres
Art galleries (where art is for sale/hire)

B. Retail properties that are being used for the provision of the following services to visiting members of the public:

Hair and beauty services (such as: hair dressers nail bars, beauty salons, tanning shops, etc.)
Shoe repairs/ key cutting
Travel agents
Ticket offices e.g. for theatre
Dry cleaners
Launderettes
PC/ TV/ domestic appliance repair
Funeral directors
Photo processing
DVD/ video rentals
Tool hire
Car hire

C. Retail properties that are being used for the sale of food and/ or drink to visiting members of the public:

Restaurants
Takeaways
Sandwich shops
Coffee shops
Pubs
Bars

2.2.2 Non-eligible retail business use:

The list below sets out the types of uses that the Council does not consider to be retail use for the purpose of this relief.

A. Retail properties that are being used for the provision of the following services to visiting members of the public:

Financial services (e.g. banks, building societies, cash points, bureau de change, payday lenders, betting shops, pawn brokers)
Other services (e.g. estate agents, letting agents, employment agencies)
Medical services (e.g. vets, dentists, doctors, osteopaths, chiropractors)
Professional services (e.g. solicitors, accountants, insurance agents/ financial advisers, tutors)
Post office sorting office

B. Retail properties that are not reasonably accessible to visiting members of the public.

2.2.3 Relief amounts

The total amount of Retail Relief available for each property for each of the years under this scheme is up to £1,000 in 2014/15 and up to £1,500 in 2015/16. The amount does not vary with rateable value and there is no taper. There is no relief available under this scheme for properties with a rateable value of more than £50,000.

The eligibility for the Retail Relief and the relief itself will be assessed and calculated on a daily basis. The Retail Relief will be applied against the net bill after all other reliefs. Where the net rate liability for the day after all other reliefs but before Retail Relief is less than the Retail Relief, the maximum amount of this relief will be no more than the value of the net rate liability.

Ratepayers that occupy more than one property will be entitled to relief for each of their eligible properties, subject to State Aid de minimis limits. Information on the state aid de minimis can be found on the following website <https://www.gov.uk/state-aid>

2.3 Reoccupation Relief for Retail Premises.

A temporary 50% occupied rate relief will be granted for new occupants of retail premises that have been empty for a year or more at the point of occupation. The duration of the relief is 18 months. The relief is available to businesses that move into empty property on or after 1 April 2014 and on or before 31 March 2016. The definition of retail for the purposes of considering this relief will be taken from the DCLG Retail Relief guidance as above.

PART THREE

GUIDELINES FOR THE EXTENSION OF TRANSITIONAL RELIEF FOR SMALL AND MEDIUM PROPERTIES

3.0 Section 69 of the Localism Act 2011 amends Section 47 of the Local Government Finance Act to grant relief in any circumstances. The government have determined that the Council can use its discretionary powers under the Localism Act to grant transitional relief to ensure eligible properties receive the same level of protection they would have received had the transitional relief scheme extended into 2015/16 and 2016/17. The granting of these reliefs is delegated to the Director of Finance who will consider applications from organisations that meet the criteria having regard to the following guidelines:

3.1 Which properties will benefit from relief?

3.1.1 Properties that will benefit are those with a rateable value up to and including £50,000 who would have received transitional relief in 2015/16 or 2016/17 had the existing transitional relief scheme continued in its current format. In line with the existing thresholds in the transitional relief scheme, the £50,000 rateable value threshold should be based on the rateable value shown for 1 April 2010 or the substituted day in the cases of splits and mergers.

3.1.2 This policy applies to transitional relief only (i.e. those moving to higher bills).

3.2 How much relief will be available?

3.2.1 Eligible properties will receive the same level of protection they would have received had the transitional relief scheme extended into 2015/16 and 2016/17. The transitional relief scheme should be assumed to remain as it is in the current statutory scheme⁵ except that:

- a. the cap on increases for small properties in both 2015/16 & 2016/17 should be assumed to be 15% (before the increase for the change in the multiplier)⁶, and
- b. the cap on increases for other properties (up to and including £50,000 rateable value) in both 2015/16 and 2016/17 should be assumed to be 25% (before the increase for the change in the multiplier)⁷.

3.3 The scheme applies only to properties up to and including £50,000 rateable value based on the value shown for 1 April 2010 or the substituted day in the cases of splits and mergers. Changes in rateable value which take effect from a later date should be calculated using the normal rules in the transitional relief scheme⁸. For the avoidance of doubt, properties whose rateable value is £50,000 or less on 1 April 2010 (or the day of merger) but increase above £50,000 from a later date will still be eligible for the relief. Where necessary the Valuation Office Agency will continue to issue certificates for the value at 31 March 2010⁹ or 1 April 2010¹⁰. The relief should be calculated on a daily basis.

⁵ As prescribed in the Non-Domestic Rating (Chargeable Amounts) (England) Regulations 2009 No. 3343.

⁶ Specifically, X in regulation 8(3) for the years commencing 1 April 2015 and 1 April 2016 should be assumed to be 115

⁷ Specifically X in regulation 8(2) for years commencing 1 April 2015 and 2016 should be assumed to be 125

⁸ i.e. "N over J" for reductions or "N minus J" for increases.

3.4 Recalculations of relief

- 3.4.1 As with the current transitional relief scheme, the amount of relief awarded should be recalculated in the event of a change of circumstances. This could include, for example, a backdated change to the rateable value or the hereditament. This change of circumstances could arise during the year in question or during a later year.
- 3.4.2 The Non-Domestic Rating (Discretionary Relief) Regulations 1989 (S.I. 1989/1059)¹¹ require authorities to provide ratepayers with at least one year's notice in writing before any decision to revoke or vary a decision so as to increase the amount the ratepayer has to pay takes effect,. Such a revocation or variation of a decision can only take effect at the end of a financial year. But within these regulations, local authorities may still make decisions which are conditional upon eligibility criteria or rules for calculating relief which allow the amount of relief to be amended within the year to reflect changing circumstances.
- 3.4.3 Therefore, when making an award for the extension of transitional relief, local authorities should ensure in the conditions of the award that the relief can be recalculated in the event of a change to the rating list for the property concerned (retrospective or otherwise). This is so that the relief can be re-calculated if the rateable value changes.

4.0 Right of Appeal.

In all cases where an organisation is aggrieved, an appeal may be made in writing to the Director of Finance.

⁹ Regulations 15 or 16, SI 2009 No. 3342.

¹⁰ Regulation 14 SI 2009 No.3343.

¹¹ The Non-Domestic Rating (Discretionary Relief) Regulations 1989 No. 1059.

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TRAFFORD COUNCIL

Report to: The Executive
Date: 26th January 2015
Report for: Information & Discussion
Report author: Joanne Hyde, Acting Corporate Director T&R

Report Title

Update on the budget consultation proposals 2015/16

Purpose of Report

To provide an over view of the budget 2015/16 consultation process and an update on the outcomes of the consultations to date.

Recommendations

That the Executive:

- 1) Notes the content of the report and the consultation process and the outcomes to date

Contact person for access to background papers and further information:

Name: Joanne Hyde
Extension: x4009

Finance Officer Clearance (type in initials).....ID.....
Legal Officer Clearance (type in initials)...HK.....

[CORPORATE] DIRECTOR'S SIGNATURE



(electronic).....

.....

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

Implications:

Relationship to Policy Framework/Corporate Priorities	This report refers to the budget proposals for 2013/14 put forward by directorates in the Council and therefore has implications for all these areas which are presented in the report.
Financial	
Legal Implications:	
Equality/Diversity Implications	
Sustainability Implications	
Staffing/E-Government/Asset Management Implications	
Risk Management Implications	
Public Health Implications	
Health and Safety Implications	

1. Background

1.1 The draft 2015/16 Budget proposals of 20 October 2014 are supplemented by the Reshaping Trafford Council Blueprint document, which sets out how the Council will be changing to manage the fiscal challenges in the coming years.

1.2 The proposals contained £24.3m of savings which can be thematically summarised as:

- Increase local resilience;
- Generate income to be re-invested in front line services;
- Manage demand on services through focussing on prevention;
- Deliver good quality services within the funding available to us.

1.3 The proposals per directorate are summarised as:

1.3.1 Children, Families and Wellbeing - £17.4m

Trafford Council will continue to develop an integrated, all age health, education and social care service, exploring new delivery models:

- Development of a new Early-Help delivery model for 0-18 year olds including children's centres, youth services, Connexions, education welfare and youth offending services;
- Deliver a reshaped social care offer for adults, looking at promoting independence and resilience through use of equipment, Telecare, local sourced community solutions to meeting needs, voluntary services and new models of support for people with long term needs;
- Explore the most effective delivery model for adult services including re-ablement, supported accommodation and building based day support;
- Revised education and early years services;

- Remodel home to school transport services;
- Effective market management to ensure value for money services; and
- A review of mental health care packages.

1.3.2 Economic Growth, Environment and Infrastructure - £2.8m

- The establishment of a 'Joint Venture Contract' for most of our environmental and highways services;
- Senior management restructure;
- A review of parking charges;
- A review of allocation of schools crossing patrols; and
- A review of festive lights funding arrangements.

1.3.3 Transformation and Resources - £3.2m

- Back office service redesigns and restructures;
- Increased income generation at Waterside Arts Centre;
- Review of our library provision;
- Reviewing our contract arrangements with Trafford Community Leisure Trust; and
- New ways of working within the CCTV control room.

1.4 Staff consultation on the proposals began on 10 October 2014 and the public and stakeholder consultation began on 21 October 2014. Both concluded on 12 December 2014. The statutory consultation with recognised trade unions commenced on 9 October 2014 with the issue of a S.188 notice.

1.5 The main budget consultation ended on 12 December 2014 and this report outlines the approach taken to the consultation, the key messages received, the outcome and how the consultation has shaped the budget proposals, including the impact on staffing numbers. This report does not include the outcomes for library services as stage 2 of this consultation will not commence until 19 January 2015.

2. **Approach to Public & Stakeholder Consultation**

2.1 The aim of the budget consultation was to communicate the 'Reshaping Trafford Council' message and vision to an internal and external audience, using an updated version of the Blueprint to present this. The savings proposals were positioned within this context with a focus on how the Council is changing and how this will affect services for residents and communities.

2.2 Key messages were delivered through:

- Staff briefings and a Reshaping Trafford Council staff newsletter;

- Regular updated information on the staff intranet;
- A dedicated web page (branded as Reshaping Trafford Council) including an invitation to email comments on the savings proposals;
- An information/consultation booklet (branded 'Join the conversation') available in print and online;
- A context setting film which was available on the website and shown at the start of each public forum (apart from Sale as the film was not available for this forum)
- A slideshow presentation used at the public forums and with partner agencies;
- A social media campaign;
- Posters for public places to advertise the consultation;
- Advertising (print);
- Press releases and media briefings;
- A webcast message from the Leader of the Council, half way through the consultation, was posted on the webpage and on YouTube;
- Seven open public forums held across the borough;
- A briefing with the Trafford Partnership Executive held on 19 November 2014;
- A 'Business Breakfast' to engage the business community held on 28 November 2014;
- Youth Conference including a panel session with the Leader of the Council.

Further information about the Open Public Forums is provided at **Appendix 2**.

2.3 Specific consultations were undertaken and reported on by external consultants for library services and for early years and adult social care service proposals. Comment cards collected at the public forums which related to these services were forwarded to the external consultants for consideration.

2.3.1 Children Families and Wellbeing Consultation (CFW)

2.3.2 Additional consultation activity was commissioned independently to cover three major areas of proposed transformation in CFW:

- Integration of health and social care services;
- Reshaping the adult social care offer; and
- Early-help delivery model 0-18 year olds.

2.3.3 Activities were undertaken over a six-week period between 3 November and 12 December 2014, using a range of methodologies. The proposals covered by this targeted consultation were chosen due to the scale and potential

impact of the options put forward for consultation. In addition, the early help proposal includes changes to children's centre provision for which there is a statutory duty to consult under Section 198 of the Apprenticeship, Skills, Children and Learning Act 2009.

- 2.3.4 Six consultation meetings took place to ensure the maximum number of people were able to participate in the consultation process. These were surveys (online and written), street surveys, drop-in sessions, focus groups, emails and telephone calls. In addition the proposals were also a main subject of debate at the council open public forums and feedback cards have been included in the analysis.
- 2.3.5 A detailed technical report outlining all aspects of the consultation and responses received has been produced by Indigo Consulting, which is available upon request. An executive summary is attached as **Appendix 5** of this report highlighting the main findings.
- 2.3.6 Review of Library Services
- 2.3.7 When deciding on changes to public library services, local authorities are legally obliged to abide by the Public Libraries and Museums Act 1964 as they are a statutory service and councils have a legal duty to provide them. The Council decided to use independent consultants to run and evaluate the findings from additional consultations about its public libraries.
- 2.3.8 The consultation is being conducted in two stages. The first ran for six weeks between 3 November and 13 December 2014 and presented detailed information, by way of a booklet, around each library including usage statistics and links to public transport. It set out the need to make more savings but there were no proposals for the first stage of the consultation. The aim was to gather public views on how the savings could be achieved based on the following options for change:
- Closing some libraries;
 - Reducing opening hours at some libraries;
 - Using more volunteers;
 - Reducing the range of services available;
 - Increasing the use of technology in libraries;
 - Partnering with other organisations in providing library services;
 - Moving libraries to alternative sites; and
 - Redeveloping current library sites to reduce costs.

The criteria people were asked to consider were:

- Location of libraries e.g. proximity to other libraries, transport provision;
- Usage of libraries e.g. number of visitors and loans; and
- Services offered in libraries e.g. books, information, online, activities and community space.

2.3.9 Information was gathered using online and paper questionnaires, via the open public forums and five events at our libraries where customers were able to give one-to-one feedback. The library service volunteers were given the opportunity to comment on the proposed budget savings at a meeting in Altrincham Library. A dedicated consultation email address was set up for people who wished to send comments. The consultant's report on library services is attached as **Appendix 4**.

2.4 Publicity, Website & Media Communications

2.4.1 Website Communications

A dedicated website was set up to support the consultation and was live from 10 October 2014. This was signposted from the home page of the Council's website for the duration. It consisted of different sections including a summary of the budget situation, a film, where the Council gets its money from, a summary of the directorates and their proposals as well as a link to the full budget report. It enabled residents to feed back through the 'Join the Conversation' page which also highlighted all of the consultation events and there was a feedback mechanism on the page. There was also a link to the early help and libraries consultation from the page.

A full breakdown of the unique visits to all the pages on the website can be found in **Appendix 1**.

2.4.2 Media Communications

A media briefing took place to ensure the local press were fully aware of the proposals and to enable them to articulate them accurately. The attendees were taken through a presentation which outlined the budget situation, the proposed consultations and changes.

The media were then given the opportunity to speak to the relevant corporate director, Leader of the Council or Executive Member for Finance for wider context where required. This briefing resulted in coverage in the two main local newspapers and on radio stations Key 103 and Radio Manchester.

2.4.3 A number of press enquiries have also been received throughout the consultation process. These varied broadly across most of the proposals.

The response to each reiterated where people could feedback and ‘join the conversation’.

2.4.4 Publicity

The consultation and the opportunities to feedback were promoted as follows:

- 16 & 30 October and 13 November: budget consultation press releases sent to newspapers including consultation event details;
- 21 October: quarter page adverts including the forum details in the Sale & Altrincham and Stretford & Urmston Messenger’s;
- 6 November: quarter page adverts including the forum details in the Trafford Advertiser;
- The website, which was mobile enabled for easy viewing via a number of devices, contained a summary of all the proposals and a link to the budget report. It also promoted the opportunities to register for the forums and provide feedback;
- The Council website, Twitter and Facebook have been used to promote the events and feedback mechanisms;
- Posters have been displayed in local libraries, leisure centres and local businesses where possible and flyers were also produced and circulated to the same venues to allow people to take information away with them. All of these items contained a link to the Council’s dedicated budget website;
- Word of mouth to spread the message on our behalf - we are aware of groups and organisations who communicated the message on our behalf such as Friends of Parks groups. An email was also sent to all Neighbourhood Partnership members informing them of the consultation events;
- One school supported the communication of the meeting taking place on their premises by issuing a letter to each pupil;
- All ward Councillors made aware of the consultation activity.

2.4.5 Consultation support materials

A six-page summary document was produced which was given to all those who attended the consultation meetings. This document summarised all of the proposals for each directorate and signposted people to the budget report for further information. A short three minute animated film was produced which set out how the Council is changing and why. Three table-top display stands were also produced which summarised the proposals in each directorate and were displayed at each open public forum.

2.4.6 Easy read versions of the adult social care survey (with pictorial support) were provided as was an easy read version of the early help proposal. A session dedicated to people with learning disabilities, was held on 3 December. Children, young people and families were supported during the session by services and through the Children's Rights Service. Independent support was also offered for people using adult social care through the Centre for Independent living, Trafford Carers Centre or from adult social care staff.

2.3.1 Business Breakfast

A Business Breakfast event took place on 28 November 2014 to inform local businesses of the Council's budget proposals for 2015/2016. There are 2,500 businesses on the Council's business database and all were sent invitations to the event. It was also promoted on the Council's website, Twitter, through the GM Chamber and through Altrincham Forward. 19 delegates representing 16 businesses and third sector organisations attended the event.

2.6 Trafford Partnership

The Trafford Partnership Executive which comprises 13 partners including Greater Manchester Police, Trafford Housing Trust, Trafford Community Leisure Trust, the CCG, Trafford College, the Chamber of Commerce, and two independent community representatives, received a detailed presentation from the Leader of the Council and senior officers on the budget proposals at a meeting on 19 November 2014. The discussion centred on how the Partnership could work together to mitigate the impact of Trafford Council's savings proposals.

3. Approach to Staff Consultation

3.1 The budget proposals anticipated an original impact of 168.5 FTE posts, representing a collective headcount reduction in the region of 199 staff. This required the Council to issue a S.188 notice to the recognised trade unions. This notice marked the commencement of a minimum statutory consultation period of 45 days which officially commenced on 9 October 2014 and ended on 12 December 2014.

3.2 The purpose of the consultation process was to:

- Consult with staff and trade unions about the detailed proposals and the proposed implementation strategy;
- Listen to and consider comments and suggestions from staff and trade unions about the proposals;

- Consider any alternatives put forward to meet the identified objectives; and
- Minimise the need for redundancies.

3.3 During the consultation process, consultation with staff and trade unions was undertaken by a variety of means. This included:

- An initial briefing with staff and trade unions on the general budget proposals;
- Fortnightly corporate meetings with senior management and trade union officials;
- 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; and
- Individual meetings with affected staff and a relevant trade union/ representative (where appropriate), with the facility for staff to provide verbal, written and electronic feedback on the proposals.

3.4 During the consultation process, in order to mitigate the need for compulsory redundancies, staff in “at risk” areas were offered the option of applying for early release on the grounds of redundancy or early retirement. In addition, staff in “at risk” areas were also given support to be redeployed into suitable alternative vacancies.

4. **Scrutiny**

4.1 Scrutiny Members have completed the budget scrutiny review and have submitted their report to the Executive for their consideration. Working groups of Members were held in November and December to review the directorate proposals and have submitted comments on individual proposals along with a number of corporate themes that they wish to highlight.

5. **Equality Impact Assessments**

5.1 Councils need to pay due regard to their duties under the Equality Act 2010. This includes robust consideration of equality issues when making financial decisions. An Equality Impact Assessment (E.I.A.) has been undertaken for each budget proposal where initial screening identified a potential impact on Trafford residents or staff. The E.I.A.s continue to be live documents, running alongside the consultation. This has meant that people’s views could be taken into account and mitigating factors put in place where required.

6. **Headline figures**

6.1 Public and Stakeholder Consultation

511 residents attended the open public forums and 637 comment cards were received. Added to comments submitted via the website and the business breakfast, 888 comments were made in total with an almost even split across the directorates.

Appendix 3 shows a breakdown of attendance at the public forums and the number of responses received, at those forums and via the website, per directorate.

6.1.2 Review of Library Services

1434 responses to the initial phase of library consultation were received as follows:

- Public Forums 100;
- Online responses 769;
- Reshaping Trafford responses 50;
- Paper surveys 325;
- Library specific consultation meetings 180;
- Letters 10.

6.1.3 Children, Families & Wellbeing (CFW)

The table below summarises the total number of respondents

Medium	EH Respondents	ASC Respondents	Total
Surveys	328	510	838
Street Surveys	89	61	150
Drop in Sessions	73		73
Focus Groups	23	21	44
Emails and Letters	968	59	1027
Council Forum Feedback Cards	346	154	500
Advisory Boards & other meetings	12 meetings / 120 people		120
Total	1947	998	2752

7. **Consultation Outcomes**

7.1 There were 22 comments about the consultation process itself which fell into the following categories:

- **Attendance at forums:** a lack of publicity; not catering for non-English speakers and poor representation of those age groups most affected by the proposals;
- **More detailed information:** required by residents in order to make informed comments particular in terms of staff costs, specific service costs and council income streams;
- **Resident involvement:** earlier involvement needed in coming up with service redesign and savings proposals and a lack of alternative proposals;
- **Feedback:** how will the consultation feedback be will used and what happens if there is a majority against a proposal?
- **Format:** too long spent in the initial presentation and not enough time for round table discussions;

7.1.2 In addition, the external consultants for CFW received 10 issues about the consultation:

- The survey self-addressed envelope was not big enough (2 people);
- The survey was complex to understand (5 people);
- The decisions were already made and the consultation was just a token (3 people).

7.2 Highlighted below, by directorate, are the salient points arising from the consultations:

7.2.1 Transformation and Resources - Reshaping Trafford Council

43 of the 237 comments received were about raising Council Tax. The remaining comments covered a variety of areas including:

- Business Rates and support for new businesses;
- Support to volunteers and the third sector and investment in families and communities;
- Maximise the use of public buildings; introduce more remote working to reduce buildings overheads; measure, restrict and control the time wasted by staff attending meetings and by producing gloss publications;
- Improve debt collection and tackle tax avoiders;
- Restructure management posts to reduce costs;
- Share more services with other local authorities/organisations;
- Improve income generation;
- A perceived inequality in the way savings proposals will impact across the borough.

7.2.2 Review of library services

Initial feedback on the main options is as follows:

- **Closing libraries**

There was a general disagreement with the principle of closing libraries as a way of contributing to budget reduction. Libraries are viewed by many respondents as integral parts of the community. There were general concerns about the impact of closures on access to core services such as local lending and internet services as well as concerns over access to additional council services such as blue badges. Where there was agreement on closures it was based on proximity of libraries and running costs, the need for all services to take their share of cuts, closure caveated with a focus on the quality of the remaining service.

- **Volunteers**

There was general support for using volunteers to help reduce the cost of running libraries, especially as an alternative to closure. Respondents identified a number of positive benefits for the individuals who volunteer and on the wider community, for example creating a stronger sense of community. Where there were objections they were around replacement of skilled staff, the principle of using volunteers and asking them to take on additional duties such as run libraries without staff.

- **Increasing the use of technology in libraries**

There was general support for technology as a way of reducing costs of providing the service and that it was important to keep up with the latest developments. Where people disagreed it was around losing human contact and being a threat to jobs and that technology should enhance existing services rather than contribute to cuts.

- **Reducing opening hours**

Overall more respondents disagreed with this as a way forward, but the split was closer than some of the other questions. Where respondents disagreed it was because they thought not enough savings would be generated, less use would run down the service and act as a pretext for closure. People who agreed with this proposal viewed it as a sensible approach and that libraries were not busy all the time

- **Partnering with other organisations in providing library services**

A strong majority were in favour of this option with people noting that this would increase availability to several services. There were some concerns that the shared library site should remain accessible to all as well as maintaining the quality of library provision.

- **Moving libraries to alternative sites and Redeveloping current library sites to reduce costs**

There was strong support for both these ideas with some people noting that some libraries have large amounts of unused space. Respondents preferred the option to move or redevelop to closing libraries. Some comments were around making the library buildings more energy efficient and environmentally friendly.

- **Other options**

Many respondents proposed ideas to increase library income, the most popular being to include coffee shops in libraries and hire out meeting rooms to local businesses. There were also cost cutting suggestions from turning the heating down to cutting middle management jobs. There were also some suggestions about how to replenish, replace or dispose of old stock.

7.2.3 The feedback from the initial consultation phase will now inform the development of draft proposals.

7.2.4 CCTV Services

Only 1 comment was received about this proposal and that related to a point of clarification. No changes have been deemed necessary to the original savings proposals as a result of this consultation.

7.3 Economic Growth, Environment and Infrastructure

7.3.1 Joint Venture Contract (JVC)

33 comments were received relating to the JVC. The comments predominantly raised questions relating to the length of the contract and how the contract would be monitored to ensure performance standards are met. In summary the issues raised were:

- Opposition to out-sourcing of council run services;
- How standards of service delivered by the new partner will be maintained and monitored;
- What checks and penalties will be in place to ensure good performance;
- Why the length of the contract has been set for 15 years rather than a shorter period?;
- Will the partners offer a living wage? and
- How can private sector partners provide the services at a lower cost than the Council?

7.3.2 School Crossing Patrols

77 responses were received relating to specific crossings. No responses were received regarding 13 of the crossing points but responses were received relating to 18 of them. Of these, 11 crossing points received 3 or fewer responses. 78% of the individual responses and 100% of the petitions relate to 5 crossing points. The four petitions opposing the proposals were received in relation to:

- Crossing points 120,140,143 (all serving Moss Park Infant and Junior School, Stretford) – 141 signatures;
- Crossing points 120,140,143 – 134 Letters and drawing from pupils at Moss Park Infant School and Moss Park Junior School;
- Crossing point 217 (Tyntesfield Primary, Broadheath) – 669 signatures;
- Crossing point 103 (Seymour Park Primary) – 1285 Signatures.

The main concerns raised related to:

- Traffic dangers at crossing points due to poor visibility of oncoming traffic;
- Traffic dangers at crossing point due to drivers not complying with speed limits and Highway Code;
- High traffic flow;
- Large vehicles using road;
- Emergency vehicles using the road;
- Putting safety and welling of children at greater risk;
- Children unable to walk to school unaccompanied without crossing patrol;
- ATS Sites: Drivers not complying with traffic signals and Box Junctions.
- Difficulty for older people to cross with multiple young children.
- ATS Sites: Lack of cameras to deter noncompliance with traffic Signals;
- Increased vehicle traffic near schools at school drop-off times;
- Loss of positive role model that patrol person provides for Children;
- There have been accidents involving child pedestrians in the vicinity of the crossing.

A second round of consultation with parents at 12 affected school crossing patrol points will be carried out between 19 January and 5 February 2015. This will involve the distribution of information leaflets to users on each crossing for two consecutive days (2 visits per crossing, one morning and one afternoon each). The leaflet will provide details of the proposal and feedback options. There are 19 crossing points that

have not been staffed for over 10 months (17 for over 12 months), therefore it is not considered necessary to consult further in relation to proposals not to continue to provide crossing patrols at these locations. Executive approval for the school crossing patrol proposals will be sought in line with the current budget time table. However the final implementation will be subject to amendment in light of the consultation responses.

7.3.3 Parking Fees

35 respondents supported the proposals and 16 were against them. No changes have been deemed necessary to the original savings proposals as a result of this consultation and it is recommended that the planned increase in parking charges be implemented as proposed from April 2015.

7.3.4 Festive Lights

12 respondents supported the proposals and only 1 was against and no changes have been deemed necessary to the original savings proposals as a result of this consultation.

7.4 Children, Families & Wellbeing

7.4.1 Early Help Delivery Model

97% of responses received either strongly disagreed or disagreed with the proposal. The vast majority of those responding either accessed services affected or where employed within them. 66% of the 328 early help survey respondents were regular users of services and 42% staff within early help services.

7.4.2 Key themes from the feedback covered the following:

- Accessibility of the Hubs;
- Loss of valuable services;
- Council not meeting its statutory duties;
- Long term impact of the removal of early intervention services;
- Volunteering - the majority of people agreed with these proposals although negative impacts were identified. Trafford Council needs to reassure the public that volunteers will be well trained, supervised and appropriately protected. The main barriers to volunteering were working or parenting.

7.4.3 Adult Social Care

The majority of respondents thought that the proposals would not affect them at all, although some individuals also thought they would be affected to some extent, quite a lot and very much. An almost equal number of people agreed and disagreed with proposals, the agreements were mainly focussed on joint services and all age services, and disagreements came with any outsourcing and service reduction proposals.

7.4.4 Alternative options were suggested including reducing council pay, cutting other service areas, increasing council tax, other fundraising ideas and issues that were within the remit of national rather than local government.

7.4.5 Key themes from the feedback covered the following:

- Concern that a two tier offer would be developed;
- Pressures on carers;
- Social isolation might increase if shopping ,cleaning etc are now paid for by the council;
- The quality of services not delivered by the Council;
- Continuity of care ;
- Support to find alternatives.

8. **Staff Consultation Outcomes**

8.1. In summary, a total of fifteen changes to staffing structures were referenced as part of the S.188 notice. At the commencement of formal consultation, it was anticipated that these proposed changes could result in a reduction of 168.5 FTE posts and in the region of 199 redundancies. Given that two significant proposals were not fully developed at that point, however, it was noted that these figures could be subject to change.

8.2 During consultation, significant proposals relating to savings of £600k in the Transformation & Resources Directorate (covering Financial Management and Exchequer Services) were finalised and shared with staff and trade unions. These proposals increased the impact on posts by an estimated 32.43 FTE and the impact on headcount reduction by an estimated 25. This took the total estimated post reduction to 200.93 FTE and the total anticipated number of redundancies to 224. Again, these figures did not include any proposals relating to the remodelling of the libraries service.

8.3 Following conclusion of the formal consultation period, of the fifteen proposed changes to staffing structures that were referenced in the S.188 notice:

- Five proposals remain unchanged;

- Three proposals remain under review, following feedback received;
- Three proposals have been changed;
- Three proposals remain subject to ongoing consultation;
- One proposal will be subject to a future, separate consultation process.

8.4 Given that a number of staffing consultations are ongoing, the final position on outcomes cannot be confirmed at this point. The position based upon current information available indicates that there may be an estimated reduction of 198.93 FTE posts, resulting in an estimated headcount reduction of 204 staff. To date there has been 60 requests for voluntary release, which means that the number of potential compulsory redundancies stands at 144. It should be noted that there are a number of leavers in the system, which may further mitigate the number of redundancies. Where appropriate, detailed staff feedback documents have been prepared for each service area and these are available upon request.

8.5 A summary of the current position is set out in the table below:

TABLE 1 – Summary of estimated headcount staffing impact by directorate and job type (figures in brackets represent FTE post reductions)

Directorate	Front line	Back Office	Management	Total
CFW	89 (62)	43 (43.6)	18 (21)	150 (126.6)
EGEI	13 (3.9)	0 (0)	3 (3)	16 (6.9)
T&R	3 (2)	30 (56.43)	5 (7)	38 (65.43)
TOTAL	105 (67.9)	73 (100.03)	26 (31)	204 (198.93)

8.6 Further information setting out details of changes as a result of consultation are set out in **Appendix 6**.

9. Next Steps

- 9.1 The recognised trade unions were briefed on the outcome of staff consultations on 14th January 2015 and following on from this; staff directly affected by the proposals are being briefed at a local level, prior to implementation of the changes. These changes are being implemented in line with the normal service review process and are not subject to Executive approval.
- 9.2 Reports setting out the outcome of public consultations which require Executive approval will be presented to the Executive at its meetings on 18th February and 16th March 2015 respectively with relevant media briefings taking place in advance of these meetings.
- 9.3 Proposals that were subject to public consultation will not be implemented until they have been considered at the relevant Executive meeting.

Appendix 1

Breakdown of unique web page visits:

TOTAL VISITS TO SITE: 13,771

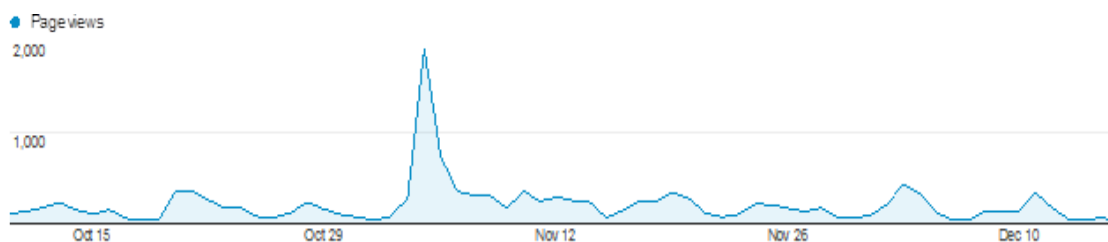
TOTAL UNIQUE VISITORS TO SITE: 9,695

Page Title	Pageviews	Unique Pageviews*	Avg. Time on Page (seconds)	Bounce Rate**	% Exit***
The Budget 2015-16	6121	4320	114.72	60%	46%
Adult Social Care	325	171	84.38	21%	25%
Adult Social Care Proposals	61	45	58.89	0%	13%
Blueprint	221	177	90.32	17%	29%
Budget background	491	369	90.41	68%	17%
Children, Families & Wellbeing	701	528	132.10	59%	32%
Early Help	369	234	104.99	66%	39%
Early Help & Adult Social Care Consultation	687	445	52.60	50%	26%
Economic Growth, Environment & Infrastructure	409	296	74.58	85%	26%
Join the conversation	1796	1369	102.71	74%	50%
Letter (Adult Social Care)	42	33	53.08	0%	10%
Letter (Early Help)	24	20	121.57	50%	13%
Myth buster	5	5	90.00	50%	80%
Online Feedback Form	264	209	145.38	77%	44%
Proposals - Early Help Model for Trafford	65	53	173.42	75%	49%
Service proposals	1523	906	20.22	40%	9%
Trafford Library & Information Service Budget Savings - Public Meetings	35	29	56.56	50%	23%
Transformation & Resources	502	392	113.56	82%	36%
Upcoming Events	130	94	93.72	100%	33%

*Unique page views refers to the number of individual visitors who have looked at a page. Repeat viewers will only be counted once. Unique page views is a subset of the total page views.

**The percentage of visits to a page that entered, and then exited on this page.

***The percentage of people who exited the site on this page.



Appendix 2

Open Public Forums

6 Public meetings were scheduled between 28 October and 3 December and were held in strategic locations across the Localities at Sale, Altrincham, Urmston, Partington, Old Trafford and Stretford. Each forum was chaired by the Locality

Partnership Chair for the area and led by the Leader of the Council who began each session by showing the film and delivering the presentation.

A workshop format followed. Between 6 and 10 residents were seated at a table with a senior officer and an Executive Member from Trafford Council to whom they could ask questions. Residents were then encouraged to write their comments and questions on feedback cards and post them at the end of each session in ballot boxes labelled for each Directorate.

At the request of residents attending the Stretford public forum the format of the workshop was altered slightly. Each table was able to identify a question they wanted the Leader of the Council to answer publically at the end of the session. These questions were also recorded on comments cards and considered as part of the overall consultation.

A seventh public forum was arranged at Old Trafford towards the end of the consultation period, in response to another request from a parent at a local primary school who said that local parents had found it difficult to make an evening event. This forum was therefore held in the afternoon to specifically accommodate these needs and again the Leader of Council agreed to take pre-submitted questions from the floor.

Appendix 3

A breakdown of attendance at the public forums and the number of responses received, at those forums and via the website, per Directorate

Forum	No. of	No. of	No. of	No. of	Summary of Comments
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Area	Residents	Ward Cllrs	Comment Cards	Comments	T&R		EGEI			CFW
					Libraries	Other	Parking	SCPs	Other	
Sale	61	9	79	106	19	13	7	15	11	41
Partington	54	2	96	101	14	17	2	6	15	47
Old Trafford (1)	66	4	117	156	22	25	9	26	25	49
Urmston	79	7	105	129	15	17	13	16	11	57
Altrincham	34	5	49	58	9	10	10	7	8	14
Stretford	50	7	122	156	18	29	3	30	27	49
Old Trafford (2)	47	0	64	71	6	18	1	24	1	21
Business Event	19	n/a	5	5	0	0	3	0	2	0
Email / Website	101	n/a	n/a	106	52	11	4	11	6	22
TOTAL	511	34	637	888	155	140	52	135	106	300

It has not been possible to provide a full demographic breakdown of these respondents as not all consultations were able to capture this data.

Appendix 4

Consultant's Report Library Service

Appendix 5

Executive Summary Consultant's Report CFW.

Trafford Libraries

Phase One Consultation Feedback

A report from The Campaign Company (TCC)

24th December 2014

The Campaign Company

3rd Floor Suffolk House

George Street
Croydon

CRO 1PE

02086880650

www.thecampaigncompany.co.uk

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8. *Chart 4 - To what extent do you agree that we should develop proposals that use technology to provide parts of the library service as a way of reducing cost?*
9. *Chart 5 - To what extent do you agree that we should develop proposals that reduce the opening hours of some libraries?*
10. *Chart 6 - To what extent do you agree that we should develop proposals to redevelop or move some of Trafford's library sites to reduce running costs?*
11. *Chart 7 - As there is some overlap would you agree that it is reasonable to use closeness to other libraries when developing proposals that would impact on individual libraries?*
12. *Chart 8 - When looking at the development of proposals do you think that we should consider how well libraries are served by local public transport when making the proposals?*
13. *Chart 9 - What do you think is an acceptable travelling time to a local library either via public or private transport?*

14. Chart 10 - Do you agree that we should prioritise libraries that have higher usage in developing our proposals?

15. Table 5 - Below is a list of services. Please rank in order from 1 to 3 which services you think our proposals should focus on maintaining, with 1 being the most important

16. Chart 11 - What do you think is the most important criteria for us to focus on in making decisions about the future of Libraries? (please choose one option)

17. Table 6 - Suggestions to develop the service

18. Table 7 – Issues with specific libraries

1. Executive Summary

1.1 Summary

The Trafford Libraries and Information Service Budget Savings Phase 1 Consultation took several forms. Including a paper consultation response form, an online consultation response form, a series of dedicated public and stakeholder meetings, as well as open response feedback from stakeholders and residents via letters and comment cards.

This is a two phase consultation, phase one ran from November 4th 2014 to December 12th 2014. The first phase has sought views on potential options to be developed into proposals for the Libraries and Information Service in 2015 – 2016. The second phase will present detailed plans in the New Year, informed by the phase one response. The full consultation process and outputs are detailed in the next chapter

As with most consultations those who engage with the process are not usually fully representative of the community as a whole.

Trafford Libraries and Information Services team sought to make the process open and inclusive with a number of one to one stakeholder meetings with relevant groups such as friends of local libraries, local disability charities, and charities involved in the delivery of services. They have also set up discursive public meetings and stakeholder events to capture feedback.

Different modes of consultation make it more difficult to read responses neatly across each other. For example the consultation document contains some quantitative questions in nature whereas responses on consultation comment cards are qualitative in nature. With this caveat what follows is a summary of the response that is drawn from;

- Responses to the public consultation documents
- Response to the online consultation survey
- Responses from public meetings

- Responses from stakeholder meetings
- Individual and stakeholder submissions to the Libraries and Information team

The main document contains further analysis of the consultation response organised by response type and an overarching coding structure for consultation response. Where there are differences by demographics or other factors they have been highlighted.

1.2 Findings

The consultation was broad in scope seeking guidance on potential proposals to be developed to reduce the budget of the Libraries and Information Service going forward.

1.2.1 Quantitative measures of support for potential budget solutions

Several approaches were presented as possible solutions for any future budget reduction proposals. Respondents were asked to indicate their level of support for approaches via a series of quantitative questions in the consultation document. The table below shows the net score for each of the potential proposals, this subtracts the overall negative responses from the overall positive responses leaving a net level of agreement with the proposal (don't knows and no response are omitted).

Possible Solution	Net Score
Closing some libraries	-51
Recruiting more volunteers and extending their remit	+23
Locate library services alongside other services	+68
Increase the use of technology	+58
Reduce opening hours	-6
Redevelop/move existing libraries	+48

Table 1 – Summary of quantitative data on potential proposals

The response is generally positive with the exception of the options related to closing libraries and reducing opening hours. The two negative scoring

options, closures and reducing opening hours, are options that would reduce current provision from existing libraries within the borough.

Volunteering is also less well supported than the remaining options.

There are some demographic differences in the quantitative response. For example women are more likely than men to disagree with closing libraries and the 65+ cohort are more likely to agree with the development of proposals around volunteering.

1.2.2 Qualitative response on potential proposals

The qualitative response is drawn from the consultation document and from the qualitative comment cards and other submissions.

The qualitative response indicates specific issues related to each of the options and their practical implications. Beyond specifics there are overarching themes that emerge throughout the consultation response, these include; **a view of libraries as social and community hubs, an opposition to cuts and the imposition of cuts, and a pronounced rejection of closures as a way forward.** These themes emerge throughout the consultation in specific points about individual proposals and individual libraries as well as more general points about changes to the service.

Summary of key concerns on potential options:-

- People generally do not want their services to face cuts
- Some people do understand that there are tough choices to make and welcome reductions in the service
- Any changes that are made should focus primarily on retaining the community hub and social good that libraries provide
- Closures risk damaging the fabric of the community and is opposed
- Volunteering is supported but caveated, respondents want to ensure a professional service is maintained
- Using technology is supported and encouraged as an option

-
- Sharing facilities is sensible and is to be welcomed if it avoids closure of facilities
 - Reducing opening hours is not welcome as it reduces access and does not maximise assets
 - Redevelopment is supported if it can maintain the community aspects of libraries.

It is worth expanding on one or two points to illustrate how the issues interact

Libraries are widely seen as part of the fabric of the community. Respondents describe institutions with wider benefits that contribute to social capital through social interaction and support for their users, whether they are few or many. These services have greater perceived value where communities are deprived or vulnerable.

For many, cuts generally, and closures specifically, logically damage the fabric of communities. For example the Health and Wellbeing benefit to the elderly population of regular library attendance is perceived to be threatened by closures.

The closure of libraries is rejected by respondents as degrading social assets and impacting on the vulnerable harshly.

Support for some of the remaining options is motivated by a desire to avoid closures. That means that support for options other than closure (in part) reiterates the overall rejection of closures.

Volunteering is supported by many, as a way of avoiding closures but also as a positive step in the development of personal and wider social capital through the good work that it entails.

There is a large minority who are opposed to volunteering. It is viewed as a step towards a less professional service and as exploitative of volunteers in that it asks them to perform roles that were previously paid for. In the same vein others reject it as an attack on jobs.

Some respondents can see the value in reducing opening hours if there is low usage, the level of usage would have to be identified and evidenced prior to implementation of any reduction.

Many others reject reducing opening hours on the basis of reduction of convenient access. It is also seen as a slippery slope towards eventual redundancy of library facilities.

Of the other options; technology, moving in with partner organisations and redevelopment, these are seen as sensible steps to achieve economic efficiencies. They are generally accepted with a proviso that they do not impact on the social and community hub concept that informs people's thinking on libraries.

1.2.3 Suggestions for addressing budget issues

There are many suggestions from participants on how the libraries service should address shortfalls. People value the libraries service and suggestion focus on improvements in revenue generation amongst other measures. The following list is an extract of suggestions, greater detail is held in the body of the report.

- Raise council tax
- Charge for services
- Charge for membership annually or monthly
- Source sponsorship from commercial partners
- Rent out rooms and facilities
- Transfer ownership to Community Interest Companies or launch joint ventures

1.2.4 Quantitative response on making decisions

The consultation document sought to identify the basis on which proposals might be developed. Respondents were asked to indicate the level of importance of a number of measures that might be used. As with potential options for development the table below sets out the net score of each of the measures.

Potential measure	Net Score
Proximity to other libraries	+39
Travel times to libraries	+67
Usage of libraries and services	+18

Table 2- Summary of quantitative data on measures to develop from

The consultation questionnaire also asked for the most important services that people use. Lending services, computer and internet access and services for children were indicated as the key services.

Participants were asked to indicate which measure was most important to focus on when developing proposals. These were ordered, Usage of Services, Location and Transport, and Preferences for Services.

1.2.5 Qualitative response on making decisions

Whilst quantitatively respondents have indicated levels of support for criteria, the qualitative response suggests a different preferences for developing proposals. These draw on the three main recurring themes earlier. To restate, these are; **a view of libraries as social and community hubs, an opposition to cuts and the imposition of cuts, and a pronounced rejection of closures as a way forward.** The following represent key areas of feedback.

- Low usage might indicate facilities and geographic areas that need more investment in services not less
- Reducing the impact on the social aspects and assets of libraries should be the key measure for good proposals
- Quantitative measures are reductive and do not represent the complexity of the proposition
- Location and transport as presented need to take account of more than journey time

Low usage is seen as an unhelpful measure as it overlooks the impact of social deprivation. Low usage may reflect low levels of self-efficacy and aspiration in the community and contrary to the purpose of the consultation may indicate that more investment in services is required not less.

The issue of closure is one that is seen by some as injurious to the social benefit that libraries deliver especially in deprived communities possibly embedding deprivation in the long term by removing local opportunity and access.

Using a quantitative set of metrics to judge where proposals should be developed is seen as unhelpful. The complex context of individual libraries needs to be considered more fully for many respondents.

Location and transport are more complex for some respondents and should include a consideration of different types of user and their profile. For example someone who uses their local library for social interaction but may use libraries further away on rarer occasions.

1.2.6 Individual libraries

Each library is mentioned in the consultation response. The context in which libraries are mentioned varies and these are set out in detail within the document. Some libraries are mentioned as candidates for closure due to proximity, size and running costs. Although counter to this many respondents question the basis of the supporting information in the consultation document in terms of running and staffing costs. Almost all libraries have a supportive case made by respondents in defence of the current provision. For example Coppice Library is mentioned by a number of respondents as an example of a valued community facility that acts as a social hub. A different case is made for Delamere Toy Library as a unique example of provision that should be recognised as proposals are developed.

1.2.7 Criticism of the council and the process

There are a number of critical voices from public respondents, stakeholders and staff. These are directed at the council in relation to the cuts generally but also specifically on the issue of libraries. There is also criticism of the process and the focus of the consultation on reducing budgets rather than finding creative ways to generate revenue. There are also criticisms of the consultation document in terms of the questionnaire that is seen to reflect an agenda of cuts; and further criticism of the quality of the supporting information. These are detailed fully in the body of the report, though the following is a summary of key points;

- Libraries, along with other services, are vitally important and the council should raise council tax to pay for them rather than cut.

-
- Cuts to libraries today will be injurious to the communities of Trafford in the long term
 - Some believe that the communication and engagement with stakeholders has been lacking in the process to date
 - The framing of the process is around cuts rather than innovation
 - The consultation questionnaire reflects that focus rather than needs of the community
 - The supporting information is questioned and should be reviewed

1.3 Conclusions

This phase of consultation has been exploratory in nature with a number of channels open to respondents to make their views and opinion known. There are some clear issues that have emerged from the process that should be considered when developing the next steps of this process.

Firstly the focus on cuts as derived from the budget setting exercise for 2015 - 2016 is viewed negatively. The discussion it generates is about loss to individuals and to communities. In some instances that loss is viewed as a price that is not worth paying. Secondly people understand libraries as community assets that have associated outcomes for the individuals and communities that use them. Thirdly and logically when those assets are threatened with change that is seen as detrimental to outcomes, people will reject the premise.

Overall, whilst there is some understanding of the financial challenge and a number of voices that support reductions in service, there is a general rejection of closing or downgrading facilities. There is qualified support for a number of measures that can change the way services are delivered, for example volunteers and sharing facilities with partners, but to some extent this support is about avoiding closures and downgrades. People are protective of the service and the benefits that it delivers to local communities and when proposals are developed they want to see the outcomes for the community at the forefront of the councils thinking.

It is not the place of this report to make recommendations, however, Trafford should be aware of the criticism of the process and should review the

criticism and consider how it addresses any areas that it considers may be lacking before and during the next phase of consultation.

As Trafford takes the next phase of this process forward working with communities on how outcomes are delivered through the facilities available is likely to be productive. This might for example entail developing innovative ways of funding and delivery of services in communities going forward. When discussions about services are outcome focused the local population are more likely to be positive about any changes that are made.

2. About the consultation

2.1 Background to the consultation

This consultation has been developed as part of a wider council budget initiative.

Trafford's Library Service has been asked to find savings as part of an overall council budget reduction of £24.3 million for the financial year 2015 -2016. The savings indicated in the budget setting process amount to £700,000 or around one third of the overall budget for the service.

This is a significant saving that is likely to mean changing the way that the service currently operates. Within those budget constraint Trafford are determined to realise a vision of a strong and relevant library service that supports the Universal Offer set out by the Society of Chief Librarians¹ in the UK. The service also aims to be based on need and value for money. Trafford also states that libraries should operate as community hubs and be responsive and supported by their local communities.

This consultation seeks opinion on potential methods of meeting those savings whilst achieving the overarching aims. The potential methods presented build on existing work around initiatives such as volunteering and technological development as well as drawing on the experience of other library services facing similar challenges across the UK.

2.2 Consultation process

The consultation is a two stage process. The first stage sought peoples' views on potential proposals and the level to which they agreed that these proposals should be developed. Consultation respondents were also asked on what basis options should be developed.

A second phase of consultation will be held in early 2015 following the report on the first phase and the subsequent development of specific options. These will be presented with supporting information for further public consultation.

The first phase of the consultation ran between 4th November 2014 and 12th December 2014.

A consultation document was originated that asked a mixture of closed and open questions. This is appended to the full report.

The document was hosted online as a downloadable pdf file. Trafford also established an interactive online response form for the consultation to allow respondents to complete the form whilst online.

¹ <http://www.goscl.com/>

Paper versions of the consultation document were circulated to library sites across Trafford where a display was established with a freepost box for completed consultation responses.

Trafford also established a consultation email address that was advertised alongside wider PR activity surrounding the consultation.

All responses received through the various channels have been analysed using qualitative and quantitative techniques. This includes the development of a coding framework for the consultation that has been used to guide the analysis and reporting.

2.3 Events and stakeholder engagement

There were a number of public and stakeholder meetings that were organised by the Trafford Library Service.

Session	Date	Attendance
Timperley	27 th November 2014	12
Urmston	27 th November 2014	6
Sale	3 rd December 2014	12
Partington	3 rd December 2014	1
Urmston	3 rd December 2014	14
Altrincham (Staff Session)	27 th November 2014	26
Urmston (Staff Session)	3 rd December 2014	26
Altrincham (Volunteer Session)	27 th November 2014	8

Table 3 – Public and Stakeholder events

Events were promoted using the local press, the Messenger and Advertiser, and via the Libraries Facebook and Twitter accounts. There were also notices on the Council's webpages and the library pages, as well as posters in libraries, leisure centres and community centres.

The sessions were independently facilitated. Comments were recorded via comment cards which were processed with the overall response.

There were a number of face to face meetings with stakeholder groups including Friends of Coppice Library, Delamere Toy Library, and BluSci (a local mental wellbeing charity).

2.4 Number of responses by channel

The consultation ran from 4th November to 12th of December. Channels for responses were open during that period for individuals, organisations and members of staff to make representations to the consultation on possible ways forward for the libraries service. The table below sets out the number of responses that were received through the open channels.

Response channel	Number
Online surveys	787
Paper surveys	296
Comment cards	184
Letters (from individuals, including staff members)	5
Letters (from stakeholders)	5
Delamere Toy Library Support Petition	218

Table 4 – Summary of Responses by Channel

2.5 Demographics of the response to the consultation document

Within the consultation document respondents were asked to provide monitoring data on core demographic and geographic information. This has been collated into a series of table set out in the appendices.

3 Consultation Response

3.1 In this section

There were a number of consultation channels open to participants, including an online consultation survey with supporting document, a paper survey printed with the supporting information which was available through library sites, and a series of public meetings held in the borough. To ensure consistency in analysis the online and paper surveys contained the same quantitative and qualitative questions; participants in public meetings were

invited to provide comment cards with an open response text. All of the channels for consultation were designed to encourage qualitative responses as the basis of understanding the detail of the opinion and ideas as well as issues and concerns that may arise from the consultation subject matter.

Quantitative responses have been analysed and included here under question headings, the quantitative data is accompanied by qualitative data that has been systematically coded and analysed to identify the themes that run through the consultation response. Qualitative responses offer greater insight into the underlying issues and viewpoints that are relevant to the consultation, so whilst both types of information are of interest and should be read together, the qualitative response will provide a greater indication of the content of the substantive issues for the consultation.

In this following section we deconstruct the survey questions and identify the relevant qualitative response. In some instances the qualitative response is aligned with the subject matter of the quantitative questions; where this is the case the qualitative data follows the quantitative analysis. Where issues and themes arise that are not related directly to quantitative questions we have developed additional headed sections that follow on from the progression through the consultation survey.

3.2 Question 1 – To what extents do you agree that we should develop proposals to reduce the number of libraries in Trafford as a way of meeting savings targets?

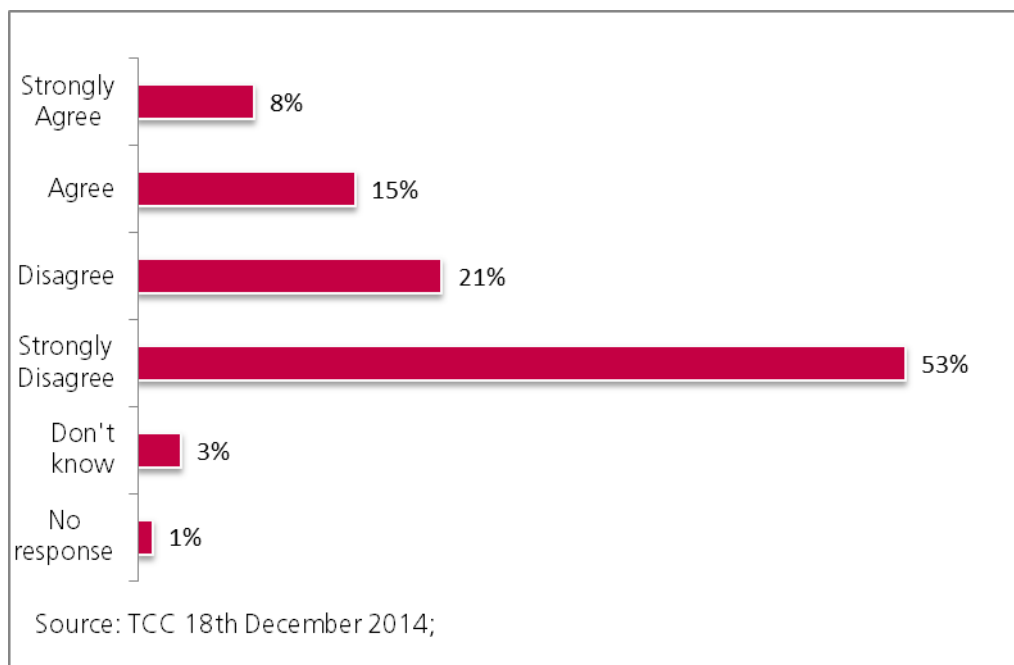


Chart 1 - To what extent do you agree that we should develop proposals to reduce (closures) the number of libraries in Trafford as a way of meeting savings targets?

- Most people disagree with closing libraries as a way forward
- Women are likely to disagree more than men
- Staff are more likely to agree with closures than general respondents

3.2.1 Qualitative response

There is a general disagreement with the principle of closing libraries as a way of contributing to budget reduction. Libraries are viewed by many respondents as integral parts of the community, a basic resource that the council should provide and a mark of a civilised society. Reduction in the number of facilities is viewed as a backward step. There are two key strands to this disagreement:

- The removal of important social assets

-
- The impact of the removal of that asset on particular groups

3.2.2. The removal of important social assets

Libraries are viewed as making a positive contribution to the community as social and community hubs. Many respondents view the social space as having significant benefits including positive impacts on education and literacy for; children, the general population; and those living in deprived areas. There are also perceived benefits to Health and Wellbeing and access to a variety of important services.

There is a strongly held view that these benefits and others are important in building social fabric, providing education and encouraging aspiration in Trafford's communities. Closures are viewed by many as undermining those benefits and creating a poor legacy for the following generations.

'Each library is an essential service within every/each community within Trafford. They play an important part to underpin society. Without them problems would arise to spill over onto other aspects of life and in the end will cost more and cause more problems than foreseen'

3.2.3 Impact and accessibility

The impact of closures on accessibility to services that would result is seen to have a disproportionate impact on particular groups.

The elderly and immobile are viewed as more likely to face difficulties with transport and parking when attending alternative facilities. This group are also identified as being vulnerable to the loss of social interaction and understanding if their local library closed. This would impact across a range of social issues including Health and Wellbeing.

Children and families are also viewed as facing a negative impact; respondents' families benefit from a space for social interaction, access to parenting advice and peer support from others in similar situations. Closure would reduce access to those benefits and is contrary to positive personal experience of using individual libraries.

'For me personally, I do not feel that it is too strong a statement to say that Coppice Avenue Library helped to prevent me from slipping into depression when my daughter was tiny and my son small. Boy I knew that whatever the weather and my financial situation, have somewhere nearby that I could walk to where we could enjoy a quiet look at some books together, or one of the drop-in sessions for families on offer at the library'

Attending alternatives may be difficult as public transport is seen by some as impractical and expensive for families with small children.

Children generally are viewed as being disadvantaged by the removal of local facilities for reading and access to the internet; it is perceived this would result in children engaging less in those beneficial activities.

Deprived communities are seen as vulnerable to the removal of facilities with the loss of benefits of social interaction and of access to services that would otherwise be costly.

Similarly access to English literacy services for people who do not have *English as a first language* is seen as important benefit that is threatened by closures.

There are general concerns about the impact of closures on access to core services such as local lending and internet services as well as concerns over access to additional services, such as blue badge services, welfare services and many group specifics.

3.2.4 General Agreement

Where there is agreement it is based on the following themes

- Proximity of libraries and running costs
- The need for all services to take their share of cuts
- Closure caveated with a focus on the quality of the remaining service

3.2.5 Proximity and running costs

A smaller number of responses show some support for closures. There was a view that there are too many libraries within Trafford and that a rationalisation could lead to better services in central facilities.

The proximity of libraries particularly in the north of the borough provided justification for closure for some respondents.

'I do agree where there are too many libraries within walking distance of one another, maybe they are duplicating services'

Where libraries are less well used and where running costs are high there was also some support for closures.

3.2.6 Caveated on quality

Many who did support closures caveated that support, for example that the remaining service should be of the highest quality and staffed properly.

'The bedrock of life long wellbeing and enlightenment. This service shouldn't be reliant on volunteers. Fewer libraries, but high quality experienced and well trained staff should be the priority.'

3.3 Question 2 - To what extent do you agree that we should develop proposals to recruit more volunteers to provide services in local libraries in order to make the provision more sustainable?

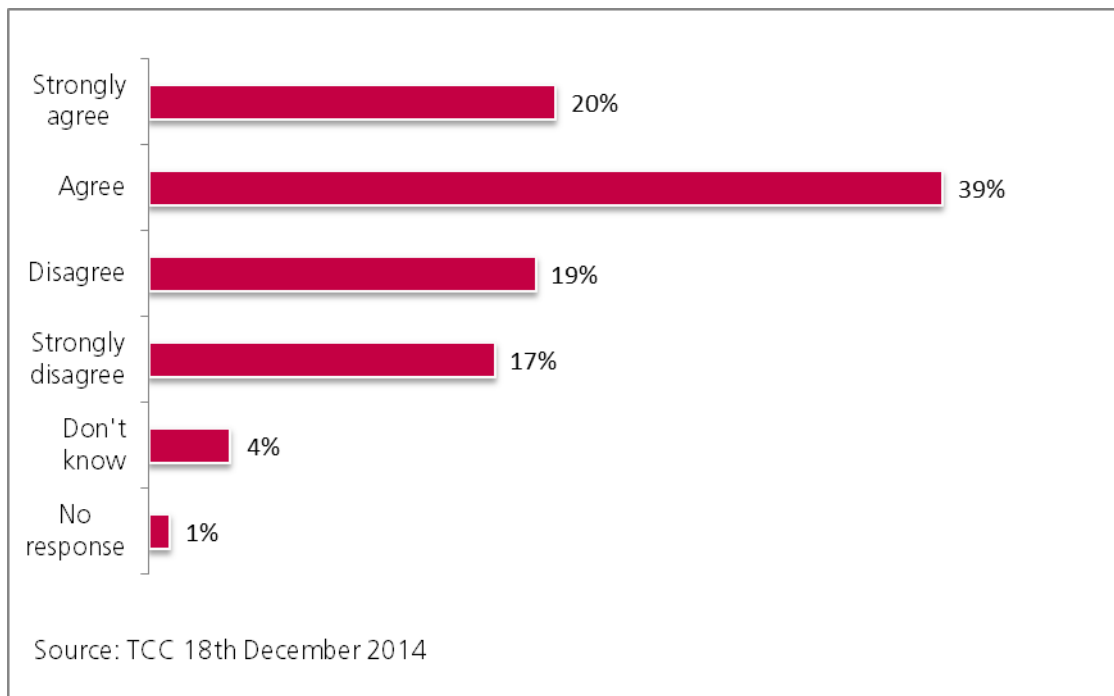


Chart 2 - To what extent do you agree that we should develop proposals to recruit more volunteers to provide services in local libraries in order to make the provision more sustainable?

- Most people agree with developing proposals to recruit volunteers as a way forward
- Older age cohorts 65+ are more likely to agree with this

3.3.1 Qualitative response

There is general support for using volunteers to help reduce the cost of running libraries.

- It is viewed as a positive alternative to closure
- Beneficial for the individual and the community
- Caveated with a focus on retaining professional library services

3.3.2 Alternative to closures

Recruitment of volunteers is seen as a positive *alternative to the closure of facilities* by many respondents.

3.3.3 Benefits to individual

Respondents identified a number of positive benefits for the individuals who volunteer including social interaction, community involvement and the opportunity to do something positive for your own development.

Volunteer opportunities are mostly identified as appropriate for retired individuals, people out of work and students.

'People of retirement age have a wealth of knowledge to share – and they'd feel included and valued.'

These groups are identified as having the time and significant skills to contribute in a voluntary role.

3.3.4 Benefits to the community

The volunteer role is also viewed as having a positive effect on the wider community, for example creating a stronger sense of community.

'This helps bring the community together and creates bonds.'

Within the response are suggestions of involving the community more fully including schools, colleges and apprenticeship schemes as ways of resourcing libraries going forward.

3.3.5 Performance of volunteers

There are many positive comments on the role of volunteers currently within the libraries services.

'The volunteers at our local library are well informed and very helpful for the services that they provide.'

3.3.6 Retaining staff

Support is often caveated, for example an extension of volunteering only if professional library staff are retained and volunteers are given the appropriate training to provide a good service.

'As far as possible the expert help of paid library staff should be retained'.

3.3.7 Unsupportive comments

There are objections to an increase in the use of volunteers with a number of issues raised.

- Whether it will save costs
- Replacement of skilled staff will mean inconsistency in service
- Principle of using volunteers to replace paid roles is wrong
- The authority should pay for and maintain a service at its current level
- Volunteer agreement

3.3.8 Will it deliver savings?

At a general level there is a question over whether an extended volunteer programme would deliver savings given the additional training and support that it would require.

3.3.9 Replacing skilled staff

Replacing skilled staff with volunteers with less qualification and a different motivation is identified as an issue that may impact on the consistency of the service.

'By their nature volunteers provide a different service than contracted staff. They do not want to take full responsibility for too many tasks, wish to have freedom to choose what they do and take time off when they please, quite understandably. If the volunteer numbers are too high the function of libraries would be severely challenged.'

Those opposed tend to view volunteering as something additional to existing services not as a replacement.

3.3.10 Principle of replacing paid labour

The concept of replacing staff with a volunteer workforce cuts across a number of principles for some people including a fair wage for a day's work. Volunteers are viewed as 'cheap labour' at the expense of good jobs.

3.3.11 Authorities' responsibility to maintain the service

Supporting this position is a view that the local authority has a responsibility to pay for and maintain the library service and that it should not be reliant on volunteers.

The experience and qualifications of volunteers are seen by some as a material issue on the quality of any future service.

'Volunteers may be willing to help but have not got the knowledge, training, and experience to help library users...'

3.3.12 Responsibility

Volunteers themselves have issues with the possible increase in responsibility, and there is the suggestion from some that they would cease to volunteer if they were expected to takeover staff jobs.

'I am a volunteer I personally would not want the responsibility that paid staff have and I think that most volunteers would not want the responsibility of running a library'

3.4 Question 5 - To what extent do you think we should develop proposals for basing libraries in the same buildings as other services/ working with partners as an approach to reducing the costs of the service?

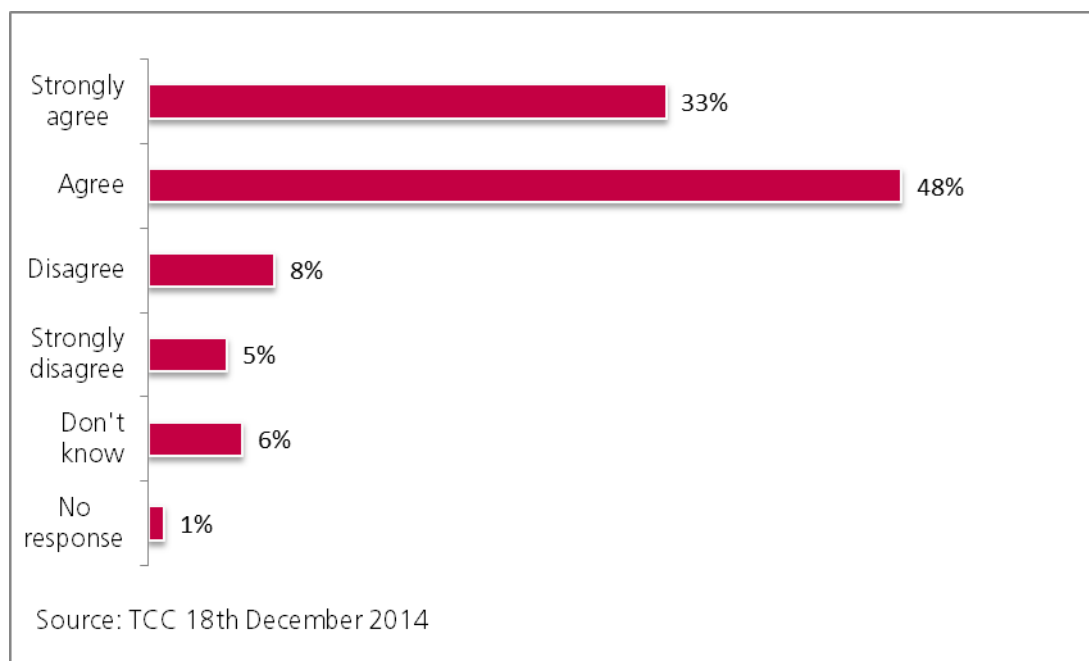


Chart 3 - To what extent do you think we should develop proposals for basing libraries in the same buildings as other services/ working with partners as an approach to reducing the costs of the service?

- Most people agree with the development of proposals to deliver partnerships
- Members of staff have a very high level of agreement
- People from Sale and Village Locality partnership areas agree the most

3.4.1. Qualitative Response

Moving library services or (vice versa) into other facilities with other organisations has broad general support in the consultation response.

- A logical way of maximising value of existing assets
- Supported with a caveat on the importance of maintaining a central accessible community asset

-
- Supported with a caveat on the quality of the services that are delivered in the new facility
 - Acceptable alternative to closure

3.4.2 Logical way of using assets

Partnering with other organisations on current or new sites is seen as an efficient and logical way of maximising the value of existing buildings and of increasing the value to the community by having several services located in one area.

'By doing this there would be a reduction in costs for building maintenance, cleaning, heating, lighting, etc. The library might be used more by passing customers who are at the premises for other reasons.'

3.4.3 Fit for purpose and community hub

Support is caveated for some respondents by a need for any location to be fit for purpose in terms of accessibility including being located in the centre of communities that use them. Many respondents highlight the community hub aspect of libraries, and retaining this in any facility sharing approach.

'Sharing buildings to reduce costs is an excellent idea so long as the facilities remain in the centre of the community and don't require the people who use them to travel further in order to access them. I do not agree with closing assets and moving facilities to town centres only'

3.4.4. Quality retained

Other caveats include the quality of the space provided to the library, for example that the square footage given over to books and shelving should not be diminished. More widely than this the service should not suffer.

3.4.5 Alternative to closure

As with volunteering many respondents indicate that this is an acceptable approach if it means that libraries can be saved or stay open. There was also support for this if it has the effect of saving jobs.

3.4.6 Unsupportive comments

The principle of moving libraries to facilities with other services is rejected by some respondents.

- Damage to the community asset and the impact it would have
- Accessibility issues in any new facility
- Cost and quality
- Preference for service moving into existing libraries

3.4.7 Damaging community asset and accessibility

There is a focus on the loss of existing community hubs and how that might suffer in a new shared facility.

'Libraries should be hubs of the community. When they are in shared buildings they are inevitably downsized which is a convenient way of reducing people that use them.....If they remain as standalone buildings they will be utilised and used'

This highlights a further concern that moving services will impact on the accessibility of facilities for the local community.

3.4.8 Quality of new facility

There is also concern about the cost implications of moving services out of existing buildings and there are concerns about the type and quality of accommodation that the library might end up in. The existing facility at Bowfell library is cited by some respondents as an example of failure of location and partnership.

3.4.9 Partners moving in

A number of respondents who are unsupportive of moving libraries into partner facilities did agree with the reverse proposition, moving services into existing community libraries thus ensuring that current locations are not lost.

Some respondents felt that specific proposals are needed to make a rational choice on any share facility proposition.

3.5 Question 6 - To what extent do you agree that we should develop proposals that use technology to provide parts of the library service as a way of reducing cost?

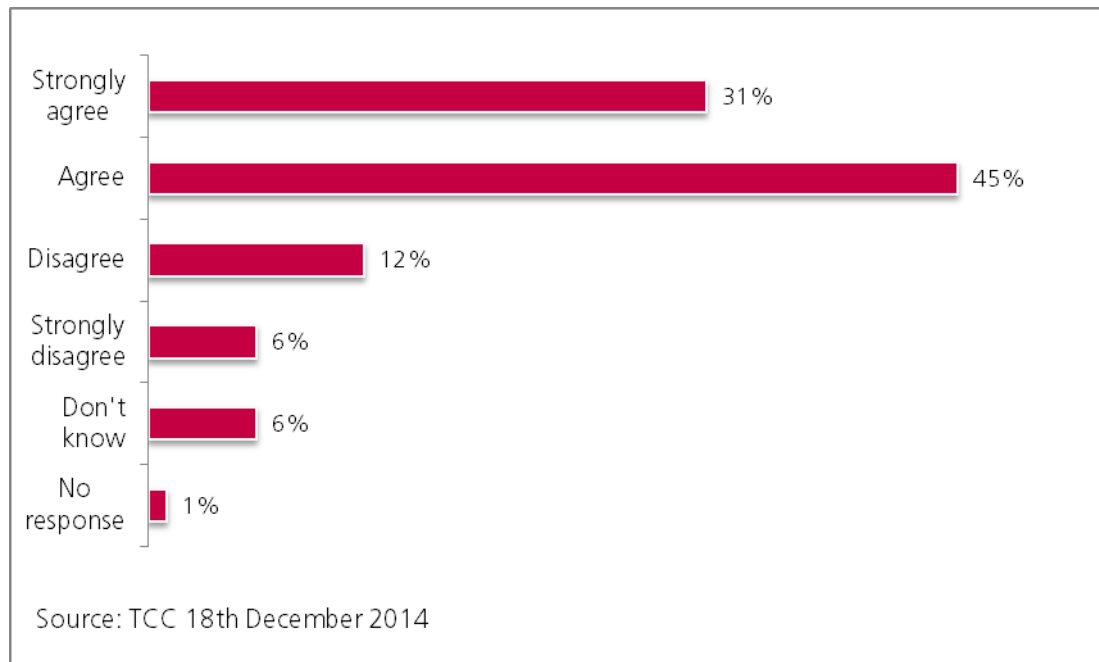


Chart 4 - To what extent do you agree that we should develop proposals that use technology to provide parts of the library service as a way of reducing cost?

- Most respondents agree with a focus on technology
- There is relatively little difference between age groups, the 65-75 cohort are slightly more in agreement with this proposition than the 25 – 34 cohort

3.5.1. Qualitative Response

There is general support for technology as a way of reducing costs of providing the service.

- Generally important to keep up with latest development
- Efficient way of freeing up staff time and making the process smoother for individuals

-
- Recognition that not everyone is comfortable with technology

3.5.2 Important to keep abreast of technology

Most respondents see it as an imperative that the service should keep abreast of and benefit from any wider technological changes generally.

Current experience of using technology in the libraries is positive as is experience of using technology in other walks of life.

'The machines are quick and efficient and anything that can reduce costs and keep the library open is great.'

3.5.3 Efficiencies

Respondents identify possible efficiencies in using services including a reduction of pressure on staff and as a consequence freeing them up to attend to other services.

3.5.4 Alternative to closure

As with other propositions technology is viewed as preferable to the closure of library facilities.

3.5.5 Support to ensure accessibility

There is recognition generally that support is needed alongside technology for parts of the community who are not used to or unable to use technology. The elderly population is mentioned by a number of respondents as vulnerable to a potential loss of access if new technology is commonplace.

'I so worry about those people (our elderly population) who are not comfortable with technology or have the capacity and resources to use it'

3.5.6. Unsupportive comments

There is opposition to technology,

- The breakdown of human contact and consequent impact on vulnerable groups
- Use of technology to replace qualified librarians' jobs

3.5.7 Human contact

Technology may mean the loss of human contact within libraries which some view as undermining part of the fundamental purpose of library.

'I do fear that face to face personable contact with the library staff is threatened by a sterile impersonal and automated system, and I regard direct human contact as a vital component of a good public service, the disappearance of which will mark the death knell of libraries as we know them'

3.5.8 Threat to jobs

There is a general view from those opposed that staffing should be protected. This aligns with a view that technology should enhance existing services rather than contribute to cuts and savings in the service.

3.6 Question 7 - To what extent do you agree that we should develop proposals that reduce the opening hours of some libraries?

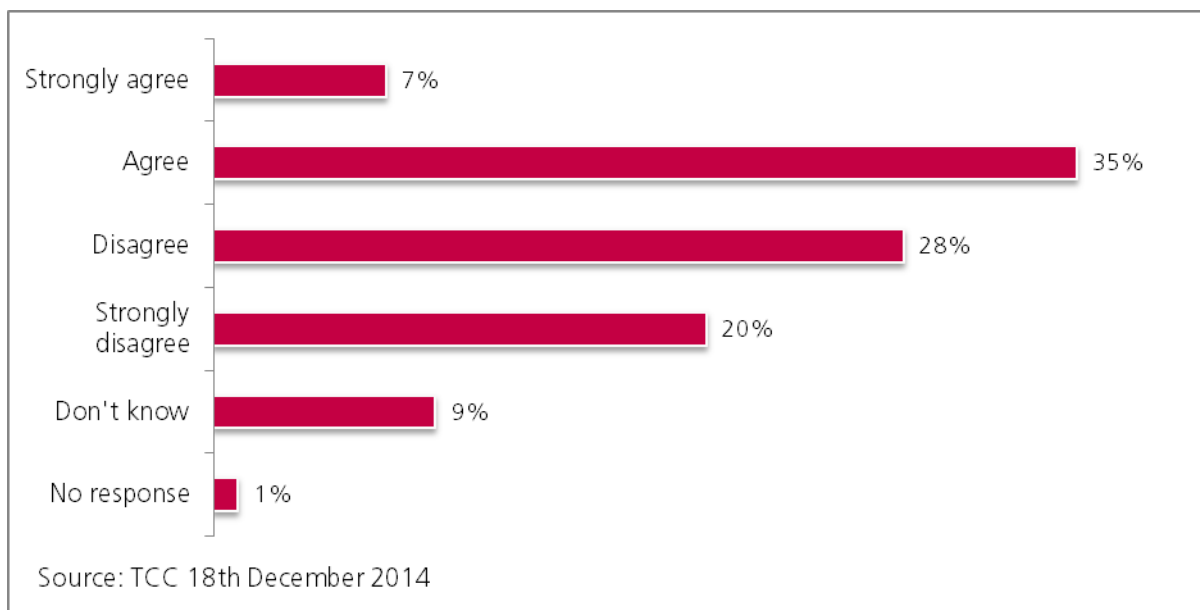


Chart 5 - To what extent do you agree that we should develop proposals that reduce the opening hours of some libraries?

- Most respondents disagree with this as a way forward.
- The response is relatively split compared to some of the other quantitative questions

3.6.1 Qualitative Response

Overall most respondents generally disagree with this approach.

- Savings are not realisable
- Less use will rundown the service and act as a pretext for closure
- The current hours are below what is required

3.6.1 Savings not realisable

The assumed cost saving is viewed as difficult to realise both in terms of other measures suggested (for example a number of respondents point to the use

of more volunteers as already accounting for that cost) and in the actual cashable saving.

There is also a view that reducing the hours that a facility is used is counterintuitive and that where possible libraries should be seen as an asset to be maximised.

3.6.2 Degrading asset

There is a view that reducing hours will degrade the libraries in Trafford. For some the move would provide justification for a round of closures because of underuse.

'There is a danger that if opening hours are reduced less use will be made of the facility and that as a consequence you will then say that the facility cannot be maintained.'

3.6.3 Not enough now

Contrary to the proposals, many respondents are concerned with the current opening hours of Trafford libraries; they feel that the core hours do not accommodate those who need to use the facilities.

3.6.4. Generally supportive comments

Those who support reducing opening hours are a large minority of respondents. The principle reasons for support are;

- General recognition of cost saving
- Opening times matched to peak use
- Preferable to closing libraries

3.6.5 Sensible cost reduction measure

People who agreed with this as a possible solution viewed it as a sensible component in reducing costs, this aligned with a recognition from respondents that libraries are not busy all the time.

3.6.6 Only if aligned to need

The support was caveated by many who mentioned engagement with library users and analysis of usage to ensure that the hours were right for users.

'In practice I would agree with this ONLY after usage surveys were carried out and they were legitimate changes, not changes made on bottom lines.'

There was some additional support for staggering opening hours so that the entire libraries service operates a consistently accessible service across the week.

3.6.7 Advertising hours

Advertising the opening hours is seen as important to ensure that people use it now and going forward.

3.7 Question 8 - To what extent do you agree that we should develop proposals to redevelop or move some of Trafford's library sites to reduce running costs?

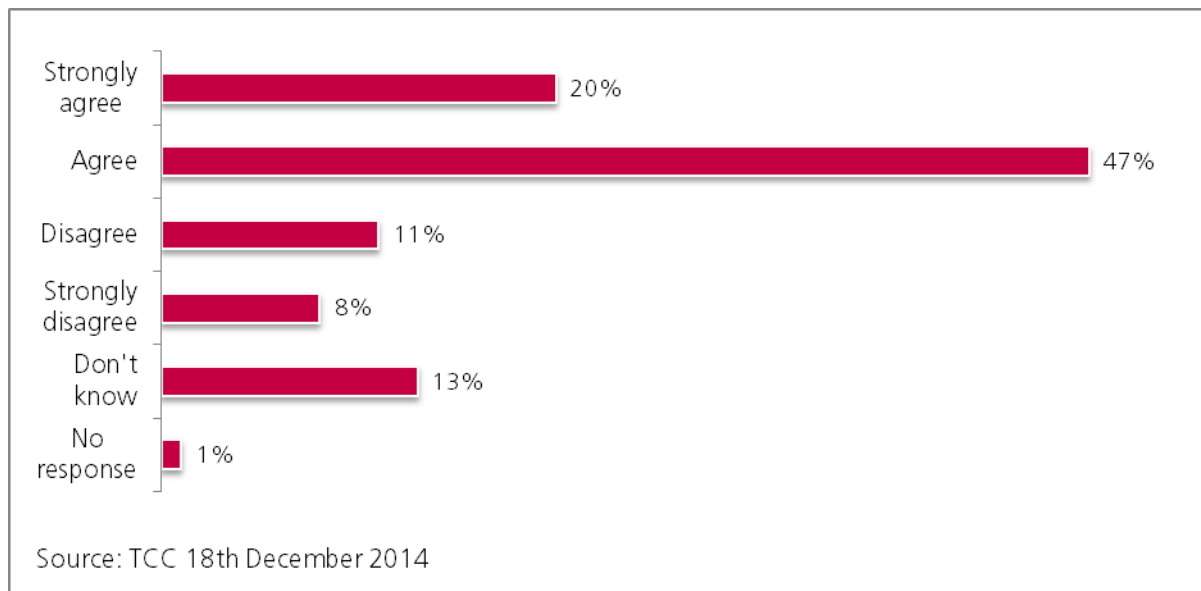


Chart 6 - To what extent do you agree that we should develop proposals to redevelop or move some of Trafford's library sites to reduce running costs?

- Most respondents agreed with this as a proposition
- Respondents from the South Trafford Locality Partnership are more likely to agree
- Residents are more likely to agree than the staff who responded

3.7.1 Qualitative Response

Overall respondents were generally supportive of this measure.

- Reduces costs of old buildings
- Modern facilities work in the long term
- Any change should maintain level of service and community aspect
- Preferable to closing libraries

3.7.2 Reduce building costs and long term sustainability

Some buildings are seen as cost burdens for the service, moving sites to purpose built facilities offers ways of improving the cost effectiveness and the accessibility of the facilities.

'Redeveloping, or re-siting libraries is cost effective, multipurpose buildings with easy access, especially for those with special needs, helps to secure the long term future of the libraries in a more affordable way.'

There are a number of suggestions on individual libraries which are picked up in a later section, however as an example a number of comments have been made in relation to Stretford library and the suitability of the current facility. Suggestions include moving the library into a unit at the Stretford Mall.

3.7.3 Minimal impact and retention of community hub

There are caveats on the impact of how the changeover process could be made including minimal impact on the service while changes are being made.

There is also a caveat that any change keeps the facility as centrally accessible to the community as any current site.

3.7.4 Alternative to closure

As with other proposals moving facilities is seen as preferable to closure of libraries.

'Yes if it keeps libraries open, but it would be a shame to let the beautiful old library building go to someone who didn't care'

There was perceived additional benefit of more environmentally friendly buildings following any redevelopment.

3.7.5 Unsupportive comments

There are a number of concerns about redeveloping sites.

-
- Concern on cost effectiveness
 - Concern over the impact on the services offered
 - Moving facilities undermining community use

3.7.6 Cost concerns

A number of respondents point to a reverse logic of investment in redevelopment when the short term budget aim is to reduce costs.

'How can you propose redevelopment when you are short on funds?'

3.7.7 Impact on current services

A negative impact on currently available services is not acceptable for many and is grounds for rejecting this form of change.

3.7.8 Degrading current assets

Similarly as with other options there is a focus on the library as a central community asset that faces potential damage if it were to be moved. There is a desire to maintain the asset and accessibility of current libraries.

'Moving libraries would change who and how people use them. The libraries are currently deliberately in places that are at the heart of the community – let us NOT lose that by moving them.'

Many comments indicated that a judgement on appropriateness would need to be reserved until firm plans were in place. These reservations include the locality and accessibility of any sites, which facilities were under consideration and what cost benefit there would be in any investment.

3.8 Developing proposals

The remaining quantitative questions tested the basis on which proposals might be developed. These included proximity of libraries to each other, transport implications of any changes, the usage of the services and the service preferences of users based on a prioritisation question. There were a number of qualitative comments that have been grouped at the end of this section.

3.9 Question 10 - As there is some overlap would you agree that it is reasonable to use closeness to other libraries when developing proposals that would impact on individual libraries?

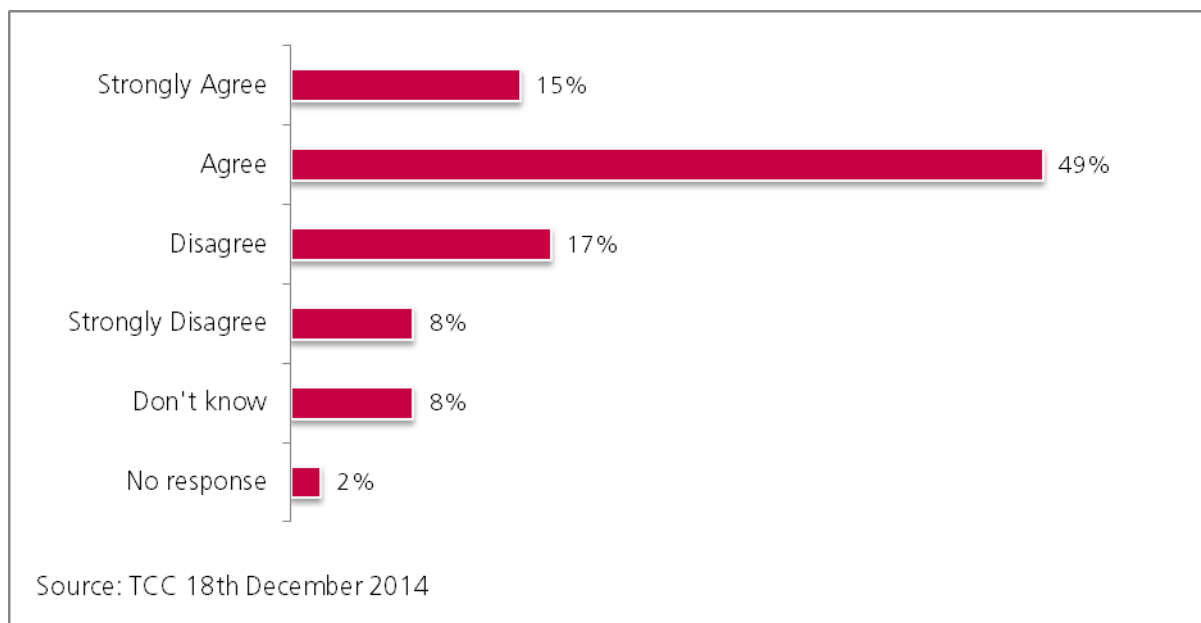


Chart 7 - As there is some overlap would you agree that it is reasonable to use closeness to other libraries when developing proposals that would impact on individual libraries?

- Most people agree with using proximity when developing proposals
- People with a disability are less likely to agree with this than others
- Staff are more likely to agree with this than residents

3.10 Questions 11 - When looking at the development of proposals do you think that we should consider how well libraries are served by local public transport when making the proposals?

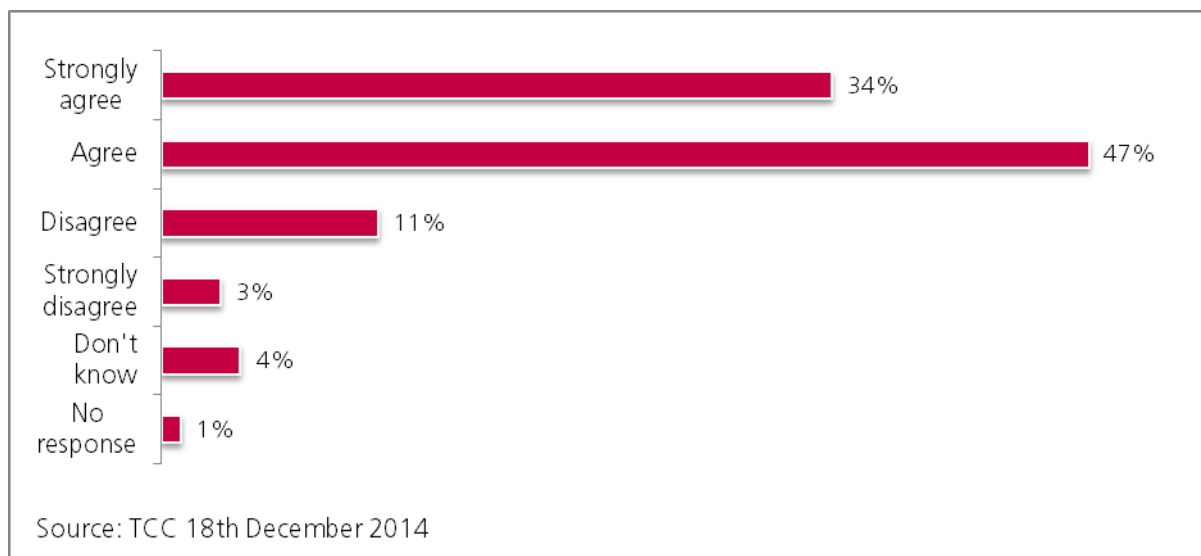


Chart 8 - When looking at the development of proposals do you think that we should consider how well libraries are served by local public transport when making the proposals?

- Most people agree with this as one criteria to use when developing proposals.

3.11 Question 12 - What do you think is an acceptable travelling time to a local library either via public or private transport?

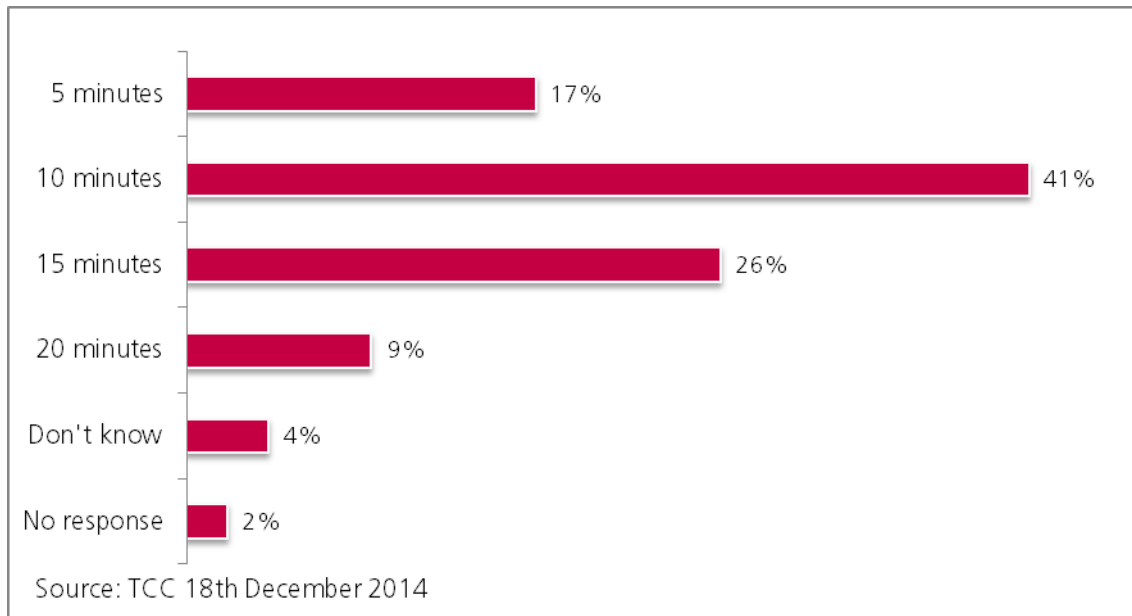


Chart 9 - What do you think is an acceptable travelling time to a local library either via public or private transport?

- The majority of people feel that 5 -10 minutes is an appropriate travel time to reach a library
- Currently 46 percent of respondents said that they were within 5 minutes of a library and 34 percent were within 10 minutes.

3.12 Question 13 - Do you agree that we should prioritise libraries that have higher usage in developing our proposals?

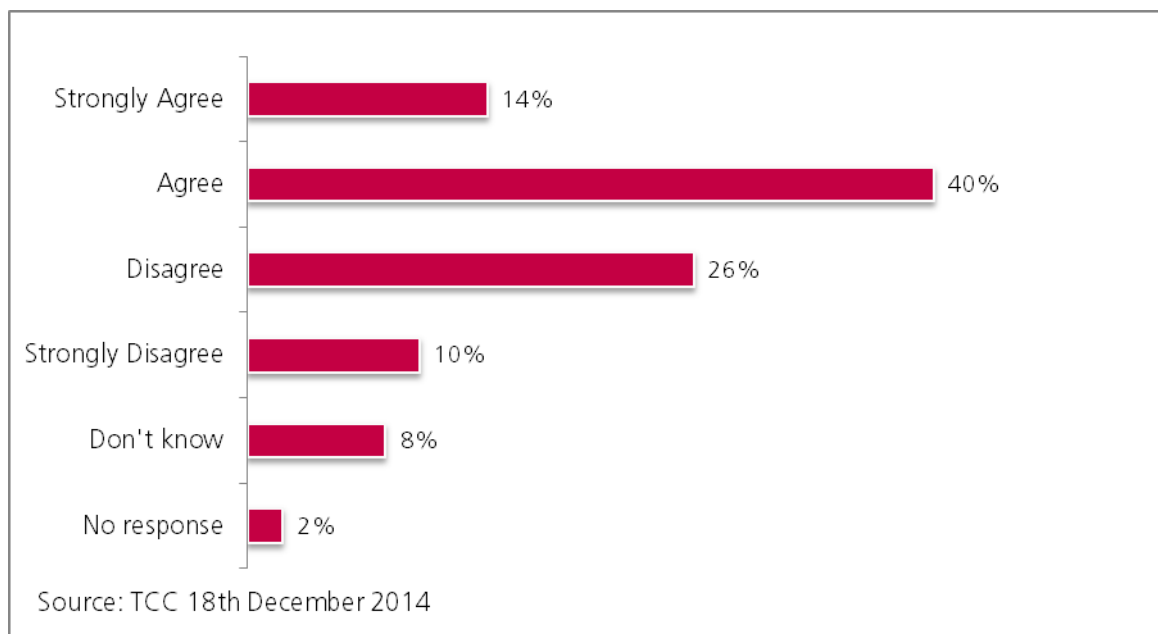


Chart 10 - Do you agree that we should prioritise libraries that have higher usage in developing our proposals?

- Just over half agree that this is an appropriate consideration
- A large minority disagree with using this approach

3.13 Question 14 - Below is a list of services. Please rank in order from 1 to 3 which services you think our proposals should focus on maintaining, with 1 being the most important

	1st option	2nd option	3rd option
Lending and reference - Books, newspapers, magazines and journals and DVDs	71%	8%	4%
Information and advice on the council and other public bodies provide by staff	3%	14%	10%
Computers and internet access	4%	25%	19%
Study space	1%	6%	8%
Activities for children	6%	19%	20%
Reading and learning events	2%	8%	12%
Online library services	1%	6%	10%
Community space for hire	0%	3%	4%
Other	0%	0%	0%
No response	11%	11%	11%

Table 5 - Below is a list of services. Please rank in order from 1 to 3 which services you think our proposals should focus on maintaining, with 1 being the most important

- There is wide variation by age; 64- 75 are most likely to pick lending services out of any age group.
- Similarly the 25-34 age group are most likely to choose activities for children

3.14 Question 15 -What do you think is the most important criteria for us to focus on in making decisions about the future of Libraries?

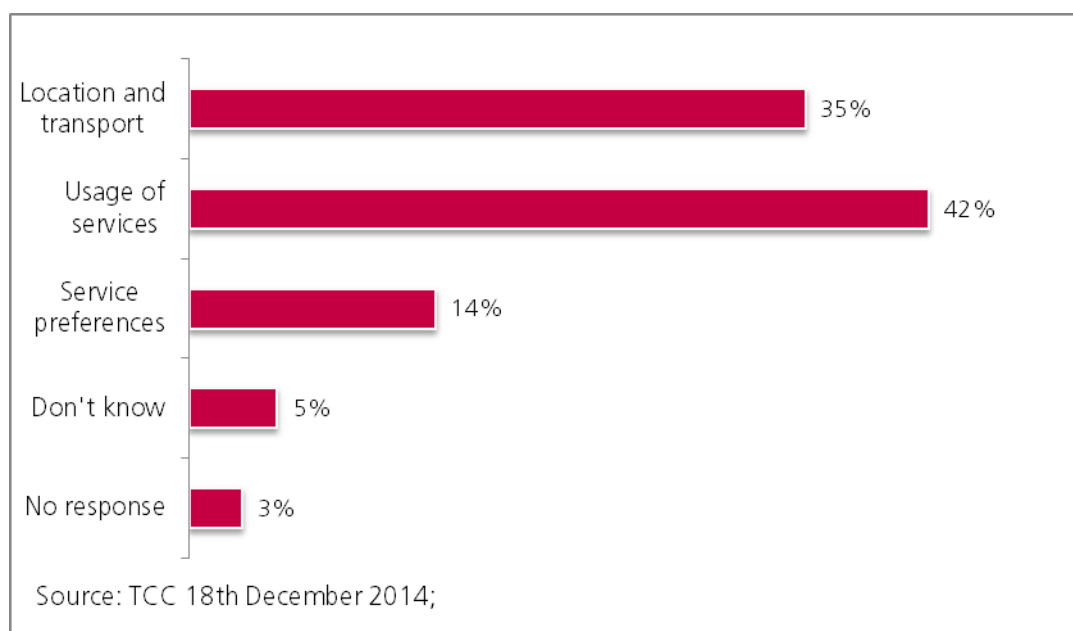


Chart 11 - What do you think is the most important criteria for us to focus on in making decisions about the future of Libraries?

3.15 Qualitative comments on developing proposals

A number of qualifications of the quantitative response are raised through the qualitative open response questions available.

- Cost reduction focus preventing a needs based approach
- Concern over the location question
- Usage as an unhelpful measure for deprived communities
- Quantitative measures reductive and unhelpful in making complex decisions

3.15.1 Cost reduction focus

A number of responses raised concerns over the cost reduction assumption at the heart of the consultation. As a consequence of that focus, the

consultation document is felt not to take into account a needs assessment view of the service.

'I believe you should be gathering more detailed information about the specific time and locations of libraries that people use or would like to use locally to them to inform any decisions'

3.15.2 Location

There were some concerns raised about the use of proximity and travel, there was a feeling for some that average journey times by private and public transport didn't take account of the complexity of usage

'...More detailed information is required, for example how do people travel to libraries, I go to the local library every week on foot, sometimes I go to a larger library on a train. If my library was at the end of the train line I wouldn't go every week'

3.15.3 Usage

There are concerns that the suggestion of using usage to generate proposals doesn't recognise the fact that low usage may be an indicator of greater need in areas of deprivation for example. The aim should therefore be to tackle low usage rather than embed disadvantage by removing a community facility.

'When making these difficult decisions it can't be black and white. A community with multiple social difficulties may have a low number of library users but those people might feel it is a haven, it may be the hub that holds that community together. Equally some libraries are used by young mothers and toddlers to meet, they may only be taking a couple of baby books but it is vital to their health and welfare, young couldn't judge that on library borrowing rates. These decisions are more complicated than you imply'

3.15.4 Quantitative basis of propositions

Using a quantitative measure in the development of proposals is seen as unhelpful by some respondents. For example, prioritising services from a list with amalgamated options does not recognise the importance of different services at points in people's lives. Similarly asking which of the options for developing proposals is simplistic and unhelpful in a complex question.

4. Wider comments

4.1 Suggestions for developing the service

Within the consultation document there was an open text space left for individuals to indicate if there were any further comments or proposals that should be looked at. In addition, as part of the public and stakeholder meetings, participants were invited to write comments that included suggestions for changes to the service. The table below sets out a summary of the varied content of these comments that point towards solutions in terms of cost cutting and revenue generation.

Area of comment	Sub area	Content
Cost cutting ideas	Libraries stock	<ul style="list-style-type: none"> • Review stock (books, DVDs and other library materials) management • Repair books • Reduce the number of books ordered to two per library • Stop the DVD service • Good quality second hand books donated • Book budget should not be held by smaller libraries
Cost cutting	Expanded remit and	<ul style="list-style-type: none"> • Make them more of a hub of the community

Area of comment	Sub area	Content
ideas	partnerships	<ul style="list-style-type: none"> • Combine services with local schools, police, colleges, NHS, and charities. • Close housing and welfare offices and locate in libraries. • Base Arts, Literacy, Film, Music, Gardening and allotment societies there • Create Cafes and shops.
Cost cutting ideas	Mobile Libraries	<ul style="list-style-type: none"> • This services should be brought back and could replace satellite libraries
Cost cutting ideas	Staffing	<ul style="list-style-type: none"> • Rather than cut frontline staff restructure the upper management tiers. • Reducing library staff now may be short sighted, if there is a need for customer facing staff in the future additional cost of recruitment and training will be required. • There are some roles that volunteers could do, for example back office
Cost cutting ideas	Digital offer	<ul style="list-style-type: none"> • Increase the digital offer in all aspects • Provide an extended service around e-books
Cost cutting	Space and	<ul style="list-style-type: none"> • Letting out meeting rooms,

Area of comment	Sub area	Content
ideas	efficiency	<ul style="list-style-type: none"> • Installing solar on the roofs of libraries, reduce energy costs and sell the surplus. • Make space at Urmston available for other things. • Drop the thermostats by 2 points. • Run the escalator at Urmston less often. • Sharing space with other services: police, health, charities
Extra revenue ideas	Revenue generation	<ul style="list-style-type: none"> • Insufficient focus has been placed on revenue generation. • Provide services to local businesses such as printing and advice on HE, Risk Mgt, Change Mgt. Charge for exhibition spaces such as Hale and others. • Proper book sale of decent books to raise income. • Liaise with elements of the community who have access to other funding • Amazon pick up points • Vending machines • Make non-core services chargeable • Pop up shops in libraries, local produce.
Extra revenue ideas	Hire out space	<ul style="list-style-type: none"> • Timperley meeting room could be hired out, • Coppice rent out rooms for functions, parties, meetings.

Area of comment	Sub area	Content
		<ul style="list-style-type: none"> • Solar panels • Exhibition space for rent by artists • Charge for WIFI • Coffee shop. • Provide commercial space for small businesses and charities at a chargeable rate. • Local volunteer centre move into the library. • Cross charge other departments or tenants for space (police, council tax etc.). • Hire out for cultural events, music, bars.
Extra revenue ideas	Increase or introduce charges	<ul style="list-style-type: none"> • Small charges on group activities • Charge for music lending, Partners who use the building • Charge for Rhyme time • Charge existing users £1 per week • Charge to reserve books • Charge users an annual subscription. • Charge for space • Charge for online books and downloads.
Extra revenue ideas	Events and courses	<ul style="list-style-type: none"> • Charge for courses; computer courses, art, creative cookery, held in the library. • Establish and charge for literature courses. • Venue for children's parties.

Area of comment	Sub area	Content
		<ul style="list-style-type: none"> • Guest speakers that you charge for including authors.
Extra revenue ideas	Sponsorship	<ul style="list-style-type: none"> • Trafford to work with business on sponsorship • Approach local businesses to put money in • Work with big names, Tesco's, Asda, United, Emirates
Extra revenue ideas	Donations	<ul style="list-style-type: none"> • Donate button on the website • Donations of books and money from the local population
Increase usage	Publicity	<ul style="list-style-type: none"> • More needs to be done to communicate the full range of services. • More advertising through social networking sites, invest time in encouraging younger people and children to use the services, • Serious PR spending to promote whatever services emerge from this exercise • Publicise the information role of libraries that many don't understand. • Council have not done enough to promote the benefits of libraries.
Increase usage	Work with schools or colleges	<ul style="list-style-type: none"> • Partner with local schools and think about youth services and trained children's librarians. • Give Lostock back to the school, get kids and schools to volunteer

Area of comment	Sub area	Content
		<p>in the libraries.</p> <ul style="list-style-type: none"> • Coppice works closely with schools to promote activities for children, • Attaching youth clubs to libraries would be a positive
Offer to the Community	Community Interest Companies	<ul style="list-style-type: none"> • 'Offer the libraries to the community, obtaining government booked loans to sustain a non-profit making business Community Interest Company'. Sell it as a package, create jobs, charge for services Rhyme Time, hire rooms, mini bus for OAPs.'
Offer to the Community	Joint ventures	<ul style="list-style-type: none"> • 'Libraries could set up a charitable trust or joint venture with other services which may give them access to other funding'

Table 6 – Suggestions to develop the service

4.2 Opposition to cuts

Many respondents took the opportunity to register dissatisfaction with the discursive focus of the exercise on cuts and cutting services. This aligned with a general objection to cuts in and of themselves and a rejection of the principle of cutting the libraries service.

- Increase council tax
- Consider libraries' role in the community more fully

-
- Opposition to the framing of the choices
 - Criticism of the council and the government

4.2.1 Increase Council Tax

A number of respondents called for an increase in council tax as a sensible way of maintaining valued public services.

'I personally would rather increase my council tax by £1-£2 to keep my library open and given £1-£2 per month than have these essential resources closes'

4.2.2. Framing the discussion

A number of participants did not agree with the framing of the conversation around cuts but would rather see a discussion about what the service needs to deliver to the community.

In addition to this discussion a more holistic view of libraries and their community role is required in framing any discussion.

'Libraries are an integral part of our children's education and the community as a whole. We should be looking at safeguarding institutions such as libraries...'

4.2.3.

The council and the government are criticised by a number of the respondents for the current situation, and many reject the imposition of cuts on the service.

The council's position on spending priorities is questioned.

'the council have not thought of any imaginative ideas for saving libraries, maybe councillors don't need them as their constituents do? Maybe reducing high-level staff's pay rises would go some way towards making the savings?'

There are also a number of comments about wider central government cuts and the role that some see that the local authority has in protecting local public services from that policy.

4.3 Consultation comments

There were a number of comments about the consultation to date including criticism of elements of the process.

- Number and timing of consultation sessions
- Criticism of the communication to and engagement of relevant stakeholders
- Criticism of the survey questions
- Criticism of the supporting evidence
- Questions over the likely influence of the consultation response

4.3.1 Consultation sessions

There was some concern over the timings of meetings and the importance that Trafford assigned to the meetings. For example, one public meeting was held at the same time as another wider consultation public meeting leading participants to question whether it was a 'tick box' exercise.

Some staff were asked to attend a consultation session in the South of the borough at 5.30 pm making it difficult for them to attend due to their location in the North of the borough and their finishing time (a further session was held as a consequence) but it made them feel undervalued.

4.3.2 Lack of stakeholder engagement

A number of respondents pointed to a lack of stakeholder engagement and a lack of communication more generally associated with this phase of the consultation; this included specific stakeholder groups (for example, Literacy Coordinators) as well as more generally.

'I am a volunteer ESOL teach in St Bride's church on Tuesday and Thursday 10-12 in the morning. There are many ladies and men who don't know about the changes I am writing on behalf of 1000s'

4.3.3 Consultation Questionnaire

There are a number of concerns raised about the consultation questionnaire, including a general concern about the ambiguity of the questions and more specific concerns about the survey items used.

'Many of the consultation questions 'force' responses to conform to limited options. Fundamental questions about how to obtain significant reductions in the council's expenditure through economies in other areas must be considered'

Some participants would have preferred to have seen questions directed towards an assessment of needs as the basis for making future decisions or recommendations as part of the consultation. Some view the questions as loaded in order to provide justification for unwanted cuts and closures.

4.3.4. Consultation supporting information

There are a number of concerns over the supporting information provided in the consultation. The information included management information about the costs of the libraries, the level of use, and the services provided. These are disputed by a number of participants and stakeholder groups.

'The information provided for Delamere Toy Library is incomplete and therefore misleading. Due to the lack of information provided we feel that this is a gross misrepresentation of the library in official documentation published by Trafford'

There were similar comments from a range of other stakeholders in relation to other library facilities.

4.3.5 Value of the consultation responses

For some respondents there was scepticism about the value that will be attached to the consultation response and a suspicion that decisions may already have been taken.

'I do hope that this is a true consultation and not just a paperwork exercise because decisions have already been made behind closed doors!'

4.3.6 Positive comments about the consultation

There were also positive comments about the consultation process and interest in the next phase.

'I am glad to have had the opportunity to have made my point of view and would be very interested to know the outcome of the survey. Please publish the results.'

4.4 Comments relating to specific libraries

Via the consultation document and the comment cards there have been a number of comments about individual libraries. In the table below is a summary of the themes in relation to individual libraries.

Specific Library	Comments
Altrincham	<ul style="list-style-type: none"> • There is a split of praise and criticism of self-service system in the library • It is viewed as having a good central location in the town centre • People view it as a 'main' library and that it should stay open • There is praise of the process of sharing with Citizens Advice Bureau (CAB) • There are issues with parking and possible accessibility • Opening hours have already been reduced • If it has to move, Trafford need to ensure it remains accessible.
Bowfell	<ul style="list-style-type: none"> • Bowfell is one of the most commonly suggested for closure (along with Davyhulme and Lostock). • Reasons for suggested closure include over-provision in close proximity as well as low usage • Some respondents criticise the absence of staff at Bowfell, noting that this has resulted in theft of stock, under use as well as general maintenance or quality of service issues. • Other respondents praise the self-service system at Bowfell as a model on which to base other

Specific Library	Comments
	<p>libraries in the Borough.</p> <ul style="list-style-type: none"> • There is a split between respondents who like the fact it shares with a leisure centre (ease of access, longer opening hours etc) and those who feel this compromises the library service (noise, problems due to lack of staff). • One respondent calls for libraries in more central places (i.e. Altrincham) to be closed rather than libraries in more isolated places such as Bowfell.
Coppice	<ul style="list-style-type: none"> • Coppice library is one of the most commonly mentioned libraries. • Many of the respondents who mention Coppice mention that it should be kept open, as it is in a more deprived area than Sale. • Many respondents are keen that Coppice remain open in the area as it is easily accessible for mothers with young children on low incomes as well as the elderly and less mobile. • Many respondents also note that it is well used by many different members of the community and serves as a community hub. • A few respondents suggest the closure of Coppice library due to high running costs or the fact it is located near Sale.
Davyhulme	<ul style="list-style-type: none"> • Some respondents suggest Davyhulme for closure due to under-use or high running costs. • Some respondents, however, praise the personal service and friendly staff at Davyhulme highly, drawing particular attention to the social provision from the library. • Some respondents comment on the ease of access of Davyhulme for the large numbers of older people in the area with some commenting on the excellent blue badge parking.

Specific Library	Comments
	<ul style="list-style-type: none"> A few respondents criticise the limited services at Davyhulme.
Delamere Toy Library	<ul style="list-style-type: none"> There are passionate calls for Delamere Toy library to be secured, this is often based on personal experiences of use. Respondents point to the significant value that the facility provides through a unique service. Some suggest that the representation within the consultation document is not accurate and that it cannot be compared like for like with other libraries. It is seen by some as having low cost but a high impact on those who need it and use it. A petition has been submitted with over 200 responses that set out a series of services provided by Delamere Toy Library and provides personal experience of what the toy library means to individuals. The petition has been considered in developing this feedback report. <i>'Super place to meet and to let my grandchildren play with toys that I or their parents can't afford to buy'</i> Others view it as expensive compared to other services and that as a charity it should find other funding
Hale	<ul style="list-style-type: none"> There is a split of opinion regarding the use of volunteers at Hale library: whilst a few respondents praise the service they provide, others criticise it as sub-standard. Some respondents believe that, due to its proximity to Altrincham, Hale could be closed. Some respondents simply express a wish to keep Hale library open. The exhibition space at Hale is occasionally

Specific Library	Comments
	<p>praised</p> <ul style="list-style-type: none"> A few respondents consider the idea of selling the Hale library building; whilst some are in favour of this move, others see it as a short term fix that will not benefit the community in the long run.
Lostock	<ul style="list-style-type: none"> The majority of responses that mention Lostock library suggest that it should closed (along with Davyhulme and Bowfell) due to low usage and high running costs. Some respondents highlight Lostock as a community hub and generally positive for the community although there are a couple of comments that mention a decline in the quality of service since Lostock merged with the school. There is concern that the consultation document has attributed costs to Lostock from Davyhulme Library There is a full submission included in Appendix One from the local community organisation that sets out a case for maintaining Lostock
Old Trafford	<ul style="list-style-type: none"> Of the respondents who mention Old Trafford library some note that libraries are particularly important in deprived areas such as these and a few specifically mention that the demographics of the area mean that the multi-lingual services at Old Trafford are vital. Some respondents raise the point that Old Trafford library is well-used, that it provides a hub for the community and that they are very happy with the quality of service it provides.
Parrington	<ul style="list-style-type: none"> Most of the responses that mention Partington library use it as an example of how shared services within one building are very effective. Some responses that mention Partington note its

Specific Library	Comments
	<p>importance in a community that has little else available – in that it is located in a community that is relatively isolated and deprived.</p> <ul style="list-style-type: none"> • A few responses note that, although libraries sharing with other services has worked in Partington, this might not be the case in other areas/buildings.
Stretford	<ul style="list-style-type: none"> • Some of the responses regarding Stretford library call for it to be moved to a more accessible/lower cost/more modern building. A couple of respondents comment positively on the current building and raise concerns about what might happen to it if the library were moved. • Of these responses, around half suggest moving the library into the Stretford Mall (Arndale) • Some respondents comment that Stretford is a well- used community hub and praise the service provided.
Timperly	<ul style="list-style-type: none"> • Timperly is mentioned positively in several responses. Services that receive particular mention are the children's area and the meeting rooms for hire. • A few respondents speak both positively and negatively about the technology introduced in Timperly library. • It is often described as a community hub or as well-used by the community with particular emphasis on its easily accessible location. • Some respondents highlight Timperly's excellent provision for the older people who live in the area, due to its accessibility.
Town Hall	<ul style="list-style-type: none"> • Only six respondents specifically mention the Town Hall Library. Most of these suggest closure of the library due to underuse, whilst one criticises a

Specific Library	Comments
	<p>lack of investment in the maintenance of the self-service machines.</p>
Urmston	<ul style="list-style-type: none"> • Some respondents comment that Urmston is unnecessarily large and could be smaller to reduce heating/lighting costs and that its rent is too high. • A few respondents suggest closing Urmston library and providing services in smaller buildings that are cheaper to run. • A few respondents comment on the ease of access of Urmston library.
Woodsend	<ul style="list-style-type: none"> • Woodsend is mentioned infrequently in comparison to other libraries in the borough. • There are voices who point to the value of Woodsend as a community facility. • There are also comments that point to the range of services on offer and that it is an active hub for the community. • A few respondents call for its closure due to high running costs, low usage and its proximity to other libraries.

Table 7 – Issues with specific libraries

5. Views of staff and volunteers

5.1 Staff

Staff responded via the consultation document itself and through comment cards at library specific and general budget consultation events. Staff are a stakeholder group with expertise and face a significant impact from any proposals that may be developed.

Staff responses correlate with responses from other groups on a number of questions, although for some there is a nuance in emphasis. These include;

- Less polarised view on closures than overall
- Greater depth of issues with volunteers
- Concerns over reduced opening hours
- Focus on the community aspect of libraries
- Concern over consultation materials

5.1.1 Less polarised on closures

Staff are much more likely to agree with closure as part of the budget reduction. 38 percent of survey respondents compared to 22 percent in the overall response. This can be seen in the qualitative responses as well.

'There are many libraries within a close proximity within the borough - look at closure of 'duplicate' sites e.g. Coppice/Davyhulme/Stretford/timperley/Woodsend/Lostock'

However, the majority of staff respondents are still against the development of proposals for closures and the potential impact that it may have.

5.1.2 Volunteers

Volunteers are an issue for staff and they are much more likely to disagree with a volunteer workforce. The issues with volunteers include commitment, training and willingness to take responsibility. Staff also point to concerns over the quality of service that could be provided with a volunteer only workforce.

'In my experience of volunteers the service would need 'dumbing down ' considerably to maybe a few shelves in a community centre with no IT, (the) unreliability of volunteers and lack of experience and 'complete' training would lead to a much diminished and poorer service to our customers'

5.1.3 Opening hours

Staff see issues in reducing opening hours with a number suggesting longer opening hours spread out across the week, including Sundays. This is seen as helping to make the greatest use of the asset. Although some staff also pointed to services that were open from 8.30 in the morning with little flow through of users that might be suitable for reduction.

5.1.4 Community benefit and aspects of libraries

As with the main consultation response staff were focused on the community benefit aspect of the library service and the impact that any cuts would have not only on library users but the wider community surrounding libraries.

'Libraries are the hub of the community. All benefits have to be claimed online, those on benefits or wishing to claim them need to use the library to

make online claims. Unlike any other authority Trafford library staff are the face of the council, all staff deal with housing benefits, council tax, highways, waste management, blue car badges, housing register, street cleans, parks, cemeteries, library enquiries, IT assistance. They also run groups for example the sites I work in we run a job club, 3 film clubs, knitting group, community groups, chatter book sessions, events for children rhyme time and story time sessions to name a few. Without this front line service being available locally will be a detriment to the entire community'

5.1.5 Consultation engagement

There were some concerns about the timing of consultation meetings for staff, and concern from some staff on the lack of community focus in the consultation material.

'How can you measure the loss of the social interaction if a library is closed, from the questions asked in the consultation document?'

Staff also viewed the supporting information in the consultation document as difficult to read accurately as there appeared to be inconsistencies in how the figures were applied, for example the income generated at Urmston and the staffing costs for Stretford and Hale.

Staff provide a range of additional comments on how the saving should be approached. These are aligned with the comments from the main response.

5.2 Volunteers

Volunteers responded to the consultation document and through a dedicated volunteers meeting. Volunteers were unable to indicate their status as such in the monitoring information section, unlike staff; this is a weakness of the consultation document. However many volunteers identified themselves as such in their response providing coded data to draw from.

- No intention of taking on responsibility from staff
- View role as supporting staff
- More communication of the consultation process

-
- Libraries at the heart of communities

5.2.1 Responsibility and role

Many volunteers state that it is not their intention to take on the responsibility that paid staff have and that it would be difficult if that expectation was raised with them.

'(A)s an existing volunteer I see my role as supporting the paid staff, not replacing them'

Additionally volunteers see the role that they perform as one that is supported by staff and supportive of staff in the library. This is not the same vision as volunteer only run libraries.

5.2.2 Communication

Some volunteers felt that the communications surrounding the cuts and the consultation were not extensive enough and that more needed to be done to make people aware of the proposals.

'In general there needs to be more communication about the need for cuts and the library process as the message is not getting out there.'

5.2.3 Libraries at the heart of communities

As with the main consultation response volunteers feel that there should be a focus on the need for a community facility that is available to people who need it, located in the heart of the community

5.2.4 Resistance to cuts.

As with other stakeholder there is resistance to the cuts that are being apportioned to the libraries service and a view that there should be a fairer settlement than has been proposed.

There were a number of suggestions from volunteers on moving forward that align with the overall response comments.

6. Stakeholder letters

There were a number of stakeholder letters to the consultation, these have been included in full in the appendices. The letters are from organisations, letters from individuals have been included in the coding and summary analysis. There was also a petition on behalf of Delamere Toy Library which has been recognised in this summary of consultation responses.

6.1 Stakeholders letters by organisation

Delamere Toy Library 18.11.2014 - provided a detailed letter outlining issues with the consultation and have since included up to date statistics on usage which have been forwarded to the libraries team.

Lostock Community Partnership 10.11.14 – sent a detailed letter questioning the basis of some of the consultation information and set out the rationale for maintaining a library in the area

Timperley Civic Society 26.11.14 – submitted a letter highlighting the importance to the community of the library and the value that it provides as a community resource.

Appendix 1 - Consultation document

Trafford Library and Information Service - Budget savings

Introduction

We need your help to plan the future of Trafford's Library Service.

We know that the libraries service does an important and valued job, but we have to make changes. The council needs to save over £24.3m in the next year, and as part of this a saving of £700,000 has been earmarked for the Library Service budget, approximately a third of the libraries budget.

We cannot continue to run the library service without making changes and we need your help in considering how to do this.

We intend to consult in a lot more detail on how we plan to make these changes in the early part of 2015. However, we want your opinion on

potential options open to the Council. Where do you think we should prioritise our effort? What are the most important criteria for us to consider when making these difficult decisions? What are the principles that we should stick to?

This document will set out some background information and then suggest some options. At the end there are some questions that we would like you to answer, with a number of ways for you to respond.

What is our vision for Library Services in Trafford?

Trafford Council believes in providing a strong, relevant and accessible public library service.

We believe that libraries are places that benefit the individual and the community. Libraries should be at the centre of the community, providing support, information, advice and learning for all parts of the local community.

Trafford Council supports the universal offer for public libraries as set out by the Society of Chief Librarians last year.

They suggest four '**Universal Offers**' that every library service should provide:

1. **Reading Offer.** Free books and reading resources, free community space, reading groups, author events, targeted audiences such as blind/partially sighted, families, and special promotions such as those aimed at pre-school children.
2. **Health Offer.** Using libraries to support health professionals and promote health and well-being, particularly to vulnerable people. For example GPs prescribing 'Books on Prescription' for patients or specific self-help books
3. **Information Offer.** Supporting people to access information and services on-line for areas such as careers and job seeking, health and benefits. For example, providing internet access and support to Universal Credit claimants.
4. **Digital Offer:** Underpins all the offers, recognising the importance of digital services, skills and access.

In addition to this, Trafford believes that:

-
- Libraries should be provided based on need, demand and value for money.
 - Libraries should be community hubs.
 - Library Services should be responsive to and supported by their local communities.

Libraries need to change to reflect the changing environment in which we live, but the principles of providing library services remain the same. We now need to develop our library service to meet the new challenges we face while retaining the principles of library provision.

What have we done so far?

Libraries have been part of our communities for over 150 years and have always adapted to new challenges and new ways of working. That is no different in Trafford.

Over the last 5 years Trafford Library and Information Service has made significant changes: For example, we have

- introduced Volunteers in all libraries.
- developed self-service and a new library computer system to drive down costs.
- worked with others to deliver our services. For example, Age UK are now responsible for delivering our Home Library Service.

These changes have helped to save £1m per annum.

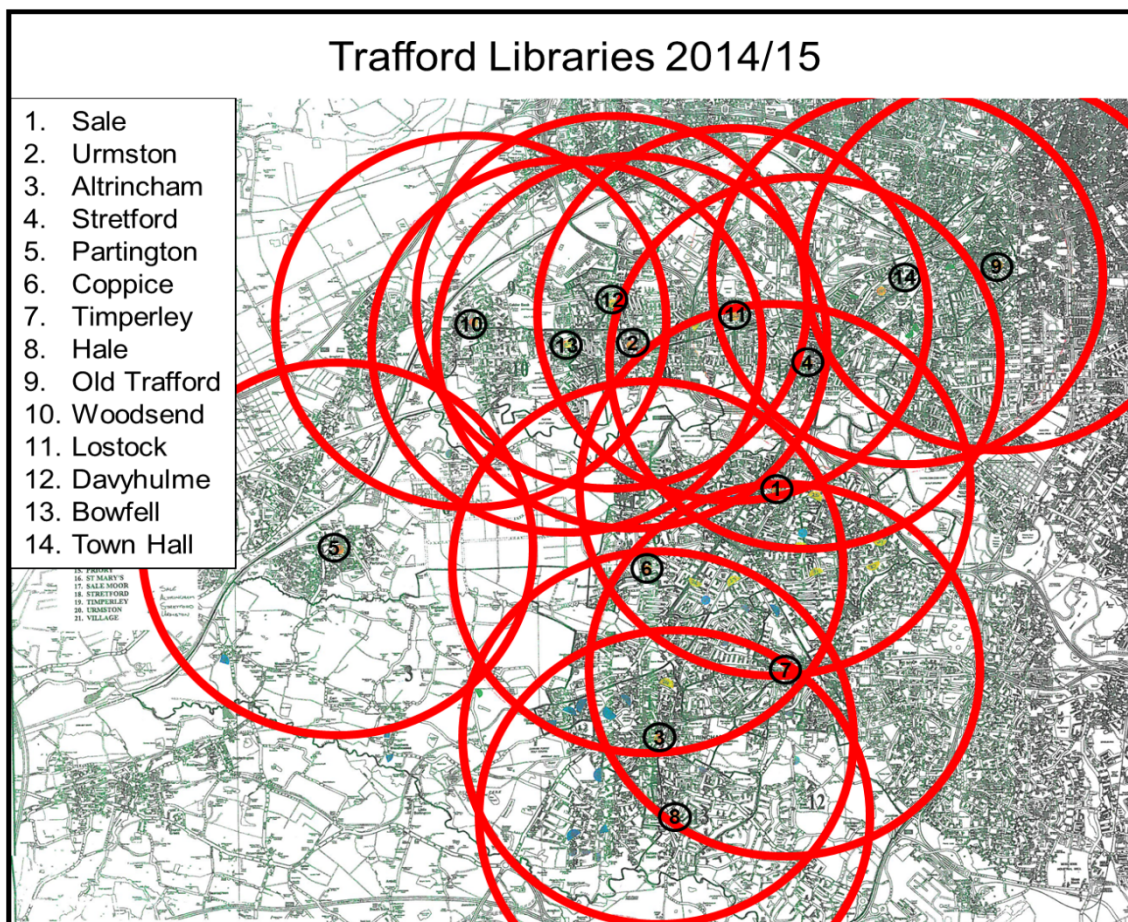
In addition, we have continued to invest where we can and all our libraries now have Wi-Fi. We are also currently considering innovative technology that will enable customers to increase access to our libraries.

This development would allow users to access libraries after-hours with the use of a library card and pin number. This will be similar to the retail banks that have out of hours foyer access. As well as increasing the times you can get into the library the technology will save money by controlling power usage, increase safety by using camera surveillance and improve information by automatically delivering messages to customers

Are there enough Libraries in Trafford?
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There are 14 libraries in Trafford. You can find more information about each of them in appendix one at the end of this document (or on our website [HERE](#)).

Compared to other Councils, Trafford is well served with libraries. The map below lists the libraries and draws a red line around each library's two mile radius. As you can see there is considerable overlap between many of the libraries. In fact, 99% of Trafford residents live within two miles or five minutes' drive of a static library. 92% live within one mile.



Some Facts and Figures about Trafford's Libraries

- Money spent on books: The book fund, which we use to buy all the books for the libraries, is £294,000 per year.

-
- Visitors: In the last 12 months there have been over 1,000,000 separate visits to our libraries.
 - Items loaned: Over 673,202 items have been loaned to customers over the last year.
 - Active customers: Over 27,500 people used the libraries services at least once in the last 12 months.
 - Services: As well as loaning books, DVDs and providing reference facilities, the Libraries Service offers other services. For example, all library staff are trained to deal with council enquiries and can advise on issues such as council tax and benefits, highways and street lighting, waste and recycling, pest control, blue car badges, free school meals and homelessness. In addition, some library staff also deal with planning and parking enquiries.

Other services provided in many libraries include:

- Storytime
- Rhyme Time
- Reading Groups
- Chatterbooks Groups
- Knitting Groups
- ICT training sessions
- Film appreciation group
- Class visits and other children's events

More specific details on each library are available in the appendix at the end of this document or at the website www.trafford.gov.uk/budget

Options for Change

Given the scale of the savings we need to make, it is likely that we are going to have to consider all of the following options:

- Closing some libraries
- Reducing opening hours at some libraries
- Using more volunteers
- Reducing the range of services available
- Increased use of technology in our libraries

-
- Partnering with other organisations in providing library services
 - Moving libraries to alternative sites
 - Redeveloping current library sites to reduce costs

Approaches to saving money

In order to achieve the savings earmarked from the Library Service and at the same time ensure that we can maintain an effective service we need to consider some or all options outlined above. We will have a further round of consultation early in 2015 that will outline specific proposals following your feedback. We want your views to shape these proposals.

Closing libraries is not something that we want to do but in the current financial situation we will have to consider this seriously. Reducing the number of libraries will contribute to savings and allow the remaining facilities to develop to cater for the needs of the community. Closing libraries will have a direct impact on the people who use that library, although alternative libraries are likely to remain nearby.

19. To what extent do you agree that we should develop proposals to reduce (closures) the number of libraries in Trafford as a way of meeting savings targets?

Strongly agree	Agree	Disagree	Strongly Disagree	Don't know
----------------	-------	----------	-------------------	------------

a. Why do you think that?

Volunteers

Trafford Library Services already has a number of highly valued volunteers. Identifying additional volunteers can be a way of reducing direct staffing costs and of embedding the community in the running of libraries, although it may limit the range of services that are able to be provided at that library.

20. To what extent do you agree that we should develop proposals to recruit more volunteers to provide services in local libraries in order to make the provision more sustainable?

Strongly agree	Agree	Disagree	Strongly Disagree	Don't know
----------------	-------	----------	-------------------	------------

a. Why do you think that?

21. We are keen to understand how people view volunteering for services such as libraries, thinking about your own view on involvement what statement best applies to you?

It is not my job to get involved
I think it is a good idea but it is not for people like me
I would like to get involved but I do not have time
I am keen to get more involved
Don't know

22. Overall, estimate how often over the past 12 months have you given unpaid help to any groups, clubs or organisations? Please only include work that is unpaid and does not include help provided for your family.

At least once a week
Less than once a week but at least once a month
Less often
Only as an individual
None
Don't know

Having libraries based in the same building as other council and third sector run services can free up assets (buildings). This can help to reduce annual running costs and generate revenue for the council in other ways. It can also provide a more convenient hub of services for the local community.

For example - Partington Library is located in the Health and Wellbeing Centre and shares the building with BlueSci and the medical centre. The building is Council owned. Many of the volunteers at Partington are also BlueSci volunteers. It is also busy for council enquiries, particularly council tax and benefits.

23. To what extent do you think we should develop proposals for basing libraries in the same buildings as other services/ working with partners as an approach to reducing the costs of the service?

Strongly agree	Agree	Disagree	Strongly Disagree	Don't know
----------------	-------	----------	-------------------	------------

a. Why do you think that

Increased use of technology

The library service has already been working to bring technological advances to aid users. Some technologies such as self-service libraries are already contributing to cost reduction.

24. To what extent do you agree that we should develop proposals that use technology to provide parts of the library service as a way of reducing cost?

Strongly agree	Agree	Disagree	Strongly Disagree	Don't know
----------------	-------	----------	-------------------	------------

a. Why do you think that

Reducing opening hours

One way of reducing costs is to adjust the hours that libraries are open.

25. To what extent do you agree that we should develop proposals that reduce the opening hours of some libraries?

Strongly agree	Agree	Disagree	Strongly Disagree	Don't know
----------------	-------	----------	-------------------	------------

a. Why do you think that

Moving or redeveloping libraries

Some libraries are in buildings that have high running costs. Redeveloping those buildings or moving them to another site would reduce on-going running costs.

26. To what extent do you agree that we should develop proposals to redevelop or move some of Trafford's library sites to reduce running costs?

Strongly agree	Agree	Disagree	Strongly Disagree	Don't know
----------------	-------	----------	-------------------	------------

a. Why do you think that

We want libraries to be as effective as possible for the people of Trafford within the available budget.

27. Are there any other ideas or approaches that you think we should be considering?

How we should make our decisions?

When further developing our proposals, what criteria should we consider?

Given the need to identify savings within the library services it is important that we understand what people feel is a priority. The following questions ask you to indicate what a priority is for you.

Location

You can see further details on the location and transport related to libraries in the supporting documentation

Trafford currently provides libraries that are within 1 mile of 92% of the population and 2 miles of 99% of the population. In some instances there are a number of overlaps where parts of the population are close to more than one library.

28. As there is some overlap would you agree that it is reasonable to use closeness to other libraries when developing proposals that would impact on individual libraries?

Strongly agree	Agree	Disagree	Strongly Disagree
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29. We want to make sure that libraries are accessible to everyone. When looking at the development of proposals do you think that we should consider how well libraries are served by local public transport when making the proposals?

Strongly agree	Agree	Disagree	Strongly Disagree	Don't know
----------------	-------	----------	-------------------	------------

30. The current situation puts people within walking distance or a short drive of a local library. There is likely to be some change in any proposals that are being developed. What do you think is an acceptable travelling time to a local library either via public or private transport?

5 minutes	
10 minutes	
15 minutes	
20 minutes	
Don't know	

31. How long does it currently take you to reach your local library?

5 minutes	
10 minutes	
15 minutes	
20 minutes	
Don't know	

Usage

You can see details of library usage in the supporting documentation

32. Some libraries are used more than others. So some libraries have a lower attendance and uptake of their services. Do you agree that we should prioritise libraries that have higher usage in developing our proposals?

Strongly Agree	Agree	Disagree	Strongly Disagree	Don't know
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Services

33. There are a number of services that are provided in Libraries. These include services such as books and DVDS from the lending service as well as the online library. It also includes activities for the community and advice services

on things such as free school meals and homelessness. Below is a list of services. Please rank in order from 1 to 3 which services you think our proposals should focus on maintaining, with 1 being the most important.

Lending and reference– Books, Newspapers, magazines and journals and DVDs		Computers and internet access	
Information and advice on the council and other public bodies provide by staff		Reading and learning events	
Study Space		Activities for Children and young people	
Community space for hire		Online library services	
		Other (please specify below)	

Overall

34. What do you think is the most important criteria for us to focus on in making decisions about the future of Libraries? (please choose one option)

Location and transport	
Usage of services	
Service preferences	
Don't know	

35. Finally are there any other comments that you would like to make in relation to this consultation

About you

Please tell us a little bit about yourself. This information will help us to find out how council services impact on different groups, and how we can make research and consultation more accessible and inclusive. All personal information will be kept completely confidential

Full post code (this will help us to analyse the response)

Are you responding to the consultation as (tick one box);

An organisation	
A local resident	
A members of staff	

If you are responding on behalf of an organisation can you provide details of your organisation (name, address and contact number)

Gender

Male	
Female	

Age

24 or below		55-64	
25-34		65-74	
35-44		75+	
45-54			

Disability

The Equality Act 2010 defines a person as having a disability if s/he 'has a long term physical or mental impairment which has a substantial and long term adverse effect on her/his ability to carry our normal day to day activities'

Do you consider yourself to have a disability?
(please select only one option)

Yes	
No	
Don't know/can't say	

To which one of these ethnic groups do you belong?

White British		Other Black	
White Irish		White Asian	
Other White		White and Black African	
Indian		White and Black	
Pakistani		Caribbean	
Bangladeshi		Other Mixed	

Other Asian		Chinese	
Black African		Other please state below	
Black Caribbean			

Appendix One

Information about local Libraries

This section contains detailed information on locations, access, usage, services and budget for each of the 14 libraries in Trafford and the Delamere Toy Library. It may be useful to you when considering some of the questions in the consultation document.

Altrincham

Altrincham Library is currently situated on the first floor of a building on Stamford Road, but in 2017 it will be moving to a new library facility on the site of the old Altrincham hospital at the heart of the Market Quarter.

It houses the main reference stock for the borough and is also one of the busiest libraries in terms of use of the People's Network computers.

Trafford's Tourist Information Service is part of the library and in 2013/14 the library staff dealt with over 5,000 enquiries tourist enquiries which can involve booking holidays and selling tickets for events such as the Tatton Park RHS garden show. Altrincham Citizens Advice Bureau is also co-located in the library.

Staffing costs	Running costs	Cost per visit
£201,713	£13,844	£1.75

Activities				
Activity	Frequency		Numbers attending	
Storytime	Every Thursday		245	
Rhyme time	Every Friday		1,041	
Reading Group(s)	First Tuesday of the month		291	
Chatterbooks Group(s)	N/A			
Knitting Groups	N/A			
ICT training sessions				
Other:				
Film Appreciation Group			241	
Class Visits / children's events			545	
Transport links and distances from other libraries				
Train/ Tram	Buses: Mon-Sat at least 1 bus	Buses: Other	Proximity to other libraries	Parking

	per hour			
Currently situated opposite the tram/rail/bus interchange	5, 11, 11A, 16, 18, 19, 20, 21, 37, 38, 88, 245, 246, 247, 263, 266, 267, 370, X41	13, 37A, 41, 86, 177, 283, 285, 289	Altrincham is 1.1 mile from Hale Library (4 minute drive) and 1.87 miles from Timperley Library (4 minute drive)	There is no car park for the library. The nearest one is the train/tram/bus interchange

Bowfell

Bowfell Library is situated in an area within Urmston Leisure Centre. Since the 2012 library review it is a self-service library with no staff, however it can be accessed whilst the Leisure Centre is open so customers have access to books every evening and on Saturdays and Sundays. Despite this the

borrowing figures are the lowest apart from the Town Hall Library. In addition, as no staff are based there, the full range of library services available in other libraries cannot be offered, e.g. council enquiries and using the People's Network computers.

Costs				
Staffing costs	Running costs	Cost per visit		
£0	£8,539	£0.17		
Activities				
Activity	Frequency	Numbers attending		
Storytime	N/A	0		
Rhyme time	N/A	0		
Reading Group(s)	N/A	0		
Chatterbooks Group(s)	N/A	0		
Knitting Groups	N/A	0		
ICT Training sessions	N/A	0		
Other:	N/A	0		
Transport links and distances from other libraries				
Train/ Tram	Buses: Mon-Sat at least 1 bus per hour	Buses: Other	Proximity to other libraries	Parking
It is approximately a 10 minute walk from Urmston train	255, 276, 277, 278	N/A	Bowfell Library is 0.69 miles from Davyhulme Library (2	Urmston Leisure Centre car park

station			minute drive) and 0.91 miles from Urmston Library (3 minute drive)	
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Coppice

Coppice Library also houses Sale West Children's Centre within the same building. The Children's Centre is currently at risk of closing and subject to another public consultation. The building is owned by the Council.

The Talking Books Service also operates from the building. This service posts out talking books to customers who have a visual impairment.

Costs				
Staffing costs	Running costs	Cost per visit		
£135,595	£77,580	£2.74		
Activities				
Activity	Frequency	Numbers attending		
Storytime	Every Tuesday	1,251		
	Every Friday			
Rhyme time	Every Wednesday	1,749		
Reading Group(s)	First Monday of the month	312		
	Last Wednesday of the month			
	Second Thursday of the month			
Chatterbooks Group(s)	N/A	0		
Knitting Groups	Alternate Saturdays	275		
ICT training sessions				
Other:				
Class visits and events		123		

Transport links and distances from other libraries				
Train/ Tram	Buses: Mon-Sat at least 1 bus per hour	Buses: Other	Proximity to other libraries	Parking
N/A	16,19 and 261	N/A	Coppice Library is 1.82 miles from Sale Library (6 minute drive) and 2.35 miles from Altrincham Library (8 minute drive)	There is a large library car park

Davyhulme

Davyhulme Library is a small library situated just past Davyhulme Circle. At one point a Children's Centre was part of the building but that closed in 2013, although children's activities are still very popular.

The building is owned by the Council and houses other council back office departments.

Costs				
Staffing costs	Running costs	Cost per visit		
£24,993	£35,441	£2.50		
Activities				
Activity	Frequency	Numbers attending		
Storytime	Every Monday	1,189		
Rhyme time	Every Friday – 2 sessions	1,820		
Reading Group(s)	Third Monday of the month	56		
Chatterbooks Group(s)	First Monday of the month	9		
Knitting Groups	Alternate Saturdays	27		
ICT training sessions				
Other:	N/A			

Class visits and events			146	
Transport links and distances from other libraries				
Train/ Tram	Buses: Mon-Sat at least 1 bus per hour	Buses: Other	Proximity to other libraries	Parking
N/A	15, 22, 23, 268, 277 and from round the corner 247, 256, 23A, 268	N/A	Davyhulme Library is 0.69 miles from Bowfell (2 minute drive) although this library does not offer full range of services and 0.76 miles from Urmston (2 minute drive)	The library has a car park and free on-road parking

Hale

Hale Library is one of the busiest in Trafford and is particularly busy with the number of children/ families who use it and students who come in to revise. It also has a meeting room which is widely used by community groups. However the number of council enquiries is low, the majority of the ones received are around blue badge applications.

The library is situated in the middle of the village and the building is owned by the Council

Costs				
Staffing costs	Running costs	Cost per visit		
£0*	£45,864	£0.47		

*Staff are provided from Altrincham Library so costs are incorporated in that budget

Activities		
Activity	Frequency	Numbers attending
Storytime	Every Tuesday	276
Rhyme time	Every Tuesday and Friday	3,528
Reading Group(s)	First Tuesday of the month	128

Chatterbooks Group(s)	Third Tuesday of the month Last Tuesday of the month	179
Knitting Groups	N/A	0
ICT training sessions	No set time	100
Other: Class visits and events		115

Transport links and distances from other libraries

Train/ Tram	Buses Mon-Sat at least 1 bus per hour	Buses Other	Proximity to other libraries	Parking
Hale train station is a 5 minute walk from the library	21 Other routes can be accessed by a short walk to the main road – 5, 37, 246 21	283, 285	Hale Library is 1.1 mile from Altrincham Library (4 minute drive) and 2.56 miles from Timperley Library (6 minute drive)	A small free car park which is always full when the library is open

Local Studies

Trafford's Local Studies Centre is based in Sale Library and holds an archive of preserved material relating to the towns and rural areas which now make up the Borough of Trafford.

In addition to general local historic material, the Local Studies Centre also houses a great deal of information which is of interest to anyone researching their own family tree.

Costs				
Staffing costs	Running costs	Cost per visit		
£74,282	£7,256	£2.62		

Their activities are different from other libraries so are not directly comparable

Transport links and distances from other libraries				
Train/ Tram	Buses	Buses	Proximity to other	Parking

	Mon-Sat at least 1 bus per hour	Other	libraries	
Sale Waterside is opposite the Sale tram stop	16, 18, 19, 41, 99, 245, 252, 260, 261, 262, 266, 267, 268, X5	41, 86, 99, 272	Sale Library is 1.82 miles from Coppice Library (6 minute drive) and 1.9 miles from Stretford Library (7 minute drive)	Limited metred on street parking Several chargeable car parks nearby

Lostock

Lostock Library is part of Lostock College and can be accessed by the school via an internal door, as well as by the public from a separate entrance.

Costs				
Staffing costs	Running costs	Cost per visit		
£48,558	£13,877	£3.41		
Activities				
Activity	Frequency	Numbers attending		
Storytime	Every Monday	393		
Rhyme time	Combined with			

	Storytime	
Reading Group(s)	N/A	0
Chatterbooks Group(s)	N/A	0
Knitting Groups	N/A	0
ICT training sessions	N/A	0
Other:		
Class visits and events		289
Study support sessions		131
Craft activities		1,022

Transport links and distances from other libraries

Train/ Tram	Buses Mon-Sat at least 1 bus per hour	Buses Other	Proximity to other libraries	Parking
N/A	23A, 256 and 268	N/A	Lostock Library is 1.22 miles from Stretford Library (5 minute drive) and 1.23 miles from Urmston Library (4 minute drive)	A small library car park

Old Trafford

Old Trafford Library will move to a temporary location in Old Trafford Youth Centre in October 2014 whilst the current Shrewsbury Street complex is re-built. The new library is expected to open in 2017 and will be part of the Trafford Housing Trust development of extra care housing.

Old Trafford has one of the highest usage figures for Council enquiries, the main area being council tax and benefits.

Costs				
Staffing costs	Running costs	Cost per visit		

£0*	£12,373	£0.12		
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*Staffing is provided from Stretford Library so costs are incorporated in that budget

Activities				
Activity	Frequency		Numbers attending	
Storytime	Every Monday		713	
Rhyme time	N/A		0	
Reading Group(s)	N/A		0	
Chatterbooks Group(s)	N/A		0	
Knitting Groups	Alternate Wednesday			
ICT training sessions			29	
Other:	N/A			
Class visits and events			1,308	
Transport links and distances from other libraries				
Train/ Tram	Buses Mon-Sat at least 1 bus per hour	Buses Other	Proximity to other libraries	Parking
The nearest tram stop is Trafford Bar which is a five minute walk away	53, 54, 250, 263	54, 253, 291	Old Trafford is 1.2 miles from Town Hall Library (4 minute drive) and 3 miles from Stretford Library (10minute	Currently free on street parking. The temporary location has a small car park

			drive)	
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Partington

Partington Library is located in the Health and Wellbeing Centre and shares the building with Blue Sci and the medical centre. The building is Council owned.

The visitor figures are high but cannot necessarily be distinguished as purely library users because of how the building is used. In terms of items loaned Partington is 12th out of 14, relatively well used by children and Rhymetimes are popular. Many of the volunteers at Partington are also Blue Sci volunteers. It is also busy for council enquiries, particularly council tax and benefits.

Costs				
Staffing costs	Running costs	Cost per visit		
£34,209	£25,380	£0.63		
Activities				
Activity	Frequency	Numbers attending		
Storytime	Every Thursday	434		
Rhyme time	Every Friday	582		
Reading Group(s)	N/A			
Chatterbooks Group(s)	N/A			
Knitting Groups	N/A			
Other:				
Various craft and activity groups run by Blue Sci		3,280		
Class visits and events		631		

Transport links and distances from other libraries				
Train/ Tram	Buses	Buses	Proximity to other libraries	Parking
	Mon-Sat at least 1 bus per hour	Other		
N/A	247, 252, 255,	253	Partington	Large free

	260		library is 4.79 miles from Altrincham Library (12 minute drive) and 5.28 miles from Coppice Library (13 minute drive)	car park to the rear of the building
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Sale

Sale Library is part of the Sale Waterside complex and library staff also staff the face to face council enquiries counter (all other libraries offer this service but it is more obvious at Sale as there are separate counters) and the Welcome Point which operates as a reception for the whole building. The building is leased by the Council as part of a PFI agreement.

Since 2013 Sale Citizens Advice Bureau, the Housing Options Service and Welfare Rights have been co-located in the same building which has provided a more streamlined service for customers.

Trafford Local Studies Library is also based in the same building towards the back of the library but is staffed separately.

Costs				
Staffing costs	Running costs	Cost per visit		
£507,830*	£54,690	£3.58		

*This includes back office, senior manager salaries and Town Hall staff

Activities		
Activity	Frequency	Numbers attending
Storytime	Every Tuesday	829
Rhyme time	Every Thursday – 2 sessions	2,224
Reading Group(s)	Second Monday of the month	95
Chatterbooks Group(s)	One Saturday a month	12
Knitting Groups	Alternate Saturdays	281
ICT training sessions	No set time	72

Other:				
Class visits and events				467
Transport links and distances from other libraries				
Train/ Tram	Buses Mon-Sat at least 1 bus per hour	Buses Other	Proximity to other libraries	Parking
Sale Waterside is opposite the Sale tram stop	16, 18, 19, 41, 99, 245, 252, 260, 261, 262, 266, 267, 268, X5	41, 86, 99, 272	Sale Library is 1.82 miles from Coppice Library (6 minute drive) and 1.9 miles from Stretford Library (7 minute drive)	Limited metred on street parking Several chargeable car parks nearby

Stretford

Stretford Library is situated opposite Stretford Mall on a busy main road.

It is an older building, owned by the Council, with two floors. Trafford College use part of the first floor to run training courses for the community. Stretford Citizens Advice Bureau is based on the ground floor of the library and is one of the busiest CABs in the borough.

Costs				
Staffing costs	Running costs	Cost per visit		
£188,294	£60,248	£2.68		
Activities				
Activity	Frequency	Numbers attending		
Storytime	Every Tuesday	376		
Rhyme time	Every Friday	273		
Reading Group(s)	Fourth Thursday of the month	67		
Chatterbooks Group(s)	N/A	0		
Knitting Groups	Every Saturday	102		
ICT training sessions	No set time	72		
Other:				
Class visits and events		135		

Study support sessions				22
Transport links and distances from other libraries				
Train/ Tram	Buses Mon-Sat at least 1 bus per hour	Buses Other	Proximity to other libraries	Parking
Stretford tram stop is a 10 minute walk from the library	15, 16, 18, 22, 23, 23A, 79, 245, 255, 256, 263, 268, 276, 277, 278	86, 253, 272, 297	Stretford Library is 1.22 miles from Lostock Library and 1.9 miles from Sale Library (7 minute drive)	On street limited time parking. Chargeable car parking in the Mall

Timperley

Timperley Library is situated in the middle of Timperley village in a two storey building that is Council owned. Timperley has the highest loans per open hour than any other library. The second floor has a large meeting room which is popular with local groups.

Costs				
Staffing costs	Running costs	Cost per visit		
£95,804	£58,319	£1.60		
Activities				
Activity	Frequency	Numbers attending		
Storytime	Every Tuesday	2,044		
Rhyme time	Every Thursday	2,791		
Reading Group(s)	First Monday of the month	170		
Chatterbooks Group(s)	N/A	0		
Knitting Groups	N/A	0		
ICT training sessions	No set time	33		

Other:				
Children's events				128
Transport links and distances from other libraries				
Train/ Tram	Buses Mon-Sat at least 1 bus per hour	Buses Other	Proximity to other libraries	Parking
Timperley tram stop is a 15 minute walk from the library	11, 11A, 20, 21, 178, 266, 267, 370	11A, 108, 177	Timperley Library is 1.87 miles from Altrincham Library (4 minute drive) and 2.56 miles from Hale Library (6 minute drive)	Large free library car park

Town Hall

The Town Hall Library is a small library based within the Town Hall building. It shares space with a café and has access to the courtyard which has been used for children's activities. It is not possible to count visitor numbers as many people just use the café. The library is mostly self-service but staff at reception are library staff and can answer council enquiries.

Costs				
Staffing costs	Running costs	Cost per visit		
£0*	£0	N/A		

*Staffing is provided from Sale Library so costs are incorporated in that budget

Activities		
Activity	Frequency	Numbers attending
Storytime	N/A	0
Rhyme time	N/A	0

Reading Group(s)	N/A	0
Chatterbooks Group(s)	N/A	0
Knitting Groups	N/A	0
ICT training sessions	N/A	0
Other:		
Class visits and events		91

Transport links and distances from other libraries

Train/ Tram	Buses Mon-Sat at least 1 bus per hour	Buses Other	Proximity to other libraries	Parking
Old Trafford tram stop is a 5 minute walk away from the library	15, 79, 255, 256, 262	253	Town Hall Library is 1.2 miles from Old Trafford Library (4 minute drive) and 1.76 miles from Stretford Library (6 minute drive)	20 visitor parking bays

Urmston

Urmston Library is the newest Trafford library, opening in its current location in 2009. It is on the first floor and is above Sainsbury's supermarket in the heart of the Urmston town centre development. Urmston Shopmobility has a base on the ground floor and Urmston CAB will be moving into the library in 2015.

The meetings rooms and interview rooms are heavily used by groups and organisations.

Costs				
Staffing costs	Running costs	Cost per visit		
£204,656	£183,405	£1.75		
Activities				
Activity		Frequency	Numbers attending	

Storytime	Every Wednesday	655
Rhyme time	Every Tuesday and Thursday	4,456
Reading Group(s)	First Thursday of the month Last Friday of the month 2-3pm Last Friday of the month 6-7pm	395
Chatterbooks Group(s)	First Tuesday of the month Second Monday of the month	213
Knitting Groups	Every Monday	405
ICT training sessions (some provided by Trafford College)	No set time	1,303
Other: Class visits		566

Transport links and distances from other libraries

Train/ Tram	Buses Mon-Sat at least 1 bus per hour	Buses Other	Proximity to other libraries	Parking
Urmston train station a three minute walk from the library	15, 22, 23, 245, 255, 268, 276, 277, 278	253	Urmston Library is 0.91 miles from Bowfell Library (3 minute drive), although this	Large car park free for the first 3 hours

			library does not offer full range of services and 0.76 miles from Davyhulme Library (2 minute drive)	
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Woodsend

Woodsend Library is located near Woodsend Circle and is a Council owned building. It is also popular with local groups who use the library for craft activities.

Costs				
Staffing costs	Running costs	Cost per visit		

£49,648	£37,739	£2.82		
Activities				
Activity		Frequency		Numbers attending
Storytime		Every Thursday		920
Rhyme time		Every Tuesday Every Friday		2,497
Reading Group(s)		Third Monday of the month		70
Chatterbooks Group(s)		Second Monday of the month Third Monday of the month Last Monday of the month		49
Knitting Groups and craft groups		Every Friday		1,882
Other: Class visits and events		N/A		650
Transport links and distances from other libraries				
Train/ Tram	Buses Mon-Sat at least 1 bus per hour	Buses Other	Proximity to other libraries	Parking
N/A	15, 247, 256, 278	X58	Woodsend Library is 1.57 miles from Bowfell Library	Small library car park (3 spaces).

			(4 minute drive) although this library does not offer full range of services and 1.93 miles from Urmston Library (5 minute drive)	Free on street parking
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Delamere

Delamere Toy Library is an independent registered charity and is not part of Trafford's statutory library service. It offers an inclusive play environment where parents or carers can relax while the children play with the wide

selection. Many of the toys are purchased specifically to meet the needs of disabled visitors.

Costs				
Staffing costs	Running costs	Cost per visit		
£29,000	£8,539	£2.42		

Activities		
Activity	Frequency	Numbers attending
Storytime	N/A	0
Rhyme time	N/A	0
Reading Group(s)	N/A	0
Chatterbooks Group(s)	N/A	0
Knitting Groups	N/A	0
Other:	N/A	0

Appendix Two - Costs per library

Library	Staffing costs £	Running costs £	Income £	Cost per visit £
Altrincham	201,713	13,844	5,900	1.75
Bowfell	0	8,539	50	0.17
Coppice	135,595	77,580	4,240	2.74
Davyhulme	24,993	35,441	1,600	2.50
Hale	0	45,864	8,250	0.47
Local Studies	74,282	7,256	3,080	2.62
Lostock	48,558	13,877	1,700	3.41
Old Trafford	0	12,373	3,351	0.12
Partington	34,209	24,380	2,040	0.63
Sale	507,830	54,690	8,600	3.58
Stretford	188,294	60,248	6,050	2.68
Timperley	95,804	58,319	11,595	1.60
Town Hall	0	0	0	N/A
Urmston	204,656	183,405	75,710	1.75
Woodsend	49,648	37,739	2,100	2.82
Delamere Toy Library	29,000	8,539	0	2.42

Appendix Three – Local Library Usage

Usage of libraries is one of the criteria we want your opinion on. The table below shows how many people use each of the libraries in Trafford.

Library	Visitors	Items Loaned	Loans per open hour	Number of active customers *	Council enquiries	People's Network sessions	Percentage of customers who use at least one other library
Altrincham	119,482	67,663	31	3,636	1,853	15,334	67
Bowfell	49,323	5,984	1	358	0	0	80
Coppice	76,209	63,746	25	2,184	8,531	5,557	48
Davyhulme	23,480	13,744	25	872	1,322	1,208	71
Hale	79,853	67,697	37	2,790	737	4,139	51
Local Studies	29,942	N/A	N/A	N/A	8,316	1,740	N/A
Lostock	17,768	8,332	7	407	87	1,556	55
Old Trafford	73,011	19,348	8	1,254	4,454	9,745	34
Partington	91,228	8,111	4	589	3,215	4,396	27
Sale	154,670	92,442	37	5,550	23,297	17,300	50
Stretford	90,404	46,944	22	2,617	7,890	14,481	51
Timperley	88,595	78,777	43	2,921	1,900	5,273	52
Town Hall		1,783	1	345	20	481	70

Library	Visitors	Items Loaned	Loans per open hour	Number of active customers *	Council enquiries	People's Network sessions	Percentage of customers who use at least one other library
Urmston	178,479	85,390	37	3,717	7,241	16,086	48
Woodsend	30,157	22,364	14	944	363	1,923	59
Delamere Toy Library	15,450	6,826		N/A	N/A	N/A	N/A

* Active customers are those who have used the library service in the last 12 months

Appendix 2 – Breakdown of consultation response

Gender of respondents

Gender		
Female	676	62%
Male	358	33%
Other	5	0%
No response	41	4%

Age of respondents

Age		
24 or below	15	1%
25-34	100	9%
35-44	233	22%
45-54	196	18%
55-64	218	20%
65-74	225	21%
75+	84	8%
No response	10	1%

Disability status of respondents

Disability		
Yes	89	9%
No	946	87%

Don't know/can't say	26	2%
No response	15	1%

Geographic distribution based on locality partnerships

Locality Partnerships		
Old Trafford & Stretford	127	12%
Sale	268	25%
South Trafford	298	28%
Urmston & Partington	243	22%
Village	49	5%
Outside Trafford	17	2%
Other	6	1%
No Response	69	6%

2.5.5 Respondent segments

Segments		
A local resident	1023	95%
A member of staff	27	2%
An organisation	12	1%
No response	20	2%

Ethnicity of respondents

Ethnicity		
White British	961	89%
White Irish	19	2%
White Asian	3	0%

Ethnicity		
Other White	26	2%
White and Black	3	0%
White and Black African	3	0%
Other Mixed	10	1%
Indian	7	1%
Pakistani	5	0%
Bangladeshi	0	0%
Chinese	8	1%
Other Asian	1	0%
Black African	2	0%
Black Caribbean	5	0%
Caribbean	0	0%
Other Black	3	0%

Appendix 3 - Letters from stakeholders.

1. Delamere Toy Library

Dear [REDACTED],

18th November, 2014

RE: Consultation

Following our Annual General Meeting last night we are compelled to write to you as we believe aspects of the consultation document are incomplete and misleading. The mechanism included within the document, to obtain feedback and develop an assessment approach, is not fit for purpose as it does not take into consideration the differing and unique aspects of the libraries included.

As such we believe that this consultation is seriously flawed and insist that this consultation is either postponed until the points raised in this letter are resolved or at the very least an extension is given to phase one. Here is our rationale.

(1). The Delamere Toy Library Profile page:

The information provided for Delamere Toy Library is incomplete and therefore misleading. Due to the lack of information provided we feel that this is a gross misrepresentation of the library in official documentation published by Trafford. We also strongly believe that it is unacceptable and negligent that the authority has published information about a registered charity without gaining agreement from the charity committee that the information contained is accurate and reflective of the services provided. In summary the following information is missing from the profile page.

-
- The name of the library requires consistency throughout the booklet. It requires its full name 'Delamere Toy Library' in order that it is clear to those taking part in the consultation that this library is different to the other 'book loan' libraries
 - The services offered by Delamere Toy Library are not included. Therefore a true picture of the library, its unique role, and usage of the library is not provided.
 - It does not reflect that this library is predominantly volunteer run
 - It does not reflect that purchase of toys is funded by the charity and not by Trafford
 - We would like to query the costs included as they do not appear to be reflective of what we believe the costs to be.
 - It does not reflect that the charity contributes to a material proportion of the total running costs - therefore there should be a note alongside the running costs to state that in addition to those listed the charity covers a proportion of running costs.
 - It does not reflect that the services provided are tailored to young children, particularly those with disabilities and the parents of these children. Its potential audience is therefore not the whole of the local community as per traditional book libraries. As such, the cost per visit is not an appropriate measure due to the more focussed audience that this library appeals to.
 - It also does not state that this library is the only library in Trafford to offer these services. This should be made clear to participants that there is not an alternative to this library.

Ultimately there has been no effort made to articulate the role that the Toy Library plays in the community. Perhaps people would be able to make a more informed decision if they knew the Toy Library was created over 30 years ago to provide services and support for the most vulnerable children with disabilities within Trafford. It is the only organisation within Trafford that provides such a diverse range of opportunities and fulfils an important role that would not otherwise exist. It has over 30 volunteers versus just two employed staff, a ratio of 15:1. We believe that the Toy Library is already an example of best practice in the use of volunteers. Within that number we already support Volunteers that have additional needs and offer them a secure place to develop and integrate within the wider Community.

(2). The Questionnaire:

A number of aspects to the questionnaire also raise concern.

How should we make our decisions?

-
- **Location** - the theme here is around close proximity to a library and time prepared to travel. These questions are written in the context of a book loan service on the premise that there would be alternative perhaps a little further away. Given that the Toy Library provides a different and unique loan service to whole of Trafford these questions will not provide any insight that is relevant to toy loans and the unique services offered by this library. We believe these questions are fundamentally flawed as the more relevant question relating to participants is whether they are prepared to accept that a toy library service is retained or not as there will not be an alternative a little further away.
 - **Usage** - the question asks whether decisions of closure should be based on usage and attendance. This question is leading and suggests that this will be a fundamental point on which decisions will be made. As a key role of the Toy Library is to provide specialist services to non-mainstream groups such as children with disabilities, vulnerable individuals, and the parents of children attending, usage of the library will never be as high as a mainstream library which is relevant to the whole local area. Therefore a decision on closure should not be predominantly based on usage.
 - **Services provided** - none of the services listed reflect the services provided by Delamere Toy Library. The question is fundamentally flawed and biased against the Toy Library as respondents to the survey cannot rank by importance the services provided by us. Although there is an option to state 'other ', most respondents would not be aware of the services offered so would not be in a position to state these services and rank them. Likewise the profile page for the Toy Library does not list the service offered so respondents would be unable to cross reference.

Ultimately we are not in any way a mainstream Library and should not be compared using figures or services that are (as indicated within the Consultation) not applicable to us.

(3). The Map:

The Toy Library has been omitted from the map shown within the Consultation Documentation. The Toy Library should be included in the map reflecting a catchment area that covers the whole of Trafford as we do have active users who travel from all parts of the Borough.

(4). Key Facts:

The Consultation Documentation States that £294k is spent by Trafford each year on books. The Toy Library funds the acquisition of Toys for loaning out itself through

fundraising activities therefore it is not reliant on the Council for these purchases. There is no reference to this within the documentation.

In summary we are seeking a response from you in relation to the points raised and wish to meet up at the earliest opportunity. Given the short timescales for consultation we are seeking a response within the next 2 days. For ease of reference the points to be addressed are:

- Postponement or extension to consultation period in order that the misrepresentations and incompleteness of the information contained in the consultation documentation is rectified
- An explanation and validation of the budget figures included
- An explanation as to how the questionnaire was compiled and how you think this will deliver a fair and transparent consultation when it is clearly trying to cover fundamentally different libraries within the same questionnaire
- how is the consultation documentation going to be amended including the questionnaire so that it captures the services provided by Delamere Toy Library, the profile page for the Toy Library and the map
- how is the authority going to ensure that the accurate details are re-circulated and how this will not compromise the validity of the consultation to date
- why the authority thought it was appropriate to publish information on a registered Charity without obtaining approval to the content included to ensure accuracy
- how is the authority going to provide reassurance that the consultation is valid, fair and transparent given fundamental content omission, content inaccuracies and withholding information from the public that have been invited to participate in the consultation process.

I wait for your speedy reply and trust that you will act upon our request to meet with you.

Yours sincerely,

Lorraine Howells

Secretary to Delamere Toy Library.

C.c. Joanne Hyde

C.c. Wendy Marston

2. Lostock Community Partnership

10.11.14

Dear Councillor Astee

I am writing on behalf of Lostock Community Partnership (LCP) the voluntary community group that represents the community of the area.

At our recent Lostock Partnership open meeting concerns were raised over the Trafford Council proposals to close some of the boroughs libraries.

In 2003 Lostock lost its main library when the council decided to close it to cut costs. The library was then moved into Lostock College and opened to the public on reduced hours as a community library as well as an education provision.

On behalf of the members I would appreciate answers to the following.

I note from the information document about libraries in Trafford that the cost per visit to Lostock Library is calculated at **£3.41**. **How has this figure been calculated?**

As the library is part of the college then running costs of the building must be included in the buildings and maintenance budget of the school and not within the library budget. **What financial contribution does the college make towards the library running costs?**

How are the number of attendances (393) calculated, what mechanism is used to record the visitors?

A second concern is the amount listed in the staffing costs **of £48,558** Lostock Library has two part time librarians and one manager whose time is divided between both Lostock and Davyhulme Libraries. It is clear to see when looking at the figures for both libraries that the salary has all been

apportioned to Lostock Library with none of it being carried by Davyhulme Library.

Please explain how the decision to make Lostock Library budget take responsibility for Davyhulme Library staffing costs has been reached and why?

Concerns were also raised about the document that has been released to the public with information about Lostock Library. **Trafford Libraries and Information Service. Budget savings produced by Trafford Council.**

This has a list of activities with columns for frequency and numbers attending. It lists knitting groups as an option but does not allow for other groups/classes that are carried out in the library for the benefit of people. This not only gives a false reading it gives wrong information to the public. In the interests of equality and fairness the list for Lostock Library should include the following and I request that this is changed and re issued.

Beading/jewellery group plus Craft groups x 2

Lostock Partnership monthly coffee mornings for residents to access information and support.

Lostock residents group monthly meeting with agencies and police.

Why has none of this been included in the document?

Finally I would like to draw your attention to the needs and ongoing work of the Lostock community. (document sent by email to you)

In 2003 Lostock was recognised as a deprived area, one of the worst within Trafford, following this a needs assessment was carried out on behalf of LCP and published in 2004 which produced the following

Lostock, located in Stretford, Trafford, has been described by local people as the "Forgotten Neighbourhood". Parts of Lostock are among the 20% most deprived wards in the UK (source: Index of Multiple Deprivation 2004).

Whilst it suffers from many of the problems faced by other neighbourhoods in Trafford such as high unemployment, youth nuisance, lack of investment and services being removed from the area, its residents feel that Lostock goes unnoticed. It has never

received a large injection of funding to assist in halting the decline, as have other neighbourhoods in Trafford. Whilst many people outside have not heard of Lostock, its residents have a very clear sense of where the neighbourhood's boundaries lie and they are keen to put Lostock on the map.

The LCP were awarded £409,000 big lottery funding through the Fair Share programme and this was used to regenerate and improve the area, making it a nicer place to live work and visit. LCP has continued to work closely with our partners, including Trafford Council to change the area and with considerable success.

We have developed positive working relationships with the staff of the library which has resulted in more families using it for education purposes as well as books. By encouraging families to use the library we are supporting people to make positive changes to their lives. Lostock Library is now a hub of the community, bringing benefits to many people who were once excluded.

The changes achieved feed into the Trafford 2021 vision and meets priorities SC7and BF2.

On behalf of the community of Lostock I ask the council provide us with the requested information and to work with us to consider other ways to reduce costs and maintain a library in the local area.

I would welcome a meeting with you to discuss this.

Kind regards

Maureen Reilly

Chairperson Lostock Partnership

3. Timperly Civic Society

26 November 2014

Dear Sirs

Trafford Library and Information Service Budget Savings

At its meeting yesterday, the Timperley Civic Society committee discussed the necessity to save £700,000 from the Library Service budget next year.

It was unanimously agreed that I should write to you on behalf of the Society to stress the importance of Timperley Library to the community. It is very well used for loans, computer sessions and Council enquiries, and in addition generates income through the hire of its meeting room.

It is very accessible by virtue of its position in the centre of the village, its proximity to bus routes and its large free car park

We feel that it is a valuable community resource, and would urge you to bear the above in mind when considering the future of library services in the borough.

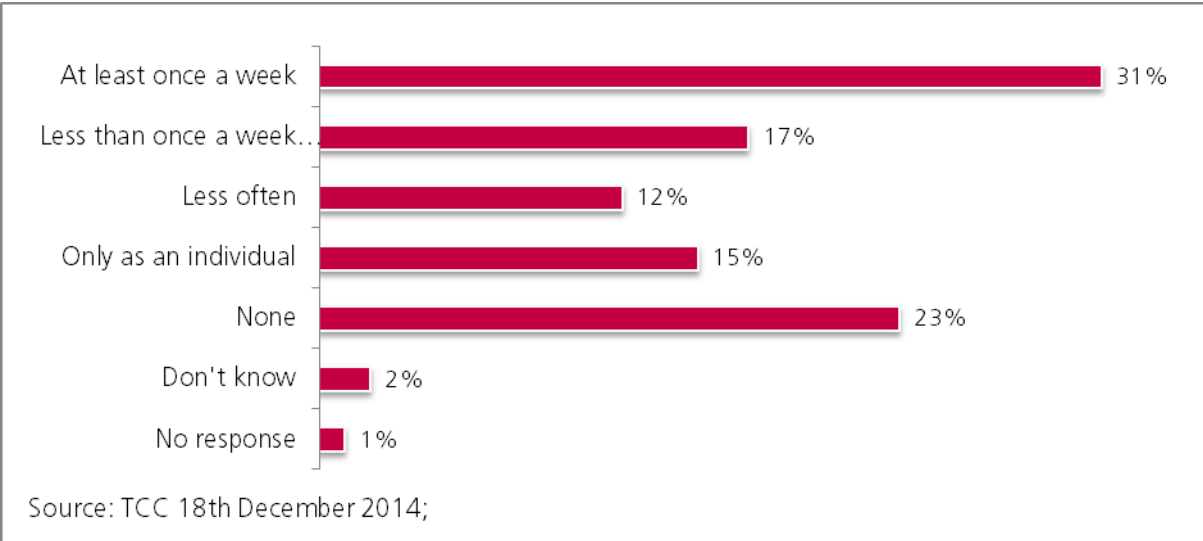
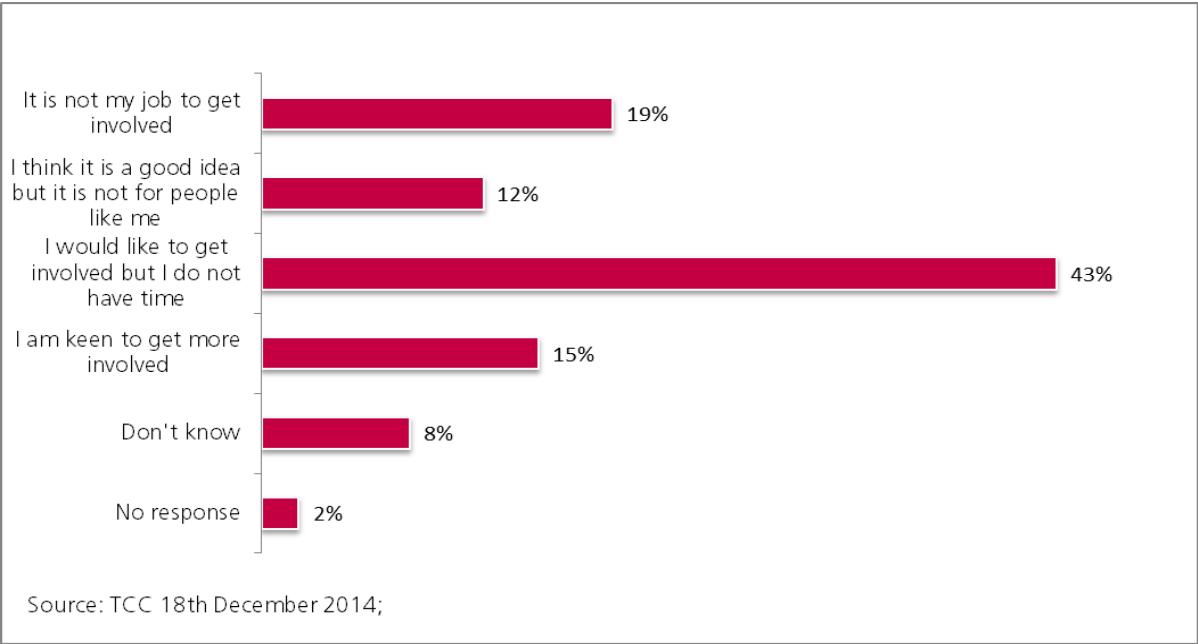
Yours faithfully



Mark
Wilkinson
Chairman

Appendix 4 – Question 3 and Question 4 insight into volunteering habits of respondents.

As part of the consultation we posed two questions on attitudes and opinions in relation to volunteering. A great many people are already involved and 15 percent of the response are keen to get more involved.



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Early Help and Adult Social Care Consultation

Summary Report

December 2014

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Executive Summary / Key Findings

Early Help

- The consultation elicited the views of 1947 people.
- The participants thought that the proposals would affect them very much.
- There were only 11 people who agreed with the Early Help Hub proposals.
- The majority of people disagreed with the Hub proposals due to a range of 19 anticipated negative impacts.
- The majority of people agreed with the volunteering proposals. Some people stated they would and others would not volunteer. The main barriers to volunteering were working or parenting.

Adult Social Care

- The consultation elicited the view of 998 people.
- The majority of participants thought that the proposals would not affect them at all, although some individuals also thought that they would be affected to some extent, quite a lot and very much.
- 46% of people were in agreement with the proposals and cited improvements to joint working and all age services as the main reasons. There were 22 reasons for disagreement focussed on all the other proposals.
- Outsourcing was perceived to be particularly negative as it was associated with lower quality care.

General

- There were five alternative ideas suggested. These included reducing Trafford MBC wages, reducing Council spending, increasing council tax, other money raising ideas and Government issues.

Introduction

Trafford Borough Council are required to make £23 million of savings in the 2015-16 budget of the Children, Families and Wellbeing directorate. A number of proposals were suggested by Trafford MBC to achieve these savings.

Trafford Borough Council is required to conduct consultation on such changes:

Section 198 of the Apprenticeships, Skills, Children and Learning Act 2009 amends section 5D(c) of the Children's Act 2006 to require local authorities to conduct a consultation in the following circumstances:

- 1) Before making arrangements for the provision of a children's centre
- 2) Before any significant change is made in the services provided through a relevant children's centre
- 3) Before anything is done that would result in a relevant children's centre ceasing to be a children's centre.

Local authorities (or a third party acting on the authority's behalf) should consult everyone who could be affected by the proposed changes, for example, families, those who use the centres, children's centres staff, advisory board members and service providers. Particular attention should be given to ensuring disadvantaged families and minority groups participate in consultations.

The consultation should explain how the local authority will continue to meet the needs of families with children under five as part of any reorganisation of services. It should also be clear how respondent's views can be made known and adequate time should be allowed for those wishing to respond.

These statutory requirements shaped the design of the consultation process.

The consultation ran for six weeks from 3rd November 2014 – 12th December 2014.

Indigo Children's Services were commissioned to support Trafford Council's Children, Families and Wellbeing Public Consultation 2014/15. Indigo led the consultation strands:

Early Help: Early Help services support children and young people aged 0-19 years old when they first might have a problem, so that it does not become worse or last a long time.

Adult Social Care: Social care services to adults across the Borough including homecare and day support.

Commissioning out consultation is common practice. Local Authorities have increasingly been using expert independent providers to run and evaluate the findings of consultations to minimise the risk of judicial review.

Proposed changes to Early Help

Proposed changes to delivering services for 0-11years

Closing children's centres within Trafford to leave two open in Stretford and Partington: to provide health services for all children, offering families support as well as providing services for children with special educational needs and disabilities.

Protecting children from harm and offering support to those most in need will continue to be important to Trafford MBC.

What this would mean for services for 0-11 years

The following centres will close:

- Old Trafford Children's Centre
- Sale Children's Centre
- Altrincham Children's Centre
- Urmston Children's Centre

The following provision will end:

- The Small Talk/Tiny Talk Speech and Language Programme
- Stay and Play Provision
- Children's Centre Crèche facilities
- Relate Family Support
- Catch 22 Family Support
- Homestart Family Support
- Action for Children's 'Trafford Time Out Project' (Young Carers)
- Salford Foundation's 'Trafford Engage'

Proposed changes to delivering services for 11-18 years

The idea is that all youth centres will be closed leaving the Talkshop in Sale to work with young people from across Trafford. The centre will provide information and guidance on things such as sexual health, alcohol, drugs and will be a base for youth workers who work across Trafford.

They will also provide support for people who need help around: being a teenage parent; careers guidance; accessing work or education and accommodation support.

Special programmes will be provided for child sexual exploitation, sexual health, and young people missing from home.

What this would mean for services for 11-18 years

The idea means Youth centres below will close:

- Old Trafford Youth Centre
- Lostock Youth Centre
- Partington Youth Centre
- Broomwood Youth Centre
- Sale West Youth Centre
- Davyhulme Youth Centre
- Gorse Hill Studios
- Duke of Edinburgh, Outdoor Education

The idea also means that street based youth work will be affected as well as the commissioned all age provision ending. This is:

- Relate Family Support
- Catch 22 Family Support
- Homestart Family Support
- Action for Children's 'Trafford Time Out Project' (Young Carers)
- Salford Foundation's 'Trafford Engage'

Proposal to develop a volunteering strategy to support the delivery of Early Help

A volunteer strategy will be implemented to recruit, train and develop a volunteer pool to work across Trafford alongside the paid workforce supporting Early Help for children and young people.

Proposal to work with other organisations to support the delivery of Early Help

Work is underway with Gorse Hill Studio to help ensure its future, which includes the option to become a community organisation, run by people in the community, for the benefit of the community.

Trafford also welcomes other organisations coming forward if they think they can work in partnership to deliver Early Help. The children's centre and youth centre buildings may be leased to voluntary and community groups. If these options are not possible they will close and the buildings will need to be closed and sold.

Proposed Changes to

Part A: Five key approaches.

1. We offer services to meet the needs of the individuals assessed as requiring support and give them choice and control over the support that they receive. We have done this with Personal Budgets. We will continue to offer people Personal Budgets in the future.

2. We support people to be as independent as possible. For example:

- we offer people short term support to remain independent;
- we offer emergency contact through telephone support to help people remain in their own homes, for example pendant alarms;
- we help people settle back home after being ill or in hospital.

3. We plan and deliver our adult social care services with health services. This means:

- you have to tell your story fewer times to fewer people;
- you attend less meetings;
- you have all your needs considered at one time.

4. We try to provide as much quality support as we can with the budget available, offering value for money.

5. The population of Trafford is increasing, and people are living longer. This means that Trafford Council will need to support more people in the future. We are committed to providing care services to people who most need our support.

These proposed approaches will help improve how we make the best use of the resources we have available, ensuring we support as many people with as high a quality of service as possible.

Part B: Nine proposals

We are proposing nine ways of saving money next year.

1. Support from Reablement

Reablement is short-term support to help people to maintain or improve their independence. Trafford Council currently provides this service. We propose to ask an organisation to provide this support service for us. People who currently work for Trafford MBC would move into the new organisation. We

think that another organisation can provide these services for less cost than we can. This might mean that you would access support to regain independence from a new organisation or from people that you do not yet know

2. Day Support

Pathways is a one day support service for people with learning disabilities and for older people. We propose to ask an organisation to provide Pathways for us. People who currently work for Pathways would move into the new organisation. We think that another organisation can provide these services for less money than we can. This might mean that you would access your support from a new organisation or from people that you do not yet know.

3. Supported Living Network

The supported living network is currently provided directly by Trafford MBC. We propose to ask an organisation to provide this service for us. People who currently work for the supported living network would move into the new organisation. We think that another organisation can provide these services for less money than we can. This would mean that you would access your support from a new organisation or from people that you do not yet know.

4. Supporting People

Supporting People funds a service that supports the wellbeing of vulnerable people in the community to enable them to maintain independent accommodation and prevent homelessness. This service is run by an outside organisation and the contract ends in March 2015. The proposal is to no longer fund this service when the contract ends.

5. Voluntary and Community Sector

We pay community and charity organisations to provide services for us. We propose to reduce these services in the following ways. We propose to:

- Reduce payments to Trafford Carers Centre. This would mean stopping supporting "Carers Week" (an annual event that lasts for one week) financially and reducing the support some carers receive
- Reduce payments to Trafford Centre for Independent Living (CIL). This would mean reducing the support some adults with disabilities receive.
- No longer fund any Timebanking projects.
- Reduce the budget to Independent Health Complaints Advocacy. This may mean the organisation is able to support fewer people.

6. Support for People with Mental Health Issues

We will make sure we support people with mental health issues to live independently by reviewing the 'star worker' day to day work and focusing on supporting people to recover.

We will review the cases of everyone with mental health issues placed outside the borough. This will mean making sure that as many people as possible

return to live in Trafford. We will continue to ensure that all placements are good quality and value for money.

We will review the cases of everyone leaving mental health care services to make sure that they have just enough support.

7. Joining Together Health and Social Care

We propose to work with community health services to make sure that people's health and care needs are supported together. To do this we will provide local services in partnership with other organisations, and not have different management structures for children's and adult's services. This could mean less travel, less appointments, telling professionals your story less often and one plan for your support that covers all your needs.

8. Planning and Buying Services in Partnership for People of All Ages

We propose that education, health and care services are bought and planned together to save money. We also propose that these services are planned for people of all ages rather than there being separate services for people of different ages.

9. Reshaping Social Care

We propose three changes to social care.

- a. We will meet people's eligible needs with the lowest cost reasonable option. This means that you might be asked to use a less expensive form of support. You, or your family, would have the choice to pay for a more expensive form of support if you wanted to or were able to.
- b. We propose to review all the benefits that people are entitled to, ensuring they are fully used to fund support before any further support is funded. The benefits include Attendance Allowance, Disability Living Allowance and Personal Independence Payments. This may mean that your case is reassessed to see if you are entitled to further funding. It could also mean that you are not provided with additional funding, or that you have to use your funding in a different way.
- c. We propose to stop paying for 'non-eligible' services such as domestic services, cleaning, meal preparation and shopping unless there is no other possible alternative.

Consultation Methods

Seven consultation methods were developed to ensure that the maximum number of people were able to participate in the consultation process about the proposed changes. This is called a mixed method approach. All these events were advertised on a consultation website linked to Trafford MBC Summary Report

website. In addition, the information was disseminated via a range of 66 forums and services. In the week of the 24th November Trafford MBC sent out a press release to promote interest in the consultation events. Methods used were:

1. Surveys

Electronic and hard copy format surveys were distributed. 5394 hard copies of the Adult Social Care survey were sent directly to Adult Social Care service users, including postage paid envelopes for returning

2. Street surveys

Street surveys were designed to reach a range of service users and non-service users who may not wish to travel to a drop-in consultation or complete a survey. Half a day was spent by the consultation team in the North, South, Central and West areas of Trafford.

3. Drop in sessions

Drop in consultation sessions were held to provide informal opportunities for the public to give their views about the proposed changes. Interpreters (Bengali, Punjabi and Polish) were at each session, explanatory information was provided, along with a range of ways to provide write feedback on. The sessions ran from 10.00 – 16.00 continuously and took place at:

- Gorse Hill Studios
- Hale Library
- Urmston Library
- The Talkshop, Sale
- The Blulife Centre, Partington
-

4. Focus groups

In total there were 5 focus groups reaching 23 Early Help children and young people and 21 Adult Social Care young people with learning difficulties.

5. Emails

The consultation website provided people with an email address and an electronic comment box so that they could submit individual messages if they wanted to. This provided people with a means of communicating with the consultation team without having to attend an event.

6. Telephone calls

The public were also invited to call the research team to give their views in person by telephone enabling them to contribute if they were not able to leave the house and were not able to access technology.

7. Council run consultation events.

Trafford MBC ran public consultation events in Sale, Partington, Altrincham, Old Trafford, Urmston and the Youth Cabinet. Each of these events comprised a presentation by Trafford MBC followed by round table discussion and feedback.

Total Number of Respondents

Medium	Early Help Respondents	Adult Social Care Respondents	Totals
Surveys	328	510	838
Street surveys	89	61	150
Drop in Sessions	73	73	73
Focus Groups	23	21	44
Emails and letters	968	59	1027
Council comments	346	154	500
Advisory and other meetings	(12 meetings / 120 people)	(12 meetings / 120 people)	n/a
Totals	1657	998	2655

Analysis of Responses

The responses from the consultation were analysed by the consultation team. Further information of these techniques can be found in the full report.

Early Help

Summary

- The reach of the consultation exceeded 2367 people and elicited the views of 1947 people. These were of mixed ages: 72% female, 86% heterosexual, 78% not disabled, 79% White British and 84% service users.
- **The participants thought that the proposals would affect them very much.**
- **There were only 11 people who agreed with the Early Help Hub proposals.**
- **The majority of people disagreed with the Hub proposals due to a range of 19 anticipated negative impacts.**
- There was a mixed response to the question of volunteering – some people would and others would not volunteer, the main barrier to volunteering was working or parenting.
- The majority of people agreed with the volunteering proposals although ten perceived negative impacts were identified.
- There were five alternative ideas identified instead of the Early Help proposals. These included cutting council pay, other council cuts, increasing council tax, other money raising ideas and issues pertaining to the Government.
- There were seven issues identified with the consultation, most have been addressed.

Early Help Reach and Contact

The table shows the number of people 'reached', those we know to have been asked to contribute and 'contact', those reached who contributed to the consultation.

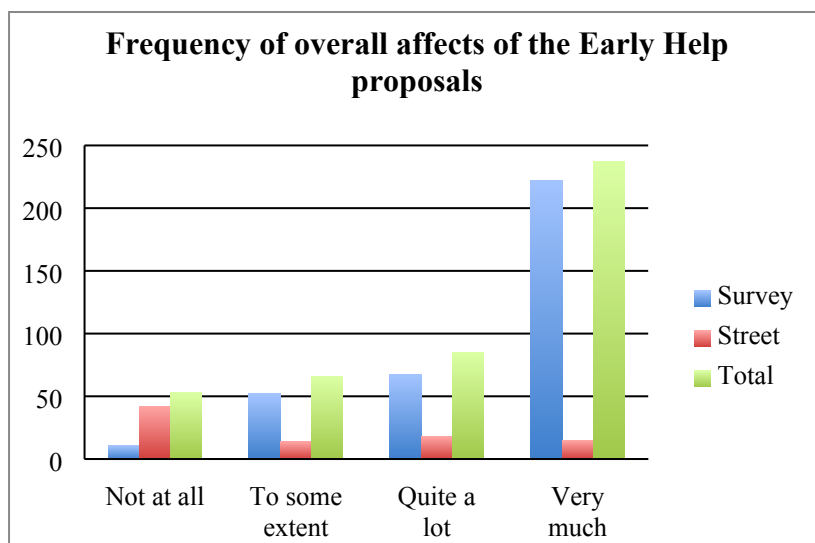
Reach and contact of the Early Help consultation.

Method of contact	Reach	Contact
Surveys	1152	328
Street data	667	89

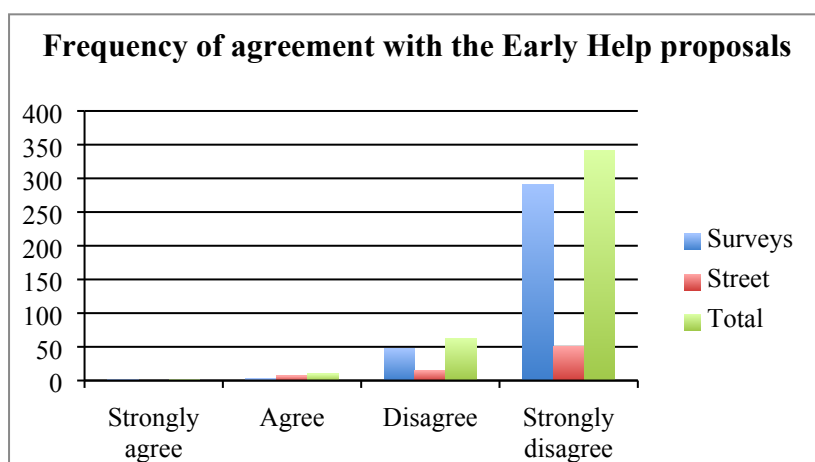
Drop in sessions	548	73
Focus groups		23
Emails and letters		968
Council consultations		346
Advisory meetings	650	120

Findings

441 respondents of surveys (including street based) identified the extent to which they were affected by the proposed changes. The majority thought that they were very much affected.



415 people expressed their level of agreement with the proposals through surveys (including street based). Of these 342 strongly disagreed, 62 disagreed, 10 agreed, and one person strongly agreed.



A number of people agreed with the proposals for Early Help. They identified eleven benefits to the proposals. The most frequent was the ability to meet new people through new working arrangements.

Frequency of agreement with the Early Help proposals.

Benefits of the proposals	Total number of people
New way of working	1
Meet new people	17
Cost saving	5
Wider reach for Talkshop	2
Less time for management	1
Its something	4
Targeted support for the most vulnerable	2
TMBC keep their jobs	1
Centralised access	2
CYP can travel	1
Too much provision currently	8

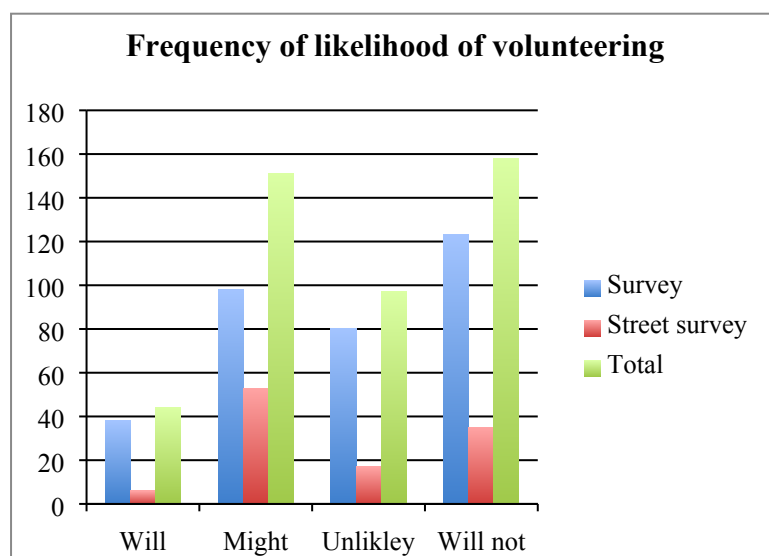
There were 19 negative impacts of the Early Help Hubs identified in all of the data sets. The most frequent being the loss of a key service. The table below shows the frequency at which these came up at through which consultation method.

	Survey	Street	Drop In	Focus Group	Council consult	Meetings	Emails	Totals
Illegal	1		4		9	6	81	101
Lose key services	313	59	40	49	48	21	556	1086
Lose contacts / friends / networks	131	30	12	11	21			205
Community impact	11	2	11		16			40
Unsafe / nowhere to go	15	6	5					26
Crime	19	13	21	5	32			90
Loss family support / crisis	59				48			107
Loss of services / capacity		7			2			9
Loss learning and development	7	8	14	23	35			87
Excludes SEN / vulnerable	23			2		5	23	53

Nowhere to refer to	15					2		17
Immoral / social injustice		7	3					10
End of integrated working						2		2
Increased MH issues	3							3
Travel / geography wrong		39	37	7		43	21	147
Overload other services	15	1			30			46
Too large / conflict / loss personalisation		7	15	3	5		2	32
Loss of jobs / increased unemployment	6	2	2		13			23
Long term issues	11	30	18		33			92

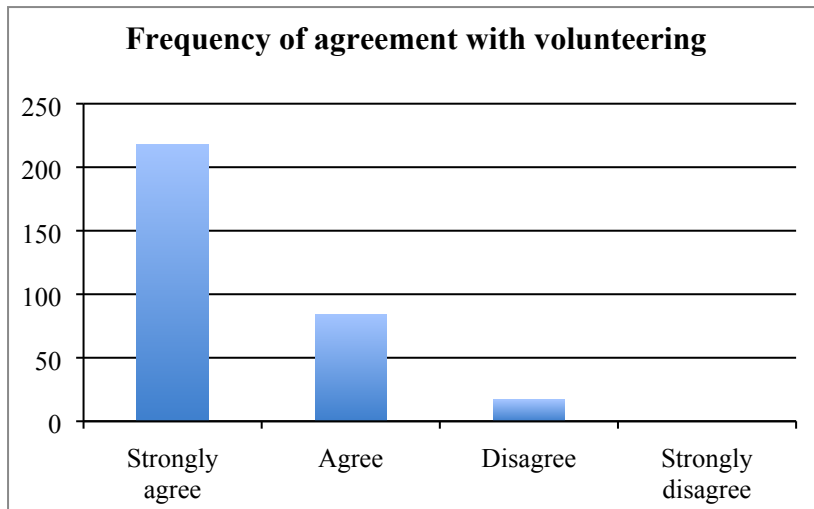
Volunteering proposals

450 people commented on volunteering. The majority of whom equally would not volunteer.



Only 218 participants indicated the extent to which they agreed with volunteering.

The majority of these strongly agreed with the proposals.



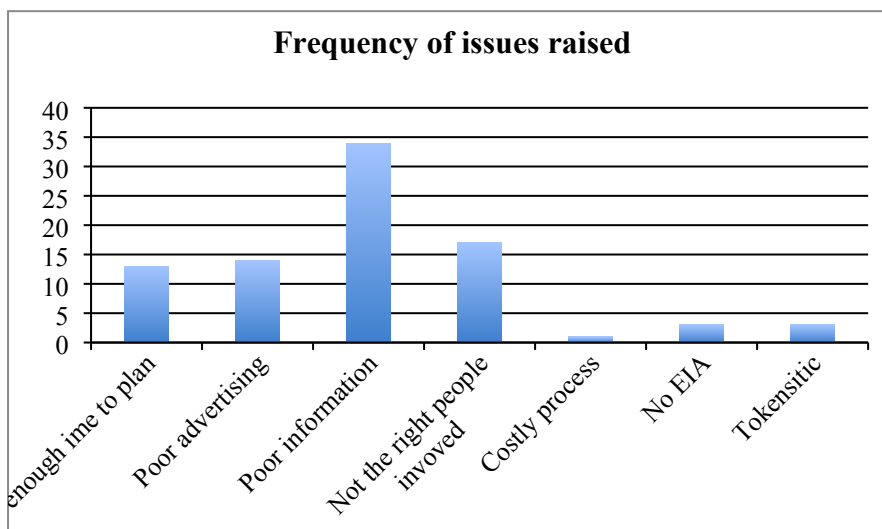
Alternative suggestions to the proposals to be considered by Trafford Metropolitan Borough Council

Five alternatives to the Early Help proposals were identified by 143 people. These were grouped into five categories in order of frequency they were:

1. Raising money through other means, e.g. corporate social responsibility
2. Council wage cuts
3. Government issues, e.g. reduce foreign aid
4. Council spending could be reduced in other areas
5. Increase Council Tax

Issues raised with the consultation process and how they were addressed

Seven issues with the Early Help consultation process were identified by 83 people. The frequency of the issues is shown in the chart below.



- Trafford MBC picked up the lack of advertising early and a press release was circulated and information sent out through a range of 65 different meeting groups.
- The consultation information was designed to be as accessible as possible in electronic and paper copy, normal and easy read versions.
- The team endeavoured to make the consultation as accessible as possible by holding events in different places, using different media, and planning events specifically for young people, those with learning difficulties and people in Partington as a result of feedback.

The cost, lack of equality impact assessment, and perceived tokenistic nature of the consultation were also cited by respondents.

Early Help Consultation points for consideration for Trafford Metropolitan Borough Council

1. The consultation was varied and accessible and had good reach and contact with residents. The demographics of those that were involved were varied and had a greater representation of minorities than Trafford demographic data.
2. The proposals are perceived to have a great affect on the people who access the services. Trafford MBC needs to stay attentive to this when planning budget reductions.
3. The majority of people disagreed with the proposals put forward for Early Help Hubs and Trafford MBC needs to reassure the public that they can reduce the likelihood of the negative impacts identified.
4. The majority of people agreed with the volunteering strategy although negative impacts were identified. Trafford MBC needs to reassure the public that volunteers will be well trained, supervised and appropriately protected.
5. The public have identified a range of alternative ideas to the Early Help proposals, and Trafford MBC needs to be attentive to these and consider whether any are viable.
6. The issues with the consultation have mainly been addressed, however, the Trafford MBC needs to reassure the public that the consultation exercise has been cost effective, that equality impact has been considered and that it is not a tokenistic process.

Adult Social Care

Summary

- Available data suggests that the reach of the consultation exceeded 6527 people and engaged and elicited the view of 998 people. These were of mixed ages, 56% female, 78% heterosexual, 52% disabled, 79% White British and 64% service users.
- **The majority of participants thought that the proposals would not affect them at all, although some individuals also thought that they would be affected to some extent, quite a lot and very much.**
- **46% of people were in agreement with the proposals.**
- **There were seven reasons for agreement with the proposals, focused mainly on the improved joint services and all age service proposals.**
- There were 22 reasons for disagreement focussed on all the other proposals. The main disagreement was that all the services are vitally important and as such, any loss or reduction or change would potentially have an impact on recipients.
- Outsourcing was perceived to be particularly negative as it was associated with lower quality care.
- There were five alternative ideas suggested instead of the Adult Social Care proposals. These included reducing Trafford MBC wages, reducing Council spending, increasing council tax, other money raising ideas and Government issues.

Adult Social Care Reach and Contact

The table shows the number of people 'reached', those we know to have been asked to contribute and 'contact', those reached who contributed to the consultation.

Reach and Contact of the Adult Social Care consultation.

Method of contact	Reach	Contact
Surveys	6527	510
Street data	458	61
Drop in sessions	548	73
Focus groups		21
Emails and letters		59
Council consultations		154
Advisory meetings	650	120

Findings

The consultation sought to understand the extent to which people would be affected by the proposals. The following table shows the extent to which people expected to be affected for each of the ten proposals. Most people thought that they would not be affected at all.

Frequency of Affect for each Proposal.

	Not at all	To some extent	Quite a lot	Very much
Reablement	124	42	26	42
Day support	141	14	19	31
Supported living network	247	42	23	49
Supporting People	261	26	26	7
VCS services	219	51	36	66
Mental Health services	262	35	18	33
Joint health and social care	130	135	71	73
All age services	206	128	29	50
Lowest cost	50	109	82	95
Review of benefits	106	77	75	119
Total	1746	659	405	565

The consultation also sought to understand the extent to which people agreed or disagreed with the ten proposals. As can be seen from the table below, agreement was the most frequent response to the proposals although closely followed by strong disagreement.

Frequency of agreement with each proposal.

	Strongly agree	Agree	Disagree	Strongly disagree
Reablement	14	73	56	48
Day support	8	68	48	131
Supported Living Network	22	127	19	84
Supporting People	66	18	102	116
VCS services	12	61	121	141
Mental Health services	39	113	28	70
Joint health and social care	91	206	36	130
All age services	52	177	68	50
Lowest cost	23	117	111	120
Review of benefits	31	133	95	122
Non-eligible	148	436	274	399
Total	506	1529	958	1411

The consultation sought to understand the reasons for agreement and disagreement with the proposals. There were seven positive reasons for agreement with 107 comments. There were 22 negative reasons for disagreement with 714 comments. The positive comments pertained mainly to the proposals for joint services and an all age service.

The most frequent theme was the invaluable nature of the services. This was a concern, as any reductions from any invaluable service were seen to have a negative impact on individuals. The second most frequent theme was that people would not be able to pay for any increases in cost or cover decreases in benefits.

Alternative suggestions to the proposals to be considered by Trafford Metropolitan Borough Council

There were five main alternative suggestions to the proposals made by Trafford MBC. In order of frequency they were:

1. Raising money through other means, e.g. corporate social responsibility

2. Council spending could be reduced in other areas to protect Adult Social Care
3. Council wage cuts
4. Government issues, e.g. reduce foreign aid
5. Increase Council Tax

Issues raised with the consultation process and how they were addressed

There were eight issues cited with the consultation process. The most frequent was poor information yet 320 out of 510 people said that they understood the survey and 306 out of 510 said that they understood the proposals.

Easy read versions of the documents were produced to aid comprehension. When it was understood that there was poor advertising, Trafford MBC sent out a press release notifying the public of the events. Efforts were also made to ensure that the right people were invited to attend events, and additional focus groups were arranged by Trafford MBC to ensure the views of young people with learning disabilities were included in the consultation.

Adult Social Care Consultation points for consideration for Trafford Metropolitan Borough Council

1. The consultation was varied and accessible and had good reach and contact with residents. The demographics of those involved were varied and had a greater representation of minorities than Trafford demographic data.
2. The proposals are perceived to have no impact on some people and a great impact on others. Trafford MBC needs to be attentive to the groups that it will impact on when planning budget reductions.
3. An almost equal number of people agreed and disagreed with proposals, the agreements were mainly focussed on joint services and all age services, and disagreements came with any outsourcing and service reduction proposals. Trafford MBC needs to reassure the public that they can reduce the likelihood of the negative impacts identified.
4. The public have identified a range of alternative ideas to the Adult Social Care proposals and Trafford MBC needs to be attentive to these and consider whether any are viable.
5. The issues with the consultation have mainly been addressed, however, Trafford MBC needs to reassure that public that the consultation exercise has been cost effective, that equality impact has been considered and that it is not a tokenistic process.

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BUDGET PROPOSALS 2015/16 - ESTIMATED STAFFING IMPACT AS AT 14th JANUARY 2015

DIRECTORATE	SERVICE AREA	ORIGINAL PROPOSAL					OUTCOME OF CONSULTATION – UPDATE								
		FTE IMPACT			TOTAL FTE IMPACT	ESTIMATED HEADCOUNT IMPACT (REDUNDANCIES)	NARRATIVE	NO. OF VR's	NO.OF LEAVERS	REVISED FTE IMPACT			TOTAL FTE IMPACT	POTENTIAL COMPULSORY REDUNDANCIES	TOTAL ESTIMATED HEADCOUNT IMPACT (REDUNDANCIES)
		Management	Front line	Back office/ other						Management	Front line	Back office/ other			
CFW	Children's Centres/Youth/Connexions/Education Welfare - "Early Help Hub" (£3.209m) * estimated numbers	15*	60*	15*	90*	115*	Still under consideration. Will be presented to Executive on 18 th February 2015	23	12	15*	60*	15*	90*	92*	115*
		TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC
CFW	Commissioning (£830k)	2	0	25	27	29	No significant changes. Number of vacancies in the service.	9	4	2	0	25	27	10	19
CFW	Area Family Support Team (£54k)	1	0	0	1	0	No change. Vacancy deleted	0	0	1	0	0	1	0	0
CFW	Education & Early Years (£377k) (Early Years and Strategic Support)	3	0	3.6	6.6	5	No change to proposals but staggered implementation.	1	0	3	0	3.6	6.6	5	6
CFW	Youth Offending Service (£130k)	0	4	0	4	3	Changes made to original proposal. Now only reduction of 2FTE.	0	1	0	2	0	2	1	1
EGEI	Senior Management (£86k)	3	0	0	3	3	Achieved by voluntary measures	2	1	3	0	0	3	0	2
EGEI	School Crossing Patrol (£145k)	0	3.9	0	3.9	13	Ongoing consultation until 8 th February 2015	1	0	0	3.9	0	3.9	12	13
		TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC
T&R	Communications (£158k)	0	0	5.2	5.2	7	Some minor changes, one post to move into Access Trafford	0	0	0	0	4.2	4.2	4	4
T&R	Performance (£117k)	0	0	3.8	3.8	4	Proposal changed during consultation. Net reduction of 6FTE however no headcount reduction due to a number of staff secondments and vacancies	0	0	0	0	4.8	4.8	0	0
T&R	Legal (£120k)	0	0	3	3	3	Still under consideration	0	0	0	0	3	3	3	3
		TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC
T&R	CCTV (£54k)	0	2	0	2	3	No change to proposal	2	1	0	2	0	2	0	2

BUDGET PROPOSALS 2015/16 - ESTIMATED STAFFING IMPACT AS AT 14th JANUARY 2015

T&R	Finance (£600k) • Financial Management • Exchequer Services						Ongoing consultations.	4	0	2	0	12	14	11	25
								8	0	0	0	18.43	18.43	2	TBC
										TBC	TBC	TBC	TBC	TBC	
T&R	ICT (£750k)	5	0	8	13	8	Still under consideration	3	1	5	0	8	13	4	7
										TBC	TBC	TBC	TBC	TBC	TBC
T&R	Libraries (Service Remodelling) (£700k)	TBC	TBC	TBC	TBC	TBC	Consultation to commence on 19 th January 2015	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC
T&R	HR* (£200k)	0	0	6*	6*	6*	Achieved via voluntary measures. Service now under ongoing consultation for realignment	7	0	0	0	6	6	0	7
TOTAL		29	69.9	69.6	168.5	199		60	20	31	67.9	100.03	198.93	144	204
										TBC	TBC	TBC	TBC	TBC	TBC

NOTES:

Estimated maximum total number of redundancies (voluntary and compulsory) is currently 204

Number of voluntary redundancy requests to date is 60

Potentially 144 compulsory redundancies from this round of consultation

Libraries consultation to commence on 19th January 2015 – S.188 to be issued

Executive Committee Reports 26th January (Consultation Update)

18th February (Early Help Hub)

16th March (JVC, Libraries, SCP)

TRAFFORD COUNCIL

Report to: Executive

Date: 26 January 2015

Report for: Information

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

Report Title:

Revenue Budget Monitoring 2014/15 – Period 8 (April to November 2014).

Summary:

The revised revenue budget approved at the Council meeting on 17 September 2014 is £156.134m. The forecast for the end of the year, as projected following eight months of activity, is £153.639m being a net underspend of £(2.495)m, (1.6)% of the budget. This is a favourable movement of £(1.767)m since the last report.

The main areas of budget variance are summarised as:

Activity	Forecast £m	Movement £m
Increased demand and unit costs for Children in Care placements	0.7	0.2
Adult Services client costs	(0.5)	(0.5)
Adult Services provision for doubtful debts	0.5	0.5
LD Pool release of budget provision for transitional cases	(0.8)	(0.8)
Additional external income, including SLA's	(0.4)	-
Rephased base budget savings	0.4	-
In year savings not met (incl. Terms & Conditions)	0.6	-
Vacancy management	(1.4)	(0.3)
Deprivation of Liberty assessment costs	0.3	0.2
Manchester Airport Group Dividend	(1.0)	(1.0)
Other variances	(0.1)	(0.1)
Additional Income from Business Rates available in 2014/15	(0.8)	-
Forecast outturn	(2.5)	(1.8)

Reserves

The opening balance of the General Reserve was £(11.0)m, and after taking into account approved and proposed use and commitments, the forecasted closing balance is £(9.3)m, which is £(3.3)m above the Council established minimum level of £(6.0)m.

In addition, the net service carry forward reserves at the beginning of the year was £(4.004)m, and after taking into account planned use and commitments, and the service Directorates' outturn the forecasted closing balance is £(0.392)m surplus (excluding LD Pool).

There is a current deficit on the Learning Disability Pooled Fund of £3.0m. This will be considered with the CCG and proposals brought forward. An in-year underspend on the Learning Disability budget of £(0.656)m, and included in the forecast outturn for

CFW, will be used to reduce the commitment on the General Reserve above (see Table 5).

Council Tax

The surplus brought forward of £(0.5)m, will be increased by an in-year forecasted surplus of £(1.1)m. After taking account of the planned use of £0.4m to support the base budget and another £0.2m for backdated valuation and discount appeals, the total surplus forecasted to be carried forward is £(1.0)m. The Council’s share of this surplus is £(0.9)m, and is planned to support future budgets in the MTFP.

Business Rates

As originally reported at Period 6 an estimated surplus of £(3.489)m is projected for 2014/15, Trafford’s share being £(0.855)m. Details will be updated when the VOA provide their next quarterly update on outstanding and settled appeals in late December 2014. Under the rules which govern the scheme, this estimated figure cannot be included in the General Fund until 2015/16.

Section 31 grants which compensate the Council for the Government’s extension of the Small Business Rate Relief/Retail Relief Discount Schemes and further income from renewable energy schemes which is wholly retained by the Council, remain unchanged as reported in Period 6 at £(0.844)m. This grant is included in the forecast outturn of £155.433m.

Recommendation(s)

It is recommended that:

- a) the latest forecast be noted and agreed;

Contact person for access to background papers and further information:

David Muggeridge, Finance Manager, Financial Accounting Extension: 4534

Background Papers: None

Implications:

Relationship to Policy Framework/Corporate Priorities	Value for Money
Financial	As set out above
Legal Implications:	None arising out of this report
Equality/Diversity Implications	None arising out of this report
Sustainability Implications	None arising out of this report
Resource Implications e.g. Staffing / ICT / Assets	Not applicable
Risk Management Implications	Not applicable
Health & Wellbeing Implications	Not applicable
Health and Safety Implications	Not applicable

Director of Finance:.....ID.....

Director of Legal & Democratic Services:....JLF.....

DIRECTOR’S SIGNATURE

Budget Monitoring - Financial Results

1. The revised budget approved at the 17 September 2014 Council meeting is £156.134m. Based on the budget monitoring for the first 8 months of the year, the overall forecast for the year is £153.639m, being an underspend of £(2.495)m, (1.6)%, a favourable movement of £(1.767)m since the last report.
2. The details of service variances can be found in Annexes 1 to 3, and for Council-Wide, Annex 4:

Table 1: Budget Monitoring results by Directorate	Year end Forecast (£000's)	Percentage %	Period Movement (£000's)	Annex
CFW – Children's Services	799	2.6%	152	1
CFW – Adult Social Services	(689)*	(1.2)%	(762)	1
CFW – Public Health	-	-	-	1
Economic Growth, Environment & Infrastructure	(358)	(1.1)%	(2)	2
Transformation & Resources	(314)	(1.8)%	(178)	3
Total Service Variances	(562)	(0.4)%	(790)	
Council-wide budgets	(1,933)	(9.5)%	(977)	4
Estimated outturn variance (period 8)	(2,495)	(1.6)%	(1,767)	

CFW – Children, Families & Wellbeing

Table 2: Budget Monitoring results by Executive Portfolio Holder	Year end Forecast (£000's)	Percentage %	Period Movement (£000's)
Children's Services	799	2.6%	152
Adult Social Services	(689)*	(1.2)%	(762)
Community Health & Wellbeing	-	-	-
Environment & Operations	(159)	(0.6)%	1
Economic Growth & Planning	(199)	(4.1)%	(3)
Communities & Partnerships	108	3.4%	(14)
Transformation & Resources	(155)	(1.4)%	(132)
Finance	(2,200)	(9.2)%	(1,009)
Estimated outturn variance (period 8)	(2,495)	(1.6)%	(1,767)

* £(0.656)m will be used to reduce the commitment on the General Reserve (see Table 5).

Key month on month variations

3. The key variances contributing to the period movement of a favourable £(1.767)m are:
 - £0.234m adverse movement in Children in Care costs relating mainly to an increase in placements;
 - £(0.460)m favourable movement in Older People's client costs, relating mainly to a one-off efficiency saving of the Carers Personalisation contract of £(0.202)m and a phased release of the winter resilience provision of £(0.167)m;

- £0.500m increase in the provision for doubtful debts in respect of residential and domiciliary care income;
- £(0.800)m relating to the release of the provision for additional costs arising as children transition into Adult Learning Disability Services between the ages of 18 and 25;
- £(0.255)m vacancy management across all Directorates;
- £(1.000)m Manchester Airport Group interim dividend payment not budgeted for;
- Other net minor variances, £0.014m.

MTFP Savings and increased income

4. The 2014/15 base budget, or permanent budget, is based on the achievement of permanent base budget savings and increased income of £(13.776)m.
5. The following table summarises the overall forecasted achievement of the total base budget savings target for 2014/15 of £(13.776)m; noting the potential shortfall, proposed action to mitigate this shortfall in 2014/15 and action taken in the draft budget proposals for 2015/16

Table 3: Base budget savings	Total (£000's)
Total Savings delivered or in progress	(12,725)
Budget savings required	(13,776)
Shortfall	1,051
To be met by:	
Re-phased savings from T&R reserve in 14/15	
• HR Restructure	(91)
• Partnerships & Communities Restructure	(93)
• Legal Service Restructure	(36)
• Design and Print (T&R)	(113)
Re-phased savings from EGEI reserve in 14/15	
• Parks Maintenance	(47)
• Town Centre Advertising	(16)
• Property Referral Fees Advertising	(3)
• Moving Travel Offences	(30)
Alternative savings in CFW in 14/15	
• Home to School Transport (overachievement against savings target)	192
Sub-total – alternative savings	(237)
Savings without alternative solutions:	
• Information & Advice savings (CFW)	34
• Design and Print (cross Directorate)	39
• Terms and Conditions (CFW)	423
• Children in Care Placements	218
• Shortfall in Adoption Fee Income	100
Total	814

6. Approximately 92% of base budget savings have been or are forecasted to be delivered:
- Of the £1.051m shortfall, £0.583m relates to CFW, £0.333m T&R and £0.096m EGEI and £0.039m across all Directorates relating to a delay in the award of the print contract.
 - There are some savings that are delayed in 2014/15 £(0.237)m but the full effect is still expected to be delivered in the 2015/16 budget;
 - There are savings that will not be delivered, of which £0.423m relates to terms and conditions within CFW and, at the time of preparing the draft budget, £0.146m relating to Children in Care Placements. In addition there is a further £0.016m relating to the full year effect of reduced Town Centre Advertising Income. These savings pressures, totaling £(0.585)m have been built into the draft budget proposals for 2015/16. The pressure in Children in Care Placements has since increased to £0.218m.
7. A further in-year savings target of between £(2.5)m and £(3.3)m was agreed at Council on 17th September as part of the budget realignment process to address pressures within the CFW Directorate. The decommissioning of Voluntary and Community Sector grants saving proposal is currently projecting a surplus of £(0.004)m, and along with an overachievement of £(0.589)m against the vacancy freeze saving has resulted in an overall estimated overachievement of £(0.593m) against the savings target of £(2.5)m.

Council Tax

8. The brought forward surplus on the Council Tax element of the Collection Fund has shared ownership between GM Fire & Rescue Authority and Police & Crime Commissioner, as well as the Council.
9. After eight months of activity, the total Council Tax in-year surplus is forecasted at £(1.171)m, with the Council's share of this being £(0.984)m. After taking account of the planned application to support the 2014/15 budget, £0.356m, and reductions as a consequence of back-dated valuations and awards of discounts or exemptions of £0.250m, the end of year total balance is forecasted to be £(1.023)m, of which the Council's share is £(0.859)m. The Medium Term Financial Plan assumes use of the Collection Fund surplus at similar levels to 2014/15 into the future.

Table 4: Council Tax surplus	Overall		Trafford	
	£(000's)	£(000's)	£(000's)	£(000's)
Surplus brought forward		(458)		(385)
Changes in Band D equivalents	43		36	
Empty Homes Premium	(110)		(92)	
Council Tax Support awards	(1,104)		(928)	
Banding valuations & discounts	250	(921)	210	(774)
In-year application of surplus		356		300
Forecasted surplus carry forward		(1,023)		(859)

10. The majority of the in-year surplus has been generated from pro-active interventions in unreported changes of circumstances, which has reduced the need for Council Tax Support. This means that the correct award of Support is made earlier and reduces the amount of overpayments that have to be collected subsequently. Some of the in-year increase also relates to an increase in empty homes premium, however, this initiative cannot be guaranteed into the future as the purpose of the policy is to discourage empty properties and to encourage bringing them into the housing market. There has been a minor movement in the forecast surplus of £(0.006)m since last month. The Benefit caseload has reduced by 88 cases since October. There has been a total reduction of 581 cases in the eight months since March, which is a 3% reduction in the live benefit caseload out of a current total of 18,460. A review of sole occupier discounts has commenced and this is forecast to have further positive impact on the tax base

Business Rates

11. 2014/15 will be the second year of operation of the new business rates retention scheme. The Government has established a target yield figure, or baseline, and 24.5% of yield above target is retained by the Council. However, 49% of any shortfall against the target is charged to the Council up to a safety net maximum cost to the Council of £2.433m.
12. The projected surplus of £(3.489)m and Trafford's share thereof of £(0.855)m as originally reported at Period 6 has not changed. The projections will be updated when the VOA provide their next quarterly update on outstanding and settled appeals in late December. Under the rules which govern the scheme, this estimated figure cannot be included in the General Fund until 2015/16.
13. In addition, as originally reported in Period 6, the additional Section 31 grants received in 2014/15 to compensate the Council for the Government's extension of the Small Business Rate Relief/Retail Relief Discount Schemes and further income from renewable energy schemes, remains at £(0.844)m. These grants are available in year and will form part of the estimated outturn. The level of grant can change during the year due to the actual award of Small Business Rate Relief and projections may vary accordingly.

Reserves

14. The General Reserve balance brought forward is £(11.0)m, against which there are planned commitments up to the end of 2014/15 of £3.1m. The addition of the Council-wide underspend of £(1.9)m and the proposed support to help deliver future CFW savings of £0.5m provides for a projected balance as at 31 March 2015 of £(9.3)m which is £(3.3)m above the approved minimum level of £(6.0)m:

Table 5 : General Reserve Movements	(£000's)
Balance 31 March 2014 (subject to audit confirmation)	(10,980)
Commitments in 2014/15:	
- Planned use for 2014/15 Budget (agreed 19 Feb 2014)	2,007
- Additional support for Adult Services (agreed at Council 17 September 2014)	1,582
- Learning Disability budget in-year underspend	(656)*
- Support to help deliver future CFW savings (agreed by Executive 1 December 2014)	500
- Planned use for one-off projects 2014/15	207
- Council-wide budgets underspend	(1,933)
Balance 31 March 2015	(9,273)

* The additional support for Adult Services agreed at Council on 17 September 2014 as part of the 2014/15 revenue budget re-alignment report included a temporary budget increase of £2.367m for Learning Disabilities. Any in-year savings within this budget will therefore be used to reduce the commitment on the General Reserve of £1.582m agreed above.

15. Service balances brought forward from 2013/14 were a net £(0.982)m. After planned use to support one-off projects and adjusting for the estimated outturn, there is a projected net deficit of £1.974m to be carried forward to 2015/16 (Table 6).

	b/f April 2014 (£000's)	Forecast Movement in-year (£000's)	Forecast Balance (£000's)
Table 6: Service balances			
Communities, Families & Wellbeing	(871)	1,277	406
Economic Growth, Environment & Infrastructure	(1,155)	726	(429)
Transformation & Resources	(1,978)	1,609	(369)
Total All Services (Surplus)/Deficit	(4,004)	3,612	(392)
Learning Disability Pool (a)	3,022	-	3,022
Total (Surplus)/Deficit	(982)	3,612	2,630

Note:

(a) the deficit on the pooled fund will require discussion with the CCG and will require a permanent solution i.e. the deficit cannot be carried forward each year.

The use of reserve balances during the year are detailed in the Directorate reports attached as Annexes.

Recommendations

16. It is recommended that:
 - a) the latest forecast be noted and agreed.

TRAFFORD COUNCIL

Report to: CFW Senior Leadership Team
 Date: 18 December 2014
 Report for: Discussion
 Report author: CFW Finance Managers

Report Title:

Revenue Budget Monitoring 2014/15 – Period 8 (April to November 2014).

1 Outturn Forecast

- 1.1 This is the sixth CFW Directorate Monitoring Report for 2014/15 and reflects variances against the realigned budget as approved by the Executive.
- 1.2 The revised revenue budget for the year for CFW is £84.889m. The projected outturn for CFW is now £84.999m, which represents an overspend of £110k on approved budget (0.13%).
- 1.3 This represents a favourable movement from period 7 of £(610)k due to:
- £322k adverse movement in Children’s Social Services relating to a reduction in adoption income £94k, increase in client care packages £219k and £9k other minor variances.
 - £(92)k favourable movement on home to school transport due to new contractual arrangements for the new academic year.
 - A favourable movement due to additional SEN grant contribution £(53)k.
 - £(25)k favourable movement across other Children’s Services Budgets.
 - A one-off efficiency saving of £(202)k as a result of the re-engineering of the Carers Personalisation contract.
 - A £(167)k favourable variance due to a reduction in the assumed use of the winter resilience budget provision for care packages.
 - The release of £(800)k of the provision for additional costs arising as children transition into Adult Learning Disability Services between the ages of 18-25.
 - £100k additional transport costs for adults remaining in Education services.
 - £500k increase in the provision for doubtful debts following a high level review of current and historical debt outstanding.
 - the delivery of the residual Ascot House savings target of £(73)k.
 - £(103)k favourable variance arising from staffing vacancies within Older People’s, Mental Health and Learning Disability Services.
 - £(17)k favourable variance across other Adults budget.

2 Explanation of Variances

2.1 The main forecast outturn variances are summarised below, with more detail at Appendix 1.

Children's Social Services (Including Children with Complex Needs) - £1,371k adverse variation from budget

1. £757k adverse variance on client care packages of which £539k relates to increased numbers and £218k increase in unit costs;

Service	Budget Service Users	Budget Average weekly cost	Gross Budget	Actual Service Users	Average weekly cost	Actual Gross Forecast	Variance Service Users	Variance Gross Forecast
	No.	£	(£000's)	No.	£	(£000's)	No.	(£000's)
Welfare secure	0.3	5,068	90	0.3	5,090	90	0.0	0
External Children's Homes	4.6	3,342	796	8.0	3,185	1,325	3.4	529
Agency foster care	29.8	842	1,307	36.7	853	1,626	6.9	319
In-house foster care	97.4	270	1,373	92.3	299	1,435	-5.1	62
Family and friend foster care	109.6	180	1,031	111.6	190	1,104	2.0	73
Asylum seekers	1.7	272	24	1.7	170	15	0.0	-9
Special Guardianship	33.0	159	274	31.0	145	234	-2.0	-40
Assisted Residence Allowances	26.0	96	130	25.0	102	133	-1.0	3
Aftercare	n/a		347	n/a		445	n/a	98
Supported Lodges	n/a		255	n/a		208	n/a	-47
Youth Homeless	n/a		185	n/a		166	n/a	-19
Stay in Care Placements	n/a		70	n/a		0	n/a	-70
Adoption	20.0		976	13.0		752	-7.0	-224
CAN respite	2.6	1,674	227	2.6	1,674	234	0.0	7
CAN long term care	3.4	2,448	434	4.2	2,283	524	0.8	90
CAN Home from Home	n/a		239	n/a		186	n/a	-53
CAN Direct payments/personalisation	n/a		376	n/a		414	n/a	38
Total			8,134			8,891		757

2. £353k shortfall in income, most of which relates to adoption income of £287k;
3. £95k adverse variance on running costs;
4. Staff vacancies of £(61)k and an adverse variance of £127k relating to the non-achievement of savings in relation to changes in terms and conditions. This is due to the number of exemptions in connection with critical front line services.
5. An adverse variance of £100k due to non-achievement of the adoption income saving.

Children's Staff Management of vacancies – favourable variance £(362)k

There is a favourable variance of £(379)k in relation to the management of staff vacancies across all of Children's Services (£(61)k included in Children's Social Services above).

Children's Terms and Conditions Savings Unachieved – adverse variance £220k

An overspend of £220k relating to the non-achievement of savings in relation to changes in terms and conditions. This is due to the number of exemptions in connection with critical front line services. £127k is included in Children's Social Services above.

Children's Education Early Years Additional Income - favourable variance £(86)k

Mainly from additional income relating to the Education Psychology SLA to Schools.

Home To School Transport – Favourable Variance £(192)k

The new contractual arrangements for the 2015/16 academic year are projected to save an additional £(192)k in this financial year over and above the existing target of £(100)k and managing estimated demographic pressures of £90k.

Children's Services Running Costs Favourable Variance £(86)k.

There are favourable variances totalling £(86)k in relation to running costs across all children's services.

Adults and LD Pool – £(689)k favourable variation from budget:

1. Base budget and additional in year savings not achieved (See Section 3.6) - £232k adverse.
2. A recent Supreme Court judgment, which effectively lowered the threshold for what constitutes deprivation of liberty in care (DOLS), has resulted in additional assessment costs for all local authorities, which for Trafford is £251k.
3. In year savings of £(373)k due to vacant posts, particularly within Older People's Services (£193)k, Mental Health £(60)k, Benefits Advice £(36)k, and LD Day Care and Reablement £(95)k.
4. A one-off efficiency saving of £(202)k as a result of the re-engineering of the Carers Personalisation contract.
5. A £(167)k favourable variance due to a reduction in the assumed use of the winter resilience budget provision for care packages.
6. The release of £(800)k of the provision for additional costs arising as children transition into Adult Learning Disability Services between the ages of 18-25. This is a one-off saving released following the start of the new school year as final decisions are made regarding which students remain in education.
7. £500k increase in the provision for doubtful debts following a high level review of current and historical debt outstanding.
8. Other variances amounting to a net underspend of £(130)k.

Public Health – nil variance from budget:

The Public Health budget is funded through a ring-fenced grant. Any underspend against this grant in the current year will therefore be carried forward to 2015/16. The projected variations relating to Public Health are set out and explained in detail in Appendix 1 and summarised below:

- Management of vacancies - £(57)k favourable, and
- Other income - £(97)k favourable as a result of non-recurrent income from Community Safety for Test on Arrest, £(22)k and a £(75)k contribution from the CCG in respect of Dementia Advice contracts.

This will leave a current unallocated grant balance of £154k for which proposals will be brought forward to support Public Health priorities.

3. Forecasting and Risk

3.1 2014/15 Base Budget Savings

The council's overall budget for 2014/15 includes £(13,776)k of savings of which £(7,390)k relates to CFW. The table in Appendix 2 shows the current assumptions made regarding the delivery of in-year savings targets within the forecasts set out in this report.

Of the 34 savings proposals a total of 29 are expected to be achieved in full and one is expecting to overachieve. The remaining 5 schemes projecting a shortfall of £0.582m are as follows:

1. Children in Care placements - £218k. This saving proposal was linked to a plan to reduce unit costs for CIC placements (see CFW2 for further details).
2. Home to School Transport £(192)k. The reorganisation of home to school contracts has resulted in a larger saving but is in reality the 15-16 saving being achieved early.
3. Terms and Conditions (CYPS & Adults) - £423k shortfall due to the number of exemptions in relation to the delivery of front line services.
4. Adoption Placement fees - £100k savings relating to income from other local authorities will not be achieved, as the number of adopters now exceeds the number of children awaiting adoption.
5. Advice & Information – this is the CFW share of a Council Wide savings target which still remains a pressure in CFW.

3.2 Additional In Year Savings

There are also £(3.3)m of additional in year savings which were approved as part of the CFW budget re-alignment report, of which it was assumed that £(2.5)m would be achieved in year. A list of these savings and the current projection against the re-based budget of £(2.5)m are also included in Appendix 2.

Of the 18 savings proposals a total of 16 are expected to be achieved in full with the remaining 2 schemes projecting a net surplus of £(0.593)m as follows:

1. Voluntary & Community Sector – £(4)k overachievement due to higher than anticipated funds returned by VCS providers.
2. Vacancy Management - the in year target for vacancy management savings is £(580)k, of which it was assumed that £(209)k would be achieved in year as part of the budget realignment. However, this savings target has been overachieved by £(589)k mainly due to posts held vacant pending 2015/16 savings implementation.

3.3 Provision for Doubtful Debts

The Council collects approximately £9.5m each year from clients towards the cost of their residential or domiciliary care package. This is a means tested assessment of a client's ability to pay and some of the debt is deferred i.e. not collected, until a client's assets are sold which can mean debt is not collected for some years. Also the health and wellbeing of a client is taken into account when considering the recovery of debt.

A high level review of current and historical debt outstanding has been carried out and it is considered prudent that £500k is earmarked in the Council's current year's financial plans for the possibility that some debt may not be collected; this would be in addition to the sum of £400k which is already earmarked from previous years. Putting this in context, total bills of £85m have been raised since 2005 and therefore the earmarked provision is equivalent to 1.06% of the total debt raised. The Council will continue to maximise income collection but if any debt is ultimately written off this will be done in accordance with the Council's agreed procedures.

3.4 Care Packages

This is the sixth monitoring report of the financial year based on eight months of actual activity and the information available to produce the forecast outturn will be refined and subject to change as the year progresses.

Adult CFW supports the most vulnerable people in the borough and as such the budgets are demand led. Variations in the number and unit cost of care packages has led to significant variations in demand levels, which have not previously been fully reflected in the budget.

2014/15 budgets have now been re-aligned based on the actual cost of all service users up to 31st August with a projection to 31st March 2015 for all "live" cases at 1st December 2014. The following table sets out the number and average weekly unit cost of "live" cases which form the basis of current forecast expenditure:

	Re-aligned 2014/15 Budget			Forecast Outturn (Period 8)			Forecast Variance		
Service	Service Users	Average weekly cost	Gross Budget	Current Service Users	Average weekly cost	Gross Forecast	Service Users	Weekly cost	Gross Forecast
	No.	£	(£000's)	No.	£	(£000's)	No.	£	(£000's)
Older People									
Domiciliary Care	855	156.33	7,096	853	152.92	6,936	(2)	(3.41)	(160)
Direct Payments	155	178.42	1,669	161	172.37	1,660	6	(6.05)	(9)
Residential/Nursing	571	471.06	14,222	555	475.23	14,167	(16)	4.17	(55)
Physical Disability									
Domiciliary Care	143	178.98	1,212	121	187.49	1,142	(22)	8.51	(70)
Direct Payments	189	220.12	2,270	182	222.18	2,296	(7)	2.06	26
Residential/Nursing	30	656.50	947	30	659.07	962	-	2.57	15
Earning Disability									
Day Care	30	265.06	407	31	263.22	410	1	(1.84)	3
Domiciliary Care	49	293.85	799	46	285.78	745	(3)	(8.07)	(54)
Direct Payments	254	297.47	4,220	249	299.31	4,290	(5)	1.84	70
Residential/Nursing	74	1,330.10	4,166	67	1,283.63	3,855	(7)	(46.47)	(311)
Supported Living	88	992.47	4,287	86	961.94	4,434	(2)	(0.53)	147
Mental Health									
Domiciliary Care	46	121.01	244	46	106.02	234	-	(14.99)	(10)
Direct Payments	30	122.65	209	28	124.24	214	(2)	1.59	5
Residential/Nursing	39	561.39	1,135	37	552.25	1,095	(2)	(9.14)	(40)
Supported Living	19	1,298.06	1,092	22	1,218.42	1,154	3	(79.64)	62
Total			43,975			43,594			(381)

Note: the gross forecast is based on the actual cost of services to date plus a forecast for the remainder of the year based on current users. It is not possible to multiply across the above table as the service users & unit cost only reflect current cases.

3.5 The above table reflects the current gross cost of services based on individual care packages. However, for financial monitoring purposes, a number of further assumptions have been made which are not reflected in the table:

- Estimated clawback on Direct Payments of £(850)k based on total receipts to date in 2014/15 of £(682)k. The current forecast is consistent with the actual clawback figure in 2013/14 of £(837)k adjusted to reflect growth in the number of service users receiving direct payments.
- An annual reduction of £(200)k against Home Care packages to reflect previous experience that approximately 10% of home care package hours are not used. This has been applied pro rata to the number of months remaining in the year, the assumed reduction from 1st December 2014 to 31st March 2015 is £(67)k.
- A winter resilience provision of £333k to offset any net growth in care package numbers/costs during the remainder of the financial year. This reflects a reduction in the assumed use of the contingency of £167k from period 7. The use of the contingency is assumed to be weighted pro rata to the number of months remaining and will be released on this basis (Nov £167k, Dec £133k, Jan £100k, Feb £67k and March £33k)

3.6 Other Assumptions

A pay award of 1% has been assumed for 2014/15.

4. Learning Disabilities Pooled Fund

4.1 At the beginning of the year the LD Pool had a carry forward adverse balance of £3.022m.

4.2 Dialogue is taking place with the Trafford Clinical Commissioning Group (CCG) in order to agree how we collectively address the on-going pressure on the LD Pooled Budget.

5. Service carry-forward reserves

5.1 At the beginning of April 2014 the Children, Families and Wellbeing Directorate had accumulated balances of £(871)k carried forward from previous financial years.

5.2 The remaining carry-forward balances at the end of the year after taking into account the outturn position are:

	DSG	CFW – Non LD Pool	CFW LD Pool
	(£000's)	(£000's)	(£000's)
Balance b/f 1 April 2014	(2,777)	(871)	3,022
Troubled Families Grant		(280)	-
Troubled Families Commitments 15-16		280	
Specific commitments in 2014/15	750	511	
P8 Forecast Outturn	124	766*	-
	(1,903)	406	3,022

The DCLG have provided a grant for troubled families, which is not ring-fenced and will not be spent by 31st March 2014. There are commitments made to partners for 2015/16.

*The CFW net overspend of £110k is split £766k non LD and £(656)k LD. The £(0.656)m underspend on Learning Disability budgets will be used to reduce the commitment on the General Reserve of £1.582m previously agreed at Council on 17 September 2014 (see Table 5 in the covering report).

6. Management Action

6.1 The re-aligned CFW budget is dependent on the delivery of additional in-year savings of £(2.5)m. Detailed implementation plans are now underway for these savings.

6.2 Resource Allocation Process

In June 2014, a revised Resource Allocation model was implemented, which now includes a weekly Resource Panel with wider representation including Directors. The aim of the revised model is to ensure that the amount of funding allocated is based on “Just Enough” support principles, to minimise cases agreed outside the Resource Panel and to ensure that the process for agreeing funding for individual packages of care is strengthened, ensuring that both senior operational managers and commissioners scrutinise each case and make best use of available resources, voids, contracts etc.

In addition a further panel has been established to exercise the same level of scrutiny on cases coming out of the internal and external reablement services.

6.3 Business Delivery Programme Board

The Business Delivery Programme Board has recently refreshed the way it works, splitting into three key elements:

- Core Business,
- Financial Business, and
- Learning Disability Business.

This new approach ensures Directors, lead commissioners, Finance Managers and Heads of Operational Services maintain oversight of activity linked to the budget and address key issues relating to financial monitoring reports, monitoring of savings targets, and other budget recovery action taken. A revised approach to escalating issues arising to the CFW Senior Leadership Team has also been agreed.

6.4 Financial Tracking and Monitoring

An overarching Activity Plan has been developed which details all areas of activity linked to the Learning Disability Pooled Budget, including previous Recovery Plans and Business Cases in respect of 2014/15 and 2015/16 savings proposals.

In addition a financial spread sheet has been created to allow reductions to be quantified based on “real time” information. The spread sheet highlights the starting position, reductions projected based on Business Case plans and actual reductions achieved once actions have been implemented and savings realised. The introduction of the facility to track financial changes will support the programme of work and highlight where savings have been achieved and also where there may be areas at risk.

6.5 Children in Care Placements Tracking and Monitoring

The robust tracking and monitoring of placements has been described in detail in the two previous monitoring reports. The next detailed quarterly placement meeting is being brought forward by one month to ensure the planning of 2015/16 resources is as robust as possible.

Staffing resources are also being considered as a part of this exercise in order that workloads can be managed as effectively and efficiently as possible.

Period 8 Projected Outturn revenue expenditure and income variances

The following tables detail the main variances from the re-alignment revenue budget to the forecasted outturn, in both Management Accounts (“Budget Book”) format and by cause or area of impact of the variance.

Budget Book Format (Objective analysis)	Full Year Revised Budget (£000's)	P8 Forecast Outturn (£000's)	P8 Outturn variance (£000's)	P7 Outturn variance (£000's)	P7 – P8 Movement (£000's)	Ref
Children's Services Portfolio – DSG Element						
Dedicated Schools Grant	0	124	124	124	0	CFW1
Transfer to Dedicated Schools Grant Reserve	0	(124)	(124)	(124)	0	CFW1
Sub-total – DSG	0	0	0	0	0	
Children's Services Portfolio – Non DSG Element						
Education Early Years' Service	6,110	5,693	(417)	(266)	(151)	CFW3
Children's Social Services	15,383	16,715	1,332	1,011	321	CFW2
Children with Complex & Additional Needs	1,943	1,982	39	16	23	CFW2
Commissioning	1,716	1,643	(73)	(70)	(3)	CFW3
Multi Agency Referral & Assessment Service (MARAS)	1,491	1,443	(48)	(49)	1	CFW3
Youth Offending Service	363	370	7	14	(7)	CFW3
Children's Centres	1,933	1,872	(61)	(52)	(9)	CFW3
Youth Service	1,336	1,356	20	43	(23)	CFW3
Sub-total – Children's Services	30,275	31,074	799	647	152	
CFW Children's Total	30,275	31,074	799	647	152	

Budget Book Format (Objective analysis)	Full Year Revised Budget (£000's)	P8 Forecast Outturn (£000's)	P8 Outturn variance (£000's)	P7 Outturn variance (£000's)	P7 – P8 Movement (£000's)	Ref
Adult Social Services Portfolio						
Older People	20,439	20,320	(119)	(98)	(21)	CFW4
Physical Disabilities	4,963	4,935	(28)	(4)	(24)	
Equipment & Adaptations	1,004	1,001	(3)	(3)	0	
Mental Health	3,612	3,521	(91)	(77)	(14)	CFW5
Other Adult Services	854	1,098	244	102	142	CFW6
Strategic & Support Services	967	954	(13)	(2)	(11)	
Adaptations	(64)	(57)	7	8	(1)	
Housing Services	630	604	(26)	(26)	0	CFW7
Community Services	230	226	(4)	(4)	0	
Equalities & Diversity	145	145	0	0	0	
Sub-total	32,780	32,747	(33)	(104)	71	
Learning Disabilities Pooled Fund	22,702	22,046	(656)	177	(833)	CFW8
CFW Adults Total	55,482	54,793	(689)	73	(762)	
Community Health & Wellbeing Portfolio						
Public Health	(868)	(868)	0	0	0	CFW9
CFW Public Health Total	(868)	(868)	0	0	0	
CFW Total	84,889	84,999	110	720	(610)	

Business Reason / Area (Subjective analysis)	P8 Outturn (£000's)	P7 Outturn (£000's)	P7 – P8 Movement (£000's)	Ref
Children's				
Management of staff vacancies	(362)	(312)	(50)	CFW3
Transport Costs	(192)	(100)	(92)	CFW3
Client Need	539	305	234	CFW2
2014/15 Savings not achieved	538	553	(15)	CFW3
Other running costs	9	79	(70)	CFW3
Income	267	122	145	CFW2,3
Total Children's	799	647	152	
Adults				
Management of staff vacancies	(430)	(297)	(133)	CFW4,5,8,9
Transport Costs	112	12	100	
Client Need	(1,306)	(6)	(1,300)	CFW4,5,8
Reduction in Grant Income	0	0	0	
2014/15 Savings not achieved	232	331	(99)	CFW4,6,9
Other running costs	347	176	171	CFW4,5,6,7,8,9
Other Income	356	(143)	499	CFW4,6,8,9
Total Adults	(689)	73	(762)	
Total CFW	110	720	(610)	

NOTES ON VARIANCES AND PERIOD MOVEMENTS

CFW1 – DSG Reserve b/fwd.

- The brought forward DSG reserve balance is £(2,777)k. £750k of this has been allocated to schools on a one off basis there is an expected overspend on SEN of £374k, a favourable variance on Early Years Provision £(138)k and an underspend on Maternity of £(88)k plus other variances totalling £(24)k. This would leave a year end reserve of £(1,903)k.

CFW2 – Children’s Social Services (Including CAN) £1,371k adverse variance

- There is an overspend of £757k, on client care packages of which £539k relates to increased numbers and £218k increase in unit costs. This is an increase of £219k on the previous month. Plans are being reviewed in line with what was described in paragraph 6.5.
- There is a projected shortfall in adoption income of £387k. £100k relates to the savings target regarding income from other LA’s not being achieved, as the number of adopters now exceeds the number of children awaiting adoption. In addition to the saving not being achieved, there is an additional shortfall in adoption income causing a total pressure of £387k against the base budget. It has now become apparent that in the North West the number of recruited adopters is exceeding the number of children awaiting adoption. The result of this is that associated staffing establishments will have to be reviewed.
- The remaining variances are a reduction in the Staying Put Grant £87k, support costs relating to foster carers £74k, staff management £(61)k and £127k for not achieving the Terms and Conditions saving.

CFW3 - Various

Children’s various Vacancy Management – £(362)k Favourable

- There are vacancy management savings amounting to £(362)k across all Children’s Services.

Children’s various 2014/15 savings not achieved - £220k Adverse

- Non-achievement of elements of the terms and conditions saving due to the volume of exemptions required in critical front line services. (£127k already included in Children’s Social Services CFW2 above).

Children’s Home To School Transport- £(192)k Favourable.

- A favourable variance due to the reorganisation of transport contracts which is a 2015/16 saving that is being achieved early.

Additional Income Across Children’s Services £(86)k Favourable

- Additional income, mainly relating to the Educational Psychology Service.

Running Costs Across Children's Services £(86)k Favourable

- There are various favourable variances for running costs across Children's services which total £(86)k.

CFW4 – Older People £(119)k favourable

Vacancy management - £(193)k favourable:

- Commissioning management £(94)k favourable and Reablement £(106)k favourable and care management £7k adverse - Vacancies and savings against posts budgeted at top of grade offset by additional agency costs.

Client Need- £(427)k favourable:

- One-off efficiency saving due to the re-engineering of the Carers Personalisation contract £(202)k.
- A reduction in the assumed use of the contingency of £(167)k from period 7. The assumed use of the winter resilience provision is assumed to be weighted pro rata to the number of months remaining and will be released on this basis (Nov £167k, Dec £133k, Jan £100k, Feb £67k and March £33k)
- Other variations in client need £(58)k.

Savings not achieved- £3k adverse:

- Voluntary and Community Sector – in year shortfall as contracts reduced/ceased part way through the year.

Other Income - £500k adverse:

- £500k increase in the provision for bad debts following a high level review of current and historical debt outstanding.

Other running costs- £(2)k favourable:

- Minor variances within other Older People budgets.

CFW5 – Mental Health £(91)k favourable

Vacancy management - £(60)k favourable

- MH Social Workers (60)k favourable - Vacancies and savings against posts budgeted at top of grade offset by agency costs

Client Need- £(25)k favourable:

- Net variations in client need.

Other running costs- £(6)k favourable:

- Minor variances within other Mental Health budgets.

CFW6 - Other Adult Services £244k adverse

Vacancy management - £(36)k favourable

- Benefits Advice (36)k favourable - Vacancies and savings against posts budgeted at top of grade offset by additional agency costs

Transport Costs - £12k adverse:

- Variation in number and cost of routes.

Other running costs- £292k adverse:

- Generic Services - additional Deprivation of Liberty (DOLS) assessment costs £251k.
- Additional costs of £57k in relation to Healthwatch, and
- Other variations in running costs - £(16)k favourable.

Savings not achieved- £33k adverse:

- Information and Advice Review - £33k adverse - this is the CFW share of a Council Wide savings target now split equally across EGEL, CFW and T&R.

Other income – £(57)k favourable

- Increased Healthwatch income £(57)k.

CFW7– Housing Services – £(26)k favourable

Other running costs- £(26)k favourable:

- Contractual savings in year.

CFW8– LD Pooled Fund – £(656)k favourable

Vacancy management - £(88)k favourable:

- Net vacancies within Social Work, In-House Day Care, Supported Living and LD Reablement.

Client Need- £(818)k favourable:

- Release of £(800)k of the provision for additional costs arising as children transition into Adult Services between the ages of 18-25. This is a one-off saving released following the start of the new school year as final decisions are made regarding which students remain in Education.
- Other net variations in client need £(18)k favourable.

Savings not achieved- £199k adverse:

- Terms and conditions savings not achieved due to the number of exemptions relating to the delivery of critical front line services - £203k adverse offset by Voluntary and Community Sector – in year surplus as a result of more funds returned from contractor than estimated £(4)k.

Transport - £100k adverse

- Additional recharge from CYPS in respect of adults in Education.

Other running costs- £(49)k favourable:

- Other variances within Learning Disability budgets.

CFW9 - Public Health – nil variance**Vacancy management - £(57)k favourable:**

- Public Health Leaders - £(49)k favourable – vacancies and savings against posts budgeted at top of grade.
- Health Improvement - £(20)k favourable – vacancy management.
- Other Public Health staffing variations - £12k adverse.

Other running costs- £154k adverse:

- Unallocated grant balance of £154k arising from overall forecast public health underspends for which proposals will be brought forward to support Public Health priorities.

Other income - £(97)k favourable:

- Drug & Alcohol Misuse - £(22)k favourable non recurrent income from Community Safety for Test on Arrest,
- Health & Wellbeing - £(75)k favourable non recurrent income from CCG towards Dementia Advice contracts.

Appendix 2

CFW Base Budget Savings 2014/15		Note	2014/15 Budget	Forecast Saving	Variance
			(£000's)	(£000's)	(£000's)
Children in Care Placements	CYPS	1	(480)	(262)	218
Supported Living	CYPS		(50)	(50)	-
MARAS Staffing	CYPS		(50)	(50)	-
Market Management	CYPS		(350)	(350)	-
Increased Use Personal Budgets	CYPS		(25)	(25)	-
Commissioning Integration	CYPS		(20)	(20)	-
Complex Additional Needs	CYPS		(50)	(50)	-
Education Support Services Review	CYPS		(100)	(100)	-
Home To School Transport	CYPS	2	(100)	(292)	(192)
Complex & Additional Needs Personalisation	CYPS		(125)	(125)	-
Terms and Conditions	CYPS	3	(656)	(436)	220
Adoption Placement Fees	CYPS	4	(100)	-	100
Connexions Service	CYPS		(260)	(260)	-
Youth Offending Service	CYPS		(150)	(150)	-
Early Years Childcare	CYPS		(25)	(25)	-
Education Welfare Officers	CYPS		(100)	(100)	-
School Improvement	CYPS		(105)	(105)	-
Grant Assisted Projects (YOS & KEEP)	CYPS		(74)	(74)	-
Reduced Inflation applied to running costs	Adults		(422)	(422)	-
Market Management	Adults		(533)	(533)	-
New models of service in LD reducing placement costs	Adults		(200)	(200)	-
Mental Health - implement Personal Budgets	Adults		(50)	(50)	-
LD Transport - implement Personal Budgets	Adults		(200)	(200)	-
Ascot House - joint service with TPS resulting in efficiencies in running costs	Adults		(100)	(100)	-
Reduce Public Health	Adults		(850)	(850)	-
Telecare	Adults		(400)	(400)	-
Reablement	Adults		(500)	(500)	-
Commissioning Integration (Children's/Adults)	Adults		(20)	(20)	-
Advice & Information - Council wide review	Adults	5	(83)	(50)	33
Pre-payment cards	Adults		(40)	(40)	-
Carers Services	Adults		(50)	(50)	-
Extension of Personalisation Agenda	Adults		(25)	(25)	-
Supporting People	Adults		(399)	(399)	-
Terms and Conditions	Adults	3	(695)	(492)	203
Inflationary increase for rents charged for supported living houses	Adults		(3)	(3)	-
			(7,390)	(6,808)	582

CFW In Year Budget Savings 2014/15		Note	2014/15 Target (£000's)	Assumed in rebased Budget (£000's)	Forecast Saving (£000's)	Variance (£000's)
Music Service	CYPS		(5)	(5)	(5)	-
Early Help Framework	CYPS		(66)	(66)	(66)	-
Complaints and Governance	CYPS		(5)	(4)	(4)	-
Stronger Families	CYPS		(250)	(250)	(250)	-
Area Family Support Team	CYPS		(36)	(18)	(18)	-
Children In care Personal needs	CYPS		(100)	(100)	(100)	-
Education Psychology	CYPS		(50)	(50)	(50)	-
Application of Grants	CYPS		(500)	(500)	(500)	-
Voluntary & Community Sector	Adults	1	(80)	(80)	(84)	(4)
LD – Contract Negotiations	Adults		(150)	(75)	(75)	-
LD – Acceleration of Tenders	Adults		(490)	(245)	(245)	-
LD – Ordinary Residence	Adults		(150)	(75)	(75)	-
LD – Ordinary Residence – Brokering Supported Living	Adults		(7)	(4)	(4)	-
LD – Care Packages	Adults		(9)	(9)	(9)	-
LD – Development Fund	Adults		(13)	(13)	(13)	-
LD – Void Management	Adults		(17)	(9)	(9)	-
Better Care Fund	Adults		(788)	(788)	(788)	-
Vacancy Management	All	2	(580)	(209)	(798)	(589)
			(3,296)	(2,500)	(3,093)	(593)

TRAFFORD MBC

Report to: Economic Growth, Environment and Infrastructure
Directorate Management Team

Date: 18 December 2014

Report for: Discussion

Report author: Finance Manager

Report Title

Revenue Budget Monitoring 2014/15 – Period 8 (April 2014 to November 2014)

1. Forecast Outturn for the Year

- 1.1 The approved revenue budget for the year is £33.429m. The forecast outturn is £33.071m, which is £(0.358)m under the approved budget. This is a net favourable movement of £(0.002)m from the last report and relates to minor movements across the Directorate.
- 1.2 The Directorate has brought forward balances of £(1.155)m from previous years (paragraph 3). These are earmarked for specific project based activity which has been re-phased from previous years, one-off projects to support in-year service efficiencies, and also to mitigate specific one-off budget pressures this year, such as from the Enforcement and Groundforce reviews, if required. The remaining balance based on the projected outturn above is £(0.429)m. This will be held to mitigate any future pressures during the year, such as weather related incidents.

2. Summary of Variances

- 2.1 The overall favourable variance of £(0.358)m reflects a number of individual under and overspends across the diverse areas of the Directorate, as detailed in Appendix 1 and summarised below.
- 2.2 There is one-off shortfall in approved savings relating to the Enforcement review (from 2013/14) £0.058m, and Groundforce review £0.047m. This is due to additional time taken for staff and stakeholder consultations. There is also an expected income saving shortfall of £0.030m from moving traffic offences, which is linked to the progress of the AGMA initiative supporting this. Income generation from town centre advertising will not be achieved £0.016m following recent legal advice, and property referral web-site advertising has been re-phased leading to a one-off shortfall of £0.003m this year. Savings will be delivered in full from 2015/16, and for town centre advertising alternative proposals will be progressed through the Medium Term Financial Plan.
- 2.3 The levy paid to Greater Manchester Waste Disposal Authority is expected to be £0.200m higher than budgeted, which is due to weather related increases in the volume of green waste being recycled over the summer. This can be partially mitigated by a negotiated one-off procurement saving in the waste collection contract £(0.150)m.
- 2.4 Favourable one-off income variances are projected from Oakfield Road car park £(0.128)m, rechargeable grounds maintenance costs £(0.039)m, Stretford Arndale rent £(0.067)m and Urmston Town centre rent £(0.048)m. Income is

higher than budgeted from other car parking charges £(0.015)m, GM Road Access Permit Scheme £(0.082)m and planning fees £(0.064)m. There are income shortfalls forecast relating to licencing £0.007m, pest control £0.017m, building control £0.065m and Green Deal £0.040m. Overall projected income is £(0.003)m higher than last reported.

- 2.5 There are a number of favourable variances relating to staffing budgets as a result of turnover or vacancy management £(0.275)m, including £(0.080)m from senior management restructuring, £(0.050)m from school crossing patrols and £(0.050)m Highways. The net underspend on staffing has increased by £(0.006)m since last reported.
- 2.6 Other running cost variances include underspends on Administrative Buildings £(0.056)m and Groundforce £(0.058)m, with overspends projected in Highways/Street Lighting maintenance £0.108m and for a one-off pressure re Altrincham Market £0.029m. Overall projected running costs have increased by £0.007m since the last report.
- 2.7 Management action will continue throughout the year to ensure that essential services are delivered within budget and to seek out opportunities for future financial benefits. This includes:
 - Only necessary spending on supplies and services to be approved;
 - Systematic 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 and better procurement;
 - Potential to accelerate future savings proposals.

3. Reserves

- 3.1 At the end of 2013/14 the Directorate had a surplus on accumulated balances of £(1.155)m, which was carried forward to 2014/15. This was a result of the successful management of budget pressures in the last two financial years but also includes a number of commitments relating to projects being re-phased across the year end.
- 3.2 The planned use of these balances is shown below. The current balance of £(0.429)m is being held to cover potential budget pressures from external factors, such as from adverse weather or reductions in income. Any balance remaining at year end will be carried forward to support services in 2015/16 accordingly.

Utilisation of Carry forward Reserve 2014/15	(£000's)
ETO Surplus balance brought forward at 1 April 2014	(494)
EGP Surplus balance brought forward at 1 April 2014	(661)
Re-phasing of projects from 2013/14	381
Committed on 2014/15 projects	703
Period 8 forecast outturn (favourable)	(358)
Balance after known commitments	(429)

4. Savings

- 4.1 The approved Directorate budget includes 2014/15 savings of £(3.153)m as follows:

	Budget (£000's)	Outturn (£000's)	Variance (£000's)
Increased and new income	(320)	(271)	49
Efficiencies and others	(786)	(786)	0
Policy Choice	(1,920)	(1,873)	47
Mitigating action across EGEI	0	(96)	(96)
Terms and Conditions	(127)	(127)	0
Total EGEI	(3,153)	(3,153)	0

- 4.2 The income shortfall of £0.049m relates to the delay in implementing the saving relating to moving traffic offences £0.030m (note EGEI1 below) and £0.019m from town centre advertising and property referral fee web-site advertising (EGEI10). In policy choice £0.047m relates to re-phasing of savings in Groundforce (note EGEI4). All these items are to be mitigated in full from management action and other favourable variances across the Directorate, or by the use of accumulated balances if required. The savings will be achieved in full from 2015/16, with alternative measures for town centre advertising progressed through the Medium Term Financial Plan.
- 4.3 In addition, there is a £0.058m shortfall in the saving associated with the review of Enforcement approved in the 2013/14 budget. This is also due to additional staff and stakeholder consultations and the saving is now being delivered in full (from August 2014) (see note EGEI5).

5. Forecasting and Risk

- 5.1 This is the sixth monitoring report of the financial year based on eight months of actual activity and the information available to produce the forecast outturn will be refined and subject to change as the year progresses.
- 5.2 The key assumptions and/or areas of risk in this forecast are:
- GM Waste Disposal Authority levy – each month the WDA notifies GM Councils of variances in the actual tonnages of waste delivered compared to that assumed when setting the levy at the start of the year. This results in an additional cost or rebate per Council. Actual tonnages can be affected by weather and also customer behaviour, for example levels of recycling. There is a £0.200m increase in the levy forecast this year due to the weather (see note EGEI5 below);
 - Fee income from capital works will vary depending on the progress of delivering the approved capital programme during the year – total budgeted fee income for the year is £2.2m;

- Demand led fees and charges income, such as from Parking, Licencing, Planning and Building Control, will vary based on economic conditions and customer behaviour. Bereavement Services income is also affected by external factors. All fees and charges are monitored weekly or monthly, with trends and previous profiles used to inform forecasts;
- Investment property income – this varies depending on economic factors, and includes income from shopping centres (e.g. Stretford Mall) where lettings and rents are the responsibility of the owners of the properties;
- Weather related incidents impact on costs and income, particularly during the winter months. This includes increased winter maintenance costs (gritting etc.), pot hole damage to highways, tree and other infrastructure damage. The Directorate has £0.140m in a Winter Maintenance reserve to smooth these pressures across financial years, if required.
- A pay award of 1% has been assumed for 2014/15. This is in line with the actual award agreed in November for staff earning over £20,400 per annum (full time equivalent) including all non-consolidated elements. For Traded Services (Catering and Cleaning), there are a large number of staff on lower equivalent annual pay where the pay increase is higher than 1% and the effect of this is estimated at £36k over that planned. This is intended to be covered from one-off existing resources.

6. Recommendations

- 6.1 It is recommended that the forecast outturn be noted.

Period 8 Forecast Outturn revenue expenditure and income variances.

The following tables detail the main variances from the revenue budget to the forecast 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.

Economic Growth, Environment & Infrastructure Budget Book Format (Objective analysis)	Full Year Budget (£000's)	P8 Forecast Outturn (£000's)	P8 Forecast Variance (£000's)	P7 Outturn Variance (£000's)	Period Movement (£000's)	Ref
Highway and Network Management, including Traffic & Transportation	5,151	5,230	79	57	22	EGEI1
School Crossing Patrols	509	459	(50)	(50)	0	EGEI2
Parking Services	(337)	(505)	(168)	(167)	(1)	EGEI3
Groundforce	4,144	4,099	(45)	(45)	0	EGEI4
Bereavement Services	(1,090)	(1,079)	11	3	8	
Sustainability & Greenspace	359	325	(34)	(27)	(7)	
Waste Management (incl. WDA levy)	18,979	19,025	46	50	(4)	EGEI5
Public Protection	602	618	16	30	(14)	
Environmental Enforcement	89	155	66	69	(3)	EGEI6
Directorate Strategy & Business Support	259	179	(80)	(80)	0	EGEI7
Sub-total Environment & Operations Portfolio	28,665	28,506	(159)	(160)	1	
Property and Development	2,608	2,385	(223)	(204)	(19)	EGEI8
Planning & Building Control	(119)	(91)	28	18	10	EGEI9
Strategic Planning & Development	533	525	(8)	(8)	0	
Economic Growth	759	723	(36)	(39)	3	EGEI10
Housing Strategy	596	636	40	37	3	EGEI11
Directorate Strategy & Business Support	459	459	0	0	0	
Sub-total Economic Growth & Planning Portfolio	4,836	4,637	(199)	(196)	(3)	
Operational Services for Education	(72)	(72)	0	0	0	
Total Forecast Outturn Period 8	33,429	33,071	(358)	(356)	(2)	

Economic Growth, Environment & Infrastructure Business Reason / Area (Subjective analysis)	P8 Outturn Variance (£000's)	P7 Outturn Variance (£000's)	Period Movement (£000's)	Ref
Highways and Network Management				
Income shortfall, including moving traffic offences	38	45	(7)	
GMRAPs income above budget	(82)	(82)	0	
Capital fee income shortfall	95	93	2	
Staff vacancies	(50)	(50)	0	
Running costs including depot	108	81	27	
Energy – Street Lighting	(30)	(30)	0	
Sub-total	79	57	22	EGEI1
School Crossing Patrols - vacancies	(50)	(50)	0	EGEI2
Parking Services				
Additional income – Oakfield Road	(128)	(128)	0	
Income – other locations	(15)	(15)	0	
Staffing and running costs	(25)	(24)	(1)	
Sub-total	(168)	(167)	(1)	EGEI3
Groundforce				
Re-profiling of staff/equipment savings	47	47	0	
Other running costs	(58)	(58)	0	
External income	(34)	(34)	0	
Sub-total	(45)	(45)	0	EGEI4
Bereavement Services				
Staffing and maintenance costs	3	3	0	
Income shortfall	8	0	8	
Sub-total	11	3	8	
Sustainability & Greenspace				
Vacancy, supplies & services	(34)	(27)	(7)	
Waste Management				
Staffing and general running costs	(4)	0	(4)	
GM Waste levy – additional green waste recycling	200	200	0	
Waste contract – one-off procurement saving	(150)	(150)	0	
Sub-total	46	50	(4)	EGEI5

Economic Growth, Environment & Infrastructure Business Reason / Area (Subjective analysis)	P8 Outturn Variance (£000's)	P7 Outturn Variance (£000's)	Period Movement (£000's)	Ref
Public Protection				
Staffing and running costs	(8)	(8)	0	
Income shortfalls	24	38	(14)	
Sub-total	16	30	(14)	
Environmental Enforcement				
Re-profiling of staff/equipment saving	58	58	0	
Running costs - vehicles	8	11	(3)	
Sub-total	66	69	(3)	EGEI6
Director & Business Support				
Staffing and Running costs	(80)	(80)	0	EGEI7
Sub-total Environment & Operations Portfolio	(159)	(160)	1	
Property and Development				
Investment Property Rental Income:				
- Stretford Arndale back rent for 2013/14	(67)	(67)	0	
- Urmston Town Centre – one-off surplus	(48)	(48)	0	
- Airport – surplus	(16)	(16)	0	
- Other properties - surplus	(9)	(9)	0	
Community buildings – income/running costs	(2)	4	(6)	
Admin Buildings running costs	(56)	(49)	(7)	
Markets – one-off adjustment to cost recovery	29	29	0	
Other minor running cost variances	(2)	4	(6)	
Major projects capital fee income	(52)	(52)	0	
Sub-total	(223)	(204)	(19)	EGEI8
Planning & Building Control				
Planning applications income	(64)	(72)	8	
Building Control income shortfall	65	65	0	
Staffing including interim support	15	15	0	
Running costs	12	10	2	
Sub-total	28	18	10	EGEI9
Strategic Planning & Development				
Staffing/running costs savings	(8)	(8)	0	

Economic Growth, Environment & Infrastructure Business Reason / Area (Subjective analysis)	P8 Outturn Variance (£000's)	P7 Outturn Variance (£000's)	Period Movement (£000's)	Ref
Economic Growth				
Staffing vacancies	(50)	(53)	3	
Other running costs	(5)	(5)	0	
Town centre advertising income	16	16	0	
Property referral fee website advertising income	3	3	0	
Sub-total	(36)	(39)	3	EGEI10
Housing Strategy				
Green Deal income re-phased implementation	40	40	0	
Staffing and running cost savings	0	(3)	3	
Sub-total	40	37	3	EGEI11
Sub-total Economic Growth & Planning Portfolio	(199)	(196)	(3)	
Total Forecast Outturn EGEI Period 8	(358)	(356)	(2)	

Summary Variance Analysis Period 8

All Services	Savings £000	Staff £000	Running Costs £000	Income £000	Total Variance £000
Period 7	154	(277)	39	(272)	(356)
Period 8	154	(283)	46	(275)	(358)
Period Movement	0	(6)	7	(3)	(2)

ADDITIONAL NOTES ON FORECAST OUTTURN VARIANCES

EGEI1 – Highways & Network Management - £0.079m (adverse)

Income generation of £(0.030)m is included as a saving in the approved budget from moving traffic offences. This is part of an AGMA initiative to improve safety and traffic flows on major routes and the project has needed to be re-phased into 2015/16.

Running costs are expected to be £0.108m above budget over a number of service areas, which is £0.027m higher than last reported. This mainly reflects latest forecasts of maintenance costs in highways and street lighting. Use of capital and other measures are being reviewed to mitigate this pressure.

Staffing is expected to be £(0.050)m underspent for the year due to vacancies.

There is additional income above budget of £(0.082)m from the Greater Manchester Road Access Permit Scheme, which was implemented during 2013/14.

Fee income from technical and consultancy work charged to capital schemes is predicted to be £0.095m below budget due to the predicted timing of capital works.

Street Lighting energy costs are projected to be £(0.030)m less than budgeted based on latest projected usage volumes and includes the new contract prices from October 2014.

EGEI2 – School Crossing Patrols – £(0.050)m (favourable)

There is a forecast underspend on staffing due to vacancies.

EGEI3 – Parking Services – £(0.168)m (favourable)

The approved budget for 2013/14 included assumptions regarding the partial, then full closure of Oakfield Road car park during the year as part of the regeneration of Altrincham Town Centre. The re-phasing of the town centre project has resulted in forecast income being £(0.128)m above budget, which has continued from last year.

Other car parking income is projected to be £(0.015)m above target. Resurfacing work at a supermarket car park in Sale is expected to lead to a one-off income shortfall of around £0.035m this year.

EGEI4 – Groundforce - £(0.045)m (favourable)

Savings associated with staffing, supplies, vehicles and equipment have been re-profiled, and there is a forecast one-off overspend of £0.047m this year. This relates to additional consultations with staff and other stakeholders in order to implement the approved budget proposals.

Running costs are expected to be £(0.058)m less than budgeted, mainly reflecting a reduction in projected plant and vehicles costs (including fuel). One-off backdated income of £(0.039)m relates to rechargeable grounds maintenance works.

EGEI5 – Waste Management and Disposal - £0.046m (adverse)

Following notifications from the Greater Manchester Waste Disposal Authority, there is an estimated additional levy cost of £0.200m this year. This is due to weather related increases in the overall tonnages of green waste being disposed, and is adversely affecting all Councils across Greater Manchester. The level of waste is recorded at the time of disposal and the levy impact reported monthly to GM Councils by the WDA. The percentage of waste recycled as a proportion of all waste remains high (over 60%), and the budgeted savings from the introduction of food waste recycling are on course to be achieved.

The service has negotiated changes to the waste collection contract which will result in a one-off saving of £(0.150)m. This can be used to part mitigate the disposal levy pressure above, with the balance covered by use of reserves brought forward from 2014/15, if necessary.

EGEI6 – Environmental Enforcement £0.066m (adverse)

The 2013/14 saving associated with the review of Enforcement has been re-profiled following additional staff and stakeholder consultations. This has resulted in a forecast overspend of £0.058m for the year. All changes have been implemented at the end of August and the saving achieved in full from this point.

Additional costs relating to vehicles of £0.008m are included in the forecast spend, £(0.003)m lower than previously reported.

EGEI7 – Director & Business Support £(0.080)m (favourable)

The restructure and the ETO and EGP Directorates has led to a rationalisation of management costs which is expected to deliver a saving of £(0.080)m on current budgeted staff costs. This will be taken forward in the Medium Term Financial Plan as appropriate.

EGEI8 – Property and Development - £(0.223)m (favourable)

The approved budget for 2014/15 included assumptions regarding Urmston Town Centre asset disposal. This has taken longer than had been assumed and rental income has continued beyond expectations giving an additional £(0.048)m one-off benefit this year. The disposal has now been completed.

For Stretford Arndale, the Agents for the owners have continued to maintain a number of short term lettings to ensure the number of vacant units is minimised and this has held up gross rental income. Last month it was reported that the year-end rental payment for 2013/14 of £(0.067)m was received.

Rent from Manchester Airport rent is £(0.016)m above budget following notification from Manchester City Council of new rent levels.

Improved efficiency in the Major Projects team has continued from the last financial year and forecast for fee income from capital and external projects is £(0.052)m higher than budgeted.

Administrative building running costs are less than expected across the portfolio by £(0.056)m, a favourable movement of £(0.007)m since last reported. This includes £(0.039)m relating to the catering concession at Altrincham Town Hall.

There is a one-off adjustment to cost recovery for Altrincham Market £0.029m.

EGEI9 – Planning and Building Control – £0.028m (adverse)

Projected income from planning fees is £0.008m lower than last reported, now giving an overall surplus of £(0.064)m. There is a projected shortfall in income from building control fees of £0.065m and action is underway to address this. Both fees are monitored regularly.

There is a projected overspend on staffing of £0.015m for the year due to the appointment of interim staff to cover vacancies and address the resulting capacity issues. The permanent filling of vacant posts will be addressed by the on-going restructure of the combined Directorate. Running costs are £0.012m above budget and includes investment in ICT to improve efficiency.

EGEI10 – Economic Growth Team – £(0.036)m (favourable)

There is an underspend in staffing and running costs of the Altrincham Town Team as service review and potential re-design is implemented in this area.

The income generation proposal relating to town centre advertising will not be achieved due to recent legal advice leading to an overspend of £0.016m. This will be addressed through alternative proposals and progressed in the Medium Term Financial Plan. Income from property referral fees web-site advertising have been re-phased to later in the year giving a predicted shortfall of £0.003m.

EGE11 – Housing Strategy – £0.040m (adverse)

There is a predicted shortfall in income of £0.040m from the implementation of Green Deal. This is an on-going pressure and will be addressed in the Medium Term Financial Plan.

TRAFFORD COUNCIL

Report to: Transformation & Resources Directorate Management Team
 Date: 18 December 2014
 Report for: Discussion
 Report author: Senior Accountant – Transformation & Resources

Revenue Budget Monitoring 2014/15 – Period 8 (April 2014 – November 2014 inclusive)

1 Outturn

1.1 The current approved revenue budget for the year is £17,527k, and after period eight the forecasted outturn is £17,213k, which is a £(314)k, or (1.8)%, underspend position. This is a favourable net movement since the last report of £(178)k.

2 Summary of forecast and movements

2.1 Detail on the forecasted outturn analysed by service, portfolio and activity is provided at Appendix 1. The following summarises the significant movements from the previous period, with further detail in Appendix 1:

- **Delays in delivering budget savings, £392k adverse forecast, £(9)k favourable movement;** the adverse variance is based on a prudent assessment of both timing and savings level with the monthly movement attributable to further part year savings achieved on the HR restructure which will be fully achieved in April 2015 – see paragraph 3.3 (T&R1).
- **Delay in telephony, voice and data upgrade, £67k adverse forecast, favourable movement £(7)k;** the voice and data telephony lines will not yield the anticipated savings due to delay in migrating DDI (Direct Dialling) numbers, a contribution towards the cost of the delay is being negotiated with Virgin Media to recover the sum of £100k. The movement in this period relates to a reduction in call charges on ISDN lines. There will also be a potential budget pressure in 2015/16, which will be included in the Council's Medium Term Plan when quantified (T&R2).
- **Barrister and Court Fees, £77k adverse forecast, no movement;** the quantity of cases being determined in-year and the costs of the individual cases has been on the increase for a number of years. The draft 2015/16 budget includes additional funding to address the budget shortfall in this business activity (T&R3).
- **Vacancy Management, £(468)k favourable forecast, £(51)k favourable movement;** this relates to a favourable movement in Finance Services of £(29)k and £(22)k in ICT (T&R4).
- **Running costs variances, £(25)k favourable forecast, adverse movement £20k;** the adverse movement relates to software purchases for the new Library Management System and due to a reduction in the budget.

The total running costs expenditure in period 8 is £99k inclusive of £35k expenditure for “Serving Stories” initiatives, (see below); with related income accounted for under (T&R6) (T&R5).

- **Income variances, £(357)k favourable forecast, £(131)k favourable movement;** this reflects new and additional income streams including increased level of income from capital recharges for legal services work of £(49)k.

Two grants of £(41)k were received in Partnership & Communities, Community Covenant Grant £(35)k, of which £(32.5)k relates to Imperial War Museum for “Serving Stories” initiatives and £(2.5)k to cover running costs within the Local Strategic Partnership (see T&R5).

HR received £(23)k SLA income from Schools, and in Tourist Information Centre income was £(12)k better than anticipated. Miscellaneous income of £(12)k is attributable to other services (T&R6).

3 MTFP Savings 2014-15

- 3.1 The Council’s overall budget for 2014/15 includes £(13,776)k of savings of which £(3,006)k relates to T&R. All actions to achieve the T&R full year savings are expected to be completed by 31 March 2015 although the timing of some of these will mean the cash saving in 2014/15 is forecast to be £(2,614)k, which is 87% of the target.
- 3.2 The delay in in-year cash savings of £0.392m into the following year is in respect of the following initiatives.

Table 1: Saving Description	Phased Savings (£000’s)
Human Resources Restructure (a)	91
Partnerships and Communities Restructure (b)	93
Legal Services Restructure (a)	36
Design and Print (c)	113
ICT - Social care - licence fee (d)	59
Total	392

- 3.3 Notes to the above phased savings table:

- (a) As noted at Scrutiny review this is a phased implementation. Proposals are now in place to deliver this saving;
- (b) £225k achieved. It has been reviewed further and there is no movement and the balance is due to lengthened timescale to appoint to structure;
- (c) £107k achieved. Balance to be realised across the Council - a longer contract tendering exercise for printing and photocopying services is currently being undertaken following which this position will be reviewed.
- (d) Linked to rephased Liquid Logic ICT project.

- 3.4 The in-year shortfall against budget has been mitigated by in year net underspends.

4 Reserves

- 4.1 The Directorate has accumulated balances of £(1,978)k brought forward from previous years. This will be used to support the delivery of the Reshaping Trafford Programme and the development of future efficiencies. Funding will be provided for an investment in ICT hardware, software and communications such as server upgrades, network connections and access to services.
- 4.2 The table summarises the projected movement during 2014/15:

Table 2: Utilisation of Carry Forward Reserve 2014/15	£000's
Balance b/f 1 April 2014	(1,978)
Delivering Reshaping Trafford and future efficiencies	732
ICT hardware and software upgrades	361
Contingencies	504
Land Charges Claim	185
Improving communications and democratic access	141
2014/15 Outturn	(314)
Remaining Balance at 31 March 2015	(369)

5 Main Assumptions

- 5.1 This forecast has been based on eight months of actual activity in 2014/15, compared to the budgeted plan, and where appropriate to previous years. Where adjustments have been made, they have been done in consultation with the relevant manager for any known variance in plans or activity. The key assumptions and/or areas of risk in this forecast are:
- Court costs and Barrister fees; are volatile, with the quantity of cases being determined in-year and the costs of the individual cases being highly variable. The estimated forecast is based on current actuals extrapolated by the previous five years' experience, but will need to be kept under review.
 - Included in the T&R 2014/15 is £592k vacancy factor, which reflects staff turnover and the delays in time to recruit to establishment posts at 3.5%. The current vacancy management forecast of £(555)k favourable variance (T&R 4) assumes that this £(592)k will be fully achieved as per previous year's activity levels. After eight months £37k or 6% of this vacancy factor has not been achieved but the current vacancy levels forecasted assume this will be achieved by the end of the financial year.
 - The £67k adverse variance on the transfer of telephony lines to the new contractor has reduced from £74k and is prudently shown at the maximum for the whole year. By period 8 the adverse variance is £67k, with a reduction of £(7)k from last period. Any further contribution towards the additional in-year costs from the contractor will be taken into consideration.
 - Waterside Arts Centre ticket sales income is based on previous year's activity. Income is variable dependent upon the entertainment programme and customer demand. At this stage of the year it is difficult to forecast total annual income with certainty, as the Christmas period typically generates 50%, or around £(130)k, of the gross annual income. Christmas

bookings have now begun but it is too early for comparisons with last year's sales.

- A pay award of 1% has been assumed for 2014/15. The new pay award equates to approximately 1% and there is no additional pressure for 2014/15 financial year.

Period 8 Forecasted Outturn revenue expenditure and income variances

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. Note the full year budget has been reduced by £(69)k in respect of virements P&C (£17k Secondment), Culture & Sports (£4k Maintenance) and £48k for 2 Drivers transferred from Access Trafford to EGEI.

Budget Book Format (Objective analysis)	Full Year Budget (£000's)	P8 Forecast Outturn (£000's)	P8 Outturn variance (£000's)	P7 Outturn variance (£000's)	P7 to P8 Movement (£000's)	Note ref
Transformation and Resources Portfolio						
Legal & Democratic	2,491	2,470	(21)	37	(58)	T&R1,3
Communications & Customer Services	5,838	5,736	(102)	(46)	(56)	T&R1,2
Strategic Human Resources	2,068	2,063	(5)	10	(15)	T&R1
Corporate Leadership and Support	368	341	(27)	(24)	(3)	
sub-total	10,765	10,610	(155)	(23)	(132)	
Finance Portfolio						
Finance Services	3,614	3,347	(267)	(235)	(32)	
Sub-total	3,614	3,347	(267)	(235)	(32)	
Communities and Partnerships						
Partnerships & Communities	1,529	1,612	83	94	(11)	T&R1
Culture & Sport	1,619	1,644	25	28	(3)	
sub-total	3,148	3,256	108	122	(14)	
Total	17,527	17,213	(314)	(136)	(178)	

Business Reason / Area (Subjective analysis)	P8 Outturn variance (£000's)	P7 Outturn variance (£000's)	P7 to P8 Movement (£000's)	Note ref
Delay in savings implementation	392	401	(9)	T&R 1
ISDN line upgrade delay	67	74	(7)	T&R 2
Court Costs and Legal fees	77	77	0	T&R 3
Management of Vacancies	(468)	(417)	(51)	T&R 4
Running Costs	(25)	(45)	20	T&R 5
Income	(357)	(226)	(131)	T&R 6
Total	(314)	(136)	(178)	

NOTES ON PROJECTED OUTTURN VARIANCES

- **£392k adverse, phasing of base budget savings** (discussed in Section 3); action will be taken in year on the various initiatives to achieve £(3,006)k in savings within the Directorate. However, five of these will be delayed causing a part year adverse effect in 2014/15. Underspends in other areas, and in-year cash savings will be used to mitigate this loss (T&R1).
- **£67k adverse, delay in telephony, voice and data upgrade**; the migration of voice and data telephony lines between contractors has been delayed (T&R2).
- **£77k adverse, Barrister and Court fees**; primarily due to current activity levels relating mainly to childcare caseload and the cost of such legal action (T&R3).
- **£(468)k favourable, vacancy management**; Communications, Human Resources, Revenues and Benefits, Internal Audit and ICT services have been recently subject to reviews, staff turnover and posts being held back for 2015/16 savings. This net variance has reduced to £66k adverse variance compared to £95k in period 7 and the reduction is due to not engaging temporary staff during period 8 therefore the forecast had to be revised. However, £66k adverse variance is mitigated by £(257)k underspend in Revenue & Benefits service, which is due in part to secondments and externally funded project work (T&R4).
- **£(25)k favourable, running costs; £20k adverse movement** is due to purchase of memory for virtual server. (T&R 5).
- **£(357)k favourable, income**; there are favourable income variances across the T&R Directorate including Legal & Democratic £(119)k (STaR and Troubled Families Programme), Access Trafford £(30)k (Blue Badge), Finance £(72)k (secondments and SLA income), HR £(62)k (Stopgap placement, salary sacrifice, LAA and training income), Partnership & Communities £(74)k (Home Office funding) (T&R 6).

TRAFFORD COUNCIL

Report to: Director of Finance
 Date: 18 December 2014
 Report for: Information
 Report author: Finance Manager Financial Accounting

Report Title

**Revenue Budget Monitoring 2014/15 – Period 8 Outturn - Council-Wide Budgets
 (April 2014 to November 2014 inclusive)**

1 Outturn Forecast

- 1.1 The current approved revenue budget for the year is £20.291m. The outturn forecast is £18.358m, which is £(1.933)m under the budget, a favourable movement of £(0.977)m since the last report.
- 1.2 Appendix 1 details by variance area the projected outturn as compared to the approved revenue budget, with the main variances being;
- Manchester Airport Group interim dividend payment £(1.000)m not budgeted for;
 - Proceeds from the planned sale of the Council's interest in Urmston Town Centre, in excess of the figure reported to the Council meeting on 17 September 2014, £(0.054)m;
 - Empty Homes/Single Person Discount Review, one-off fees of £0.045m. As a consequence of the review, the Council will receive additional income from New Homes Bonus grant for each property identified, worth approximately £1,455 per property;
 - Members expenses - savings as a result of changes to the Members Allowances Scheme, £(0.025)m;
 - £(0.844)m additional Section 31 grant relating to the Government's extension of the Small Business Rate Relief/Retail Relief Discount Schemes and further income from renewable energy schemes;
 - £0.056m reduction in the level of Education Services grant;
 - Housing and Council Tax Benefits overpayment recovery net variance of £(0.059)m, an adverse movement of £0.058m since last month;
 - External Audit fees, one-off rebate £(0.021)m offset by additional costs of £0.015m relating to the forensic review of the Council's investigation report into budget monitoring arrangements;
 - VAT refund relating to a claim for backdated commercial waste income, £(0.029)m;
 - Other minor variances, £(0.017)m.

2 Service carry-forward reserve

- 2.1 Other than for the Coroner's Service, Council-Wide budgets do not have their own carry forward reserve, and any underspend will be transferred to the General Reserve, as detailed in the summary report.

3 Forecasting and Risk

- 3.1 This forecast has been based on seven months of actual activity. The activity covered by Council-Wide budgets is varied, and the key assumptions in the October forecast are:
- Average investment rates will be 0.7% with a cash flow of £75.4m.
 - The majority of the Council's loans are at fixed rate interest. The only variable loan of £20m is with the Royal Bank of Scotland at 6.01%. However, there is a smoothing reserve to mitigate large variations from this assumption.
 - Council error in the award of housing benefit will be within threshold limits, and recovery of benefit overpayments will continue at previous activity levels.
 - All contingency budgets for end of year adjustments will be utilised, including the provision for bad and doubtful debts.
 - A pay award of 1% has been assumed for 2014/15.

Period 8 Draft Outturn revenue expenditure and income variances,

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)	P8 Forecast Outturn (£000's)	P8 Outturn variance (£000's)	P7 Outturn variance (£000's)	Period Movement (£000's)	Ref
Finance Portfolio						
Precepts, Levies & Subscriptions	17,855	17,859	4	4		
Provisions (bad debts & pensions)	(535)	(544)	(9)	(9)		C-W1
Treasury Management	7,981	6,965	(1,016)	(10)	(1,006)	C-W2
Insurance	775	775				
Members Expenses	926	901	(25)	(25)		C-W3
Grants	(6,804)	(7,597)	(793)	(793)		C-W4
Other Centrally held budgets	93	(1)	(94)	(123)	29	C-W5
Total	20,291	18,358	(1,933)	(956)	(977)	

Business Reason / Area (Subjective analysis)	P8 Outturn variance (£000's)	P7 Outturn variance (£000's)	Period Movement (£000's)	Ref
Urmston Town Centre additional sale proceeds	(54)	(54)		C-W1
Empty Homes/Single Person Discount Review	45	45		C-W1
Treasury Management:				
- MIA interim dividend	(1,000)		(1,000)	C-W2
- Investment Income	(10)	(10)		C-W2
- Debt payments	(6)		(6)	C-W2
Precepts, Levies & Subscriptions	4	4		
Members Expenses	(25)	(25)		C-W3
Grants	(793)	(793)		C-W4
External audit fees	(6)	(6)		C-W5
Housing & Council Tax benefits	(59)	(117)	58	C-W5
VAT Refund	(29)	0	(29)	
Total	(1,933)	(956)	(977)	

NOTES ON PROJECTED VARIANCES

C-W1 – Provisions - £(0.009)m (favourable)

The sale proceeds from the planned sale of the Council's interest in Urmston Town Centre, following its redevelopment, are £(0.054)m in excess of the figure agreed at the Council meeting on 17 September 2014.

A recent exercise has been carried out to confirm whether long term (more than 6 months) empty properties were in fact occupied. The fee for this work is £0.045m made up from an Empty Homes review, £0.033m and a Single Person Discount review, £0.012m. Also, as a consequence of the review of empty homes additional New Homes Bonus grant will be secured for each property identified, worth approximately £1,455 per property.

C-W2 – Treasury Management - £(1.016)m (favourable), £(1,006)m favourable movement

Manchester Airport Group (MAG) has recently announced their interim results for 2014/15 and have paid a total dividend of £31m across the members of the Group, which for Trafford equates to £(1.0)m.

Other minor savings from investment interest and lower debt repayments, £(0.016)m.

C-W3 – Members Expenses - £(0.025)m (favourable)

Changes to the Members Allowances Scheme were approved at the Council meeting on 17 September 2014 following a report from the Independent Remuneration Panel (IRP). The changes will generate annual savings of approximately £(0.036)m. However, a number of the changes are only effective part way through the year and the estimated saving in 2014/15 is £(0.025)m.

C-W4 Grants - £(0.793)m (favourable)

In 2014/15 the Council will receive additional Section 31 grant to compensate for the loss of income from the Government's decision to extend the Small Business Rate Relief/Retail Relief Discount Schemes. The grant also includes a sum for a renewable energy scheme at Saica paper mill, which is wholly retained by the Council. The grant is worth £(0.844)m in total and the Council has discretion over its use.

A recent notification has been received for the 2014/15 Education Services grant, which at £(3.397)m will be £0.056m below the budget of £(3.453)m. This specific grant is based on pupil numbers in Council maintained schools and may reduce further depending on the final number of schools converting to Academy status during the year.

C-W5 – Other Centrally held budgets - £(0.094)m (favourable), £0.029m adverse movement

- **Housing & Council Tax Benefits - £(0.059)m (favourable)**

The Council Tax Benefit Scheme ceased in 2013 and was replaced by the Council Tax Support Scheme. Any recovery of overpaid Council Tax Benefit from previous years is retained by the Council and the latest projected outturn for 2014/15 is £(0.139)m, a favourable movement of £(16)k since the last report. The credit from the recovery of overpaid Council Tax Benefit is difficult to predict and will eventually taper off.

There is a net variance of £0.080m within the Housing Benefit budget, a net adverse movement of £0.074m since the previous report.

- **External Audit fees - £(0.006)m**

The Audit Commission has paid rebates to audited bodies, returning some £6.8m to local government, fire and rescue and police bodies. The rebates reflect the efficiency savings achieved by the Commission ahead of its closure in March 2015, Trafford's share being £(0.021)m. There have also been additional one-off costs of £0.015m relating to the forensic review of the Council's investigation report into budget monitoring arrangements.

VAT Refund - £(0.029)m

HMRC changed the VAT legislation regarding the collection of commercial waste in February 2011 from taxable to non-business (nil rate VAT).

The Council submitted a claim to HMRC initially for 4 years covering June 2007 to March 2011 for £157,474.41.

After negotiations via the CIPFA VAT committee it has been agreed by HMRC that they will pay Local Authorities 20% of the value of this claim. 20% reflects the number of commercial customers who are not registered for VAT, so cannot reclaim the value charged, or are charities. This was a National agreement across all Local Authorities who submitted claims.

TRAFFORD COUNCIL

Report to: Executive
Date: 26th January 2015
Report for: Discussion
Report of: Executive Member for Transformation and Resources

Report Title

6-month Corporate Report on Health and Safety – 1 April to 30 September 2014

Summary

This report provides information on council-wide health and safety performance and trends in workplace accidents and provides a summary of other key developments in health and safety over the 6-month period.

Recommendation(s)

- 1. That the report is noted.**
- 2. That the report goes to Full Council on 25th March 2015.**

Contact person for access to background papers and further information:

Name: Lisa Hooley
 Extension: 4670

Background Papers: None

Relationship to Policy Framework/Corporate Priorities	Improving the health and safety of staff relates to the Council's Health and Wellbeing strategy. Health and safety arrangements are set out in the Corporate Health and Safety Policy.
Financial	There are no foreseeable financial implications arising out of this report.
Legal Implications:	The programme of audits carried out by the Health and Safety Unit within Trafford schools, together with on-going policy developments and training arrangements will ensure compliance with health and safety legislation.
Equality/Diversity Implications	None
Sustainability Implications	None
Resource Implications e.g. Staffing / ICT / Assets	None
Risk Management Implications	The increase in the number of accidents over the 6-month period may result in slightly higher levels of risk to the Council in terms of civil claims and the risk of prosecution.

Health & Wellbeing Implications	The health, safety and wellbeing of all staff involved in any accident is of the upmost importance and support is offered, as appropriate i.e. counselling, Occupational Health provision and physiotherapy.
Health and Safety Implications	See Legal Implications section above. There is an emphasis placed on continuous improvement through the Corporate Health and Safety Improvement Plan.

1.0 Background

This report covers the 6-month period from 1st April 2014 to 30th September 2014. It highlights changing trends in accidents and major activities and points of interest in relation to health and safety. In addition to this report, separate reports on Directorate health and safety performance will be made available to the relevant Corporate Directors and local Health and Safety or Joint Consultative Committees.

Please note that this report provides a direct comparison of the total number of accidents that occurred between 2011 and 2014 only. Previous years' figures are not directly comparable due to changes in accident reporting arrangements for non-Community schools in line with statutory requirements. Pre 2011, all schools were included in the council-wide accident statistics, whereas now, only community schools (where the Council is the employer) are included in the statistics.

2.0 Accident Statistics: April to September 2014

Overall, the total number of accidents reported to the Health and Safety Unit (HSU) involving staff has shown an increase of 36% in the first 6 months of 2014, compared to the same period in 2013.

Appendix 1 provides details of the accident statistics, broken down by Directorate and service area for staff for the period 1st April 2014 to 30th September 2014. A summary of the findings is detailed below.

2.1 Overall Numbers and Rates of Accidents

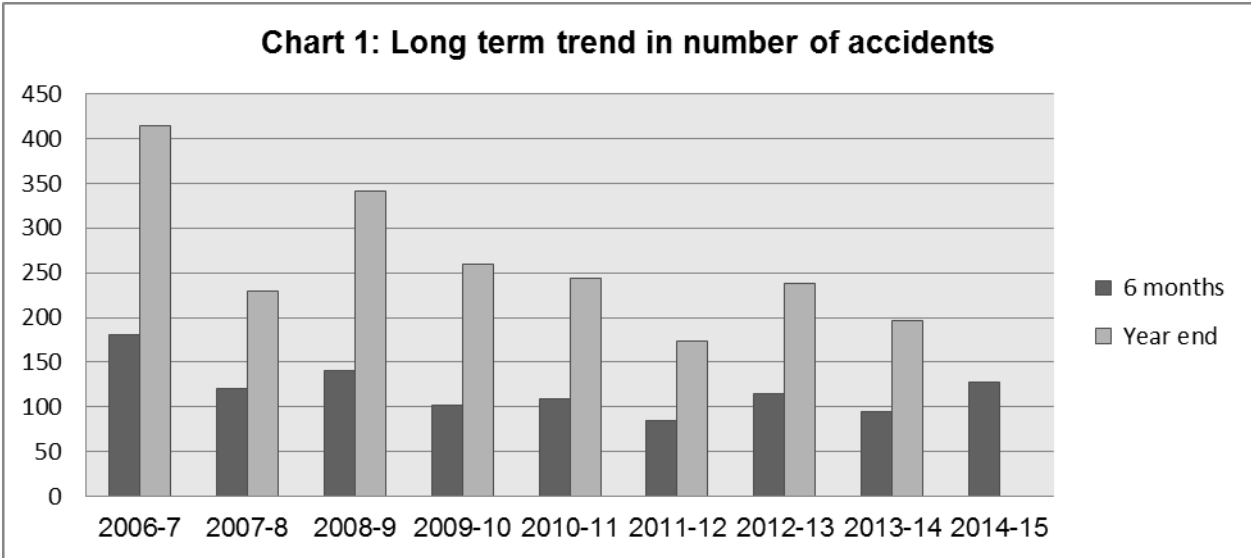
The overall total number of accidents to staff reported to the HSU has increased by 36%, up by 34 from 94 in the same period of 2013, to 128 in 2014 (see Table 1 and Chart 1 below). The overall rate of accidents has also increased, up from 1.60 per hundred staff in the same period in 2013, to 2.22 per hundred in 2014. Although there were 128 reports of accidents made, 4 of these accidents involved two or more people, so in fact these accident reports relate to 123 incidents.

Much of this increase can be accounted for by a rise in the number of occurrences of violence and aggression involving one service user who has a learning disability (see section 2.3.1 for more details).

Table 1: Overall number and rate of accidents to staff – 5 year trend

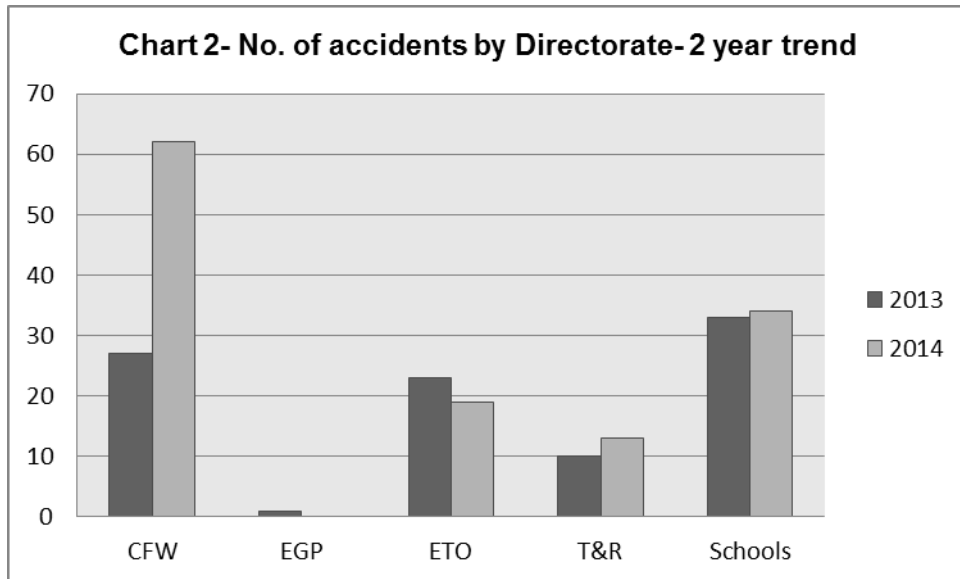
Indicators - first 6 months results	2010	2011	2012	2013	2014
Total number of accidents to employees (as reported to the HSU)	109	84	115	94	128
Overall rate of accidents to employees/100 employees	1.43	1.14	1.96	1.60	2.22

Rate based on number of staff as at 1st April at the start of each reporting period.



2.2 Numbers of Accidents by Directorate

Compared to the same period last year, the total number of reported accidents has increased within the Children Families and Wellbeing (CFW) and Transformation and Resources (T&R) Directorates and community schools, see Chart 2 below. The number of reported accidents has reduced in the Economic Growth and Prosperity (EGP) and Environment, Transport and Operations Directorates (ETO). Please note that the Economic Growth, Environment and Infrastructure Directorate had not been formed during the period of this report.



Whilst this information gives an indication of the number of reported accidents within each Directorate, a better indicator is the rate of accidents in each Directorate, as this takes into account differences in the number of staff. These rates are explored in the sections below for each Directorate.

Analysis by service area (see Appendix 1) shows that a few service areas account for a large proportion of the accidents in each Directorate. These are generally the areas where we would expect higher numbers of accidents, due to the nature of the work undertaken in these services. Patterns at service level will be reviewed in more detail in separate Directorate Health and Safety reports.

2.2.1 Children, Families and Wellbeing

The overall number of accidents reported in CFW has risen by 129%, up by 35 from 27 in the same period of 2013 to 62 in the first 6 months of 2014. Twenty-six of the 62 reported accidents can be accounted for by an increase in occurrences of violence and aggression. In 2014, the number of occurrences of violence and aggression has increased to 43 (25 of these involving the same service user as reported in 2012), from 17 in the same period in 2013.

The rate of accidents in CFW in 2014 is 3.7 per hundred employees, compared to 1.59 in the same period of 2013, so the rate of accidents has also significantly increased.

2.2.2 Environment, Transport and Operations

The overall number of accidents reported within ETO has decreased (down from 23 in 2013, to 19 in 2014), back to the level that accidents were at in the same period of 2012. The rate of accidents in ETO is 1.57 per hundred employees, compared to 1.96 in the same period of 2013. Therefore, the rate of accidents has decreased, as well as the number of accidents.

2.2.3 Economic Growth and Prosperity

There were no reported accidents within EGP in the reporting period, compared to 1 accident for 2013. Within EGP, the rate of accidents is zero accidents per hundred employees in 2014, compared to 0.74 per hundred for the same period in 2013.

2.2.4 Transformation and Resources

The overall number of accidents reported in T&R has increased by 3, from 10 in 2013 to 13 in the same period of 2014. The rate of accidents in T&R is 2.09 per hundred employees, compared to 1.60 in the same period of 2013. Therefore, the rate of accidents has increased as well as the numbers of accidents.

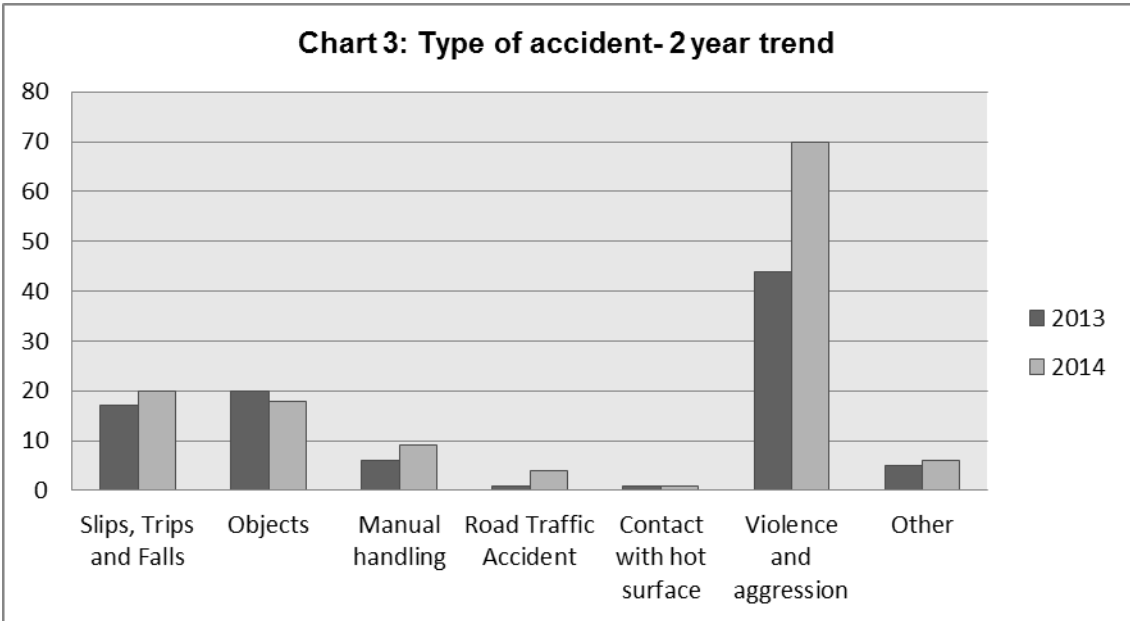
2.2.5 Community Schools

The overall number of accidents reported in community schools has seen a slight increase by 1 accident, from 33 accidents in the same period of 2013, to 34 in 2014. The rate of accidents in schools is 1.6 per hundred employees, compared to 1.56 in the same period of 2013. Therefore, the rate of accidents has also slightly increased.

2.3 Types of accidents

The most common types of reported accidents involving staff are occurrences of violence and aggression (responsible for 55% of all accidents - see section 2.3.1 below). The next most common types of accidents are those involving slips, trips and falls (16% - see section 2.3.3), followed by objects (14%- see section 2.3.2) and manual handling (7%- see section 2.3.4). Taken together, these account for 92% of all accidents.

Chart 3, below, shows a summary of the main types of accidents, compared to the same period in 2013.



Occurrences of violence and aggression were the most common type of accident reported involving Council staff and these have increased this year by 59%. The majority (57%) of these occurred within the Provider Services part of the CFW Directorate and within special schools (20%), where clients and pupils often display challenging behaviour. Slips, trips and falls were the next most common type of accident with 20 occurring, up from 17 in the same period last year. Manual handling injuries have also increased since last year, up 50% from 6 to 9.

There has been a slight decrease in the number of accidents reported involving objects, which have dropped from 20 to 18, compared to the same period last year, see section 2.3.2 for more information. The numbers of all other types of accidents reported this year

are lower than last year, with the exception of “other” accidents, which has risen slightly; see section 2.3.5 for more information.

Appendices 2 and 3 show a detailed breakdown of the types of accidents and a breakdown for each Directorate by accident type.

2.3.1 Violence and Aggression

There has been a significant increase in the number of reported occurrences of violence and aggression; up from 44 in the same period 2013 to 70 in 2014, which is a 59% increase. It should be noted that the number of incidents of violence and aggression is actually lower than this, since 3 of the 70 recorded occurrences involved 2 or more members of staff, making this 66 incidents.

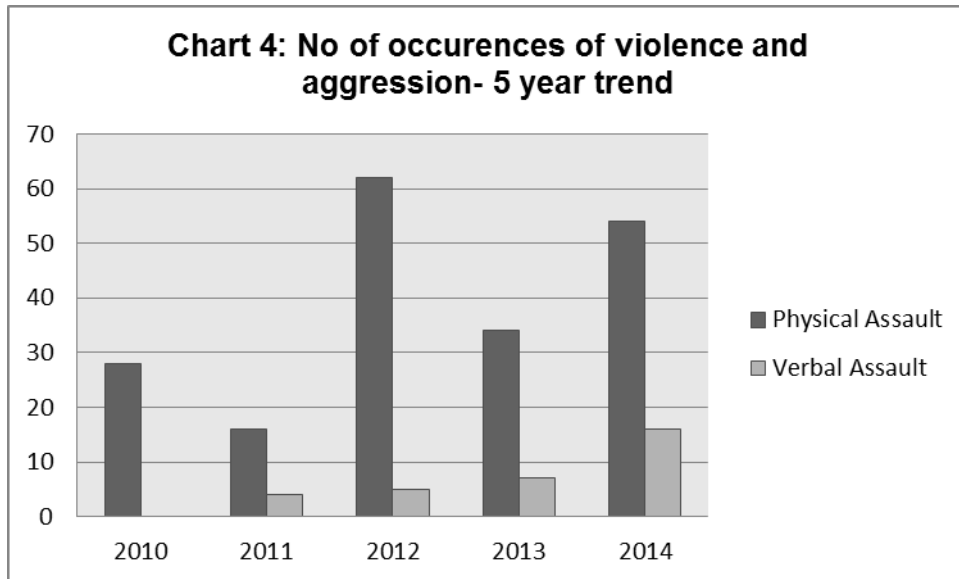
The number of reported occurrences of violence and aggression against staff is subject to a wide degree of fluctuation year on year, as it is very sensitive to issues in managing individual client’s behaviour within social care and special school settings. The general trend is that these fluctuations relate to one or two service users; as did the significant increase in 2012, where 27 occurrences were due to violence and aggression involving one service user. The total dropped in 2013 to 17, as the occurrences of violence and aggression involving this service user reduced to 2 at the 6 month point in 2013.

There has been a significant increase in the number of incidents reported within Provider Services (30 in total, compared to 4 last year). Twenty-six of these incidents involved the same service user as in 2012. The behavioural incidents involving this service user have fluctuated over recent years, and the Service has worked in conjunction with the Community Learning Disability Team (CLDT) to identify the triggers, which resulted in a reduction in incidents in these areas.

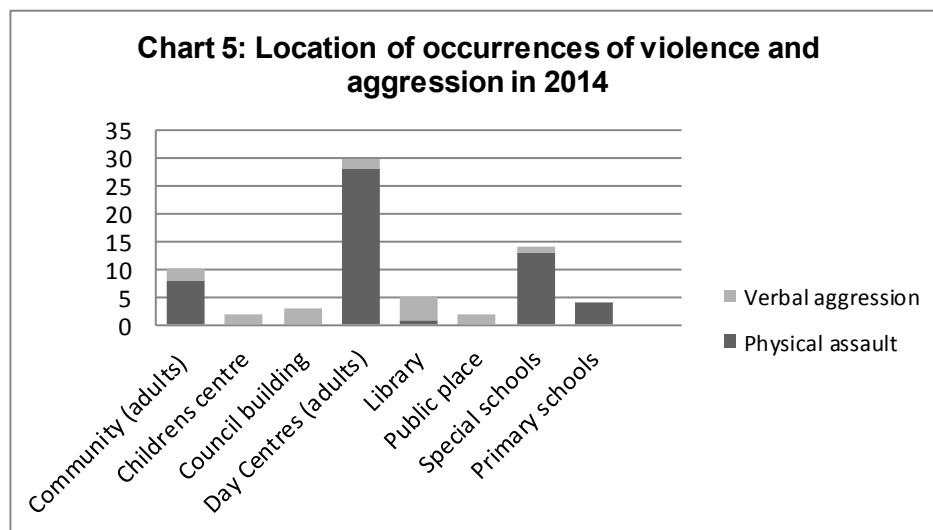
Over recent months, the number of incidents involving this service user has increased significantly, and the Service has continued to work with CLDT to identify the triggers. In addition, the CLDT have been investigating if there are any underlying health issues, which may also be affecting their behaviour.

However, following the most recent serious incident, it was agreed at a professionals’ meeting that this individual required one to one support. Arrangements were made for the service user to transfer to an external provider, which is known to the individual and specialises in accessing community activities. A support plan has been developed for the individual. To date, there have been no incidents reported by the provider. On-going monitoring and regular reviews of the strategies in place will ensure they remain effective.

The majority of the reported occurrences of violence and aggression in 2014 were physical violence; occurrences of physical violence have increased 58%; up from 34 in 2013, to 54 in the same period of 2014. The number of reported occurrences of verbal aggression has also increased, with 7 reported in 2013 and 16 reported in the same period of 2014. See Chart 4 below for more details.



None of the occurrences of violence and aggression led to an injury severe enough to be reportable to the HSE under RIDDOR (see Section 3.1). Chart 5 (below) provides more details of the locations where the physical occurrences of violence and aggression took place.



The highest number of reported occurrences of violence and aggression (42%) occurred within the learning disability day care setting. This was an increase of 650%, up from 4 occurrences in 2013 to 30 in 2014. Twenty five out of the 30 reported assaults in this setting were involving the same service user who was involved in 27 incidents in the same period in 2012, as described above. The 5 other incidents involved 4 other service users.

The next most common setting was in the council's special schools, where 20% (14) of occurrences of violence and aggression were reported. However, compared to the same period in 2013, the number of occurrences in special schools has reduced slightly, down by 3, from 17 to 14 occurrences. All of these occurrences involved children with challenging behaviour; none involved parents, as has been the case in previous years. A more detailed analysis of these will be contained within the separate (community) schools' report.

The next most common setting for violence and aggression was within the community, whilst working with vulnerable adults in Provider Services. These residential and

community-based occurrences fall across two different services; 6 incidents within the Supported Living Learning Disability Service and 1 incident within the Reablement Service and three in service users' homes. Taken together, these involve 6 different premises and 5 different service users.

There have been some slight increases in other areas, such as some libraries and other Council buildings, but after initial analysis, these seem mainly to be isolated incidents across a number of locations and with no common themes. The libraries involved are 4 different libraries and involved different perpetrators, except in one case where there were two incidents involving the same person.

All of these will continue to be monitored by the HSU, together with the service, to ensure that appropriate mitigation strategies are in place to minimise the risk of further incidents.

2.3.2 Slips, Trips and Falls

Slips, trips and falls were the second most commonly reported cause of accident, responsible for 16% of all accidents. The numbers of reported slips, trips and falls have increased slightly compared to the same period in 2013, up 3 from 17 to 20. These occurred in a variety of settings, including 6 in primary or special schools.

There were 3 falls from a height, two from ladders and one from step ladders. None of these were reportable under RIDDOR.

There were 9 slips. A few slips occurred at the entrance to Urmston Library, which were investigated further by the HSU using a slip assessment tool and remedial action was recommended. Three were slips on wet floors (different premises), 2 involved falling down stairs and the remainder had a variety of causes, including a few slips off curbs, on equipment and food spills. One of these was reportable under RIDDOR.

There were 6 trips, three of these involved tripping over objects and there were several accidents involving missed footing. One of these was reportable under RIDDOR.

2.3.3 Objects

There has been a slight decrease in the number of reported accidents involving objects, which are down to 18 from 20, compared to the same period in 2013. Accidents involving objects are responsible for 14% of the accidents reported; this makes them the third most common cause of accident in this period of 2014. This category includes being struck by objects, striking against objects, stepping or kneeling on objects and contact with sharp objects. These occurred in a variety of settings and services.

Accidents involving staff being hit by a moving, flying or falling object have reduced this year, from 12 to 9. These occurred across all Directorates and schools, in a variety of circumstances. Accidents involving hitting something fixed or stationary are up 150%, up from 2 in 2013, to 5 this year.

Accidents involving contact with sharp objects have decreased by 50% this year (down from 8 in 2013 to 4 accidents this year). Two of these were reportable under RIDDOR.

2.3.4 Manual Handling

The number of reported manual handling accidents has increased from 6 accidents in 2013 to 9 in 2014. This number remains low, from a high point of 31 in 2008. The majority (5) of

these accidents occurred within operational services within ETO. Three of these occurred in the Ground-force team and 2 were in highways maintenance. These staff all received refresher training in object handling in April and May of 2013. The HSU will monitor this situation and if the number of these accidents occurring within these services continues to cause concern, a decision will be made about whether additional training is required.

The remaining 4 accidents all occurred in a variety of situations and settings, including moving a piano in a school, moving boxes and hoisting a child. Three of these were reportable under RIDDOR.

2.3.5 Other Accidents

Within the “other” category, only road traffic accidents (RTAs) and accidents as a result of an animal or insect are higher in numbers in 2014, compared to the same period in 2013. The number of road traffic accidents has risen this year compared to last year (up from 1 to 4).

Three of the 4 RTAs were staff who were travelling whilst at work in their private cars and were hit by other road users. The remaining RTA involved a member of staff driving a Road Sweeper, which was also hit by another road user.

3.0 Health and Safety Performance

3.1 Rate of Reportable Injuries to Staff

Over this reporting period, there were 7 reportable accidents to staff (those which have to be notified to the National Accident Contact Centre, under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations), see Table 2 below:

Table 2: Rate of reportable injuries to staff at the 6 month point - 5 year trend

Local performance indicator- First 6 months (April to September)	2010	2011	2012	2013	2014
Total Number of reportable accidents	9	9	7	4	7
6 month target for rate of reportable accidents/100 employees	0.19	0.18	0.17	0.16	0.15
Actual rate of reportable accidents/100 employees	0.12	0.15	0.12	0.07	0.12

This represents an increase in the total number of reportable injuries from last year (2013), up from 4 to 7, which is at the same level as the previous year. The rate of reportable injuries per hundred employees has also increased, to 0.12, which remains below the 6 month performance indicator target for this year of 0.15 accidents per hundred employees. Three of these injuries occurred while Handling, Lifting or Carrying. Two were slips, trips and falls and one involved a collision with another person and finally a member of staff was hit by a table, which collapsed.

It should be noted that from April 2012, the criteria for reporting accidents under RIDDOR changed and now accidents involving staff absences of over 7 days are reportable, whereas previously only those over 3 days were reportable, so only figures for 2012, 2013 and 2014 are directly comparable.

4.0 Conclusion

The overall total number of accidents to staff reported to the HSU has increased by 36%, up by 34 from 94 in the same period of 2013, to 128 in 2014. Much of this increase can be accounted for by a rise in the number of occurrences of violence and aggression, which has increased by (26 accidents) or 59% from the same period last year. Nearly all of this increase can be accounted for by one service user who has a learning disability, which accounts for 25 of these additional accidents.

However, there have also been increases in accidents due to Slips, Trips and Falls, Manual Handling and Road Traffic Accidents. The only area where accidents have decreased is those involving objects.

More school and service audits scheduled to take place in 2014-15 should lead to further improvements, by highlighting what is being done well and where further improvements are needed.

Guidance for managers has been issued on managing violence and aggression and first aid has been reviewed since April, which should assist managers in managing these areas. Training is ongoing for staff involved in manual handling, working at height and first aid.

Senior managers must continue to focus on maintaining quality standards in the management of health and safety and the HSU will continue to work to support services in managing on-going health and safety risks.

Key Decision No

Finance Officer Clearance ID
Legal Officer Clearance HAK

CORPORATE DIRECTOR'S SIGNATURE



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

Appendix 1: Numbers of accidents (including occurrences of Violence and Aggression) by Directorate and Service Area (April to September 2014)

Directorate	Service Area	No of accidents
	Commissioning, Performance & Strategy	1
	Nexus Education Centre	1
	Services For Children Young People & Families	6
	Provider services	54
CFW	Total	62
	Highways Bridges & Structures	2
	Catering operations	3
	Greenspace & Streetscape Operations	10
	Public Protection	3
	Trafford Transport Provision	1
ETO	Total	19
	Primary schools	11
	Special schools	23
Schools	Total	34
	Customer Services	10
	Communications and marketing	1
	Legal and Democratic	1
	Human Resources	1
T&R	Total	13
Overall	Total	128

Appendix 2: Type of accident 2010- 2014 (5 year trend)

Accident Type	2010	2011	2012	2013	2014
Occurrences of violence and aggression					
Physical Assault	28	16	62	37	54
Assault, Threats or Intimidation	0	4	5	7	16
Total Occurrences of violence and aggression	28	20	67	44	70
Manual handling (lifting, moving, manoeuvring etc.)					
Manual handling	17	7	7	6	9
Slips, Trips and Falls					
Slipped, Tripped or Fell on the Same Level	18	15	18	12	15
Fall down steps/stairs	3	3	1	4	2
Fall from height	2	0	0	1	3
Total Slips, Trips and Falls	23	18	19	17	20
Accidents involving objects					
Hit by a Moving, Flying or Falling Object	9	12	5	12	8
Striking against object	9	4	3	2	6
Contact with sharp object	7	4	2	4	4
Stepping/kneeling on object	1	0	0	1	0
Total Objects	26	20	10	19	18
Others					
Another kind of accident	4	6	1	3	2
Road Traffic Accident	8	4	4	1	4
Animal/Insect	1	3	2	1	3
Contact with hot surface/substance	2	3	4	1	1
Collision with a moving person	0	0	0	1	1
Trapped	0	1	0	0	0
Plant, machinery, tools or electricity	0	1	1	1	0
Contact with chemical agent	0	1	0	0	0
Total Others	15	19	12	8	11
Overall Total	109	84	115	94	128

Appendix 3: Type of accident by Directorate (April to September 2014)

Type of accident	CFW	ETO	Schools	T&R	Total
Animal/Insect	3				3
Collision with Moving Person			1		1
Contact with hot surface/substance		1			1
Contact with sharp object		2	2		4
Fall down steps/stairs			1	1	2
Fall from height	1	1	1		3
Manual handling- lifting, moving, manoeuvring	1	5	2	1	9
Another kind of accident		1	1		2
Physical Assault	37		17		54
Road Traffic Accident	3	1			4
Slip or trip on the same level	5	4	4	2	15
Striking against object	2	1	2	1	6
Struck by moving object	4	1	2	1	8
Verbal Assault	6	2	1	7	16
Total	62	19	34	13	128

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DECISIONS MADE AT THE MEETING OF THE GREATER MANCHESTER COMBINED AUTHORITY HELD ON 28 NOVEMBER 2014

Decisions published on 3 December 2014 and will come into force from 4:00pm on the 10 December 2014, 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 j.gaskell@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. SOCIAL VALUE PROCUREMENT FRAMEWORK (agenda item 6)

The Combined Authority received a report from Theresa Grant, Chief Executive, Trafford Council providing feedback from the Greater Manchester (GM) procurement teams on their approaches to social value and seeking Members consideration of the adoption of a GM Social Value Policy and Framework that can be used as a template for GM Authorities.

RESOLVED/-

1. To adopt the GM Social Value Policy and Framework (as set out in annex 1 of the report).
2. To note the work being undertaken to further develop and build the case study resources available through the GM Social Value Framework.
3. That further work be undertaken by the AGMA Authorities, in conjunction with the AGMA Procurement Hub, to incorporate appropriate social value outcomes into procurement processes and that the approach is standardised as far as possible.

2. ACTIVE TRAVEL CHOICES (agenda item 7)

The Combined Authority considered a report from Jon Lamonte, Chief Executive, TfGM providing an update on the delivery of active travel and travel choices across Greater Manchester in support of wider Greater Manchester Strategy objectives.

RESOLVED/-

To note the progress being made across the Active Travel and Travel Choices programme and to note the potential for further partnership working with cross sector organisations and central government.

3. GREATER MANCHESTER RAIL PRIORITIES (agenda item 9)

The Combined Authority received a report from Jon Lamonte, Chief Executive, TfGM, providing a summary of a planning process that will result in the Secretary of State publishing a High Level Output Specification and Statement of Funds Available in 2017, and Network Rail publishing an Infrastructure Delivery Plan in 2019.

The report also identifies where TfGM involvement is required to ensure the requirements of Greater Manchester, and the North of England as a whole, are represented in the Specification and Plan.

RESOLVED/-

1. To note the requirement for TfGM to engage in the rail industry processes leading to the Control Period 6 delivery plans.
2. To approve revised Greater Manchester Rail Priorities, as recommended by TfGMC on 14 November 2014.
3. To request that any impact on local GM services should be subject to discussions and picked up during the re-franchising process.

ITEMS CONSIDERED UNDER PART B OF THE AGENDA

4. LOW CARBON REVIEW (agenda item 11)

The Combined Authority received a report from Eamonn Boylan, Chief Executive, Stockport MBC which set out detail of a review undertaken to ensure that current arrangements are fit for purpose in delivering action on the ground for Greater Manchester in relation to low carbon ambitions.

RESOLVED/-

1. To agree the findings of the Review.
2. To delegate the implementation of the Review to the lead Chief Executive for Low Carbon, Eamonn Boylan, in order to have revised governance and staffing structures in place as soon as possible.
3. To note that a further report to be brought back to a future meeting of the GMCA.

5. GREATER MANCHESTER INVESTMENT FRAMEWORK (agenda item 12)

The Combined Authority received a report from Eamonn Boylan, Chief Executive, Stockport MBC, seeking conditional approval to a project.

RESOLVED/-

1. To agree that the project funding application detailed in the report be given conditional approval and progress to due diligence.
2. 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 transaction, to sign off any outstanding conditions, issue final approvals and complete any necessary related documentation in respect of the loan.

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 AT THE JOINT MEETING OF THE GREATER MANCHESTER COMBINED AUTHORITY AND THE AGMA EXECUTIVE BOARD HELD ON 28 NOVEMBER 2014

Decisions published on 3 December 2014 and will come into force from 4:00pm on the 10 December 2014, subject to call-in, except for any urgent decisions.

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1. INVESTMENT IN LOCAL GOVERNMENT ASSOCIATION LOCAL BOND AGENCY (agenda item 6)

Members received a report from Richard Paver, AGMA Treasurer, providing a brief on the setting up of the Local Government Municipal Bonds Agency and seeking the consideration of the Greater Manchester Combined Authority (GMCA) to make an initial investment in the Agency.

RESOLVED/-

1. That approval is given for the Greater Manchester Combined Authority to invest £50,000 in the Local Capital Finance Company Ltd, as part of the funding required to launch the agency.
2. To note that a letter of Intent is required to be submitted by 4th December 2014 indicating the GMCA's intent to invest in the Company.

2. GREATER MANCHESTER DEBT ADMINISTRATION FUND - ESTIMATED RETURNS & BORROWING STRATEGY (agenda item 7)

Members received a report from Steven Pleasant, Chief Executive, Tameside MBC, presenting the Fund's estimated rates of interest for 2014/15 and 2015/16 together with the borrowing strategy to be employed.

RESOLVED/-

To note the revised 2014/15 estimate as 5.73% and the original 2015/16 estimate as 5.74%.

3. GREATER MANCHESTER SPATIAL FRAMEWORK (agenda item 8)

Members received a report from Eamonn Boylan, Chief Executive, Stockport MBC detailing the implications of producing the Greater Manchester Spatial Framework as a joint DPD and providing further information on the proposed scope of the plan as well as the required amendments to the AGMA constitution and decisions by individual Districts to initiate this process.

RESOLVED/-

That each full council:

1. Approve the making of an agreement with the other 9 Greater Manchester councils to prepare jointly the Greater Manchester Spatial Framework (GMSF) to cover housing and employment land requirements and associated infrastructure across Greater Manchester (as set out in Appendix 1 of the report) as a joint development plan document on terms to be approved by the Council's Chief Executive.
2. To note that the [Council's Executive / Cabinet/ City Mayor] will be asked to delegate the formulating and preparing of the GMSF to the AGMA Executive Board.
3. To note that there will be further reports to full Council in respect of matters, which are within the remit of full Council including approval of the GMSF.
4. Approve the amendment of paragraph 13.2 of Schedule 1 to the AGMA constitution by deleting the words ' (initially in terms of Waste and Minerals Planning) ' and authorise the updating of the AGMA Constitution to reflect this.

That each Executive / cabinet/ leader/ the City Mayor (*depending on each Council's own arrangements and in the event that the Councils have approved the above recommendations*):

1. To note that full Council has approved the making of an agreement with the other 9 Greater Manchester councils to prepare jointly the Greater Manchester Spatial Framework to cover housing and employment land requirements and associated infrastructure across Greater Manchester (as set out in Appendix 1 of the report) as a joint development plan document.
2. To delegate to the AGMA Executive Board the formulating and preparing of the Greater Manchester Spatial Framework to cover housing and employment land requirements and associated infrastructure across Greater Manchester (as set out in Appendix 1 to the report) insofar as such matters are executive functions.
3. To note that the following are the sole responsibility of full Council:
 - Responsibility for giving of instructions to the executive to reconsider the draft plan submitted by the executive for the authority's consideration
 - The amendment of the draft GMSF plan document submitted by the executive for the full Council's consideration

- The approval for the purpose of its submission to the Secretary of State or Minister of the Crown for his approval of the GMSF if required
 - The approval of the GMSF document for the purposes of submission to the Secretary of State for independent examination.
 - The adoption of the GMSF.
4. To approve the amendment of paragraph 13.2 of Schedule 1 to the AGMA constitution by deleting the words ‘ (initially in terms of Waste and Minerals Planning) ‘ and authorise the updating of the AGMA Constitution to reflect this

In addition, the AGMA Executive Board is asked to:

1. To request a further report outlining the implications of the Devolution Agreement for the preparation of the GMSF (as set out in paragraph 1.2 of the report) and setting out future steps in the event that the above delegations are approved.
2. To agree an interim approach to budget commitments in 2014/15, as set out in paragraphs 4.4 - 4.5 of the report, with Manchester acting as lead authority for the GMSF budget.

4. GREATER MANCHESTER EMPTY HOMES CONSORTIUM - POST 2015 (agenda item 9)

Members received a report from Eamonn Boylan, Chief Executive, Stockport MBC detailing the future of work required on empty homes in Greater Manchester beyond the expiry of current capital funding programmes in April 2015.

RESOLVED/-

1. To approve the proposal that a joint GM approach to empty homes should continue.
2. To approve the development and implementation of the approach set out in the report to achieve:
 - the continuation of a GM consortium approach to Affordable Homes Programme (AHP) funding for empty homes beyond April 2015 with those districts and partners keen to continue
 - further development work through joint working with district colleagues on a flexible revolving fund for empty property, linked to TopCo
 - further sharing of best practice and experience, including through the dissemination of the outcomes of the Knowledge Transfer Partnership project.
3. To delegate authority to the Head of Paid Service, Treasurer and Monitoring Officer to agree the necessary documents with the Homes & Communities Agency (HCA) and consortium partners for AHP funding to assist in the return of empty homes to use as affordable housing.
4. To authorise the Monitoring Officer to complete the necessary documentation.

ITEMS CONSIDERED UNDER PART B OF THE AGENDA

5. INDIVIDUAL ELECTORAL REGISTRATION (agenda item 11)

RESOLVED/-

That authority regarding any necessary decisions and actions required between now and 19 December 2014 be delegated to the Chief Executive Portfolio Lead for Elections, the Head of the Paid Service in consultation with the Chair of the AGMA Executive Board.

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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DECISIONS MADE AT THE MEETING OF THE GREATER MANCHESTER COMBINED AUTHORITY HELD ON 19 DECEMBER 2014

Decisions published on 22 December 2014 and will come into force from 4:00pm on the 31 December 2014, 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 j.gaskell@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. DEVOLUTION AGREEMENT: GOVERNANCE REVIEW AND CHANGES TO THE GMCA ORDER (agenda item 6)

The Combined Authority considered a report from Sir Howard Bernstein, GMCA Head of Paid Service and Liz Treacy, GMCA Monitoring Officer reviewing the current GMCA Governance arrangements and proposed changes that will improve the achievement of the objectives of the GMCA.

The report also provides a Scheme that, subject to the agreement of the GMCA, will enable the Secretary of State to produce and consult on a draft Order to implement revised governance arrangements for Greater Manchester. This will allow for an 11th member of the CA who will be the Appointed (or Interim) Mayor for Greater Manchester, as a transition to a Directly Elected Mayor once primary legislation is in place which is expected to be operational in 2017.

The Chair reported verbally in relation to proposals for the selection and appointment process for the Appointed (or Interim) Mayor, including that there should be an opportunity for all GM councillors to meet shortlisted candidates informally, ask questions and comment back to the GMCA.

RESOLVED/-

1. To confirm support for the Devolution Agreement following consultation with the 10 Greater Manchester districts, the LEP and BLC. This transfers significant powers and responsibilities to Greater Manchester alongside steps to strengthen governance and introduce an Appointed (or Interim) Mayor as an 11th member of the GMCA as a transition to a Directly Elected Mayor.
2. To agree that, in the light of the Devolution Agreement and conclusions of the governance review, the GMCA Order should be amended to allow for an Appointed (or Interim) Mayor and that this would:
 - build on and strengthen the existing governance arrangements for Greater Manchester;
 - reflect the single economic geography for Greater Manchester;

- strengthen significantly our ability to deliver priorities related to growth and reform; and
 - at the same time align with the roles and responsibilities of individual local authorities, whose existing functions will remain unchanged.
3. To agree that a Scheme to revise the existing GMCA Order should set out the arrangements for introducing an 11th member of the GMCA who would be an appointed by the GMCA, bringing additional leadership capacity and providing a transition to an Elected Mayor.

Such a scheme will be based upon the following principles which have been determined following consultation with the Chair and Vice Chairs of the GMCA and Councillor Quinn as follows:

- The Appointment of the appointed (or Interim) Mayor will be made by a majority vote of members of the GMCA.
 - To be eligible to be appointed as the appointed (or Interim) Mayor a person must at the time of application and appointment a) have been on a GM electoral register for the previous 12 months and b) be currently holding a position that has been subject to a public election in Greater Manchester, which they have held for at least 12 months.
 - The term of office for the appointed (or Interim) Mayor shall expire at the end of May 2017 or the election of the Mayor if this is earlier.
 - The GMCA may at any time terminate the appointment of the appointed (or Interim) Mayor within the context of the standards regime or a vote of no confidence provided that at least two thirds of the members of the GMCA vote in favour of a resolution to terminate.
 - GMCA voting requirements shall be increased to at least 8 votes in favour on strategic issues and 11 votes in favour on congestion charging noting that the CA does not have powers in relation to congestion charging in any event; and the CA has previously agreed that approval of the GM Spatial Strategy will require approval by all GM local authorities.
4. To authorise the Head of the Paid Service to submit the approved Scheme to the Secretary of State to commence the formal process for changing the statutory Order as soon as possible and thereby enact the first step of governance changes in the Devolution Agreement.
5. To agree that the proposals relating to the selection and appointment process and the role description for the appointed (or Interim) Mayor be referred to all local authorities in GM, GM LEP and BLC, for comments in time for the GMCA meeting in January 2015. The process should include an opportunity for all GM Councillors to meet shortlisted candidates informally, ask questions and make comments back to the GMCA via their Council Leader.

2. MANUFACTURING STRATEGY (agenda item 7)

The Combined Authority considered a report from Simon Nokes, Deputy Chief Executive, New Economy detailing feedback from the Manufacturing Strategy consultation and to update on progress with the delivery of its recommendations.

RESOLVED/-

1. That the Combined Authority approves the GM Manufacturing Strategy Document for publication.
2. That progress on the delivery of the Strategy recommendations is noted, and that a strong communications plan is required as part of the implementation of the strategy in order to raise the profile of the manufacturing industry.

3. ARMED FORCES COMMUNITY COVENANT (agenda item 8)

The Combined Authority received a report from Linda Fisher, Acting Chief Executive, Rochdale MBC, provide an update to the Combined Authority on the Armed Forces workstreams across Greater Manchester. The report also recommends that the Combined Authority agrees to sign the Armed Forces Community Covenant to ensure that Armed Forces personnel, veterans and their families benefit from the work undertaken by the Combined Authority across Greater Manchester.

RESOLVED/-

1. To agree that the Greater Manchester Combined Authority together with its partner organisations signs the Armed Forces Community Covenant.
2. To note and support the progress and actions detailed in the report in relation to the Armed Forces work.

4. ONE NORTH / TRANSPORT FOR THE NORTH (agenda item 9)

The Combined Authority received a report from Jon Lamonte, Chief Executive, TfGM, providing an update on the work that has been progressing to further develop One North: a Proposition for an Interconnected North, that was publicly launched in August 2014 in the presence of the Chancellor of the Exchequer. The report also provides an update on discussions that have been taking place with Government relating to establishing Transport for the North, the body that is intended to oversee the further development of a transport strategy for the North of England building on the transformational vision for transport connectivity in the North set out in the One North proposition

RESOLVED/-

1. To note the further work that has been undertaken to further develop One North: A Proposition for an Interconnected North, since its public launch in August. This has culminated in the development of One North: The Programme, a working document, the Executive Summary of which is attached at appendix 1 of the report.
2. To note the discussions that have been taking place with Government relating to the establishment of Transport for the North, further to the recommendations of the report by Sir David Higgins, Rebalancing Britain: From HS2 Towards a National Transport Strategy.

3. To request that a further report be submitted once the negotiations with Government on the governance arrangements and final remit for Transport for the North has been agreed.

5. TRANSPORT FOR GREATER MANCHESTER – APPOINTMENT OF NON-EXECUTIVE DIRECTORS (agenda item 10)

The Combined Authority received a report from Jon Lamonte seeking approval from GMCA to reappoint TfGM's current Non-Executive Directors for a further period, ending 28 February 2018.

RESOLVED/-

1. To agree the appointment of Ken Giles and Edward Pysden to serve as Non-Executive Directors on TfGM's Executive for a further period of three years ending 28 February 2018.
2. To agree to extend the appointment of Richard Paver, GMCA Treasurer, as a Non-Executive Director of TfGM for a further period ending 28 February 2018.

ITEMS CONSIDERED UNDER PART B OF THE AGENDA

6. GREATER MANCHESTER INVESTMENT FRAMEWORK (agenda item 13)

The Combined Authority received a report from Eamonn Boylan, Chief Executive, Stockport MBC seeking approval for five projects.

RESOLVED/-

1. To agree that the project funding applications detailed in the report be given conditional approval and progress to due diligence.
2. 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 loans at 1) above.

7. GROWING PLACES – EVERGREEN TOP-UP (agenda item 14)

The Combined Authority received a report from Eamonn Boylan, Chief Executive, Stockport MBC, seeking approval for the use of the Growing Places Funding to invest in the North West Evergreen Fund projects.

RESOLVED/-

1. To endorse the provision of Growing Places Funding to the Evergreen Fund and to progress to the completion of all necessary legal documentation.

2. To delegate authority to the Richard Paver and Liz Treacy, 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 loans/grant at 1) above.

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 AT THE JOINT MEETING OF THE GREATER MANCHESTER COMBINED AUTHORITY AND THE AGMA EXECUTIVE BOARD HELD ON 19 DECEMBER 2014

**Decisions published on 22 December 2014 and will come into force from 4:00pm
on the 31 December 2014, 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 j.gaskell@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. GREATER MANCHESTER MENTAL HEALTH STRATEGIC PARTNERSHIP BOARD (agenda item 6)

Members received a report from Tony Lloyd, Police and Crime Commissioner providing an update in relation to the work that has been undertaken in partnership, to support improvements to the arrangements for mental health and policing across Greater Manchester. In particular it draws on the links to the drivers of Public Service Reform.

RESOLVED/-

To support the declaration and the work that is being undertaken at a Greater Manchester level in relation to the Mental Health Crisis Care Concordat.

2. COMMUNITY RISK INTERVENTION TEAMS (agenda item 7)

Members received a report from Steve McGuirk, GMFRS County Fire Officer and Chief Executive providing an overview of the 'Prevention' journey for Greater Manchester Fire and Rescue Service; detailing how it has transformed its offer to, and exceeded the expectations of, our communities. It also provides an update on progress towards the introduction of Community Risk Intervention Teams across Greater Manchester.

RESOLVED/-

1. To note the content of the report.
2. To support the phased introduction of the Community Risk Intervention concept across the ten Boroughs of Greater Manchester.
3. To support the exploration of appropriate means to ensure sustainable delivery of the concept beyond the period covered by funding from the Fire Transformation Fund.

ITEMS CONSIDERED UNDER PART B OF THE AGENDA

3. SECTION 48 GRANTS PROGRAMME 2015/18 (agenda item 9)

Members received a report from Sir Howard Bernstein, GMCA Head of Paid Services providing an update on applications received for the new AGMA Grants programme and to agree successful list of organisations

RESOLVED/-

1. To note information on applications received.
2. To agree the final list of organisations to be funded in the 2015 to 2018 programme, subject to the following:
 - i. that the application received from Oldham Coliseum Theatre be approved subject to robust governance arrangements being put in place including the transition to a new Trustee model.
 - ii. that all organisations be advised as soon as possible after a decision has been made as to whether or not their application was successful.
 - iii. to emphasise to the successful applicants that the AGMA grant funding is guaranteed for Year 1 only, and that years 2 and 3 are subject to AGMA budget availability.
 - iv. that the Statutory Functions Committee continues to monitor the funded organisations, ensuring the spread of impact is carefully assessed.

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;
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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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GREATER MANCHESTER COMBINED AUTHORITY

Date: 19 December 2014

Subject: Forward Plan of Strategic Decisions For the GMCA

Report of: Julie Connor, Head of GM Integrated Support Team

1. INTRODUCTION

1.1 At their meeting on 24 June 2011, the GMCA agreed procedures for developing a Forward Plan of Strategic Decisions for the Authority, in line with the requirements of the GMCA's constitution. The latest such plan is attached as the Appendix to this report.

2. RECOMMENDATIONS

2.1 GMCA members are invited to note, comment and suggest any changes they would wish to make on the latest Forward Plan of Strategic Decisions for the GMCA; attached to this report.

3. FORWARD PLAN: CONSTITUTIONAL REQUIREMENTS

3.1 In summary the Secretary of the GMCA is required to:-

- prepare a plan covering 4 months, starting on the first day of the month
- to refresh this plan monthly
- to publish the plan fourteen days before it would come in to effect
- state in the plan
 - (i) the issue on which a major strategic decision is to be made;
 - (ii) the date on which, or the period within which, the major strategic decision will be taken;
 - (iii) how anyone can make representations on the matter and the date by which any such representations must be made; and
 - (iv) a list of the documents to be submitted when the matter is considered

3.2. The constitution is also quite specific about the matters which would need to be included within the Forward Plan:-

- any matter likely to result in the GMCA incurring significant expenditure (over £1 million), or the making of significant savings; or
- any matter likely to be significant in terms of its effects on communities living or working in the area of the Combined Authority.

plus the following more specific requirements:-

1. a sustainable community strategy;

2. a local transport plan;
 3. approval of the capital programme of the GMCA and TfGM and approving new transport schemes to be funded by the Greater Manchester Transport Fund;
 4. other plans and strategies that the GMCA may wish to develop;
 5. the preparation of a local economic assessment
 6. the development or revision of a multi-area agreement,
 7. the approval of the budget of the GMCA;
 8. the approval of borrowing limits, the treasury management strategy and the investment strategy;
 9. the setting of a transport levy;
 10. arrangements to delegate the functions or budgets of any person to the GMCA;
 11. the amendment of the Rules of Procedure of the GMCA;
 12. any proposals in relation to road user charging
- 3.3 All the matters at 1-12 above require 7 members of the GMCA to vote in favour, except those on road user charging, which require a unanimous vote in favour
- 3.4 The attached plan therefore includes all those items currently proposed to be submitted to the GMCA over the next 4 months which fit in with these criteria. GMCA members should be aware that:-
- Only those items considered to fit in with the above criteria are included. It is not a complete list of all items which will be included on GMCA agendas
 - Items listed may move dependent on the amount of preparatory work recorded and external factors such as where matters are dependent on Government decisions; and
 - In some cases matters are joint decisions of the GMCA & AGMA Executive Board.

CONTACT OFFICER:

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GREATER MANCHESTER COMBINED AUTHORITY

FORWARD PLAN OF STRATEGIC DECISIONS 1 DECEMBER 2014 – 31 MARCH 2015

The Plan contains details of Key Decisions currently planned to be taken by the Greater Manchester Combined Authority; or Chief Officers (as defined in the constitution of the GMCA) in the period between 1 December 2014 and 31 March 2015.

Please note: Dates shown are the earliest anticipated and decisions may be later if circumstances change.

If you wish to make representations in connection with any decisions please contact the contact officer shown; or the offices of the Greater Manchester Integrated Support Team (at Manchester City Council, P.O. Box 532, Town Hall, Manchester, M60 2LA, 0161-234 3124; info@agma.gov.uk) before the date of the decision.

KEY DECISION /CONTACT OFFICER/CONSULTATION DETAILS	ANTICIPATED DATE OF DECISION & DOCUMENTS TO BE CONSIDERED	DECISION TAKER
<p>Highways Reform - Management of the Key Route Network</p> <p>Wider Leadership Team Chief Executive- Jon Lamonte</p> <p>Contact Officer: Dave Newton</p>	19 December 2014	GMCA
<p>TfGM Non-Executive Directors</p> <p>Wider Leadership Team Chief Executive - Jon Lamonte</p> <p>Contact Officer: Des Gardner</p>	19 December 2014	GMCA
<p>GM Devolution</p> <p>Wider Leadership Team Lead Officer - Sir Howard Bernstein</p> <p>Contact Officer: Rebecca Heron</p>	30 January 2015	GMCA
<p>Governance of the European Programme 2014-2020 - GM Local Management Committee Terms of Reference</p> <p>Wider Leadership Team Lead Officer: Simon Nokes</p> <p>Contact Officer: Susan Ford</p>	To be confirmed	GMCA

KEY DECISION /CONTACT OFFICER/CONSULTATION DETAILS	ANTICIPATED DATE OF DECISION & DOCUMENTS TO BE CONSIDERED	DECISION TAKER
<p>Long Term Rail Strategy</p> <p>Wider Leadership Team Chief Executive - Jon Lamonte</p> <p>Contact Officer: Dave Newton</p>	To be confirmed	GMCA
<p>Metrolink Port Salford – Progress Report</p> <p>Wider Leadership Team Chief Executive- Jon Lamonte</p> <p>Contact Officer: Dave Newton</p>	To be confirmed	GMCA
<p>Greater Manchester Skills Capital</p> <p>Wider Leadership Team Chief Executive- Simon Nokes</p> <p>Contact Officer: Simon Nokes</p>	To be confirmed	GMCA

JOINT GREATER MANCHESTER COMBINED AUTHORITY & AGMA EXECUTIVE BOARD MEETING

Date: 19 December 2014

Subject: Forward Plan of Strategic Decisions of the Joint GMCA and AGMA Executive Board Meeting

Report of: Julie Connor, Head of GM Integrated Support Team

1. INTRODUCTION

1.1 At their meeting on 24 June 2011, the GMCA agreed procedures for developing a Forward Plan of Strategic Decisions for the Authority, in line with the requirements of the GMCA's constitution. The latest such plan is attached as the Appendix to this report.

2. RECOMMENDATIONS

2.1 GMCA and AGMA Executive Board members are invited to note, comment and suggest any changes they would wish to make on the latest Forward Plan of Strategic Decisions for the Joint GMCA and AGMA Executive Board; attached to this report.

3. CONSTITUTIONAL BACKGROUND AND ARRANGEMENTS AGREED BY EXECUTIVE BOARD ON 24 JUNE 2011

3.1 Under AGMA's constitution – as revised by the Operating Agreement which set up the GMCA – there is the following requirement:-

13. *Forward Plan*

13.1 *The Board will produce a forward plan in accordance with the requirements of section 22 of the Local Government Act 2000.*

3.2 The requirements of section 22 of the 2000 Act were set out in regulations made by the Secretary of State in 2001. In summary they require

- preparation of a plan covering 4 months, starting on the first day of the month
- a monthly revision of the plan
- publication of the plan fourteen days before it would come in to effect
- the plan to state
 - (i) the issue on which a major strategic decision is to be made;
 - (ii) the date on which, or the period within which, the major strategic decision will be taken;
 - (iii) arrangements for any consultation to be made before the decision is taken
 - (iv) how anyone can make representations on the matter and the date by which any such representations must be made; and
 - (v) a list of the documents to be submitted when the matter is considered

4 FORWARD PLAN: CONSTITUTIONAL REQUIREMENTS

4.1 In summary the Secretary of the Joint GMCA and AGMA Executive Board meeting is required to:-

- prepare a plan covering 4 months, starting on the first day of the month
- to refresh this plan monthly
- to publish the plan fourteen days before it would come in to effect
- state in the plan
 - (i) the issue on which a major strategic decision is to be made;
 - (ii) the date on which, or the period within which, the major strategic decision will be taken;
 - (iii) how anyone can make representations on the matter and the date by which any such representations must be made; and
 - (iv) a list of the documents to be submitted when the matter is considered

4.2 Key decisions are defined as being those which are likely:-

- a. to result in the local authority incurring expenditure which is, or the making of savings which are, significant having regard to the local authority's budget for the service or function to which the decision relates; or
- b. to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the local authority.

In further guidance issued by the Secretary of State local authorities are required to

"agree as a full council limits above which items are significant. The agreed limits should be published."

4.3 The constitution is also quite specific about the matters which would need to be included within the Forward Plan:-

- any matter likely to result in the GMCA and AGMA Executive Board incurring significant expenditure (over £1 million), or the making of significant savings; or
- any matter likely to be significant in terms of its effects on communities living or working in the area of the Combined Authority.

plus the following more specific requirements:-

1. a sustainable community strategy;
2. a local transport plan;
3. approval of the capital programme of the GMCA and TfGM and approving new transport schemes to be funded by the Greater Manchester Transport Fund;
4. other plans and strategies that the GMCA may wish to develop;
5. the preparation of a local economic assessment

6. the development or revision of a multi-area agreement,
 7. the approval of the budget of the GMCA;
 8. the approval of borrowing limits, the treasury management strategy and the investment strategy;
 9. the setting of a transport levy;
 10. arrangements to delegate the functions or budgets of any person to the GMCA;
 11. the amendment of the Rules of Procedure of the GMCA;
 12. any proposals in relation to road user charging
- 4.3 All the matters at 1-12 above require 7 members of the Joint GMCA and AGMA Executive Board to vote in favour, except those on road user charging, which require a unanimous vote in favour
- 4.5 The attached plan therefore includes all those items currently proposed to be submitted to the Joint GMCA and AGMA Executive Board over the next 4 months which fit in with these criteria. Members should be aware that:-
- Only those items considered to fit in with the above criteria are included. It is not a complete list of all items which will be included on the Joint GMCA and AGMA Executive Board agendas
 - Items listed may move dependent on the amount of preparatory work recorded and external factors such as where matters are dependent on Government decisions; and

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**JOINT GREATER MANCHESTER COMBINED AUTHORITY
& AGMA EXECUTIVE BOARD MEETING**

**FORWARD PLAN OF STRATEGIC DECISIONS
1 DECEMBER 2014 – 31 MARCH 2015**

The Plan contains details of Key Decisions currently planned to be taken by the Joint Meeting of the Greater Manchester Combined Authority and AGMA Executive Board; or Chief Officers (as defined in the GMCA and AGMA constitution) in the period between 1 December 2014 and 31 March 2015.

Please note: Dates shown are the earliest anticipated and decisions may be later if circumstances change.

If you wish to make representations in connection with any decisions please contact the contact officer shown; or the offices of the Greater Manchester Integrated Support Team (at Manchester City Council, P.O. Box 532, Town Hall, Manchester, M60 2LA, 0161-234 3124; info@agma.gov.uk) before the date of the decision.

KEY DECISION /CONTACT OFFICER/CONSULTATION DETAILS	ANTICIPATED DATE OF DECISION & DOCUMENTS TO BE CONSIDERED	DECISION TAKER
S48 Grants Programme Wider Leadership Team Chief Executive - Howard Bernstein Contact Officer: Julie Connor	19 December 2014	GMCA& AGMA Executive Board
GMCA & AGMA Budgets Wider Leadership Team Lead Officer - Richard Paver Contact Officer: Richard Paver	30 January 2015	GMCA& AGMA Executive Board
Business Rates Pooling Wider Leadership Team Lead Officer - Richard Paver Contact Officer: Richard Paver	30 January 2015	GMCA& AGMA Executive Board

KEY DECISION /CONTACT OFFICER/CONSULTATION DETAILS	ANTICIPATED DATE OF DECISION & DOCUMENTS TO BE CONSIDERED	DECISION TAKER
<p>Greater Manchester Spatial Framework – Proposed Timetable</p> <p>Wider Leadership Team Lead Officer – Eamonn Boylan</p> <p>Contact Officer: Chris Findley</p>	TBC	GMCA& AGMA Executive Board

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