

## Salford City Council

### Cabinet Work Plan 2011/12

## Connecting people to opportunities – responding to the economic climate

### Introduction

Over the past two years people and businesses in Salford have wrestled with the recession caused by the financial crisis of 2008. Despite many difficulties, employment remains high, crime remains historically low and school exam results continue to rise. The start of BBC operations at MediaCityUK and of the Chapel Street redevelopment show that Salford's progress continues.

But the next three years will bring more challenges for local people and businesses. Big cuts for all public services will slash their contributions to the city's life. The council faces particularly big and fast cuts. These will affect its front-line services heavily, even after it has cut other activities severely.

So, the pressures will change for the worse. What will not change is local determination to create a city where everyone can contribute and where everyone can taste success. The council will continue the strategy it has followed over the past four years of connecting Salford people to opportunities.

A major focus is tackling the poverty caused by low educational attainment and all that flows from it, including low skills, low income and worklessness. Closely related to this is help for families with children to keep up their incomes and to improve their education and skills. This concerns all families, but some are at greater risk than others of losing their jobs, welfare

benefits or even their homes. A very small number of complex families face so many challenges that they struggle to find their way at all. We will help them chart a path to better lives by leading changes to services with them and for them. We will reform public services to make it easier for these families and others to get help, keeping the quality of services but cutting their cost.

The city also needs thriving and growing local businesses to provide its economic base and local employment. We will help them to win contracts in major developments as we have done at MediaCityUK. We will support their interests regionally and nationally.

The government's proposals to change the NHS are causing concern across the country. Here in Salford they matter more than in most places because local people cope with more than their fair share of illness. The council welcomes its increased role in public health. It will help people to take a fuller part in safeguarding their families' health and their communities' health more generally. Beyond that, it will work closely with local GPs and Salford Royal Hospital to ensure that they take the needs and aspirations of local people fully into account.

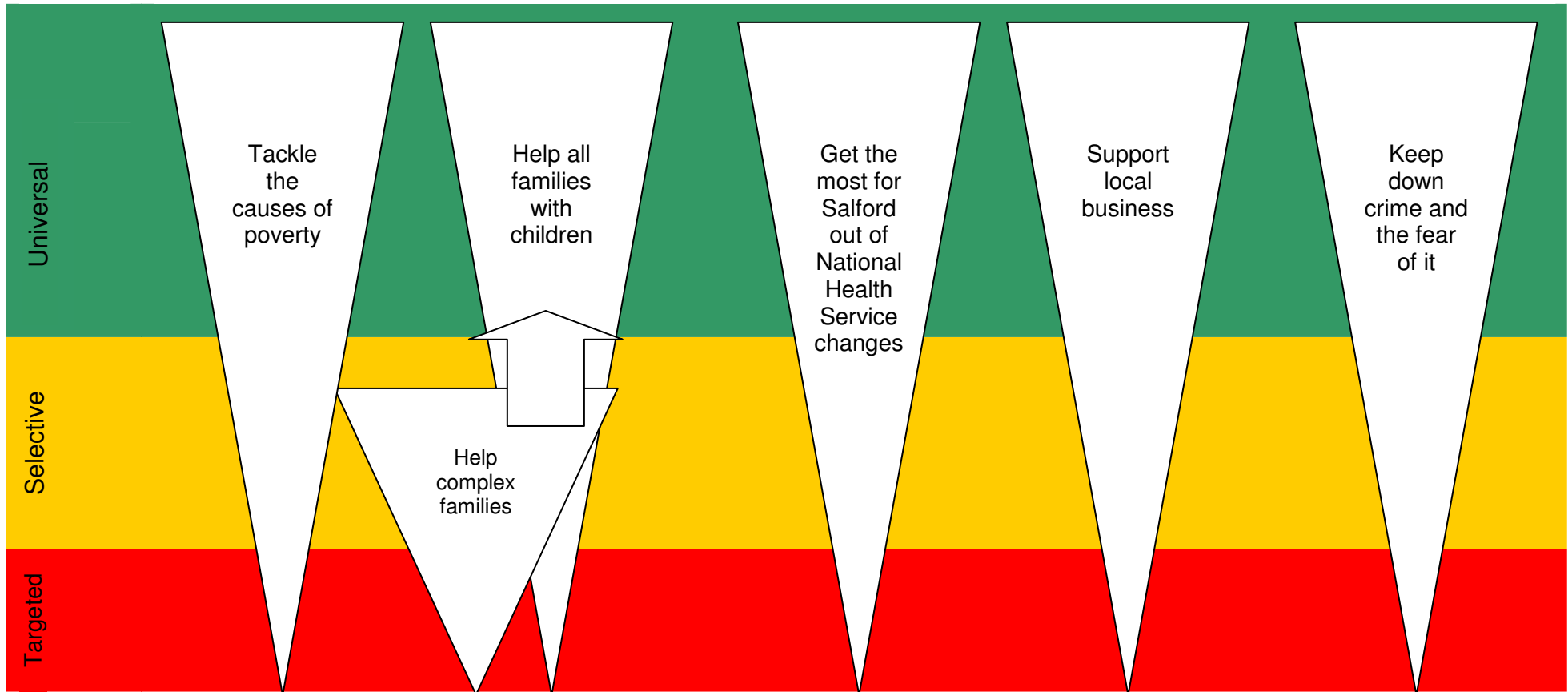
Health is vital to us all, but we all want to feel safe as well as sound. Thanks to steep falls in crime and anti-social behaviour over the past few years people in Salford can feel safer than they did. We will continue to work with them and other public services to cut crime further and to get the message out that it is falling.

So, in 2011/12 we will focus on how to:

- **Tackle poverty caused by worklessness, low educational attainment, skills and income**
- **Reform public services to help families better**

- **Get the most for Salford out of National Health Service changes**
- **Support local business**
- **Keep down crime and the fear of it**

The following pages show what we will do. Salford has already enjoyed success in many of the activities. We will build on that success because the economic climate makes our work more necessary than ever.



## Key

- U - universal services available to all resident
- S - selective services for which residents must show their need or eligibility
- T - targeted services which are designed for people with particular characteristics, conditions or locations
- End date - the month by the end of which activities are due for completion between April 2011 and March 2012

### Tackle the causes of poverty

Our work continues on the causes of poverty by helping people to improve their skills. The economic climate, including public spending cuts makes creating maintaining opportunities difficult. Focusing on connecting people to opportunities for work, training or education will enable us to support them in these challenging times.

Action	Activities	End date	Leads
1. Design and launch Future Jobs Fund legacy programme U	Create 140 paid work placements with focus on links with wider skills and work activity and priority groups and private sector employment opportunities	September	Cllr Merry Martin Vickers
2. Implement the Family Poverty Strategy T	Finalise, publish and raise awareness of the strategy	July	Cllr Merry Martin Vickers
	Develop clear arrangements for implementing actions	July	Martin Vickers
	Include neighbourhood actions in the health outcomes framework of Health Improvement Teams	December	Cllr Warmisham Janice Lowndes
3. Increase equal access to childcare T	Provide 125 children from lone parent families, those engaging in risky behaviour and black and minority ethnic families with 15 hours of quality childcare for 38 weeks	March	Cllr Morris Cathy Starbuck
	Use outstanding childcare providers to improve the performance of less able ones	March	Starbuck
4. Cluster a range of services in customer “market places” in Gateway buildings to provide face to face contact.	Set up in Pendleton Gateway Centre	June	Cllr Hinds John Tanner
	Set up in Eccles Gateway Centre	June	
	Set up in Walkden Gateway	September	
	Set up in Broughton Hub	March	
	Set up in Irlam Neighbourhood centre	March	

Action	Activities	End date	Leads
5. Ensure that families get benefit payments efficiently and effectively and recover debts promptly. U	Take timely recovery action so that customers do not build up unnecessary debts and that repayment rates remain affordable	March	Cllr Hinds John Tanner
6. Support and promote quality and appropriate advice and guidance to all young people, such as education, training and careers U	Find out from young people how to improve careers advice and guidance	March	Cllr Morris Cathy Starbuck
	Identify a sample of young people in order to track their careers and assess the impact of the advice and guidance	March	
7. Secure education and training opportunities to meet all young people's needs U	Focus on the work and priorities of the 14-19 partnership at a local and regional level	March	Cllr Morris Cathy Starbuck
	Develop support to help all young people to take part in education and training	March	
8. Provide training, work experience and employment opportunities for local people. S	Offer five apprenticeships for local young people in grounds maintenance	March	Cllr Mashiter Cllr Murphy David Seager
9. Support families to address the reasons why they stay in poverty T	Establish a Family Support Team in the Health Improvement Service by recruiting all the staff required to establish service	September	Cllr Warmisham Janice Lowndes
	Establish work programme for intended service	September	
	Recruit families by running activities listed in neighbourhood plans	December	
	Evaluate the Team's impact.	March	
10. Promote income generation for those	Generate £1.75 million in extra income April to June for local people through specific take-up work and routine case work	June	Cllr Boshell Tim Field

Action	Activities	End date	Leads
on low incomes and in target groups. T	Generate £1.75 million in extra income July to September for local people through specific take-up work and routine case work	September	
	Generate £1.75 million in extra income October to December for local people through specific take-up work and routine case work	December	
	Generate £1.75 million in extra income January to March for local people through specific take-up work and routine case work	March	
11. Reduce teenage conceptions U	Increase visits by people under 18 years old to contraception services by 5% from 3,760 to 3,950	March	Cllr Morris Sue Woodgate
	Run contraception social marketing campaign in eight high schools	September	
	Gather ideas from young people on how to make contraception services more friendly and accessible	March	
	Run teen and toddlers early intervention sessions for 50 young people	September	
12. Provide sustainable employment to residents T	Run teen and toddlers early intervention sessions for a further 32 young people	December	Cllr Murphy Debbie Brown
	Provide 20 work experience placements	March	
13. Design and extend new joint early intervention and prevention service T	Provide apprenticeship opportunities for up to 12 care leavers	March	Cllr Merry Martin Vickers
	Implement phase 1 of the skills and work services integrated multi-agency teams in the west of the city, providing case management for families in need	September	
14. Reduce the economic and social costs of homelessness U	Complete extension throughout central Salford of the skills and work services integrated multi-agency early intervention and prevention teams, providing case management for families in need	March	Cllr Connor Dave Galvin
	Improve access for customers by setting up a single Salford Housing Options Point (SHOP) at Brotherton House	December	
	Increase prevention of homelessness to 7.0 per thousand households	March	
15. Reduce fuel poverty U	Achieve 90% customer satisfaction	March	Cllr Connor Dave Galvin
	Increase the number proportion of homes that meet the decency standard from 53.8% to 55.5%	March	
	Advise residents on affordable warmth	March	
	Install 2,652 insulation measures	March	

Action	Activities	End date	Leads
16. Ensure that refugees in Salford get advice and support on employment and learning opportunities T	Ensure that refugees can get appropriate advice and support on employment and learning opportunities	January	Cllr Boshell David McIlroy
17. Help social housing tenants to move home to help them get work S	Develop a allocations policy to give priority to economically active home seekers and to maintain sustainable communities	December	Cllr Connor Dave Galvin
	Review local lettings policies to promote economic activity and community contributions	December	
	Achieve at least 20 mutual exchanges through the social mobility vanguard pilot	December	
	Implement cross-boundary resettlement process and promotion of economic activity, through the Better Life Chances pilot in Broughton and Cheetham	December	
18. Develop a Single Equalities Scheme. U	Develop a Single Equalities Scheme that recognises links between inequality and poverty and commits the Council to ensuring minority communities are supported to reach their full potential in employment, skills and education	December	Cllr Murphy Martin Vickers

### Reform public services to help families better – help all families with children and help complex families

A priority for us is helping all families with children to keep their incomes up and to improve their education and skills levels. Many families face the prospect of losing their jobs, welfare benefits or even their homes but a very small number of complex families face so many challenges that they struggle to find their way at all. Our approach is to help such families chart a path to better lives by changing services with them and for them. We will make it easier for all families and others to get help, keeping the quality of services but cutting their cost.

Action	Activities	End date	Lead
19. Make integrated services for families in neighbourhoods the standard approach. U	Develop options for sharing customer services functions	July	Cllr Merry Kevin Brady
	Produce an integrated joint commissioning framework to commission services	July	
	Get feedback from public and stakeholders on preferred options	October	
	Complete integration of services	March	
	Find out from customers what further improvements they would like to see	March	

Action	Activities	End date	Lead
20. Try out radical reforms to services in Better Life Chances areas.	Agree common outcomes framework and performance measures in Broughton/ Cheetham.	September	Cllr Boshell Tim Field
	Identify potential efficiency savings and service outcome improvements in Broughton Cheetham	December	
	Establish area delivery team in Winton	March	
	Complete spotlighting work in Winton	March	
	Evaluation of original family timeline and assess benefits of case management approach in Little Hulton	March	
	Identify three further families in Little Hulton for in-depth analysis and timeline	March	
	Report on evaluation of pilots in Broughton/ Cheetham and Little Hulton and Winton	March	
	Implement 'better way' options	March	
	Encourage complex families to take up culture and leisure opportunities by offering them personalised packages in three pilot areas	December	Cllr Boshell Andy Howitt
	Encourage all families with children under three to take part in arts, library and physical activity programmes in three pilot areas	December	
21. Ensure that children, families and young people can easily get support for their emotional well-being.	Make timely support available to young people identified by Integrated Youth Support Services	March	Cllr Morris Sue Woodgate
	Find out from children and young people with learning disabilities and their carers how to improve services for them	December	
	Find out from young people aged 16-17 years old how to improve services for them	December	
	Identify how to improve the effectiveness of emergency assessment services	March	
22. Help young people and their families to use alcohol sensibly	Select 48 young people in different part of the city to train as peer educators on the sensible use of alcohol	September	Cllr Morris Sue Woodgate
	Train the selected young people	March	
23. Improve the support for pregnant, young parents and their children	Maintain eight existing active young parents groups during 2011/12	March	Cllr Morris Sue Woodgate
	Run ante-natal sessions (3 sessions to be held attracting 36 young pregnant women and their partners)	March	
	Provide support packages to 80 young fathers	March	
	Find out from teenage parents how to improve support for them	March	

Action	Activities	End date	Lead
24. Increase uptake of direct payments for children with disabilities and complex needs S	Promote direct payments through resource panel and multi-agency forums	March	Cllr Morris Gani Martins
25. Reduce the number of looked after children missing from placements T	Make a plan for each looked after child to put into action if they go missing	September	Cllr Morris Gani Martins
	Get views from looked after children on how to improve the response to those who do go missing	March	
26. Provide support for carers T	Support the specialist complex families intervention service (Me 2 Project) to support 20 families where children are caring for problematic drug/ alcohol users	March	Cllr Lancaster Don Brown
	Set up a specialist service to support 50 adult carers of problematic drug and alcohol users	March	
27. Extend Little Hulton family intervention work to 30-50 families T	Skills and work and community and voluntary services integrated into joint community engagement teams	March	Cllr Merry Martin Vickers
28. Provide opportunities for leisure and exercise in parks and open spaces U	Provide activities that engage 7,500 people in at least 30 minutes of moderate exercise in parks and countryside sites	March	Cllr Mashiter David Seager
	Engage 45,000 people in leisure and recreational activities and events in parks and open spaces	March	
	Support volunteers who provide 6,000 hours of their time in parks and open spaces	March	
	Install outdoor gyms at Ellesmere recreation ground, Islington Park and Dolby Park	December	
	Install a multi-user games areas at Lord Street Kick-about area, Dolby Park and Eccles Recreation Ground	December	
29. Make the best use of homes U	Review allocation policies and processes, aligning need and accommodation to increase access in all tenures to maximise choice and to optimise usage	March	Cllr Connor Dave Galvin
	Run under-occupancy and overcrowding pilot with partner landlords, to make at least 50 family-type properties available	March	

### Getting the most for Salford out of the National Health Service changes

The government's proposals to change the NHS are causing concern across the country. Here in Salford they matter more than in most places because local people cope with more than their fair share of illness. The council welcomes its increased role in public health. It will help people to take a fuller part in safeguarding their families' health and their communities' health more generally. Beyond that, it will work closely with local GPs and Salford Royal Hospital to ensure that they take the needs and aspirations of local people fully into account.

Action	Activities	End date	Leads
30. Develop the new Health and Well-being Board  U	Membership and terms of reference for new Health and Well-being Board agreed	March	Cllr Warmisham Sue Lightup
	Hold the first meeting of the Shadow Board	September	
	Set a programme for the Board's first 18 months of operation	September	
	Review governance in the light of the first year's operation	March	Cllr Warmisham Mel Sirotkin
31. Protect coterminous working with the Salford GP Consortium / clinical commissioning group  U	Cooperate in developing the Health and Wellbeing Board to provide leadership for the whole of the health system	September	Cllr Warmisham Sue Lightup Mel Sirotkin
	Agree governance arrangements that provide transparent decision making	September	
	Agree how to use the Joint Strategic Needs Assessment to prioritise commissioning services for the people who need them most	September	
32. Revise how customers get services in adult social care to expand prevention and re-ablement and Health Improvement Service.  S	Agree links between health improvement and personalisation with targets and outcomes	September	Cllr Warmisham David Entwistle
	Tell staff, partners and stakeholders the results of the initial analysis of data against expected outcomes	September	
	Analyse the data further against agreed outcomes to change services	December	
	Adapt service model to continue to promote and enhance health prevention and re-ablement	March	
33. Set out remit of proposed Public Health function  U	Scope and align current activity against policy drivers in the white paper	June	Cllr Warmisham Sue Lightup Mel Sirotkin
	Map workforce against the agreed public health function	June	
	Identify overlaps with council functions and scope proposals for future structure	September	
	Develop a business plan for the new function	December	

Action	Activities	End date	Leads
34. Establish options for Way to Wellbeing service U	Test new ways to engage people in Little Hulton and in Irlam and Cadishead as the first stage of their journey to wellbeing	September	Cllr Boshell Cllr Warmisham Sue Lightup Mel Sirotkin
	Use feedback from the tests to develop specifications for commissioning further engagement	December	
	Agree integrated commissioning arrangements for the service	March	
	Agree joint outcomes	March	
	Agree an operating model for Way to Wellbeing service and define the specification for the Neighbourhood Management Service	September	
	Complete staff and stakeholder consultations	December	
	Integrate work of Health Improvement, Neighbourhood Teams, Working Neighbourhoods and other community based services	March	
35. Integrate Council and National Health Service more. U	Improve service integration and data intelligence to practitioners through the development of a 'Joint Salford Customer Record' and data exchange with Salford Primary Care Trust	October	Cllr Warmisham Cllr Boshell Sue Lightup Mel Sirotkin
	Jointly commission a unified neighbourhood level community engagement service	March	Cllr Warmisham Cllr Boshell Tim Field
	Agree eight integrated neighbourhood partnership board priorities for action	March	
	Integrate skills and work services with public health services in neighbourhoods as a key element of a new joint early intervention and prevention service	March	Cllr Warmisham Cllr Boshell Janice Lowndes

### Support local business

Our work with business and enterprise will continue, ranging from supporting local businesses to stabilise and grow – the Liverpool Road improvement initiative – through to major regeneration proposals – the Salford Crescent-Chapel Street corridor – and the emergence of MediaCity:UK as a regional economic and employment hub. Thereby, maintaining and creating new opportunities.

Action	Activities	End date	Lead
36. Support the commercial development of MediaCityUK and of the wider creative and media sector T	Review the creative and digital media sector to identify factors influencing growth	March	Cllr Merry Rob Pickering
	Develop proposals for any sector specific business support or interventions	December	
	Get the Media Enterprise Centre ready for full operation	March	Cllr Merry Karen Hirst
37. Retain and grow existing businesses and attract new businesses U	Capitalise on potential investment opportunities by sharing information with partners and liaising with MIDAS and UK Trade and Industry	March	Cllr Merry Rob Pickering
	Respond to about 1,200 enquiries from new and existing businesses	March	
	Support 100 key business accounts intensively	March	
	Support bids by seven businesses for round 2 Regional Growth Fund money to generate 56 new jobs and to safeguard 112 jobs	March	
	Identify factors influencing the growth of the priority sectors of green, financial and professional, and manufacturing	September	
	Run business meetings for green, financial and professional, manufacturing sectors	September	
	Produce publicity and hold briefings to raise partners' and stakeholders' awareness of "Locate IN Salford" and other business support services	September	
	Launch online/ digital services and sign-up 350 small and medium enterprises	March	Cllr Hinds David Hunter
	Brief 25 small and medium enterprises on how to improve their preparations and resilience in case of civil emergencies	March	Cllr Hinds David McIlroy
38. Commission personalisation (via independent, private and voluntary sectors) S	Develop a strategic approach to market management	March	Cllr Warmisham Jennifer McGovern
	Agree brokerage and personal assistants options	September	
	Revise learning difficulties commissioning strategy	September	
	Set up provider forum with suppliers from each market sector	September	
	Complete commissioning plan for adult mental health	March	
	Agree with third sector how to support service diversification and develop choice	March	

Action	Activities	End date	Lead
39. Help public, voluntary and independent sectors to provide personalisation. S	Run pre-employment courses for up to 90 staff	March	Cllr Merry David McIlroy
	Hold recruitment fairs at 5 high schools	March	
	Hold planning meetings with up to 80 partner organisations	March	
	Run a training programme with up to 20 partner organisations	March	
40. Continue to provide integrated marketing and visitor services support to local businesses and partners T	Launch new visitsalford.info website, dedicated Facebook and twitter pages	August	Cllr Merry Kevin Brady
	Produce new city guide and integrate ON and Sundays IN Salford to promote tourism businesses better to visitors	September	
	Re-launch the City Marketing Forum to cooperate in promoting the city coherently.	June	
	Review and develop IN Salford city brand and develop shared brand protocols to ensure consistent application and a stronger city identity	December	
	Increase visitors from 6.4m to more than 6.5m and increase their associated spending by 2% from £388m to £395m	March	
	Develop and implement a film friendly policy to increase the number of filming days in the city by 10% from 73 days to 80+ days	December	
41. Create cross-council/ joint agency employer engagement programme and team T	Agree joint model with key external and internal partners (Jobcentre Plus, Salford College, Sustainable Regeneration, and Local Enterprise Partnership)	September	Cllr Merry Martin Vickers
	Agree engagement programme and key account management arrangements for key employers in the City	September	
	Agree and market joint offer to employers with recruitment and training, workforce development and skills, and business support at the core	December	
42. Provide regulatory and compliance advice and assistance to local businesses U	Advise and assist businesses to understand and comply with legislation and keep customer satisfaction at 75%	March	Cllr Mashiter Ben Dolan
	Inspect 1,140 broadly compliant food businesses (compared to 1,340 in 2010/11)	March	
	Continue to promote the responsible retailer scheme and increase the number of retailers registered on the scheme to 126 (approximately 70% of total)	March	
	Protect vulnerable employees and businesses by 35 interventions and 20 revisits to businesses that have suffered robberies	March	Cllr Lancaster Don Brown
43. Implement the Salford West Strategic Regeneration	Improve building fronts and the street scene on Liverpool Road and in Eccles, Swinton, and Walkden town centres	March	Cllr Lancaster Rob Pickering
	Produce a regeneration plan for Eccles Town Centre and the surrounding area	December	
	Bid for £15m from the Regional Growth Fund to support the business plan for	March	Cllr Merry

Action	Activities	End date	Lead
Framework and Action Plan Priorities U	developing and building Port Salford		Chris Findley
	Complete the development of the City of Salford Community Stadium and market to communities and businesses to maximise commercial income	September	Cllr Merry Rob Pickering
	Set up an operation group in Irlam and Cadishead comprising all stakeholders to improve, Irlam station , shop fronts and Liverpool Road street scene and infrastructure and to protect and develop Chat Moss as a major natural habitat	March	Cllr Lancaster Rob Pickering
	Support the continued reduction in violent crime in Eccles town centre by expanding Operation Retail Crime with traders and Pubwatch to increase the number taking part in the radio scheme.	December	Cllr Lancaster Mark Reeves
44. Ensure planning policies support local business U	Ensure that land is available 2010 to 2030 for at least 500,000 sqm of office space	March	Cllr Antrobus Chris Findley
	Ensure that enough land is available 2010 to 2030 to develop at least 400,000 square metres of industrial and warehousing floor space	March	
45. Maintain and improve the city's infrastructure. U	Approve Traffic Regulation Orders for Leigh- Manchester guided bus route	March	Cllr Antrobus Chris Findley
	Complete work in the Crescent and Chapel Street	October	

### Keep down crime and the fear of it

While crime rates in the city have continued to improve we will maintain this momentum and maintain the targeting of crime hotspots – reinforcing the view that local people feel safer than they did. Our on-going partnership approach with local communities is vital for cutting crime further and supporting victims of crime, assisted by improved performance reporting arrangements at a neighbourhood level.

Action	Activities	End date	Leads
46. Run burglary reduction initiatives T	Give property marking kits to another 6,000 households to protect their belongings	March	Cllr Lancaster Don Brown
	Complete alley-gating schemes and target hardening for victims of burglary – with 70% of works in 'home action zones', 90% of residents satisfied with the work and 80% feeling safer afterwards	March	
47. Reduce theft T	Tackle the handling of stolen goods by making 21 inspections of scrap metal dealers and 18 inspections of second hand goods dealers	March	Cllr Lancaster Don Brown
48. Maintain safe environments	Reduce fly-tipping and other environmental crimes by 5% through enforcement and education	March	Cllr Mashiter Don Brown

Action	Activities	End date	Leads
U	Use fixed and mobile CCTV to prevent and detect crime.	September	Cllr Lancaster Don Brown
	Use shop front improvement grants to improve Liverpool Road and Eccles/ Swinton town centres	March	
	Implement street scene improvements in Eccles Town Centre including new street furniture	March	Cllr Lancaster Rob Pickering
	Prepare investment options for new projects taking into account community safety improvements	December	
49. Divert young people from anti-social behaviour	Increase the number of young people taking part in positive activities from about 3,000 (12% of young people 13-19) to approximately 3,150	March	Cllr Morris Sue Woodgate
	S Co-ordinate a programme of summer activity in Ordsall and Langworthy, including activities provided by Sport, Art and Youth in Ordsall (SAYO)/ Sports, Parks, Arts, Recreation, Kids and Youth project (Sparky)	September	Cllr Lancaster Mark Reeves
50. Embed safeguarding in communities.	U Review communication strategies on personalisation and safeguarding	September	Cllr Warmisham Sue Lightup David Entwistle
	Develop plan with involvement of stakeholders and partners	September	
	Strategy agreed for targeted campaigns	December	
	U Review effectiveness of strategy and publicity campaigns	March	
	Reinforce safeguarding in Way to Wellbeing Services, such as infant feeding, family support and family weight management	March	
	Train all 27 staff in the health improvement service who work with families, children and vulnerable adults	September	Cllr Warmisham Janice Lowndes
	Train 110 staff on safeguarding policy and procedures	December	
51. Help people to report anti-social behaviour easily.	U Develop and launch of a mobile phone 'app' for instant reporting of anti social behaviour	October	Cllr Hinds David Hunter
	Complete improvements relating to Operation Gabriel, including using customer records systems in the council's Call Centre to support victims of crime	March	
	Run 8 Sustainable Neighbourhood Action Projects in: Kersal, Worsley, Eccles, Ordsall, Irlam, Walkden South, Claremont and Pendlebury	March	Cllr Lancaster Don Brown
	Run a week of action on the Clifton Estate, Swinton to tackle potential anti social behaviour	December.	
52. Encourage reporting of hate crime to support targeted multi-	Remove all offensive graffiti within 48 hours of it being reported	March	Cllr Mashiter Dave Seager
	Run a programme of community engagement, including a city-wide Hate Crime Awareness Week	March	Cllr Boshell Martin Vickers

Action	Activities	End date	Leads
agency interventions U	Embed the use of the hate crime toolkit in all eight neighbourhoods	March	
	Respond to emerging community tensions quickly based on multi-agency tension monitoring	October	
53. Implement Community Safety Partnership communications strategy U	Produce a community safety edition of <i>Life in Salford</i> focusing on successes	February	Cllr Lancaster Kevin Brady
	Promote Salford Neighbourhood Action Projects	March	
54. Tackle trading standards offences	Run 100 test purchasing operations for underage sales of alcohol, cigarettes and knives	March	Cllr Lancaster Cllr Mashiter Don Brown
55. Tackle the misuse of drugs and alcohol T	Increase the number of successful transfers of prisoners to drug treatment and recovery services	March	Cllr Lancaster Don Brown
	Provide treatment services to meet court based alcohol treatment requirements based on 20 alcohol treatment Court Orders	March	
	Help 15 out of 100 problematic and chaotic drug users to get a job	March	
	Ensure 50 successful transfers of prisoners to recovery services at Mona Street	March	
	Help 15 users of Mona Street drug services to get a national vocational qualification at level 2 or above	March	