



**TRAFFORD
COUNCIL**

**AGENDA PAPERS FOR
EXECUTIVE**

Date: Monday, 1 December 2014

Time: 6.30 pm

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

A G E N D A	PART I	Pages
1.	ATTENDANCES To note attendances, including officers, and any apologies for absence.	
2.	DECLARATIONS OF INTEREST Members to give notice of any interest and the nature of that interest relating to any item on the agenda in accordance with the adopted Code of Conduct.	
3.	MINUTES To receive and, if so determined, to approve as a correct record the Minutes of the Special Meeting held on 20/10/14 and meeting held on 27/10/14.	1 - 6
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.	
5.	TRAFFORD COMMUNITY LEISURE TRUST ANNUAL REPORT To receive for information a presentation from the Chief Executive of Trafford Community Leisure Trust.	
6.	TRAFFORD SAFEGUARDING CHILDREN BOARD ANNUAL REPORT To receive a presentation from the Independent Chair of the Board.	

7. **RELOCATION OF FAIRVIEW CHILDREN'S HOME** 7 - 18
To consider a report of the Executive Member for Children's Services
8. **INCREASING THE SKILLS PAYMENTS ELEMENT OF FOSTER CARE ALLOWANCES OF CHILDREN AGED 0-5 YEARS FOR 2014/15** 19 - 26
To consider a report of the Executive Member for Children's Services.
9. **TRAFFORD PARK LINE METROLINK EXTENSION** 27 - 36
To consider a report of the Executive Member for Environment and Operations and Executive Member for Economic Growth and Planning.
10. **STREET LIGHTING STRATEGY** 37 - 54
To consider a report of the Executive Member for Environment and Operations.
11. **RESHAPING TRAFFORD: ECONOMIC GROWTH, ENVIRONMENT AND INFRASTRUCTURE** 55 - 66
To consider a report of the Executive Members for Environment and Operations and for Economic Growth and Planning.
12. **ANTI-SOCIAL BEHAVIOUR, CRIME AND POLICING ACT 2014** 67 - 72
To consider a report of the Executive Member for Communities and Partnerships
13. **REVENUE BUDGET MONITORING 2014/15 PERIOD 6** 73 - 118
To consider a report of the Executive Member for Finance and Director of Finance.
14. **CAPITAL PROGRAMME MONITORING 2014/15 - QUARTER 2** 119 - 130
To consider a report of the Executive Member for Finance and Director of Finance.
15. **TREASURY MANAGEMENT 2014/15 MID-YEAR PERFORMANCE** 131 - 140
To consider a report of the Executive Member for Finance and Director of Finance.
16. **ANNUAL DELIVERY PLAN 2014/15 (SECOND QUARTER) PERFORMANCE REPORT** 141 - 168
To consider a report of the Executive Member for Transformation and Resources.

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

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|-----|------------------------------------------------|-----------|
| (a) | GMCA Decisions 31/10/14 | 169 - 174 |
| (b) | Joint GMCA & AGMA Executive Decisions 31/10/14 | 175 - 178 |
| (c) | GMCA Forward Plan | 179 - 184 |

18. URGENT BUSINESS (IF ANY)

Any other item or items which by reason of:-

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

19. 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.

20. GREATER MANCHESTER WEST S.75 AGREEMENT

To consider a report of the Executive Member for Adult Para. 3 Social Services and Community Wellbeing – to follow

THERESA GRANT
Chief Executive

COUNCILLOR SEAN ANSTEE
Leader of the Council

Executive - Monday, 1 December 2014

Membership

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,

Email: joseph.maloney@trafford.gov.uk

This agenda was issued on **20 November 2014** by the Legal and Democratic Services Section, Trafford Council, Trafford Town Hall, Talbot Road, Stretford M32 0TH.

EXECUTIVE

20 OCTOBER 2014

PRESENT

Leader of the Council (Councillor S. Anstee) (in the Chair),
Executive Member for Adult Social Services and Community Wellbeing (Councillor M. Young),
Executive Member for Communities and Partnerships (Councillor J. Lamb),
Executive Member for Economic Growth and Planning (Councillor M. Hyman),
Executive Member for Environment and Operations (Councillor John Reilly),
Executive Member for Finance (Councillor Patrick Myers).

Also present: Councillors Acton, Adshead, Baugh, Bowker, Brotherton, Bruer-Morris, Candish, Cordingley, Coupe, Freeman, Fishwick, Hynes, Lloyd, Mitchell, Procter, Rigby, Ross, Sharp, A. Western and Mrs. Young.

In attendance:

Chief Executive (Ms.T. Grant),
Corporate Director, Children, Families and Wellbeing (Ms. D. Brownlee),
Corporate Director, Economic Growth and Prosperity (Mrs. H. Jones),
Corporate Director, Transformation and Resources (Mrs. W. Marston),
Director of Finance (Mr. I. Duncan),
Director of Legal & Democratic Services (Ms. J. Le Fevre),
Director of Human Resources (Ms. J. Hyde),
Marketing and Communications Team Leader (Ms. K. Dooley),
Senior Democratic Services Officer (Mr. J.M.J. Maloney).

APOLOGIES

Apologies for absence were received from Councillors M. Cornes and A. Williams

30. DECLARATIONS OF INTEREST

No declarations were made by Executive Members.

31. EXECUTIVE'S DRAFT REVENUE BUDGET PROPOSALS 2015/16

The Executive Member for Finance and Director of Finance submitted a report setting out details of the Executive's draft revenue budget proposals for 2015/16, for consultation purposes and referral to the Scrutiny Committee. An opportunity was provided for Members to raise questions and issues in relation to the draft proposals.

RESOLVED -

- (1) That the proposals in the draft revenue budget for 2015/16 be agreed for the purposes of consultation and referred to the Scrutiny Committee for their consideration.

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- (2) That it be noted that the draft proposals are subject to various consultation exercises and impact assessments, movements in core funding, specific grants, costing and robustness assessments.

The meeting commenced at 6.30 pm and finished at 7.13 pm

EXECUTIVE

27 OCTOBER 2014

PRESENT

Leader of the Council (Councillor S. Anstee) (in the Chair),
Executive Member for Adult Social Services and Community Wellbeing (Councillor M. Young),
Executive Member for Children's Services (Councillor M. Cornes),
Executive Member for Communities and Partnerships (Councillor J. Lamb),
Executive Member for Economic Growth and Planning (Councillor M. Hyman),
Executive Member for Environment and Operations (Councillor John Reilly),
Executive Member for Finance (Councillor P. Myers),
Executive Member for Transformation and Resources (Councillor A. Williams).

Also present: Councillors Adshead, Bowker, Boyes, Cordingley, Fishwick, Lloyd, Mitchell, Mrs. Reilly Ross, Sharp and A. Western.

In attendance:

Chief Executive (Ms.T. Grant),
Corporate Director, Children, Families and Wellbeing (Ms. D. Brownlee),
Corporate Director, Economic Growth and Prosperity (Mrs. H. Jones),
Corporate Director, Transformation and Resources (Mrs. W. Marston),
Director of Finance (Mr. I. Duncan),
Director of Legal & Democratic Services (Ms. J. Le Fevre),
Director of Human Resources (Ms. J. Hyde),
Head of Legal (Community) (Mr. H. Khan),
Senior Democratic Services Officer (Mr. J.M.J. Maloney).

32. DECLARATIONS OF INTEREST

No declarations were made by Executive Members.

33. WENDY MARSTON

The Leader of the Council noted that this was the last meeting of the Executive which would be attended by Wendy Marston, Corporate Director, Transformation and Resources, prior to her leaving the Council's service. On behalf of the Executive, he expressed thanks to her for her contributions to the Council's work, and best wishes for the future.

34. MINUTES

RESOLVED – That the Minutes of the meeting held on 24th September 2014 be approved as a correct record.

35. MATTERS FROM COUNCIL OR OVERVIEW AND SCRUTINY COMMITTEES (IF ANY)

Further to the Executive's agreement on 20th October of its draft revenue budget proposals for 2015/16, Councillor Mitchell reported that arrangements for budget scrutiny were in hand, and that dates for directorate-based scrutiny would be confirmed in the near future.

36. RELOCATION OF FAIRVIEW CHILDREN'S HOME

Consideration of this item was deferred to a future meeting.

37. ALTRINCHAM CONSERVATION AREA APPRAISALS

The Executive Member for Economic Growth and Planning submitted a report summarising the responses received to the publication of the draft Altrincham Conservation Area Appraisals and seeking approval of the final documentation for their adoption as Supplementary Planning Documents.

RESOLVED -

- (1) That the consultation responses and amendments made to the Conservation Area Appraisals be noted.
- (2) That the five Altrincham Town Centre Conservation Area Appraisals be adopted as Supplementary Planning Documents, as set out in Appendix 1 to the report.
- (3) That responsibility for approving any minor amendments to the wording of the documents be delegated to the Corporate Director for Economic Growth, Environment and Infrastructure, prior to their publication.

38. ENVIRONMENT & OPERATIONS PROGRESS UPDATE

The Executive Member for Environment and Operations submitted a report providing an overview of the Environment and Operations services within the Economic Growth, Environment and Infrastructure Directorate, following a review undertaken by the Corporate Director and her Senior Management Team and Executive Member. It also provided a comprehensive summary for each service, and set out proposals for investment and a delivery plan with timescales.

RESOLVED -

- (1) That the content of this report be noted.
- (2) That the required additional capital funding of £150k be prioritised within any re-profiling of the Council's approved capital programme in 2014/15.

Executive (27.10.14)

39. STRETFORD MASTERPLAN GOVERNANCE

Following the approval of the Stretford Town Centre Masterplan by the Executive in January 2014, the Executive Member for Economic Growth and Planning submitted a report setting out new governance arrangements which aimed at securing wider private sector and community input which would be critical in delivering the revitalisation of Stretford Town Centre.

RESOLVED - That the Stretford Masterplan Governance proposals be approved, and the Terms of Reference (Appendix One to the report).

40. REVENUE BUDGET MONITORING 2014/15 PERIOD 5

The Executive Member for Finance and Director of Finance submitted a report setting out the current position in relation to the monitoring of the Council's Revenue Budget for 2014/15. An opportunity was provided for Members to ask questions regarding the report's content.

RESOLVED - That the latest forecast and planned actions be noted and agreed.

41. FRAUD INVESTIGATION SERVICE: 2013/14 ANNUAL REPORT

The Executive Member for Finance submitted a report which outlined the Council's responsibilities in respect of benefit fraud, provided details of performance and outcomes during 2013/14 and set out plans for 2014/15.

RESOLVED – That the content of the report be noted.

42. REVIEW OF ICT PROVISION FOR MEMBERS

The Executive Member for Transformation and Resources submitted a report which set out the conclusions and recommendations arising from the review of ICT provision for Members by and ICT Task and Finish Group comprising Members from all political groups on the Council; and which gave details of a preferred option. Members were advised that training for Members was planned; and that there would be an opportunity for them to familiarise themselves with the hardware prior to implementation.

RESOLVED -

- (1) That Members be provided with a Windows 8 tablet (with keyboard and laptop type capability) and a smartphone and that the current ICT package options be withdrawn.
- (2) That the Corporate Director for Transformation and Resources prepare detailed implementation plans to roll out the new provision.

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

The Executive received for information details made by the Greater Manchester Combined Authority, and the Joint GMCA and AGMA Executive, at their meetings held on 26th September 2014; and the latest update of the GMCA Forward Plan of Strategic Decisions. It was noted that the latter was being circulated to Members to enhance the visibility of AGMA issues. The Leader advised that the question of AGMA governance would be brought to Council in due course, and indicated that he would welcome discussions with members on the matter.

RESOLVED – That the content of the decision summaries and Forward Plan be noted.

The meeting commenced at 6.30 pm and finished at 7.26 pm

TRAFFORD COUNCIL

Report to: Executive
Date: 02/08/14
Report for: Decision
[Draft] Report of: Executive Member for Children's Services

Report Title

The Relocation of Fairview Children's Home to an Alternative Site at 190-192 Flixton Road, Urmston, M415DR

Summary

The report outlines a proposal to close Fairview 2 bedded Residential Children's Home which is situated in the Timperley area and to relocate it to 190-192 Flixton Road where it will function as a 3 bedded home. The establishment of a 3 bedded home will allow 1 additional child in care, with complex difficulties, to reside in a small group living environment within the Trafford Community. This increase in capacity will reduce the Council's dependency on high cost independent sector residential provision which typically costs 100k per year. By placing 1 less child in external residential provision there will be a predicted reduction in the annual spend on external residential placement of approximately 100k.

The Local Authority has a duty to ensure that there are sufficient placements for children in care. Consultations about the proposal have taken place with staff that will be affected by the proposal, and with the Police, Health Services and Neighbours who live close to the Flixton Road site.

Recommendation(s)

The Executive are asked to approve the closure of Fairview 2 bedded Residential Children's Home and to relocate it to 190-192 Flixton Road which will be open as a 3 bedded Home

Contact person for access to background papers and further information:

Name: **Gerard Crowther**

Extension: **0161-911 8650**

Background Papers: **None**

Implications:

<p>Relationship to Policy Framework/Corporate Priorities</p>	<p>As Corporate Parents the Council is committed to meeting the placement needs of children who are in the care of Trafford Council. This proposal increases the opportunity for more children in care to access a placement which provides a highly supported care environment and which is situated within the Trafford community.</p>
<p>Financial</p>	<p>The establishment of a 3 bedded home will allow 1 additional child in care with complex difficulties to reside in a small group living environment within the Trafford Community. By placing 1 less child in external residential provision there will be a predicted reduction in annual spend on external residential placement of approximately 100k.</p>
<p>Legal Implications:</p>	<p>If the proposal to open Flixton Road is accepted, the new home would need to be :</p> <ul style="list-style-type: none"> • Compliant with National Standards for Residential Children’s Homes, The Care Standards Act 2010 and Children’s Homes regulations 2010. • Approved as a registered children’s home by Ofsted who would complete an inspection of the home so as to ensure compliance with Ofsted regulatory requirements. <p>The Children’s Homes Regulations, Care Standards Act 2000 and Children’s Homes Regulations 2010 set out requirements with regard to the completion of a Location Risk Assessment relating to the suitability and availability of local services and the location of the home and to carry out prescribed consultation.</p> <p>A Location Risk Assessment has been completed of Flixton Road. The outcome of this assessment indicates that the location is low risk and that the site offers a very positive community location which has good access to community resources.</p>
<p>Equality/Diversity Implications</p>	<p>An initial Impact Assessment indicates that there are no identified negative or adverse diversity or equality implications associated with this initiative.</p>

Sustainability Implications	<p>The costs associated with the development and running of Flixton Road will be sustained from savings made from reducing dependency on high cost external placements and from the current placements budgets.</p>
Staffing/E-Government/Asset Management Implications	<p>All staff who are currently employed at Fairview will transfer, under the same conditions of service, to the new Flixton Road Home.</p> <p>It is proposed that 3 night wake residential childcare officer posts who collectively cover 70 hours of night wake duties at Fairview are disestablished and that 2 additional full time residential childcare officer posts are established at the Flixton Road home. These 2 new posts will be ring-fenced for the night wake residential child care officers whose posts will be disestablished.</p> <p>Staff from the disestablished posts, who take up day time Residential child care officer posts, will be able to work the same amount of hours as the currently work but they will no longer receive an enhancement for the completion of night time duties.</p>
Risk Management Implications	<p>The savings associated with this proposal hinge around a proposal to reduce the number of children who are placed in high cost external provision. However other factors, such as, any unforeseen increases in the Looked After Children population, or an unforeseen requirement to meet the care needs of children with exceptionally high could increase Trafford's dependency on high cost external placements. However, increasing our own internal capacity to meet the placement needs of all children in care with complex needs mitigates against this potential risk.</p>
Health & Wellbeing Implications	<p>The establishment of the home will enable more Trafford children in care to remain within a small and intensively supported group living environment which is situated within the Trafford community. It is envisaged that this will positively impact on the health and wellbeing of Trafford children in care who are placed at the home.</p>
Health and Safety Implications	<p>In order to be registered with Ofsted the new home</p>

	will be required to be compliant with relevant health and safety requirements.
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1.0 BACKGROUND

Fairview Residential Children's Home is located at 136 Fairywell Road, Timperley, WA156XB. The building is managed and owned by Trafford Council. The home is registered with Ofsted and provides care to 2 children aged 12-17yrs. Fairview provides specialist and intensive support to children in care who benefit from:

- Residence in a small group living environment.
- High levels of support from a dedicated team of residential care staff.
- Psychological support from Trafford's specialist looked after children's CAMHS service.

It is proposed that Fairview, which is a 2 bedded residential children's home is disestablished and that a 3 bedded residential children's home is established at 190-192 Flixton Road, Urmston. The Flixton Road building previously functioned as a residential children's home but was closed in 2009. However, since its closure, part of the building has been occupied by Trafford's Children's Outreach Support Service who provide domiciliary support to children and families which is focused on reducing admissions into care.

The Outreach Team use part of the Flixton Road building as an administrative and organisational base. The physical integrity of Flixton Road as a children's home remains largely in place and there have been no structural changes to the building since its closure.

Minor internal building work would need to be undertaken to the Flixton Road building to allow it:

- To be re-commissioned as a 3 bedded residential children's home which would be structurally independent of and separate to the administrative Offices of the Outreach Team;
- To continue to be used as an administrative and organisational centre for Trafford's Outreach Team.

The current Fairview building would be available to be sold.

2.0 STAFFING IMPLICATIONS

It is proposed that 3 night wake residential childcare officer posts who collectively cover 70 hours of night wake duties at Fairview are disestablished and that 2 additional full time residential childcare officer posts are established at the Flixton Road home.

The establishment of 2 additional RCCO posts will allow Flixton Road to both provide high levels of supervision to children and to deliver night time care cover via the implementation of a staff sleep in rota.

Night wake staffs are currently only provided at Fairview because the lack of bedroom space means that staff cannot sleep at the home. Therefore it is not possible to provide night cover at Fairview via a “sleep in” arrangement as is the practice in Trafford’s other residential children’s homes. Trafford’s 2 other residential children’s homes are Kingsway Park and Old Hall Road. At both of these homes staff provide night time cover via a “sleep in” arrangement and there are no night wake staff. Kingsway Park and Old Hall Road are 6 bedded and 5 bedded homes and this method of providing night time cover has been sufficient to ensure safe care to children. It is also the case that this method of delivering night time care is one which has been approved of by Ofsted Inspectors.

In response to any specific identified critical need (as is currently the practice in Trafford’s other children’s homes) night wake staff can and will be arranged at short notice.

If this proposal is approved the 2 new RCCO posts will be ring fenced for applicants from displaced night-wake staff from Fairview who would be invited to consider these posts as part of the redeployment process.

All other staff who are currently employed at Fairview will simply transfer, under the same conditions of service, to the new Flixton Road home.

2.1 The Development of a Band 9 Senior Practitioner Family Placement Worker

The registered manager of Fairview currently carries out additional duties relating to the reviewing of approved foster carers. It is envisaged that the new 3 bedded residential children’s home will require a registered manager who is able to dedicate all of their time to the establishment and management of the new home. If the proposal to develop Flixton Road is approved the registered manager will no longer carry out fostering review duties. Therefore a dedicated 0.5 Band 9 Fostering Supervising Social Worker post will be established to carry out these duties, so as to ensure that foster care reviews continue to be compliant with nationally defined standards and time scales. The cost of this post has been factored into savings analysis which underpins this proposal.

3.0 THE REASONS FOR THE PROPOSAL

3.1 The development of an additional specialist placement for one child in care

The model of providing a small group living environment to children with complex and challenging behaviour has been a very successful one. Fairview has achieved very positive outcomes for children in care and has successfully provided children with long term and stable placements. The development of a 3 bedded residential children’s home would allow one additional child in care to benefit from a placement in a small group living environment within the Trafford Community. Fairview Residential Children’s Home is not large enough to accommodate an additional placement for one additional child and it is not viable to either extend or make structural changes to this building to create additional living space for one additional child.

3.2 Responding to Increased levels of Demand

Trafford's child in care population has continued to grow in line with both the national and regional trends. The growth in the Looked After Children population is predicted to continue at least in line with the predicted rise in the overall Trafford child population. The looked after children population in April 2014 stood at 317, which is 7.5% higher than April 2013. There is a continuing need to ensure a sufficient and varied range of placement options for children in the care of Trafford Council. The development of an additional specialist placement will contribute to meeting future predicted demand

3.3 Savings and Cost Analysis

An initial start-up investment of £32K is required during the first year of the proposed development. This investment is required to cover the cost associated with the completion of essential small scale interior decorative and building work. This cost will be funded from capital receipts arising from the disposal of the current Fairview Children's Home.

In addition to the above, the staffing requirements have been reviewed and there will be a need to:

- Establish 2 x additional Residential Child Care Officer posts to meet statutory requirements and to ensure that a high level of supervision is provided to children with high support needs;
- Establish a 0.5 Social Worker post to address the gap left in fostering review responsibilities held by the current registered manager which could not be maintained when she manages a larger 3 bedded unit;
- Provide additional funds for sleep-in allowances to be paid to staff who will provide night time cover to the home.

The cost associated with the establishment of these posts would be offset by the disestablishment of the existing night wake staff posts (totalling 70 hours). Therefore the net cost of establishing the above posts and funding the sleeping allowances would be £42,848.

The total annual costs of the proposed Flixton Road home, taking into account the above staffing and sleep in duty costs would be £532k per year.

The current position is that Fairview provides 2 placements for an annual cost of £458k. However, to meet the needs of an additional child who may require specialist care in a similar small residential children's home, we currently have to purchase a bed from an external provider at an average cost of £174k per child per year. Therefore the current position is that Trafford pay £632k for 3 placements.

If the proposal to develop Flixton Road is accepted then the new home will deliver 3 specialist placements at a cost of £532k and therefore there will be an annual saving of £100K.

4.0 CONSULTATION

4.1 Consultation with Children

The two children, who are currently placed at Fairview, will by the time of the proposed opening of Flixton Road, have moved to reside in supported independent living placements. This move is in keeping with their current care plan.

Children who are placed at Fairview at the time of the relocation date and who will be affected by the move to Flixton Road will be consulted about the planned development of the new home.

Children will not be placed at Fairview if their individual needs and care plan objectives would be negatively affected by a future move to Flixton Road.

Children who are resident at Fairview at the time of the proposed move will be encouraged to be involved and to participate in the relocation process and the move will replicate the experience of a family moving to a new home.

It is not possible to predict at this stage which children will be resident at Fairview at the time of the relocation, however, the needs of these children will be given the utmost priority and children will not be placed at Fairview if it was felt that any future relocation would negatively impact on their individual care plans. The process of relocation will be underpinned by careful placement planning, consultation with children and the involvement of the children in the move to their new home.

4.2 Consultation with Staff

A consultation paper was distributed to inform and invite comments from Fairview staff on the relocation of Fairview Residential Children's Home to Flixton Road.

These arrangements followed the process of consultation in line with the Council's Organisational Change Policy.

A consultation meeting was held with members of Fairview staff on Friday 29th August 2014 where staff were collectively given an opportunity to discuss the proposed changes.

Feedback from staff was very positive. Staff agreed with the rationale for the move, they felt the move would provide the opportunity to extend the services offered at Fairview to more children. Staff felt Flixton Road would be a more appropriate location for a children's home and they noted the park was located directly opposite and that the area benefited from good transport links.

Staff felt that an increase in the number of children who are provided with care in a small group home by one child would not significantly impact on the work they undertake. They felt the increase of 2x Residential Child Care Officers would enable them to continue to provide a high level of supervision and direct work to all children placed with them.

All staff affected by the change were provided with an opportunity to discuss the changes at 1:1 meetings with a manager. Three Waking Night Residential Child Care Officers took up the opportunity for individual consultation sessions. The three Night Wake staff were positive about the opportunity to take up positions as Residential Child Care Officers and all expressed a view that the proposed move would benefit the children and the Service as a whole, however, they expressed disappointment that the 20% salary uplift that they receive for night wake duties would be lost.

4.3 Consultation with the Police and Health agencies and Neighbours who reside close to the new home about the proposal to open the a new home

As part of the Ofsted Registration process there is statutory requirement for organisations who are planning to develop a new residential children's home to consult with Police, Health Agencies and neighbours who reside close to the new home about the proposal to open the a new home. These consultations have been completed and the feedback from the consultation exercise is described below.

4.4 Consultation with Neighbours

A consultation exercise with members of the community who reside close to the proposed Flixton Road development has been completed. Members of the nearby community were each sent a letter on the 6th October 2014 which:

- Informed them of the proposal to Open Flixton Road as a small children's home;
- Invited them to provide written or verbal feedback about the proposal;
- Invited them to attend a consultation forum which took place on the 16th October 2014.

The only feedback received as an outcome of the consultation process was from six neighbours who reside close to 190 -192 Flixton, who attended the feedback forum which took place on the 16th October 2014.

At the forum the neighbours asked to for reassurance that the children placed at the home would be provided with close staff supervision and they also asked for reassurance that the number of children who were placed at the home would be limited to 3 children only. Reassurance about both these matters was given.

The neighbours also voiced some concern about any potential impact that the development of a home may have on house prices. However they accepted and understood the need to allow and to support children in care to reside in the community and they felt that a small 3 bedded children's home would provide an opportunity for children to be provided with a positive opportunity. Neighbours also asked that all visitors to the home, especially night time, respect the need to be quiet and to avoid banging car doors when they exit or enter their vehicles. One neighbour who resides in adjacent property asked that the boundary fence is repaired and raised slightly to protect privacy.

The consultation forum was a very positive event and neighbours demonstrated clear a strong sense of community and understood the need to positive care to children and welcome children in care into the community.

4.5 Consultation with Health

NHS Trafford CCG were formally consulted about the proposal to open Flixton Road. They noted that the Flixton Road property is close to Trafford General Hospital, and consequently there is ease of access to the Trafford Patient Walk-in Centre. The CCG also advised that the nearest GP practice will be Trafford Health Centre. It was noted that Trafford Children in Care are already ordinarily resident in Trafford and therefore there will be no new demand on specialist health service.

4.6 Consultation with Police:

The police have been consulted about the proposal to open Flixton Road as a 3 bedded residential children’s home. The police have no significant concerns about the proposal . The police have checked police systems and there are no identified issues in the Flixton Road area that may cause safeguarding concerns for children placed at the home and once the home has opened the police have indicated that the Neighbourhood Policing Team will make contact with the staff to forge strong working relationships with them .

5.0 Planning Permission.

There have been discussions with Planning Officers with regard to the planning position and steps are being taken to ensure that the proposed change of use meets all requirements in that regard

6.0 OTHER OPTIONS

Consideration could be given to maintaining Fairview in its current format as a 2 bedded children’s home, and to not commencing the development of Flixton Road as a 3 bedded residential children’s home. However this action would:

- Reduce the opportunity for more children in care, who have presenting complex or challenging behaviour, to reside in a children’s home which provides a small group living environment and which is situated within the Trafford community;
- Result in the loss of potential annual savings from reduced dependency on residential placements purchased from external providers;
- Result in loss a capital receipt that would be gained from the sale of the Fairview site.

7.0 REASONS FOR RECOMMENDATION

The proposal potentially allows more children in care who have presenting complex or challenging behaviour to reside in a children’s home which provides a small group living environment and which is situated within the Trafford community.

There will be a potential saving of £100k per annum from the relocation of this children’s home in respect of overall placement costs for children in care.

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

P HED

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

Legal Officer Clearance (type in initials).....JL.....

CORPORATE DIRECTOR'S SIGNATURE (electronic)



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

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TRAFFORD COUNCIL

Report to: Executive
Date: 1 Dec 2014
Report for: Decision
Report of: Executive Member for Children's Services

Report Title

Increasing the Skills Payments Element of Foster Carer Allowances of Children aged 0-10 years for financial year 2015/16

Summary

This report sets out the rates paid to Trafford Foster carers. It sets out the issues that the low levels of skills rates raises and the impact this will have on the recruitment and retention of foster carers. It outlines the options for 2015/16.

Recommendation(s)

1. To agree the recommended course of action; Option 2 in relation to all foster carers for children under the age of 10 for the financial year 2015/16. All foster carers for children under the age of 10 years are paid a guaranteed £200 per week for the first child in placement. Foster carers would receive the current allowances on the current payments schedule for any second or third child placed. The cost of this would be just over £100,000 a year. This proposal would allow Trafford to be competitive with other local authorities and represents the most cost effective option.

Contact person for access to background papers and further information:

Name: Sally Rimmer
Extension: 3977

Background Papers: None

Implications:

Relationship to Corporate Priorities	As Corporate Parents the Council is committed to meeting the needs of children who are in the care of Trafford Council. This proposal increases the opportunity to continue to place younger children with in –house Trafford foster carers.
Financial	The cost of sustaining any increase in future foster care allowances would be funded from the savings from the Re location of Fairview project.
Legal Implications:	The Council has a legal responsibility to ensure a sufficient number of suitable placements are available to children in care. The increase in allowances will enable Trafford to retain current levels of provision and recruit new placements for younger children.
Equality/Diversity Implications	An initial impact assessment indicates that there are no identified negative or adverse diversity or equality implications associated with this initiative.
Sustainability Implications	The cost of sustaining any increase in future foster care allowances would be funded from the savings achieved in the Children in Care budget.
Resource Implications e.g. Staffing / ICT / Assets	Not applicable
Risk Management Implications	<p>The current low level of payments will potentially impact on our retention of foster carers. Several foster carers have discussed the higher allowances offered by other LA's and have stated that they want to continue fostering with Trafford but that Trafford's low payments make the affordability of fostering for Trafford a real difficulty.</p> <p>The failure to recruit sufficient numbers of Trafford foster carers will increase our dependency on placements for younger children from Independent Fostering Agencies. Agency placements are significantly more expensive than in house placements.</p>
Health & Wellbeing Implications	The increase in payments will enable children in care to be placed with in -house local Trafford foster carers. It is envisaged that this will positively impact on the health and wellbeing of the children placed. Children will remain living in Trafford placements; accessing local schools, have easy access to retain contact with family and friends and immediate access to children in care services.
Health and Safety Implications	Not applicable

1.0 Background

- 1.1 Trafford Foster carers receive a weekly fostering allowance. Trafford pays the lowest weekly allowances for babies and younger children and this impacts on its ability to recruit new foster carers for this age group. Whilst Trafford is able to offer good support to carers, it is not able to compete with the financial support that is paid by other neighbouring North West Local Authorities. The result is that it is not competitive in the local market.
- 1.2 This report confirms the basic amount paid by Trafford is paid in-line with the national allowances recommended by the Fostering Network, but the low level of the skills payment equates to a lower total payment than what is paid by neighbouring local authorities. Foster carers in Band 1 receive the basic allowance only.
- 1.3 Foster Carer allowances are made up of a basic allowance plus a skills payment. Foster carers who undertake training and increase their skills are able to work up the bands and increase the level of skills payment that they receive.
- 1.4 Foster care allowances in Band 2 to Band 5 are made up of the Basic allowance plus a skills payment. Trafford currently pays allowances across different age groups, the older the child the higher the allowance paid. It is proposed to make no increase to the Basic Allowances therefore there will be no proposed increase for Band 1 foster carers. An example of how the payments are made up for Band 2 carers is shown below. Carers in band 1 receive no skills payment. Foster carers who undertake training are able to work up to band 5.

Trafford's Schedule of Payments to Foster Carers (Example of Band 2)

Band 2

<u>Age (years)</u>	<u>Basic Allowance</u>	<u>Skills Payment</u>	<u>TOTAL</u> (To nearest 10p)
0 – 1	£119.00	£25.88	£144.90
2 – 3	£122.00	£23.54	£145.60
4 – 7	£135.00	£25.64	£160.70
8 – 10	£135.00	£51.27	£186.30

- 1.5 All nine neighbouring Local Authorities pay a similar basic allowance to foster carers who are approved to foster children 0-5 years old. It is the higher amount of skills payment that other local authorities are paying their foster carers that makes Trafford stand out as having the lowest foster care payments for carers of children aged 0-5 years.
- 1.6 The Skills Payment that Trafford pays to carers who foster children under the age of 5 years is very low and is significantly less than that which is paid by other North West local authorities.

1.7 Trafford's Skills payment ranges from £25.88 up to £49.33 whilst other LA's are paying from £60.00 up to £138.71. This is demonstrated in the chart below.

<u>Local Authority Allowances</u>	0-5 allowance £	Skills Payment £	Total £
Trafford	119.00	25.88 Band 2 increasing up to 49.33 in Band 5	144.90 (0-1 year old) Band 2 up to 184.40 (5 year old) Band 5
Manchester	137.18	100.00 (NVQ)	237.18 (inclusive +£50 for first child)
Tameside	112.00	100.00	212.00
Stockport	119.00	109.00	228.00
Salford	119.00	60.00-125.00	179.00 to 244.00
Bury	119.00	110.00	229.00
Bolton	119.00	138.71	257.71
Rochdale	171.76-189.86 level 1 130.14 – 148.25 Level 2	Level 1 receive no skills element 156.06 first child placed 78.03 2 nd or 3 rd child placed	171 76 – 189.86 Level 2 carers 286.20 (1 st child placed) 208.17 (2 nd child placed)
Wigan	119.00	skills element unknown	
Oldham	125.09	77.84 to 334.02	202.93 to 459.13

1.8 Even the Foster carers on Trafford's highest band (Band5 receiving £184.40) receive a much lower total weekly allowance than foster carers who foster for other Local North West Local Authorities.

Impact on Trafford Fostering Service

1.9 The fact that Trafford pays the lowest weekly allowances for babies and younger children impacts on our ability to recruit new foster carers for this age

group. Trafford is not competitive in the local market. Whilst Trafford is able to offer good support to carers, it is not able to compete with the financial support that is paid by other neighbouring North West Local Authorities. Research has shown that within each LA there will be an equal number of foster carers who foster for other agencies or other LA's equivalent to the number of foster carers fostering for the Council. Within Trafford this figure is estimated to be 88 fostering households. Trafford need to attract potential carers living in Trafford to foster for Trafford and not go to become foster carers for other LA's. In order to attract carers we need to offer a package of support that includes appropriate and competitive financial support. Whilst Trafford pay such lower rates of allowance there is a risk that our market of potential foster carers will go to foster for other LA's or Fostering Agencies.

- 1.10 There is also a significant impact on our existing foster carers and at a recent Foster Care Forum, foster carers approved for younger children ,reported that the allowance that they currently receive does not reflect the costs associated with fostering a baby. For example the costs of formula milk or managing breast milk, bottles, syringes, nappies, toys, high winter heating costs, costs associated to supporting regular contact with family, high costs of clothing as the child grows quickly at this age, increased laundry costs. Foster carers have completed and submitted their own an analysis of costs associated with caring for young children under 5years old and their report substantiates a view that the current level of payments to foster carers does not sufficiently reflect the true costs of delivering care to younger children.
- 1.11 The current low level of skills payments will potentially impact on our retention of carers. Several foster carers have discussed the higher allowances offered by other LA's and have stated that they want to continue fostering with Trafford but that Trafford's low payments make the affordability of fostering for Trafford a real difficulty.

Impact on Sufficiency of In House Foster Placements

- 1.12 If Trafford fail to recruit sufficient numbers of Trafford foster carers it will increase its dependency on placements for younger children from Independent Fostering Agencies. Agency placements are significantly more expensive than in house placements. The average cost of an agency placement using the North West Fostering Contract tier 1 provision is £623.36 per week (£32,414 per year) for a child 0-4 years.

2.0 Options

- 2.1 From the evidence it is clear that Trafford pay lower skills payments, to foster carers of children 0-5 years, than other North West Authorities. The options for addressing the situation in 2015/16 are set out below.
- 2.2 In considering any changes to the foster care allowance it should be noted that under the current schedule of payments any increase in the skills

payments for children under the age of 5 will create a need to make an adjustment in the skills payments to foster carers for children aged 8-10; otherwise carers of children aged 8 years would receive less than the carers who foster children aged 5 years.

2.3 The following options are ways in which the allowances could be increased. The Family Placement Budget for 2015/16 would need to be increased to reflect these increased payments.

2.4 **Option 1**

2.5 That the current skills payments element of the fostering allowance for foster carers for children aged 0-7 be increased by £50. An adjustment in the skills payment for foster carers fostering children aged 8-10 years would also be necessary to increase payments to reflect a payment scale that increases in line with the age with the age of the child. An increase to the skills payment element of the fostering allowance for age 8-10 years of £24.50 would be sufficient to retain payments which increase with the age of the child.

2.6 The implementation of this action would cost £195,000 over the course of a year and would appear to be a financially prohibitive option.

2.7 **Option 2**

2.8 All foster carers for children under the age of 10 are paid a guaranteed £200 per week for the first child in placement. Foster carers would receive the current allowances on the current payments schedule or any second or third child placed. The cost of this would be just over £100,000 a year.

2.9 This proposal would allow Trafford to be competitive with other local authorities and represents the most cost effective option.

2.10 **Option 3**

2.11 No action is taken to increase foster carers allowances and Trafford risks the impact as described above on recruitment and retention.

2.12 This is not advised as any loss of in house foster care provision will impact on increased budget demand for more expensive Agency foster placements

Consultation

2.13 Consultation with Foster carers and research into foster carer allowances across the Northwest has been considered in the preparation of this report.

Reasons for Recommendation

2.14 It has been recommended that all options be considered to increase the skills payment element of foster care allowances for foster carers of children 0-10 years for financial year 15/16. This could bring Trafford in-line with other North West authorities and enable Trafford to continue to recruit and retain foster carers for children in this age group.

2.15 It is recommended that Option 2 be progressed. All foster carers for children under the age of 10 years are paid a guaranteed £200 per week for the first child in placement. Foster carers would receive the current allowances on the current payments schedule for any second or third child placed. The cost of this would be just over £100,000 a year. This proposal would allow Trafford to be competitive with other local authorities and represents the most cost effective option.

Urgency of Decision The report is not classed as 'urgent business'

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

Finance Officer Clearance (type in initials)..... PH.....
Legal Officer Clearance (type in initials).....JIF.....

CORPORATE DIRECTOR'S SIGNATURE (electronic)



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To confirm that the Financial and Legal Implications have been considered and the Corporate Director has cleared the report prior to issuing to the Executive Member for decision.

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TRAFFORD COUNCIL

Report to: Executive
Date: 01 December 2014
Report for: Decision
Report of: Executive Member for Environment and Operations and
Executive Member for Economic Growth and Planning.

Report Title

Trafford Park Line Metrolink Extension

Summary

The report provides detail of the work undertaken by Transport for Greater Manchester in developing plans for the extension of Metrolink through Trafford Park to the Trafford Centre, via the Trafford Park Line.

It details the Councils support for the forthcoming submission of the Transport and Works Act Order application for the scheme and also provides detail relating to the requirement for a third party contribution to the overall funding package.

Recommendation(s)

That Executive:

1. Note the results of the recent public consultation on Trafford Park Line scheme;
2. Note and support the proposed alignment of the Trafford Park Line, as shown in the plans in Appendix A.
3. Support the submission of the Transport and Works Act Order (TWAO) application for the Trafford Park Line scheme to Government;
4. Note the cost and funding requirements relating to the delivery of the Metrolink Trafford Park scheme and agree to the provision of a £20m local contribution to the scheme, from funding secured by Trafford Council.
5. Delegate authority for completing the Funding Agreement with Transport for Greater Manchester to the Director of Legal & Democratic Services in consultation with the Director of Finance.

Contact person for access to background papers and further information:

Name: Rob Haslam (Head of Planning Services)
Dominic Smith (Traffic, Transport and Road Safety Manager)
Extension: 4788/ 4312

Background Papers: None

Implications:

Relationship to Policy Framework/Corporate Priorities	Trafford Park Metrolink is a key priority for Greater Manchester and Trafford Council has supported Transport for Greater Manchester in developing the scheme to date. The delivery of the scheme provides a key contribution to the Corporate Priority of securing Economic Growth and Development, in particular through supporting and enabling economic growth in Trafford Park.
Financial	It is proposed that the Council provides a £20m contribution towards the delivery of the scheme sourced from third party legal agreements secured from developments along the line of the proposed route. Details of this are provided in the report.
Legal Implications:	It will be necessary to enter into a funding agreement to guarantee Trafford's contribution to the scheme
Equality/Diversity Implications	None.
Sustainability Implications	The Trafford Park Metrolink line will have a significant positive impact on carbon emissions in the Borough, since it will affect modal shift away from private vehicles to public transport.
Resource Implications e.g. Staffing / ICT / Assets	None.
Risk Management Implications	None.
Health & Wellbeing Implications	Significant new active travel infrastructure will be provided as part of the scheme, which could be expected to have a beneficial impact on health and wellbeing by encouraging increased levels of physical activity.
Health and Safety Implications	None.

1.0 Background

- 1.1 The proposed Trafford Park Line is approximately 5.5km long and will include six new stops to serve businesses, retail and amenities along the route. It is proposed to depart from the existing Metrolink network at Pomona, pass under the Trafford Road Bridge and follow Trafford Wharf Road, Warren Bruce Road, Village Way, Park Way and Barton Dock Road, terminating outside the Intu Trafford Centre.
- 1.2 The Metrolink Trafford Park Line (TPL) is a longstanding Greater Manchester investment priority and has been prioritised to receive 'Earn Back' funding through the Greater Manchester City Deal.
- 1.3 This report sets out the work carried out to date on the design of the Metrolink TPL, advises of a proposed refinement to the alignment of the scheme along Trafford Wharf Road in the vicinity of Manchester Ship Canal, reports on the results of the recent public consultation and details support for the submission of the Transport and Works Act Order (TWAo) application.

2.0 Design and Alignment

- 2.1 The Trafford Park Line has been subject to a previous TWAo application, but the latest proposal has been amended to accommodate changes which have occurred in the area over the last 20 years, including the developments at Salford Quays. The

proposed route takes a central course through Trafford Park, which is convenient to those wishing to access northern and southern parts of the Park. This also means faster journey times between the proposed Trafford Centre stop and Manchester city centre, and the wider Metrolink network.

- 2.2 The alignment diverges from the existing network at the Pomona stop, passes under the Trafford Road Bridge and follows the line of Trafford Wharf Road, Warren Bruce Road, Village Way, Park Way and Barton Dock Road terminating at the Trafford Centre.
- 2.3 Six new stops are proposed at: Wharfside, Imperial War Museum (on Trafford Wharf Road); Village (on Village Way), Parkway (at the Parkway Circle junction); Event City and the Trafford Centre (on Barton Dock Road).
- 2.4 The alignment has been developed to provide segregation of the tram along the majority of the route which increases speed and reliability, optimising journey times. The implications of this, is that some land take is required along the length of the proposed scheme. Further details are provided in section 3.

3.0 Stakeholder Engagement and Public Consultation

- 3.1 TfGM has undertaken a long period of general engagement with stakeholders which started at the beginning of 2013. A 12-week public consultation was launched on 04 July 2014 which ran to 26 September 2014. The consultation process has captured a wide number of stakeholders through exhibitions, brochure distribution, a website and business and stakeholder engagement.
- 3.2 14 public events were held at venues along the route (Imperial War Museum North, MediaCity:UK and The Lowry, St Anthony' Centre in the Village area, Event-City and the intu Trafford Centre) as well as a number of business events and presentations and ongoing individual stakeholder meetings.
- 3.3 Over 1,500 responses were received, and of these 89% of respondents were positive, with 6% neutral and 5% negative. The scheme design is now being finalised by TfGM who are completing the supporting documentation for submission with the Draft Order. An application for a TWA Order is then proposed to be submitted in November 2014.

Alignment change

- 3.4 Stakeholder engagement has taken place along the route to determine the potential impacts of the required land take and to consider appropriate solutions for frontage properties and other businesses that may be affected. Further optimisation has been carried out during the public consultation period and a refinement to the reference scheme alignment is proposed as a result of stakeholder issues and requirements along Trafford Wharf Road.
- 3.5 One of the key issues emerging from these stakeholder meetings relates to a frontage on Trafford Wharf Road with a business who manufactures equipment which is sensitive to vibration and Electromagnetic Compatibility.
- 3.6 As a result of this potentially significant impact to this company a refinement to the alignment is proposed so it continues to run along the front of the Manchester Ship Canal west from the Wharfside stop. The alignment would then re-join the original alignment at the Imperial War Museum stop. Plans which show the revised alignment are provided at Appendix A.

- 3.7 The amended alignment involves some additional land take, including the acquisition of several buildings along the canal front which would require the relocation of up to 3 small businesses. TfGM has commenced discussions with both the occupiers and long-leaseholders of these premises. Alternative potential locations for the businesses will be sought as part of the CPO process, if required.
- 3.8 Peel is the main freeholder of the land in this area. TfGM has held discussions with them regarding the proposed alignment and they are supportive of a stop remaining in the vicinity of Imperial War Museum, in order to connect to the footbridges to The Lowry and MediaCityUK areas. Peel has also indicated that the revised alignment would not significantly impact upon their ability to deliver their development aspirations for the Trafford Wharfside Strategic Location, as set out in Policy SL2 of the Trafford Core Strategy.
- 3.9 The refined alignment will change the overall development form at Trafford Wharfside Strategic Location. The tramway runs adjacent to the Manchester Ship Canal and for part is within Flood Zone 2. It will also retain access to, and through demolition and reuse of highway space assist the expansion of Promenade Park within this location. The Salford Quays (south and north) Sites of Biological Importance are located approximately 120 metres and 75 metres, respectively, to the north-east of the proposed alignment. They have been considered as part of the Metrolink Trafford Park Line Environmental Statement that advises mitigation where required. Any mitigation requirements can be addressed as part of the design development of the TPL scheme and through masterplanning for the location.
- 3.10 The route refinement along Trafford Wharf Road also removes a section of the tram alignment from the highway area and hence significantly reduces the utility diversions required in this area.

Other Land Required

- 3.11 Some further land take is required to deliver TPL along the remainder of the proposed route. In most cases this comprises a few metres of landscaping or some parking / storage areas.
- 3.12 Access to several businesses will be affected by the proposed scheme and so discussions are being undertaken by TfGM with landowners and leaseholders regarding the impact of these requirements.

Statutory Utilities

- 3.13 As the design of the scheme has developed an initial assessment of the statutory utility requirements has been undertaken. As the tram route requires the re-alignment of stretches of the highway in order to accommodate the segregation required, statutory utility diversions will be required.
- 3.14 There is an oil pipeline route to the west of Park Way, which the proposed tram alignment runs over or immediately adjacent to for approximately 100m which will either need to be exposed and protected in concrete casing, or diverted.

Turnback Proposals

- 3.15 Track crossovers or “turnbacks” are proposed along the route to provide operational flexibility. This includes one at the Trafford Centre stop as it is anticipated to operate as a terminus until any further extension to the west is built.

4.0 Costs and Funding

- 4.1 The current forecast cost and funding requirement for the full scheme is approximately £350 million. The funding requirement includes a local third party contribution of £20 million. Further details about this contribution are provided below.
- 4.2 At its meeting on the 25 October 2013 the Greater Manchester Combined Authority approved additional funding to provide a total of £36.9 million, to be met from the Greater Manchester Transport Fund, to progress the Trafford Park Line scheme through public consultation to submitting an application to obtain the TWA powers which are required to build and operate the extension. It also provided sufficient funding to procure the 10 Light Rail Vehicles (LRVs) required for the scheme.
- 4.3 The principal funding source for the Trafford Park Line extension has been agreed through the GM's Earn Back deal. Whilst changes to the Earn Back model are being discussed with Government, it is anticipated that these changes will make it more straightforward to use Earn Back to fund the Trafford Park Line, along with other investments in Greater Manchester.

Third Party Contribution

- 4.4 A local third party contribution to assist in the delivery of the line is also required by TfGM to demonstrate the project is fully funded. As such, Trafford has been reviewing the funding that has been secured through S106 contributions along the line of the route to assist in its delivery.
- 4.5 This review details that £3.3m towards the delivery of Trafford Park Metrolink has been collected and earmarked. In addition to this, agreements have been put in place to secure an additional £13.6m from developments along the route that will be utilised to assist in its delivery. This figure includes a pot of funding to the sum of £11.4m held jointly by Peel and Trafford Council, which can be called down specifically to support the Metrolink Line.
- 4.6 In total, the funding currently identified provides a commitment of £16.9m from Trafford to support the delivery of the line. The Peel element of this funding (£11.4m) is the subject of indexation and so, by 31 March 2016, it is estimated that the overall total pot will be worth £17.6m. This pot is estimated to increase by £0.3m a year until drawdown, so in March 2017 it could be worth £17.9m.
- 4.7 There is a risk that a small element of £13.6m that has been secured via legal agreements may not be delivered as, whilst the agreements are in place, some of the developments have not yet commenced to trigger the payment. It is however considered that this risk is low.
- 4.8 Depending on the date of draw down, this potentially leaves an outstanding funding shortfall of between £2.1m - £2.35m left to be found to meet the £20m third party contribution.
- 4.9 As such, it is proposed that Trafford provides a commitment to TfGM to make the £20m third party contribution from S106 and future CIL funds, and puts in place a process to secure the remaining funding over the period of the construction of the line. This will include utilising future legal agreements or via the identification of the

Trafford Park Line on the list of key projects against which Trafford Community Infrastructure Levy funding can be assigned.

4.10 Therefore, in order to maximise the benefits of indexation, and provide the greatest opportunity to ensure other funds are secured, the Council's preferred funding profile would be as follows:

- 2015/16 - £3M
- 2016/17 - £2M
- 2017/18 - £2M
- 2018/19 - £5M
- 2019/20 - £8M

4.11 This proposal will be detailed in a Funding Agreement to be drawn up between the Council and Transport for Greater Manchester. It is proposed that Executive delegate responsibility for the preparation and agreement of the Funding Agreement to the Director of Finance, in conjunction with the Director of Legal and Democratic Services.

5.0 Next Steps

Transport and Works Act Order Application process

5.1 The next stage of the delivery process will be for TfGM to obtain an Order under the Transport and Works Act (TWA) to enable the construction and operation of the route. Following the TWAO Application there is a 6 week statutory period for representation.

5.2 The Department for Transport may call a Public Inquiry for the scheme, and if this is the case, it is anticipated that this will most likely be held in summer 2015. If successful, TfGM anticipates the TWAO powers being granted in spring 2016. Following award of the TWAO powers, and subject to finalisation of funding, construction could start in 2016 with completion anticipated in 2019/20.

Compulsory Purchase Orders and Third Party Agreements Requirements

5.3 A number of Compulsory Purchase Orders (CPOs) will be required along with a significant number of Third Party Agreements (TPAs) anticipated in order to secure the land required for the scheme and the associated re-alignment of the highways. CPO powers will be included within the TWAO application where land take is required. However, it is proposed to progress TPAs with landowners and occupiers as soon as possible.

Consultation

As detailed in section 3.0 of the report.

Reasons for Recommendation

So that Executive notes the results of the recent public consultation on Trafford Park Line (TPL) scheme and the proposed alignment of the Trafford Park Line scheme and the submission of Transport and Works Act Order (TWAO) application, by TfGM in November 2014;

For Executive to note the cost and funding requirements relating to the delivery of the scheme and to agree the provision of a £20m local contribution from funding secured by Trafford Council.

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

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

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






Helen Lind

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

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

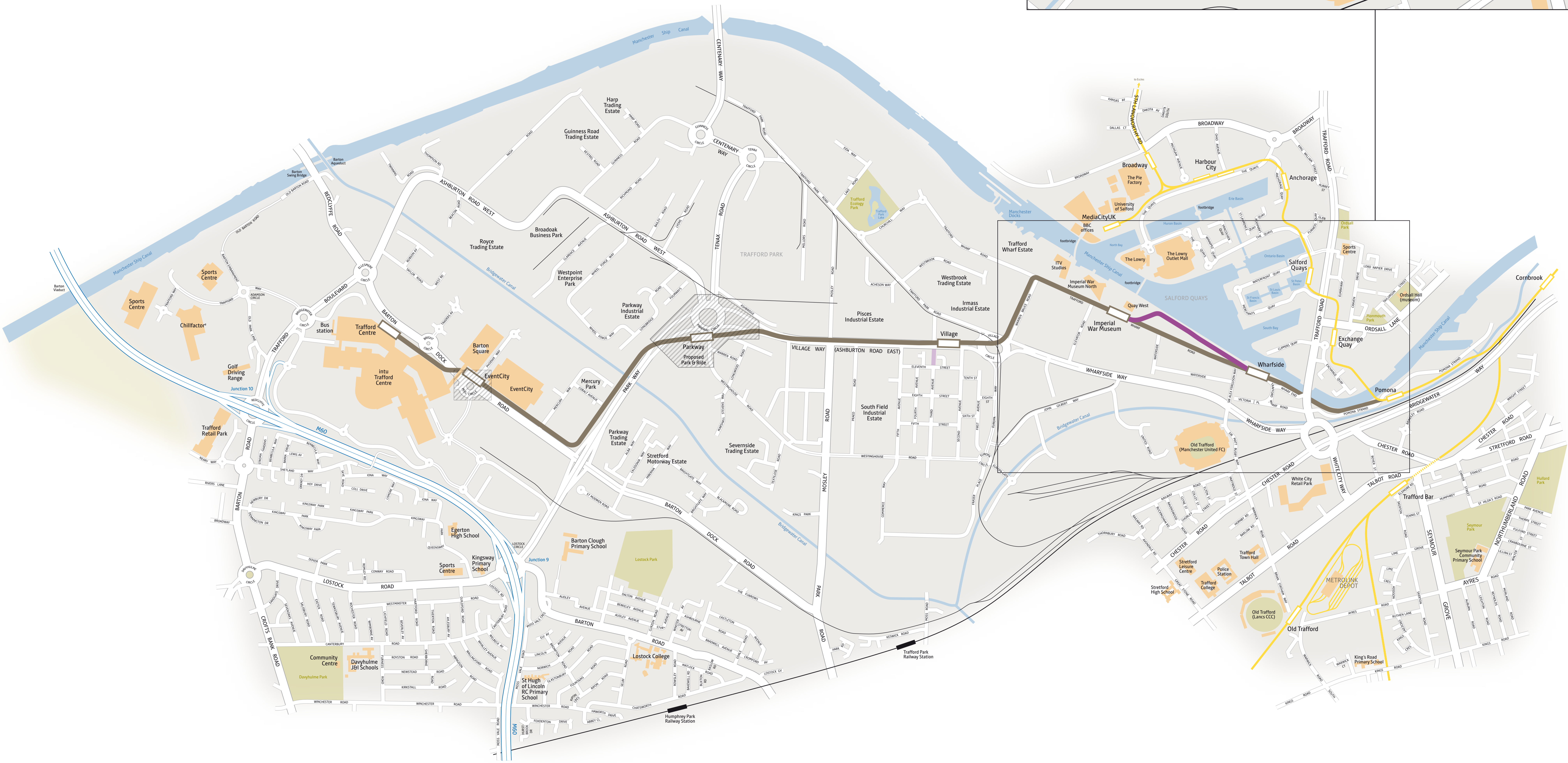
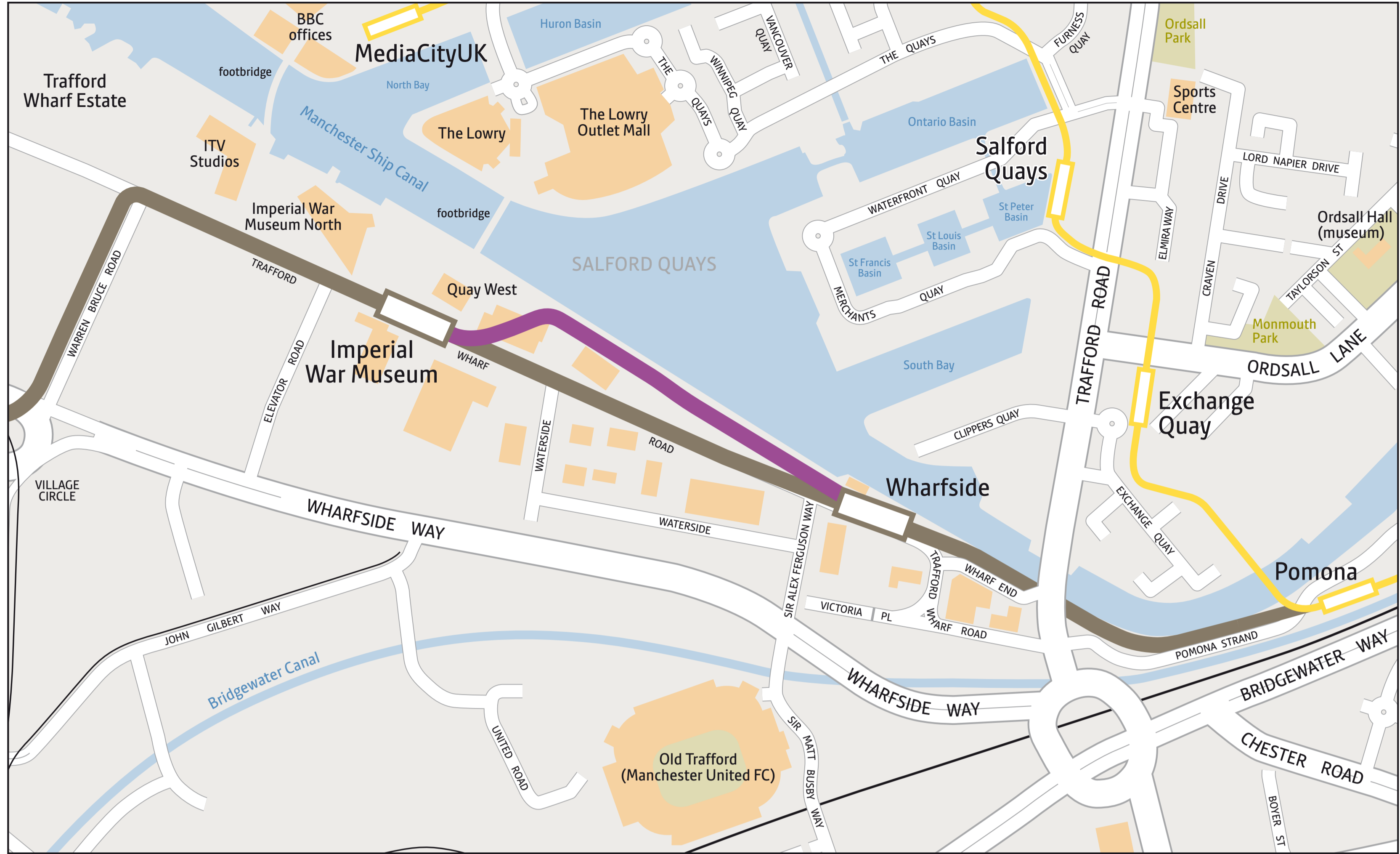
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Metrolink Trafford Park line to The Trafford Centre

-  Proposed Trafford Park Metrolink Extension and stop
-  Proposed new alignment
-  Existing Metrolink and stop
-  Railway line
-  Proposed junction remodelling

Some stop names subject to confirmation
Stop locations are indicative

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TRAFFORD COUNCIL

Report to: Executive
Date: 1st December 2014
Report for: Decision
Report of: Executive Member for Environment and Operations

Report Title

Trafford Street Lighting Strategy

Summary

The Trafford Street Lighting Strategy (the Strategy) provides a clear vision to facilitate the delivery of new and enhanced street lighting across Trafford on a consistent basis. The Strategy will support the provision of a modern, well designed and well maintained street lighting stock that delivers better value for money, reduced energy usage and carbon emissions, a safe environment for road users pedestrians and the community and supports economic growth.

Recommendation(s)

That the Executive adopts the Trafford Street Lighting Strategy.

Contact person for access to background papers and further information:

Name: Aidan Flynn (Head of Highways)
Mike Reed (Growth and Masterplan Manager)
Extension: x4407
x4924

Appendix One: Trafford Street Lighting Strategy

Background Papers:

Background Paper 1: Trafford Street Lighting Strategy: Consultation Responses

Implications:

Relationship to Policy Framework/Corporate Priorities	The Strategy will contribute to the achievement of the Council's corporate priorities by providing greater value for money, improving community safety and supporting wider economic growth. It will also support the delivery of aims and objectives of other local and sub-regional strategies.
Financial	The Strategy provides a framework for the Council to deliver efficiency savings associated with street lighting. Any financial implications associated with the provision and maintenance of street lighting will be subject to future reports.
Legal Implications:	None as a consequence of this report
Equality/Diversity Implications	None as a consequence of this report.
Sustainability Implications	The Strategy will enable the Council to minimise energy usage and reduce carbon emissions associated with street lighting.
Resource Implications e.g. Staffing / ICT / Assets	Existing staff resources have been identified to support the delivery and maintenance of street lighting in Trafford. Information will be made available on line and documents will be available to access through the Council's web pages.
Risk Management Implications	Any works to street lighting will be delivered in accordance with the appropriate national and European standards.
Health & Wellbeing Implications	The implementation of the Strategy and any changes to the provision or maintenance of street lighting will be subject to health impact assessment where appropriate.
Health and Safety Implications	The Strategy will have a positive effect by supporting the reduction of crime and fear of crime and promote the safety of all users of the highway, with particular consideration for vulnerable user groups.

1.0 Background

1.1 Effective street lighting enables safe use of the highway for road users and pedestrians and supports strong and safe communities. The Trafford Street Lighting Strategy (the Strategy) provides a framework for the provision and maintenance of street lighting across the Borough over the next ten years. It balances the need to provide for the safety of road users and pedestrians and support for safe communities with the need to reduce the energy usage and cost associated with street lighting.

2.0 The Vision and Objectives

2.1 The vision of the Strategy is:

“To provide appropriate street lighting in an efficient and cost effective way that seeks to minimise adverse impact on the built and natural environment, takes

advantage of any opportunities to deliver improved street lighting design, and ensures safety for road users, pedestrians and communities”.

2.2 The objectives of the Strategy are to:

- § At least maintain and where possible improve the quality and effectiveness of street lighting across Trafford.
- § At least maintain and where possible increase the positive contribution that street lighting makes to the safety of road users, pedestrians and the community.
- § Provide street lighting appropriate to the specific natural and built environment in Trafford, recognising the specific requirements of Conservation Areas.
- § Minimise the adverse impact of street lighting on the natural and built environment and where possible seek to deliver improved street lighting design.
- § Improve energy efficiency and reduce carbon emissions associated with street lighting.
- § Reduce the maintenance and operational costs associated with street lighting.
- § Ensure due consideration is given to public health issues in implementing the strategy.

3.0 Street Lighting in Trafford

3.1 In Trafford there are approximately 27,100 street lighting units on the highway network. The stock is of mixed age, condition and specification. The lighting units are predominantly SON (High Pressure Sodium) or SOX (Low Pressure Sodium) luminaries (lamps). SOX luminaries are no longer in widespread use nationally due to their higher associated operational costs compared to alternative options.

3.2 Street lighting that is modern, well designed and well maintained can provide significant benefits. The provision of effective street lighting is therefore a key component in the delivery of a safe, secure and prosperous Borough.

3.3 The Strategy supports the delivery of aims and objectives of other local and sub-regional strategies including:

- § Trafford Council Annual Delivery Plan
- § Trafford Core Strategy
- § Trafford Environmental Strategy
- § Sustainable Trafford Strategy
- § Trafford Community Strategy
- § Conservation Area Appraisals
- § Greater Manchester Local Transport Plan

4.0 Opportunities

4.1 The Strategy provides a number of opportunities for positive change in Trafford, including:

- § Minimising energy usage and reducing carbon emissions in Trafford associated with street lighting.
- § Delivering efficiency savings by reducing the costs associated with street lighting.

- § Minimising the negative impacts of street lighting on the natural and built environment.
- § Promoting the safety of all users of the highway, with particular consideration for vulnerable user groups.
- § Supporting the reduction of crime and the fear of crime.
- § Creating the conditions that support economic growth.

5.0 Other Options

5.1 Other options are not to adopt the Strategy or to adopt a different strategy. The continued absence of an overarching framework for the provision and maintenance of street lighting across Trafford will not provide the Council with a strategic context within which to make decisions on the future delivery of these services which is why the Strategy has been prepared.

6.0 Consultation

6.1 The Strategy has been developed after a review of current street lighting practice in Trafford. A four week public consultation on the draft Strategy was held from 17 October 2014 to the 13 November 2014.

6.2 On commencement of the public consultation on 17 October 2014 a press release was issued and a dedicated page on the Trafford Council website was launched detailing the consultation process with a link to the draft Trafford Street Lighting Strategy.

6.3 The Council formally consulted key stakeholder groups in relation to the consultation draft Street Lighting Strategy. These included local community groups, statutory consultees and agencies, emergency services, local business organisations, local service providers, utilities companies and transport providers. Key consultees were notified regarding the commencement of the consultation via both email and letter and advised on the process for making representations on the draft Strategy.

6.4 The consultation draft Street Lighting Strategy was made available for inspection at the following locations:

- § On the Council's website: www.trafford.gov.uk/streetlightingconsultation;
- § Trafford Town Hall; and
- § Sale Waterside.

6.5 In total 12 representations were received during the consultation period. The consultation responses raised the following key issues:

- § The vision and objectives should be more ambitious with regards to delivering improved street lighting design.
- § There is broad support for reducing energy uses, carbon emissions and delivering efficiency savings.
- § Street lighting should contribute to reductions in light pollution.
- § More recognition should be given to the specific needs of Conservation Areas within Trafford.
- § Conservation Areas should have appropriately designed and located street lighting.

6.6 A number of responses raised issues around the use of LED luminaries and their impact on aesthetics, concerns around potential health risks, potential impact on light pollution and their cost effectiveness. It is noted that the Strategy does not prescribe the use of LED luminaries within Trafford. The Strategy does identify LED luminaries as an option for consideration by the Council but this will be subject to a separate decision taken within the context of the vision and objectives of this Strategy and consideration of the issues raised during this consultation.

6.7 Following the consultation the following amendments have been made to the Strategy:

- § The vision and objectives have been amended to include the aspiration to improve street lighting design.
- § Additional reference is made to the potential negative impacts of light pollution
- § Additional recognition is given to Conservation Areas across Trafford and the need for appropriately designed and located street lighting in these areas.

7.0 Next Steps

7.1 Through the delivery of the Strategy Trafford will provide a modern, well designed and well maintained street lighting stock that delivers better value for money, reduced energy usage and carbon emissions, a safe environment for road users' pedestrians and the community and supports economic growth.

Reasons for Recommendation


The Executive is asked to adopt the Trafford Street Lighting Strategy

Key Decision Yes

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

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

Legal Officer Clearance ...JLF.....



CORPORATE DIRECTOR'S SIGNATURE

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

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TRAFFORD COUNCIL

STREET LIGHTING STRATEGY

December 2014

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5. Delivering the Strategy

1.0 Introduction

- 1.1 Effective street lighting enables safe use of the highway for road users and pedestrians and supports strong and safe communities. It represents a key part of the streetscene, can provide an area with a strong visual identity and support economic growth objectives. However it is also a significant consumer of energy and contributor to carbon emissions and light pollution.
- 1.2 The Trafford Street Lighting Strategy (the Strategy) provides a framework for the provision and maintenance of street lighting across the Borough over the next ten years. It balances the need to provide for the safety of road users and pedestrians and support for safe communities with the need to reduce the energy usage and cost associated with street lighting.
- 1.3 Within the Strategy the term street lighting encompasses lighting provided on the public highway and within public open spaces owned and managed by the Council. It includes high mast and off highway lighting installations, subway lighting, under-bridge lighting, and lighting of surface car parking.

2.0 Vision and Objectives

2.1 The vision of the Strategy is:

“To provide appropriate street lighting in an efficient and cost effective way that seeks to minimise adverse impact on the built and natural environment, takes advantage of any opportunities to deliver improved street lighting design, and ensures safety for road users, pedestrians and communities”.

2.2 The objectives of the Strategy are to:

- § At least maintain and where possible improve the quality and effectiveness of street lighting across Trafford.
- § At least maintain and where possible increase the positive contribution that street lighting makes to the safety of road users, pedestrians and the community.
- § Provide street lighting appropriate to the specific natural and built environment in Trafford, recognising the specific requirements of Conservation Areas.
- § Minimise the adverse impact of street lighting on the natural and built environment and where possible seek to deliver improved street lighting design.
- § Improve energy efficiency and reduce carbon emissions associated with street lighting.
- § Reduce the maintenance and operational costs associated with street lighting.
- § Ensure due consideration is given to public health issues in implementing the strategy.

2.3 To achieve the vision and objectives of the Strategy, new street lighting and improvement schemes within the Borough should be undertaken in accordance with the following key guiding principles:

- § Seeking to ensure the safety of road users
- § Seeking to prevent crime and the fear of crime
- § Limiting negative environmental impact
- § Conserving energy
- § Delivering value for money
- § Improving the condition of street lighting stock
- § Increasing the life expectancy of street lighting installations and their components
- § Contributing to delivering economic growth

3.0 Developing the Strategy and Policy Context

Street Lighting in Trafford

- 3.1 In Trafford there are approximately 27,100 street lighting units on the highway network. The stock is of mixed age, condition and specification. The lighting units are predominantly SON (High Pressure Sodium) or SOX (Low Pressure Sodium) luminaries (lamps). SOX luminaries are no longer in widespread use nationally due to their higher associated operational costs compared to alternative options.
- 3.2 Street lighting that is modern, well-designed and well-maintained can provide significant benefits including:
- § Supporting 24 hour use of the road network where appropriate
 - § Promotion of sustainable transport modes where appropriate
 - § Assisting the successful operation of the emergency services
 - § Reduction in crime and the fear of crime
 - § Enabling the effective operation of CCTV services after dark
 - § Supporting the vitality of town centres and the development of the night-time economy when and where appropriate
- 3.3 The provision of effective street lighting is therefore a key component in the delivery of a safe, secure and prosperous Borough.

Drivers for Change

- 3.4 There are a number of drivers for change in relation to street lighting.
- 3.5 Street lighting is a significant contributor to carbon emissions in Trafford. There is a requirement to work towards the reduction of carbon emissions in line with the objectives and provisions of the Climate Change Act 2008 and enable the Council to respond positively to the challenge of climate change.
- 3.6 Poorly designed street lighting can have a negative effect on the natural and built environment; for example street lighting is one of the primary sources of light pollution, which can have a negative impact on residents, wildlife, ecosystems and the ability to view the night sky. Poorly designed street lighting can also have a negative impact on areas of special interest or designation, including conservation areas.
- 3.7 The Council needs to develop more efficient ways of working in response to economic pressures; the energy costs associated with the operation of street lighting are significant and have been increasing in recent years. As further development takes place within the Borough there will be a corresponding increase in the need for street lighting and its associated costs.
- 3.8 Emerging technology, such as Light Emitting Diode (LED) street lights, may provide opportunities to reduce energy consumption and improve efficiency and value for money, whilst improving lighting output and colour rendering.

Policy Context

- 3.9 The Strategy supports the delivery of aims and objectives of other local and sub-regional strategies.

Trafford Council Annual Delivery Plan

- 3.10 The Council's six corporate priorities, as set out in the Annual Delivery Plan 2014-15, are:

- § Low Council Tax and Value for Money
- § Economic Growth and Development
- § Safe place to live - fighting crime
- § Services focussed on the most vulnerable people
- § Excellence in Education
- § Reshaping Trafford Council

- 3.11 The Strategy will contribute to the achievement of the Council's corporate priorities by providing better value for money, improving community safety and supporting wider economic growth.

Trafford Core Strategy

- 3.12 The Trafford Core Strategy (adopted 2012) provides the overall spatial strategy for the Borough and sets out what change is necessary, where and when, and how it is going to be managed and delivered. It establishes a balance between growth, regeneration and environmental protection and improvement to ensure that Trafford becomes a place where people want to live, learn, work and relax in the period up to 2026 and beyond.

- 3.13 The Strategy will contribute to the achievement of a number of the Strategic Objectives in the Core Strategy, including:

- § Improving the physical and environmental fabric within the Borough
- § Supporting the revitalisation of town centres
- § Promoting and securing sustainable travel
- § Protecting the historic built environment

Trafford Environmental Strategy

- 3.14 The Trafford Environmental Strategy (2014-2017) is built around seven environmental priorities that provide a framework for the protection of the environment and sets out a vision for a cleaner, greener and more sustainable Trafford, contributing to the economic and social wellbeing and health of those who live and work in the Borough.

- 3.15 The Strategy will contribute to the achievement of a number of the environmental priorities, including:

- § Maintaining and improving the environment

- § Responding to the challenge of climate change by reducing greenhouse gas emissions and becoming more energy and resource efficient
- § Reducing the environmental impact of transportation by improving sustainable travel choices

Sustainable Trafford Strategy

- 3.16 The Sustainable Trafford Strategy (2013-2020) is an over-arching strategy setting out Trafford's approach to achieving a proportion of the Greater Manchester Climate Change Strategy, which sets a target of a 48% cut in carbon emissions by 2020 on a 1990 baseline. It includes a Trafford specific target set at 29% reduction in carbon emissions, based on quantified carbon reduction opportunities in the borough.
- 3.17 The Strategy will contribute to a reduction in carbon emissions by supporting the delivery of more energy efficient street lighting in Trafford.

Trafford Community Strategy

- 3.18 The Trafford Partnership's Sustainable Community Strategy (2010) sets the vision for Trafford by 2021 as follows:

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

- 3.19 It identifies seven key objectives to improve the quality of life for Trafford residents. The Strategy will contribute to a number of these, including:
- § Delivering a safe place to live, reducing crime and fear of crime
 - § Supporting a stronger economy
 - § Reducing the impact on the climate

Conservation Area Appraisals

- 3.20 There are 21 conservation areas within Trafford. The characteristics of these areas will require special consideration with regards to the design and siting of street lighting. No programmed replacement of street lighting will be undertaken in these areas, unless urgent health and safety issues require immediate replacement, until Conservation Area Appraisals and Management Plans have been completed.
- 3.21 The Altrincham Conservation Area Appraisals identify the five Conservation Areas within Altrincham Town Centre, namely, George Street; Goose Green; The Old Market Place; The Downs and; Stamford New Road. The draft Conservation Area Appraisals were subject to public consultation in February/March 2014. Once they have been adopted the specific Management Plans will follow setting out in more detail the approach to street lighting in these areas.

- 3.22 As future Conservation Area Appraisals and Management Plans re completed they will set out in more detail the proposed approach to street lighting in these areas.

Greater Manchester Local Transport Plan

- 3.23 Greater Manchester’s third Local Transport Plan (2011/12 – 2015/16) contains the policies of Transport for Greater Manchester for the provision of safe, integrated, efficient and economic transport to, from and within the Greater Manchester area. The Strategy will support the delivery of a number of priorities set out in the Local Transport Plan, including:

- § The delivery of a high-quality, reliable and serviceable highway network.
- § The improvement of street lighting design to provide enhanced personal safety and security.
- § Ensuring a safe and attractive walking and cycling environment.
- § The incorporation of low-energy street lighting solutions.
- § The potential to reduce energy costs in street lighting by utilising the latest techniques for switching on/off and dimming where appropriate.
- § The use of central management systems, where appropriate, to actively control and monitor street lighting and maintenance requirements.

4.0 Opportunities

- 4.1 The Strategy provides a number of opportunities for positive change in Trafford.

Energy Usage and Carbon Emissions

- 4.2 Trafford has a commitment to contributing to a Greater Manchester target of 48% reduction in carbon emissions by 2020, with a Trafford specific target of a 29% reduction. Street lighting constitutes approximately 60% of the Council's carbon emissions (excluding schools).
- 4.3 To minimise energy usage and reduce carbon emissions the Council will consider:
- § Proposals to ensure that roads/areas are not over-lit.
 - § The potential for part night switching/dimming via a Central Management System (CMS), where appropriate.
 - § The potential to adopt LED luminaires across the Borough, where appropriate.

Efficiency Savings

- 4.4 Street lighting constitutes a significant proportion of the Council's electricity expenditure, and energy costs have increased significantly in recent years. As further development takes place in the borough there will be a corresponding increase in the costs associated with street lighting.
- 4.5 New and replacement street lighting in the Borough should take into account whole life cost, including repair, vandal resistance, energy consumption, other lighting styles in the vicinity and on-going cyclical maintenance.
- 4.6 The replacement of existing SOX/SON luminaries in Trafford with LED luminaries alongside the possible introduction of a CMS has been identified as a potential approach to deliver sustainable financial savings associated with street lighting. LED luminaries have a substantially lower energy usage than either SOX or SON luminaries; the types of lighting units predominantly used in Trafford at present. If LED luminaries are installed it is anticipated that they will last significantly longer than either SOX or SON luminaries before requiring replacement.
- 4.7 Photo electric cells are currently utilised as the means of controlling street lighting and their hours of operation. A photo electric cell is calibrated to turn lights on once the illumination level drops below a certain lux (ie sunset) and to switch off when light levels increase above a certain lux (ie sunrise). Due to their relatively low cost and reliability photo electric cells have become a widely accepted means of controlling modern street lighting systems. CMS will also be considered to provide the remote control of lighting hours operations.

Street Lighting Design

- 4.8 Street lighting should take account of both the impact on the natural environment and seek to reduce light pollution. Street lighting also has an impact on the appearance of the built environment. Design standards used in the provision of new and replacement street lighting should be in accordance with the requirements of BS 5489 and BS EN 13201.
- 4.9 The Council currently uses the policies, procedures and standards outlined in the document “Well Lit Highways Code of Practice for Highways Lighting Management” November 2004 (last updated August 2013) as produced by the UK Lighting Board, as a guide to good practice.
- 4.10 Where street lighting is to be provided in a conservation area the policy for street lighting column and luminaire design will be incorporated into the relevant Conservation Area Management Plan. This will seek to deliver appropriately designed and located street lighting.
- 4.11 Where street lighting affects any designated heritage asset careful consideration should be given to both design and siting.

Crime and Safety

- 4.12 Street lighting should promote the safety of all users of the highway, with particular consideration for vulnerable user groups. The presence of appropriate street lighting can have a positive impact on the safety of road users and pedestrian and can reduce both the risk of traffic accidents and also their severity.
- 4.13 Improved street lighting can have a positive effect in reducing crime and fear of crime. Appropriate street lighting can help to increase surveillance, ‘guard’ locations and help to deter potential offenders. The installation of enhanced street lighting can also make a location more welcoming and signal investment in the locality, increasing community pride.

Supporting Economic Growth

- 4.14 Appropriate street lighting can play an important role in creating the conditions that support economic growth. It can support the development of the evening economy, particularly in town centres. It can also facilitate the effective 24 hour use of the highway network by businesses, where appropriate, that seek to make use of night time distribution and work related travel.

5.0 Delivering the Strategy

- 5.1 The Strategy has been developed after a review of current street lighting practice in Trafford. It provides a clear vision and will facilitate the delivery of new and enhanced street lighting across the Borough on a consistent basis.
- 5.2 Through the identified objectives and key principles as set out in the Strategy Trafford will seek to provide a modern, well-designed and well-maintained street lighting stock that delivers better value for money, reduced energy usage and carbon emissions, a safe environment for road users pedestrians and the community and supports economic growth.

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TRAFFORD COUNCIL

Report to: Executive
Date: 1st December 2014
Report for: Information
Report of: Executive Member for Economic Growth and Planning
and Executive Member for Environment and Operations

Report Title

**RESHAPING TRAFFORD: ECONOMIC GROWTH, ENVIRONMENT AND
INFRASTRUCTURE**

Summary

The report provides an update on progress since the Executive in September 2014, to engage private sector partners for the delivery of a range of environmental, highways, professional, technical and infrastructure services.

Recommendation(s)

It is recommended that the report on progress to date is noted.

Contact persons for access to background papers and further information: Richard Roe, Director of Growth and Regulatory Services and Dianne Geary, Senior Business Change Manager.

Extensions: x4265 and x1821

Background Papers: None

This report supports the following Corporate priorities;

Relationship to Policy Framework/Corporate Priorities	<ul style="list-style-type: none"> • Low Council Tax and Value for Money • Reshaping Trafford Council
Financial implications:	<p>The Council is facing further austerity budgets with a deficit of approximately £57m for the following three financial years 2015-18. In response, having already delivered on-going efficiencies, the service is seeking a partnership with private sector providers in order to deliver innovation and resilience in order to avoid cuts in service standards and job losses. Further details are set out in section 3. The project management and procurement costs are expected to be £450,000, as reported at the Executive in September 2014. The Executive at its meeting in October 2014 approved draft budget proposals for 2015/16, which included a saving of £2.25m from this procurement exercise.</p>
Legal Implications:	<p>The procurement exercise and any extension to the existing contract including the current domestic waste contract must be handled in accordance with statutory requirements, EU regulations and Trafford's Contract Procedure Rules.</p> <p>It will be necessary to develop robust governance arrangements through the competitive dialogue process and to establish an appropriate role for Members in the future management of the services.</p>
Equality/Diversity Implications	<p>Equality Impact Assessments have been carried out and have identified no impact. These will be reviewed and updated as the project progresses.</p>
Sustainability Implications	<p>None at this stage, though all bidders have been asked to submit bids which provide sustainable solutions.</p>
Staffing/E-Government/Asset Management Implications	<p>There could be significant staffing implications associated with this report as set out in section 7.</p>

Risk Management Implications	A risk management log has developed as part of the overall governance for the Reshaping Trafford project, and is reviewed and updated on a regular basis. Any project of this scale carries risks in terms of achieving key deliverables, specifically savings aspirations and timing. These risks need to be set in the context of the overall financial challenge facing Trafford.
Health & Wellbeing Implications	These will be identified and addressed as part of the project plan.
Health and Safety Implications	None at this stage.

1. BACKGROUND

- 1.1 Trafford faces substantial financial pressures and the budgets for 2015 to 2018 will require further innovative savings provisions to be considered. This will involve a number of different approaches including reducing contract costs through improved procurement, commissioning of services, managing demand and partnership working.
- 1.2 Trafford is taking these different approaches forward through its 'Reshaping Trafford' programme and is identifying potential alternative delivery models, opportunities for increasing income and efficiencies across the full range of our services. These approaches are currently subject to resident consultation as part of the Council's budget proposals for 2015/16.
- 1.3 The services being considered under this procurement exercise are Trafford's Environmental Services, including Commercial Waste, Domestic Waste, Street Cleaning and Grounds Maintenance; plus Highways Services, including Winter Maintenance, Bridges, Traffic and Transportation, Road Safety, Street Lighting and Furniture; Drainage; Greenspace Strategy; the Let Estate; Corporate Landlord; and Major Projects teams. Contracts will be required to be in place from early 2015/16.
- 1.4 In addition, to deliver efficiencies in procurement, Manchester City Council's environmental services, including Domestic Waste and Street Cleaning, have been included as a specific sub-Lot. The budgeted value for the Manchester services in 2014/15 is £20m. Trafford Council are the overall procurement lead, but evaluation of bids will be carried out independently by officers from Trafford and Manchester for relevant services.
- 1.5 The Executive in September 2014 approved the next stage of the procurement process for the shortlisted bidders, the Invitation to Submit Detailed Solutions. Further, it was agreed that an update report should be brought back to the Executive in December to report on progress so far in

achieving the desired outcomes of the procurement exercise, before the Call for Final Tender is issued. This report sets out the desired outcomes and progress as reported to Executive in September and provides in sections three and four, an update on subsequent activities and the shortlist of bidders invited to participate in further dialogue prior to the call for final tenders.

1.6 Trafford set a number of high level desired outcomes to be delivered through this procurement exercise, specifically:

- **To deliver a minimum of 20% savings against the net budget from contract commencement.** In cash terms, 20% savings means that we are looking for an initial minimum saving in the region of £3m (for a full year) along with on-going efficiency savings throughout the life of the contract;
- **To deliver further, future efficiency savings through continuous improvement and innovation in service provision through the contract life.** Although the day to day operations would be managed by a third party/partner who would also look to grow/invest in the service, the Council would have a continuing strategic role and responsibility to ensure the partnership continues to deliver efficiencies and savings;
- **To have flexibility, recognising the challenging financial climate facing local authorities at the moment.** Trafford Council is undergoing change and this process includes exploring alternative options to see how the Council can operate in the changing financial climate. The successful partner(s) should bring additional expertise and resources to work in collaboration with the Council and respond to the on-going budget pressures; and
- **Protect jobs and maintain service standards in so far as practicable.** Since austerity began the Council has already saved circa £75m, however we still have significant savings to make. Our priority remains to make sure we can identify sustainable levels of service delivery to the Trafford community and also protect jobs. This will potentially open up different opportunities for staff and further encourage and support the involvement of community groups in service delivery.

1.7 In the last three years the Council has delivered nearly £4m in savings and additional income, for the services in scope, as set out in the table below:

Services	Savings/income 2012/13 to 2014/15 (£m)
Environmental Services	1.6
Highways	1.5
Property and Development	0.7
Total	3.8

1.8 Trafford is recognised for lean and efficient services and has the foundations in place to build and develop for the future. The ‘Reshaping Trafford’ approach which has been adopted provides exciting opportunities to work with

market leader(s) in the industry to build innovation and resilience for the years to come. In the light of savings and efficiencies made, it is now the appropriate time to enter into new working arrangements with external partners to achieve the future savings required and to realise greater efficiencies, investment, innovation and income generation opportunities.

2. SERVICES IN SCOPE

- 2.1 This new arrangement has combined a number of environmental and technical services within one procurement exercise with the aim of achieving better value for money and providing alternative sustainable delivery options for those services.
- 2.2 The contracts are being procured through a single procurement exercise, based upon competitive market dialogue, with services being offered in three Lots, including two sub-lots. Potential partners have been able to tender for any combination of Lots (and sub-lots), being:

Lot 1: Environmental Services:

Lot 1a: Trafford Environmental Services

Domestic waste;
Commercial waste;
Grounds maintenance; and
Street cleansing.

Lot 1b: Manchester Environmental Services

Domestic waste; and
Street cleansing.

Lot 2: Highways & Street Lighting (operational):

Lot 2a: Highways:

Highways;
Winter maintenance; and
Gully cleansing.

Lot 2b: Street Lighting

Street lighting infrastructure;
LED street lighting project; and
Street furniture.

Lot 3: Technical Services:

Highways and Bridges (engineering etc.);
Professional Services including Engineering Design; Asset, Project and Contract Management; and Developers Interface;
Building Professional Services including Major Building Projects; Structural Engineering; Mechanical and Electrical Engineering; Landscape Architects;
Operational Estate/Asset Management for the Corporate Estate and Schools;
Property Development; and Land Sales;
Management of Trafford's Investment Estate; and
Major Projects Team (Capital Build Team).

- 2.3 The annual current value of direct costs incurred in relation to these Trafford services in 2014/15 is £15.5m plus c£13m capital expenditure, which is variable dependent on Council activity. The breakdown of this total budget by Trafford lot is as follows:

Lot: Description	Revenue Budget 2014/15 (£m)
Lot 1a: Trafford Environmental Services	9.6
Lot 2a: Highways	2.4
Lot 2b: Street Lighting	0.6
Lot 3: Technical Services	2.9
Total	15.5

- 2.4 A further c£9.3m of capital (over the two years 2015/16 and 2016/17) has been identified to support the potential rollout of LED street lighting, subject to Executive approval based on a positive business case, demonstrated through the procurement process and acceptable mitigation of any potential impacts.
- 2.5 The Council has a successful record of delivering services in partnership. The domestic and trade waste elements of Lot 1a have been delivered through a private sector provider since 1992, and the budget for the current financial year for these services is £4.9m. The service has developed and improved over the period of the contract as demonstrated by the increase in recycling rates from 48% March 2013 to 58% March 2014. The average for Greater Manchester for 2013/2014 is 44.5% so Trafford is already a leader in this area. Trafford waste contract accounts for 32% of the total value of the three lots.
- 2.6 The Council will provide strategic oversight and retain responsibility for setting strategy, policy and agreeing service standards, supported by robust contract management throughout the life of the contract.

3. PROGRESS TO DATE

- 3.1 The OJEU notice for Trafford was issued on 10th April (in collaboration with Manchester City Council), followed by the release of the Pre-Qualification Questionnaire (PQQ) on the 1st May to all organisations who had expressed an interest.
- 3.2 Sixteen Pre-Qualifying Questionnaires were received on 2nd June and were evaluated by Council officers and a shortlist of ten bidders across the Lots were selected to proceed to the next stage.
- 3.3 The shortlist to the Invitation to Participate in Dialogue/Invitation to Submit Outline Solutions (ITPD/ISOS) was released on 27th June, followed by competitive dialogue meetings during July. One bidder withdrew from the process during the competitive dialogue phase. Outline solutions were submitted on the 28th July and evaluated by Council officers.
- 3.4 Following approval at Executive on 1st September, the shortlist to the Invitation to Submit Detailed Solutions (ISDS) was released on 9th September. Further competitive dialogue ensued during September and October. Three bidders withdrew from the process during the competitive dialogue phase. The remaining economic operators submitted Detailed Solutions for a range of Lots on 31st October.
- 3.5 The shortlist for Invitation to Pursue Further Competitive Dialogue (IPFCD) was released on 13th November. Further dialogue commenced 24th November and is due to complete 18th December.
- 3.6 The names of the economic operators invited to pursue further competitive dialogue are below:

Lot 1a:

- Amey LG
- Veolia ES (UK) Ltd

Lot 2a:

- Amey LG
- Balfour Beatty Living Places
- Kier MG Ltd

Lot 2b (incl. potential LED project):

- Amey LG
- Balfour Beatty Living Places
- Kier MG Ltd

Lot 3:

- Amey LG
- Kier MG Ltd

- 3.7 A briefing was delivered to Scrutiny Committee on 29th October, explaining the desired outcomes, procurement process to date, next steps and key issues, followed by an explanation of the detailed solutions evaluation criteria. Officers answered questions raised by the Committee during the briefing. It has also been agreed that a further briefing be scheduled for late January/early February 2015 to provide a further update on whether the desired outcomes have been achieved prior to the report being issued to the Executive.

4. CURRENT POSITION

- 4.1 Bidders shortlisted to proceed to the next stage of competitive dialogue have demonstrated their willingness and ability to meet the challenge set by the high level outcomes across the contract as a whole. It is therefore considered at this stage that there are sufficient credible bidders to continue with the competitive dialogue process and that it is likely that this will lead to final tenders which continue to meet these outcomes. It should be noted that at this point bidders have submitted non-binding detailed solutions and therefore solutions and prices could be subject to change through the next period of dialogue.
- 4.2 The Invitation to Pursue Further Competitive Dialogue has been issued during November and will close late December. During this stage the bidders will develop and refine their proposals providing more information about the bidder's approaches prior to the Call for Final Tender.
- 4.3 The "Investment in Street Lighting Report" was considered by the Executive on the 18th November 2013 where it was agreed that the Council should progress the necessary activities to support tender preparations for the delivery and maintenance of LED street lighting. This now forms part of Lot 2b in this procurement process. As part of their final tender, bidders will be asked to submit proposals for both the delivery of a current routine maintenance and replacement service (Lot 2b option 1) and for the roll out of a LED replacement programme (Lot 2b option 2). In relation to a LED roll out bidders will be required to provide prices for a range of different lighting regimes and separately for the use of a central management system. Final tenders will be assessed against both routine maintenance and replacement programme options and approval for a preferred option will be sought from Executive in February 2015. Consideration will also be given to any potential health and environmental impacts and an updated Health Impact Assessment will be available to inform the Executives' decision.
- 4.4 During this current stage of the procurement exercise, there continues to be a number of consequential issues which if not managed appropriately could have a potential adverse financial effect. These issues have been subject to dialogue will need to be addressed and resolved satisfactorily in the final stages to deliver the desired outcomes:

Issue	Mitigation
There are contractual arrangements which may not be transferrable by agreement to the incoming partner(s) e.g. vehicle and plant contract hire arrangements.	Discussions are on-going with the current vehicle provider to vary the current contract to enable transfer to the new service providers. Further details are being shared with bidders prior to the Call for Final Tender.
A balance will need to be drawn between the contract savings and the Council's Waste Disposal Levy obligation. The mechanism for setting the Levy means that disposal costs for Trafford could increase if other Greater Manchester authorities increase their recycling rates and Trafford's remains static. However, there could be additional direct costs associated with increasing recycling rates.	During dialogue the service and financial consequences of increasing the current high recycling rates has been and will continue to be explored. Evaluation will take account of the net financial effect of proposals, both in terms of direct contract costs and the Waste Disposal Levy.
Ensuring the transfer of the management and financial responsibility for insurance claims to ensure a joined up highways solution and mitigate financial risk to the Council.	All bidders for Lot 2a have been advised that the Council expects the service provider to take on risk associated with insurance claims, with the apportionment of work to be determined through dialogue. Various options have been considered during the detailed stage with the bidders indicating their preference. The Council position will be agreed in preparation for the Call for Final Tender.
The partner(s) role in enforcement activities needs to be fully developed to support the in-house service and provide additional resilience and sustainability.	This requirement has been set out in documentation provided to bidders prior to the commencement of the initial stage of dialogue, and will be explored further in the next stage. The bidders approach to enforcement is included in the detailed submission and will continue to form part of the on-going dialogue.
Additional opportunities for savings or new income development could be supported through invest to save / invest to grow. This could be delivered with investment funding	In so far as possible, risk and investment requirement will be transferred to the partners. Prudential borrowings will be considered on a case by case basis and only pursued

<p>from prudential borrowings in order to maximise benefits to the Council.</p>	<p>where there is both a clear additional benefit and security of repayment of principal to the Council in so doing. This has been included during the detailed stage and will be discussed during the financial dialogue meetings.</p>
<p>The Council will need to ensure that there are appropriate mechanisms in place to monitor performance and flex contractual arrangements in response to changing circumstances.</p>	<p>The contract is progressing with external support and will continue to be developed during the next phase of dialogue. The contract includes robust performance management mechanisms including formal mid-term review(s) to ensure market competitiveness, value for money and demonstrate service delivery quality. It is the intention that these formal reviews will include the ability for the Council to terminate the contract in certain circumstances dependent on the outcome. A specific legal session is arranged during the next phase of dialogue.</p>

4.5 In the next phase of dialogue, Trafford will further explore ideas and options as well as interrogate bid solutions to confirm the deliverability of the desired outcomes. Four dialogue sessions are planned, with three of these themed to cover operation, financial and legal issues and a fourth open session to address any outstanding issues prior to issuing the call for final tender. However, in the event that it becomes apparent that the outcomes cannot be delivered, the Council have maintained the right to withdraw from the procurement process, in whole or part, and would not be liable for any costs incurred by bidders should it choose to do so.

5. NEXT STEPS

- 5.1 Subject to Executive approval, the proposed timetable through to contract commencement is as follows:

Indicative Date	Deliverable
September 2014 - December 2014	Invitation to Submit Detailed Solutions leading to Call for Final Tender
January – February 2015	Evaluation and decision making
January – February 2015	Scrutiny Committee
February 2015	Executive report and approval to award the contract
March 2015	Award of contract
April 2015 onwards	Contract mobilisation
July 2015	Contract commencement

6. STAFFING

- 6.1 It is likely that the majority of staff directly employed by the Council in the services outlined in this report (c 250), plus those employed by Veolia on the current Trafford waste contract (c 100), would transfer to the relevant new partner(s), with their length of service and terms and conditions protected under the Transfer of Undertakings (Protection of Employment) (TUPE) Regulations. In relation to pensions, the Council will support an application for admitted body status to the Greater Manchester Pension Scheme for the duration of the contract scheme.

7. ALTERNATIVE OPTIONS CONSIDERED

- 7.1 The alternative options were set out in detail in the March Executive report. With due consideration of those options and the deliverability of the desired outcomes, the approach recommended is still considered to represent the best option.

8. CONSULTATION

- 8.1 Extensive consultation will take place with affected staff and their union representatives throughout the procurement process. This has been incorporated at appropriate stages in a comprehensive communications strategy. There were meetings earlier in the year with the Trade Unions and further meetings are taking place as part of the staff budget consultation. It is planned that the bidders will meet with Staff and Trade Unions during 2015 prior to contract award.

8.2 Where appropriate or required to meet Trafford's duties in this regard, there will be consultation with residents, community groups and stakeholders.

9. REASONS FOR RECOMMENDATION

9.1 To keep the Executive up to date with progress on the procurement exercise following the evaluation of the Invitation to Submit Detailed Solutions.

Key Decision: No

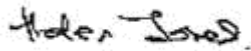
If Key Decision, has 28-day notice been given? N/A

Finance Officer Clearance ID

Legal Officer Clearance JLF

CORPORATE DIRECTOR'S SIGNATURE

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



TRAFFORD COUNCIL

Report to: Executive
Date: 1 December 2014
Report for: Information
Report of: Executive Member for Communities and Partnerships

Report Title

Anti-Social Behaviour, Crime and Policing Act 2014

Summary

To inform the Executive of the new powers available under the Anti-Social Behaviour, Crime and Policing Act 2014. The report also seeks authority to delegate the community safety functions to the Corporate Director for Transformation and Resources. The delegation will allow the Corporate Director for Transformation and Resources to authorise appropriate officers to utilise the new powers available to the Council.

Recommendations

1. That the contents of this report are duly noted.
2. To delegate all functions relating to Community Safety to the Corporate Director for Transformation and Resources. Such delegation to include;
 - (a) The exercise of all functions, powers and duties including the taking of any appropriate enforcement action.
 - (b) The issuing of notices and cautions and, in consultation with the Director of Legal and Democratic Services, bringing proceedings under any appropriate legislation, statutory provisions and by-laws.

Contact person for access to background papers and further information:

Name: Liz Baxter
Extension: 3434

Background Papers: None

Overview

1. This Report sets out the new powers introduced by the Anti-Social Behaviour, Crime and Policing Act 2014 (the Act) and summarises how the changes affect the Council. The Act came into force, for the most part, on 20 October 2014. The objective of the Act is to provide a more effective way to tackle anti-social behaviour (ASB) with an emphasis on partnership working. It reduces the legal remedies available from 19 to 6. Table 1 summarises the pre Act and post Act changes to the remedies available to the Council.

Table 1 – The Anti-Social Behaviour, Crime and Policing Act 2014 – Summary of pre and post act changes.

Pre Act Legal Remedies	Post Act Remedies
Anti-Social Behaviour Order (ASBO) ASBO on Conviction Drink Banning Order (DBO) DBO on Conviction Anti-Social Behaviour Injunction Individual Support Order Intervention Order	Civil Injunction Criminal Behaviour Order
Litter Clearing Notice Street Litter Clearing Notice Graffiti/Defacement Removal Notice Designated Public Places Order Gating Order Dog Control Order ASB Premises Closure Order Crack House Closure Order Noisy Premises Closure Order Section 161 Closure Order	Community Protection Notice Public Spaces Protection Order New Closure Order
Section 30 Dispersal Order Section 27 Direction to Leave	Dispersal Power
No previous equivalent for secure tenancies.	Absolute Power for Possession

2. The Act modifies the previous injunction regime and brings in Criminal Behaviour Orders, Community Protection Notices, Public Spaces Protection Orders, Closure Orders and Dispersal powers. There is now also an additional landlord power to seek absolute possession.

Injunctions/Anti-Social Behaviour Orders

3. The Act will continue to allow the Council to apply for an injunction against individuals aged 10 and over who are causing a nuisance or annoyance. However, the Council will now be able to apply for positive as well as prohibitive requirements. The legal threshold has now been lowered to include “a likelihood” of ASB instead of, as previously, having to prove ASB was occurring. A breach of the injunction may result in a two year custodial sentence or/and an unlimited fine.
4. The changes in the Act now mean that the Council will no longer be able to make applications for ASBOs, as future applications will only be made by the Police through the CPS.

Community Protection Notice

5. The previous powers to serve Street Litter Control, Litter Clearing and Defacement Removal Notices are now replaced by the Community Protection Notice (CPN). The effect of such orders is to prevent an individual from doing something, i.e. dropping litter or requiring them to do something i.e. pick up litter. The enforcement procedure of the CPN is a three step procedure and requires a written warning to be served on the offender, allowing the offender sufficient time to deal with the behaviour and a requirement that the behaviour must still be affecting the community’s quality of life. Breach of a CPN is a criminal offence which could be dealt with by issuing a Fixed Penalty Notice (FPN), or the offending item could be seized, or the Council may choose to prosecute. Prosecution may result in a fine of up to £2,500. However, the Council will still retain the statutory power to issue abatement notices.

Public Spaces Protection Order

6. The Council’s powers to issue Designated Public Place Orders, Gating Orders and Dog Control Orders have been replaced by the Public Spaces Protection Order (PSPO). The new order intends to ban, or regulate, an activity where there is a persistent nuisance, which is having a negative impact on that community. This could include, for example, banning the consumption of alcohol in public spaces or it may impose a requirement on dog owners to put their dogs on a lead. Evidence from the Police and the community will need to be gathered to support its need. There are publishing and consultation requirements which will need to be complied with before applying for an order. PSPOs could last for up to 3 years and thereafter be extended for a further 3 years. A breach of a PSPO may be dealt with by FPN or a prosecution, which could result in a fine of up to £1,000. The validity of a PSPO could be challenged in the courts.

7. The effect of the Act is that Trafford Council's current Designated Public Place Orders will now automatically convert into PSPOs. They will remain in force for 3 years after the commencement of the Act. After this period, the Council will need to satisfy the legal conditions required to extend the order.

Closure Order

8. The Closure Order power has also been modified. Before an application for a Closure Order can be made, a Closure Notice needs to be issued. A Notice can be issued by the Council following a consultation with the individuals that the Notice is likely to affect. The effect of the Notice is that whilst it shuts down a premise for 48 hours it does not prevent those who habitually reside there to enter it. After the Closure Notice has been issued, the Council may apply to the court for a Closure Order to close the premises for up to 6 months. The test for a Closure Order has been lowered. There must be proof of there being "a likelihood" of ASB occurring if a Closure Order is not granted. A breach of the Closure Order may result in a fine up to £2,500 for an individual.

Dispersal Power

9. The police will continue to have the Dispersal Power, which allows them to order those over the age of 10, to leave an area for up to 48 hours if they are displaying anti-social behaviour. However, consultation with the Council in this regard will no longer be required

Mandatory Possession

10. A new power of absolute possession has been introduced for all landlords. This will, in theory, expedite the eviction of most tenants engaging in anti-social behaviour. Possession orders will have to be granted by courts if the property or its tenants are closely linked with anti-social behaviour. This is a change for secure tenants as this will be the first time a mandatory ground for possession will be used against this category of social tenant.

Community Trigger

11. The Act introduces a community trigger. The community trigger is a mechanism for victims of anti-social behaviour to require action, starting with a review of their case. The threshold for such a review is that at least 3 qualifying complaints have been made (within the last 6 months) about the anti-social behaviour to which the application relates and the individual believes that there has been a lack of action. For the purpose of the community trigger, anti-social behaviour is defined as behaviour that is likely to cause harassment, alarm or distress to any member of the public.
12. The focus of a community trigger case review is to bring agencies, including the Council, together to take a more joined up, problem-solving approach to find a solution for the victim. The agencies will have a duty to undertake a

case review when someone requests one. The procedure for carrying out the case review will be set by the local agencies including the Council. The procedures must also include the point of contact for making applications and ensure that applications are passed to all the relevant bodies in the area.

13. In Trafford, the point of contact for Community Triggers will be the Council's Strategic Manager for Crime and Anti-Social Behaviour who will pass on applications made for any review to all relevant local agencies as part of the review process. Once a referral for a case review is received, all the agencies concerned will meet to review the complaints received and account for their actions or inactions. Each agency will still hold its own record of complaints received with the trigger being invoked. The Council will work with its partners to agree the procedures required by the Act.

Community Remedy

14. Victims and communities will also now have a greater say in how the perpetrator of ASB is dealt with. The Community Remedy is designed to give victims of lower level crime and anti-social behaviour more of a say in "the out of court disposal" of the offender. This will mainly affect the police.

Delegated Authority

15. The proposed delegation is to the Corporate Director for Transformation and Resources. The delegation will allow the Corporate Director for Transformation and Resources to authorise appropriate officers to utilise the new powers available to the Council.

Relationship to Policy Framework/Corporate Priorities	Residents living in areas of high deprivation suffer disproportionately from the impacts of ASB. Well-resourced and targeted use of the new ASB powers may help to alleviate the impact of ASB, improve community cohesion and the health and wellbeing of those suffering the effects of ASB.
Financial	There are no immediate financial implications arising from the recommendations in this report as the full resource implications are as yet unknown. Income from any Fixed Penalty Notices has to be spent back on services related to the offence.
Legal Implications:	This report relates to a new Act that will remove 19 separate powers and replaces them with 6 new powers. It impacts in many areas of enforcement as outlined in the main body of the report.
Equality/Diversity Implications	None

Sustainability Implications	None
Resource Implications e.g. Staffing / ICT / Assets	None
Risk Management Implications	None
Health & Wellbeing Implications	None
Health and Safety Implications	None

Other Options

The Report sets out the changes made by the Anti-Social Behaviour, Crime and Policing Act 2014.

Consultation

This Report is for information only. Consultation is not required at this stage and any consultation that is required under the Act will take place as and when required

Reasons for Recommendation

This report sets out a summary of the new powers available under the Anti-Social Behaviour, Crime and Policing Act 2014.

The proposed delegation is to the Corporate Director for Transformation and Resources. The delegation will allow the Corporate Director for Transformation and Resources to authorise appropriate officers to utilise the new powers available to the Council.

Key Decision: No

Finance Officer Clearance

Legal Officer Clearance HAK

CORPORATE DIRECTOR'S SIGNATURE



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

TRAFFORD COUNCIL

Report to: Executive

Date: 1 December 2014

Report for: Information

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

Report Title:

Revenue Budget Monitoring 2014/15 – Period 6 (April to September 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 six months of activity, is £155.787m being a net underspend of £(0.347)m, (0.2)% of the budget. This is a favourable movement of £(0.836)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	0.5	0.1
Additional external income, including SLA's	0.0	0.3
Rephased base budget savings	0.4	0.1
In year savings not met - Terms & Conditions	0.4	-
Other non-achievement of in-year savings	0.2	
Vacancy management	(1.1)	(0.4)
Deprivation of Liberty assessment costs	0.1	-
Other variances	0.0	(0.1)
Additional Income from Business Rates available in 2014/15	(0.8)	(0.8)
Forecast outturn	(0.3)	(0.8)

Reserves

The opening balance of the General Reserve was £(11.0)m, and after taking into account approved use and commitments, the forecasted closing balance is £(8.2)m, which is £(2.2)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 £0.174m deficit (excluding LD Pool).

There is a deficit brought forward on the Learning Disability Pooled Fund of £3m. This will be considered with the CCG and proposals brought forward.

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 £(0.8)m, and is planned to support future budgets in the MTFP.

Business Rates

Updated information on outstanding and settled appeals has recently been provided by the VOA which has allowed an updated business rate projection for 2014/15 to be undertaken. An estimated surplus of £(3.489)m is projected for 2014/15, largely due to the in-year cost of appeals being lower than anticipated. Trafford's share of this estimated surplus will be £(0.855)m; due to accounting requirements this can only be brought into the General Fund in 2015/16.

In 2014/15, Trafford will also receive additional Section 31 grant which will 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, totaling £(0.844)m. This grant is included in the forecast outturn of £155.787m.

Medium Term

It is recommended that £0.5m is set aside from the General Reserve to finance capacity requirements in the CFW Directorate and Finance service.

Recommendation(s)**It is recommended that:**

- a) the latest forecast and planned actions be noted and agreed;
- b) a sum of £0.5m is allocated from the General Reserve to provide additional capacity to deliver future savings, as set out in paragraphs 17-19 of the report.

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

- The revised budget approved at the 17 September 2014 Council meeting is £156.134m. Based on the budget monitoring for the first 6 months of the year, the overall forecast for the year is £155.787m, being an underspend of £(0.347)m, (0.2)%, a favourable movement of £(0.836)m since the last report.
- 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	706	2.3%	160	1
CFW – Adult Social Services	285	0.5%	(69)	1
CFW – Public Health	-	-	-	1
Economic Growth, Environment & Infrastructure	(258)	(0.8)%	(36)	2
Transformation & Resources	55	0.3%	(68)	3
Total Service Variances	788	0.6%	(13)	
Council-wide budgets	(1,135)	(5.6)%	(823)	4
Estimated outturn variance (period 6)	(347)	(0.2)%	(836)	

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	706	2.3%	160
Adult Social Services	285	0.5%	(69)
Community Health & Wellbeing	-	-	-
Environment & Operations	(139)	(0.5)%	(23)
Economic Growth & Planning	(119)	(2.5)%	(13)
Communities & Partnerships	119	3.8%	27
Transformation & Resources	115	1.1%	(27)
Finance	(1,314)	(5.5)%	(891)
Estimated outturn variance (period 6)	(347)	(0.2)%	(836)

Key month on month variations

- The key variances contributing to the period movement of a favourable £(0.836)m are:
 - £0.350m adverse variance on adoption income received from other authorities.
 - £(0.108)m favourable variance on home to school transport due to new contractual arrangements for the new academic year.
 - £(0.165)m favourable variance across a number of Community, Family and Wellbeing services relating to management of staff vacancies.
 - £(0.116)m favourable variance as a result of changes in client need within Older Peoples services.

- An £0.080m adverse variance due to a reduction in adaptation fee income from the capital programme.
- £0.050m adverse variance across other Adults budget.
- Within EGEI key movements relate to one-off backdated rechargeable income in Groundforce £(0.039)m, additional shortfall in Highways capital fee income £0.039m, and a net favourable movement in running costs across the Directorate £(0.036)m.
- £(0.110)m favourable movement due to vacancy management within T&R, partly offset by a delay in in-year savings implementation of £0.044m.
- £(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 (see paragraph 14 below).
- £0.056m reduction in the level of Education Services grant.
- Housing and Council Tax Benefits overpayment recovery is expected to generate an additional net variance of £(0.080)m.
- £0.045m adverse variance within Finance portfolio associated with an exercise to review the number of empty properties and award of single person discount relating to Council Tax.
- Other net minor variances, £(0.002)m.

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	(12,442)
Budget savings required	(13,776)
Shortfall	1,334
To be met by:	
Re-phased savings from T&R reserve in 14/15	
• HR Restructure	(100)
• Partnerships & Communities Restructure	(96)
• Legal Service Restructure	(36)
• Design and Print	(83)
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)

	Total (£000's)
Alternative savings yet to be identified within CFW in 14/15	
<ul style="list-style-type: none"> • Ascot House joint service with TPS 	(100)
Information & Advice savings (Council wide saving to be split equally across CFW, EGEI & T&R)	(100)
Sub-total – alternative savings	(611)
Savings without alternative solutions:	
<ul style="list-style-type: none"> • Terms and Conditions (CFW) 	423
<ul style="list-style-type: none"> • Children in Care Placements 	200
<ul style="list-style-type: none"> • Shortfall in Adoption Fee Income 	100
Total	723

6. Approximately 90% of base budget savings have been or are forecasted to be delivered:
- Of the £1.334m shortfall, £0.856m relates to CFW, £0.348m T&R and £0.130m EGEI.
 - There are some savings that are delayed in 2014/15 (£0.595)m but the full effect is still expected to be delivered in the 2015/16 budget;
 - Alternative savings are being sought within year in CFW relating to Ascot House, £0.100m;
 - 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, totaling £(0.585)m form part of the 2014/15 outturn forecast. CIC placement pressures have since increased to £0.2m.

Council Tax

7. 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.
8. After six months of activity, the total Council Tax in-year surplus is forecasted at £(1.115)m, with the Council's share of this being £(0.937)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 at £(0.967)m, of which the Council's share is £(0.812)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	(120)		(101)	
Council Tax Support awards	(952)		(800)	
Banding valuations & discounts	250	(865)	210	(727)
In-year application of surplus		356		300
Forecasted surplus carry forward		(967)		(812)

9. 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. The forecast surplus of £(0.812)m is largely due to a reduction in the number of claimants receiving Council Tax Support. There has been a total reduction of 408 cases in the six months since March 2014, which is a 2% reduction in the live benefit caseload out of a current total of 18,633. A review of sole occupier discounts will commence shortly and this is forecast to have further positive impact on the tax base.

Business Rates

10. 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.
11. In the report to Council on 17 September 2014 when the re-aligned budget was agreed for 2014/15, reference was made about the potential financial benefit from business rates depending on the outcome of the auditor's view of last year's Statement of Accounts. This benefit has now come to fruition.
12. Updated information on outstanding and settled appeals has recently been provided by the VOA which has allowed an updated business rate projection for 2014/15 to be undertaken. The projected outturn position is £158.077m compared to a baseline budget of £154.588m, an estimated surplus of £(3.489)m. The major reason for the estimated surplus relates to the in-year cost of appeals which is £(3.0)m lower than originally assumed due to the certainty provided by setting aside a provision for backdated appeals in the 2013/14 accounts. The majority of appeal costs incurred in 2014/15 will be charged to this provision.
13. Trafford's share of this surplus will be 49%, of which half will attract a levy payment leaving a balance of £(0.855)m. Under the rules which govern the scheme, this estimated figure cannot be included in the General Fund until 2015/16.

14. In 2014/15 Trafford will also receive additional Section 31 grant which will 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 totaling £(0.844)m. The Council has discretion to utilise the grant.

Reserves

15. The General Reserve balance brought forward is £(11.0)m, against which there are planned commitments up to the end of 2014/15 of £3.9m. The addition of the Council-wide underspend of £(1.1)m provides for a projected balance as at 31 March 2015 of £(8.2)m which is £(2.2)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 17 September 2014)	1,582
- Planned use for one-off projects 2014/15	279
- Council-wide budgets underspend	(1,135)
Balance 31 March 2015	(8,247)*

* Note: possible additional call on reserves of £500k, see para 18-20 below.

16. 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 £3.196 to be carried forward to 2015/16 (Table 6).

Table 6: Service balances	b/f April 2014 (£000's)	Forecast Movement in-year (£000's)	Forecast Balance (£000's)
Communities, Families & Wellbeing	(871)	1,502	631
Economic Growth, Environment & Infrastructure	(1,155)	761	(394)
Transformation & Resources	(1,978)	1,915	(63)
Total All Services (Surplus)/Deficit	(4,004)	4,178	174
Learning Disability Pool (a)	3,022	-	3,022
Total (Surplus)/Deficit	(982)	4,178	3,196

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.

Medium Term Financial Plan

17. On 20 October the Executive released its draft budget proposals for 2015/16 for the purpose of consultation. In that report mention was also made to the forecast financial position for the Council in 2016/17 and 2017/18. It is clear that over the three year period 2015 - 18 a key aspect of the Council's sustainability will be the ability to identify the means of saving a substantial sum of money within the CFW Directorate.
18. Accordingly it is planned to bring together a small team to provide capacity to help deliver 2015/16 savings and identify opportunities to realise financial savings in the following two years. In addition some additional resource may be required to help implement the changes in the Finance service to help achieve its target savings next year.
19. It is recommended that a sum of £0.5m is set aside from reserves in the current year to pump prime these initiatives.

Recommendations

20. It is recommended that:
 - a) the latest forecast and planned actions be noted and agreed;
 - b) a sum of £0.5m is allocated from the General Reserve to provide additional capacity to deliver future savings, as set out in paragraphs 17-19 of the report.

Report to: CFW Senior Leadership Team
Date: 16th October 2014
Report for: Discussion
Report author: CFW Finance Managers

Report Title:

Revenue Budget Monitoring 2014/15 – Period 6 (April to September 2014).

1 Outturn Forecast

- 1.1 This is the fourth CFW Directorate Monitoring Report for 2014/15 and now reflects the budget re-alignment set out as part of the period 4 monitoring report.
- 1.2 The revised revenue budget for the year for CFW is £84.927m. The projected outturn for CFW is now £85.918m, which is £0.991m in excess of the approved budget (1.17%).
- 1.3 This represents an adverse variance from period 5 of £91k due to:
- £350k adverse variance on adoption income levels.
 - £(108)k favourable variance on home to school transport due to new contractual arrangements for the new academic year.
 - £(82)k favourable variance across a number of children’s services that mainly relate to management of staff vacancies.
 - £(83)k favourable variance arising from vacancies within Older People’s and Mental Health Services.
 - £(116)k favourable variance as a result of changes in client need within Older Peoples services.
 - An £80k adverse variance due to a reduction in adaptation fee income from the capital programme.
 - £50k adverse variance across other Adults budget.

2 Explanation of Variances

- 2.1 The forecast outturn variances are summarised below, with more detail at Appendix 1.

Children’s Social Services - £961k adverse variation from budget

1. £485k adverse variance on client care packages which is analysed in the table below:-;

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	5,113	90	0.0	0
External Children's Homes	4.4	3,361	764	6.6	3,164	1,086	2.2	322
Agency foster care	28.3	844	1,247	34.8	852	1,560	6.6	313
In-house foster care	97.4	270	1,373	92.6	297	1,432	(4.8)	59
Family and friend foster care	109.6	180	1,031	108.1	186	1,046	(1.5)	15
Asylum seekers	1.7	272	24	1.7	203	18	0.0	(6)
Special Guardianship	33.0	159	274	31.0	145	237	(2.0)	(37)
Assisted Residence Allowances	26.0	96	130	25.0	102	133	(1.0)	3
Aftercare	n/a	n/a	303	n/a	n/a	381	n/a	78
Supported Lodges	n/a	n/a	255	n/a	n/a	209	n/a	(46)
Youth Homeless	n/a	n/a	185	n/a	n/a	149	n/a	(36)
Stay in Care Placements	n/a	n/a	70	n/a	n/a	0	n/a	(70)
Adoption	20.0	n/a	976	12.0	n/a	791	(8.0)	(185)
CAN respite	2.6	1,674	227	2.6	1,731	234	0.0	7
CAN long term care	3.4	2,448	434	4.2	2,331	509	0.8	75
CAN Home from Home	n/a	n/a	239	n/a	n/a	194	n/a	(45)
CAN Direct payments/personalisation	n/a	n/a	376	n/a	n/a	414	n/a	38
Total			7,998			8,483		485

2. £365k shortfall in income, most of which relates to adoption income;
3. £89k adverse variance on running costs;
4. Staff vacancies of £(105)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.

Children's Staff Management of vacancies – favourable variance £(367)k

There is a favourable variance of £(367)k in relation to the management of staff vacancies across all of Children's Services (£(105)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 £(85)k

Mainly relating to addition income relating to Education Psychology

Adults and LD Pool – £285k adverse variation from budget:

1. Base budget savings not achieved (See Section 3.5) - £403k 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 £85k;
3. In year savings of £(148)k due to vacant posts, particularly within Older People's Services £(77)k and Mental Health £(51)k;
4. A favourable variation on care packages of £(82)k since the budget was re-aligned in August 2014; and
5. Other variances amounting to a net overspend of £27k.

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 - £(70)k favourable; and
- Other income - £(22)k favourable non-recurrent income from Community Safety for Test on Arrest and a £(25)k contribution from the CCG in respect of Dementia Advice contracts.

This will leave a current unallocated grant balance of £117k for which proposals will be brought forward to support Public Health priorities.

3. Care Packages

- 3.1 Adult CFW supports the most vulnerable people in the borough and therefore the budgets are demand led. Variations in the number and unit cost of care packages has therefore led to significant variations in demand levels which have not previously been fully reflected in budget.
- 3.2 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 October 2014.
- 3.3 The following table sets out the budget and period 6 forecast showing the number and average weekly unit cost of "live" cases.

	Re-aligned 2014/15 Budget			Forecast Outturn			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	880	154.62	7,052	25	(1.71)	(44)
Direct Payments	155	178.42	1,669	163	173.99	1,656	8	(4.43)	(13)
Residential/Nursing	571	471.06	14,222	564	470.17	14,090	(7)	(0.89)	(132)
Physical Disability									
Domiciliary Care	143	178.98	1,212	125	188.46	1,165	(18)	9.48	(47)
Direct Payments	189	220.12	2,270	178	224.59	2,269	(11)	4.47	(1)
Residential/Nursing	30	656.50	947	29	661.83	947	(1)	5.33	-
Learning Disability									
Day Care	30	265.06	407	30	265.06	407	-	-	-
Domiciliary Care	49	293.85	799	47	304.16	792	(2)	10.31	(7)
Direct Payments	254	297.47	4,220	251	301.47	4,239	(3)	4.00	19
Residential/Nursing	74	1,330.10	4,166	73	1,330.67	4,127	(1)	0.57	(39)
Supported Living	88	992.47	4,287	82	1,008.46	4,425	(6)	15.99	138
Mental Health									
Domiciliary Care	46	121.01	244	40	116.27	243	(6)	(4.74)	(1)
Direct Payments	30	122.65	209	28	125.40	211	(2)	2.75	2
Residential/Nursing	39	561.39	1,135	39	561.39	1,135	-	-	-
Supported Living	19	1,298.06	1,092	20	1,291.00	1,105	1	(7.06)	13
Total			43,975			43,863			(112)

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.

3.4 For budget monitoring purposes, a number of **assumptions** have been made within financial monitoring:

- Estimated clawback on Direct Payments of £(850)k. This is based on the actual clawback figure in 2013/14 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 October 2014 to 31st March 2015 is £(100)k.
- A contingency provision of £500k to offset any net growth in care package numbers/costs during the remainder of the financial year.
- A pay award of 1% has been assumed for 2014/15.

3.5 **Savings**

The council's overall budget for 2014/15 includes £(13,776)k of savings of which £(7,457)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, totalling £(6.534)m. The remaining 5 schemes projecting a shortfall of £0.923m are as follows:

Children in Care placements - £200k. This saving proposal was linked to a plan to reduce unit costs for CIC placements (see CFW2 for further details).

Terms and Conditions - £423k shortfall due to the number of exemptions in relation to the delivery of front line services.

Adoption Placement fees - £100k savings relating to income from other LA's will not be achieved, as the number of adopters now exceeds the number of children awaiting adoption.

Ascot House – the £100k saving originally related to opportunities for joint funding with health. For monitoring purposes, it is currently assumed that this will not be achieved although alternative reductions are being sought in year.

Advice & Information – this £100k saving is a Council Wide target which will be split equally across EG&I, CFW and T&R in future monitoring reports. For period 6 this still sits within CFW and the current forecast assumes this will not be fully achieved.

3.6 There are also £3.3m of additional in year savings which were approved as part of the CFW Budget Re-alignment Report, of which it was assumed that £2.5m would be achieved in year: A list of these savings are also included in Appendix 2.

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
Specific commitments in 2014/15	750	511	-
P6 Forecast Outturn	180	991	-
	(1,847)	631	3,022

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 The following actions have also been taken to offset the variance in adoption income:

A review of all the posts that have been set against the adoption income budget has been completed;

A review of the wider social care budget has been completed to identify any additional areas of saving;

A review of the Adoption Income Targets for 2015/16.

6.3 Resource Allocation Process

The Resource Allocation model, which includes a weekly Resource Panel has been extended to include 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.

6.4 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.

6.5 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.

The next stage will be to develop similar spread sheets for other service areas, starting with Mental Health. These spread sheets will then be used to support financial management until the Liquid Logic system is implemented.

6.6 Children in Care Placements Tracking and Monitoring

Robust tracking and monitoring of placements for children is in place via monthly meetings with the Joint Director and heads of service to consider all placement budget lines and ensure all tracking of individual children is clear and up to date. These meetings outline tasks for follow-up such as placements that may need to be extended due to complexity of needs, placements that may be able to end early and placements where further cost reductions may be possible.

In addition a quarterly placement monitoring meeting is held with the Joint Director, heads of service and operational managers to consider in detail all placement budgets and all placements to ensure forecasting is accurate and any necessary amendments are made to projections. This is an opportunity to challenge any placement that needs additional action.

All placement requests for agency foster care or out of borough residential care are considered at a weekly meeting chaired by the Head of Children in Care to ensure the placement is necessary and that the need cannot be met by any other option. This is then agreed with the Joint Director.

At the start of the year predicted end dates of placements are factored into budget expenditure plans and a contingency budget is agreed for placements anticipated to be needed during the course of the year. The projected actual budget spend includes the anticipated use of the contingency budget. During the year the contingency budget gets spent as additional need emerges for placements and once used, any anticipated additional placement costs are titled additional pressures to ensure staff are aware that these are costs over the allocated budget. If any contingency money is not required it is removed from the projections gradually during the second half of the year. The current projected overspend includes £177k of anticipated additional pressures where money has not yet been spent but is anticipated to be needed before March. This figure is actively reviewed each month.

Period 6 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)	P6 Forecast Outturn (£000's)	P6 Outturn variance (£000's)	P5 Outturn variance (£000's)	P6 – P5 Movement (£000's)	Ref
Children's Services Portfolio – DSG Element						
Dedicated Schools Grant	0	180	180	434	(254)	CFW1
Transfer to Dedicated Schools Grant Reserve	0	(180)	(180)	(434)	254	CFW1
Sub-total – DSG	0	0	0	0	0	
Children's Services Portfolio – Non DSG Element						
Education Early Years' Service	6,110	5,976	(134)	(28)	(106)	CFW3
Children's Social Services	15,383	16,319	936	618	318	CFW2
Children with Complex & Additional Needs	1,943	1,968	25	54	(29)	CFW2
Commissioning	1,716	1,661	(55)	(61)	6	
Multi Agency Referral & Assessment Service (MARAS)	1,491	1,442	(49)	(32)	(17)	
Youth Offending Service	363	377	14	19	(5)	
Children's Centres	1,990	1,922	(68)	(61)	(7)	
Youth Service	1,384	1,421	37	37	0	
CFW Children's Total	30,380	31,086	706	546	160	

Budget Book Format (Objective analysis)	Full Year Revised Budget (£000's)	P6 Forecast Outturn (£000's)	P6 Outturn variance (£000's)	P5 Outturn variance (£000's)	P5 – P6 Movement (£000's)	Ref
Adult Social Services Portfolio						
Older People	20,439	20,385	(54)	118	(172)	CFW4
Physical Disabilities	4,963	4,989	26	0	26	CFW5
Equipment & Adaptations	1,004	1,029	25	1	24	CFW6
Mental Health	3,592	3,537	(55)	(3)	(52)	CFW7
Other Adult Services	803	988	185	146	39	CFW8
Strategic & Support Services	967	968	1	(6)	7	
Adaptations	(64)	(57)	7	(71)	78	CFW9
Housing Services	630	606	(24)	1	(25)	CFW10
Community Services	230	226	(4)	(4)	0	
Equalities & Diversity	144	145	1	0	1	
Sub-total	32,708	32,816	108	182	(74)	
Learning Disabilities Pooled Fund	22,707	22,884	177	172	5	CFW11
CFW Adults Total	55,415	55,700	285	354	(69)	
Community Health & Wellbeing Portfolio						
Public Health	(868)	(868)	0	0	0	CFW12
CFW Public Health Total	(868)	(868)	0	0	0	
CFW Total	84,927	85,918	991	900	91	

Business Reason / Area (Subjective analysis)	P6 Outturn (£000's)	P5 Outturn (£000's)	P5-P6 Movement (£000's)	Ref
Children's				
Management of staff vacancies	(367)	(194)	(173)	
Transport Costs	0	57	(57)	
Client Need	287	297	(10)	CFW2
2014/15 Savings not achieved	418	364	54	
Other running costs	114	70	44	
Income	254	(48)	302	CFW2,3
Total Children's	706	546	160	
Adults				
Management of staff vacancies	(218)	(135)	(83)	CFW4,5,7,11,12
Transport Costs	-	-	-	
Client Need	(82)	75	(157)	CFW4,5,12
Reduction in Grant Income	-	-	-	
2014/15 Savings not achieved	403	403	-	CFW4,8,12
Other running costs	275	184	91	CFW4,6,7,8,9,10, 11,12
Other Income	(93)	(173)	80	CFW,8,9,11,12
Total Adults	285	354	(69)	
Total CFW	991	900	91	

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 £353k, an underspend on Maternity of £(88)k plus other variances totalling £(85)k. This would leave a year end reserve of £(1,847)k.

CFW2 – Children’s Social Services (Including CAN) £961k adverse variance

- There is an overspend of £485k, on client care packages of which £285k relates to increased numbers and £200k increase in unit costs. This is an increase of £42k 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 £299k. This is an adverse movement of £366k from the previous month. 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 £104k, staff management £(105)k, £127k for not achieving the Terms and Conditions saving and other minor variances of £(36)k.

CFW3 Children’s Education Early Years – £(134)k favourable

- Additional income mainly relating to the Education Psychology Service £(85)k.

CFW – Children’s various Vacancy Management – £(367)k Favourable

- There are vacancy management savings amounting to £(367)k which are mainly in Commissioning £(45)k, Children’s Centres £(55)k, MARAS £(49)k Education Early Years £(113)k and Children’s Social Services (already included in CFW2 above) £(105)k.

CFW – 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).

CFW4 – Older People £(54)k favourable

Vacancy management - £(77)k favourable:

- Commissioning management £(20)k favourable and Care Management £(57)k favourable - Vacancies and savings against posts budgeted at top of grade offset by additional agency costs.

Client Need- £(116)k favourable:

- Reduction in the number of residential/nursing clients and other variations in client need.

Savings not achieved- £100k adverse:

- Residential Homes (Ascot House) - £100k adverse –collaborative working saving which it is currently assumed will not be achieved.

Other running costs- £39k adverse:

- Increased premises and supplies and services expenditure within residential homes and reablement.

CFW5 – Physical Disabilities £26k adverse

Client Need- £23k adverse:

- Net variations in client need.

Other running costs- £3k adverse:

- Minor variances within other Physical Disability budgets.

CFW6 – Equipment & Adaptations £25k adverse

Other running costs- £25k adverse:

- Additional insurance costs relating to bath hoists which were not previously covered under the insurance contract.

CFW7 – Mental Health £(55)k favourable

Vacancy management - £(51)k favourable:

- MH Social Workers (51)k favourable - Vacancies and savings against posts budgeted at top of grade offset by additional agency costs.

Other running costs- £(4)k favourable:

- Minor variances within other Mental Health budgets.

CFW8 - Other Adult Services £185k adverse

Other running costs- £142k adverse:

- Generic Services - additional Deprivation of Liberty (DOLS) assessment costs £85k.
- Additional costs of £57k in relation to Healthwatch.

Savings not achieved- £67k adverse:

- Information and Advice Review - £100k adverse - this is a Council Wide savings target which will be split equally across EGEI, CFW and T&R in future monitoring reports. For period 6 this still sits within CFW and the current forecast assumes this will not be achieved.

Other income – £(57)k favourable

- Increased Healthwatch income £(57)k.

CFW9– Adaptations – £7k adverse

Other Income - £11k adverse:

- Reduction in income assumed from capital programme. This is an adverse change since period 5 when it was forecast that £69k additional income would be achieved due to contractual issues in 2013/14 which led to slippage in the capital programme and additional work/income in 2014/15.

Other running costs- £(4)k favourable:

- Minor variances within other Adaptations budgets.

CFW10– Housing Services – £(24)k favourable

Other running costs- £(24)k favourable:

- Contractual savings in year.

CFW11– LD Pooled Fund – £177k adverse

Vacancy management - £(16)k favourable:

- Net vacancies within Social Work, In-House Day Care and Reablement.

Client Need- £11k adverse:

- Net variations in client need.

Savings not achieved- £203k adverse:

- Terms and conditions savings not achieved due to the number of exemptions relating to the delivery of critical front line services.

Other running costs- £(21)k favourable:

- Other variances within Learning Disability budgets.

CFW12 - Public Health – nil variance

Vacancy management - £(70)k favourable:

- Public Health Leaders - £(48)k favourable – vacancies and savings against posts budgeted at top of grade.
- Health Improvement - £(22)k favourable – vacancy management.

Other running costs- £117k adverse:

- Unallocated grant balance of £117k arising from overall forecast public health underspends for which proposals will be brought forward to support Public Health priorities.

Other income - £(47)k favourable:

- Drug & Alcohol Misuse - £(22)k favourable non recurrent income from Community Safety for Test on Arrest.
- Health & Wellbeing - £(25)k favourable non recurrent income from CCG towards Dementia Advice contracts.

Appendix 2

CFW Base Budget Savings 2014/15		Note	2014/15	Forecast	Variance
			Budget	Saving	
			(£000's)	(£000's)	(£000's)
Children in Care Placements	CYPS	1	(480)	(280)	200
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		(100)	(100)	
Complex & Additional Needs Personalisation	CYPS		(125)	(125)	
Terms and Conditions	CYPS	2	(656)	(436)	220
Adoption Placement Fees	CYPS	3	(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	4	(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	(150)	(50)	100
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	2	(695)	(492)	203
Inflationary increase for rents charged for supported living houses	Adults		(3)	(3)	
			(7,457)	(6,534)	923

CFW In Year Budget Savings 2014/15		2014/15 Target	Assumed in rebased Budget	Forecast Saving	Variance
		(£000's)	(£000's)	(£000's)	(£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)	-
Vacancy Management (Children's 50%)	CYPS	(290)	(105)	(105)	-
Voluntary and Community Sector	Adults	(80)	(80)	(80)	-
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	Adults				-
Supported Living		(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 (Adults 50%)	Adults	(290)	(104)	(104)	-
		(3,296)	(2,500)	(2,500)	0

TRAFFORD MBC

Report to: Economic Growth, Environment and Infrastructure
Directorate Management Team

Date: 23 October 2014

Report for: Discussion

Report author: Finance Manager

Report Title**Revenue Budget Monitoring 2014/15 – Period 6 (April 2014 to September 2014)****1. Forecast Outturn for the Year**

- 1.1 The approved revenue budget for the year is £33.287m. The forecast outturn is £33.029m, which is £(0.258)m under the approved budget. This is a net favourable movement of £(0.036)m from the last report.
- 1.2 There are a number of minor movements across all services from last reported. The key areas relate to one-off backdated rechargeable income in Groundforce £(0.039)m, additional shortfall in Highways capital fee income £0.039m, and a net favourable movement in running costs across the Directorate £(0.036)m.
- 1.3 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 £(0.394)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 £(0.258)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 and Urmston Town centre rent £(0.040)m. Income from the GM Road Access Permit Scheme is also expected to be £(0.082)m above budget. Backdated one-off income has been received relating to rechargeable grounds maintenance costs £(0.039)m. There are income shortfalls forecast relating to car parking £0.015m, licencing £0.024m, pest control £0.020m, planning and building control £0.029m (which is monitored weekly) and Green Deal £0.035m. Overall projected income is £0.003m less since last reported.
- 2.5 There are a number of favourable variances relating to staffing budgets as a result of turnover or vacancy management £(0.269)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 £(0.007)m since last reported.
- 2.6 Other running cost variances include an underspend on Administrative Buildings £(0.049)m. Overall projected running costs have reduced by £(0.045)m since the last report which relates to minor movements across the Directorate.
- 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 £(0.394)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	638
Period 6 forecast outturn (favourable)	(258)
Balance after known commitments	(394)

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 fourth monitoring report of the financial year based on six 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.

6. Recommendations

- 6.1 It is recommended that the forecast outturn be noted.

Period 6 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)	P6 Forecast Outturn (£000's)	P6 Forecast Variance (£000's)	P5 Outturn Variance (£000's)	Period Movement (£000's)	Ref
Highway and Network Management, including Traffic & Transportation	5,151	5,135	(16)	(67)	51	EGEI1
School Crossing Patrols	509	459	(50)	(50)	0	EGEI2
Parking Services	(337)	(474)	(137)	(114)	(23)	EGEI3
Groundforce	4,144	4,166	22	89	(67)	EGEI4
Bereavement Services	(1,090)	(1,092)	(2)	(5)	3	
Sustainability & Greenspace	359	339	(20)	(10)	(10)	
Waste Management (incl. WDA levy)	18,979	19,026	47	49	(2)	EGEI5
Public Protection	602	641	39	19	20	
Environmental Enforcement	89	147	58	53	5	EGEI6
Directorate Strategy & Business Support	259	179	(80)	(80)	0	EGEI7
Sub-total Environment & Operations Portfolio	28,665	28,526	(139)	(116)	(23)	
Property and Development	2,451	2,280	(171)	(135)	(36)	EGEI8
Planning & Building Control	(119)	(61)	58	50	8	EGEI9
Strategic Planning & Development	533	527	(6)	(6)	0	
Economic Growth	741	706	(35)	(41)	6	EGEI10
Housing Strategy	596	631	35	26	9	EGEI11
Directorate Strategy & Business Support	492	492	0	0	0	
Sub-total Economic Growth & Planning Portfolio	4,694	4,575	(119)	(106)	(13)	
Operational Services for Education	(72)	(72)	0	0	0	
Total Forecast Outturn Period 6	33,287	33,029	(258)	(222)	(36)	

Economic Growth, Environment & Infrastructure Business Reason / Area (Subjective analysis)	P6 Outturn Variance (£000's)	P5 Outturn Variance (£000's)	Period Movement (£000's)	Ref
Highways and Network Management				
Income shortfall, including moving traffic offences	40	34	6	
GMRAPs income above budget	(82)	(82)	0	
Capital fee income shortfall	90	51	39	
Staff vacancies	(50)	(50)	0	
Running costs including depot	16	10	6	
Energy – Street Lighting	(30)	(30)	0	
Sub-total	(16)	(67)	51	EGEI1
School Crossing Patrols - vacancies	(50)	(50)	0	EGEI2
Parking Services				
Additional income – Oakfield Road	(128)	(128)	0	
Income shortfall – other locations	15	29	(14)	
Staffing and running costs	(24)	(15)	(9)	
Sub-total	(137)	(114)	(23)	EGEI3
Groundforce				
Re-profiling of staff/equipment savings	47	47	0	
Other running costs – weather related demand	9	30	(21)	
External income	(34)	12	(46)	
Sub-total	22	89	(67)	EGEI4
Bereavement Services				
Staffing and maintenance costs	(2)	(5)	3	
Sustainability & Greenspace				
Vacancy, supplies & services	(20)	(10)	(10)	
Waste Management				
Staffing and general running costs	(3)	(1)	(2)	
GM Waste levy – additional green waste recycling	200	200	0	
Waste contract – one-off procurement saving	(150)	(150)	0	
Sub-total	47	49	(2)	EGEI5
Public Protection				
Staffing and running costs	(5)	(5)	0	
Income shortfalls	44	24	20	
Sub-total	39	19	20	

Economic Growth, Environment & Infrastructure Business Reason / Area (Subjective analysis)	P6 Outturn Variance (£000's)	P5 Outturn Variance (£000's)	Period Movement (£000's)	Ref
Environmental Enforcement				
Re-profiling of staff/equipment saving	58	53	5	EGEI6
Director & Business Support				
Staffing and Running costs	(80)	(80)	0	EGEI7
Sub-total Environment & Operations Portfolio	(139)	(116)	(23)	
Property and Development				
Investment Property Rental Income:				
- Urmston Town Centre – one-off surplus	(40)	(40)	0	
- Airport – surplus	(16)	(16)	0	
- Other properties - surplus	(15)	(8)	(7)	
Community buildings – income/running costs	(6)	11	(17)	
Admin Buildings running costs	(49)	(40)	(9)	
Other minor running cost variances	8	11	(3)	
Major projects capital fee income	(53)	(53)	0	
Sub-total	(171)	(135)	(36)	EGEI8
Planning & Building Control				
Planning applications income	(36)	(44)	8	
Building Control income shortfall	65	60	5	
Staffing including interim support	15	15	0	
Running costs	14	19	(5)	
Sub-total	58	50	8	EGEI9
Strategic Planning & Development				
Staffing/running costs savings	(6)	(6)	0	
Economic Growth				
Staffing vacancies	(49)	(51)	2	
Other running costs	(5)	(9)	4	
Town centre advertising income	16	16	0	
Property referral fee website advertising income	3	3	0	
Sub-total	(35)	(41)	6	EGEI10

Economic Growth, Environment & Infrastructure Business Reason / Area (Subjective analysis)	P6 Outturn Variance (£000's)	P5 Outturn Variance (£000's)	Period Movement (£000's)	Ref
Housing Strategy				
Green Deal income re-phased implementation	35	35	0	
Staffing and running cost savings	0	(9)	9	
Sub-total	35	26	9	EGEI11
Sub-total Economic Growth & Planning Portfolio	(119)	(106)	(13)	
Total Forecast Outturn EGEI Period 6	(258)	(222)	(36)	

Summary Variance Analysis Period 6

All Services	Savings £000	Staff £000	Running Costs £000	Income £000	Total Variance £000
Period 5	141	(262)	47	(148)	(222)
Period 6	154	(269)	2	(145)	(258)
Period Movement	13	(7)	(45)	3	(36)

ADDITIONAL NOTES ON FORECAST OUTTURN VARIANCES

EGEI1 – Highways & Network Management - £(0.016)m (favourable)

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.

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 £0.090m below budget due to the predicted timing of capital works. This is an adverse movement of £0.039m since last reported and will be reviewed throughout the year as the capital programme progresses.

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 – £(0.137)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 broadly on target, although 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 - £0.022m (adverse)

Savings associated with staffing, supplies, vehicles and equipment have been re-profiled, and there is 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 £0.009m above budget which is a favourable movement of £(0.021)m since last reported. One-off backdated income of £(0.039)m is reported this month relating to rechargeable grounds maintenance works recently received.

EGEI5 – Waste Management and Disposal - £0.047m (adverse)

Following recent 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 £0.058m (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.

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 - £(0.171)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 £(0.040)m one-off benefit this year. The disposal has now been completed.

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 £(0.053)m higher than previously forecast.

Administrative building running costs are less than expected across the portfolio by £(0.049)m, including £(0.034)m relating to the catering concession at Altrincham Town Hall.

EGEI9 – Planning and Building Control – £0.058m (adverse)

Projected income from planning fees is £0.008m less than last reported, now giving an overall surplus of £(0.036)m. There is a projected shortfall in income from building control fees £0.065m and action is underway to address this. Both fees are monitored and reported on a weekly basis and the projections are based on data from the early part of the year only.

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 ongoing restructure of the combined Directorate. Running costs are £0.014m above budget and includes investment in ICT to improve efficiency.

EGEI10 – Economic Growth Team – £(0.035)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.

EGEI11 – Housing Strategy – £0.035m (adverse)

There is a predicted shortfall in income of £0.035m from the implementation of Green Deal. This is an ongoing pressure and will be addressed in the Medium Term Financial Plan.

TRAFFORD COUNCIL

Report to: Transformation & Resources Directorate Management Team
 Date: 16 October 2014
 Report for: Discussion
 Report author: Senior Accountant – Transformation & Resources

Revenue Budget Monitoring 2014/15 – Period 6 (April 2014 – September 2014 inclusive)

1 Outturn

- 1.1 The current approved revenue budget for the year is £17,629k, and after period six the forecasted outturn is £17,684k, which is a £55k, or (0.31)%, overspend position. This is a favourable net movement since the last report of £(68)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, referenced to the detail in Appendix 1, which net to £(68)k:

Delays in delivering budget savings, £374k adverse forecast, £44k adverse movement; the adverse variance is based on a prudent assessment of both timing and savings level (T&R1). The monthly movement reflect the additional time now required to implement the savings in the current year; however these recurring base budget savings are anticipated to be completed by the end of the year and will be delivered in full in 2015/16. The in-year reduction in savings will be mitigated by other cash savings.

Delay in telephony, voice and data upgrade, £74k adverse forecast, no movement; the migration of voice and data telephony lines will not yield the anticipated savings, a contribution towards the cost of the delay is being negotiated with the contractor (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 2015/16 budget includes for additional funding to address the budget shortfall in this business activity (T&R3).

Vacancy Management, £(431)k favourable forecast, £(110)k favourable movement; this net variance includes an overspend position in financial management £99k, mitigated within the service from Revenues and Benefits which is underspending by a forecasted £(223)k. The favourable movement in the month reflects senior management vacancy forecast £(29)k and vacant posts in ICT £(64)k and Communications £(22)k which will form part of the 2015/16 savings proposals (T&R4).

Running costs variances, £(21)k favourable forecast, no movement; a review of running cost expenditure across the Directorate has resulted in a favourable forecast (T&R5).

Minor income variances, £(18) k favourable forecast, £(2)k favourable movement; (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 £(2,632)k, which is 88% of the target.

3.2 The delay in in-year cash savings of £0.374m into the following year is in respect of the following initiatives.

Table 1: Saving Description	Phased Savings (£000's)
Human Resources Restructure (a)	100
Partnerships and Communities Restructure (b)	96
Legal Services Restructure (a)	36
Design and Print (c)	83
ICT - Social care - licence fee (d)	59
Total	374

3.3 Notes to the above phased savings table:

(a) As noted at Scrutiny review this is a phased implementation;

(b) £222k achieved. 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 is now to be undertaken to maximise savings;

(d) Linked to rephased Liquid Logic ICT project.

3.4 The in-year shortfall against budget will be 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 overleaf 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	670
ICT hardware and software upgrades	361
Contingencies	503
Land Charges Claim	185
Improving communications and democratic access	141
2014/15 Outturn	55
Remaining Balance at 31 March 2015	(63)

5 Main Assumptions

- 5.1 This forecast has been based on six 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 £(434)k favourable variance (T&R 4) assumes that this £(592)k will be fully achieved as per previous year's activity levels. After six months £88k or 15% 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 £74k adverse variance on the transfer of telephony lines to the new contractor is prudently shown at the maximum for the whole year. Furthermore, a contribution towards the additional in-year costs from the contractor is being negotiated. Should the transfer take place earlier and/or a contribution received, this will reduce the extent of this adverse variance.

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 booking 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.

Period 6 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.

Budget Book Format (Objective analysis)	Full Year Budget (£000's)	P6 Forecast Outturn (£000's)	P6 Outturn variance (£000's)	P5 Outturn variance (£000's)	P5 to P6 Movement (£000's)	Note ref
Transformation and Resources Portfolio						
Legal & Democratic	2,491	2,622	131	99	32	T&R1,3
Communications & Customer Services	5,919	5,897	(22)	13	(35)	T&R1,2
Strategic Human Resources	2,068	2,127	59	54	5	T&R1
Corporate Leadership and Support	368	315	(53)	(24)	(29)	
sub-total	10,846	10,961	115	142	(27)	
Finance Portfolio						
Finance Services	3,614	3,435	(179)	(111)	(68)	
sub-total	3,614	3,435	(179)	(111)	(68)	
Communities and Partnerships						
Partnerships & Communities	1,546	1,637	91	63	28	T&R1
Culture & Sport	1,623	1,651	28	29	(1)	
sub-total	3,169	3,288	119	92	27	
Total	17,629	17,684	55	123	(68)	

Business Reason / Area (Subjective analysis)	P6 Outturn variance (£000's)	P5 Outturn variance (£000's)	P5 to P6 Movement (£000's)	Note ref
Delay in savings implementation	374	330	44	T&R 1
ISDN line upgrade delay	74	74	0	T&R 2
Court Costs and Legal fees	77	77	0	T&R 3
Management of Vacancies	(431)	(321)	(110)	T&R 4
Running Costs	(21)	(21)	0	T&R 5
Income	(18)	(16)	(2)	T&R 6
Total	55	123	(68)	

NOTES ON PROJECTED OUTTURN VARIANCES

£374k adverse, phasing of base budget savings (discussed in Section 3); action will be taken in year on the various initiatives to achieve £3,006k 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, in-year cash savings will be used to mitigate this loss (T&R1).

£74k 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).

£(431)k favourable, vacancy management; Communications, Human Resources, Revenues and Benefits, Internal Audit, Corporate Leadership and ICT services have been recently subject to reviews, staff turnover and posts being held back for 2015/16 savings. This net variance includes £99k adverse variance in Financial Management due to the need to recruit temporary additional capacity in support of priority work, which has been offset by a £(223)k favourable variance within the Revenue & Benefits service, which is due in part to secondments and externally funded project work (T&R4).

£(21)k favourable, running costs; running costs particularly in ICT and Communications are forecast to be below current budgeted levels (T&R 5).

£(18)k favourable, income; there are minor favourable income variances across the T&R Directorate (T&R 6).

TRAFFORD COUNCIL

Report to: Director of Finance
 Date: 23 October 2014
 Report for: Information
 Report author: Head of Financial Management

Report Title

**Revenue Budget Monitoring 2014/15 – Period 6 Outturn - Council-Wide Budgets
 (April 2014 to September 2014 inclusive)**

1 Outturn Forecast

1.1 The current approved revenue budget for the year is £20.291m. The outturn forecast is £19.156m, which is £(1.135)m under the budget, a favourable movement of £(0.823)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;

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, £0.045m;

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 £(0.296)m, a small favourable movement on last month of £(0.080)m;

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;

Other minor variances, £(0.011)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 six months of actual activity. The activity covered by Council-Wide budgets is varied, and the key assumptions in the September 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 6 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)	P6 Forecast Outturn (£000's)	P6 Outturn variance (£000's)	P5 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)	(54)	45	C-W1
Treasury Management	7,981	7,971	(10)	(10)		
Insurance	775	775				
Members Expenses	926	901	(25)	(25)		C-W2
Grants	(6,804)	(7,597)	(793)	(5)	(788)	C-W3
Other Centrally held budgets	93	(209)	(302)	(222)	(80)	C-W4
Total	20,291	19,156	(1,135)	(312)	(823)	

Business Reason / Area (Subjective analysis)	P6 Outturn variance (£000's)	P5 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	0	45	C-W1
Treasury Management:				
- Investment Income	(10)	(10)		
Precepts, Levies & Subscriptions	4	4		
Members Expenses	(25)	(25)		C-W2
Grants	(793)	(5)	(788)	C-W3
External audit fees	(6)	(6)		C-W4
Housing & Council Tax benefits	(296)	(216)	(80)	C-W4
Total	(1,135)	(312)	(823)	

NOTES ON PROJECTED VARIANCES

C-W1 – Provisions - £(0.009)m (favourable), an adverse movement of £0.045m

The sale proceeds from the planned sale of the Council's interest in Urmston Town Centre, following its redevelopment, are now expected to be £(1.354)m, which is £(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 invoice has now been received for this work for £0.045m made up from an Empty Homes review, £0.033m and a Single Person Discount review, £0.011m. No budget is held for this exercise.

C-W2 – 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-W3 Grants - £(0.793)m (favourable), a favourable movement of £(0.788)m

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-W4 – Other Centrally held budgets - £(0.302)m (favourable), £(0.080)m favourable movement

- **Housing & Council Tax Benefits - £(0.216)m (favourable)**

There is a net variance of £(0.196)m within the Housing Benefit budget, a small favourable movement on last month of £(0.080)m. 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 £(0.100)m.

The credit from the recovery of overpaid Council Tax Benefit is difficult to predict and will eventually taper off.

- **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.

TRAFFORD COUNCIL

Report to: Executive
Date: 1 December 2014
Report for: Decision
Report of: The Executive Member for Finance and the Director of Finance

Report Title

CAPITAL INVESTMENT PROGRAMME MONITORING 2014/15
2nd Quarter (April – September)

Summary

This report summarises the findings from the budget monitoring for the period to 30 September 2014. The salient features are:

- The revised Q1 2014/15 budget approved in July 2014 was £42.3m. Taking into account additions and changes to schemes in the second quarter the programme has increased to £42.4m.
- Capital expenditure to date is £11.5m, being 27% of the budget with an outturn projection for 2014/15 of £37.7m (see Appendix 2 for detail by service area).
- The level of available resources has been updated to reflect the latest Land Sales Programme and provides a surplus of £0.5m after financing all current capital priorities. This surplus will be taken into consideration when setting the Capital Investment Programme for 2015/18.

Recommendation(s)

1. That the amendments to the 2014/15 Capital Investment Programme be approved.
2. That the monitoring report be noted.

Contact person for access to background papers and further information:

Name: Graeme Bentley
Extension: 4336

Implications :

Relationship to Policy Framework/Corporate Priorities	Value for Money
Financial	Capital expenditure to be contained within available resources in 2014/15.
Legal Implications:	None arising out of this report
Equality/Diversity Implications	None arising out of this report
Sustainability Implications	None arising out of this report
Staffing/E-Government/Asset Management Implications	A number of improvement schemes are being undertaken in 2014/15.
Risk Management Implications	Not Applicable
Health & Wellbeing Implications	Not Applicable
Health and Safety Implications	A number of schemes are being undertaken in 2014/15 on the grounds of health and safety.

1. Capital Investment Programme Update

- 1.1 This report summarises the current position and progress of the 2014/15 Capital Investment Programme and its' financing as at 30 September 2014. It takes into account both financial and scheme progress monitoring undertaken with service area project officers.
- 1.2 The capital budget for 2014/15 is currently estimated at £42.4m, an increase of £150k from the budget reported in the Q1 Monitor Report, with a projected outturn of £37.7m. Changes to the budget are detailed in Appendix 1 and are summarised as follows:-

Capital Investment Programme 2014/15	Q2 Revised 2014/15 £m	Outturn Projection 2014/15 £m
Portfolio Analysis :		
Adult Social Services & Community Wellbeing	4.3	3.7
Children's Services	18.8	17.3
Communities & Partnerships	0.4	0.4
Economic Growth & Planning	4.2	3.5
Environment & Operations	10.5	10.0
Transformation & Resources	4.2	2.8
Total	42.4	37.7
Service Analysis :		
Children, Families & Wellbeing	23.1	21.0
Economic Growth, Environment & Infrastructure	15.1	13.9
Transformation & Resources	4.2	2.8
Total	42.4	37.7

- 1.3 Changes to the budget can be summarised as follows :

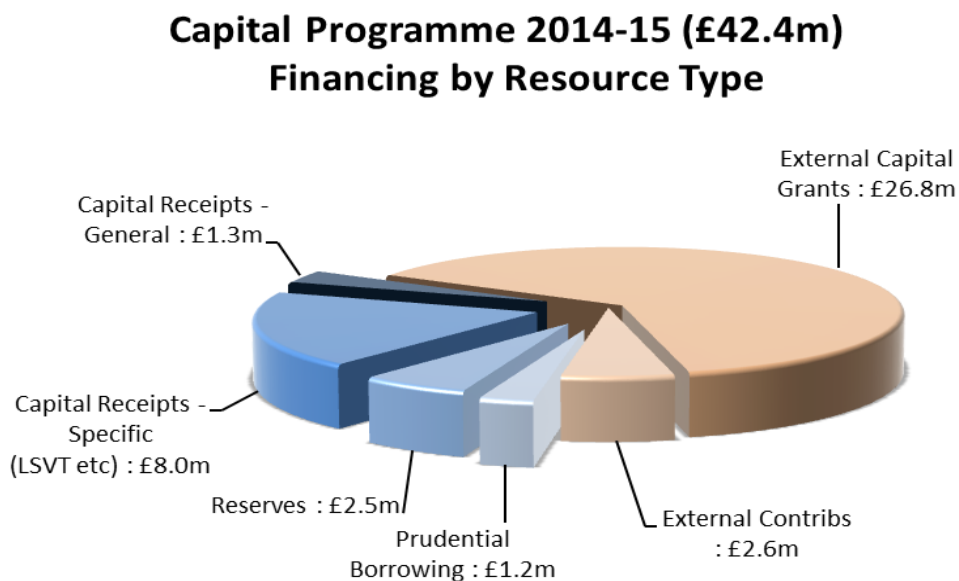
A S.106 contribution of £7k in respect of development work in Davyhulme has been received to support the provision of education facilities within the vicinity. The contribution has been added to the Capital Programme to support disabled access works, costing £100k, at Woodhouse Primary School.

The Environment & Operation Progress Update Report taken to Executive on 27 October 2014, sets out additions, totalling £150k, to a number of Parks Infrastructure projects that can be delivered this year.

Two ICT systems are in urgent need of replacement. A sum of £46k is required to replace all network and telephony switch infrastructure at Sale Waterside. A vulnerability has been identified that needs to be addressed as part of our Public Services Network (PSN) Accreditation. A further £56k is required to replace the current data back-up infrastructure which is now at full capacity. The proposed solution will deliver approximately £16k per annum revenue maintenance savings compared to the current system which is included in the draft 2015/16 revenue budget. A review of internally funded projects was undertaken and a saving has been identified on the Weekly Food Waste Collection project of £74k. Further savings of £28k have been identified on IT projects now completed, including the Juniper Network Connection. As a result a budget of £102k is available to finance the two new projects.

2 Resourcing

- 2.1 The chart below shows the types and levels of resource available to finance the Capital Investment Programme. Internal funding of £13.0m equates to 31% of the total requirement, whilst external funding makes up the balance of £29.4m, 91% of this being government grants (£26.8m).



- 2.2 The current estimate of capital receipts has been updated to reflect the latest information from the Land Sales Programme (LSP) which shows a net increase of £1.1m. Included in the latest report is the addition of £1.2m of estimated receipts relating to the sale of Brentwood School at £1.0m and £0.2m for the sale of 71 Chapel Road, Sale.

- 2.3 When the Q1 Capital Programme was approved by Executive in July 2014 the value of the indicative programme exceeded overall resources by £0.6m. The table below reflects the additional receipts reported in the LSP report and as a result the resource position has moved to a surplus of £0.5m.

Impact on 2014/17 Capital Investment Programme	2014/15 £m	2015/16 £m	2016/17 £m	Total £m
Resources available :				
Gross value of Land Sales Programme	(9.5)	(5.8)		(15.3)
Disposal costs	0.2	0.2		0.4
Voluntary repayment of debt (re LTA)		1.4		1.4
Specific / ringfenced receipts	1.8	1.9		3.7
Net Value of LSP	(7.5)	(2.3)	-	(9.8)
Capital Programme requirement	1.3	4.8	3.2	9.3
Current (Surplus)/Deficit at Q2	(6.2)	2.5	3.2	(0.5)

- 2.4 A review will be undertaken to ensure available resources in later years are allocated to Council priorities in view of any new capital expenditure pressures arising for 2015/16 and onwards.

3. Actual Expenditure – 2nd Quarter (April – September)

- 3.1 There are 259 individual schemes currently allocated in the Capital Investment Programme. All schemes have been reviewed with project officers for both physical and financial progress. The review provides a robust plan for schemes and projections of expenditure in the year.
- 3.2 Actual expenditure for the second quarter of the financial year is £11.5m and a service area breakdown is shown below. Further service area details are shown in Appendix 2.

Capital Investment Programme : Expenditure at Quarter 2 2014/15	Q2 Spend £m	Budget for year £m	Proportion of budget
Portfolio Analysis :			
Adult Social Services & Community Wellbeing	1.0	4.3	21%
Children's Services	5.9	18.8	31%
Communities & Partnerships	0.0	0.4	0%
Economic Growth & Planning	1.4	4.2	33%
Environment & Operations	2.7	10.5	26%
Transformation & Resources	0.5	4.2	12%
Total	11.5	42.4	27%
Service Analysis :			
Children, Families & Wellbeing	6.9	23.1	30%
Economic Growth, Environment & Infrastructure	4.1	15.1	27%
Transformation & Resources	0.5	4.2	12%
Total	11.5	42.4	27%

- 3.3 Expenditure incurred to date amounts to £11.5m, which equates to 27% of the total budget for the year. The main areas of spend are:
- £5.9m on a number of ongoing schools schemes which will provide additional school places and address condition issues through rewire, boiler, roof and kitchen ventilation works.
 - £0.7m on Disabled Facilities Grants which provide adaptations to properties to allow residents to remain in their own homes.
 - £2.6m of a budget of £9.2m for a range of highways & transport schemes, that have now been approved and preliminary work started.
 - £1.2m on the development of Altrincham town centre, in particular the redevelopment of the historic market quarter and deposit on premium for the new library.
 - £0.3m contribution to the Greater Manchester Rural Broadband initiative. Lead by Stockport Council on behalf of the Greater Manchester authorities.

4 Status of 2014/15 Projects

- 4.1 As part of the monitoring process a record of the “milestones” reached by each project is kept to show the progress of the scheme from inclusion in the Programme through to completion. The table below shows the value of the budget across the milestone categories.

Status on 2014/15 Projects	Quarter 2 Budget £m	Percentage of Budget
Already complete	9.8	23%
On site	23.6	56%
Programmed to start later in year	6.0	14%
Not yet programmed	3.0	7%
Total	42.4	100%

- 4.2 The first three categories give a good indication as to the level of confirmed expenditure to be incurred during the year. As can be seen £39.4m (93%) of the budget has now been committed. Schemes worth £31.4m (74%) are expected to complete in year, with the balance of £10.9m (26%) having budgets phased to complete in 2015-16 or later years. A more detailed analysis, by service area, is shown in the chart at Appendix 2.
- 4.3 The £3.0m of schemes classed as “Not yet programmed” relates to budgets where definite projects have not yet been agreed or budgets that have yet to have a start date. Included in this category are :
- Community Capacity Grant - £0.5m** : to be used to cover issues flowing from the introduction of the Care Act.
 - Corporate Landlord Budgets - £1.1m** : Schemes covering a range works to council owned buildings are not yet programmed as priority has been given to work required at schools prior to commencement of the new school year.
 - Town Centre Development - £0.4m** : A range of public realm works for Altrincham & Stretford town centres are budgeted for in the Capital Programme. A programme of work is currently being finalised to fit with the level of available resources, including s106 developer contributions.

ICT Projects - £0.8m : The delivery of the Electronic Data Records Management & Web/Customer Strategy projects are linked to the CRM project which is due to complete in 2015/16.

4.4 Whilst the current 2014/15 budget is £42.4m the latest outturn projection is estimated at £37.7m. This projection assumes the budgets referred to in Para 4.3 will be underspent along with some schools related expenditure for which we have now received more accurate milestone dates. As a result whilst the school schemes are programmed and committed the level of expenditure in 2014/15 is expected to be £1.7m lower than budgeted and will now fall in 2015/16.

5 Recommendations

5.1 That the amendments to the 2014/15 Capital Investment Programme be approved. That the monitoring report be noted.

Other Options

The Executive could decide to use capital receipts to repay debt which would generate revenue savings on the Medium Term Financial Plan.

Consultation

Consultation has taken place with budget holders, responsible officers and professional services to ascertain the best projection of capital expenditure to be incurred in 2014/15.

Reasons for Recommendation

The Authority is regularly assessed on the performance of its Capital Investment Programme and how delivery matches corporate policies and proposed spending plans. To reflect budgets in line with revised expectations will assist in evidencing that compliance with the above criteria is being met.

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

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

Director of Finance

ID

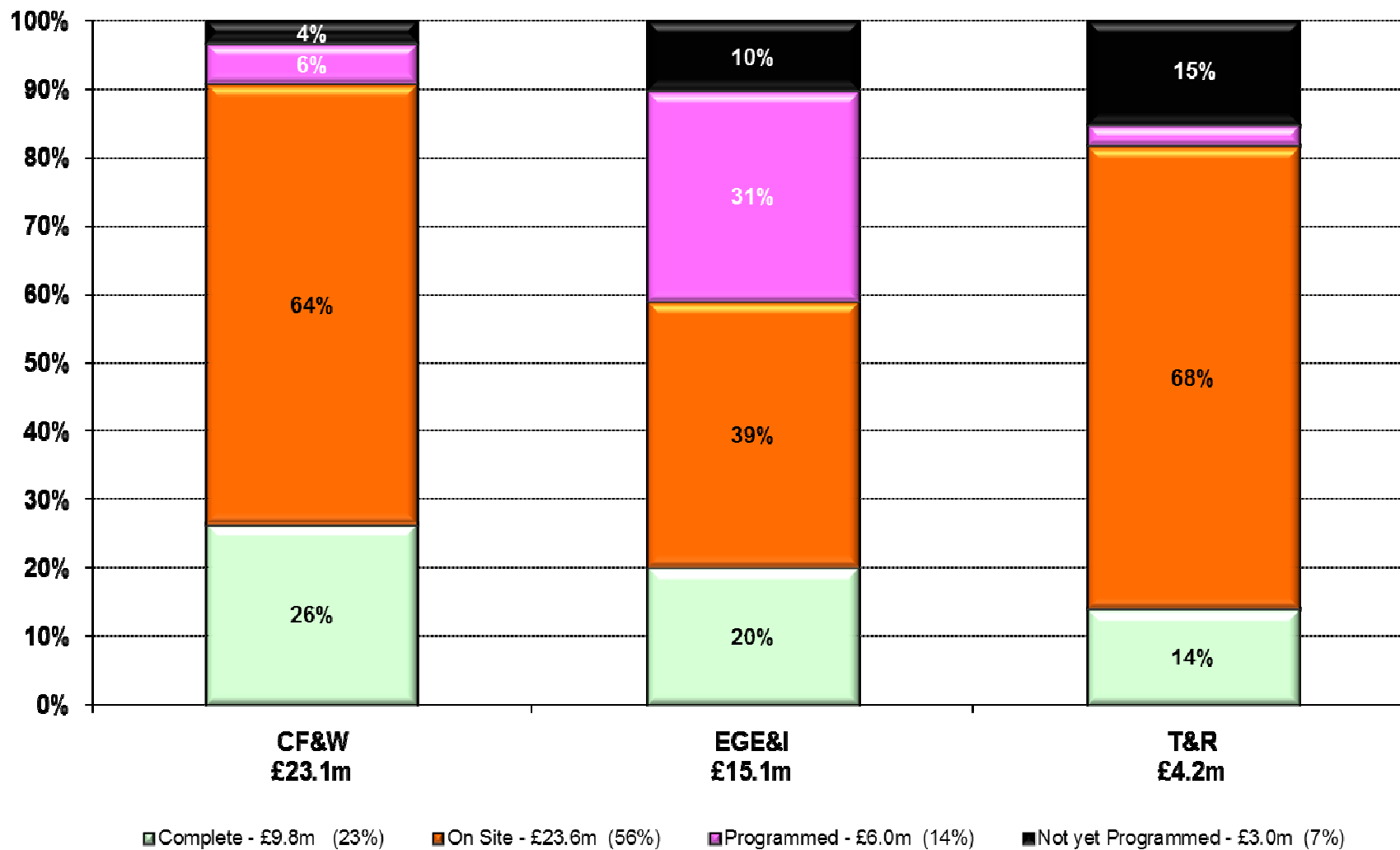
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To confirm that the Financial and Legal Implications have been considered and the Executive Member has cleared the report.

Appendix 1

Capital Investment Programme 2014/15 : Budget changes during Quarter 2		Budget 2014/15 £'000	Budget 2014/15 £'000
<i>Budget reported at Quarter 1</i>			42,253
<i>Amendments during Quarter 2</i>			
Increases to schemes	Financed by :		
Bringing Towns Centres Alive : Stretford Loans Fund	Receipts	(3)	
Schools Access : Woodhouse Primary School	S106 contribs	7	
Parks Infrastructure Improvements	Receipts	150	154
Budget changes (between service areas)			
Food Waste Collection Equipment	Virement	(74)	
Data & Telephony Switches : Sale Waterside	Virement	46	
ICT – Data Back-up Solution	Virement	28	
Budget at 30 September 2014			42,407

Capital Programme 2014/15 - Status of schemes by Service Area



Children, Families & Wellbeing

Capital Investment Programme 2014/15	Number of Schemes	Budget 2014/15 £m	Q2 Expend 2014/15 £m	Proportion of budget
Quarter 2 Budget		23.1		
Schools				
Primary Schools	33	14.4	5.1	35.4%
Secondary Schools	6	0.6	0.2	33.3%
Special Schools	6	1.8	0.2	11.1%
Other Schemes	7	1.9	0.4	21.0%
Children's Service	3	0.1	-	-
Services for Adults	11	4.3	1.0	23.3%
Total	66	23.1	6.9	29.9%

Schools – The major schemes within this area include:

- Schools Basic Need Grant** : 11 new projects with a budget of £24.2m are programmed to start in 2014/15 to address the increase in pupil numbers and are phased across the next 3 years. The major projects to be undertaken include :
 - Brentwood School - £8.9m : Replacement of school on a new site at Cherry Manor Centre.
 - Bowdon CoE Primary School - £6.2m : Replacement of a 2FE school with a 3FE school.
 - Oldfield Brow Primary School - £4.3m : Increase school capacity from 1FE to 2FE with the provision of 8 new classrooms.
 Commencement of these new projects along with the completion of schemes from 2013/14 means that there is a budget of £13.5m phased to 2014/15.
- Capital Maintenance Grant** : 12 schemes totalling £2.7m which cover a range of condition issues, including rewires, boilers, roofs and kitchen ventilation were programmed and completed during the summer holidays.

Services for Adults – The major schemes within this area include:

- Disabled Facilities Grants : £1.9m** : The provision of grants support to older and disabled people to remain in their own homes, promoting independence and quality of life while avoiding reliance on expensive long term social care and health services.
- Replacement ICT System for Social Care : £0.8m** – To replace the Softbox Social Care ICT system with a Liquid Logic system. The scheme is currently being implemented and is expected to complete, within the adjusted budget, in January 2015.
- Telecare System : £0.4m** – Continuing the programme, started in 2013/14, for the provision of equipment to help monitor people at risk in their own homes, improving their safety and helping them to stay independent and healthy for longer.
- Old Trafford Extra Care Facility : £0.5m** - The development of an Extra Care Facility in Old Trafford was approved by the Executive on 24 March 2014. This budget of £465k is Trafford's contribution toward the cost of the scheme being undertaken by Trafford Housing Trust and financed by specific capital receipts.

- **Personal Social Services Grant : £0.5m** – Grant to support the provision of services for vulnerable adults within the key areas of personalisation, reform and efficiency and support issues flowing from the introduction of The Care Act.

Economic Growth, Environment & Infrastructure

Capital Investment Programme 2014/15	Number of Schemes	Budget 2014/15 £m	Q2 Expend 2014/15 £m	Proportion of budget
Quarter 2 Budget		15.1		
Corporate Landlord				
Mechanical & Electrical	10	0.4	-	-
Health & Safety (inc DDA)	12	0.3	0.1	33.3%
Public Building Repairs	14	1.5	0.1	6.7%
Long Term Accommodation	1	0.1	-	-
Regeneration & Strategic Planning	10	1.6	1.2	75.0%
Housing Services	3	0.3	-	-
Highways				
Traffic & Transport	29	4.1	0.8	19.5%
Highway Maintenance	58	4.9	1.8	36.7%
Bridges	10	0.3	-	-
Bereavement Services	2	0.5	-	-
Sustainability & Greenspace	22	0.6	0.1	16.7%
Public Protection	4	0.4	-	-
Waste Management	1	0.1	-	-
Total	176	15.1	4.1	27.3%

The major schemes within this Service Area are:

- **Corporate Landlord Works : £2.3m** – Work to protect the Council’s assets including mechanical & electrical, DDA and other improvements to buildings to ensure that Council services can be delivered in a safe and secure environment. 2014/15 priorities are currently being finalised by the Corporate Landlord Group based on the Asset Management Plan condition priorities. The budget also includes £0.5m for community asset transfer for which a number of potential transfers are currently being considered and £85k for a new corporate landlord IT system. The majority of these budgets are yet to be allocated as priority has been given to work required at schools prior to commencement of the new school year.
- **Town Centre Regeneration : £1.6m** – Work to bring town centres back to life and to encourage business opportunities. Includes Altrincham Historic Market Quarter improvements and initiatives such as “Bringing Town Centres Alive”. The development of Altrincham and Stretford town centres are at the design & consultation stage and works will commence once external funding has been secured.

- **Highways Related Schemes : £9.3m** – This area includes road safety and integrated transport schemes, programmed structural maintenance works, street lighting and major junction improvements works.
- **Sustainability & Greenspace: £0.6m** – Schemes for the improvement and provision of open spaces, parks and play areas including the upgrade of equipment and the improvement of paths and lighting. A range of schemes will be carried out throughout the year, with the expectation that all will be complete in year. The Environment & Operation Progress Update Report taken to Executive on 27 October 2014 sets out additions, totalling £150k, to a number of Parks Infrastructure projects. The assumption is that these will be financed by accelerating the 2015/16 Parks Infrastructure capital budget unless further savings on the 2014/15 capital programme are achieved.
- **Bereavement Services - £0.5m** – Negotiations for the purchase of additional burial land in Altrincham is still ongoing and is expected to complete this year with the associated infrastructure works expected to commence in 2015/16. Also a new scheme for the replacement of the 2 cremators has been added to the Capital Programme at a cost of £350k. The first is to be replaced this year at a cost of £200k with the second in 2015/16.

Transformation & Resources

Capital Investment Programme 2014/15	Number of Schemes	Budget 2014/15 £m	Q2 Expend 2014/15 £m	Proportion of budget
Quarter 2 Budget		4.2		
Performance & Improvement	3	0.2	-	-
Information Technology	14	4.0	0.5	12.5%
Total	17	4.2	0.5	11.9%

The majority of the budget within this Service Area relates to ICT schemes

The major schemes programmed for 2014/15 include :

- **CRM Replacement/ Upgrade : £2.3m** – The contract has now been signed. The scoping phase is due to commence in early October and last 6 weeks. Implementation will start once scoping has been finalised with the project expected to complete in June 2015.
- **Electronic Data Records Management (EDRMS) : £0.6m** - Business case and requirements has now been completed and the tender pack is currently being drafted. Expect to go out to tender by the end of October 2014 with implementation running on from the completion of the CRM Replacement project.
- **WEB/ Customer Strategy : £0.4m** – The Customer Strategy was launched on 1st October 2013 to improve the customer experience when they contact the Council. Since the launch a number of outcomes have been achieved. The final phases of the strategy are aimed at managing the future needs of customers and will be implemented following completion of the CRM Replacement project.
- **GM Rural Broadband : £0.3m** – The Greater Manchester Broadband Plan sets out how superfast and ultrafast broadband services will be delivered to both the residential and business markets, Greater Manchester's ambition is to become one of the world's top 20 digital cities by 2020. Broadband Delivery UK provides support of approx. £3.0m to Greater Manchester authorities with Stockport Council being the lead authority. The match funding of £2.5m is split equally across the 8 Greater Manchester authorities.

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TRAFFORD COUNCIL

Report to: Accounts & Audit Committee
Executive
Date: 19 November 2014
1 December 2014
Report for: Discussion
Report of: The Executive Member for Finance and Director of Finance

Report Title

Treasury Management 2014-15 Mid-Year Performance Report

Summary

In accordance with the CIPFA Code of Practice adopted by the Council, this report provides an update on the progress of the treasury management activities undertaken for the first half of 2014/15.

- **Debt Activity:-**

No new borrowings to finance the capital programme were taken and due to unfavourable market conditions no debt restructuring exercises were undertaken. At 30 September the Council's external debt was £95.3m.

- **Investment Activity:-**

The priorities when undertaking any investment continue to be security first, liquidity and then rate of return. During the first half of 2014/15 the annualised investment rate of return from proactive cash flow management was 0.71% with income generated from investment interest currently on target to exceed the 2014/15 budgeted provision of £(0.4)m by £(0.1)m. The level of return is 0.36% or £(150)k above the comparable performance indicator of the average 7-day London Interbank **BID** interest rate. At 30 September the Council's level of investments was £69.9m.

- **Prudential Indicators:-**

During the first half of 2014/15 the Council complied with its legislative and regulatory requirements, including compliance with all treasury management prudential indicators.

Recommendations

That the Accounts & Audit Committee & Executive be requested to:

1. To note the Treasury Management activities undertaken in the first half of 2014/15.

Contact person for background papers and further information:

Name: Graham Perkins
Extension: 4017

Background papers: None

Relationship to Policy Framework/Corporate Priorities	Value for Money
Financial	The Council did not encounter any cash flow liquidity difficulties and all investment income was received on time. The projected level of investment income from investments for 2014/15 is £0.5m and exceeds budget by £0.1m. Debt interest payable remains in-line with budget at £5.8m.
Legal Implications:	This is a finance report for noting.
Equality/Diversity Implications	Not applicable
Sustainability Implications	Not applicable
Resource Implications e.g. Staffing / ICT / Assets	Not applicable
Risk Management Implications	The monitoring and control of risk underpins all treasury management activities and these factors have been incorporated into the treasury management systems and procedures which are independently tested on a regular basis. The Council's in-house treasury management team continually monitor to ensure that the main risks associated with this function of adverse or unforeseen fluctuations in interest rates are avoided and security of capital sums are maintained at all times.
Health & Wellbeing Implications	Not applicable
Health and Safety Implications	Not applicable

1. BACKGROUND

- 1.1 Each year in order to comply with the requirements of both the CIPFA Code of Practice on Treasury Management (the Code) and the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code), the Accounts & Audit Committee together with the Executive will receive the following reports:
- annual treasury strategy for the year ahead (February)
 - mid-year update report (November i.e. this report)
 - annual report describing the activity undertaken compared to the strategy (June).
- 1.2 The Treasury Management Strategy for 2014/15 was approved by Council at its meeting on 19 February 2014 and the policies to be adopted for the year remain unchanged.
- 1.3 This mid-year report has been prepared in compliance with CIPFA's Code of Practice on Treasury Management, and covers the following:
- Economic Update (section 2)
 - Treasury Position (section 3)
 - Debt Activity (section 4)
 - Investment Activity (section 5)
 - Investment Counterparty Criteria (section 6)
 - Risk Benchmarking (section 7)
 - Prudential and Performance Indicators (section 8)
 - Other Activity Update (section 9)
 - Recommendations (section 10)

2. ECONOMIC UPDATE

- 2.1 The main economic headlines during the first half of 2014/15 were as follows:

UK

- GDP in 2013 grew at an annual rate of 2.7% and this trend is set to continue in 2014 with forecasters currently predicting an annual growth rate of 3.1%;
- the 3 month unemployment average continues its downward trend falling to 6.2% for the quarter ending July 2014 compared to 6.6% for the previous quarter;
- rate of inflation (CPI), fell from 1.8% in April 2014 to 1.2% in September, the lowest rate since 2009, with forward indications predicting that this is likely to fall further in 2014 to possibly near to 1%, (Government target rate is 2.0%);
- Monetary Policy Committee (MPC) maintained both the Bank Rate at 0.5% and the level of quantitative easing at £375bn. Markets had been expecting Bank Rate to rise in the first quarter of 2015 however this has now been pushed back until early Summer 2015 at the earliest in response to the MPC October minutes, which revealed that concerns were increasing over UK growth prospects and growing apprehensions of the Eurozone crises returning. This delay in the Bank Rate increasing was also highlighted by the Deputy Governor of Bank of England who stated that rates are likely to stay low for some time yet.

U.S.

- the Federal Reserve announced in October that it was to cease its quantitative easing stimulus programme introduced in 2008, as it was now confident its economic recovery would continue.
- first quarter GDP figures were depressed by exceptionally bad winter weather, but growth rebounded strongly in quarter 2 to 4.6% (annualised);
- the U.S. faces similar debt problems to those of the UK, however as a result of reasonable growth, cuts in government expenditure and tax rises, the annual government deficit has fallen from a peak of \$1tr in 2009 to \$486bn as at 30 September 2014, its lowest level for 6 years.

Eurozone

- the Eurozone continues to face the threat from weak or negative growth as a result from deflation;

- inflation fell further, to reach a low of 0.3% in September 2014 however, this is an average for all EZ countries and includes some countries with negative inflation;
- ECB loosened monetary policy in June 2014 to promote growth and in September it took further action when it cut its benchmark rate to only 0.05%, its deposit rate to -0.2% and commenced a programme of purchases of corporate debt;
- whilst concern in the financial markets for the Eurozone subsided considerably during 2013, there still remain concerns that sovereign debt difficulties exist;
- in October, the European Banking Authority (EBA) & European Central Bank (ECB) both announced the results of their health checks, carried out on all Eurozone banks to determine whether the banks could withstand another financial crisis. Using the banks' financial position as at 31 December 2013, 24 failed the EBA checks and 25 failed ECB checks. These banks now have 9 months to correct their finances or risk being shut down.

2.2 Interest rate forecasts are provided by the Council's treasury management advisors Capita and the table below outlines the latest situation as at mid-September 2014 taking into consideration the above economic conditions:

	2014-15 Original Forecast%	2014-15 Revised Forecast%	2015-16 Revised Forecast%	2016-17 Revised Forecast%
Bank Rate	0.50	0.50	0.88	1.38
Investment Rates				
3 month	0.50	0.53	1.03	1.75
1 Year	0.80	0.90	1.40	2.10
PWLB Loan Rates				
5 Year	2.90	2.53	2.85	3.25
25 Year	4.75	3.87	4.33	4.70

2.3 As a consequence of the current and forecasted economic position as outlined above, the Council will continue to take a cautious approach to its treasury management strategy.

3. TREASURY POSITION

3.1 The Council's debt and investment position at the beginning and midway through the current financial year is as follows:

	31 March 2014			30 September 2014		
	Principal (£m)	Total (£m)	Interest Rate (%)	Principal (£m)	Total (£m)	Interest Rate (%)
DEBT						
Fixed rate:						
- PWLB	41.4			39.3		
- Market	5.0	46.4	6.83	5.0	44.3	6.70
Variable rate:						
- PWLB	0.0			0.0		
- Market	51.0	51.0	5.14	51.0	51.0	5.14
Total debt		97.4	5.95		95.3	5.87
INVESTMENTS						
- Fixed rate	26.9			47.6		
- Variable rate	24.0			22.3		
Total Investments		50.9	0.79		69.9	0.71
NET ACTUAL DEBT		46.5			25.4	

Net actual debt = Total debt less Total Investments

3.2 When reviewing the table above, it is important to note that the investment figures fluctuate daily, reflecting funds that were available on a temporary basis due to timing issues such as precept payments, receipt of grants and progress on the capital programme.

4. DEBT ACTIVITY

4.1 The Council, at 31 March 2014, was under borrowed by £45.9m, as its total Capital Financing Requirement (CFR), the underlying need to borrow for capital purposes, is higher than its actual level of external debt, £143.3m compared to £97.4m respectively and this situation is set to continue for the foreseeable future.

4.2 The Council's under borrowed position reflects historical decisions taken to fund its borrowing requirement from its own funds (cash supporting its reserves & balances) rather than taking on any new debt. This prudent and cost effective approach continues to be widely adopted by other councils and reflects the high "cost of carry" i.e. the difference between long-term debt interest rates (3.7% 25yr PWLB rate) and the current average return available from short term investments (0.5% 3mth rate).

4.3 For 2014/15 the Council's (CFR) position, is forecasted to fall by £(3.7)m reflecting the difference between the level of new capital expenditure financed by borrowing compared to the statutory minimum revenue provision (the amount set aside from revenue for the repayment of debt).

4.4 However given that the Council's CFR is higher than the actual level of external debt, there is no need for the Council to prematurely reduce its levels of debt, by the value of £(3.7)m. This course of action would incur additional costs from early breakage payments.

4.5 In the current economic climate, debt rescheduling opportunities have been limited due to the high breakage penalty (premium) costs which would need to be incurred. Therefore during the first half of the year no debt restructuring has been undertaken.

5. INVESTMENT ACTIVITY

5.1 In accordance with the Code of Conduct, it is the Council's priority to ensure security of capital and liquidity and to obtain an appropriate level of return which is consistent with the Council's risk appetite. As highlighted in Section 2, it remains a difficult investment market as a result of interest rates continuing to be in line with the 0.5% Bank Rate. Indeed, the Funding for Lending scheme has reduced some market investment rates even further and investment returns are likely to remain low.

5.2 The Council's temporary investments at 30/09/2014 totalled £69.9m and were invested in the following categories;

Sector	Country	Value (£m)
Banks	UK	25.0
Building Societies	UK	5.0
Money Market Funds	UK	6.8
Local Authority	UK	5.0
Banks	Rest of World	28.1
Total		69.9

The maturity structure of the investment portfolio was as follows:

Period	31 March 2014 (£m)	30 September 2014 (£m)
Instant Access	24.0	21.9
Under 1 year	21.9	43.0
Under 3 years	5.0	5.0
Total	50.9	69.9

5.3 During the first half of the year, a total of 184 temporary investments were undertaken by the Council's in house treasury management team in an environment of historically low interest rates. The table below details the results of these activities, which clearly illustrates the Council outperforming the 7day LIBID benchmark, a recognised market performance indicator, by 36 basis points whilst ensuring that all risk was kept to a minimum. Currently the performance for investment interest to be earned for 2014/15 is £0.5m which is £0.1m higher than budget as a result of monies being received ahead of spending requirement.

Average temporary Investment (£m)	Average interest rate earned %	Average 7 day LIBID rate %	Additional interest earned (£k)
83.2	0.71	0.35	150

5.4 None of the institutions in which investments were placed had any difficulty in repaying and the list of institutions in which the Council invests is kept under continuous review.

5.5 During the first half of the year the Council had no liquidity difficulties due to proactive cash flow management and no temporary borrowing was undertaken.

5.6 A breakdown of the Council's investments, as at 30 September 2014 is provided at Appendix A for reference.

6. INVESTMENT COUNTERPARTY CRITERIA

6.1 As highlighted in paragraph 5.1 the primary principle governing the Council's investment criteria is the security of its investments and in order to comply with this, the Council uses a credit methodology based on credit ratings issued by the three main agencies Fitch, Moody's and Standard and Poor's.

6.2 These rating agencies recently announced that during the recent financial crisis, some institutions were provided with a ratings "uplift" due to implied levels of sovereign support. In response to a recent review of this situation by the agencies, these "uplifts" in ratings are to be removed as a result of sovereign governments moving away from a bail out role. It is important to stress that the rating agency amendments do not reflect changes in the underlying status of the institution, merely the removal of that element which has previously been built into the rating for implied Government support.

6.3 Whilst the actual timing of these changes is still subject to discussion, it is not envisaged that it will occur shortly and therefore this issue will be covered in more detail when the 2015/16 Treasury Management Strategy report is presented to Members in February 2015.

6.4 In the meantime should the credit rating agencies amend their ratings accordingly, then investments which mature and are not required for cash flow purposes will, in order to comply with the Council's current Investment criteria, be placed into Money Market Funds which are excluded from this review, until the 2015/16 strategy becomes effective.

7. RISK BENCHMARKING

7.1 In accordance with the Code of Practice and Department for Communities and Local Government Investment Guidance, appropriate security and liquidity benchmarks are used by Officers to monitor the current and future potential risk conditions and undertake any corrective action to the operational strategy if required.

7.2 These benchmarks are simple guides to maximum risk (not limits) and so may be breached from time to time, depending on movements in interest rates and counterparty criteria.

7.3 During the first half of 2014/15 the Director of Finance can confirm that no benchmarks, which were set in the Strategy report in February 2014, were breached as shown from the

information below;

- **Security** – This table shows the benchmark for the Council's investment portfolio for each individual year and reflects the level of potential default when compared to the historic default rates.

	1 year	2 years	3 years
Original maximum default rate	0.09%	0.04%	0.14%
Position at 30.09.14	0.01%	0.04%	0.00%

- **Liquidity** – In respect of this the Council set liquidity facilities/benchmarks of:
Bank overdraft - £0.5m
Liquid short term deposits of at least £15m available with a week's notice.
Weighted Average Life (WAL) benchmark expected to be 6 months, with a maximum of 3 years.

For the first half of 2014/15 the above liquidity arrangements were complied with and at 30 September 2014 the WAL of its investments was 4 months.

- **Yield** - The local measure of the yield benchmark is to achieve a return above the 7 day LIBID rate.

For the first half year of 2014/15 the investment interest return averaged 0.71%, against a 7 day LIBID rate of 0.35%.

- **Origin** – This stipulated that no more than 40% of the Council's total investments to be directly placed with non-UK counterparties at any time.

For the first half of 2014/15 the maximum level during this period was 40%.

8. PRUDENTIAL AND PERFORMANCE INDICATORS

- 8.1 In accordance with CLG Guidance, the CIPFA prudential Code and the CIPFA Code of Practice on Treasury Management, the Council has in place a number of prudential indicators ensuring that the Council's capital expenditure plans and borrowing remain robust, prudent and sustainable.
- 8.2 These indicators were originally set in February 2014 for the forthcoming year and are monitored on a monthly basis. During the first half of 2014/15 it can be reported that no breaches occurred.

9 OTHER ACTIVITY UPDATE

- 9.1 In the Treasury Management 2013/14 Outturn report, Members were informed of the decision by The Co-operative bank to withdraw from the Local Authority market and as a consequence of this, an AGMA Procurement exercise to find a replacement bank for 14 Local Authorities, including 2 from West Yorkshire, has been undertaken.
- 9.2 A total of 3 banks returned tenders for this service which were analysed by the group and following interviews and presentations, Barclays Bank was successfully appointed to provide the banking services effective from 2015.
- 9.3 Within the terms and conditions of the AGMA Framework Agreement, Barclays Bank is to provide the Council's banking service requirements during the next 5 years with an option to extend this for a further 2 years. It is anticipated that during the life of the original 5 year

contract period, a revenue saving in bank charges of approximately £118k could be encountered, however the level of actual saving will be subject to banking activities undertaken.

10 RECOMMENDATIONS

10.1 That the Accounts & Audit Committee & Executive be requested to;

- Note the Treasury Management activities undertaken in the first half of 2014/15.

Other Options

This report has been produced in order to comply with Financial Regulations and relevant legislation and provides an overview of transactions undertaken during the first half of 2014/15.

Consultation

Information for the period 1 April 2014 to 30 September 2014 was obtained from Capita, the Council's external consultants.

Reasons for Recommendation

The report meets the requirements of both the CIPFA Code of Practice on Treasury Management and the CIPFA Prudential Code for Capital Finance in Local Authorities. The Council is required to comply with both Codes through Regulations issued under the Local Government Act 2003.

Finance Officer Clearance *GB*

Legal Officer Clearance HK.....

Director's Signature ...ID

Breakdown of Investments as at 30 September 2014

Counterparty	Amount £k	Total £k
UK Institution		
Local Authority		
Greater Manchester Waste Disposal Authority	5,000	5,000
Banks		
Barclays	5,000	
Lloyds	20,000	25,000
Building Societies		
Nationwide	5,000	5,000
Money Market Funds		
Federated	3,000	
Ignis	2,760	
Invesco Aim	380	
Legal & General	630	6,770
Total UK Institutions		41,770
Non UK Institutions		
National Bank of Abu Dhabi	5,000	
Overseas Chinese Banking Corporation	4,000	
Development Bank of Singapore	5,600	
Sumitomo Mitsui Banking Corp. Europe Ltd	3,000	
Svenska Handelsbanken	10,500	28,100
Total Non UK Institutions		28,100
Grand Total		69,870

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TRAFFORD COUNCIL

Report to: Executive
Date: 24th November 2014
Report for: Information
Report of: Executive Member for Transformation and Resources

Report Title

Annual Delivery Plan 2014/15 (Second Quarter) Performance Report

Summary

The attached report provides a summary of performance against the Council's Annual Delivery Plan, 2014/15.

Recommendations

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

Contact person for access to background papers and further information:

Name: Peter Forrester
Extension: 1815

Background Papers: None

Relationship to Policy Framework/Corporate Priorities	The Annual Delivery Plan 2014/15 Quarter 2 Performance report summarises the Council's performance in relation to the Council's Corporate Priorities.
Financial	Not Applicable
Legal Implications:	None
Equality/Diversity Implications	None
Sustainability Implications	None
Staffing/E-Government/Asset Management Implications	None
Risk Management Implications	None
Health and Safety Implications	Not applicable

1.0 Background

1.1 The report provides a summary of performance against the Council's Annual Delivery Plan 2014/15 and supporting management information, for the period 1st July to 30th September 2014.

1.2 This covers the Council's six Corporate Priorities:

- Low Council Tax and Value For Money
- Economic Growth and Development
- Safe Place to Live – Fighting Crime
- Services Focused on the Most Vulnerable People
- Excellence in Education
- Reshaping Trafford Council

1.3 Detailed information on performance is set out in the appendix.

2.0 Quarter 2 results

2.1 The ADP has 25 indicators. 21 of these have been reported in second quarter and a further 4 are annual indicators that will have no result until later in the year.

2.2 There are 13 green indicators (on target), and 8 below target for the year (3 more than in first quarter).

2.3 Of the 13 indicators that are on target, 7 have improved compared to the first quarter, with one - Council Tax collected - improving from amber to green. Several other indicators have shown significant improvement in first quarter:

- The percentage of ground floor vacant units in town centres has dropped from 18.6% to 17.3% in the second quarter. Vacancy rates have come down in Sale, Urmston and Altrincham. The Town Centres Loan Scheme has helped 5 businesses to open during the last 3 months. Altrincham has seen the biggest decrease in vacant units, with Altrincham Forward activities and recent developments stimulating investor confidence.
- The latest employment rate (to the end of first quarter) of 74% in Trafford represents a 0.6% increase on the first quarter, which is above the year-end target for the employment rate. This compares to the national employment rate of 72.1%, and 68.7% in the North West.
- The percentage of streets assessed as predominantly litter-free has increased from 72% to 76% during the second quarter and is 1% above target. This is a new indicator for 2014/15 with an annual stretch target of 80%. It is anticipated this improvement will continue as the new working practices and re-scheduling of resources beds in.
- In the second quarter, 135 third sector organisations have been supported by Thrive Trafford, the Council's contracted voluntary sector infrastructure support service. They have launched a new interactive website which acts as a third sector hub, a single place for funding opportunities, volunteer management, capacity building support and a discussion forum.

- The percentage of Council Tax collected has increased from 30.4% to 58.6% during second quarter, and is now on target having been amber in first quarter.

2.4 Eight indicators are outside target, with four indicators deteriorating from green to amber during second quarter. Exception reports are attached within the body of the report (see page 4 for details):

- Sickness levels are improving across all three Directorates, although the indicator is still amber. Council-wide sickness has fallen from the first quarter position of 9.89 days, to 9.68 days per member of staff at the end of September. As the management training that was carried out in 2013/14 begins to embed and with the changes in the Council's sick pay scheme from 1st April 2014, it is anticipated that absence levels will continue to reduce.
- There is a projected shortfall of approximately £585k in the delivery of efficiency and other savings. This is detailed in the Financial Monitoring report for period 6, which is presented to Executive alongside this report.
- The overall breast feeding rate has fallen slightly from 54.5% to 54.4%, and is now 0.5% below target. Compared to latest available data for England and Greater Manchester, breastfeeding at 6/8 weeks is still at a very high rate. A breastfeeding Strategy group has been set up and an action plan for the next year has been put in place. Processes to monitor breastfeeding support work will enable us to track how this work is targeted to areas of low breastfeeding.
- The percentage of Children in Care Long Term Stability has fallen from 81.2% at the end of June, to 77.8% in September. Although currently below the local target, Trafford's performance compares well with that of statistical neighbours, which for 2013-14 was 68.8%. Further detailed case by case analysis will assist in understanding the variance. Performance for the next quarter is predicted to be 80%
- The percentage of 16-18 year olds who are not in education, employment or training has increased from 3.8% to 5.3% during second quarter. September data is always unreliable, due to the need to reconfirm the destinations of 20,000 young people in Trafford, and a high percentage of "Not known" destinations. Connexions and Performance teams are actively contacting FE colleges, schools and sixth forms to get enrolment lists. It is expected that an accurate "Not Known" figure will be available at the end of November which will then show a more accurate NEET percentage.

2.5 All three of the red indicators from Q1 have remained red during second quarter:

- Whilst the proportion of those offered a NHS Health Check that went on to actually receive one is at 41.96% year-to-date, achievement in Q2 was much improved compared to Q1, with 50.6% of those being offered going on to receive a NHS Health Check, up from 36% in Q1. Uptake in Q1 was low due to a delay in practices sending out invite letters and delays in some practices engaging with the NHS Health Check programme. A number of remedial actions are detailed in the Exception report.

- Total Recorded Crime has increased slightly in second quarter, and is 15.4% higher than in the first six months of 2013/14. However, Trafford remains the safest place in Greater Manchester. In the last 6 months the Safer Trafford Partnership has been very reactive to sudden changes in performance, for example: education events addressing bicycle security; shared intelligence in the retail sector to tackle shoplifting in town centres. Further seasonal campaigns will target specific crime during third quarter.
- 17 homes have been completed in second quarter. Current performance is 61 completions, against a target of 135 - 150 for the first half of the financial year. It is anticipated that completions will increase during autumn and winter (Q3 and Q4) as there have been a number of properties that have started to be built in Q1 (75 units) and Q2 (43 units). There is on-going work to stimulate growth in the local residential housing market. For example, work is underway with Trafford Housing Trust on various sites; with Langtree at Carrington and with Peel at various sites in north of the borough at both Trafford Park and within the Regional Centre.

Finance Officer Clearance	<i>(type in initials)</i>	ID
Legal Officer Clearance	<i>(type in initials)</i>	JLF

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

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



TRAFFORD COUNCIL

**ANNUAL DELIVERY PLAN 2014/15
Quarter 2
Performance Report
(Final)**

1. Purpose and scope of the report

The report provides a summary of performance against the Council's Annual Delivery Plan (ADP) 2014/15 and supporting management information for the period 1st July to 30th September 2014 (Quarter 2).

This covers the Council's six Corporate Priorities

Low Council Tax and Value For Money

Economic Growth and Development

Safe Place to Live – Fighting Crime

Services Focused on the Most Vulnerable People

Excellence in Education

Reshaping Trafford Council

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

All measures have a Red/Amber/Green assessment of current performance. This is based on actual data or a management assessment of expected Quarter 1 performance.

For Corporate Priority indicators, where actual or expected performance is red (more than 10%) or Amber (within 10% below the expected level of performance) an Exception Report is included in the commentary.

2. Performance Key

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

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



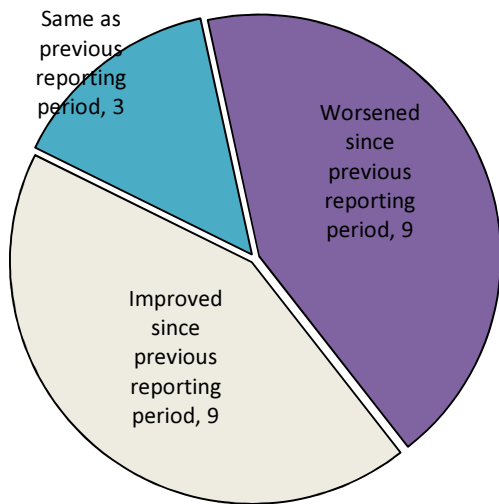
3. Performance Results

3.1 Performance Summary

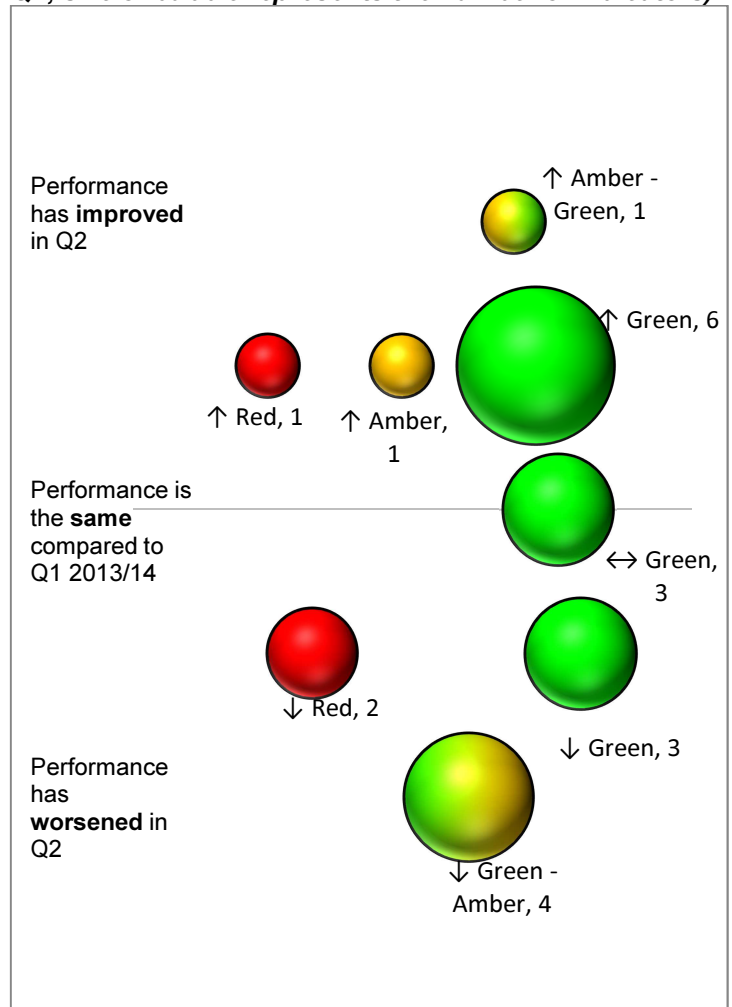
Performance Indicator RAG Status by Corporate Priority

ADP Theme	Green (G)	Amber (A)	Red (R)	Annual
All Indicators	G, 12	A, 5	R, 3	Annual, 4
Low Council Tax and Value for Money	G, 1	G(est), 1	A, 2	
Economic Growth and Development	G, 4		R, 1	Annual, 1
Safe Place to Live - Fighting Crime	G, 2		R, 1	
Services Focused on the Most Vulnerable People	G, 2	A, 2	R, 1	
Excellence in Education	G, 1	A, 1		Annual, 2
Reshaping Trafford Council	G, 2			Annual, 1

Direction of Travel of all Performance Indicators



Direction of Travel and RAG status (Position in relation to central line indicates direction of travel in Q2; size of bubble represents the number of indicators)



The ADP has 25 indicators. 21 of these have been reported to the end of second quarter. A further 4 are annual indicators that will have no result until later in the year.

There are 13 green indicators (on target). Seven of these have improved compared to first quarter, with one improving from amber to green.

Eight indicators are outside target (5 amber and 3 red). Four indicators have deteriorated from green to amber at the end of 2nd quarter, although two have improved compared to the 1st quarter.

3.2 Performance Exceptions

The following indicators have a RED performance status at year-end/the end of second quarter				Exception Report (Page)
Corporate Priority	REF	DEFINITION	DOT Q2	
Economic Growth and Development	NI 154	The number of housing completions per year	↓	9
Safe Place to Live – Fighting Crime	STP3	Reduce total recorded crime	↓	12
Services Focused on the Most Vulnerable People	New	Increase the percentage of eligible population aged 40-74 offered an NHS Health Check who received an NHS Health Check in the financial year	↓	15

The following indicators have an AMBER performance status at year-end/the end of second quarter				Exception Report (Page)
Corporate Priority	REF	DEFINITION	DOT Q2	
Low Council Tax and Value for Money		Delivery of efficiency and other savings	↑	See Financial Monitoring Report
	BV 12i	Reduce the level of sickness absence (Council wide excluding schools)	↑	6
Services Focused on the Most Vulnerable People	New	Overall Breastfeeding rate	↓	17
		Children in Care Long Term Stability	↓	19
Excellence in Education	LCA2	Maintain the low level of 16-18 year olds who are not in education training or employment (NEET) in Trafford	↓	21

LOW COUNCIL TAX AND VALUE FOR MONEY

Ensure that the Council can demonstrate that it provides efficient, effective and economical, value for money services to the people of Trafford.

For 2014/15 we will:

Make effective use of resources

- Ensure delivery of £13.659m savings as set out in the medium term financial plan
- Continue to collaborate on efficiency projects with other local authorities
- Continue to support the AGMA Procurement Hub
- Continue to work effectively with partners to improve service quality and value for money
- Minimise increases in the Waste Disposal Levy through increased waste recycling and reuse of materials.
- Identify savings to meet the 2015/16 budget gap, seeking to minimise impact on front line services

Deliver the Council's Transformation Programme

- Complete and deliver a portfolio of Transformation Projects delivering identified benefits including financial savings
- Introduce new ways of working, putting customers at the heart of what we do and understanding what we need to do
- Structuring ourselves more effectively and working with partners to achieve excellent value for money services
- Develop the capacity and skills of managers and staff.
- Deliver a balanced budget in line with statutory responsibilities and Council priorities

Key Policy or Delivery Programmes 2014/15

- Medium term Financial Plan
- GM Municipal Waste Management Strategy

Ref.	Definition	Freq	13/14 Actual	14/15 Target	14/15 Q1	2014/15 Q2			
						Actual	Target	DOT	Status
CAG 08	Improve the % of household waste arisings which have been sent by the Council for recycling/ composting	M	58.32% G	60%	65.77% (Est) G	64.9% (Est)	60%	↓	G
Although recycling rates have fallen slightly to the end of September, this reflects falling levels of waste collected during the summer. A recycling rate in excess of 60% is anticipated for 2014/15, which will result in Trafford Council having one of the best recycling rates out of all local authorities in the Country.									
	Delivery of efficiency and other savings	Q	£18.5m G	£13.8m	£10.7m	£12.4m	£13.8m	↑	A
The Financial Monitoring Report will be presented to Executive on 24 th November									
BV 12i	Reduce the level of sickness absence (Council wide excluding schools)	M	10.26 days R	9 days	9.89 days A	9.68 days	9 days	↑	A
See Exception Report below									
BV9	Percentage of Council Tax collected	M	97.74% G	97.6%	30.44% A	58.6%	58.6%	↑	G

Exception Report (BV 12i - Sickness absence (Council wide excluding schools))

Why is performance at the current level?

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

At the end of March 2014, the year-end position was 10.26 days lost per employee, per annum, which exceeded the corporate target of 9 days.

This was a disappointing end of year position, given that a significant amount of work on supporting managers to manage absence took place. This included the delivery of 20 management briefing sessions, across all service areas.

Whilst it was disappointing, if we compare ourselves with other AGMA authorities, absence levels in Trafford are at an average level, with neighbouring authorities reporting levels ranging from 7.88 to 12.2 days lost per employee.

It is pleasing to report that as at the end of June 2014, absence levels fell back to 9.89 days and this has further reduced to 9.68 days as at the end of September 2014. Whilst this remains above the target of 9 days lost per employee, it is an improvement on the previous quarter and it should be noted that as the management training that was carried out in 2013/14 begins to embed and with the changes in the Council's sick pay scheme from 1st April 2014, it is anticipated that absence levels will continue to reduce.

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

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

If sickness absence levels remain high, then this will have a significant impact on service delivery and costs at a time when the Council is having to manage with limited resources. High absence levels also carry the indirect cost of increased workload pressure on employees of absent colleagues.

How can we make sure things get better?

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

An analysis of the absence data indicates that short term absences continue to be the main cause for concern although there remain a number of long term absences which are being actively managed within services and with the support of HR and Health management.

The HR Service will continue to deliver management briefing sessions across the organisation and will work with managers to identify strategies for hot spot areas.

In addition, an HR dashboard of key HR information has now been developed, which is shared with senior management on a regular basis. This dashboard provides details such as the top reasons for absence by directorate and will further assist managers to develop high level strategies for addressing they types of absence that are prevalent in some service areas.

It is anticipated that this dashboard of HR performance information will form part of senior management meeting agendas, which will then cascade down and form part of general performance management meetings.

In addition, Member Challenge sessions will continue across directorates as these provide a constructive forum for Elected Members to take part in the process and challenge and support the management of absence.

As referred to earlier, the recent changes to the sick pay scheme in terms of the reduction in sick pay benefits may have an impact on absence levels and this is an area that will now be monitored and reported on.

ECONOMIC GROWTH AND DEVELOPMENT

To promote economic growth and increase levels of investment, housing and jobs in Trafford; to improve the local environment and infrastructure thereby enhancing the attractiveness of the borough as a place to live, work and invest in.

For 2014/15 we will:

- Deliver strategic development projects and maximise investment in the Borough, e.g. in Town Centres, Old Trafford, Trafford Park and Carrington.
- Deliver investment and growth through effective planning processes and frameworks.
- Invest in the highway infrastructure, and improve sustainable travel choices to access jobs, services and facilities within and between communities.
- Support business growth, inward investment and opportunities in the borough.
- Encourage and support businesses, communities and individuals to take more ownership and responsibility for where they live and work.
- Maximise the use of the Council's portfolio of assets to help support the delivery of council objectives.
- Develop housing and economic growth and grow opportunities for the residents of Trafford.
- Maintain and improve the environment around our public spaces, highways and neighbourhoods.
- Implement the Trafford Council Sport and Leisure Strategy 2013-17 to improve the quality of life for Trafford residents through increased participation and access to sport, leisure and physical activity.

Key Policy or Delivery Programmes 2014/15

- Master Plans for: Old Trafford, Trafford Park, Stretford (and Altrincham Strategy)
- Trafford Local Plan: Land Allocations
- Community Infrastructure Levy
- Flood Risk Management Strategy (in partnership with Manchester + Salford)
- Housing Growth and Prevention of Homelessness strategies
- Land Sales Programme
- Transport Asset Management Plan
- Highway Maintenance Capital Programme;
- Trafford Council Sport and Leisure Strategy 2013-17

Ref.	Definition	Freq	13/14 Actual	14/15 Target	14/15 Q1	2014/15 Q2			
						Actual	Target	DOT	Status
EG2	Percentage of ground floor vacant units in town centres	Q	19% A	17.3%	18.58% G	17.3%	18.1%	↑	G
<p>Vacancy rates have come down in Sale, Urmston and Altrincham. This reflects a national picture of falling vacancy rates.</p> <p>The Town Centres Loan Scheme has contributed to this with 5 business opening through the scheme in the last 3 months (split between Altrincham and Urmston).</p> <p>Altrincham has seen the biggest decrease in numbers of vacant units, with Altrincham Forward activities and recent developments (e.g. Interchange, Market, Hospital) stimulating investor confidence; Longstanding investments coming forward; Change of ownership of Stamford Quarter and Refurbishment of station buildings</p>									
NI 154	The number of housing completions per year	Q	246 R	300	44 R	61	150	↓	R
See Exception Report below									
New (EG 4.1)	Percentage of Trafford Residents in Employment	Q	72.9%	73.9%	73.4% G	74%	73.4%	↑	G
These figures are for the percentage of people aged 16 – 64 that are in employment. Data is released									

Ref.	Definition	Freq	13/14 Actual	14/15 Target	14/15 Q1	2014/15 Q2			
						Actual	Target	DOT	Status
<p>quarterly, a quarter in arrears, by the Office for National Statistics. The data shown is for first quarter (July 2013 – June 2014), which was released in mid-October.</p> <p>The latest employment rate of 74% in Trafford represents a 0.6% increase in first quarter, which is already above the year-end target for the employment rate.</p> <p>There are more than 2,000 additional working age adults in employment than in June 2013, in Trafford: an increase of 1.5%. This compares to the national employment rate of 72.1%, which has improved by 1% in the same period, and 68.7% in the North West, a fall of 0.4% in the last year.</p>									
New (EG 8)	Total Gross Value Added <i>(The total value of goods + services produced in the area)</i>	Q	£5.87 billion	£6.04 billion	N/A	Annual Indicator			
BRP 02	Deliver the published 2013/14 Highway Maintenance Capital Programme	M	100% G	100%	0% G	0%	0%	↔	G
<p>The Highway Maintenance Capital Programme was approved on 30th September. The size and nature of this year's programme means that it will be possible to complete the program in the last 6 months of the year.</p> <p>30 of 32 additional schemes have been completed, utilising supplementary £1.3 million funding from the 2013/14 capital budget. The final 2 schemes could not be accommodated, financially and because of an on-going gas main repair programme, but have been included in the 2014/15 Highway Structural Maintenance works.</p>									
New	The percentage of relevant land and highways assessed as Grade B or above (predominantly free of litter and detritus).	Q	New	80%	73.2% G	76%	75%	↑	G
<p>This is a new indicator for 14/15 with an annual stretch target of 80%. Performance has improved in Q2 from 72% to 76%, 1% above the Q2 target. It is anticipated this improvement will continue as the new working practices and re-scheduling of resources beds in. This is reflected in incrementally increasing targets for successive quarters. 151 inspections have been carried out during Q2.</p>									

Exception Report (NI 154 - number of housing completions per year)															
Why is performance at the current level?															
<ul style="list-style-type: none"> • Is any variance within expected limits? • Why has the variance occurred? • Is further information available to give a more complete picture of performance? • What performance is predicted for future periods? 															
<p>17 homes have been completed in second quarter. This is less than the last quarter, and is below the expected 81 - 90 completions for Q2. The target for 2014/15 has been set at a very challenging 300 completions for the year, and current performance is 61 completions, against a target of 135 - 150 for the first half of the financial year.</p>															
<table border="1"> <thead> <tr> <th>Quarter</th> <th>Number of housing completions</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>105</td> </tr> <tr> <td>Q2</td> <td>94</td> </tr> <tr> <td>Q3</td> <td>32</td> </tr> <tr> <td>Q4</td> <td>15</td> </tr> <tr> <td>Q1</td> <td>44</td> </tr> <tr> <td>Q2</td> <td>17</td> </tr> </tbody> </table>		Quarter	Number of housing completions	Q1	105	Q2	94	Q3	32	Q4	15	Q1	44	Q2	17
Quarter	Number of housing completions														
Q1	105														
Q2	94														
Q3	32														
Q4	15														
Q1	44														
Q2	17														

The national financial and economic climate continues to adversely affect progress in terms of the rates of residential development, with the timing and extent of any future improvement in performance remaining uncertain until the national climate for house building improves. It is anticipated that completions will increase during autumn and winter (Q3 and Q4) as there have been a number of properties that have started to be built in Q1 (75 units) and Q2 (43 units). Anecdotally there has been an increase in developer interest for new residential schemes; however this has not yet manifested itself in starts.

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

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

The main implication of not meeting this target is the impact on our ability to meet relevant corporate priorities and plans, especially in relation to creating housing stock required to meet local housing needs. It also impacts on the Council's regeneration aspiration, continuing inequality in access to new housing and providing new growth in sustainable locations.

Low delivery of housing also impacts on the receipt of New Homes Bonus and new Council Tax.

How can we make sure things get better?

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

There is ongoing work to stimulate growth in the local residential housing market. For example, work is underway with Trafford Housing Trust on various sites; with Langtree in Carrington; and also with Peel at various sites in north of the borough at both Trafford Park and within the Regional Centre.

In the New Year, we are planning a Business breakfast with property developers and associated enterprises, to discuss options to stimulate and encourage new housing developments.

We continue to improve our data collection methods to ensure that we capture all housing activity, especially completions, in the borough. This will be aided by the introduction of our new back office software IDOX in December, which will further improve the speed and accuracy of our reporting mechanisms.

In addition to our own Building Control officers supplying completion notices, (when the developer has met all necessary standards), there are private sector organisations employing 'Approved Inspectors' – who can also supply completion notices. We are working with the regulatory body governing Approved Inspectors to ensure they meet their statutory requirement to supply copies of all completion notices to the local authority. This will ensure that we continue to capture all completions within the borough.

Site surveys are to be undertaken in order to ensure the Council has a comprehensive understanding of the current housing situation in terms of what is in the pipeline (with planning permission) and what developments have been completed.

SAFE PLACE TO LIVE – FIGHTING CRIME

Aim to be the safest place in Greater Manchester, and to have the highest level of public confidence and satisfaction in the action we take to tackle Crime and Anti-Social Behaviour.

For 2014/15 we will:

- Address the underlying causes of crime and anti-social behaviour by working with partners to support and intervene at individual, family and community level, targeting resources where they are most needed
- Develop a collaborative and risk led approach to tackling Anti-Social Behaviour
- Take early action and work directly with local communities to prevent crime, including the use of the Consumer Alert System.
- Develop and deliver innovative and effective interventions to address the behaviour of those involved in crime
- Deliver responsive and visible justice by undertaking robust enforcement action and turning the tables on offenders to make sure they are held accountable for their actions, and that criminal assets are recovered
- Continue to monitor public spaces CCTV cameras to improve the safety of residents by directing Police resources on the ground to incidents and also to provide recorded evidence which supports convictions

Key Policy or Delivery Programmes 2014/15

- Crime Strategy 2012-15

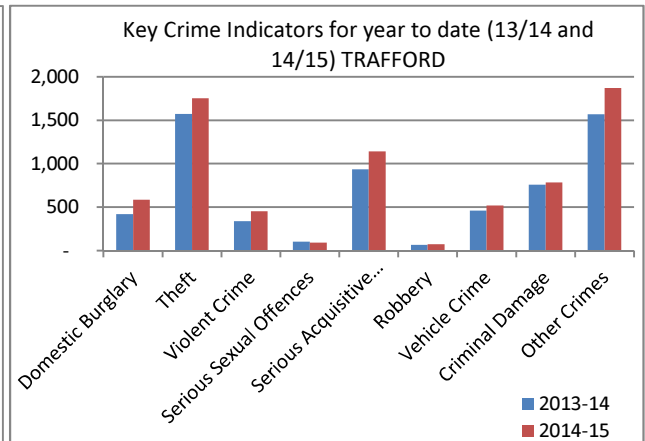
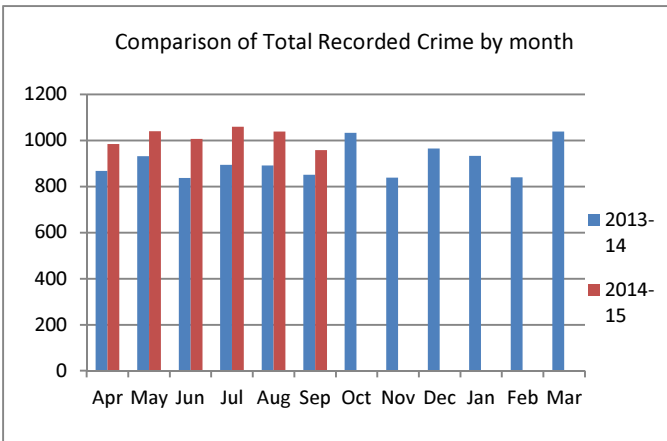
Ref.	Definition	Freq	13/14 Actual	14/15 Target	14/15 Q1	2014/15 Q2			
						Actual	Target	DOT	Status
STP 1	Maintain the position of Trafford compared to other GM areas in terms of Total Crime Rate.	Q	1 st G	1 st	1 st G	1 st	1 st	↔	G
<p>Trafford remains the safest place in Greater Manchester, although total crime rate has risen by approximately 1% month on month since February. The crime rate in Trafford is 50.4 crimes per 1000 residents, for the rolling 12-month average to the end of August.</p> <p>Trafford's crime rate has increased by 6% in the last 12 months, compared to the GM average of 3.8%. The crime rate in Wigan has increased by 7.3% over the last 12 months, while Stockport, Trafford's nearest geographical and statistical neighbour, has seen a 2.4% decrease. Salford has also shown a significant decrease of 9% in the last year.</p>									
STP 3	Reduce total recorded crime	M	10,927 G	10,927	3,032 R	6,090	5,276	↓	R
See Exception Report below									
STP 13	Reduce anti-social behaviour incidents	M	7,077 R	7,077	1,791 G	3,756	3,809	↓	G
<p>Anti-Social Behaviour incidents have fallen by 1.4% for the period between April and September 2014, compared to the same period of 2013. Incidents increased slightly in September, set against a large fall last September. Prior to that, ASB had been below target for four consecutive months.</p> <p>There have been significant drops in most types of ASB, but the highest volume ASB type, Rowdy or Inconsiderate Behaviour, has increased by 333 incidents (22%) for the year to date.</p>									

Exception Report (STP 3 – Total Recorded Crime)

Why is performance at the current level?

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

Total Recorded Crime has increased by 15.4% (814 crimes) in April – September 2014, when compared to the first six months of 2013/14. Although there have been more crimes every month in comparison to last year, crime fell to its lowest level since February.

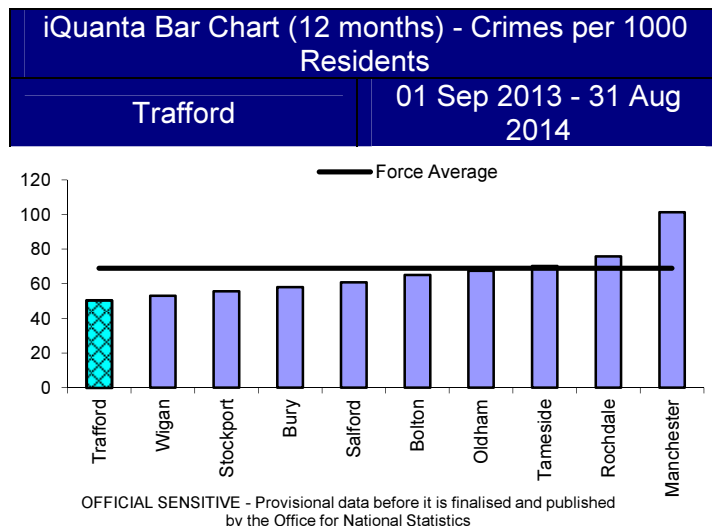


Numerically, the biggest increase is in “Other Crimes” (300 more crimes than for the year to date 2013/14). There have been 182 more reports of Assaults “without Injury”, because of our increased focus on safeguarding the needs of vulnerable people – especially issues of domestic violence. Similarly, reports of harassment have almost doubled (79 more crimes).

Non-domestic burglary has also increased (78 crimes), with sharp increases in Trafford Park and Urmston in August, although there was a drop in crimes in September.

There has been a 40% increase (166 additional crimes) in Domestic burglary. Theft has increased by 12% for the year to date (180 additional crimes), although theft in the INPT North has actually fallen in comparison to 2013/14.

The main reason for the increase is a 58% increase in cycle theft (124 additional crimes) compared to this time last year. There was a spike in Bike thefts in Altrincham Town Centre during July and August (31, compared to 5 in first quarter), although September’s performance improved.



The chart above shows that Trafford remains the safest place in Greater Manchester, with the lowest level of crimes per 1000 residents (for the rolling 12-month average to the end of August).

The trend across most of GM is an increasing crime rate. The crime rate in Trafford is 50.4 crimes per 1000 residents, an increase of 6% in the last 12 months, compared to the GM average of 3.8%. The crime rate in Wigan has increased by 7.3% over the last 12 months, while Stockport, Trafford's nearest geographical and statistical neighbour, has seen a 2.4% decrease. Salford has also shown a significant decrease of 9% in the last year.

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

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

An increase in crime obviously has a direct impact on victims, and a negative effect on communities, particularly in the case of the crimes that have increased, such as domestic burglary, theft and violent crime. There is no evidence that this will have any additional negative impact on equalities or specific communities.

How can we make sure things get better?

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

Crime trends are constantly analysed and both Police and Partnership resources are deployed strategically, in order to target emerging threats. However, resources are diminishing, and it appears that the year-on-year reduction in crime that has taken place for the last 7 or 8 years has now plateaued.

In the last 6 months the partnership has been very reactive to sudden changes in performance, such as increases in theft of pedal cycles. Education events are addressing bicycle (and shed) security at home and at targeted public buildings such as Sports centres.

Sharing information and working in partnership with the probation service is being tested, to give a coordinated response to on-going burglary and cross boundary offenders.

RAC (retail against crime) shared intelligence approach is also now up and running and seems to be having a positive effect on shoplifting figures in town centres.

Further seasonal campaigns "Safe4autumn" and taxi marshalling will target specific seasonal and historical crime trends, during third quarter.

The current landscape and the recently produced Strategic Needs Assessment will inform the imminent development of the Safer Trafford Partnership Strategy 2015 – 2018.

SERVICES FOCUSED ON THE MOST VULNERABLE PEOPLE

Enable people to have more choice and control over the support they receive. We also want to provide quality services that encourage people to lead healthy, independent lives and support children and young people to be safe and to aspire and succeed.

For 2014/15 we will:

Personalisation

- Enable people to have more choice, control and flexibility in meeting their needs
- Embed personal budgets and choices for children with complex and additional needs

Health improvement

- Work with the CCG and local health providers to deliver integrated commissioning and delivery of health and social care for Trafford
- Develop the Trafford wellbeing hub to reduce health inequalities and support efficient and effective access to health and social care
- Reduce alcohol and substance misuse and alcohol related harm
- Support people with long term health, mental health and disability needs to live healthier lives

Promoting resilience and independence

- Ensure that people in Trafford are able to live as independently as possible, for as long as possible
- Prepare for the implementation of the Care Bill
- Support communities to promote their health and wellbeing by fostering enhanced social networks of mutual support.

Safeguarding vulnerable adults and children and young people

- Ensure that vulnerable children, young people and adults at risk of abuse are safeguarded through robust delivery and monitoring of commissioned and Local Authority delivered services
- Continue to focus on improving the quality of early help and social work practice, taking into account new legislation and government guidance
- Be an active partner in the leadership and development of both the TSCB and Adult Safeguarding Board and ensure coordinated working across both Boards.

Market management and quality assurance

- Stimulate the market in Trafford ensuring there is a diverse choice of quality services that meet individuals' needs including access to information and advice.

Improve the health and wellbeing of the most vulnerable children and young people in the borough

- To ensure the call for action for health visiting is achieved and the recommendations from the school nursing review are implemented.
- Continue to focus on reducing childhood obesity
- Produce an emotional health and wellbeing strategy to improve children and young people's mental health

Close the gap for vulnerable children, families and communities

- Continue to improve outcomes for children in care
- Improve support for families facing difficult times, including joint agency working
- Embed the Early Help strategy to ensure all families and children get the help they need when they need it

Key Policy or Delivery Programmes 2014/15

- Stronger Families programme
- Health and Wellbeing Strategy
- Welfare Reform delivery programme
- Care Bill implementation programme
- Better Care Fund programme
- Early Intervention and Wellbeing Hub programme (New Organisational Model)

Ref.	Definition	Freq	13/14 Actual	14/15 Target	14/15 Q1	2014/15 Q2			
						Actual	Target	DOT	Status
	Number of people in receipt of Telecare in year	M	2395 G	2400	2,016 G	2,303	2,140	↑	G
<p>September (Q2) position = 2,303 This is an increase of 39 from 2,264 in August which is significantly lower than increases in the previous 2 months (145 and 104 respectively.) End year projection of 2700 = 12% above target At the same time last year we reported a figure of 1851.</p>									
ASC OF 2Aii	Permanent admissions of older people to Residential / Nursing care	M	262	260	53 G	113	135	↑	G
<p>Target for the year is 260 (693 / 100,000 population 65+) September position = 113 (301.2 / 100,000 population 65+) against a monthly corporate target of 135. The overall number of permanent placements reported increased by 18 from August. End year projection of 250 = 4% better than target At the same time last year we reported a figure of 126, ending up with an outturn of 262.</p>									
New	Increase the percentage of eligible population aged 40-74 offered an NHS Health Check who received an NHS Health Check in the financial year	Q	47.8%	50%	36.5% R	41.96%	50%	↑	R
See Exception report below.									
New	Overall Breastfeeding rate	Q	54.37%	55.5%	54.5% G	54.4%	54.9%	↓	A
See Exception report below.									
	Children in Care Long Term Stability	Q	80.2% G	82%	81.2% G	77.8%	81%	↓	A
See Exception report below.									

Exception Report (percentage of eligible population aged 40-74 offered an NHS Health Check who received an NHS Health Check in the financial year)									
Why is performance at the current level?									
<ul style="list-style-type: none"> • Is any variance within expected limits? • Why has the variance occurred? • Is further information available to give a more complete picture of performance? • What performance is predicted for future periods? 									
<p>Whilst the proportion of those offered a NHS Health Check that went on to actually receive one is at 41.96% year-to-date, achievement in Q2 was much improved compared to Q1, with 50.6% of those being offered going on to receive a NHS Health Check up from 36% in Q1.</p> <p>Uptake in Q1 was low due to a delay in practices sending out invite letters because contracts were sent out after the start of the financial year, plus there was confusion about the payment for practices to identify the eligible population which led to a delay in some practices engaging with the NHS Health Check programme in 14/15.</p> <p><u>Action to increase uptake further in Q3 and Q4:</u> One large practice in Urmston does not undertake NHS Health Checks. A pilot programme offering NHS Health Checks in pharmacy will run from January 2015 to January 2016. There have also been initial discussions with Tesco in Stretford about how they may also offer NHS Health Checks as part of a national pilot.</p>									

National research indicates that the content of the invitation letter greatly influences the likelihood of uptake. A new evidence-based invitation template has been circulated to practices for use from Q3.

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

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

By not delivering more health checks, less of the population can be informed of their cardiovascular risk and take action to reduce their risk of cardiovascular disease and other diseases which cause premature death in Trafford.

The NHS Health checks programme is a mandatory service for local authorities.

By picking up risk factors and disease earlier, both the NHS and social care can save resources downstream. Also this can reduce premature mortality and a healthier working age population which in turn supports the local economy.

It is particularly important to deliver the NHS Health Check programme in areas of social deprivation where the risk factors for and the prevalence of disease is likely to be higher.

How can we make sure things get better?

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

Pilot programme to offer NHS Health Checks in pharmacy

One practice in the west of Trafford does not undertake NHS Health Checks. They are not legally required to do so but the council has a mandatory responsibility to ensure the Trafford eligible population is offered an NHS Health Check.

Two pharmacies nearby to the practice have agreed to perform NHS Health Checks for the practice's eligible population. The pilot programme offering NHS Health Checks in pharmacy will run from January 2015 to January 2016.

Further actions

There have also been initial discussions with Tesco in Stretford about how they may also offer NHS Health Checks as part of a national pilot.

A new evidence-based invitation template has been circulated to practices for use from Q3 in order to optimise take-up.

Other plans for practices include training for all practice staff including receptionists about NHS Health Checks.

We need to publicise the NHS Health checks programme to patients so that when they receive their letter they will be aware of what the programme is about and the importance of attending for their NHS Health Check.

The business case for a NHS Health Check manager post within the Public Health team has been approved funded from the Public Health Transition Grant.

Exception Report (Overall Breastfeeding rate)**Why is performance at the current level?**

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

In order to achieve an overall figure of 55.5% breastfeeding at 6/8 weeks for the year, the target for Q2 is 54.9%. Trafford achieved 54.4% for this quarter, missing the target by 0.54%

Compared to the latest information we have from England and Greater Manchester, 54.4% breastfeeding at 6/8 weeks is a very high rate. The national rate was 47.2% in 2012/13 and in that year (with a reported rate of 51%) we were the only North West area with rates which were significantly better than the England rate. We do not have any more recent figures for England due to issues nationally in the reporting systems.

In light of this, the target for Trafford is very challenging. It is important to note that we have initiation rates which are similar to the England average, again we are the only North West area to have this. As we are better than the England average at 6/8 weeks, we are more effective than the average in supporting women to continue to breastfeed.

The main issue for Trafford is one of inequalities. There is a vast variation between the breastfeeding rates in different areas. Low rates in some key areas, in particular the Central and West cluster areas both have rates of less than 50%. These are due to low rates from Partington Health Centre and Meadway Health Centre, Sale.

In 2014/15 there were changes in provision which have resulted from funding issues. The post of breastfeeding support worker which had been in place for a year, was disestablished. This post had resulted in an increase in breastfeeding in key areas, in particular Partington. Since this work has ceased we have seen a return to the earlier, low rate for this area.

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

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

The actual figures for this indicator show that the impact for service users and the public is fairly low due to the small variation from the target. Being 0.54% off the target for this quarter only equates to approximately seven more babies not being breastfed at 6-8 weeks out of a total of almost 1,300 recorded.

The priority locally is to improve breastfeeding rates in order to give every child the best start in life, and to tackle inequalities. Breastfeeding has a major role promoting public health and reducing health inequalities with clear short term and long term benefits for both mother and child. Breastfeeding provides complete nutrition for the development of healthy infants but babies who are not breastfed are more likely to acquire infections such as gastroenteritis and lower respiratory tract infections in their first year and more likely to become obese in later childhood. Unicef list nine health benefits for breastfed babies that have an extremely high evidence base. These include lower levels of: ear infections, allergic disease, SIDS, and urinary tract infections.

Reducing childhood obesity is a key priority in the Health and Wellbeing Strategy and breastfeeding provides the best start to reduce childhood obesity. A reduction in breastfeeding will impact upon our ability to achieve a reduction in obesity.

How can we make sure things get better?

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

A breastfeeding Strategy group has been set up and an action plan for the next year has been put in place. This group brings together the key services and strategic leads for breastfeeding locally. A clear partnership approach has been outlined building on the excellent work that has been happening locally. Health Visitors, Children's Centres, the Infant Feeding Coordinator and the commissioning lead are all involved.

Processes are being put in place to specifically monitor the breastfeeding drop ins and other breastfeeding support work so we are able to track how this work is targeted to areas of low breastfeeding.

The action plan was developed following the North West Public Health Network Sector Led Improvement process. This benchmarked the provision in Trafford against the other GM areas and any gaps or areas for development were identified. The actions, are therefore, locally appropriate and based on the evidence, including NICE guidance.

In addition, a proposal has been made for Public Health Grant funding for a part time breastfeeding support worker who will work to focus on the areas of low breastfeeding to address these inequalities. Following the trial of this approach in 2013/14, we know that this service is highly effective in Trafford.

Exception Report (Children in Care Long Term Stability)**Why is performance at the current level?**

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

Whilst the variance is outside of the target figure, Trafford's performance at 77.8% compares well with that of statistical neighbours, which for 2013-14 was 68.8%. Further detailed case by case analysis will assist in understanding the variance. However, the variance may be associated with:

- The complexity of a cohort of older children in care who present with challenging behaviour
- The increase in the numbers of children who have entered care

Performance for the next quarter is predicted to be 80%

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

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

The provision of stable long term placements to children in care is important to both their attainment and overall development. It is intrinsically linked to the corporate objective of improving outcomes for vulnerable groups.

How can we make sure things get better?

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

Further detailed case by case analysis will be completed to assist in understanding the causes of the variance and this will enable the development of a targeted strategy which will be used to reduce the variance.

A range of strategies and resources are already being implemented to assist placement stability inclusive of the provision of:

- Specialist placement support to carers who provide placement to children with complex needs.
- Specialised training programmes for foster carers who provide care to children with challenging behaviour
- The planned implementation of the "Nurtured Heart" programme within Kingsway Park Residential Children's Home Trafford's
- The continued implementation of Trafford's Foster care Recruitment Strategy
- A predicted increase in the number of specialist MTFC fosterers who will provide specialist placements for children with challenging behaviour.

EXCELLENCE IN EDUCATION

Ensure that children are well prepared to achieve in adulthood through high quality learning and development.

For 2014/15 we will:

Improve the life chances of all children and young people

- Work with schools to maintain the 'Trafford family of schools to support educational excellence
- Continue to embed the new delivery model to provide support to schools in line with national policy
- Increase the number, range and take up of apprenticeships
- Provide monitoring, challenge and intervention for schools to ensure sustained high standards

Close the gap in educational outcomes across our vulnerable groups

- Implement the outcomes of review of provision and support for children with special educational needs
- Use the SEN Pathfinder as an approach to support educational progress of children with special educational needs
- Increase the percentage of care leavers in Education, Employment and Training
- Increase the number of two year olds in receipt of targeted nursery education

Close the gap in educational outcomes across the borough based on the different localities

- Targeted support for young people through the Area Family Support Teams to maintain low levels of NEET (Not in Education, Employment or Training)
- Continue the improvement in reducing the gap in educational outcomes for children eligible for free school meals

Key Policy or Delivery Programmes 2014/15

- CYP Strategy 2014-2017

Ref.	Definition	Freq	13/14 Actual	14/15 Target	14/15 Q1	2014/15 Q2			
						Actual	Target	DOT	Status
New	% of pupils achieving 5 A*-C GSCE including English and Maths	A	70.3% A	72%	Annual Indicator				
Validated data will be published in December									
CGV 2c	% of pupils on Free School Meals (FSM) achieving 5 A*-C GSCE including English and Maths	A	47% G	48%	Annual Indicator				
Validated data will be published in December									
LCA 2	Maintain the low level of 16-18 year olds who are not in education, employment or training (NEET) in Trafford	M	4.1% G	4.1%	3.82% G	5.28%	5.17%	↓	A
See Exception Report below.									
New	Percentage of Trafford pupils educated in a Good or Outstanding school.	A	91.4%	91.4%	93.2% G	93.2%	91.4%	↔	G

Exception Report (16-18 year olds who are not in education, training or employment)

Why is performance at the current level?

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

The NEET percentage is arrived at from a national formula which takes into account the number of young people whose destination is "Not Known". The Not Known figure for September 14 is very high at 47% which therefore has an impact on the NEET figure. September data is always unreliable as a result of the need to reconfirm 20,000 destinations which takes approximately 2 months to process.

Connexions is responsible for tracking the destination of all 16 – 19 year olds and has a process in place which includes receiving enrolment and progression data from schools and colleges to update the current destination of young people. Most of this information was received in October rather than September so this has resulted in a higher than normal unknown figure leading to higher NEET.

Up until August, Trafford has had a consistently lower NEET rate than both the North West and GM average, and is generally the second best in the North West.

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

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

The impact is that the most accurate NEET percentage is not available and appears to partners that there are more young people still waiting to be placed in education or training than in effect there are.

How can we make sure things get better?

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

Connexions and Partnerships and Performance are actively contacting FE colleges, schools and sixth forms to get enrolment lists.

It is expected that an accurate "Not Known" figure will be available at the end of November which will then show a more accurate NEET percentage.

RESHAPING TRAFFORD COUNCIL

Continue to develop relationships with residents, local businesses and partners to ensure that we all work together for the benefit of the Borough. Internally, to reshape the organisation to ensure the Council embraces innovation and new ways of working.

For 2014/15 we will:

- Explore different delivery models to enable the Council to manage the financial challenges up to 2017 and also beyond.
- Support the level of change required to deliver the Reshaping Trafford agenda.
- Continue to develop Locality Partnerships to create stronger and empowered communities that are safer, cleaner, healthier and better informed. This will include coming out of shadow form.
- Provide dedicated support to the Voluntary and Community Sector
- Building up on the InfoTrafford platform, develop a partnership intelligence hub to support service re-design.
- Adopt Public Service Reform principles across the Trafford Partnership through the identification of cross cutting challenges and the subsequent development of new delivery models
- Ensure that residents are consulted on and well informed about how the Council spends its budget and the standards of service that they can expect from us
- Develop arrangements to share services across agencies, where it is efficient to do so, including shared use of buildings
- Working together with our colleagues across Greater Manchester to secure greater efficiencies
- Integrated working with our Partners to pursue joined up services in local communities to provide better services for the future
- Review Customer Pledge to focus on key standards which customers will be able to expect, to ensure customers are at the centre of what we do.

Key Policy or Delivery Programmes 2014/15

- Customer Services Strategy
- NOM Change Strategy
- Collaboration Programmes (e.g. GMP, SWiTch, Strategic Procurement Unit)
- Third Sector Strategy; Volunteering Strategic framework

Ref.	Definition	Freq	13/14 Actual	14/15 Target	14/15 Q1	2014/15 Q2			
						Actual	Target	DOT	Status
	Number of third sector organisations receiving intensive support	Q	305 G	300	76 G	211	150	↑	G
<p>October 2014 sees the end of Year 2 of the contract with Pulse Regeneration delivering infrastructure support to the third sector as Thrive Trafford. It has been another successful year, building on Year 1. They have launched a new interactive website which acts as a third sector hub, a single place for funding opportunities, volunteer management, capacity building support and a discussion forum. Thrive are delivering innovative activity which benefits the public sector as well as voluntary and community groups.</p>									
	Identify savings to meet the 2014/15 gap	M	£1.93m G	£17.5m	Annual Indicator				
New	Improve take up of online claims for Housing Benefit and Council Tax benefit	Q	94%	96%	98% G	96%	95%	↓	G

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DECISIONS MADE BY THE GREATER MANCHESTER COMBINED AUTHORITY
MEETING HELD ON 31 OCTOBER 2014 AND RECONVENED
ON 3 NOVEMBER 2014

Decisions published on 6 November 2014 and will come into force from 4:00pm on the 13 November 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 the Greater Manchester Combined Authority (GMCA) Constitution. The address for the purposes of the schedule is that of the GMCA Secretary, c/o Manchester City Council, PO Box 532, Town Hall, Manchester, M60 2LA; or by contacting 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. REVENUE BUDGET MONITORING 2014/15 (agenda item 6a)

The Combined Authority received a report from Richard Paver, GMCA Treasurer, which informed Members of the 2014/15 forecast revenue outturn position as at the end of September 2014.

RESOLVED/-

1. To note the report and the latest revenue forecast for 2014/15 currently projecting a contribution to general reserves of £115,000 arising primarily from additional income.
2. To note the latest revenue forecast for TfGM currently projecting an underspend of £330,000 as detailed in section 2 of the report.

2. CAPITAL BUDGET MONITORING 2014/15 (agenda item 6b)

The Combined Authority received a report from Richard Paver, GMCA Treasurer, providing an update in relation to the Greater Manchester Combined Authority 2014/15 capital expenditure programme.

RESOLVED/-

1. To note the current 2014/15 forecast compared to the 2014/15 capital budget agreed by GMCA in January 2014.
2. To approve both the budget increase in relation to 2014/15 Minor Works Capital Programme and scheme allocations, as detailed in section 6 of the report.
3. To note the current position for the Growing Places Fund and Regional Growth Fund as described in paragraphs 7.1 – 7.6 of the report.
4. To note the current position for the Empty Homes Programme as described in paragraphs 7.7 – 7.9 of the report.

3. METROLINK TRAFFORD PARK LINE TRANSPORT AND WORKS ACT ORDER APPLICATION (agenda item 7)

The Combined Authority received a report from Jon Lamonte, Chief Executive of TfGM, providing an update in relation to the Metrolink Trafford Park Line (TPL) scheme alignment and seeking Members for approval to submit the associated Transport and Works Act Order application.

RESOLVED/-

1. Note the result of the recent public consultation on Trafford Park Line (TPL) scheme.
2. To approve the refinement of the alignment of the TPL scheme along a section of Trafford Wharf Road in the vicinity of the Manchester Ship Canal.
3. To approve the submission of the associated Transport and Works Act Order (TWAO) application for the TPL scheme in November 2014.
4. To note the cost and funding requirement to progress the Metrolink Trafford Park scheme through the TWAO application is included within the funds previously approved by GMCA in October 2013, with delegated authority to the Chief Executive and the Finance and Corporate Services Director of TfGM, in consultation with the GMCA Treasurer, to progress the contractual arrangements.
5. To request officers to provide an explanation of the rationale for the position of stops on the route by the November 2014 meeting of the GMCA. In the meantime the works to progress the Order should continue so not to delay the scheme overall.

4. GREATER MANCHESTER INVESTMENT FUND PERFORMANCE REPORT (agenda item 8)

The Combined Authority received a report from Eamonn Boylan, Chief Executive, Stockport MBC providing Members with an update on the status of the Greater Manchester Investment Fund (GMIF).

RESOLVED/-

To note the report.

ITEMS CONSIDERED UNDER PART B OF THE AGENDA

5. GREATER MANCHESTER INVESTMENT FUND PERFORMANCE (agenda item 11)

The Combined Authority received a report from Eamonn Boylan, Chief Executive, Stockport MBC providing a summary of investments to date from the Greater

Manchester Investment Fund, together with a summary of funding requests that have not been progressed.

RESOLVED/-

To note the report.

6. METROLINK - PORT SALFORD (agenda item 12)

The Combined Authority received a report from Jon Lamonte, Chief Executive, TfGM, on the proposed approach for the future Metrolink extension to Port Salford.

RESOLVED/-

To note the approach for the review of the Metolink Port Salford extension, and that a further report be brought back to the GMCA early 2015.

**DECISIONS MADE BY THE GREATER MANCHESTER COMBINED AUTHORITY
RECONVENED MEETING HELD ON 3 NOVEMBER 2014**

**1. GREATER MANCHESTER AGREEMENT: DEVOLUTION TO THE GMCA
AND TRANSITION TO A DIRECTLY ELECTED MAYOR OF GREATER
MANCHESTER (agenda item 9A)**

The Combined Authority received a report from Sir Howard Bernstein, Head of Paid Service, GMCA, setting out the proposals for a staged approach to the evolution of Greater Manchester (GM) governance arrangements, in return for the devolution of significant additional functional and fiscal responsibilities by Government.

RESOLVED/-

1. To endorse the following principles which have guided GM's approach to governance changes and its approach to devolution:
 - a) GM should continue to position itself at the forefront of the debate about fiscal and functional devolution given the ambitions it has to continue to grow the GM economy and to reform public services. GM should be at the heart of the economic revival of the North of England to remain key to re-balancing the national economy
 - b) GM's ultimate ambition should be to exercise significant influence, if not control, over all public spending in Greater Manchester which currently is estimated at £22bn per annum. The focus of this policy approach should be on responsibilities being assumed from National Government to enable local government and local members to be better able to discharge their existing functions. It was accepted however that this overall ambition will take some years to achieve

- c) In this context, a Road Map is required to enable new functions and fiscal responsibilities to be transferred from National Government for discharge at GM level building upon the existing Combined Authority model which has a track record of achievement in GM
 - d) New arrangements are proposed to strengthen the relationships between local authorities and the GMCA, and between the GMCA and Chief Executives. An agreed set of governance protocols set out the core relationship between the GMCA, local authorities and partners: what the GMCA does for localities and what local authorities bring to the GMCA and AGMA
 - e) Governance change is also necessary if GM is to achieve its devolution ambitions. It is right that if we are to become responsible for more national functions and resources there must be direct accountability for the way these new responsibilities are discharged. It is also the case that if we are to commence the delivery of a Road Map we need additional political and executive capacity to embrace new opportunities now which are possible without new legislation
 - f) In return for significant additional responsibilities GM should move as soon as possible to a full-time appointed Mayor becoming the 11th member of the GMCA and the development of the Cabinet model involving all Leaders with clear portfolio responsibilities. This will require delegation of appropriate powers to the full-time appointed Mayor and to Portfolio Leaders to underpin accountability and efficiency. It will also require the appointment of a full-time Head of Paid Service, in addition to full-time Section 151 and Monitoring Officers
 - g) In return for legislation in the next Parliament on new functional responsibilities and access to resources, GM should commit itself to a directly elected Mayor who will Chair the CA and a Cabinet including 10 Leaders with portfolio responsibilities. This will require new powers to the directly elected Mayor and other powers to the GMCA
 - h) This evolutionary approach will enable GM to strengthen leadership and executive capacity in the quickest possible time, absorb the potential for enhanced responsibilities in the short term and create the platform for maximum devolution over time
2. To endorse the Greater Manchester Agreement: Devolution to the GMCA and the transition to a directly elected Mayor, (Annex B to the report) which sets out the additional powers and responsibilities (and budgets) which will be delivered by Government in return for the governance changes GM will be obliged to deliver.
 3. To invite all GM authorities, the GM LEP and the BLC to submit comments on the above principles and the Devolution Agreement by the 15th January 2015.
 4. To authorise the Head of Paid Service, in conjunction with the GM Wider Leadership Team, to bring back a further report at the end of January 2015 on the comments received and to enable the GMCA to finalise more detailed proposals, which will be the subject of a public consultation and submission to the Secretary of State seeking his support for the laying of the necessary Orders to give effect to the transitional arrangements as soon as possible.

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 JOINT MEETING OF THE
GREATER MANCHESTER COMBINED AUTHORITY AND THE AGMA EXECUTIVE
BOARD HELD ON 31 OCTOBER 2014**

Decisions published on 6 November 2014 and will come into force from 4:00pm on the 13 November 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. AGMA REVENUE BUDGET MONITORING UPDATE 2014/15 (agenda item 5)

Members received a report from Richard Paver, AGMA Treasurer, presenting the 2014/15 forecast revenue outturn position as at end of September 2014.

RESOLVED/-

1. To note the report and the current revenue outturn forecast for 2014/15 which is projecting an underspend of £2,194,000.
2. To note and approve the revisions to the revenue budget plan 2014/15 as identified in paragraph 2.1 of the report.
3. To note the position on reserves as highlighted in paragraph 3.1 of the report.

2. EARLY YEARS PSR DEVELOPMENT FUND INVESTMENT (agenda item 6)

Members received a report from Donna Hall, Chief Executive, Wigan Council, supplementary to the AGMA budget monitoring report which provided an update on the £314k investment funding received from DCLG to support the Further and Faster implementation of Early Years (EY), seeking approval to the proposed options for investment of funding to help overcome some of the challenges of implementation of the EY new delivery model.

In addition the report proposed a potential match for the DCLG funding from the GM PSR Development Fund to enable GM achieve even greater outcomes and progress towards implementation.

RESOLVED/-

1. To note the investment of £314k from DCLG to support the implementation of Early Years.
2. To agree the proposed areas for this investment as detailed in the report.

3. To approve the proposal to match the DCLG funding through the GM PSR Development Fund in order to achieve even greater outcomes.

3. BUSINESS RATES POOLING 2015/16 (agenda item 7)

Members received a received a report from Richard Paver, AGMA Treasurer, informing the meeting of the proposal to submit an outline proposal for the operation of a Business Rates Pool covering the 10 GM Districts and Cheshire East for the 2015/16 financial year.

The meeting was informed that all Districts have now signed off and agreed to enter into the pooling agreement. It was noted that Cheshire West had also expressed an interest in joining the pool in the future.

RESOLVED/-

1. To note the report and that the individual districts, via their S151 Officers, have signed and agreed to enter into a Business Rates Pooling agreement for 2015/16.
2. To note that a further report will be submitted in December on the then assessed position and outlining a process to reach a final decision on pooling for 2015/16.
3. To note that a final decision on whether to confirm participation in the Business Rates Pool for 2015/16 will need to be taken by individual districts at the time of the consultation on the provisional 2015/16 Settlement.

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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GREATER MANCHESTER COMBINED AUTHORITY

Date: 31 October 2014

Subject: Forward Plan of Strategic Decisions For the GMCA and AGMA Executive

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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**JOINT GREATER MANCHESTER COMBINED AUTHORITY
& AGMA EXECUTIVE BOARD MEETING**

**FORWARD PLAN OF STRATEGIC DECISIONS
1 NOVEMBER 2014 – 28 FEBRUARY 2014**

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 November 2014 and 28 February 2014.

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>	28 November 2014	GMCA
<p>GM Spatial Framework</p> <p>Wider Leadership Team Chief Executive - Eamonn Boylan</p> <p>Contact Officer: Anne Morgan</p>	28 November 2014	GMCA & AGMA Executive Board
<p>Empty Homes – Post April 2015</p> <p>Wider Leadership Team Chief Executive - Eamonn Boylan</p> <p>Contact Officer: Paul Beardmore</p>	28 November 2014	GMCA & AGMA Executive Board
<p>Housing Zones Submission</p> <p>Wider Leadership Team Chief Executive - Eamonn Boylan</p> <p>Contact Officer: Paul Beardmore</p>	28 November 2014	GMCA & AGMA Executive Board

KEY DECISION /CONTACT OFFICER/CONSULTATION DETAILS	ANTICIPATED DATE OF DECISION & DOCUMENTS TO BE CONSIDERED	DECISION TAKER
<p>GMSF – AGMA Constitutional Changes Wider Leadership Team Chief Executive - Eamonn Boylan Contact Officer: Anne Morgan</p>	28 November 2014	GMCA & AGMA Executive Board
<p>Governance of the European Programme 2014-2020 - GM Local Management Committee Terms of Reference Wider Leadership Team Chief Executive: Simon Nokes Contact Officer: Susan Ford</p>	28 November 2014	GMCA
<p>GM Manufacturing Strategy Wider Leadership Team Chief Executive- Simon Nokes Contact Officer: John Steward</p>	28 November 2014	GMCA
<p>Low Carbon - Social Value Procurement Policy Wider Leadership Team Chief Executive - Eamonn Boylan and Mike Kelly Contact Officer: Mark Atherton</p>	28 November 2014	GMCA
<p>S48 Grants Programme Wider Leadership Team Chief Executive - Howard Bernstein Contact Officer: Julie Connor</p>	19 December 2014	GMCA& AGMA Executive Board
<p>Long Term Rail Strategy Wider Leadership Team Chief Executive - Jon Lamonte Contact Officer: Dave Newton</p>	To be confirmed	GMCA

KEY DECISION /CONTACT OFFICER/CONSULTATION DETAILS	ANTICIPATED DATE OF DECISION & DOCUMENTS TO BE CONSIDERED	DECISION TAKER
<p>Active Travel and Travel Choices</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

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