



TRAFFORD
COUNCIL

**AGENDA PAPERS FOR
SCRUTINY COMMITTEE MEETING**

Date: Wednesday, 5 July 2017

Time: 6.30 p.m.

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

A G E N D A	PART I	Pages
1.	ATTENDANCES To note attendances, including Officers, and any apologies for absence.	
2.	CHAIRMAN AND VICE-CHAIRMAN OF THE COMMITTEE 2017/18 To note that Council has appointed Councillors Michael Young and Mike Cordingley as Chairman and Vice-Chairman of this Committee respectively, for the Municipal Year 2017/18.	
3.	MEMBERSHIP OF THE COMMITTEE 2017/18 To note the Membership of this Committee for the Municipal Year 2017/18, as determined at the Annual Meeting of the Council held on 24 May 2017.	1 - 2
4.	TERMS OF REFERENCE FOR THE COMMITTEE 2017/18 To note the Committee's Terms of Reference as agreed at the Annual Meeting of the Council held on 24 May 2017.	3 - 6
5.	MINUTES To receive and, if so determined, to agree as a correct record the Minutes of the meetings held on the following dates:	
	(a) 22 March, 2017	7 - 12
	(b) 11 April, 2017	13 - 16

6. 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.

7. SCRUTINY COMMITTEE WORK PROGRAMME 2017/18

To consider a report of the Chairman of the Scrutiny Committee. 17 - 20

8. EXECUTIVE RESPONSE: REVIEW OF THE EDUCATION, HEALTH & CARE PLAN PROCESS - TASK & FINISH GROUP

To receive the Executive Member for Children and Families' formal response to the Scrutiny Committee's review of the Education, Health and Care Plan process, considered by the Executive on 26 June, 2017. 21 - 26

9. EXECUTIVE RESPONSE: REVIEW OF THE JOINT VENTURE CONTRACT BETWEEN TRAFFORD COUNCIL AND AMEY - TASK AND FINISH GROUP

To receive the Executive Member for Highways, Parks and Environmental Services' formal response to the Scrutiny Committee's review of the Joint Venture Contract between Trafford Council and Amey, considered by the Executive on 26 June, 2017. 27 - 30

10. DISCUSSION ON THE 2018/19 BUDGET SCRUTINY PROCESS

The Executive Member for Corporate Resources and the Chief Finance Officer have been invited to discuss the 2018/19 Budget Scrutiny process.

11. ANNUAL DELIVERY PLAN 2016/17 (FOURTH QUARTER) PERFORMANCE REPORT

To receive a report of the Executive Member for Corporate Resources. 31 - 64

12. CRISIS MANAGEMENT CAPABILITY

To receive a presentation of the Corporate Director, Transformation and Resources.

13. FIRE SAFETY WITHIN TRAFFORD

To receive a report of the Director of Growth and Regulatory Services. To Follow

14. URGENT BUSINESS (IF ANY)

Any other item or items (not likely to disclose "exempt information") which, by reason of 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.

THERESA GRANT

Chief Executive

Membership of the Committee

Councillors M. Young (Chairman), M. Cordingley (Vice-Chairman), R. Bowker, C. Boyes, K. Carter, Mrs. P. Dixon, J. Holden, M. Hyman, A. Mitchell, D. Western, A.M. Whyte and J. Harding (ex-Officio).

Co-opted Members for Education Matters Only: Sister P. Goodstadt and S. Kahn.

Further Information

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

Chris Gaffey, Democratic & Scrutiny Officer

Tel: 0161 912 2019

Email: chris.gaffey@trafford.gov.uk

This agenda was issued on **Tuesday, 27 June 2017** by the Legal and Democratic Services Section, Trafford Council, Trafford Town Hall, Talbot Road, Stretford M32 0TH.

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TRAFFORD COUNCIL

MEMBERSHIP OF COMMITTEES 2017/18

Notes on Membership:

- (1) The Scrutiny Committee shall have a membership of 11, or, where this does not achieve the political balance required under the Local Government and Housing Act 1989, whatever figure is necessary to reflect the proportional representation of political groups.
- (2) The Scrutiny Committee shall be chaired by a Councillor who is a member of the largest political group on the Council. The person appointed as Vice-Chairman shall not be a member of the same political group as the person appointed as Chairman.
- (3) The Chairmen of both the Scrutiny Committee and the Health Scrutiny Committee shall be appointed as ex-officio Members of the opposite scrutiny committee.
- (4) The Scrutiny Committee shall appoint co-opted Members when that committee considers education matters.

COMMITTEE	NO. OF MEMBERS	
SCRUTINY COMMITTEE	11 (plus the Chairman of the Health Scrutiny Committee as an ex-officio Non-Voting Member) + 5 CO-OPTED MEMBERS (when considering Education matters)	
CONSERVATIVE GROUP	LABOUR GROUP	LIBERAL DEMOCRAT GROUP
Councillors:- Chris Boyes Mrs. Pamela Dixon John Holden Michael Hyman Alan Mitchell Michael Young CH	Councillors:- Karina Carter Mike Cordingley V-CH Denise Western Amy Whyte	Councillors:- Ray Bowker
TOTAL	6	4
		1

SCRUNTINY COMMITTEE CO-OPTED MEMBERS FOR EDUCATION MATTERS

Church of England (*VOTING MEMBER*): ***Vacancy***

Roman Catholic (*VOTING MEMBER*): **Sister P. Goodstadt**

Parent-Governor Representatives

Primary (*VOTING MEMBER*): **Ms Saadia Shearaz Khan**

Secondary (*VOTING MEMBER*): ***Vacancy***

Special (*VOTING MEMBER*): ***Vacancy***

SCRUTINY COMMITTEE

Terms of Reference

1. To act as the Council's Overview and Scrutiny Committee and Crime and Disorder Committee for the purposes of all relevant legislation including, but not limited to, the Local Government Act 2000 (as amended), and Police and Justice Act 2006.
2. The Committee will also be responsible for the review and scrutiny of decisions made or actions taken in connection with the provision, planning and management of education in the borough of Trafford and, in particular, all of the functions of the Council as an education authority under the Education Acts, School Standards and Framework Act 1998 and all other relevant legislation in force from time to time. Co-opted Members will be appointed to discuss education matters and will attend the Scrutiny Committee when they consider education matters.

General Role

3. Subject to statutory provision, to review and scrutinise decisions made or actions taken in connection with the discharge by the Council of its functions and by relevant partner authorities.
4. In relation to the above functions:
 - a) to make reports and/or recommendations to the full Council, Executive of the Council, any joint committee or any relevant partner authority as appropriate
 - b) to consider any matter affecting the area or its inhabitants
5. In relation to any function within the remit of this Committee:-
 - a) as set out in (b) below to exercise the power to call in, for reconsideration, executive decisions made but not yet implemented set out in Section 21(3) of the Local Government Act 2000.
 - b) The call-in of an executive decision is to be exercised as follows:-
 - i) the decision must not have been designated as urgent by the decision taker
 - ii) the request to call in a decision must be made within 5 working days of the decision being published
 - iii) any 3 members of an overview and scrutiny committee or select committee can ask the Chairman of this Committee or, in his/her absence, the Vice-Chairman to call in an executive decision

- iv) in deciding whether or not to approve the request to call in a decision, the Chairman or Vice-chairman may consult the Vice-Chairman and the chairmen of the Select Committees as appropriate
 - v) if the Chairman, or Vice-Chairman as appropriate, approve the call in of a decision the request to call in the decision must be made to the Chief Executive within the timescale set out in (ii) above
 - vi) the Chairman may decide, after consulting as appropriate, to call in a decision whether or not a request under (iii) has been received.
6. To put in place and maintain a system to ensure that referrals from overview and scrutiny to the Executive, either by way of report or for reconsideration, are managed efficiently and do not exceed the limits set out in the Constitution.
 7. At the request of the Executive, to make decisions about the priority of referrals made in the event of reports to the Executive exceeding limits in the Constitution, or if the volume of such reports creates difficulty for the management of executive business or jeopardises the efficient running of Council business.
 8. To report annually to full Council on its workings, set out their plans for future work programmes and amended working methods if appropriate.

Specific functions

9. Maintain a strategic overview of progress towards the achievement of the ambitions and priorities within Trafford's Sustainable Community Strategy.
10. Identify the Committee's strategic priorities and determine the Overview and Scrutiny work programme to facilitate constructive evidence based critical-friend challenge to policy makers and service providers within the resources available.
11. Assist and advise the Council in the continued development of the Overview and Scrutiny function within Trafford.
12. Receive, consider and action as appropriate requests:
 - a) from the Executive in relation to particular issues; and
 - b) on any matters properly referred to the Committee
13. Identify areas requiring in-depth review and allocate these to an appropriate Topic Group. The Committee in consultation with the leader of the relevant Topic Group will set the terms of reference, scope and time frame for the review by the Topic Group.

14. In relation to the terms of reference of the Committee it may:

- a) assist the Council and the Executive in the development of its budget and policy framework by in-depth analysis of policy issues;
- b) review and scrutinise the decisions made by and performance of the Executive and/or committees and Council officers both in relation to individual decisions and over time;
- c) review and scrutinise the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas;
- d) review and scrutinise the performance of other public bodies in the area and invite reports from them by requesting them to address the overview and scrutiny committee and local people about their activities and performance;
- e) conduct research, community and other consultation as it deems appropriate in the analysis of policy issues and possible options;
- f) question and gather evidence from any other person with their consent.
- g) consider and implement mechanisms to encourage and enhance community participation in the development of policy options;
- h) question members of the Executive and/or committees, senior officers of the Council and representatives of relevant partner authorities on relevant issues and proposals affecting the area and about decisions and performance;
- i) liaise with other external organisations operating in the area, whether national, regional or local, to ensure that the interests of local people are enhanced by collaborative working; and
- j) undertake any other activity that assists the Committee in carrying out its functions.

Delegation

The Scrutiny Committee shall have all delegated power to exercise the power and duties assigned to them in their terms of reference.

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SCRUTINY COMMITTEE

22 MARCH 2017

PRESENT

Councillor M. Young (in the Chair).

Councillors R. Bowker, C. Boyes, K. Carter, M. Cordingley (Vice-Chairman), Mrs. P. Dixon, N. Evans, J. Holden, D. Hopps and D. Western.

Also Present

Cllr Miss L. Blackburn	- Deputy Executive Member for Children's Services
Cllr Mrs L. Evans	- Executive Members for Transformation & Resources
Cllr J. Lamb	- Executive Member for Communities & Partnerships
Cllr B. Shaw	- Deputy Executive Member for EGEI
Ms Saadia Khan	- Co-Opted Member for Education Matters Only

In attendance

Joanne Hyde	- Corporate Director, Transformation & Resources
Nikki Bishop	- Chief Finance Officer
Richard Roe	- Director of Growth & Regulatory Services
Anne Birch	- Interim Director Standards, Quality & Performance
Peter Forrester	- Head of Governance
Alison Milne	- Head of Service - Access and Inclusion
Paul Helsby	- Programme Assurance Lead
Jo Cherrett	- Chief Operating Officer, Trafford CIC
Emma Thomas	- Head of Development, Trafford Leisure
Chris Gaffey	- Democratic and Scrutiny Officer

APOLOGIES

Apologies for absence were received from Councillor S. Adshead.

35. MINUTE SILENCE

The Chairman led the Committee in observing a minute's silence to remember the victims of the Westminster attack which occurred earlier that day.

36. MINUTES

RESOLVED: That the Minutes of the meeting held on 11 January 2017, be approved as a correct record and signed by the Chairman.

37. DECLARATIONS OF INTEREST

No declarations of interest were made by Members of the Committee.

38. EXECUTIVE RESPONSE TO THE BUDGET SCRUTINY REPORT

The Committee received a report of the Executive Member for Finance and the Chief Finance Officer providing a formal response to the Scrutiny Committee's recommendations in relation to the 2017/18 Draft Budget Proposals.

RESOLVED: That the report be noted.

39. HOME TO SCHOOL TRANSPORT - DBS CHECKS

The Committee received a report of the Executive Member for Children's Services providing clarity on the DBS check process in place for drivers in relation to the Home to School Transport Service.

Members welcomed the recognition that the Council bore the responsibility for ensuring driver DBS checks had been undertaken, but had slight concerns that the 'spot-check' system would mean that not all drivers would be checked each day. Members were advised there would be serious consequences for contractors that were found to have not undertaken the necessary steps to check their drivers. It was noted that Passenger Assistants (PA) bore the responsibility for ensuring children were safe on their journey to school, not the driver. The service were looking to employ a 'floating PA' to perform the required spot checks on site with the driver, allowing them to cross reference drivers' IDs with the records held in the office.

Members thanked the Officers for the report and felt more assured following the recent progress made.

RESOLVED: That the report be noted.

40. BUSINESS RATES RETENTION: PRESENTATION

The Committee received a presentation of the Chief Finance Officer, providing Members with an update on current business rates collections and the upcoming adoption of the 100% Business Rates Retention pilot scheme, which would begin on 1 April 2017.

The Chief Finance Officer advised of the additional funds set aside to cover an unprecedented level of business rates appeals. It was noted that 58% of the borough's business rates base were currently being appealed. A substantial portion of this was due to a large number of appeals by Trafford Centre businesses claiming footfall had been reduced due to the roadworks on the M60. Members were advised of the new appeals process coming into effect from 1 April 2017. The new 'check, challenge and appeal' system should reduce the amount of speculative appeals lodged, and would hopefully ensure that only genuine appeals were considered in future. It was noted that the Council would have achieved its business rate collection target if it had not been forced to set aside so much for potential pay outs on these appeals.

It was confirmed that the 100% business rates retention pilot scheme would be undertaken at no financial detriment to the Council, and it was expected that between £15m - £20m of additional business rates would be retained at a GM level. It was also noted that the Public Health Grant and the Revenue Support Grant would cease to be received by the Council, with the 100% business rates retention taking its place. When discussing local incentives, it was noted that individual authorities would be the ones to lose out on the business rates they did

not collect. Individual Local Authorities part of the collective scheme would not lose out if other members had a poor collection rate.

RESOLVED: That the presentation be noted.

41. PHYSICAL ACTIVITY VISION: PROGRESS UPDATE

The Committee received a report of the Executive Member for Communities and Partnerships providing an update on Trafford's Physical Activity Vision. To accompany the report, Members were shown three video clips to demonstrate how the Trafford Community Interest Company (CIC) were committed to promoting a healthy lifestyle and how communities could help themselves in adopting this lifestyle.

The Committee discussed the progress of the Physical Activity GP Referral Scheme launched recently, specifically targeting those who needed signposting to physical activity by a GP. The scheme would see patients being referred for 8 weeks unlimited physical activity at Trafford CIC for a nominal fee of £20.00. It was noted that outcomes should be assessed after the scheme had been operating for a significant period of time, and it was suggested that an update be brought to the Committee in 12 months' time. Members were advised of the importance of GP buy in for the scheme to be successful, as well as the challenge of influencing behavioural changes. Work was ongoing on a new IT system in an attempt to record data and outcomes, as well as work on creating a mobile app demonstrating how exercise could positively affect patients' ongoing health conditions.

Some Members raised concerns relating to the perceived imbalance of investment within the borough, highlighting the closure of William Roe Golf Course and the amalgamation of two leisure centres in the North of the borough, whilst the South of the borough would be receiving a large investment in the extending of the Altrincham leisure centre. The Executive Member for Communities and Partnerships did not accept this assertion, stating that following the investment each town centre would have a high quality leisure centre. Scrutiny Members were referred back to the report which was brought to the Committee in November 2016, which provided details of the planned investment in each of the centres.

Members discussed the Playing Pitch Strategy (PPS) and the potential this had for bringing in a significant amount of additional funding. It was noted that a variety of sports were covered as part of the strategy, including football, rugby, cricket, hockey, garden bowls and tennis.

The Committee thanked Officers for the report, and looked forward to a further update during the 2017/18 municipal year.

RESOLVED:

- 1) That the report be noted.

- 2) That a progress update on the Physical Activity GP Referral Scheme be brought to the Committee in 12 months' time.
- 3) That a further update on the Physical Activity Vision as a whole be added to the 2017/18 Scrutiny work programme.

42. ANNUAL DELIVERY PLAN 2016/17 - Q3 PERFORMANCE REPORT

The Committee received a report of the Executive Member for Transformation and Resources providing a summary of performance against the Council's Annual Delivery Plan (ADP), 2016/17, covering the period between 1 October 2016 and 31 December 2016.

Members were advised that the ADP format was currently under review, with a new process expected to be in place for the 2017/18 financial year. The proposed changes to the ADP would be considered at the Executive meeting on 27 March, 2017.

The Committee discussed the performance indicator relating to the Customer Relationship Management (CRM) system, as a number of residents had raised concerns about its effectiveness. Members were advised that One Trafford Partnership were aware of the concerns raised with the reporting system, and work would continue on resolving these issues.

RESOLVED: That the report be noted.

43. TASK & FINISH GROUP REVIEW: EDUCATION, HEALTH & CARE PLANS (EHCP)

The Committee received a report of the Task and Finish Group setup to review the Education, Health and Care Plan (EHCP) process in Trafford. The Chairman thanked all Group Members who were involved with the review for their valued contribution and hard work. Members urged the Executive to accept the recommendations made in the report, which would be submitted to them at the next available opportunity. The Committee looked forward to receiving the Executive's the formal response.

RESOLVED: That the report and its recommendations be endorsed by the Committee for referral to the Executive.

44. TASK & FINISH GROUP REVIEW: JOINT VENTURE CONTRACT BETWEEN TRAFFORD COUNCIL AND AMEY

The Committee received a report of the Task and Finish Group setup to review the Joint Venture Contract between the Council and Amey. The Chairman thanked all Group Members who were involved with the review for their valued contribution and hard work. Members urged the Executive to accept the recommendations made in the report, which would be submitted to them at the next available opportunity. The Committee looked forward to receiving the Executive's the formal response.

RESOLVED: That the report and its recommendations be endorsed by the Committee for referral to the Executive.

45. SCRUTINY COMMITTEE WORK PROGRAMME

The Committee considered a report of the Chairman recapping the work covered by Scrutiny during the 2016/17 Municipal Year. Members discussed possible items to be added to the 2017/18 Scrutiny work programme, including: an item on Police and Crime; the implementation of the green waste fee and the accompanying management system; and a further update on the Physical Activity Vision. It was also suggested that the Committee review the out of borough child placement process and the costs associated with this.

Some Members suggested that the Committee should meet more frequently, stating that the current arrangements made it more difficult to take a strategic approach to Scrutiny.

RESOLVED: That the report be noted and the items mentioned be considered for the 2017/18 work programme.

The meeting commenced at 6.30 pm and finished at 8.25 pm

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SCRUTINY COMMITTEE

11 APRIL 2017

PRESENT

Councillor M. Young (in the Chair).

Councillors S. Adshead, R. Bowker, C. Boyes, K. Carter, M. Cordingley (Vice-Chairman), N. Evans, J. Holden, D. Hopps, D. Western and J. Harding (ex-Officio).

Also Present

Cllr Mrs L. Evans - Executive Members for Transformation & Resources

In Attendance

Jane Le Fevre - Director of Legal and Democratic Services

Richard Roe - Director of Growth and Regulatory Services

Matthew Gardiner - Chief Executive of Trafford Housing Trust

Dominique Adcock - Interim Senior Solicitor

Chris Gaffey - Democratic and Scrutiny Officer

APOLOGIES

Apologies for absence were received from Councillor Mrs. P. Dixon

46. DECLARATIONS OF INTEREST

The following Committee Members declared an interest at the start of the meeting:

Cllr S. Adshead – Former Member of the Stretford Community Panel

Cllr R. Bowker – Former Trafford Housing Trust Board Member and Altrincham Community Panel Member for the last 10 years

Cllr M. Cordingley – Member of THT's Limelight Project Board, plus a long association with various THT bodies in the past including Community Panels

Cllr D. Western – Member of the Altrincham Community Panel

47. CALL IN OF EXECUTIVE DECISION: E/27.3.17/9A - CHANGES TO THE PARTNERSHIP AGREEMENT WITH TRAFFORD HOUSING TRUST

The Committee had been called to consider a call in of Executive decision number E/27.3.17/9A in respect of the Changes to the Partnership Agreement with Trafford Housing Trust, considered at a meeting on 27 March 2017.

The call-in had been submitted by Councillors Adshead, Carter, Cordingley, Harding and D. Western, and was based on the grounds that: inadequate consultation had been carried out; alternative options were not given sufficient consideration; and insufficient information was available to make the decision. The Chairman had permitted consideration of the request to explore the issues raised on the grounds that insufficient information was available to make the decision.

The Committee had received the initial report and supporting documentation to the Executive, the decision notice, the call-in proforma, and a supplementary report of the Executive Member for Economic Growth, Environment and Infrastructure. The report set out a detailed response to the points set out in the call-in request. The

Scrutiny Committee
11 April 2017

Executive Member for Transformation and Resources, the Director of Legal and Democratic Services, the Director of Growth and Regulatory Services, and the Chief Executive of Trafford Housing Trust were in attendance to respond to the Committee's enquiries.

Members raised several concerns in relation to the decision and how it was taken. The lack of detail in the report was a concern, and although some Members acknowledged that the relationship between the Council and Trafford Housing Trust (THT) was maturing, it was still unclear how the partnership would develop going forward. Members were concerned about the potential loss of Trafford Council membership on the THT Board, and that community panels might fold under the new arrangements, subsequently losing the specialism they provide in organising residents. The Committee sought clarity on community investment and whether this would continue to be allocated to 5 separate neighbourhoods or become a Trafford wide approach, and questions were raised around how the consultation was conducted and why this information had not been included in the initial report. Finally, Members requested an explanation as to why the decision had been taken so urgently with no prior warning. The initial report was only made available hours before the Executive meeting in question. Members had serious concerns about this and felt they had not been given the opportunity to review details of the proposed new agreements before the decision was taken.

The Officers present addressed the concerns raised by the Committee. Members were reminded that the investment pledges made for the first 5 years following the transfer in 2005 had been successfully met. The original Offer Document included provisions that THT would change as time progressed, and the partnership had moved on from the environmental promises made in 2005. Consideration now needed to be given to how the partnership would work going forward. THT had not merged with another housing trust and had remained both local and independent. Nevertheless, the Trust would need to increase its land holdings to ensure they continued to be able to develop, which the new arrangements would help to facilitate. The new agreement would protect Trafford in ensuring that investment comes back into the borough.

Addressing Members' concerns in relation to the perceived loss of Trafford Council representation on the THT Board, it was noted that the change would only remove the Council's right to have representation on the Board. The change was agreed in order to move on from the narrow, legal agreement made during the original transfer, and would give the THT Board the opportunity to appoint members with the skillsets required to make complex decisions and drive the Trust forward. It was also noted that members of the THT Board were appointed to represent the interest of the Trust, not the Council, and Trafford Council members often found themselves unable to participate in some decisions due to conflicts of interest. THT remained open to having Trafford Council representation on the Board, so long as they had the required skillset.

Discussions would need to take place on how community panels and investments would operate going forward, and Officers would welcome Scrutiny's input when these discussions took place. Officers emphasised the importance of ensuring that the processes and governance for any new arrangements were clear and

Scrutiny Committee
11 April 2017

transparent from the outset. It was noted that most of the connections currently in place between the Council and THT were voluntary, not contractual, and the proposed changes would not restrict these connections and partnerships from continuing. It would be encouraged to keep these links active, and THT had strongly committed to continue to engage with community groups and panels.

Members wanted to know whether they could be assured that the consultation process had been conducted in a thorough and robust manner. At THT's request, the consultation was undertaken by an independent company who took a sample of residents designed to provide a 95 per cent statistical confidence. The sample of approximately 700 residents were called by telephone and asked the relevant questions from a detailed script, and all THT tenants received the required correspondence from the Trust in relation to the consultation. Officers felt that the consultation had been conducted in an effective and robust way, and were confident of the results presented in the supplementary report.

Addressing Members' concerns in relation to the decision being taken as a matter of urgency and the lack of elected Member engagement prior to this, Officers advised that a wider discussion on the proposals could not have been undertaken until an agreement between the Council and THT was in place. Unfortunately, discussions went further into March than had been originally anticipated, hence the delayed report and the item being considered as an item of urgent business at the Executive meeting. On the question of transparency; Members were reminded that this was not a key decision and could have been delegated to an Executive Member, however, to ensure transparency, it was agreed that the decision would be taken at a meeting of the Executive to give Members the opportunity to discuss the proposals.

The Chairman thanked the Officers for the supplementary report and for providing clarity on the questions raised by Scrutiny Members, and the Director of Legal and Democratic Services set out the options available to the Committee. The Committee could request that the Executive give further consideration to its decision, but could not overturn the decision. Members of the Scrutiny Committee were requested to decide on whether, in the light of the information set out in the reports and the discussion at the meeting, the decision should be referred back to the Executive for further consideration.

On a whole, Members felt that their concerns in relation to the decision had been addressed. The Committee agreed that the decision should not be referred back to the Executive for reconsideration; however concerns still remained in relation to the decision making process on this occasion. Members felt they should have been involved in the process at a much earlier stage. The initial report produced to support this decision was below the expected standard, and the Committee felt that the Executive should ensure that reports are produced to a high standard in future to ensure all decisions are taken based on sound information. Scrutiny would be preparing a formal response to the Executive highlighting these issues. The Committee looked forward to being part of the discussion on how community panels and investments would operate going forward.

Scrutiny Committee
11 April 2017

RESOLVED: That the Committee feel that the concerns raised in the call-in request have been adequately dealt with and that no further action be taken.

The meeting commenced at 6.30 pm and finished at 7.25 pm

TRAFFORD COUNCIL

Report to: Scrutiny Committee
Date: 5 July 2017
Report for: Information
Report of: Chairman of the Scrutiny Committee

Report Title

Scrutiny Committee Work Programme 2017/18

Purpose

This report sets out the Scrutiny Committee work programme for the 2017/18 municipal year.

Recommendations

That the work programme be noted.

Contact person for access to background papers and further information:

Name: Chris Gaffey, Democratic & Scrutiny Officer.

Phone: x2019

Scrutiny Committee Work Programme – 2017/18

At a recent meeting of the Chairman and Vice-Chairman of the Scrutiny Committee, the following work programme was drafted for the coming municipal year. The later meetings are light to allow for flexibility if / when other topics are brought to the Committee's attention.

Date of Meeting	Topic
5 July, 2017.	<ul style="list-style-type: none">• 2017/18 Scrutiny Committee Work Programme• Executive's Response to the Task & Finish Group Review into the Education, Health & Care Plan (EHCP) Process in Trafford• Executive's Response to the Task and Finish Group Review of the Joint Venture Contract between Trafford Council and Amey• ADP Report (2016/17 Quarter Four)• Discussion on the 2018/19 Budget Scrutiny Process• Fire Safety within Trafford• Crisis Capability Management
19 September, 2017.	<ul style="list-style-type: none">• 2018/19 Budget Scrutiny Process – Presentation on Plans for the Consultation• Out of Borough Children's Places in Trafford Schools• ADP Report (2017/18 Quarter One)
15 November, 2017.	<ul style="list-style-type: none">• 2018/19 Budget Presentation by the Leader of the Council• 2016/17 Ombudsman Report• Community Panels and Investments Under the New Trafford Housing Trust Arrangements• Management of New Green Waste Fee and System – Update on Implementation
10 January, 2018.	<ul style="list-style-type: none">• ADP Report (2017/18 Quarter Two)• 2018/19 Budget Scrutiny Report to Executive
14 March, 2018.	<ul style="list-style-type: none">• Executive Response to the 2018/19 Budget Scrutiny Report• Physical Activity GP Referral Scheme Update• ADP Report (2017/18 Quarter Three)

The relevant Officers will be made aware of the work programme to ensure the appropriate reports are prepared in time for these meetings.

Task & Finish Group

Item	Information
Review of the Council's CRM System	- This area has been highlighted as an area for Scrutiny to review.

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TRAFFORD COUNCIL

Report to: Executive
Date: 26th June 2017
Report for: Decision
Report of: Executive Member for Children and Families

Report Title

Executive Response: Review of the Education, Health and Care Plan Process – Task and Finish Group

Summary

The purpose of this report is to respond to Overview and Scrutiny recommendations contained in the Scrutiny Committee Task & Finish Group Review Report dated 22nd March 2017

It is proposed that the Executive accepts the recommendations set out in the Report and notes the actions taken as detailed in sections 2 of the report.

Recommendation(s)

Recommendation 1 – That the Executive notes the EHCP Manager's team structure, including the additional administrative assistant positions.

Recommendation 2 – That the Executive supports the proposal regarding the continuation of a working relationship between the Council and Trafford Parents Forum..

Recommendation 3 – That the Executive supports the proposal to continue to provide applicants with as much information as possible at the start of the EHCP process, including information regarding the options available to them in relation to education (see section 8 of the report).

Recommendation 4 – That the Executive supports the proposal for the continued adoption of the SENCO Champions scheme to encourage good practice in schools.

Recommendation 5 – That the Executive supports the proposals to explore and identify amendments to the EHCP funding structure and that the authority to agree such amendments be delegated to the Corporate Director of Children, Families and Wellbeing..

Recommendation 6 – That the Executive notes the actions taken by the Council since completion of the review, as detailed in sections 2 of the report.

Contact person for access to background papers and further information:

Name: Jill Colbert
Extension: 1901

Background Papers: None

Relationship to Policy Framework/Corporate Priorities	Children and Families Act 2014. Implementation of the SEND Reforms.
Financial	Additional staffing costs have been fully costed and can be met from the current budget.
Legal Implications:	Not applicable.
Equality/Diversity Implications	The EHCP process supports children and young people with SEND.
Sustainability Implications	Not applicable.
Resource Implications e.g. Staffing / ICT / Assets	See Section 2.3 below.
Risk Management Implications	The number of children and young people with EHCPs continues to grow as the age group has expanded to 0 -25 years. The pool of experienced EHC Co-ordinators is small and it can be difficult to recruit quickly to vacant posts.
Health & Wellbeing Implications	The EHCP process and plan includes needs assessments from health and social care if appropriate; provision and support is planned to support meeting children and young people's outcomes from across education, health and care.
Health and Safety Implications	Not applicable.

1.0 Background

- 1.1 The Scrutiny Committee agreed to conduct a review of the Education, Health & Care Plan (EHCP) Service and process in 2015/16.
- 1.2 The Scrutiny Committee Task & Finish Group undertook a Review of the Education, Health & Care Plan Process ("The Review") and presented their findings and five recommendations in a Report dated 22nd March 2017.
- 1.3 Since the Review a number of actions have been taken which are entirely consistent with the Report recommendations.

2.0 Response to Recommendations

- 2.1 *Recommendation 1 – That the Executive notes the EHCP Manager's team structure , including the additional administrative assistant positions..*

Since completion of the Review, the four temporary posts within the Education, Health and Care (EHC) Team have been made permanent and all the EHC Co-ordinator posts have now been filled. The job description for the two Senior EHC Co-ordinators has been reviewed and the salary band has been increased from a Band 7 to a Band 8 role to reflect the higher level of skills, knowledge and experience required to carry a complex case load. One of the posts was on a fixed term basis but this has also been made permanent. Both these posts are currently vacant and the recruitment process is about to commence as is the recruitment process to recruit two additional Business Support Officers on a temporary basis.

2.2 *Recommendation 2 – That the Executive supports the proposal regarding the continuation of a working relationship between the Council and Trafford Parents Forum..*

Since completion of the Review, parent representation on the SEND Board has been secured. The Board provides strategic direction and leadership for monitoring and quality assuring the local areas effectiveness in identifying and meeting the needs of children and young people who have SEND. The Local Area SEND Ofsted Inspection 2017 Action Plan, monitored by the Board, has a number of actions that will promote a positive and rewarding relationship with the Forum. These include the development of a Co-Production Charter; a Co-Production event has been commissioned for 14th July at which there will be a number of young people, parents and representatives from education, social care, health and commissioning working together to develop a set of principles and actions.

Parent representatives also sit on the Communication and Engagement Group; this creates a mechanism for capturing all types of feedback and input into the local offer from families. This Group oversaw the redesign and relaunch of the Local Offer website in March 2017. This took into account the views and feedback collected from parents and young people over the year, for example through the Family Information Service Outreach team visiting support groups attended by SEND children and their families, the Trafford Parents Forum survey and working with groups of young people in Trafford Schools. A new SEND newsletter “the Link” has been launched with the support of the Forum and the second edition is due out w/c 19th June 2017.

Parents have co-produced some decisions about which short breaks services would be commissioned for September 2017. Outcomes of the services were jointly agreed. Decommissioning of some of the services was also agreed and a service specification has now been produced. The SEND mediation contract was commissioned with parents involved from design of the specification, through to the actual commissioning of the service.

There is also a named Trafford Parents Forum link to act as the first point of contact for Forum. This is the Early Years Manager and Local Offer lead.

2.3 *Recommendation 3 – That the Executive supports the proposal to continue to provide applicants with as much information as possible at the start of the EHCP process, including information regarding the options available to them in relation to education (see section 8 of the report).*

In the main schools make a referral for a needs assessment but can only do so with the parent’s consent, although parents can make a referral. The needs assessment identifies what additional support or type of educational provision is required in order to meet a child’s needs. As part of that assessment parents and children are asked for their views through a series of discussions, observations and assessments by the parents and also by the professionals involved.

Since completion of the Review, the letter sent to parents at the start of the process now contains information about what will happen, the name and contact details of the EHC Co-ordinator and also asks who else should provide information as part of the assessment. A number of guides are sent to the parent and these include:-

- Parent/Carer Contribution to an EHC Needs Assessment, one version is blank for the parent to complete and one is filled in as an example for parents

- Parent Guide to EHC Assessment Process
- Parent Guide – What to Expect and When
- Parent Guide What is an EHC Plan?

2.4 *Recommendation 4 – That the Executive supports the continued adoption of the SENCO Champions scheme to encourage good practice in schools.*

Since completion of the Review, SENCO's now sit on the Trafford Assessment Panel (TAP) which determines whether a needs assessment is required. The number of SENCOs attending TAP is consistently between 2 and 5. This is improving SENCOs knowledge and understanding of the EHCP process and the evidence required in order to make decisions about assessment and the assessment process itself.

There is a well-established programme of SENCO training including the National Award in SEN Co-ordination which is delivered in partnership by Trafford's SEN Advisory Service and MMU. The EHC Manager provides a workshop session at the termly SENCO Forums and has delivered bespoke training.

The Graduated Approach Guidance for working with children with special educational needs and disability in early years settings and mainstream schools published in October 2014 is being reviewed with a number of stakeholder including SENCOs and parents.

2.5 *Recommendation 5 – That the Executive supports the proposals to explore and identify amendments to the EHCP funding structure and that the authority to agree such amendments be delegated to the Corporate Director of Children, Families and Wellbeing.*

Since completion of the Review, to ensure that the service's budget is managed in the most efficient way possible, potential changes to increase the number of funding bands for pupils with an EHCP in mainstream provision have been discussed with the High Needs Block Funding Group, a sub-group of the Funding Forum. A further paper is being drafted to present to the Group setting out how the changes can be implemented.

It should be noted that the local area was inspected in between 30th January and 3rd February 2017 by Ofsted and the Care Quality Commission (CQ). The letter dated 17th March 2017 outlined the findings from the inspection, including some areas of strength and areas for further development.

3.0 Other Options

- 3.1 None. tThe Executive is required to respond Overview and Scrutiny recommendations contained in the Scrutiny Committee Task & Finish Group Review into the Education, Health & Care Plan (EHCP) Process in Trafford.

4.0 Consultation

- 4.1 None

5.0 Reasons for Recommendation

5.1 To respond to Scrutiny Committee Recommendations contained in the Scrutiny Committee Task & Finish Group Review into the Education, Health & Care Plan (EHCP) Process in Trafford Report dated 22nd March 2017.

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

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



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: 26th June 2017
Report for: Approval
Report of: Executive Member for Highways, Parks and Environmental Services

Report Title

Executive response to Scrutiny Committee Task and Finish Group: Review of the Joint Venture Contract between Trafford Council and Amey.

Summary

The report sets out the response of the Executive to the recommendations made by Scrutiny Committee following their review of the One Trafford Partnership.

Recommendation(s)

The Executive is recommended to:

- a) Note the contents of the Scrutiny Committee Task and Finish Group report attached as Appendix 1;
- b) Approve the Executive’s response to recommendations proposed by Scrutiny Committee, as set out in section 2.

Contact person for access to background papers and further information:

Name: Richard Roe
 Extension: 4265
 Background papers: None

Implications

Relationship to Policy Framework/Corporate Changes	N/A
Financial:	There are no additional costs above those already budgeted for.
Legal Implications:	None
Equality/Diversity Implications:	N/A
Sustainability Implications:	N/A
Resources Implications: eg Staffing/ICT/Assets	N/A
Risk Management Implications:	N/A
Health and Wellbeing Implications:	N/A

Health and Safety Implications:	N/A
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1.0 Background

- 1.1 A Scrutiny Committee Task and Finish Group undertook a review of the One Trafford Partnership (OTP) between the Council and Amey. The OTP deliver a range of environmental, highways and infrastructure services. The Task and Finish group focused on two specific topics: contract specifications and communications (including responsiveness).
- 1.2 The final report from the Task and Finish Group was approved by Scrutiny Committee on the 22nd March 2017, and is attached as an appendix to this report. The report set out four recommendations for consideration by the Executive, which are summarised below. More detail in relation to each recommendation is set out in the Scrutiny report, and this report should be read in conjunction with that:

Recommendation 1 – improvements to communications.

Recommendation 2 – performance reporting to Executive.

Recommendation 3 – smarter working in relation to leaf clearance.

Recommendation 4 – improvements to the CRM system.

2.0 Response from Executive

Recommendation 1 – That the Communications Proposals in Appendix 1, incorporating the suggested changes in section 5 of the report, be implemented.

- 2.1 The Executive welcomes the support from Scrutiny Committee for the new Communications Proposals put forward as part of the review and confirms that these will be implemented. In relation to the suggested changes proposed by Scrutiny the Executive:

- Confirms that communication to members will cover all aspects of the contract, though notes that different elements may be covered each month dependent on activity and to ensure updates are of a reasonable length;
- Agrees that updates should highlight both successes and issues to be addressed, but believes that the reporting of KPIs would be better kept to the performance report to the Executive, as set out in recommendation 2;
- Confirms that daily updates will also be sent by email, though notes these will be for specific areas of activity, for example the leafing programme and winter gritting.

Recommendation 2 – That a quarterly Part II report detailing performance against the KPIs set as part of the Joint Venture Contract be provided to the Executive for monitoring purposes (section 6 refers).

2.2 The Executive note the Committees request for more information in relation to the performance of the One Trafford Partnership to be provided to members. It therefore proposes that a report be presented to the Executive on a quarterly basis, in line with the ADP reporting timetable, noting that the ADP includes a number of OTP indicators. The OTP performance update will be a Part II report, and will include details of any relevant payment deductions.

Recommendation 3 – That steps be taken to encourage smarter working in relation to leaf clearance, as detailed in section 7 of the report.

2.3 The Executive welcome the comments from Scrutiny Committee in relation to the leaf clearance programme and ways in which this can be improved for the 2017 Autumn programme. The proposals put forward have been discussed with the OTP and will be trialled in suitable locations to assess the potential benefits to service delivery.

Recommendation 4 – That the CRM system be improved as per the suggestions made in section 8 of the report.

2.4 The Executive note the comments in relation to the CRM system and the concerns raised. In relation to the specific issues identified the Executive can advise that:

- Re-opening of cases – a change request has been issued to resolve this issue. In addition to changes to C360, changes would also be required in Amey systems to enable full resolution.
- Interface between Amey and CRM systems - Improvements have already been made to the interface between C360 and Amey systems and more are being made in the coming months. In terms of service requests not containing ‘the required information’, the forms were developed in conjunction with Amey and the requirements were built onto the specifications given to Civica. Since go-live where additional requirements have been identified change requests have been submitted; for example additional free text fields where residents can provide extra information. The One Trafford Partnership will continue to look for opportunities to further improve systems.
- Satisfactory responses - Providing a more satisfactory and prompt response is subject to the list of options available within Contact 360 and an expanded list of options is being considered.

Other Options

The Executive could choose not to accept some or all of the recommendations put forward by Scrutiny committee.

Consultation

Not applicable

Reasons for Recommendation

To enable the Executive's response to be reported to Scrutiny Committee.

Key Decision

This is a Key Decision currently on the Forward Plan: No
If Key Decision has 28 day notice been given N/A

Finance Officer Clearance PC

Legal Officer Clearance JLF

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: 26th June 2017
Report for: Information
Report of: Executive Member for Corporate Resources

Report Title

Annual Delivery Plan 2016/17 (Fourth Quarter) Performance Report

Summary

The attached report provides a summary of performance against the Council's Annual Delivery Plan, 2016/17. The report covers the period 1st January to 31st March 2017 and all year-end performance.

Recommendations

That Executive notes the contents of the Annual Delivery Plan Fourth 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 2016/17 Quarter 4 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 2016/17 and supporting management information, for the period 1st January to 31st March 2017.
- 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
 - Health and Wellbeing
 - Supporting Young People
 - Reshaping Trafford Council

2.0 Performance Update

- 2.1 The ADP has 36 indicators: 34 of these have been reported in the fourth quarter, and two have no data (see section 2.7 below).
- 2.2 Overall, performance in meeting targets remains good. There are 24 green indicators (on target), 5 amber indicators and 4 red (below target). One indicator has no RAG status (see section 2.7 below).
- 2.3 The following indicators are rated as green (on target):
 - 10% increase in online transactions
 - Delivery of efficiency and other savings and maximise income opportunities
 - Percentage of Council Tax collected
 - Percentage of Business Rates collected
 - Percentage of ground floor vacant units in town centres
 - Percentage of major planning applications processed within timescales
 - The number of housing units for full planning consents granted
 - The number of housing units started on site
 - The number of housing completions per year
 - Percentage of Trafford Residents in Employment
 - Value of major developments obtaining planning consent (based on Council tax and rateable value)
 - Value of major developments completed (based on Council tax and rateable value)
 - Deliver the published 2015/16 Highway Maintenance Capital Programme
 - The percentage of relevant land and highways assessed as Grade B or above (predominantly free of litter and detritus).
 - Percentage of Highway safety inspections carried out in full compliance with the agreed programme
 - Average achievement of Customer Care PIs (Amey)
 - The percentage of food establishments within Trafford which are 'broadly compliant with food law'
 - Maintain the position of Trafford compared to other GM areas in terms of Total Crime Rate

- Reduce the number of repeat demand incidents at addresses or locations by 20% that are linked to: Domestic Abuse; Missing from Home / Care; Alcohol or Substance Misuse
- Percentage of disadvantaged pupils achieving 5 A*-C GCSE including English and Maths
- Maintain the low level of 16-18 year olds who are not in education, employment or training (NEET) in Trafford
- Number of young people accessing youth provision through the Youth Trust model
- Number of third sector organisations receiving intensive support
- No of Locality Networking Events held

2.4 The following are 10% below target (amber) and exception reports have been produced:

- Improve the % of household waste arisings which have been sent by the Council for recycling/composting
- Total Gross Value Added (*The total value of goods + services produced in the area*) (no exception report, but detailed commentary provided in the ADP Performance Report document)
- Number of NHS Health Checks delivered to the eligible population aged 40-74
- Percentage of pupils achieving 5 A*-C GCSE including English and Maths
- Percentage of Trafford pupils educated in a Good or Outstanding school

2.5 The following are below target (red) and exception reports have been produced:

- Reduce the level of sickness absence (Council-wide, excluding schools) (days)
- Delayed Transfers of Care attributable to Adult Social Care per 100,000 population 18+ (ASCOF 2Cii)
- Permanent admissions of older people to Residential / Nursing care (ASCOF 2Aii)
- Reduction in the proportion of children made subject to a Child Protection Plan for a second or subsequent time

2.6 One Annual indicator is a new indicator and therefore has no RAG status or Direction of Travel:

- Proportion of pupils at Key Stage 2 achieving expected levels in: reading, writing and maths

2.7 The following indicators cannot be reported, as no data is available:

- To increase the number of perpetrators of domestic abuse we work with through voluntary Behaviour Change programmes and to reduce the risk of those individuals repeating abusive behaviour
 - the mobilisation of the new voluntary Behaviour Change programme programme was delayed until December 2016, due to GM Information Governance issues. The programmes will be re-launched and promoted across GM in 2017/18.

- To improve the public perception of how the police and the Council are dealing with ASB and crime by 5% across Trafford as a whole
 - the GMP quarterly Neighbourhood Survey has been discontinued after 2nd Quarter and therefore there will be no further data supplied for this indicator.

Finance Officer Clearance *NB*
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

ANNUAL DELIVERY PLAN 2016/17 Performance Report Quarter 4

1. Purpose and scope of the report

The report provides a summary of performance against the Council’s Annual Delivery Plan (ADP) 2016/17 at year end (quarter 4) and supporting management information.

This covers the Council’s six Corporate Priorities

- Low Council Tax and Value For Money
- Economic Growth and Infrastructure
- Safe Place to Live – Fighting Crime
- Health and Wellbeing
- Supporting Young People
- Reshaping Trafford Council

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 performance (Section 4). The dashboard dials provides a clear picture of where current performance is relative to the RAG rating and more information is provided on subsequent pages.

For Corporate Priority indicators, where actual or expected performance is red or amber an Exception Report is included in the commentary (Section 5).

2. Performance Key

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

The table below shows a summary of all performance indicators. The RAG column shows both the RAG status and direction of travel compared to the previous reporting period. A tick appears in the final column if an [Exception Report](#) is attached (page 17 onwards).

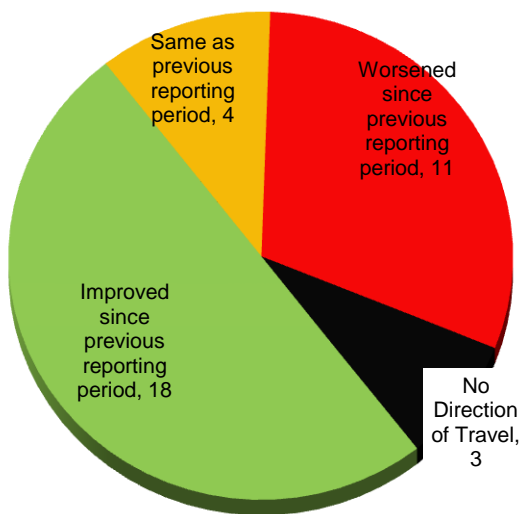
		DEFINITION	Target	Actual	RAG	ER
Council Priority	Low Council Tax and Value for Money	% of household waste recycled/composted (* unvalidated)	62.5%	61.3%*	↓	✓
		10% increase in online transactions	10%	10%	↓	
		Delivery of efficiency and other savings (£ Millions)	22.64	22.64	↑	
		Reduce the level of sickness absence (Council-wide) (days)	8.5	10.51	↓	✓
		Percentage of Council Tax collected	98%	98.2%	↑	
		Percentage of Business Rates collected	97.5%	97.79%	↑	
	Economic Growth and Development	% of ground floor vacant units in town centres	14.5%	10.8%	↑	
		% of major planning applications processed within timescales	96%	98%	↑	
		The number of housing units for full planning consents granted	700	1279	↑	
		The number of housing units started on site	300	1104	↑	
		The number of housing completions per year	250	280	↑	
		Total Gross Value Added (£ Billions)	6.95	6.9	↑	✘
		Value of major developments obtaining planning consent (£m)	2.1	4.95	↑	
		Value of major developments completed (£ Millions)	1	1.24	↑	
		Percentage of Trafford Residents in Employment	75%	79.8%	↓	
		Deliver the 16/17 Highway Maintenance Capital Programme	100%	100%	↔	
		% relevant land and highways assessed as Grade B or above	83%	86.1%	↓	
		% Highway safety inspections in compliance with programme	100%	97.8%	↑	
		Average achievement of Customer Care PIs (Amey)	90%	94%	↓	
		% of food establishments 'broadly compliant with food law'	86%	89%	↔	
		Safe Place to Live - Fighting Crime	Position of Trafford in GM in terms of Total Crime Rate	1st	1st	↔
	Reduce repeat demand incidents that are linked to: Domestic Abuse; Missing from home/care; Alcohol or Substance Misuse		60%	29%	↑	
	To improve the public perception of how the police and the Council are dealing with ASB and crime		79%	N/A	N/A	
	Number of perpetrators of domestic abuse we work with through voluntary Behaviour Change programmes		40	N/A	N/A	
	Health and Wellbeing	Delayed Transfers of Care attributable to Adult Social Care per 100,000 pop 18+	10.0	14.79	↓	✓
		Permanent admissions of older people to Residential/Nursing care	250	280	↓	✓
		NHS Health Checks delivered to the eligible population aged 40-74	6000	5850	↑	✓
	Supporting Young People	% of pupils achieving 5 A*-C GCSE including English and Maths	72%	71.4%	↑	Q3
		% of disadvantaged pupils achieving 5 A*-C GCSE including English and Maths	40%	41.5%	↑	
		KS2 Pupils achieving expected levels in: reading, writing and maths	NEW	66%	N/A	
		% of Trafford pupils educated in a Good or Outstanding school	94.5%	93.9%	↓	✓
		Young people accessing youth provision through Youth Trust model	1050	1532	↑	
		16-18 year olds who are not in education, employment or training	4%	3.63%	↓	
Reshaping Trafford Council	Proportion of children made subject to a Child Protection Plan for a second or subsequent time	20%	24.1%	↓	✓	
	Number of third sector organisations receiving intensive support	100	127	↑		
	No of Locality Networking Events held	16	16	↔		

3.2 Performance Summary Charts

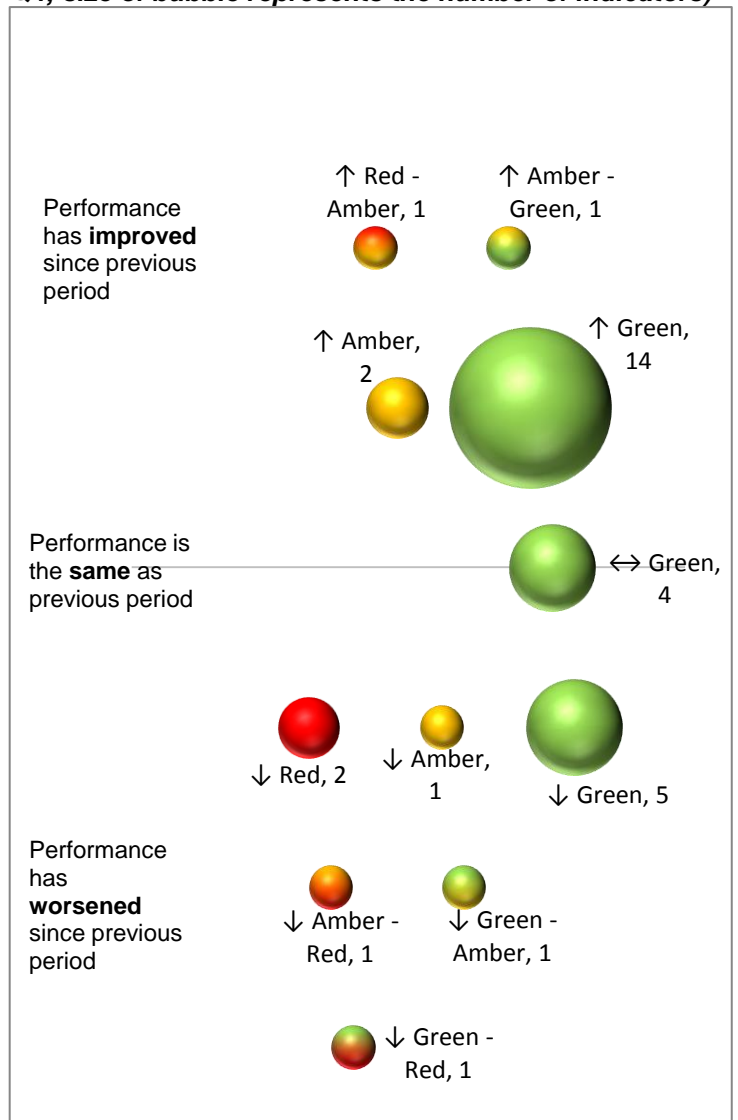
Performance Indicator RAG Status by Corporate Priority



Direction of Travel of all Performance Indicators



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



The ADP has 36 indicators: All indicators have been reported, although two of these have no data (one scheme has not started and the other is a survey that was discontinued after Q2).

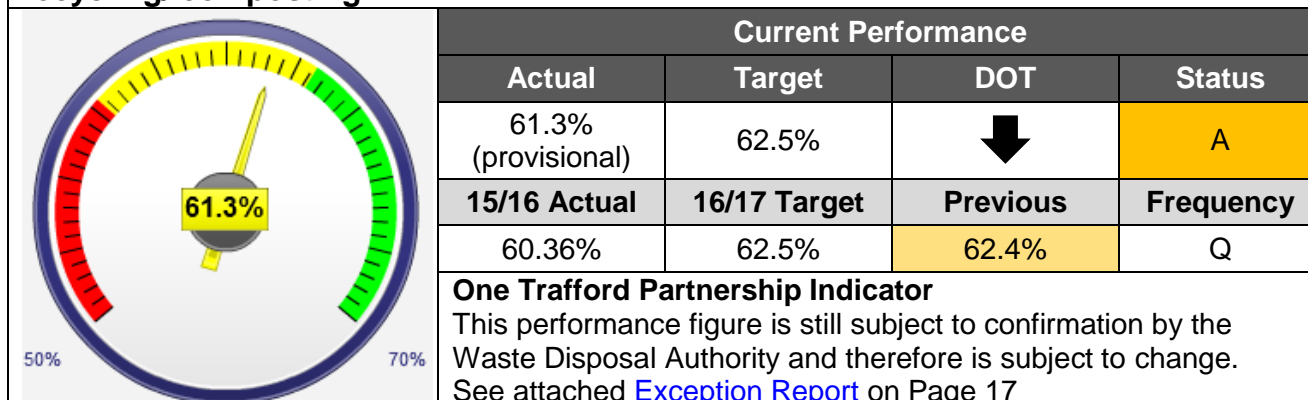
There are 24 Green indicators (on target), 5 Amber and 4 Red. One new indicator has no target and therefore no RAG status or direction of travel.

18 have improved since last period (previous quarter, or 2015/16 for annual indicators), 4 have stayed the same and 11 have worsened since the last period.

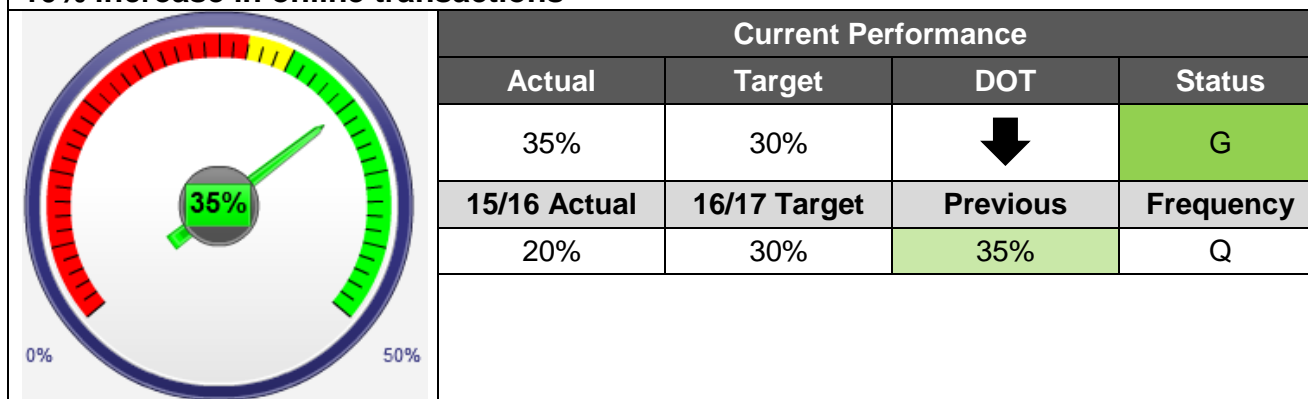
Section 4 – Performance Information

LOW COUNCIL TAX AND VALUE FOR MONEY

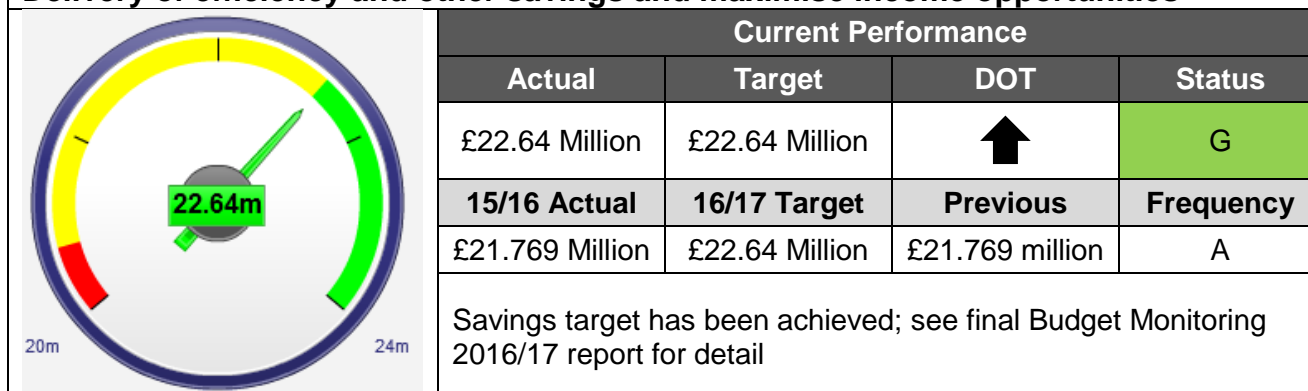
Improve the % of household waste arisings which have been sent by the Council for recycling/ composting



10% increase in online transactions

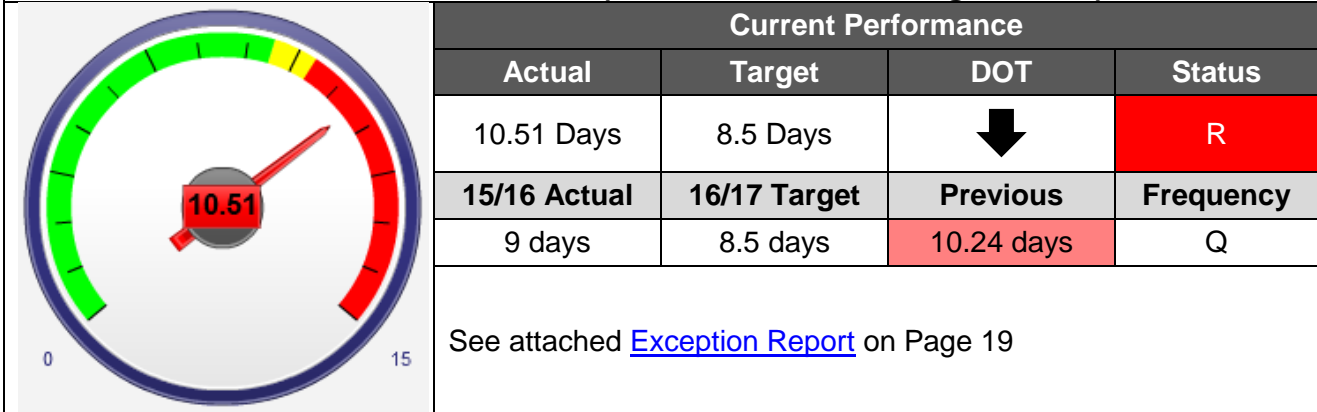


Delivery of efficiency and other savings and maximise income opportunities

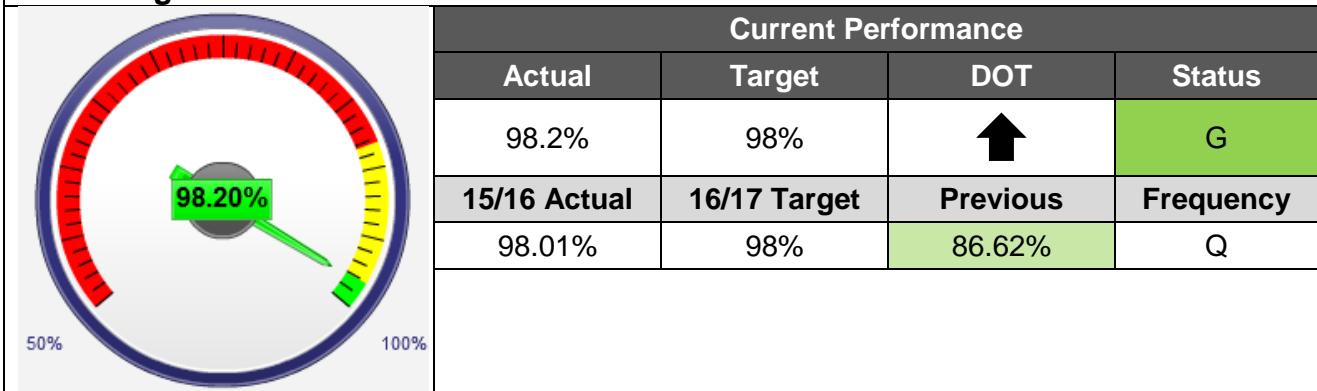


LOW COUNCIL TAX AND VALUE FOR MONEY

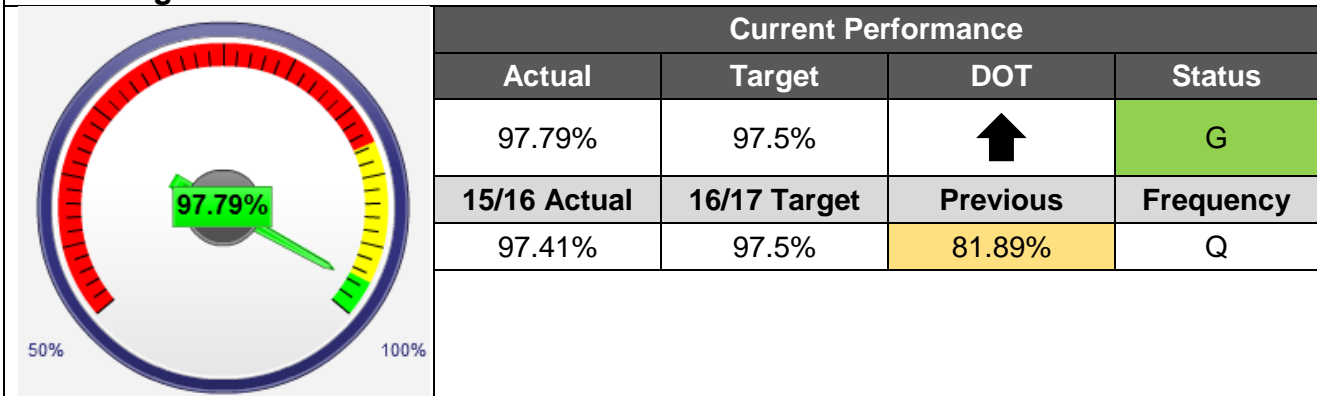
Reduce the level of sickness absence (Council wide excluding schools)



Percentage of Council Tax collected

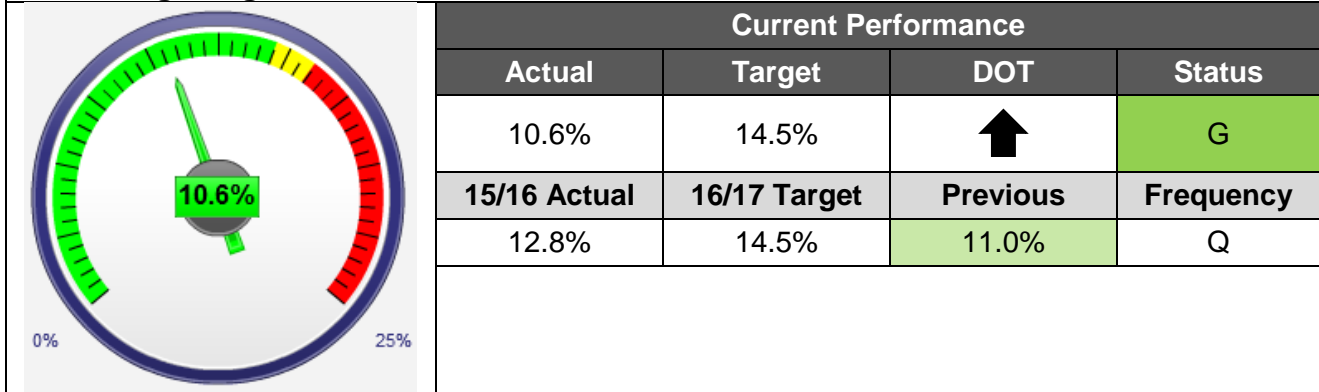


Percentage of Business Rates collected

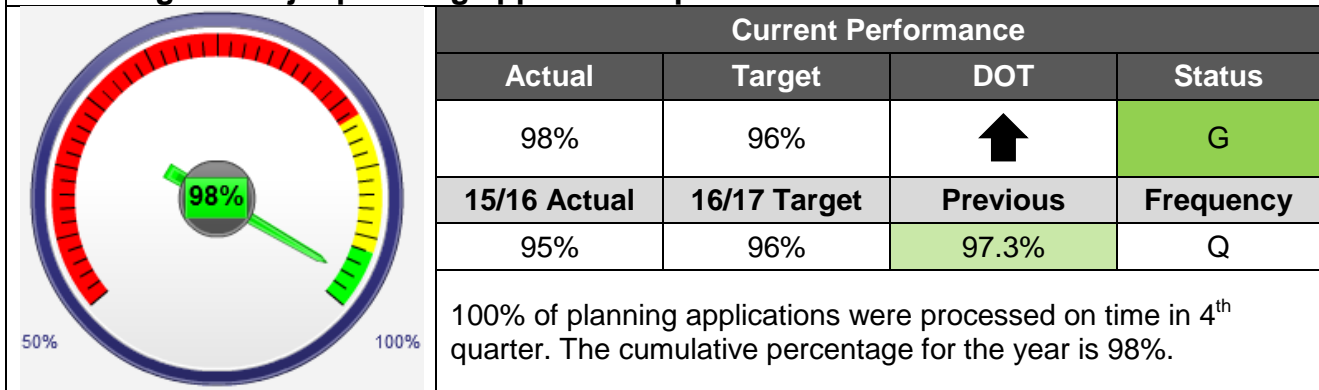


ECONOMIC GROWTH AND DEVELOPMENT

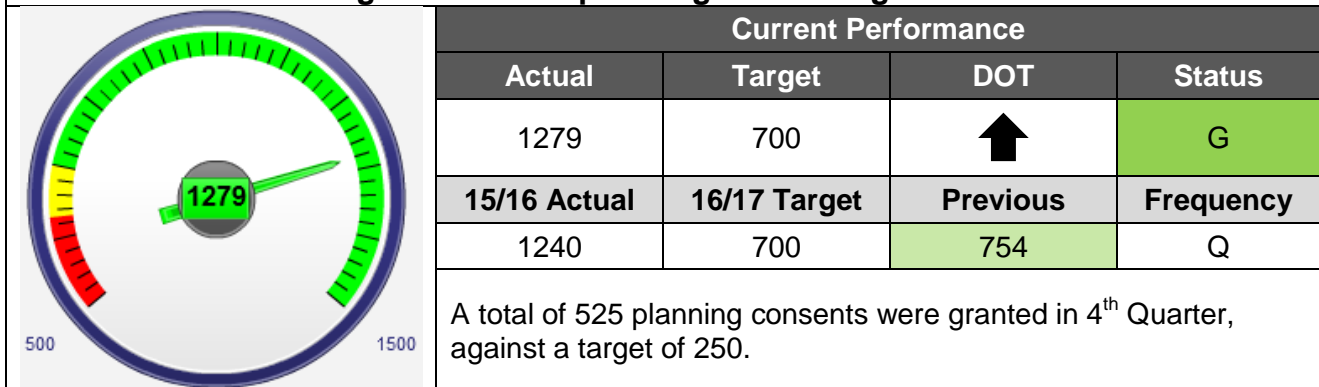
Percentage of ground floor vacant units in town centres



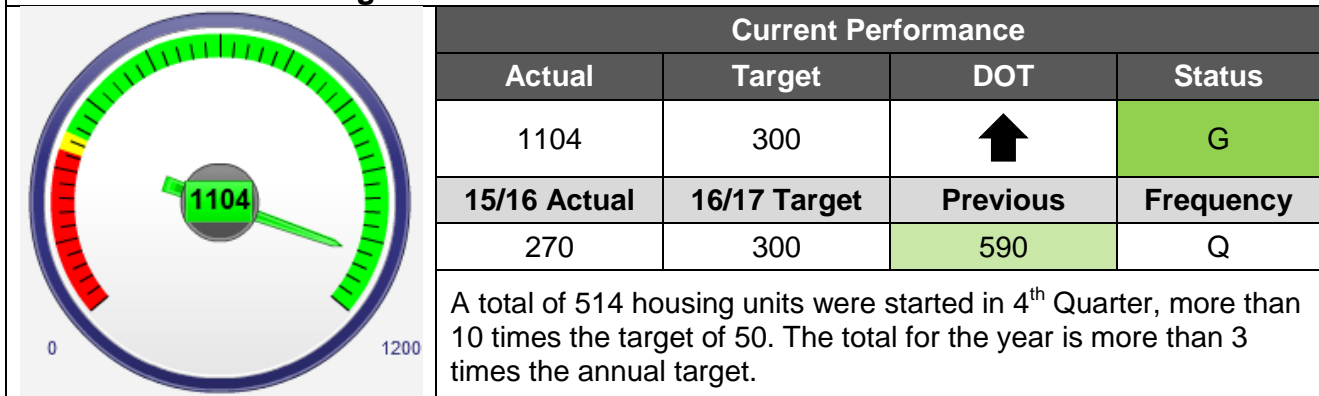
Percentage of major planning applications processed within timescales



The number of housing units for full planning consents granted

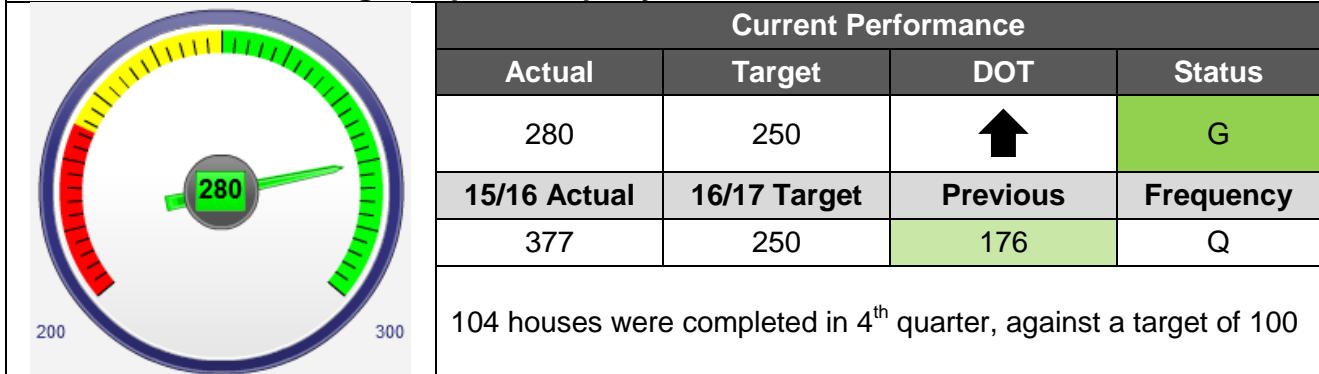


The number of housing units started on site

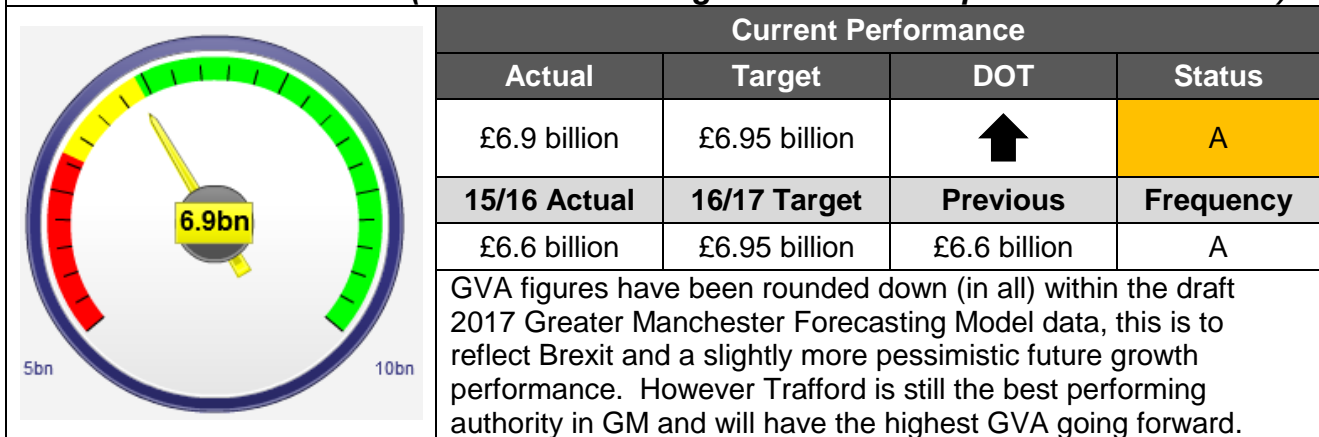


ECONOMIC GROWTH AND DEVELOPMENT

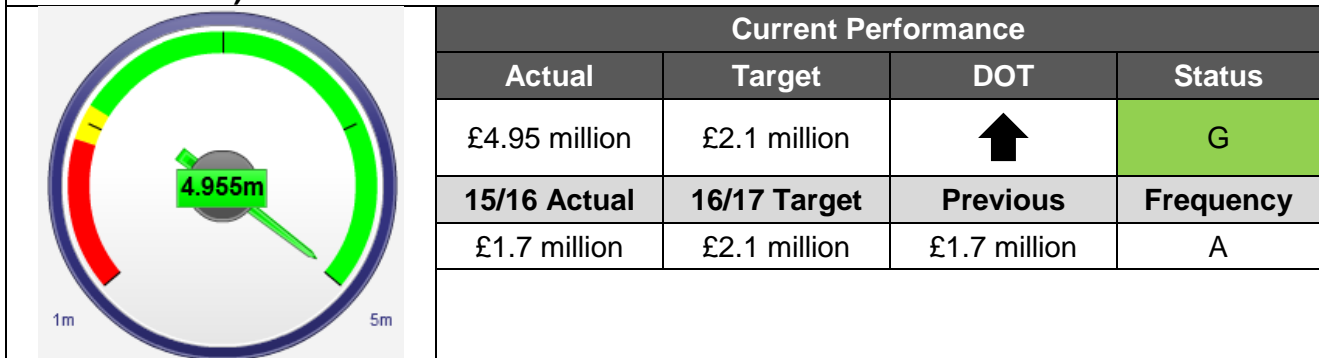
The number of housing completions per year



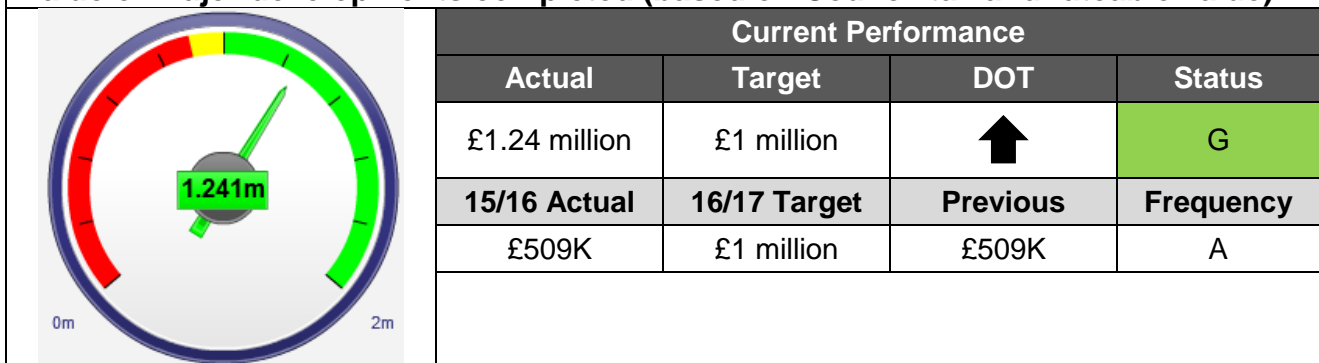
Total Gross Value Added (*The total value of goods + services produced in the area*)



Value of major developments obtaining planning consent (based on Council tax and rateable value)

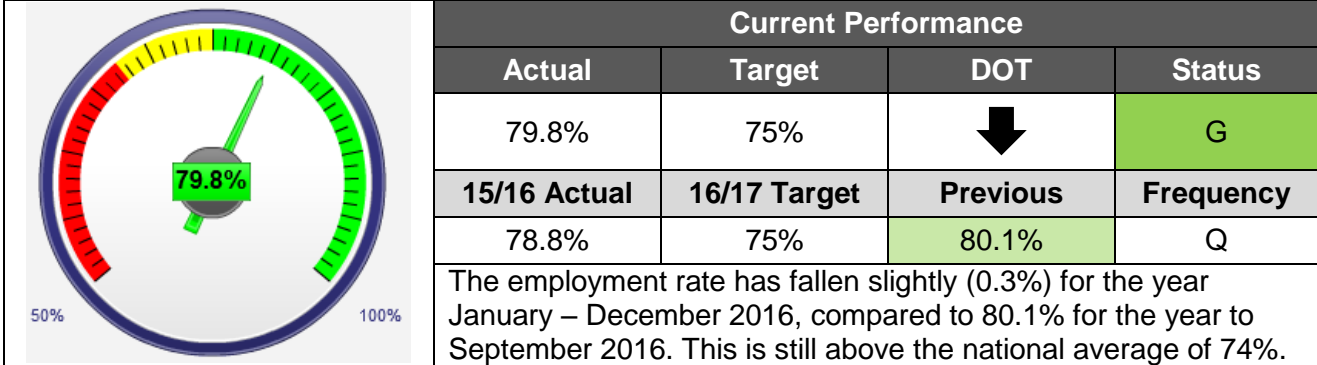


Value of major developments completed (based on Council tax and rateable value)

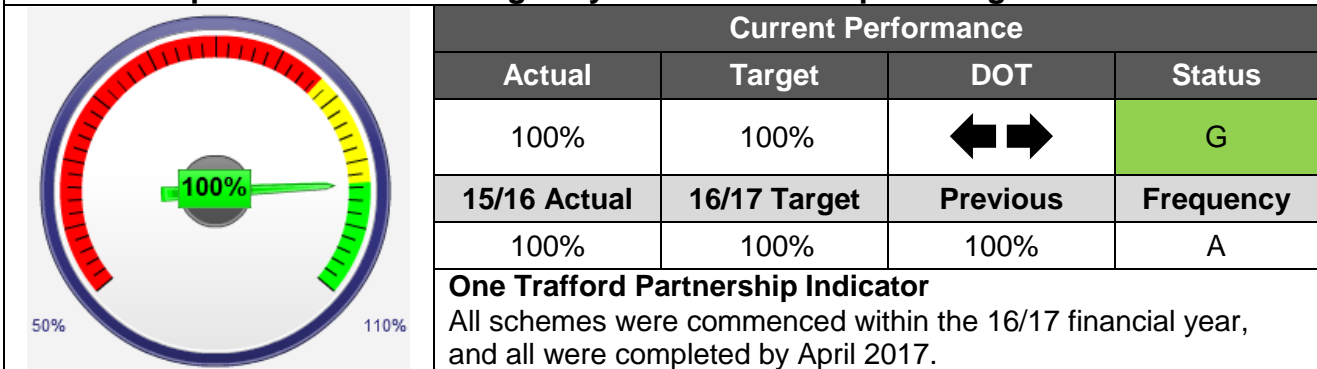


ECONOMIC GROWTH AND DEVELOPMENT

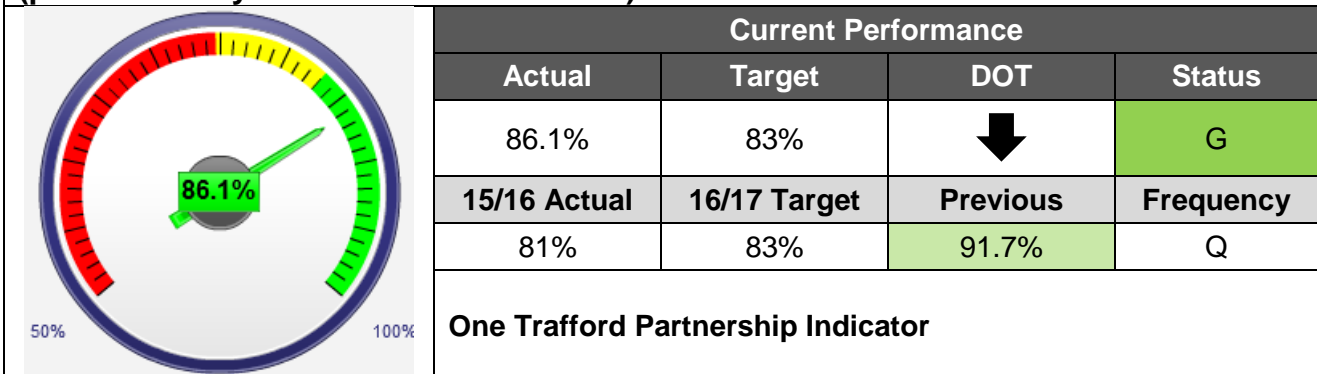
Percentage of Trafford Residents in Employment



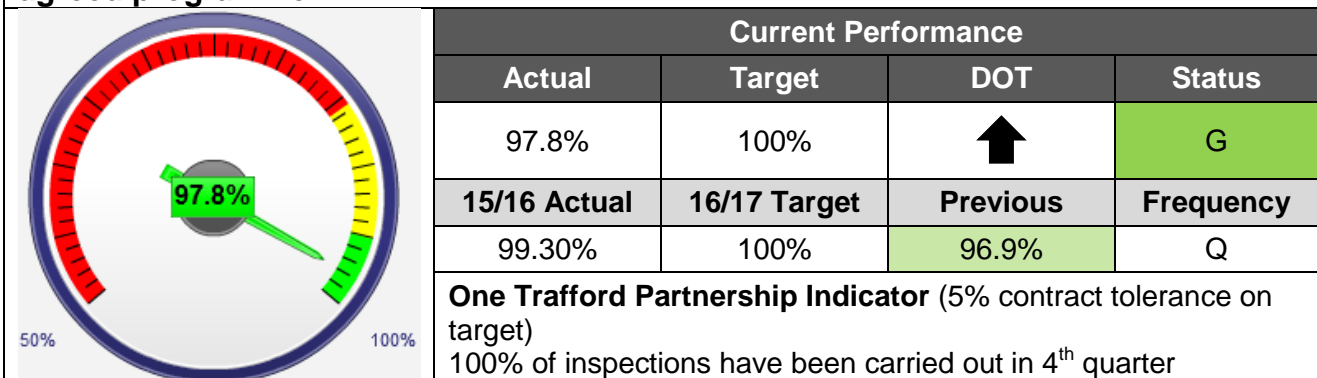
Deliver the published 2015/16 Highway Maintenance Capital Programme



The percentage of relevant land and highways assessed as Grade B or above (predominantly free of litter and detritus)

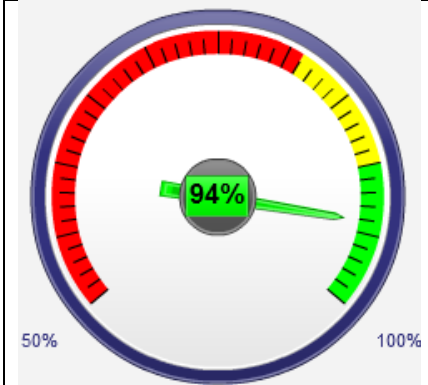


Percentage of Highway safety inspections carried out in full compliance with the agreed programme



ECONOMIC GROWTH AND DEVELOPMENT

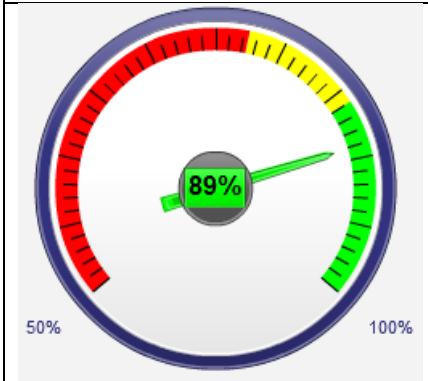
Average achievement of Customer Care PIs (AMEY)



Current Performance			
Actual	Target	DOT	Status
94%	90%	↓	G
15/16 Actual	16/17 Target	Previous	Frequency
91.23%	90%	96.3%	Q

One Trafford Partnership Indicator

The percentage of food establishments within Trafford which are 'broadly compliant with food law'

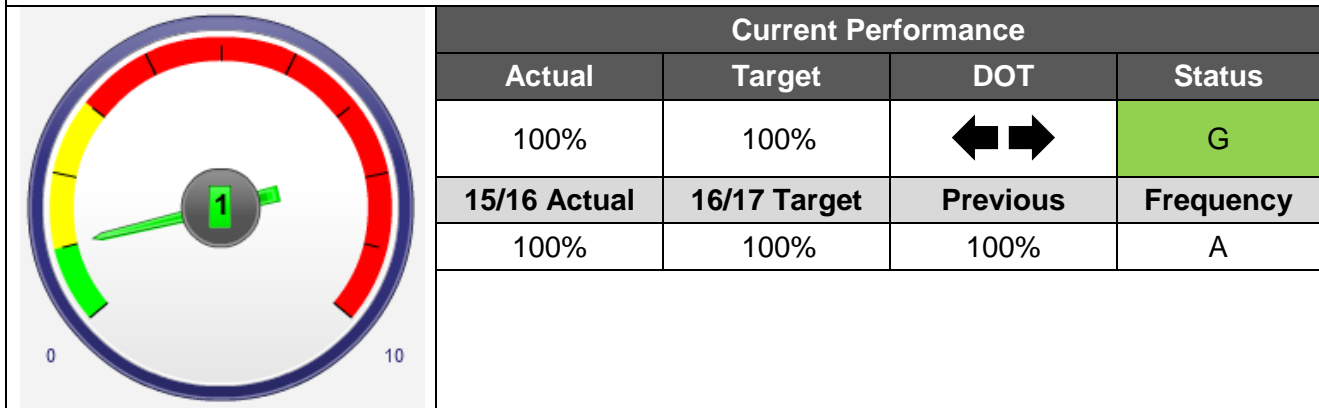


Current Performance			
Actual	Target	DOT	Status
89%	86%	↔	G
15/16 Actual	16/17 Target	Previous	Frequency
89%	86%	89%	A

Q4 figure is an estimate and will be confirmed by 30/05/17.

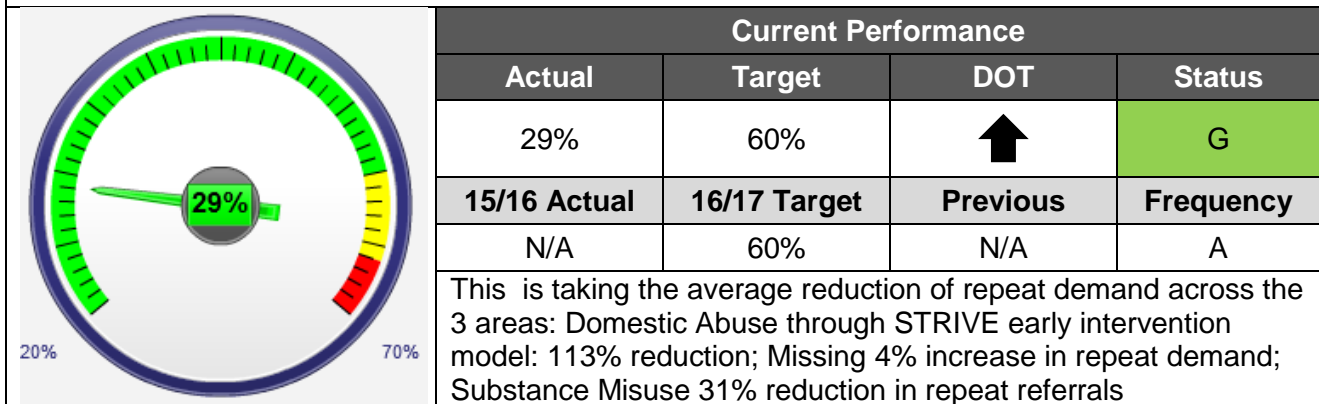
SAFE PLACE TO LIVE – FIGHTING CRIME

Maintain the position of Trafford compared to other GM areas in terms of Total Crime Rate

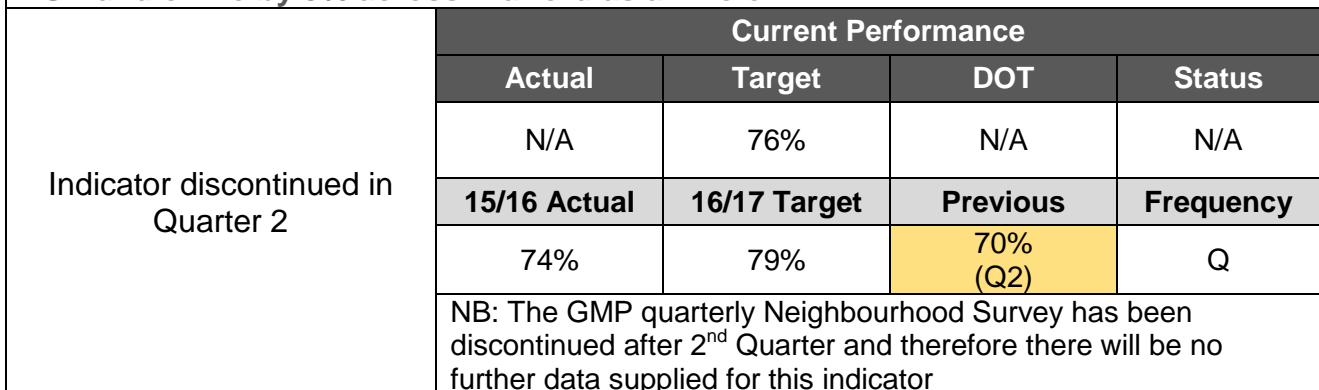


Reduce the number of repeat demand incidents at addresses or locations by 20% that are linked to:

- Domestic Abuse;
- Missing from Home / Care;
- Alcohol or Substance Misuse



To improve the public perception of how the police and the Council are dealing with ASB and crime by 5% across Trafford as a whole



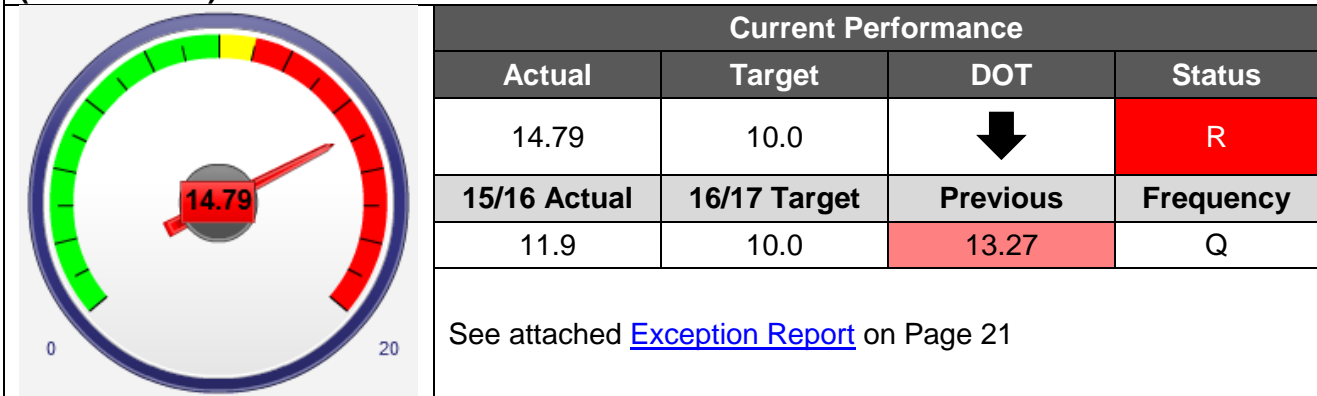
SAFE PLACE TO LIVE – FIGHTING CRIME

To increase the number of perpetrators of domestic abuse we work with through voluntary Behaviour Change programmes and to reduce the risk of those individuals repeating abusive behaviour

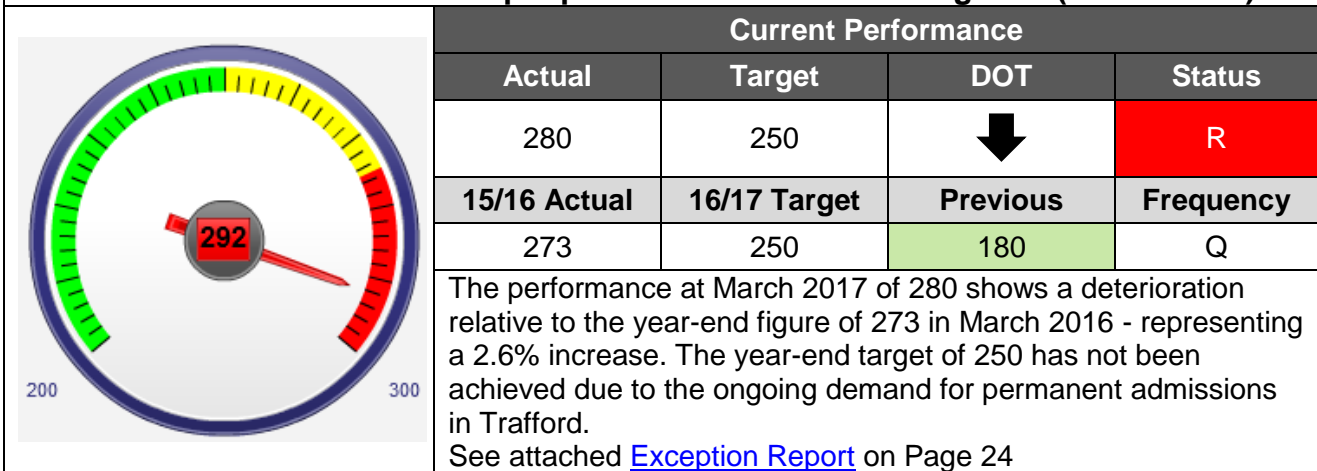
No data collected	Current Performance			
	Actual	Target	DOT	Status
	N/A	74	N/A	N/A
	15/16 Actual	16/17 Target	Previous	Frequency
	74	40	74	A
<p>The new voluntary Behaviour Change programme was commissioned using OPCC funding in April 2016 and this target was set based on the targets within the contract with the provider. However the mobilisation of the programme was delayed until December 2016 due to GM Information Governance issues. Our initial launch of the programme run in the Spring of 2016 was lost as a result of the delay. GM have recognised this and are now working with all boroughs to re-launch and promote the programmes. As a result our programme has yet to run its first cohort and so the target has not been achieved.</p>				

HEALTH AND WELLBEING

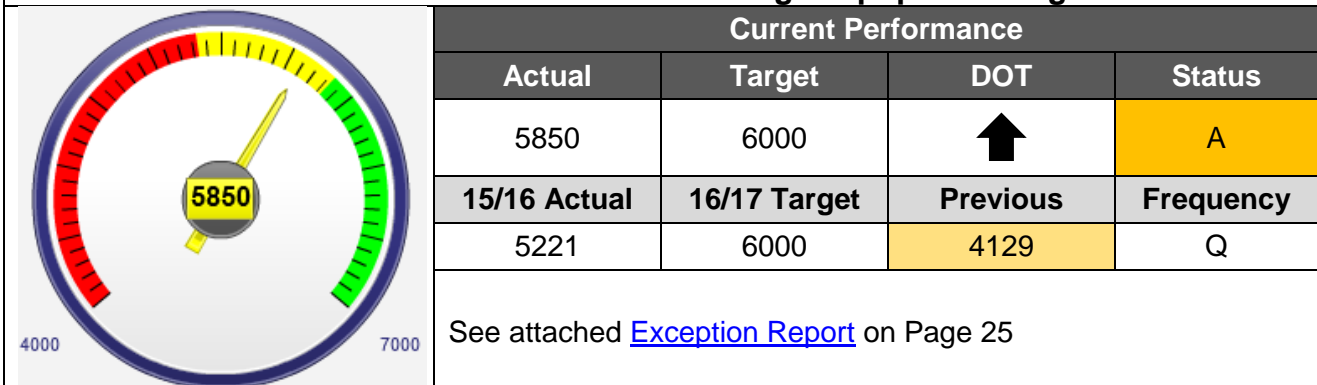
Delayed Transfers of Care attributable to Adult Social Care per 100,000 pop 18+ (ASCOF 2Cii)



Permanent admissions of older people to Residential / Nursing care (ASCOF 2Aii)

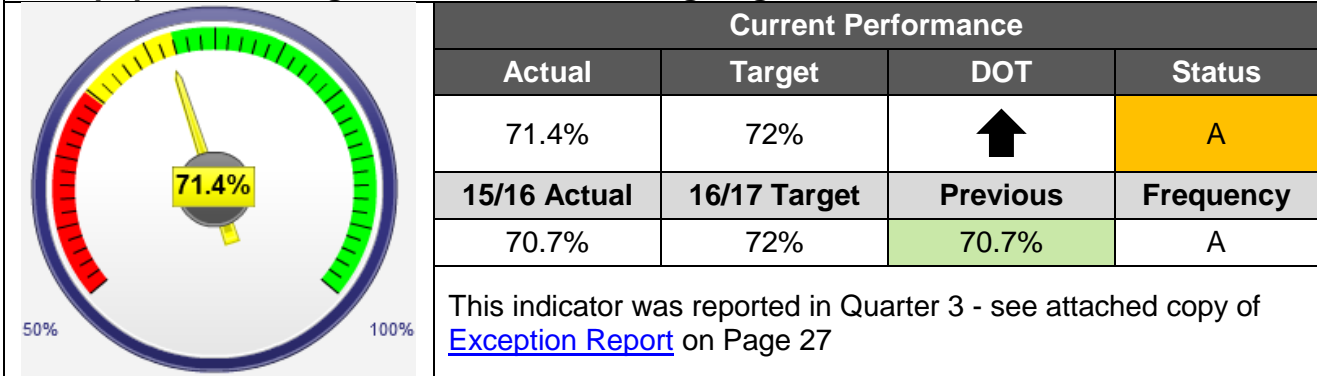


Number of NHS Health Checks delivered to the eligible population aged 40-74

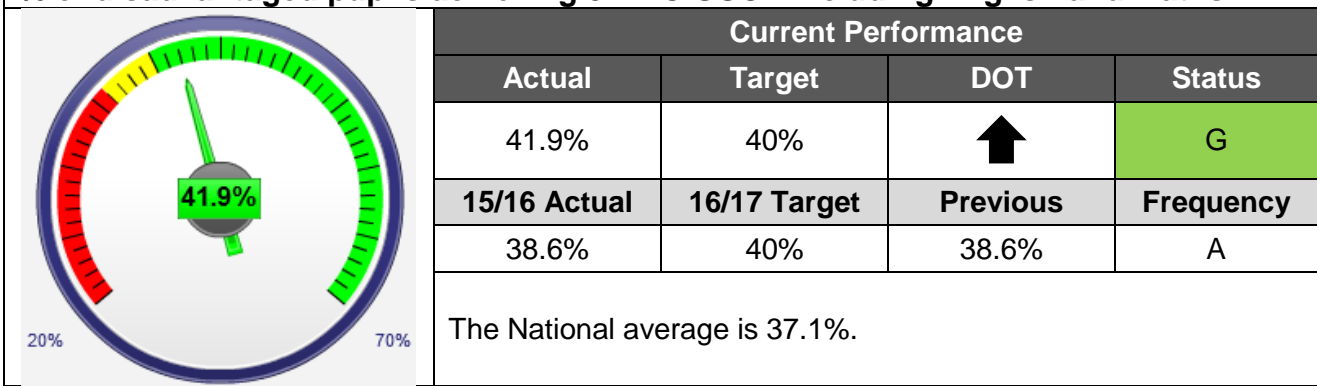


SUPPORTING YOUNG PEOPLE

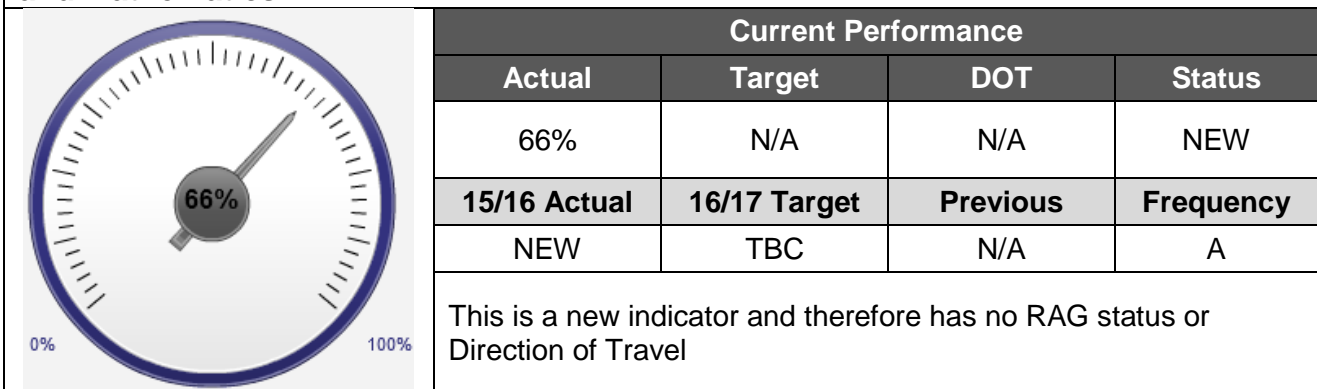
% of pupils achieving 5 A*-C GCSE including English and Maths



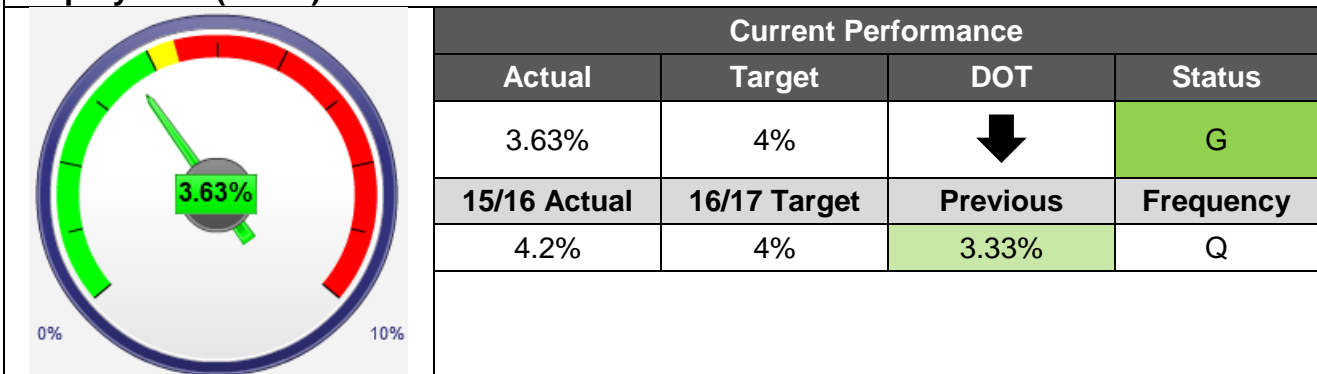
% of disadvantaged pupils achieving 5 A*-C GCSE including English and Maths



Proportion of pupils at Key Stage 2 achieving excepted levels in Reading, Writing and Mathematics

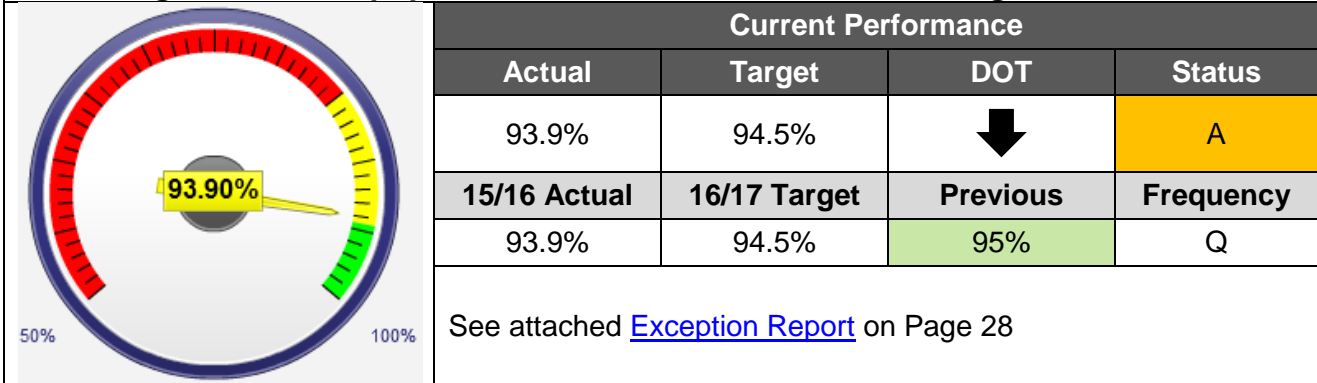


Maintain the low level of 16-18 year olds who are not in education training or employment (NEET) in Trafford

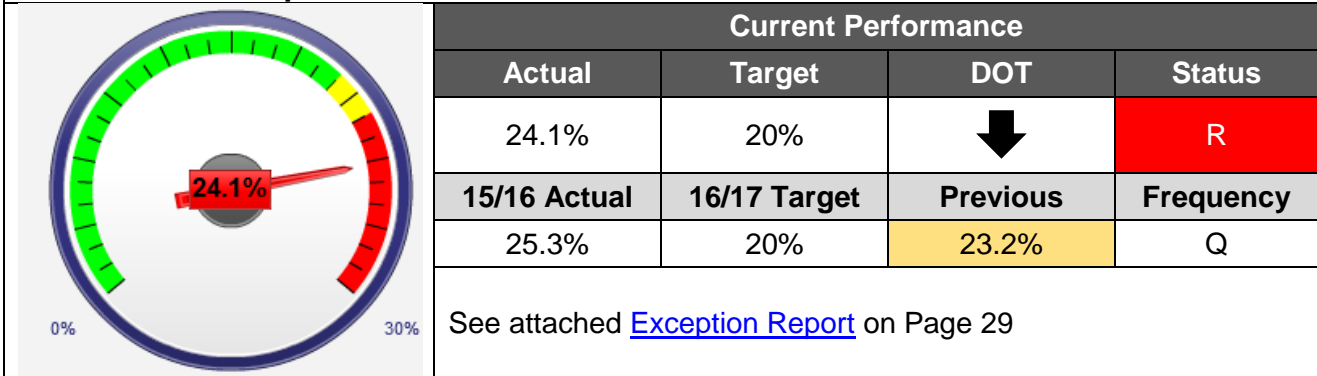


SUPPORTING YOUNG PEOPLE

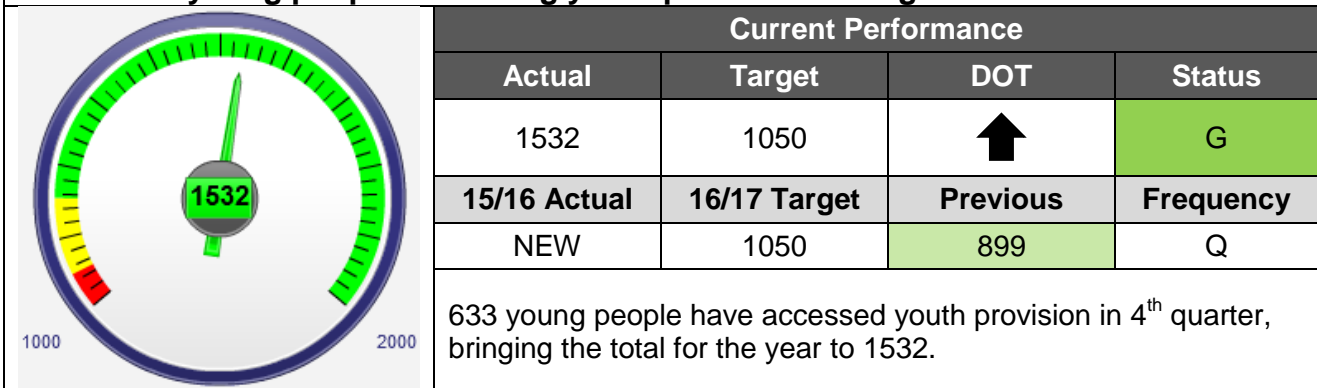
Percentage of Trafford pupils educated in a Good or Outstanding school



Reduction in the proportion of children made subject to a Child Protection Plan for a second or subsequent time

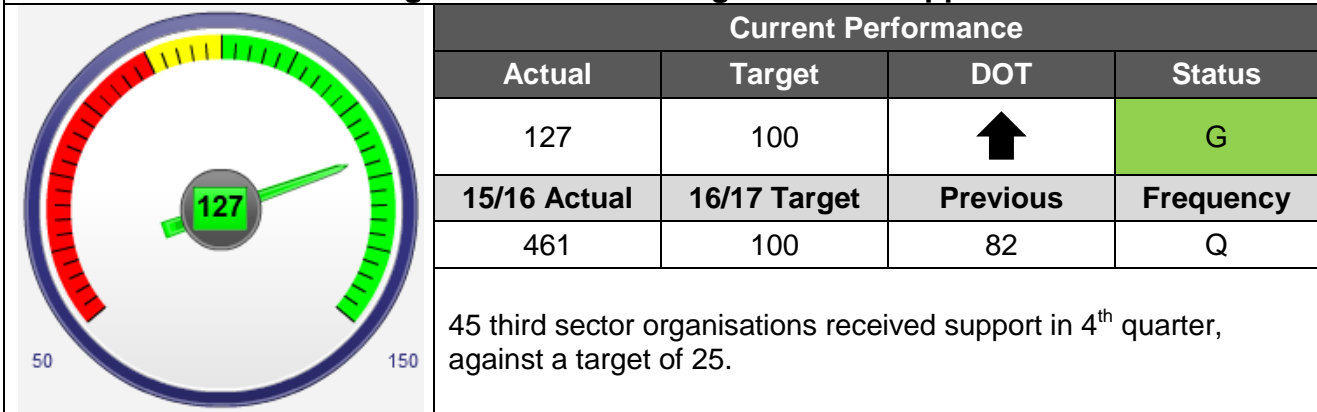


Number of young people accessing youth provision through Youth Trust model

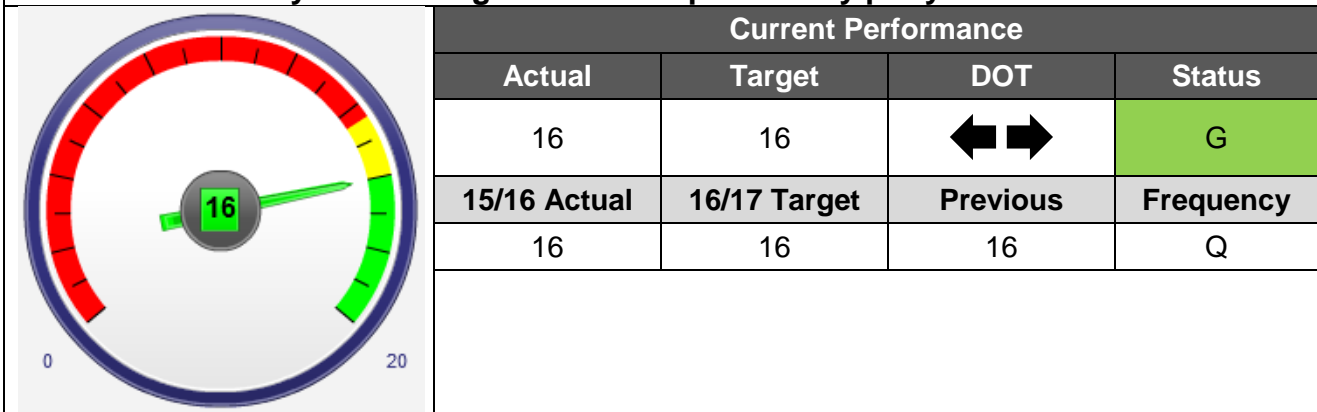


RESHAPING TRAFFORD COUNCIL

Number of third sector organisations receiving intensive support



Number of Locality Networking Events held per locality per year



5. Exception Reports

5.1 Low Council Tax and Value for Money

Theme / Priority:	LOW COUNCIL TAX AND VALUE FOR MONEY		
	Environmental Services		
Indicator / Measure detail:	Improve the percentage of household waste arisings that have been sent by the Council for recycling or composting		
Baseline:			
Target and timescale:	Annual target of 62.5%	Actual and timescale:	Q4 Performance 61.3% (cumulative)
Why is performance at the current level?			
<ul style="list-style-type: none"> • Is any variance within expected limits? • Why has the variance occurred? • Is further information available to give a more complete picture of performance? • What performance is predicted for future periods? 			
<p>This annual indicator is measured on a cumulative basis with recycling with fluctuations seen on a monthly basis due to the high volume of garden waste collected for composting by Trafford residents in comparison to other Local Authorities.</p> <p>The One Trafford Partnership has seen overall increases over the year in both the food/garden waste and co-mingled recycling streams compared to tonnages collected last year. The food/garden waste collected has increased by 1290 tonnes with the co-mingled stream increasing by 243 tonnes.</p> <p>The Partnership analyses tonnage data on a weekly basis and has worked with the GMWDA to target areas with lower recycling performance. The targeted campaign resulted in a significant increase in the number of food caddy's being requested.</p> <p>The increases experienced in the above recycling streams have been unable to mitigate the continuing national trend of less paper recycling with the Local Authority Collected Waste Statistics – England published in December 2016 showing a decline in overall Paper tonnages from 2011 onwards. The partnership has experienced a drop in collected paper/card of 423 tonnes in 16/17. The One Trafford Partnership introduced measures within the year to maximise the collection of paper/card tonnages e.g. additional Christmas collections of paper/card but still saw an overall decline in this material stream.</p> <p>In the waste composition analysis commissioned by the Partnership in June last year it was identified that only around 8% of material collected in the sample of grey bins could have been recycled in the blue bins, whilst almost 23% could have been recycled in the green bin.</p> <p>The Partnership therefore targeted its resources and key messages on diverting waste stream from the grey bin to the green bin and overall the stream saw an increase in the tonnage collected.</p> <p>Increases in contamination rates experienced at the MRF for all Greater Manchester Authorities have also had a negative impact on recycling performance of Trafford as the rate is shared between all authorities.</p>			
What difference does this make – the implications of not meeting target?			
<ul style="list-style-type: none"> • Impact on service users/public. 			

- Impact on corporate priorities and plans.
- Impact on service/partner priorities.
- Impact on equalities, sustainability or efficiency

Can we move resources to support this or other priorities?

There is a key financial impact if residual waste tonnages increase beyond the levy prediction submitted to the GMWDA in November 2015. It is worth noting that all material streams with the exception of Paper/Card have been delivered in line with expectation as summarised in the table below:

Waste Stream	Target	Delivered	% from Target
Residual	31750 tonnes	30879 tonnes*	+0.7%
Bio-waste	31025 tonnes	30985 tonnes*	- 0.1%
Co-Mingled	10750 tonnes	10935 tonnes*	+1.7%
Pulpable	11800 tonnes	10756 tonnes*	-8.9%

*Please note all tonnages are still subject to external verification

How can we make sure things get better?

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

The One Trafford Partnership tracks waste tonnages carefully from all service streams on a weekly basis to identify trends and areas where intervention may be required.

2017/18 introduces a number of changes to the waste collection services in Trafford which will impact the recycling performance of the authority. The One Trafford Partnership will be closely reviewing the impact on performance as the changes are introduced.

The OTP is about to launch the Right Stuff Right Bin Campaign which will run for two years. The campaign will encourage people to recycling more of their household waste and take a firmer approach with residents found not to be recycling.

Projects include:

- An intense door-to-door campaign, with extra visits planned for those who are not recycling and/or contaminating their recycling bins;
- Home composting promotion to reduce the amount of waste produced altogether;
- Bespoke campaign in terraced housing areas to encourage responsible bin ownership and waste management,
- Social media incentive campaign to celebrate and share good recycling practices between residents;
- Opportunity for households to ensure they have a full suite of recycling containers free of charge through the current bin amnesty.

In addition in year two a focused project to encourage more recycling from flats and apartments will be undertaken, including consultation with property management companies in order to ensure correct bin capacity and to tackle contamination issues. The Right Stuff Right Bin Campaign aims to divert an additional 1750t of waste from the grey bin into the recycling bins in the first year, capturing a third of the recyclable waste still in the grey bins by 2020.

Theme / Priority:	LOW COUNCIL TAX AND VALUE FOR MONEY		
Indicator / Measure detail:	Reduce the level of sickness absence (Council-wide, excluding schools) (days)		
Baseline:			
Target and timescale:	8.5 days	Actual and timescale:	10.5 days
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>For a number of years, the Council set a target of 9 days absence, per employee per annum. At the end of 2015/16, this target was achieved. In order to drive further improvement in this area, a stretch target of 8.5 days was set for 2016/17. As at the end of Q1, there was a further improvement in sickness absence and levels decreased to 8.9 days. However, during Q2, there was an increase in absence levels which rose to an average of 9.5 days per employee per annum. This was attributed to a small increase in long term absence cases, which had a significant impact on the overall performance figure. During Q3 this trend continued and there was a further increase in absence levels to 10.2 days. This was again attributable to an increase in long term absence cases as well as an increase in short term absence cases in an area of the workforce that has been subject to organisational change. During Q4 there has been a further increase and the overall result is 10.5 days per employee per annum. In addition to the Health & Wellbeing strategy that was developed to improve attendance in 2016/17, HR Business Partners are working closely with managers in hotspot areas to develop bespoke strategies to tackle increasing absence levels. An additional HR resource has also been put in place to support these strategies to improve attendance over the next 12 months.</p>			
What difference does this make – the implications of not meeting target?			
<ul style="list-style-type: none"> • Impact on service users/public. • Impact on corporate priorities and plans. • Impact on service/partner priorities. • Impact on equalities, sustainability or efficiency <p>Can we move resources to support this or other priorities?</p>			
<p>If sickness absence levels are high, then this has a significant impact on service delivery and costs at a time when the Council has to manage with limited resources. High absence levels also carry the indirect cost of increased workload pressure on colleagues of absent staff.</p>			
How can we make sure things get better?			
<ul style="list-style-type: none"> • What activities have been or will be put in place to address underperformance? Make specific reference to action plans. • When performance will be brought back on track? • Assess the need for additional resources/funding/training/investment. • Identify the source of additional resources/funding/training/investment. • Consult with other services, staff, managers, relevant Members and partners. 			
<p>An action plan to improve attendance across the Council has been incorporated into the Health and Wellbeing Strategy which is being delivered across the Council. This strategy is continuously reviewed and a Steering Group has been established to ensure the plan is focused and delivers tangible improvements. A pro-active approach is in place to improving a number of key areas to support attendance levels such as the prevention of</p>			

illness and injury. moving and handling training, access to training and support for mental health conditions, access to staff benefits such as reduced rates for leisure activities. It also focuses on improving staff morale through reward and recognition initiatives e.g. Celebrating Success, Staff Awards, the implementation of a succession planning strategy; there is also a focus on continuing to drive forward improvements to our policies and processes e.g. refreshing the Improving Attendance Policy, improving management information on sickness absence and updating the approach to stress and the management of mental health conditions. In addition refresher Attendance Management training sessions are being delivered for all service managers. We continue to monitor sickness absence at all levels throughout the organisation from an individual level via return to work interviews through to the involvement of Elected Members at Member Challenge sessions.

5.2 Health and Wellbeing

Theme / Priority: HEALTH AND WELLBEING			
Indicator / Measure detail:	Delayed Transfers of Care attributable to Adult Social Care per 100,000 pop 18+ (ASCOF 2Cii) (Target is <7.9 anyone time)		
Baseline:			
Target and timescale:	10.0	Actual and timescale:	14.79 (To end March 2017).
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>At the end of March 2017, the DToC figure was 14.79 which represent deterioration on the figure reported at Quarter 3 of 13.27. Trafford has also under-performed relative to the year-end target of 10.</p> <p>There continues to be a high volume of delayed discharges from University Hospital South Manchester (UHSM) that is due to a range of complex factors with the current performance being attributed to a number of factors including:</p> <p>Some homecare providers having insufficient provision for business continuity to cover peak periods due to recruitment difficulties. This leaves them with poor staffing levels and a limited ability to take new packages, putting further stress on an already limited workforce. We are working with providers to resolve this and have been commissioning new providers however the higher than average levels of employment in Trafford and skilled workforce make recruiting to this workforce in Trafford very difficult, if not impossible. Additionally new capacity that is secured is quickly outstripped by demand.</p> <p>There is an ongoing lack of intermediate care beds in Trafford which is putting additional pressure on other types of care packages thus increasing delayed discharge volumes. This is recognised by Trafford CCG and the bed capacity was recently increased to address this.</p> <p>There have been substantial challenges with recording in line with national definitions i.e. consistency of approach/interpretation being an issue across the hospitals.</p> <p>Finally, significant work is underway between the council, UHSM and Trafford CCG to review the processes in place from admission onwards, including requiring the acute providers to look at their own processes as well as medical bed capacity.</p>			
What difference does this make – the implications of not meeting target?			
<ul style="list-style-type: none"> • Impact on service users/public. • Impact on corporate priorities and plans. • Impact on service/partner priorities. • Impact on equalities, sustainability or efficiency <p>Can we move resources to support this or other priorities?</p>			
The implications of not meeting the target include:			

- Patients remaining in hospital longer than necessary and this may impact on their independence and recovery.
- The council will incur a financial cost for Social Services attributable delays.
- The delays contribute to pressures on bed availability during this period although it should be noted that the hospital have also reduced the bed availability over the last 12 months.
- The acute providers' ability to maintain NHS targets may be compromised
- The reputation of the organisation is affected negatively

Intervention measures have been put in place to improve flow and new Homecare providers have been awarded contracts to reduce the continuous demand.

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.

Below are details of initiatives aimed at helping expedite timely discharges and minimise DTOC levels:

UHSM funded Social Workers (2)

The UHSM funded social work posts have completed 278 contacts in Liquid Logic, our case management system, been involved in 252 cases, completed 19 screening assessments, 108 reassessments, commissioned 91 long term packages of care/placements and placed 23 cases with the Reablement service. This additional capacity has been invaluable given the high workload within the integrated health and social care team at UHSM and without which additional delays would have been inevitable.

Rapid Discharge Beds

Commissioned in partnership with Trafford CCG to expedite discharges. Currently 36 beds commissioned and available with 32 being utilised and 20 beds representing new capacity for Trafford. For eligible patients, the process for accessing these beds has enabled an efficient pathway from discharge to placement. These are monitored by the Strategic Lead for Hospital Discharges at UHSM and reported to the CCG.

CHC

Improvements and clarity in the CHC application and screening processes for Trafford staff has resulted in workload benefits for the social care team and reduced the number of likely delays for the CCG at MDT by ensuring the required evidence is available at the time of application.

Nursing Needs Assessment

Where a nursing need has been identified these are now completed at the social workers request and the CHC screen is completed prior to the agreed date of discharge.

Flexible Nursing Cover

Nursing cover has been amended to cover from 8am – 5pm (instead of 4pm) to help expedite later discharges. An audit is ongoing to identify essential work and establish workload levels post 4pm.

Contact Officers (CO)

Trafford extended the CO's contract for an additional twelve months from April 16 resulting in the early screening of 1,784 social work notifications (including section 2 and section 5's) from 01/04/16 to 29/01/17. An additional temporary CO has also been appointed. The posts are successfully screening out inappropriate or incomplete referrals at an early phase thus reducing the number of hours the social care team spend chasing outstanding information and/or beginning assessments before the patient is ready. Freeing the team to concentrate on those patients in need of an assessment in preparation of a planned discharge. We are currently looking at expanding the role.

LA Monitoring and Reporting Implemented

DTOC's are now also monitored daily by Trafford Council and revised internal reporting structures have been implemented.

Market Capacity

This remains one of the primary reasons for delay with work ongoing with both Home Care and Residential/Nursing providers to increase capacity at both local and Greater Manchester levels. In addition to the Rapid Discharge Beds outlined above, 4 New Home Care providers have been brought on to the Home Care Framework so far this year.

In addition the SAMS service is currently being assessed with a view to expanding the service and Trafford commissioners now also have a presence on site to help expedite discharges, especially those that are proving difficult to find placements and/or packages of care.

CEC Pilot

The community Enhanced Care team pilot placed CEC urgent and community enhanced teams at UHSM in ED and AMU to screen patients presenting at the hospital and establish whether the CEC service could provide the care they needed in the community, rather than progressing to a hospital admission.

Whilst the above measures have generally proved a success, weekend discharges continue to prove a challenge and options to facilitate weekend discharges with providers will be considered during future contract discussions. The increased demand on services (especially the seasonal winter pressures) and shortages in the provider market continue to have an adverse impact on the level of Trafford DTOC's at UHSM, (as they have nationally).

That said, despite the growing challenges as at the end of December 16 (for Q3), Trafford *social care* attributable delays stood at an average of c15.97 per day which whilst exceeding our target, of 3.3% of available beds (approx. 14-15 per day), is only marginally higher than the annual average of c.15.6 per day for 2015/16 by c.2.37%. The above work is ongoing and will continue into 2017/18.

Theme / Priority:	HEALTH AND WELLBEING		
Indicator / Measure detail:	Permanent admissions of older people to Residential / Nursing care.		
Baseline:	Over target at Quarter 4 (280 actual v. 250 target) and as lower is better, RAG rated as RED		
Target and timescale: (lower is better)	250	Actual and timescale:	280
Why is performance at the current level?			
<ul style="list-style-type: none"> • Is any variance within expected limits? • Why has the variance occurred? • Is further information available to give a more complete picture of performance? • What performance is predicted for future periods? 			
<p>The reason for the Quarter 4 'over' performance relative to target is partly due to an influx of admissions towards the latter end of the financial year</p> <p>Every case has been scrutinised at panel and the criteria for admissions are tight. However, we have continued to note that more cases have presented in 2016/17 that are meeting the criteria for funding with less self-funding cases.</p> <p>Operationally, the service is looking at the value for money aspect of placements, with some people's needs being better met in a setting with access to a higher level of support to ensure safety: this can be best met in residential or nursing care.</p> <p>The 'over' performance in 2016/17 equates to a 12% additional admissions relative to the annual target of 250 and this appears to be in line with the additional cases that have presented through the course of the year.</p>			
What difference does this make – the implications of not meeting target?			
<ul style="list-style-type: none"> • Impact on service users/public. • Impact on corporate priorities and plans. • Impact on service/partner priorities. • Impact on equalities, sustainability or efficiency <p>Can we move resources to support this or other priorities?</p>			
<p>There is likely to be a financial impact of this performance 'over' target but this is mitigated by the fact that after the application of robust admission criteria at panel, there is an obligation to meet the admission needs of individuals accessing this service.</p>			
How can we make sure things get better?			
<ul style="list-style-type: none"> • What activities have been or will be put in place to address underperformance? Make specific reference to action plans. • When performance will be brought back on track? • Assess the need for additional resources/funding/training/investment. • Identify the source of additional resources/funding/training/investment. • Consult with other services, staff, managers, relevant Members and partners. 			
<p>Continue applying robust criteria for admission at panel and allow for any seasonal effect to work its way through the system.</p>			

Theme / Priority:	SERVICES FOCUSED ON THE MOST VULNERABLE PEOPLE		
Indicator / Measure:	NHS Health Check uptake		
Indicator / Measure detail:	Increase the percentage of eligible population aged 40-74 offered an NHS Health Check who received an NHS Health Check in the financial year		
Baseline:	47.6%, March 2014		
Target and timescale:	6000	Actual and timescale:	5850 (97.5%) in 2016/17
Why is performance at the current level?			
<ul style="list-style-type: none"> • Is any variance within expected limits? • Why has the variance occurred? • Is further information available to give a more complete picture of performance? • What performance is predicted for future periods? 			
<p>The figures we report on are based on the number of claims received for the NHS Health Check service. We know that approximately 50% of practices didn't claim for this service in Q3, we suspect that this was possibly due to flu jab season (conducted throughout October, November and December) and the Christmas period. The low claim rate on Q3 has had an overall impact on our target for the year.</p>			
What difference does this make – the implications of not meeting target?			
<ul style="list-style-type: none"> • Impact on service users/public. • Impact on corporate priorities and plans. • Impact on service/partner priorities. • Impact on equalities, sustainability or efficiency <p>Can we move resources to support this or other priorities?</p>			
<p>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.</p> <p>The NHS Health checks programme is a mandatory service for local authorities.</p> <p>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.</p> <p>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.</p>			
How can we make sure things get better?			
<ul style="list-style-type: none"> • What activities have been or will be put in place to address underperformance? Make specific reference to action plans. • When performance will be brought back on track? • Assess the need for additional resources/funding/training/investment. • Identify the source of additional resources/funding/training/investment. • Consult with other services, staff, managers, relevant Members and partners. 			
<p>GP claims and the accuracy of this data</p> <p>Since Q3 we have encourage claims by writing to all GPs to remind of the claiming deadline.</p> <p>We are also exploring another method of receiving the health check data, via the clinical</p>			

system utilised by General Practice (EMIS Web). The figures we receive at the moment (via the service claim data) is never a true indication of the actual activity undertaken due to practices not claiming for the service undertaken. If a practice does undertake a number of health checks but doesn't claim for their activity, their figures are always logged within their clinical system. We're hoping to access this clinical system data for future reports.

Further actions

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

We need to continue publicising 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.

5.3 Supporting Young People

Theme / Priority:	SUPPORTING YOUNG PEOPLE		
Indicator / Measure detail:	% of pupils achieving 5 A*-C GCSE including English and Maths		
Baseline:	70.7% Summer 2015		
Target and timescale:	72% Summer 2016	Actual and timescale:	71.4% Summer 2016
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>Although this is below the target (by 0.6%pts) the difference is not statistically significant.</p> <p>What should be noted is that this is the second highest proportion in the country of pupils achieving this measure and is actually exceptional performance.</p> <p>2016 was the last year for which data for this measure will be published.</p>			
What difference does this make – the implications of not meeting target?			
<ul style="list-style-type: none"> • Impact on service users/public. • Impact on corporate priorities and plans. • Impact on service/partner priorities. • Impact on equalities, sustainability or efficiency <p>Can we move resources to support this or other priorities?</p>			
None			
How can we make sure things get better?			
<ul style="list-style-type: none"> • What activities have been or will be put in place to address underperformance? Make specific reference to action plans. • When performance will be brought back on track? • Assess the need for additional resources/funding/training/investment. • Identify the source of additional resources/funding/training/investment. • Consult with other services, staff, managers, relevant Members and partners. 			

Theme / Priority:	SUPPORTING YOUNG PEOPLE		
Indicator / Measure detail:	Percentage of Trafford pupils educated in a Good or Outstanding school.		
Baseline:	93.9% (2015/16)		
Target and timescale:	94.5%	Actual and timescale:	93.9% (Q4)
Why is performance at the current level?			
<ul style="list-style-type: none"> • Is any variance within expected limits? • Why has the variance occurred? • Is further information available to give a more complete picture of performance? • What performance is predicted for future periods? 			
<p>Variance is within expected limits given that inspection outcomes cannot always be predicted with total certainty.</p> <p>The variance occurred because two primary schools dropped below Good, one unexpectedly.</p> <p>The figure achieved is still well above national average (86%) and the NW average (84.7%).</p> <p>The variance of 0.6% is not statistically significant – there are 95 schools in Trafford so, on average, one school is 1.1%.</p> <p>Three schools currently Requires Improvement are expected to get Good this year so we expect the percentage to rise in 17/18.</p>			
What difference does this make – the implications of not meeting target?			
<ul style="list-style-type: none"> • Impact on service users/public. • Impact on corporate priorities and plans. • Impact on service/partner priorities. • Impact on equalities, sustainability or efficiency <p>Can we move resources to support this or other priorities?</p>			
<p>Pupils in schools less than Good may be impacted.</p> <p>All schools less than Good are on the Schools Causing Concern Register and are prioritised for support to minimise the impact on pupils' education.</p>			
How can we make sure things get better?			
<ul style="list-style-type: none"> • What activities have been or will be put in place to address underperformance? Make specific reference to action plans. • When performance will be brought back on track? • Assess the need for additional resources/funding/training/investment. • Identify the source of additional resources/funding/training/investment. • Consult with other services, staff, managers, relevant Members and partners. 			
<p>All schools less than Good have an action plan quality assured by the LA Link School Improvement Adviser.</p> <p>All schools less than Good are prioritised for support from the School Improvement Team Additional resources are brokered where possible.</p>			

Theme / Priority:	SUPPORTING YOUNG PEOPLE		
Indicator / Measure detail:	Reduction in the proportion of children made subject to a Child Protection Plan for a second or subsequent time		
Baseline:	25.3% at March 2016		
Target and timescale:	20% at March 2017	Actual and timescale:	24.1% at March 2017
Why is performance at the current level?			
<ul style="list-style-type: none"> • Is any variance within expected limits? • Why has the variance occurred? • Is further information available to give a more complete picture of performance? • What performance is predicted for future periods? 			
<p>This indicator measures the proportion of the current cohort of children and young people who are subject of a Child Protection Plan who have been subject of a previous plan at any point in time.</p> <p>Although we have seen a reduction during the year it remains above the year- end target of 20%.</p> <p>It should be noted that of Child Protection Plans that have been put in place this year, 19% of the relevant children have been subject of a previous plan.</p>			
What difference does this make – the implications of not meeting target?			
<ul style="list-style-type: none"> • Impact on service users/public. • Impact on corporate priorities and plans. • Impact on service/partner priorities. • Impact on equalities, sustainability or efficiency <p>Can we move resources to support this or other priorities?</p>			
<p>The impact on service users (children and their families) is that they are potentially being supported at a more intense and intrusive level than they require. Whilst there will always be children who will require a CP plan, the number of CP plans in Trafford suggests we are out of step with our statistical neighbours. It can also be confusing for families to “bounce around” the thresholds of intervention (e.g. from child protection to child in need and back into child protection) and this can at times make sustaining positive working relationships more difficult.</p> <p>The most appropriate corporate priority is “Services focussed on the most vulnerable people”. Whilst we should be reassured that we are protecting the most vulnerable children in Trafford (and Ofsted were likewise assured that this is the case) we need to be confident that we are working at the most appropriate level and that our families are not becoming overly reliant on statutory services.</p> <p>In terms of “Reshaping Trafford Council”, please see section below.</p> <p>Working with families at CP level is time and resource-consuming and therefore costly to Trafford Council and our partner agencies. We need to ensure in future that when CP plans are ended there is a robust multi agency child in need plan in place to lessen the risk of future child protection concerns. The number of re-plans suggests that the current system is not working in the most effective and efficient manner.</p>			

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 number of activities are taking place currently to address this issue. We are bidding for transformation funding with the support of Deloitte under the Reshaping Children and Family Services agenda and the bid will be finalised by March 2017.

The bid will include the need for additional resources/investment/training etc. in order to embed a sustainable operating model for the future with an emphasis on prevention and resilience, providing the appropriate level of support to meet need in a timely way. This will prevent family's needs escalating to high cost levels of intervention such as child protection.

The transformation bid is an ambitious one and will look at how we provide services from Early Help, through Child in Need up to Child Protection and Children in Care. It will therefore be imperative to the success of the transformation that we consult with our staff and multi-agency partners.

In the meantime the relevant Strategic Leads have been holding Child Protection performance workshops to scrutinise existing CP plans and processes to identify any cases which may no longer meet CP thresholds and ensure there are robust structures and processes in place to prevent unnecessary escalation of cases. This has had some effect and CP numbers have reduced over the last few months.

We also hold multi-agency plenary meetings after every re-plan conference to reflect on practice and identify any learning. We gather monthly data to look at patterns and report exceptions to the DCS Safeguarding Governance meeting and the Trafford Safeguarding Children's Board.