

Public Document Pack



**TRAFFORD
COUNCIL**

AGENDA PAPERS FOR EXECUTIVE MEETING

Date: Monday, 21 June 2021

Time: 6.30 p.m.

Place: Stretford Public Hall, Chester Road, Stretford M32 0LG (attendance via registration only)

A G E N D A	PART I	Pages
1. ATTENDANCES		
To note attendances, including officers, and any apologies for absence.		
2. QUESTIONS FROM MEMBERS OF THE PUBLIC		
A maximum of 15 minutes will be allocated to public questions submitted in writing to Democratic Services (democratic.services@trafford.gov.uk) by 4 p.m. on the working day prior to the meeting. Questions must be relevant to items appearing on the agenda and will be submitted in the order in which they were received.		
3. 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.		
4. MINUTES		1 - 20
To receive and, if so determined, to approve as a correct record the Minutes of the following meetings:		
Executive Meeting 25 th January 2021 Budget Executive 17 th February 2021 Executive Meeting 22 nd March 2021.		

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

To consider any matters referred by the Council or by the Overview and Scrutiny Committees.

(a) **Children and Young People's Scrutiny Committee Task and Finish Group on Special Educational Needs and Disabilities (SEND) and School Exclusions** 21 - 30

To consider a report of the Chair of the Children and Young People's Scrutiny Committee.

6. **20 M.P.H. SPEED LIMITS AND ZONES** 31 - 40

To consider a report of the Executive Member for Environmental & Regulatory Services.

PLEASE NOTE: Further information on the content of Appendix A to this report will be circulated prior to the meeting.

7. **CAPITAL PROGRAMME 2021/22 - SCHEME APPROVALS** 41 - 50

To consider a report of the Executive Member for Environmental & Regulatory Services.

8. **BUDGET MONITORING 2020/21 PERIOD 12 OUTTURN (APRIL 2020 TO MARCH 2021)** 51 - 110

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

9. **CORPORATE PLAN 2020/21 QUARTER 4 AND 2020/21 ANNUAL REPORT** 111 - 148

To consider a report of the Executive Member for Covid-19 Recovery & Reform.

10. **PROGRESS REVIEW: RECOVERY UPDATE SINCE JANUARY 2021** 149 - 170

To consider a report of the Executive Member for Covid-19 Recovery & Reform.

11. **URGENT BUSINESS (IF ANY)**

Any other item or items which by reason of:-

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

- (b) special circumstances (to be specified) the Chairman of the meeting is of the opinion should be considered at this meeting as a matter of urgency.

12. EXCLUSION RESOLUTION (IF REQUIRED)

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

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

SARA TODD
Chief Executive

Membership of the Committee

Councillors A. Western (Chair), C. Hynes (Deputy Leader), S. Adshead, M. Freeman, J. Harding, E. Patel, T. Ross, J. Slater, G. Whitham and J.A. Wright.

Further Information

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

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

This agenda was issued on Friday 11th June 2021 by the Legal and Democratic Services Section, Trafford Council, Trafford Town Hall, Talbot Road, Stretford M32 0TH.

1.

This page is intentionally left blank

EXECUTIVE – VIRTUAL MEETING

25 JANUARY 2021

EXECUTIVE MEMBERS PARTICIPATING

Leader of the Council (Councillor A. Western)(in the Chair),
Executive Member for Children’s Services (Councillor C. Hynes),
Executive Member for Adult Social Care (Councillor J. Harding),
Executive Member for Communities and Partnerships (Councillor G. Whitham),
Executive Member for Covid-19 Recovery and Reform (Councillor M. Freeman),
Executive Member for Culture and Leisure (Councillor E. Patel),
Executive Member for Environmental and Regulatory Services (Councillor S. Adshead),
Executive Member for Finance and Governance (Councillor T. Ross),
Executive Member for Health, Wellbeing and Equalities (Councillor J. Slater),
Executive Member for Housing and Regeneration (Councillor J. Wright).

Also virtually participating: Councillors Acton, Anstee, Barclay Blackburn, Boyes, Brotherton, Butt, Carter, Coggins, Evans, Holden, Jerrome, Lamb, Lloyd, Mitchell, Morgan, Myers, Newgrosh, Thompson, Welton, Williams (part only) and Young.

Officers virtually in attendance:

Chief Executive (Ms. S. Todd),
Corporate Director, Place (Mr. R. Roe),
Corporate Director, Finance and Systems (Ms. N. Bishop),
Corporate Director, Governance and Community Strategy (Ms. J. Le Fevre),
Corporate Director, People (Ms. S. Saleh),
Corporate Director, Adult Services (Ms. D. Eaton),
Corporate Director, Children’s Services (Ms. J. McGregor),
Director of Finance (Mr. G. Bentley),
Director of Education Standards, Quality and Performance (Ms. K. Samples),
Director of Public Health (Ms. E. Roaf) (part only),
Governance Officer (Mr. J.M.J. Maloney).

13. QUESTIONS FROM MEMBERS OF THE PUBLIC

It was noted that no questions had been received for referral to the current meeting.

14. DECLARATIONS OF INTEREST

No declarations were made by Executive Members.

15. MINUTES

RESOLVED – That the Minutes of the meetings held on 2nd and 23rd November, and 14th December, 2020, be approved as correct records.

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

The substantive item for consideration was the Scrutiny review of the draft 2021-2 budget proposals, referred to in the following Minute.

17. OVERVIEW AND SCRUTINY REVIEW OF THE EXECUTIVE'S DRAFT BUDGET PROPOSALS FOR 2021-2022

Councillor Acton, as Chair of the Scrutiny Committee, introduced the key features and recommendations arising from the Scrutiny review of the Executive's draft budget proposals for 2021/2; and thanked Members of the Executive and Corporate Leadership Team for their engagement with the process. The challenges arising from the pandemic were acknowledged, and Councillor Acton advised that Scrutiny would welcome any opportunity to assist with the development of the Council's recovery plan. In response, the Leader of the Council thanked the Committee for its input, noting that the Executive would in the normal way make a formal response to the recommendations set out in the report.

RESOLVED -

- (1) That the content of the report and its recommendations be noted.
- (2) That a formal response be made to Scrutiny in due course.

18. LEISURE STRATEGY REVIEW - PART I

The Executive Member for Culture and Leisure submitted a report which set out a new Strategic Outcomes Planning Model (SOPM), aligning the leisure strategy with the Council's corporate plan to inform decisions on leisure facilities and services. The report revised the leisure investment strategy to take account of current financial challenges faced by the Council and Trafford Leisure and confirmed the preferred management option for its delivery. Due to significant budget pressures the investment strategy had been reviewed to provide an affordable option that would improve the leisure centre facilities and continue to meet the objective improving health and wellbeing outcomes for a greater number of Trafford residents through increasing levels of physical activity.

It was noted that a related report was to be considered in Part II of the agenda; and an opportunity was provided for Members to raise questions on the report's content. These centred on the potential costs of the current refurbishment proposals, and aspirations for the development of outdoor sporting and leisure activities.

RESOLVED -

- (1) That the outcome of stage 1 and stage 2 of the Strategic Outcomes Planning Model (SOPM) be noted and the undertaking of stages 3 and 4 approved.

Executive (25.1.21)

- (2) That a proposed revised leisure strategy be noted in line with a refurbishment programme for the three leisure centres of Altrincham, Sale and Stretford, subject to completion of the SOPM stages 3 and 4 which will be submitted to the Executive in 2021.
- (3) That it be noted that Trafford is developing an Active Travel Plan for 2021 that will include integrated walking and cycling strategy and connectivity to the leisure estate.
- (4) That it be noted that as part of the formulation of the capital programme for 2021/24 this will include for the development and delivery of the business case for three Leisure Centre refurbishments, along with essential maintenance works across the leisure estate.
- (5) That it be approved that Trafford Leisure CIC continue the role of managing Council owned leisure facilities within new Governance arrangements based on a new contract and operating agreement.
- (6) That authority be delegated to the Corporate Director of Place in consultation with the Corporate Director for Governance and Community Strategy to negotiate and agree the terms of new agreements and leases with Trafford Leisure CIC Limited in relation to the use and operation of the facilities.
- (7) That authority be delegated to the Corporate Director for Governance and Community Strategy to enter into and sign and/or seal the said agreements and leases on behalf of the Council.

19. EDUCATION AND EARLY YEARS BASIC NEED AND S.E.N.D. CAPITAL REPORT

The Deputy Leader of the Council and Corporate Director for Children's Services submitted a report which drew attention to the Council's statutory duty to provide sufficient places in schools and early years settings and a duty to meet the needs of children and young people with special education needs and disabilities (SEND). The report set out the funding received to support the achievement of this duty, and to meet any risks in relation to school conditions and access; and provided further details and updates on the progress that had been made on existing projects to meet demand for places which had been predicted in 2019.

In discussion, queries were raised regarding the nature of advance planning being undertaken to identify forthcoming pressures on school places, particularly in the context of significant housing developments within the borough, and on the nature of consultations undertaken. It was noted that the pandemic had generated particular immediate challenges in respect of the allocation of school places, but that a working group had been set up to monitor and take account of the kinds of issues and pressures referred to in the discussion.

RESOLVED - That the proposals contained within the report be agreed as the detailed capital programme for 2020/21, specifically -

1. Agree to the reallocation of funding streams of Egerton High School and Delamere School in order to carry out work to improve the facilities and expand provision for pupils with special education needs and disabilities (SEND) detailed in Appendix A to the report: Proposed Capital Projects, SEND Capital Programme, Table 2.
2. Note the demand for primary and secondary school places, Section 2 and 3 of the report and approve the proposal to expand Firs Primary from 2FE to 3FE as detailed in Section 7.
3. Note and agree the completion of previous schemes and the demand for early years places, Section 5 of the report.

20. CORPORATE EQUALITY STRATEGY 2021-2025

The Executive Member for Health, Wellbeing & Equalities submitted a report which proposed the adoption of a strategy which outlined how the Council, as a Provider, Commissioner, Employer, Regulator and Partner, would seek to meet legal obligations under the Equality Act 2010 for the benefit of employees, residents and service users. It was noted that the strategy would be supported by Council-wide training, and subject to external monitoring. It was intended that it would be reviewed and updated, with further reports brought to the Executive. An opportunity was provided for discussion, and there was broad support for the strategy's adoption.

RESOLVED -

- (1) That the content of the report be noted.
- (2) That the Corporate Equality Strategy 2021-2025 be approved.

21. BUDGET MONITORING 2020/21 PERIOD 8 (APRIL TO NOVEMBER 2020)

The Executive Member for Finance and Governance drew attention to key features of a report which informed Members of the current 2020/21 forecast outturn figures relating to both Revenue and Capital budgets. It also summarised the latest forecast position for Council Tax and Business Rates within the Collection Fund. In discussion a question was raised, in the light of the pandemic's impact on businesses, of the potential implications for the Council's revenues deriving from Business Rates. Members were advised that no material impacts were expected on the current year's estimates; but that the impact on the following year could be more significant. It was envisaged that there would be a national budget in March, and the nature of support offered for businesses could affect the local position.

RESOLVED -

- (1) That the updated positions on the revenue budget, collection fund and capital programme be noted.
- (2) That the movements in earmarked reserves be noted.

*Executive (25.1.21)***22. UPDATE ON THE LOCAL GOVERNMENT BOUNDARY COMMISSION FOR ENGLAND REVIEW FOR TRAFFORD COUNCIL**

The Chief Executive introduced a report which provided an update on the review of the Council now under way by the Local Government Boundary Commission for England (LGBCE). It explained the two stage process of the review, progress made so far and the timetable for the next steps. Whilst it was noted that decision making on these matters was the responsibility of the Council's Chief Executive, in response to a question it was confirmed that the proposed Council Size submission would be shared with Members through a cross-party committee prior to submission.

RESOLVED – That the content of the report be noted.

23. EXCLUSION RESOLUTION

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

24. LEISURE STRATEGY REVIEW - PART II

The Executive Member for Culture and Leisure submitted a report, further to that already considered in Part I of the agenda, which set out financial and commercial matters in relation to the proposed new Strategic Outcomes Planning Model (SOPM), aligning the leisure strategy with the Council's corporate plan to inform decisions on leisure facilities and services.

A further opportunity was provided for Members to raise questions on the report's content, which built on those considered in Part I of the agenda. They centred on the potential costs of the current refurbishment proposals, which would be assessed further by the Council's consultant in taking the project forward, and on governance arrangements covering the roles of the Council and Trafford Leisure respectively.

RESOLVED -

- (1) That the outcome of stage 1 and stage 2 of the Strategic Outcomes Planning Model (SOPM) be noted and the undertaking of stages 3 and 4 approved.
- (2) That a proposed revised leisure strategy be noted in line with a refurbishment programme for the three leisure centres of Altrincham, Sale and Stretford, subject to completion of the SOPM stages 3 and 4 which will be submitted to the Executive in 2021.

Executive

- (3) That it be noted that Trafford is developing an Active Travel Plan for 2021 that will include integrated walking and cycling strategy and connectivity to the leisure estate.
- (4) That it be noted that as part of the formulation of the capital programme for 2021/24 this will include for the development and delivery of the business case for three Leisure Centre refurbishments, along with essential maintenance works across the leisure estate.
- (5) That it be approved that Trafford Leisure CIC continue the role of managing Council owned leisure facilities within new Governance arrangements based on a new contract and operating agreement.
- (6) That authority be delegated to the Corporate Director of Place in consultation with the Corporate Director for Governance and Community Strategy to negotiate and agree the terms of new agreements and leases with Trafford Leisure CIC Limited in relation to the use and operation of the facilities.
- (7) That authority be delegated to the Corporate Director for Governance and Community Strategy to enter into and sign and/or seal the said agreements and leases on behalf of the Council.

The meeting commenced at 6.30 p.m. and finished at 7.58 p.m.

BUDGET EXECUTIVE – VIRTUAL MEETING

17 FEBRUARY 2021

EXECUTIVE MEMBERS PARTICIPATING

Leader of the Council (Councillor A. Western)(in the Chair),
Executive Member for Children’s Services (Councillor C. Hynes),
Executive Member for Adult Social Care (Councillor J. Harding),
Executive Member for Communities and Partnerships (Councillor G. Whitham),
Executive Member for Covid-19 Recovery and Reform (Councillor M. Freeman),
Executive Member for Culture and Leisure (Councillor E. Patel),
Executive Member for Environmental and Regulatory Services (Councillor S. Adshead),
Executive Member for Finance and Governance (Councillor T. Ross),
Executive Member for Health, Wellbeing and Equalities (Councillor J. Slater),
Executive Member for Housing and Regeneration (Councillor J. Wright).

Also virtually participating: Councillors Acton, Akinola, Barclay, Blackburn, Boyes, Brotherton, Carter, Coggins, Evans, Holden, Jerrome, Lamb, Lloyd, Mitchell, Myers, K. Procter, S. Procter, Rigby, Thomas (part only), Thompson, D. Western (part only) and Young.

Officers virtually in attendance:

Chief Executive (Ms. S. Todd),
Corporate Director, Place (Mr. R. Roe),
Corporate Director, Finance and Systems (Ms. N. Bishop),
Corporate Director, Governance and Community Strategy (Ms. J. Le Fevre),
Corporate Director, People (Ms. S. Saleh),
Corporate Director, Children’s Services (Ms. J. McGregor),
Director of Finance (Mr. G. Bentley),
Governance Officer (Mr. J.M.J. Maloney).

25. DECLARATIONS OF INTEREST

No declarations were made by Executive Members.

26. EXECUTIVE’S BUDGET PROPOSALS 2021/22 AND RELATED ISSUES

The Executive considered a range of reports, as set out in the following Minutes, relating to the Council’s proposed budget for 2021/22 and related issues.

27. EXECUTIVE'S REVENUE BUDGET PROPOSALS 2021/22 AND MEDIUM TERM FINANCIAL STRATEGY (MTFS) 2022/23 - 2023/24

The Executive Member for Finance and Governance and the Director of Finance and Systems submitted a report which sets out the Executive's updated 3 year budget strategy proposals and detailed revenue budget proposals for 2021/22 and Medium Term Financial Strategy (MTFS) for the period 2022/23 - 2023/24. In connection with those proposals, the report noted the factors which had been taken into account in developing them, and set out recommendations to Council accordingly.

RESOLVED - That it be recommended to Council that it:-

- a) Approves the 2021/22 net Revenue Budget of £179.30m.
- b) Approves the 2022/23 to 2023/24 Medium Term Financial Strategy (MTFS) including the income and savings proposals.
- c) Approves the calculation of the Council Tax Requirement as summarised in Section 8.1 and set out in the Formal Council Tax Resolution in Annex J to the report (any update for changes in Mayoral Police and Crime Commissioner or Mayoral General (incl. Fire Services) Precepts, if any, will be tabled at the Council Meeting);
- d) Approves the proposal to increase Council Tax by 4.99% in 2021/22:
 - o 1.99% general increase in the 'relevant basic amount' in 2021/22, 2022/23 and 2023/24, and
 - o 3% for the 'Adult Social Care' precept in 2021/22.
- e) Approves the continuation of the Council Tax Hardship scheme and awards all existing working age Council Tax Support (CTS) recipients registered as at 31st March 2021 – a discretionary Hardship award equivalent to the value of their 21/22 liability;
- f) Approves the treatment of all new, post 31st March 2021, claims for CTS in accordance with the existing CTS scheme, as the vast majority of recipients will receive 100% support, and ensures direct information and advice for further discretionary support is detailed in notification letters;
- g) Approves the planned application of earmarked reserves as detailed in Section 6 of the report.
- h) Approves the Fees and Charges for 2021/22 and those relating to Registration of Births, Death & Marriages and Allotments also shown for 2022/23, as set out in the Fees & Charges booklet.
- i) Delegates authority jointly to each Corporate Director in consultation with the Council's Director of Finance and Systems to amend fees and charges which are within their respective delegated powers during 2021/22 in the event of any change in VAT rate, as appropriate.

Executive (17.2.21)

- j) Delegates authority jointly to each Corporate Director in consultation with the Council's Director of Finance and Systems to amend fees and charges during 2021/22 which are within their respective delegated powers where the economics of the charge levels have changed (e.g. costs have risen unexpectedly), or for commercial reasons.
- k) Approves the proposal to increase the minimum level of General Reserve for 2021/22 at £8.0m, an increase of £1m from 2020/21 (Section 6.6 of the report).
- l) Approves the Capital Strategy, Prudential and Local Indicators and overall level of the Capital Programme and Asset Investment Fund of £415.40m (as detailed in the Capital Strategy, Capital Programme & Prudential Indicators 2021/24) of which £184.37m relates to 2021/22; including the proposal in relation to £10.0m of new prudential borrowing.
- m) Approves the Treasury Management Strategy 2021/22 to 2023/24, including the debt strategy (Section 3 of the report), the Treasury Investment Strategy (Section 5 of the report) and the Prudential Indicators, including the Authorised Limit (as required by Section 3(1) of the Local Government Act 2003, Operational Boundary, Minimum Revenue Provision and investment criteria as set out in Appendix 3 of the report.
- n) Approves the proposed distribution of Dedicated Schools Grant as recommended by the School Funding Forum and Executive as summarised in Section 7 of the report and detailed in Annex I.
- o) Due to the late publication of the Final Local Government Finance Settlement, Council delegates authority to the Council's designated S151 officer to vary the level of Budget Support Reserve needed to balance the 2021/22 revenue budget in the event of any change at final settlement.

and confirmed that in recommending approval of the above, the Executive has taken into consideration :

- p) The objective assessment by the Director of Finance and Systems of the robustness of budget estimates and adequacy of the financial reserves (Section 6 of the report and Annex H).
- q) The Executive's response to the Scrutiny Committee's recommendations to the budget proposals as included in a separate report on the agenda.
- r) The Council's Public Sector Equality duty.
- s) The results of the consultation on the budget proposals where required.

In addition, that it be recommended that Council note the following :

-
- t) The approval on 6 January 2021 under delegated powers by the Corporate Director of Finance and Systems of the Council Tax Base for 2021/22 at 75,816 Band D equivalents.
- u) The estimated Council Tax deficit for 2020/21 has been calculated at £4.06m and will be collected over the three years 2021/2022 to 2023/24 in line with the updated legislation to assist in the management of COVID-19 related pressures. Contributions towards the deficit will be made by the Mayoral Police and Crime Commissioner Precept and Mayoral General Precept (including Fire Services) in proportion to their 2021/22 precepts.
- v) The base budget assumptions as set out in the Medium Term Financial Strategy (MTFS) as detailed in Annex A to the report.
- w) The budget gap for the two years 2022/23, £11.12m and 2023/24, £10.30m.
- x) The recurrent budget gap caused by the COVID-19 pandemic is expected to continue into 2022/23 and is estimated that £7.1m will be met from reserves.
- y) That the Capital Programme for 2021/22, 2022/23 and 2023/24 is to be set at an indicative £184.37m, £144.13m and £86.90m respectively (indicative at this stage as a number of capital grants are not yet known).
- z) That the Council Tax figures included in the report for the Mayoral Police and Crime Commissioner Precept and Mayoral General Precept (including Fire Services) are the recommended provisional amounts pending their formal approval.

28. TREASURY MANAGEMENT STRATEGY 2021/22 - 2023/24

The Executive Member for Finance and Governance and the Corporate Director of Finance and Systems submitted a report which outlined the key aspects of the proposed Treasury Management Strategy for 2021/22 – 2023/4, including with respect to the investments and borrowing strategy, outlook for interest rates, management of associated risks, policy to be adopted on Minimum Revenue Provision (MRP) and Prudential Indicators.

RESOLVED - That the report be noted and that it be recommended that Council approve:

- the Treasury Management Strategy 2021/22 – 2023/24 including the:
- policy on debt strategy as set out in section 3 of the report;
- investment strategy as set out in section 5 of the report;
- Prudential Indicators and limits including the Authorised Limit (as required by section 3(1) of the Local Government Act 2003), Operational Boundary, Minimum Revenue Provision Statement and Investment criteria as detailed in Appendix 3 to the report.

*Executive (17.2.21)***29. CAPITAL STRATEGY, ASSET INVESTMENT STRATEGY, CAPITAL PROGRAMME AND PRUDENTIAL & LOCAL INDICATORS 2021/24**

The Executive Member for Finance and Governance and the Director of Finance and Systems submitted a report which highlighted the Council's investment plans for the next three years taking into account the estimated resources to be made available from Government as well as the Council's own resources, and which consisted of the Capital Strategy, General Capital Programme, Asset Investment Strategy, Prudential and Local Indicators and Details of Block Budget Allocations.

RESOLVED -

(1) That the following be approved:

- Capital Programme as detailed in Appendix 2 to the report;
- Schemes to be undertaken from the "block" budget allocations reported in paragraph 21 and detailed Appendix 4 to the report. In respect of the Highway Structural Maintenance Programme, that the Executive delegate authority to the Corporate Director for Place in consultation with the Executive Member for Environmental and Regulatory Services to amend the Programme in the event of any changes in overall levels of funding.

(2) That it be recommended that Council approve:

- The Capital Strategy included in Appendix 1 to the report;
- the overall Capital Programme in the sum of £415.40m for the period 2021/24, comprising £170.84m in respect of the General Capital Programme and £244.56m for the Investment Fund
- additional prudential borrowing of £10.00m to support the general capital programme, as detailed in Paragraph 11 of the report; and
- the prudential and local indicators set out at Appendix 3 to the report.

30. STRATEGIC LAND REVIEW PROGRAMME 2021-2024 - PART I

The Executive Member for Housing and Regeneration and the Corporate Director for Place submitted a report which advised Members of the outcome of the 2020/21 Land Sales Programme, proposed a Strategic Land Review Programme for the disposal of land and buildings during the financial year 2021/22, and sought the necessary delegations. It also advised as to proposals for 2022/23 and 2023/24. It was noted that a related report was to be considered in Part II of the agenda.

RESOLVED -

(1) That the outcome of the 2020/21 Land Sales Programmes be noted.

-
- (2) That the Strategic Land Review Programme for 2021/22 (and further) as set out in the report be approved.
- (3) That authority be delegated to the Corporate Director Place to:
- a. negotiate and accept bids in consultation with the Director of Finance and Systems and Corporate Director for Governance and Community Strategy for all sites listed on the Land Review Programme, including any bid which would result in a capital receipt of £500,000 or more.
 - b. engage external resources where this will assist in implementing the programme, including a professional team where reasonably required to support a development project.
 - c. Commission, submit and/or authorise as appropriate:
 - i) any applications for planning permission on any properties included in the programme where this will assist in marketing and/or add value, or in any case where the Council is proposing to redevelop the site whether directly or in partnership with another party.
 - ii) any surveys/investigations where such surveys will reduce the risks associated with redevelopment, add value to the capital receipt /revenue return and/or assist with the preparation, submission and resolution of any planning permission application, or any other usual pre-development survey or investigation.
 - iii) any feasibility study or design for the site and or premises in association with either obtaining a planning consent or as part of options appraisal
 - iv) any demolitions or physical alterations that will either reduce the risks associated with holding the premises or accelerate the sale/redevelopment and/or add value to the capital receipt/revenue return.
 - d. offset eligible disposal costs against capital receipts in accordance with capital regulations.
 - e. advertise the intention to dispose of a site in the event that it comprises open space as defined by the Town and Country Planning Act 1990, in accordance with the relevant statutory procedure, and if any objections are received, to refer to the relevant portfolio holder for consideration in consultation with the Executive Member for Environment, Air Quality and Climate Change.
 - f. acquire adjacent land or property where the acquisition will either add value to the overall development or de-risk the disposal/development of the Council asset.
 - g. add to or substitute sites into the programme during the year, including any site where the anticipated capital receipt would be £500,000 or more.
 - h. Transfer sites from Category 1 to Category 2, and vice versa
 - i. commission security services.
 - j. authorise alternative methods of disposal where appropriate.
 - k. authorise community engagement and consultations where the Corporate Director deems it necessary or advantageous.
 - l. In relation to any site currently in development or any site which commences development during this programme, agree any licence or

Executive (17.2.21)

approve the grant of any easement or lease or any other disposal, including where that disposal taken in isolation would constitute a disposal at undervalue, which is designed or intended to implement or facilitate the development.

- m. In relation to the Brown Street and former Sale Magistrates sites, authorise a marketing, pricing and disposal strategy and authorise the sale of plots, either individually or in blocks, including where the anticipated or actual capital receipt exceeds £499,000.

- (4) That the Corporate Director of Governance and Community Strategy in consultation with the Corporate Director Place and, where appropriate, the Director for Finance and Systems, be authorised to finalise and enter into all legal agreements required to implement the above decisions.

31. FEES, CHARGES & ALLOWANCES 2021/22

The Executive Member for Finance and Governance and the Director of Finance and Systems submitted a report which summarised the salient features of the annual review and pricing of the Council's main fees and charges, which were now recommended to Council, along with appropriate delegation arrangements covering potential in-year amendments, where appropriate.

RESOLVED - That Council be recommended to approve the following:

- The Fees and Charges for 2021/22 and those relating to Registration of Births, Death & Marriages and Allotments also shown for 2022/23, as set out in the booklet available on the Council's web site;
- That approval be delegated jointly to each Corporate Director with the Director of Finance and Systems to amend fees and charges which are within their respective delegated powers during 2021/22 in the event of any change in the rate of VAT, as appropriate;
- That approval be delegated jointly to each Corporate Director with the Director of Finance and Systems to amend fees and charges during 2021/22 which are within their respective delegated powers where the economics of the charge levels have changed (e.g. costs have risen unexpectedly), or for commercial reasons.

32. EXECUTIVE'S RESPONSE TO SCRUTINY COMMITTEE'S RECOMMENDATIONS TO THE BUDGET PROPOSALS FOR 2021/22

The Executive Member for Finance and Governance and the Corporate Director of Finance and Systems submitted a report which contained a detailed response to each of the points raised by the Scrutiny Committee in its report presented to the Executive at its meeting on the 25 January 2021.

RESOLVED - That the Executive's response to the Scrutiny Committee, as set out in the report, be approved.

33. BUDGET 2021/22 - CONSULTATION PROCESS AND FEEDBACK

The Executive Member for Finance and Governance submitted a report which set out the approach taken to the budget consultation for 2021/22 and provided a summary of the feedback received through the various consultation methods employed. It was noted that the outcomes had been drawn upon in developing the current budget proposals.

RESOLVED – That the content of the report be noted.

34. EXCLUSION RESOLUTION

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

35. STRATEGIC LAND REVIEW PROGRAMME 2021-2024 - PART II

The Executive Member for Housing and Regeneration and the Corporate Director for Place submitted a report which set out confidential aspects of the Council’s proposed Strategic Land Review Programme. A related report had been considered in Part I of the agenda. (All relevant resolutions relating to this matter are set out in the relevant Minute above.)

The meeting commenced at 6.00 p.m. and finished at 6.15 p.m.

EXECUTIVE – VIRTUAL MEETING

22 MARCH 2021

EXECUTIVE MEMBERS PARTICIPATING

Leader of the Council (Councillor A. Western)(in the Chair),
Executive Member for Children’s Services (Councillor C. Hynes),
Executive Member for Adult Social Care (Councillor J. Harding),
Executive Member for Communities and Partnerships (Councillor G. Whitham),
Executive Member for Culture and Leisure (Councillor E. Patel),
Executive Member for Environmental and Regulatory Services (Councillor S. Adshead),
Executive Member for Finance and Governance (Councillor T. Ross),
Executive Member for Health, Wellbeing and Equalities (Councillor J. Slater),
Executive Member for Housing and Regeneration (Councillor J. Wright).

Also virtually participating: Councillors Acton, Barclay, Blackburn, Boyes, Brotherton, Butt, Carter, Coggins, Evans, Holden, Jerrome, Lamb, Lloyd, Morgan, Myers, Newgrosh, Thompson, D. Western and Young.

Officers virtually in attendance:

Chief Executive (Ms. S. Todd),
Corporate Director, Place (Mr. R. Roe),
Corporate Director, Adult Services (Ms. D. Eaton),
Corporate Director, Children’s Services (Ms. J. McGregor),
Director of Finance (Mr. G. Bentley),
Assistant Director, Corporate Strategy and Policy (Ms. D. Geary),
Governance Officer (Mr. J.M.J. Maloney).

APOLOGIES

Apologies for absence were received from Councillor M. Freeman.

49. QUESTIONS FROM MEMBERS OF THE PUBLIC

It was noted that no questions had been received for referral to the current meeting.

50. DECLARATIONS OF INTEREST

No declarations were made by Executive Members.

51. MINUTES

RESOLVED – That the Minutes of the Meeting held on 22nd February 2021 be approved as a correct record.

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

It was noted that there were no matters to be reported to the current meeting.

53. PLACES FOR EVERYONE: A PROPOSED JOINT DEVELOPMENT PLAN DOCUMENT OF NINE GM LOCAL AUTHORITIES

The Executive Member for Housing and Regeneration submitted a report which provided further details on the next steps in relation to progressing the Joint Plan of the nine GM LAs, to be known as “Places for Everyone”, including the required decisions by Trafford Council and other Local Authorities to initiate this process. In discussion, Members raised a number of queries, primarily relating to the potential scope for minimising the potential loss of greenbelt land and the number of houses to be accommodated within the borough, and on the evidence base used in compiling the report. It was noted in response that the current paper was essentially technical and procedural, and that significant further work was expected to refine and develop detailed proposals for land usage. It was also noted that further information would be provided outside the meeting in relation to costs associated with the development of the proposed plan.

RESOLVED -

- (1) That agreement be given to Trafford establishing a Joint Committee of the nine Greater Manchester Councils together with Bolton, Bury, Manchester, Oldham, Rochdale, Salford, Tameside, and Wigan; and to delegate the formulation and preparation of the Joint Development Plan document to cover housing and employment land requirements including, as appropriate, strategic site allocations and Green Belt boundary amendments and associated infrastructure across the nine Greater Manchester LAs to that Committee.
- (2) That it be agreed that the Leader of the Council be Trafford’s lead Member for the Joint Committee and that the Executive Member for Housing and Regeneration be the nominated deputy to attend and vote as necessary.
- (3) That it be noted that a further report will be brought to Executive to approve the Joint Development Plan document for publication and consultation.
- (4) That it be noted that a further report will be brought to Council to agree to submit the Joint Development Plan document for the purposes of submission to the Secretary of State for independent examination.

*Executive (22.3.21)***54. PROCUREMENT OF GAS AND WATER SUPPLIES**

The Executive Member for Housing and Regeneration submitted a report which sought approval to enter into new contracts for the supply of gas and water following a procurement exercise undertaken by Yorkshire Purchasing Organisation (YPO) for both gas and water supplies for all of the Council's operational estate including Trafford schools and leisure facilities. In response to a question from a member, the nature of the proposed pricing structure of the gas contract was clarified.

RESOLVED -

- (1) That the content of the report be noted.
- (2) That the proposal be approved to enter into a new contract with Corona Energy Limited for the supply of Gas for the period 1 April 2021 to 31 March 2023 using the Yorkshire Purchasing Organisation (YPO) framework.
- (3) That the proposal be approved to enter into a new contract with Wave Water Business (National) Limited for the supply of Water as proposed in the report.
- (4) That authority be delegated to the Corporate Director for Place, in consultation with the Corporate Director for Governance and Community Strategy, to agree the final terms and conditions of the contracts with Corona Energy Limited and Wave Business (National) Limited.

55. CROSSFORD BRIDGE: FIELDS IN TRUST DEDICATION

The Executive Member for Housing and Regeneration submitted a report which set out details of the proposal to protect Crossford Bridge in Sale via Fields in Trust, Deed of Dedication. In response to a Member's question it was clarified that, irrespective of any leases granted on the site, the proposed dedication itself would be permanent.

RESOLVED -

- (1) That the dedication of the Crossford Bridge playing fields as a Field in Trust be approved in principle.
- (2) That the Corporate Director of Place be authorised to:

-
- Undertake public consultation of the proposal to dedicate;
 - Review and consider the responses to the consultation; and
 - Subject to the outcome of the public consultation make the application to dedicate Crossford Bridge as a Fields in Trust.

- (3) That the Corporate Director of Governance and Community Strategy be authorised to enter into any document required to give effect to the recommendations of the report.

56. AMALGAMATION OF STAMFORD PARK INFANT AND JUNIOR SCHOOLS (THROUGH THE PROPOSAL TO CLOSE STAMFORD PARK INFANT SCHOOL AND SIMULTANEOUSLY EXPAND THE AGE RANGE OF STAMFORD PARK JUNIOR SCHOOL)

The Executive Member for Children’s Services submitted a report which provided analysis of the responses received during the representation stage in relation to a proposal to amalgamate Stamford Park Infant and Junior Schools (through the proposal to close Stamford Park Infant School and simultaneously expand the age range of Stamford Park Junior School); and which proposed a change to the implementation date. Broad support was expressed for the principle of amalgamation. A number of concerns were raised in relation to the condition of the existing buildings. It was noted that work was ongoing to review site options, and that Ward Members would be kept informed accordingly.

RESOLVED -

- (1) That the representations and responses be noted.
- (2) That the proposal be approved with a change to the implementation date to 1 September 2021.

57. SECTION 75 PARTNERSHIP AGREEMENT - MENTAL HEALTH

The Executive Member for Adult Social Care submitted a report which sought permission to delegate authority to the Corporate Director for Adult Services, in consultation with the Corporate Director for Governance and Community Strategy, to agree the final Terms and Conditions of the Section 75 Partnership Agreement and enter into that Agreement on behalf of the Council. It was noted that Section 75 Partnership Agreements provide the legal framework to underpin joint working in Adult and Older People's Mental Health Services. In response to a Member’s question, it was clarified that it was intended that the renewed agreement would run for a minimum period of between three and five years.

RESOLVED -

- (1) That the content of the report be noted.

Executive (22.3.21)

- (2) That the proposal be approved to enter into a new Section 75 Partnership Agreement with the Greater Manchester Mental Health NHS Foundation Trust.
- (3) That authority be delegated to the Corporate Director for Adult Services, in consultation with the Corporate Director for Governance and Community Strategy, to agree the final Terms and Conditions of the Section 75 Partnership Agreement and enter into that Agreement on behalf of the Council.

58. BUDGET MONITORING 2020/21 - PERIOD 10 (APRIL 2020 TO JANUARY 2021)

The Executive Member for Finance and Governance and the Corporate Director of Finance and Systems submitted a report which informed Members of the current 2020/21 forecast outturn figures relating to both Revenue and Capital budgets. It also summarised the latest forecast position for Council Tax and Business Rates within the Collection Fund. It was noted that any revenue underspend at the year end would be transferred to the budget support reserve.

RESOLVED –

- (1) That the updated positions on the revenue budget, collection fund and capital programme be noted.
- (2) That the movements in earmarked reserves be noted.

The meeting commenced at 6.30 p.m. and finished at 7.24 p.m.

This page is intentionally left blank

TRAFFORD COUNCIL

Report to: Children and Young People's Scrutiny Committee

Date: 16th March 2021

Report of: The Chair of the Children and Young People's Scrutiny Committee

Report Title

Children and Young People's Scrutiny Committee Task and Finish Group on Special Educational Needs and Disabilities (SEND) and School Exclusions

Summary

The Task and Finish Group examined the interaction between the disciplinary sanction of school exclusion and the existing policies and processes to support SEND pupils in Trafford. The group gathered information from Council officers, parents' representatives, advisory groups and schools. The Task and Finish Group also sought to gather the view of head teachers from mainstream schools but these were not able to take part to the meetings.

Members' key findings for the five year period investigated (2014-19) are:

- A significant increase in the number of students with SEND being excluded from Trafford schools (2.1% in 2014-16 to 27% in 2018-19)¹. This mirrors the findings of the Timpson Review of School Exclusions (May 2019) which investigated SEND exclusions across England. The hugely negative impact that exclusion, particularly permanent exclusion, has on children's life outcomes has been well documented and includes: lower GCSE attainment; a higher risk of becoming Not in Employment, Education or Training (NEET); and of becoming a victim or perpetrator of crime².
- Many Trafford children did not have their need for an Educational Health Care Plan (EHCP) assessment identified and approved in a timely fashion for much of the period in question. As a result, these children are likely to have experienced unnecessary delays in accessing the additional resources as an EHCP should enable them to participate in education. It should be noted that from 2016 to 2019, 20% (34) of permanently excluded students were excluded before an EHCP application was submitted by Alternative Education Providers (AP). This provides clear evidence that significant numbers of SEND children, some of the borough's most vulnerable, were failed by the system.

Members concluded that the main causes of these unacceptable outcomes were:

1. Reoccurring, real-term annual budget cuts for schools by the Department for Education, starting 2015;

¹ Internal reports prepared by Council's Officers for the Task and Finish Group

²https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/807862/Timpson_review.pdf

2. An inflexible set of school performance management indicators that limit students to a narrow curriculum pathway, increasing the risk that disproportionate numbers of SEND students disengage, which in turn increases their risk of exclusion.

In contrast to the above findings, Members also became aware of the following positive developments in SEND provisions by Government, Trafford Council, schools and local agencies, in particular:

- As a result of investment in Trafford Council's Vulnerable Students Unit in 2019/20, an increase in staffing has meant that the statutory 20 week target for the completion of an EHCP from the date of the first request for assessment was achieved for the first time in 2019/20 – though, as across the country, the Council's emergency response to Covid-19 pandemic has had the effect of this target not being met since March 2020.
- The high quality of the services provided by Trafford Parents Forum, Trafford SEND Information and Advice Support Services (SENDIASS) was further enhanced as a result of additional Council funding made available in 2019 to increase the number of advice hours on offer to enable parents to navigate the complex EHCP process, including appeals.
- The good practice being offered by SEND specialist schools in the borough and their efforts to reach out to mainstream schools to improve their SEND provision.

Members also identified the following recurring themes: the need for early identification of SEND and appropriate levels of intervention; the necessity to provide training for all school workers on existing pathways and processes; the need to access vocational training for children who do not thrive in academic settings; the importance of having adequate resources in place to support children in special educational settings; the need of support and advisory mechanisms for parents and families to understand and access SEND support; the opportunity to capitalise on the existing expertise of education professionals in Trafford and share existing good practice.

Recommendation(s)

The Task and Finish Group recommends:

1. That Trafford schools and colleges:
 - a) Support all employees working directly with students undergo training, which sets out: their responsibility to identify and refer any indication of undiagnosed SEND amongst students to their school's SENCO; the school's SEND assessment process and provision.
 - b) Promote the Trafford Inclusion Charter.
2. That Trafford Council:
 - a) Procure a data system that allows the systematic and periodic monitoring of all SEND students' experience of education in Trafford, including but not limited to: progress and attainment; Further Education progression, NEET, attendance, exclusions (Fixed Term and Permanent);
 - b) Consider increase funding for independent SENDIASS support and advisory services for parents and families which would benefit outcome and enhance the services;

- c) Facilitate opportunities for Trafford schools to capitalise on the existing expertise of SEND professionals in Trafford by sharing good practice;
- d) Encourage all Trafford schools to ensure that, except in the most extreme cases, any child at risk of permanent exclusion has had adequate and appropriate assessment, including an EHCP, prior to a 'managed move' to a school with specialist provision and before a school makes a final decision to permanently exclude;
- e) Enable parents to report on the Council's website their concern about their child and get advice on what to do if there is no action from school;
- f) Ensure all EHCPs are of good quality and legally compliant. This will involve ensuring assessments are also done in a timely manner and to a good standard. Quality should not be replaced by quantity;
- g) Continue the provision of the Step Out Program.

Contact person for access to background papers and further information:

Name: Fabiola Fuschi, Governance Officer
 Mobile number: 07813 397611

Background Papers: None

1 Background

- 1.1 One of the roles of the Children and Young People's Scrutiny Committee is to review the actions taken in connection with the discharge of the Council's function as an education authority under the relevant legislation, as well as to consider any matter affecting the area or its residents.³
- 1.2 During the Municipal Year 2018/19, the Committee formed a Task and Finish Group to review the process concerning Education Health and Care Plans (EHCPs) for children with Special Educational Needs and Disabilities (SEND). From this piece of work, the Committee produced several recommendations and stated the intention to explore other issues which had come to its attention during the review, one of these being the significant increase in the number of school exclusions in Trafford.⁴ This also appeared to be a national issue.^{5 6}
- 1.3 At the beginning of the current Municipal Year 2019/20, the Committee agreed to form a Task and Finish Group to look at SEND and School Exclusions. Members of the Task and Finish Group were Councillors D. Western, Acton, Carey, Dillon, Longden and New and the terms of reference of the main committee, also applied

³ Council Constitution Part 4 Rules of Procedure <https://www.trafford.gov.uk/about-your-council/about-us/docs/part-4-constitution-procedure-rules.pdf>

⁴Task and Finish Group Report on Education Health and Care Plans <https://democratic.trafford.gov.uk/documents/b9748/SEND%20Task%20and%20Finish%20Group%20Final%20Version%2009th-Jul-2019%2018.30%20Children%20and%20Young%20Peoples%20Scrutiny%20.pdf?T=9>

⁵ <https://www.theguardian.com/education/2018/oct/23/send-special-educational-needs-children-excluded-from-schools>

⁶https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/807862/Timpson_review.pdf

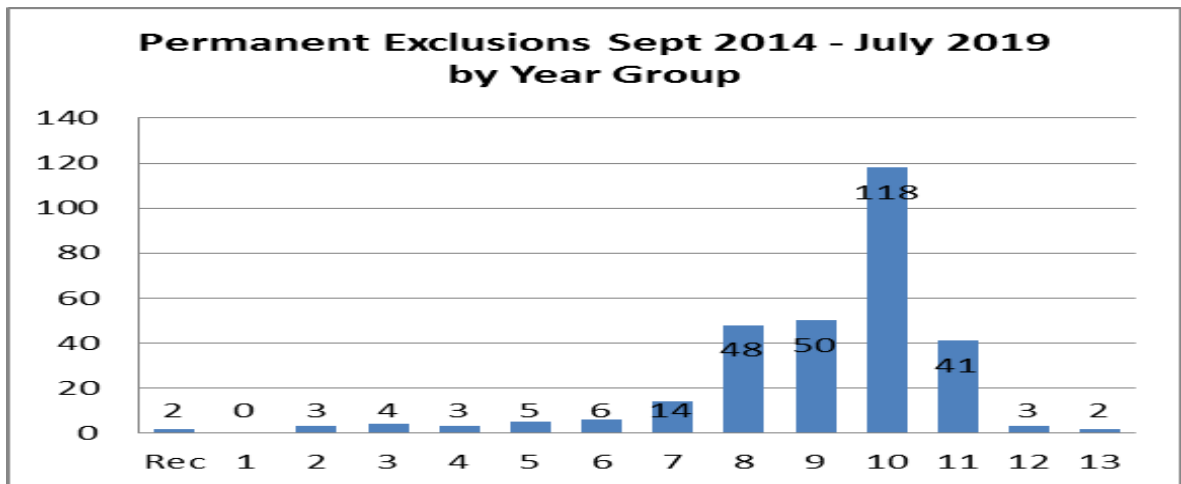
to the Task and Finish Group.

- 1.4 In order to understand the current position on school exclusions in Trafford, Members gathered information and data from Council's officers and met with a representative of the Trafford Parents Forum. At the same meeting, Members also met with the manager of Trafford Parent and Young People Partnership Service (PYPP) now Trafford SEND Information and Advice Support Services (SENDIASS); this is a service commissioned by Trafford Council to provide impartial information, advice and support to children with SEND and their families. The team provides support with EHCP process, attending reviews and signposting. SENDIASS receives funding from the Department for Education (DfE) through the Information Advice and Support Services Network. Members also met with the Head Teachers of Trafford High School, which is the Pupil Referral Unit for the Borough, and Egerton High School; this is a special school. The Task and Finish Group also sought to gather the view of head teachers from mainstream schools but these were not able to take part to the meetings.

2 Understanding the Context

- 2.1 The Task and Finish Group looked at data and information provided by officers of the Council. The full Committee also received a progress report on School Exclusion in October 2019.⁷
- 2.2 Since 2013/14 there has been an increase in the number of permanent exclusions in Trafford as well as at national level.
Data also showed that, in recent years, there has been a rise in the number of children receiving an EHCP following permanent exclusion.
- 2.3 The rate of exclusions in grammar schools is very low and is usually an exception. The high excluding schools are also those schools that take a higher proportion of pupils with SEND. 70% of excluded pupils were male.
By ward, the highest numbers of excluded pupils are residents Out of the Borough (OOB). The highest number of exclusions for Trafford ward is Bucklow and other four wards in the north of the Borough.
- 2.4 By looking at the data, the Task and Finish Group observed that most permanent school exclusions seem to take place in Year 10. This is the school year when pupils are 14-15 years old and at the start of their General Certificate in Secondary Education (GCSE) examinations.

⁷<https://democratic.trafford.gov.uk/ieListDocuments.aspx?CId=490&MId=2984&Ver=4>



- 2.5 The Task and Finish Group also enquired about off-rolling⁸ (this is the practice of removing a pupil from the school roll without applying the measure of permanent exclusion) as it appeared that, at times, parents could be persuaded to take this option. Officers confirmed that they were not aware of any pupil being taken off-roll for a reason not covered by any of the 15 grounds listed in the regulations. However, should this happen, these instances can be reported to the Ofsted.
- 2.6 In providing this information to the Task and Finish Group, Council's officers explained that data sits within different databases. Consequently, analysis of information is lengthy and poses high demand on resources. Identifying vulnerable groups and tracking their progress is also problematic.⁹ Members of the Committee at the meeting of 8th October 2019 endorsed the service plan to acquire a new system which would allow better data gathering and analysis.¹⁰

3 Support Services' and Families' Perspective

- 3.1 The Task and Finish Group met with representatives of the Trafford Parents Forum and Trafford SENDIASS on 3rd October 2019. Members learned that the demand for support had doubled compared to 2018/19. An additional part-time worker had been employed to respond to enquiries mainly concerning EHCPs, temporary and permanent exclusions and transport. As at the date of the meeting SENDIASS had received five enquiries in the last three weeks regarding fixed and permanent exclusions. Members were also informed that, recently, there had been positive changes as schools had introduced new strategies and pathways to support pupils with SEND such as the Autism and Social Communication Pathway. Special Educational Needs Coordinators (SENCOs) followed the Graduated Approach¹¹ to support pupils with SEN.
- 3.2 The representative from SENDIASS also informed that the increase in the approvals of EHCP requests could be explained with the fact that the legal bar to access the assessment is low and once there is evidence of SEN, the process continues to provision; this is a national trend.

⁸ <https://educationinspection.blog.gov.uk/2019/05/10/what-is-off-rolling-and-how-does-ofsted-look-at-it-on-inspection/>

⁹ <https://democratic.trafford.gov.uk/ieListDocuments.aspx?CId=490&MId=2984&Ver=4>

¹⁰ <https://democratic.trafford.gov.uk/mgAi.aspx?ID=33878>

¹¹ <https://www.trafforddirectory.co.uk/kb5/trafford/fsd/advice.page?id=6uHRIwbYTJY>

- 3.3. As at the time of the meeting, the 20 week target from the first request for assessment to the completion of the EHCP was being achieved in Trafford, following the increase in the number of members of staff. Workload could vary from week to week and consequently pressure on resources.
- 3.4 With regard to children receiving an EHCP after being excluded, the tendency is that most of them have some form of previously unidentified SEN. However, the cohort of children and young people excluded from school present different characteristics.
- 3.5 In view of SENDIASS, children and young people who are excluded should automatically undergo a SEND assessment. Exclusions in Year 9 and Year 10 followed by EHCP and change of placements, indicate that pupils had SEN and should have been assessed earlier.
- 3.6 Members concurred that curriculum is an important factor in pupils' engagement. Humanities subjects, such as history or geography, might not be the right option for all students. Children who are excluded would go through an alternative curriculum in Pupil Referral Unit (PRU) / specialist schools. Additional support might be necessary as children in Year 9 and 10 go through a pressurised environment because of exams and they would benefit from a more flexible, broader curriculum.
- 3.7 The representative of the Trafford Parents Forum provided the perspective of families and informed Members that trust sometimes prevented parents from challenging teachers to request support for their children.
- 3.8 Several factors were analysed and brought to the attention of the Task and Finish Group. The SEN register is not a fixed register and children can be moved on and off the register which is kept by the school. Parents sometimes lack knowledge about exclusion (e.g.: changes to the timetable). It takes two terms (Assess, Plan, Review) to implement support for children and young people who struggle with learning; if this support is not sufficient, schools can apply for EHCP; the amount of work that goes into this process is enormous and parental referrals can be quicker. In primary schools it is easier to put intervention in place because curricula are more flexible.
- 3.9 Parents have raised an issue around whether their concerns about their child within a school could be raised on a web-site. Concern was expressed when no all contacts from parents who raised an issue were recorded.
- 3.10 Children have different abilities and not all children perform well in academic settings. There is an issue around support and there are not enough teaching assistants and psychologists. Some schools have more children with what schools may describe as challenging behaviours than others. It is important to make sure that all schools carry a fair weight when dealing with these issues.
- 3.11 Small schools and small classes work well. Some schools have excellent provisions and resources in supporting children with SEN. There are pockets of good SENCOs' practice and experience. It would be useful to pull all this information together and create a map of SEND resources and share them with other educational settings. Another issue is that some children suffer from severe

anxiety and they may not be able to go to school. Parents do not know how to ask for support. Schools also struggle with supporting these children.

- 3.12 Examples were given where families and children with SEN had no support and situations have escalated and school exclusion has been used as a way to manage situations that should have been addressed differently and, probably at an earlier stage. Many parents say that, in their experience, issues started earlier and they have not been addressed. There is a need for early intervention and support for families some of whom do not know about SEND and are not aware of the fact that their children are on SEND support. Temporary exclusions and off rolling are used as measures to manage pupils' 'behaviour' which might be linked to a SEN or a disability. How educational settings can be supported to understand this issue?

4 Feedback from the Front Line

- 4.1 At the meeting with the Head Teachers from Trafford High School and Egerton High School on 21st November 2019, Members learned that early detection of SEN is pivotal. The cohorts of children who attend Trafford High School arrive with no diagnosis of SEN. However, after a period at the Pupil Referral Unit, they are sent to special educational settings. A case study which outlined this scenario was provided.
- 4.2 Members learned that Planned Admission Number (PAN) at Trafford High School was 32, but the average year to year intake was reported to be 41. Members acknowledge that having a higher PAN would allow the school to be proactive in terms of resources and staffing. Members agreed that it is important to ensure that PRU is used appropriately and as a last resort.
- 4.3 Members were also informed of Step Out. This is a prevention pathway where children at high risk of exclusion attend Trafford High School for a period of time before going back to their educational setting; a mentor would go out with them to provide support while they are being reinstated in their mainstream placement. This program has been suspended for lack of funding.
- 4.4 It was reiterated the importance of opportunities for children who do not have an academic inclination to do practical/vocational disciplines.
- 4.5 At Egerton School, members of staff ensure that children and young people have an EHCP. Time is spent during the induction process to ensure that transition is as smooth as possible and details are gathered from previous placements to understand why the child was permanently excluded in the first place to prevent a further placement breakdown. There are three levels of support. However, at the beginning of the placement, many pupils receive one to one provision to rebuild trust and confidence.
- 4.6 There are measures and techniques utilised at Egerton that could apply to mainstream schools such as allowing children to remain in the same class all day to minimise disruption and manage anxiety levels (so like Trafford this is about sharing expertise with other schools).
- 4.7 Members learned about the ongoing work to develop Trafford Inclusion Charter led by the Council's Educational Psychology Service to build a collective response to

manage move before school exclusion. One important theme in the charter is “collective responsibility”: all agencies involved in young people’s support should adopt agreed principles to apply consistently and work towards a shared responsibility for inclusion. Two case studies were provided by the Head Teacher of Egerton High School to demonstrate how a shared view and approach can positively affect young people’s outcomes.

- 4.8 Members learned that a sensory room and breakout spaces are much needed at the school (Egerton School). Also music therapy is a very valuable resource, as well as having more mentors and skilled and experienced people such as teaching assistants. A good example in Salford is Brighter Future.¹²

5 Conclusions

- 5.1 From the information gathered during the meetings of the Task and Finish Group, Members were able to draw several conclusions.
- 5.2 Members noted that there seems to be a general issue with pressure and anxiety of children who approach GCSE examination, this at times seems to lead to what schools sometimes perceive as lack of engagement. This was based on the fact that the number of school exclusions is higher in Year 10. Members also observed that in primary schools children have one teacher most of the time and this was seen as an opportunity to start the Graduated Approach as soon as the need for additional support is identified by school or parents.
- 5.3 Members agreed that early intervention is pivotal. School staff in early years settings and primary schools receive training on the Graduated Approach to be able to identify children with SEN, assess them and put support in place. If the necessary support is in place, the needs of pupils with SEN can be managed and supported appropriately; school exclusion should only be used for its intended purpose to sanction persistent and serious breach of school’s behaviour policy.
- 5.4 Members acknowledged that current national school performance indicators have led to an increasingly narrow, academically focused curriculum which can be demotivating for many SEND students, sometimes leading to disengagement and the associated issues that increase risks of exclusion. Some SEND students have learning or emotional difficulties which require a broader curriculum in order to maintain engagement. A national curriculum that empowers schools to meet these broader SEND needs is essential to tackle the high number of SEND exclusions. At the same time early and appropriate EHCP provision would also ensure that able SEND students can readily access the narrower English baccalaureate curriculum.
- 5.5 Members agreed that schools should make a record every time a parent approaches them with a concern about their child. Parents should also be able to access a directory page on the Council’s web-site where they can report their concern about their child and what to do if there is no action from school.
- 5.6 Members valued and endorsed the development of Trafford Inclusion Charter and recommended its adoption in all educational settings.

¹² <https://www.bfeducation.org.uk/>

This page is intentionally left blank

TRAFFORD COUNCIL

Report to: Executive
Date: 21 June 2021
Report for: Decision
Report of: Executive Member for Environment and Regulatory Services

Report Title

20 M.P.H Speed limits and zones

Summary

This report provides background information on the implementation of 20mph zones and streets nationally and provides a solution for proposed implementation in Trafford.

Recommendation

The Executive is recommended to:

- a) Note the background information relative to the evaluation of 20mph streets and zones in recent years.
- b) Approve the prioritisation of 20mph schemes with the matrix that has been developed as included in Appendix A
- c) That authority be delegated to the Corporate Director for Place for future approval of 20mph streets in conjunction with the Executive Member for Environment and Regulatory Services where the request or needs meet the prioritisation criteria which includes improving safety in and around school streets.
- d) Note the funding allocated this current financial year by TfGM for safety around school streets to contribute towards this priority.
- e) Note that there is currently no capital allocation in 2021/22 for 20mph streets or zones but that a bid will be put forward for consideration in 2022/23 following a review of applications and streets that meet the criteria for consideration that has been developed.

Contact person for access to background papers and further information:

Sharon Walls
X4292
Background Papers: None

Implications:

Relationship to Policy Framework/Corporate Priorities	Improving Public Health Improving Air Quality Improving Road Safety Green and Connected
Relationship to GM Policy or Strategy Framework	Air Quality Management Clean Air Plan Environment Plan
Financial	The report identifies £50,000 that has been allocated to districts by GM for safety around schools that can contribute to this demand. That a further bid for capital funds in the 2022/23 programme be developed and to further seek external funding to compliment the bid.
Legal Implications:	No legal implications from this report.
Equality/Diversity Implications	Not Applicable
Sustainability Implications	Improving safety and reducing speeds will lead to a more sustainable environment
Carbon reduction	At this moment there isn't a lot of empirical evidence of the impact 20mph zones have on carbon or air quality. Changes in direct carbon emissions are difficult to model but are likely to be relatively small; the largest impact would be through driver behaviour and changes in driving styles.
Resource Implications e.g. Staffing / ICT / Assets	Not Applicable
Risk Management Implications	Not Applicable
Health & Wellbeing Implications	There are wide ranging health benefits resulting from reduced speeds on the roads.
Health and Safety Implications	Road casualty severity could reduce through the implementation of the measures described in this report therefore improving health and safety.

1. Background

- 1.1 In recent years the demand for the implementation of 20mph schemes has been increasing in response to both local and national campaigns. A number of requests have been submitted in recent years to Trafford Council for consideration. A national campaign "20's Plenty Where People Live" actively promotes 20mph limits in residential and urban areas.
- 1.2 The Department for Transport published advice on the implementation of 20mph schemes in its circular 01/2013, which contains guidance on the setting of local speed limits.
- 1.3 There are two distinctly different types of 20mph speed restrictions:

- Speed limits, which rely solely on signing.
- Zones which require traffic calming to reduce speeds.

1.4 Highway Authorities have powers to introduce 20 mph speed limits that apply only at certain times of day. These variable limits may be particularly relevant where a school is located on a major through road that is not suitable for a full-time 20 mph zone or limits.

1.5 The implementation of 20mph streets and zones was heavily funded by the Department for Transport through annual grant funding that has ceased in recent years as casualty figures have reduced.

2 DFT Study Report findings – Background to Support a Proportionate Approach

2.1 In July 2014, Atkins, AECOM and Professor Mike Maher of University College London, were commissioned by the Department for Transport to evaluate the effectiveness of 20mph (signed only) speed limits, based on twelve case study schemes in England and various comparator areas with a 30mph limit in place. An evaluation into 20mph limits was carried out on behalf of the Department of Transport by the engineering Consultancy Atkins and was published in 2018. The full report can be found at ¹

<https://www.gov.uk/government/publications/20-mph-speed-limits-on-roads>.

2.2 The report assesses the outcomes of introducing 20 mph speed limit schemes (i.e. reducing speed limits from 30mph to 20mph) in residential areas and town centres. These are generally on a wider scale, but “signs only”, i.e. without the traffic calming measures of earlier 20mph zones. They were introduced for a variety of transport, community and health reasons.

The study found:

- a. Public support for 20mph (signed only) limits but concern about non-compliance
- b. Minor changes in driven speeds: median speed fell 0.7mph in residential areas and 0.9mph in city centre areas
- c. Faster drivers reduced speed more: 1.1mph and 1.6mph respectively
- d. Road characteristics have a much larger impact on driven speeds than whether the road has a 30mph or 20mph limit
- e. No significant change in short term collisions and casualties in the majority of case studies
- f. The majority of people have not noticed a reduction in the speed of vehicles, and do not perceive there to be fewer vehicles driving at excessive speeds

¹ Evaluation Headline Report Nov 2018 (Atkins / AECOM and Professor Mike Maher UCL)

- g. Small increase in use of active travel modes; mode shift cannot be determined from data.
- 2.3 The study found insufficient evidence to conclude that in residential areas the introduction of 20mph limits had led to a significant reduction in collisions and casualties.
- 2.4 Overall, there was a small but statistically significant improvement in reported levels of cycling and walking.
- 2.5 As a result of the above, the approach being recommended for adoption would be to ensure the environment aligns with the ability to implement 20mph in a proportionate way in areas that do not need major infrastructure changes or widespread introduction of signage.

3 Stockholm declaration ²

- 3.1 In 1972 in Stockholm, Sweden, the United Nations hosted its first Conference on the Human Environment, the official declaration of which is commonly called the Stockholm Declaration of 1972.
- 3.2 One of the main objectives of the Declaration was to ‘stabilise and then reduce’ road traffic deaths. While road death rates have stabilised and lives have undoubtedly been saved when set against projected death rate increases, the number of actual deaths on the world’s roads have remained around 1.35 million, according to World Health Organization data. The more ambitious SDG target, reaffirmed by the UN General Assembly, sets a goal of halving road traffic deaths and injuries by 2030.
- 3.3 The Ministerial Conference culminated in the forward-looking “Stockholm Declaration”, which calls for a new global target to reduce road traffic deaths and injuries by 50% by 2030. In addition, it invites strengthened efforts on activities in all five pillars of the Global Plan for the Decade of Action: better road safety management; safer roads, vehicles and people; and enhanced post-crash care. It also calls for speeding up the shift to safe, affordable, accessible and sustainable modes of transport like walking, cycling and public transport. WHO is asked to continue to produce the series of global status reports, as a means of monitoring progress towards achievement of the 12 Global Road Safety Performance Targets.
- 3.4 Today, around 1.35 million people lose their lives on the world’s roads every year, and as many as 50 million are injured. More than one quarter of those killed and injured are pedestrians and cyclists. Road traffic injuries are now the leading cause of death for children and young adults aged 5-29 years. Given the enormous human suffering and major economic losses for families

² Stockholm Declaration. Third Global Ministerial Conference on Road Safety: Achieving Global Goals 2030
Stockholm, 19–20 February 2020

and societies, road traffic deaths remain an unacceptable price to pay for mobility.

- 3.5 Introducing a range of measures that link to the GM Environment strategy and Transport Strategy 2040 which includes 20mph streets in appropriate locations would support the Declaration.

4 Safer Roads Greater Manchester

- 4.1 Safer Roads GM largely welcomes initiatives that reduce vehicle speeds throughout Greater Manchester. The Partnership supports the introduction of 20mph zones and limits on the residential road network where the introduction of 20mph speed limits would be self-enforcing, in that the existing conditions of the road, together with any measures such as traffic calming or signing, should lead to the average traffic speeds being compliant with the speed limit.
- 4.2 The 20mph speed limits rely heavily on a change in driver behaviour and compliance of the regulatory signs to be effective. In common with 20mph speed limits in other Authorities, there should be no expectation on the police to provide additional enforcement beyond their routine activity to achieve compliance to the set speed limit.
- 4.4 Schemes on roads where they are used by through traffic will need to be given special consideration for speed management as will roads with a high number of pedestrians and cyclists as the introduction of a lower speed limit could displace traffic and increase traffic flows along alternative residential roads.
- 4.5 Safer Roads GM considers the introduction of 20mph zones in residential areas should be implemented along with education, training and publicity interventions to ensure that public expectations are met and managed.

5 GMP Position Statement

- 5.1 There is an expectation from all GM highway authorities that background research, which includes evidenced traffic flow data, is incorporated into the project proposal to ascertain/verify that a speed reduction from a restricted road status will achieve a satisfactory compliance rate.. This aligns itself to the DfT protocols under the 'Setting of Speed Limits' documentation.
- 5.2 Should LA's introduce a reduced limit and it is found not to be working, the LA should in the first instance undertake a speed limit review and then introduce physical engineered interventions to achieve that step down of speed if deemed necessary to achieve compliance. No undue pressure of elevated levels should be placed upon a police authority, other than routine patrol duties, to enforce or achieve speed limit compliance on the public highway.

6.0 Trafford Council Approach to 20mph Requests

- 6.1 Trafford currently has 26 existing 20mph zones. These schemes were implemented in the 1990's following the Council being in receipt of Government funding in relation to local road safety schemes, and as part a large number of traffic calming schemes introduced across the Borough.
- 6.2 Currently there are several requests for 20mph zones/limits. Following the Council Motion in March 2021 relating to 20mph streets and zones the Council will be updating its website to allow better promotion of 20mph streets and so requests can be made that can be assessed for future consideration as a 20mph street.
- 6.3 The One Trafford Partnership have developed a priority matrix to manage the requests that are received via members of the public. The matrix consists of a number of questions that are weighted, and following completion will provide a score, which will be used to prioritise the request. The matrix will ensure that all requests are treated in a fair and equitable manner. The matrix will also be used to generate a cost estimate of the scheme, as cost will vary depending on the size of the area etc.
- 6.4 20mph speed limits and zones was discussed at full Council on 30th September 2020, the minutes from the meeting and the Council's current position is contained on this link
³<http://democratic.trafford.gov.uk/ieListDocuments.aspx?CIId=122&MID=3174>

7.0 School Streets

- 7.1 A school street is a road outside a school with a temporary restriction on motorised traffic at school drop-off and pick-up times. The restriction applies to all motor traffic, regardless of whether it is associated with the school itself, to create a street environment which encourages cycling, scooting, or walking part or all of the school run.
- 7.2 TFGM announced on the 21st May 2021 through the Active Travel Fund, TfGM can offer districts up to £50,000 each to deliver a number of school streets. We would expect this to cover at least five school streets
- 7.3 There is an eligibility criterion that has to be met to be enable school streets to be funded that is being reviewed.
- 7.4 Schools included in the street program will be prioritised based on the TFGM Criteria alongside the scoring from within the 20mph matrix

8.0 Legal Process

³ Minutes of Trafford Council meeting 30 September 2020

- 8.1 All speed limits, other than those on restricted roads should be made by order under Section 84 of the Road Traffic Regulation Act 1984. If it is proposed to make a Road Traffic Order introducing 20mph limits the statutory process prescribed by regulations must be followed.
- 8.2 Traffic authorities have a duty to erect and maintain prescribed speed limit signs on their roads in accordance with the Traffic Signs Regulations and General Directions 2016.
- 8.3 If traffic authorities wish to deviate from what is prescribed in signing regulations, they must first gain the Secretary of State's authorisation. Traffic authorities are not permitted to erect different speed limit signs relating to different classes of vehicle.
- 8.4 Statutory consultees, relevant stakeholders and the public are consulted, and the Traffic Regulation Order (TRO) must be published in local newspapers and throughout the community. In the case of permanent orders, at least 21 days must be given for consideration of proposals and formal objections. Objections are considered, and a decision to proceed or not is taken. Where an authority implements an order regardless of objections, an application to review the decision can be made to the High Court.
- 8.5 The TRO is enforceable from the date it is signed. New signs and road markings must be implemented by this date. A TRO can be delivered within 6-8 weeks, but objections can lead to lengthy delays. Early community engagement generally helps to minimise objections. If subsequent changes are made to the scheme a new TRO is required, but removing roads will not trigger this process.

9 Financial Implications

- 9.1 As highlighted in the report previous funding for 20mph streets and associated measures was via the Dft grant fund allocation that has ceased.
- 9.2 Other funding is available via TfGM for safe school streets of £50,000 per Council area that Trafford can bid for and this is anticipated to support 5 streets.
- 9.3 The approved capital programme for 2021/22 is fully allocated and hence a bid for future capital funds will be submitted for consideration in the 2022/23 programme based on demand and requests that meet the criteria.

10 Conclusion

- 10.1 There is no national view as to the policy a local Authority should adopt in relation to 20mph schemes as the issues are complex.

- 10.2 Council's across the country are primarily guided by information coming from the Dft. The Dft's current position on 20mph speed limits states:
- “The evidence available to date shows no significant change in the short term in collisions and casualties, in the majority of the case studies (including the aggregated set of residential case studies) and further data is required to determine the longer-term impact of 20mph limits. Collision and casualty rates are known to fluctuate from year to year, and the post implementation data currently available may not be indicative of the longer-term trend”*
- 10.3 The State of Evidence on 20mph Speed Limits report with regards to road safety, active travel and air pollution report states ⁴
- “The volume of literature, both peer reviewed and grey, is still relatively small regarding 20mph speed limits compared with other health outcomes including 20mph zones. The fact for each average 1mph speed reduction in an urban area there is a 6% reduction in collisions fits well with the findings from UK studies reported ”.*
- 10.4 There is therefore clear evidence that a reduction in vehicular speeds by 1mph can have a significant effect on the severity of a collision, additionally having a 20mph speed limits can reduce the potential for collisions. What is less clear from the research undertaken, is whether the introduction of 20mph speed limits is the panacea for effectively reducing collisions and would represent the best value for money on casualty reduction.

11.0 Reasons for Recommendations

- 11.1 Whilst there is no clear evidence to predict the overall success of 20mph, they do assist in reducing speeds and subsequently reducing casualty severity.
- 11.2 Community support is key to the success, as schemes with community support achieve better compliance.
- 11.3 As well as road safety benefits, it is important to highlight the contribution that 20mph zones may have in increasing physical activity, such as walking and cycling.
- 11.4 Prioritisation of potential schemes using the matrix that identifies school streets, speed and casualties as factors is recommended in that it considers locations where the greatest benefits can be determined.
- 11.5 A bid for allocation of funds into the next years' capital program will be put forward and if successful a list of approved schemes will be published on the Council's website.

⁴ The State of Evidence on 20mph Speed Limits with regards to road safety, active travel and air pollution Dr Adrian Davis FFPH , Adrian Davis Associates, Consultant on Transport and Health Bristol. August 2018

11.6 Full consultation with the residents will be undertaken and schemes will only be implemented where there is clear support from the residents and the local councillors.

11.7 A bid will be submitted via TFGM to fund 5 school Streets.

12.0 Other Options

12.1 Implementing wholesale 20mph zones across Trafford without an application and prioritisation process would be unaffordable and unsustainable to implement, enforce and maintain.

12.2 The other alternative is to stay with the current speed limits however, this option is seen as not supporting other initiatives as outlined in the report.

13.0 Consultation

13.1 Consultation with affected residents will be undertaken as part of the prioritisation and development of any proposed 20mph streets.

Key Decision No

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

Finance Officer Clearance PC

Legal Officer Clearance TR

CORPORATE DIRECTOR'S SIGNATURE



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

This page is intentionally left blank

TRAFFORD COUNCIL

Report to: Executive
Date: 21 June 2021
Report for: Decision
Report of: Executive Member for Environment and Regulatory Services

Report Title

Capital Programme 2021/22 – Scheme Approvals

Summary

This report seeks to update members in more detail of what schemes are being proposed as part of the current capital programme that includes

1. Updated list of highway capital works following a revised capital allocation via TfGM in February 2021.
2. Breakdown of works to be progressed as part of the parks and greenspace capital allocation.
3. Breakdown of works to be progressed as part of the traffic and transportation TfGM allocation.

Recommendation(s)

The Executive is recommended:

- To approve the works programmes associated with the allocation of capital funds for 2021/22 as outlined at Appendix A, B, C and D of this Report.

Contact person for access to background papers and further information:

Name: Sharon Walls
Email: sharon.walls@trafford.gov.uk

Background Papers: None.

Implications:

Relationship to Policy Framework/Corporate Priorities	Value for Money
Relationship to GM Policy or Strategy Framework	Improved and safer facilities for road users including cyclists aligns with the Greater Manchester Transport 2040 Strategy and complements work on the Mayor's Challenge Fund
Financial	Planned capital expenditure over the next 12month period will be contained within available capital resources
Legal Implications:	None arising out of this report.
Equality/Diversity Implications	In approving the detail of schemes proposed through the capital programme the Council will need to ensure that any decisions are made fully in accordance with its Public Sector Equality Duty
Sustainability Implications	The indicative capital programme includes a number of proposals that will aid the Council in its environmental sustainability objectives,
Resource Implications e.g. Staffing / ICT / Assets	Improvement schemes are being undertaken in 2021/22
Risk Management Implications	None directly arising
Health & Wellbeing Implications	The proposed capital programme includes a number of schemes that seeks to provide a positive impact on the Health and Wellbeing of Trafford's residents, including improvements to play area infrastructure across the borough
Health and Safety Implications	A number of schemes are being undertaken on the grounds of health and safety including resurfacing roads
Carbon Reduction	Various budget proposals in the capital budgets support the carbon neutral action plan.

1.0 Background

- 1.1 The Executive and Council approved the council's budget including capital allocations as contained in the report of 17 February 2021.
- 1.2 Attached at Appendix A and B is a more detailed programme of works for the highways capital programme following a reduction in grant from the Dft via TfGM. This late change in funding of circa £1.2million allocation has altered the number and range of proposed schemes previously contained in the report of February 2021.
- 1.3 Also attached at Appendix C is a more detailed programme for the Parks budget allocations including Play Area refurbishments, Parks Infrastructure and Parks and Open Space programmes that were not included in the report in February
- 1.4 A more detailed programme of traffic and transportation works is attached at Appendix D that indicates sites that will be included in this area of work.

- 1.5 The list of schemes in Appendix A-D currently exceeds the total budget in recognition of further work being undertaken with GMCA to secure extra funding from existing and future central government funding initiatives.

2.0 Approval of Capital Programmes

- 2.1 Trafford Council approved its capital allocations in February 2021 however the detailed programme for some elements of the programme were not finalised hence is included within this report.
- 2.2 The highways capital programme has had to be reviewed as a result of a late change in allocation of grant funding of circa £1.2m. This in effect was a 25% reduction in allocation for highway investment.

Other Options

There is an option to reallocate capital funds from other areas of the programme however this would impact on other key priorities of the council.

Consultation


Consultation and Publication of the Council's works programme will be undertaken via local members and residents via the Council's website and letters / emails to keep them informed of progression.

Reasons for Recommendation

Approval is sought to ensure continuity of delivery of the approved capital programme.

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

Finance Officer Clearance (type in initials)...PC.....
Legal Officer Clearance (type in initials) TR.....

[CORPORATE] DIRECTOR'S SIGNATURE (electronic)..... 
To confirm that the Financial and Legal Implications have been considered and the Executive Member has cleared the report.

APPENDIX A

2021/22 Revised after GMCA/ Dft grant reduction

HIGHWAYS STRUCTURAL MAINTENANCE SCHEMES	Budget 2021/22
ASSET MANAGEMENT	
Patching and Pot Holes	£ 250,000
PROW	£ 45,000
Drainage Asset Maintenance	£ 250,000
Markings, Signs, Furniture	£ 65,000
Vehicular safety barriers and Pedestrian guardrail	£ 70,000
Cycleway Programme	£ 30,000
Footways	£ 120,000
Joint treatment/Over banding	£ 50,000
Surveys- Highway Condition	£ 70,000
Serviceability Repairs	£ 50,000
Advanced Design	£ 40,000
Flood Alleviation/ Duty	£ 50,000
Highways Tree Programme	£ 45,000
Asset Management Total	£ 1,090,000

Surface Treatments - Large area repairs- Patching, Joint Sealing, Pre patching and treatment	
Brooklands Road (with MCC project delivery Boundary inward - Council boundary is mid carriageway. Prep work done 2020/21)	£ 25,000
Surface dressing programme -various locations. see Appendix B	£ 400,000
Bow Lane, from junction with Oakwood Lane to Bow Green Farm, Bowdon (Drainage and surface work)	£ 115,017
Glebelands Road, Junctions with Finney Bank Road and Crossley Road, Ashton on Mersey	£ 39,982
Sub total	£ 579,999
Road Resurfacing 40mm+	
Pritchard Street, Full extent / localised areas , Stretford	£ 53,522

Stokoe Avenue, From Taylor Road to bend, Altrincham	£	32,147
Oakfield, Hunters Mews to Private Entrance, Ashton Upon Mersey	£	46,543
Sub Total	£	132,213
Road Reconstruction 100mm+		
Oxford Road / Peter Street "Triangle" , (Junc w Ashley Rd to Altrincham Theatre) / Peter Street (Full extent), Bowdon	£	120,000
Whitecarr Lane, Junction from Roaring Gate Lane to Fairywell Brook, Hale Barns	£	91,872
Black Moss Road, Phase 2 to start from end of Phase 1 (At the bend) to the culvert, Bowdon	£	98,582
Sinderland Lane, junction with Whitehouse Lane, Altrincham-Bowdon	£	113,922
Hawarden Road , Altrincham, Altrincham Ellesmere Road To Harcourt Road & Gladstone Road to Harcourt Road (large scale repairs)	£	131,306
East Union St / Chester Road - Junction Only, Clifford	£	191,945
Gaddum Road, Bow Green to Stanhope Road, Bowdon	£	161,276
Moss Lane, Oakfield Road to Urban Road,(100m and 40mm areas), Hale Central	£	101,722
Holmefield, Priory – cul-de-sac full	£	82,155
Beechwood Ave, Full extent, Flixton	£	60,225
Oldfield Road , Altrincham , Bowdon , Thurston Road, to junction with Seamons Road (phase 1 of 2)	£	103,515
Stockport Road, Altrincham, Clarendon Avenue to Ped crossing / Osborne Road (phase 1 of 2)	£	116,386
Sub Total	£	1,372,905
STRUCTURES		
Bridge Inspections (GI and PI)	£	80,000
Bridges Asset Management	£	30,000
Assessment/Studies/Advanced Design	£	30,000
Bridge Minor Works	£	50,000
Rail Road Incursion - Designs	£	30,000
Ashburton Road W Canal Br - Subway No 1	£	65,000
Barton Dock Road - phase 2	£	130,000
Euroterminal Access Bridge	£	80,000
Structures Total	£	495,000

APPENDIX B

Surface Treatment and Dressing Programme - 2021/22			
Street Name	Ward	Extents	Approx. area (m ²)
Teesdale Avenue	Davyhulme West	Full Extents	957
Tewkesbury Avenue	Davyhulme East	Full Extents	658
Kenmore Drive	Hale Central	Full Extents	615
Irlam Road	Flixton	From Railway Tavern Pub to Woodsend Crescent Road	967
Manor Avenue	Broadheath	Woodhouse Lane to Cherry Lane	1602
Cromwell Road	Longford	Edge Lane to Longford Avenue	1620
Sinderland Lane	Bowden	A56 to Clarke Street	872
Rochester Road	Davyhulme East	Full Extents	1196
Brown Street	Hale Central	Full Extents	1274
Edge Lane	Longford	Kings Road to Norwood Road	2886
Urban Road	Priory	Charnley Close to End of Cul de sac	1241
A56 Manchester Road	Altrincham	Oldfield Road to Cresta Court/Woodlands Road	4967
Bennett Street	Stretford	Full Extents	902
Mitford Street	Stretford	Full Extents	1545
Jackson Street	Stretford	Barton Road to Pinnington Lane	1770
School Road	Stretford	Full Extents	2846
Farmfield	Ashton Upon Mersey	Full Extents	454
Chatsworth Road	Gorse Hill	Chatsworth Crescent to Rowsley Road	2386
Chesham Avenue	Davyhulme West	Full Extents	851
Andrews Avenue	Davyhulme West	Full Extents	504
Hargate Drive	Hale Barns	Full Extents	2445
Hill Top	Hale Barns	Hill Top Drive to Hargate Drive	3156
		Total m2	35714

APPENDIX C – PARKS CAPITAL PROGRAMME

Play Area Refurbishments		Approved 2021/22
Site	Task	Description
Hullard Park	Replace	Climbing frame replacement - Spider
Newton Park	Replace	Multiplay unit possible replacement
Woodstock Park	Replace	play equipmnet
Longford Park	Surface	Repairs to surface - Gaint Disc Small Rotator
Worthington Park	Replace	Complete replacement of rest gym equipment
Broomwood	Replace	Replacement toddler multi play unit 2022
Kelsall street	Replace	Replacement multi play unit
Golden Hill Park	Replace	Replacement of slide unit
Moor Nook Park	Replace	Wooden multi play unit replacement
Walton Park	Replace	Revamp of under 5s
Sale West	Replace	Revamp
Minster Drive	Replace	Replace play unit

Parks Infrastructure		2021/22
Site	Task	Description
Denzell Gardens	Revamp	reinstating pond to working order /assist with drainage
Davyhulme Park	Revamp	reinstating pond to working order /assist with drainage
Stamford Park	Revamp	reinstating pond to working order /assist with drainage
Longford	Revamp	reinstating pond to working order /assist with drainage
Parks across Trafford	Reinstate	Park paths now statuary / new and patch work around perimeter
Parks across Trafford	Reinstate	Reinstating wooden back boards across bowling greens
Parks across Trafford	Replace	Damaged gates beyond repair /need replacing
Parks across Trafford	Repair	Perimeter fencing around parks
Parks across Trafford	Repair	Drainage works after investigatory work complete

Countryside Infrastructure		2021/22
Site	Task	Description
Devisdale	Revamp	site of scientific intrest/ works to bring back to standard
Willam Wroe	install	reinstate entrances and fencing around perimeter
Woodheyes	Selective Prune	tree work / woodland area

APPENDIX D - TRAFFIC & TRANSPORTATION CAPITAL PROGRAMME 2021/22

	Budget (£)
Collision Analysis	
Speed reduction signs to be moved around the Borough	27,000
Feasibility Study – Oldfield Road near John Leigh Park	3,000
Proposed Traffic Regulation Orders	
Introduction of 5 TRO's	36,883
Proposed Minor Works	
Introduction of 10 schemes	30,000
Dropped Crossing Programme	
Introduction of 4 schemes	30,000
Disabled Persons Parking Places	20,000
Minor-Medium Sized Scheme Programme	
Introduction of 5 schemes	50,000
	196,883

Proposed Traffic Regulation Orders 2021/22

No	Scheme Name	Budget (£)
1	Barton Road, Stretford – outside the shops	
2	Moorside Road / Crofts Bank Road, Urmston	
3	Granville Road/Thorley Lane, Timperley	
4	Bedford Drive/Conway Drive, Warburton Way/Stockport Road and Hulme Drive/Jackson Close, Timperley	
5	Victoria Road/Marsland Road, Sale Moor	
		36,883

Proposed Minor Works scheme list 2021/22

No	Road Name/s	Budget (£)
1	Fifth Avenue, Stretford - Re-lining of bus stop	
2	Davyhulme Circle/Lostock Road - Bollards to prevent footway parking	
3	Riddings Road/Park Road Timperley – Bollards/trees to prevent footway parking	
4	Moss Road/Davyhulme Road - Signage	
5	Barton Dock Road – 40mph repeater signs	
6	Blackmoss Road - Bend warning sign	
7	Wythenshawe Road, Sale (outside shop) - Bollards to prevent footway parking	
8	Hope Road, Sale - Additional signs & road markings at 20mph zone	
9	Hale Road/Ashfield Road – SLOW and cycle symbol	
10	£5k allocation for urgent safety issues that arise in year	
		30,000

Proposed Dropped Crossing Scheme List 2021/22

No	Road Name/s	Budget (£)
1	Howells Avenue, Sale - Near Courts*	
2	Wellfield Lane, Hale (Wellgreen)	
3	Sefton Road, Sale	
4	York Road/Atkinson Road junction, Sale*	
	*subject to there being no S278 funding available	30,000

Proposed Minor-Medium Sized Scheme List 2021/22

No	Scheme Name	Budget (£)
1	Queens Road/Hale Road, Hale – junction improvement feasibility study	
2	Wythenshawe Road, Sale – raised table at bend – feasibility study to understand extent of issue and solutions	
3	Grove Lane, Hale – pedestrian refuge	
4	North Parade, Sale – relocate bus stop	
5	£10k allocation for urgent safety issues that arise in year	
		50,000

This page is intentionally left blank

TRAFFORD COUNCIL

Report to: Executive

Date: 21st June 2021

Report for: Information

**Report of: The Executive Member for Finance and Governance and the
Director of Finance and Systems**

Report Title:

Budget Monitoring 2020/21 – Period 12 Outturn (April 2020 to March 2021).

Summary:

The purpose of this report is to inform Members of the 2020/21 outturn figures relating to both Revenue and Capital budgets. It also summarises the outturn position for Council Tax and Business Rates within the Collection Fund.

Recommendation(s)

It is recommended that the Executive:

- a) note the report and the revenue outturn position showing a budget underspend of £2.804m, which will be transferred to the Budget Support Reserve;
- b) note the reserves position as detailed in paragraph 7 and Appendix 2;
- c) note the final capital programme outturn position as detailed in paragraphs 27 to 40.

Contact person for access to background papers and further information:

David Muggeridge, Head of Financial Management Extension: 4534

Background Papers: None

Relationship to Policy Framework/Corporate Priorities	Value for Money
Relationship to GM Policy or Strategy Framework	Not Applicable
Financial	Revenue and capital expenditure is contained within available resources in 2020/21. In respect of the resourcing of the capital programme a number of capital receipts from the disposal of surplus land have been reprofiled to later years. This has given rise to some additional temporary borrowing the cost of which has been contained within the treasury management budget.
Legal Implications:	None arising out of this report
Equality/Diversity Implications	None arising out of this report
Sustainability Implications	None arising out of this report
Resource Implications e.g. Staffing / ICT / Assets	Not applicable
Risk Management Implications	Not applicable
Carbon Reduction	Not applicable
Health & Wellbeing Implications	Not applicable
Health and Safety Implications	Not applicable

EXECUTIVE SUMMARY

- The approved budget for 2020/21 is £175.52m. Based on the pre-audit outturn for the year, the Council will underspend its budget by £2.804m (£2.301m at Period 10), see Table 1. This is an overall favourable movement of £0.503m since last period, with the movement mainly relating to the release of contingency budgets.
- It is fair to say that projecting the financial impact of COVID-19 throughout the year has been difficult given the level of uncertainty in nearly every aspect of the Council's services. Gross COVID-19 financial pressures were £51.94m at year end and after the application of Government COVID-19 grants, contributions from the CCG and the facility to spread the shortfall in our Council Tax and Business Rates income over future years, this resulted in a net pressure relating to COVID-19 of £8.82m.
- The gross COVID-19 pressure has decreased by £4.84m since period 10, largely due to grant funded expenditure being lower than expected. Some ring-fenced grants were shown as fully committed for monitoring purposes and have now been rolled over to 2021/22, (see paragraph 26).
- Net pressure has increased by £3.48m since period 10. This is largely explained by:
 - A contribution of £4.0m made to a COVID-19 General Reserve to provide additional resilience for potential ongoing financial pressures in the medium term;
 - £0.6m net reduction largely associated with costs being lower than forecast at P10 across numerous core services such as home to school transport, rough sleepers and client demand.
- The COVID-19 pressures above have been offset by savings across other service and corporate contingency budgets to arrive at a net underspend of £2.804m a positive movement of £0.503m since period 10.
- The net underspend of £2.804m (see Table 1) is represented by an overspend on Directorate budgets of £4.90m, offset by an underspend on Council Wide budgets of £7.71m. Detailed variances are shown in Table 2 and a summary of the significant items are below:
 - Savings on Adults £1.97m and Children's £1.25m services consisting of savings due to the hospital discharge programme being met by the CCG and lower staffing costs, offset by a contribution to earmarked reserves to accommodate potential delayed service demand due to COVID-19;
 - Place directorate overspend of £6.7m largely due to the impact of the pandemic on service income;
 - Strategy and Resources directorate overspend of £1.8m largely due to lower than anticipated income from trading with schools due to the pandemic closures;
 - Council Wide favourable variance of £7.71m largely due to the additional COVID-19 support grants £17.93m being held as a central

resource and the release of contingency budgets £1.7m. Offset by losses from our strategic investments in Manchester Airport Group £5.6m and a contribution to COVID-19 reserves of £5.2m to address further pressure over the medium term and other positive movements worth £1.1m.

- **Council Tax** – there was a deficit at year end of £3.01m which is a positive movement of £1.06m from Period 10. Improvements have been seen in collection rates as the year progressed along with positive assumptions on collecting historic debt. The full deficit, which will in part be offset by a tax income guarantee scheme from Government, will not impact on 2020/21 and in line with revised Government regulations will be spread over the three years 2021 to 2024. The deficit is lower than anticipated when the 2021/22 budget was prepared and will result in a net benefit of £1.88m being released over our assumptions made in our medium term financial plan, (see paragraph 13).
- **Business Rates** continues to be a complex area and prone to variation which has been exacerbated by the impact of COVID-19. There was an in-year deficit excluding rates relief awarded as a result of COVID-19 of £3.35m. In a similar manner to the Council Tax deficit this will have a neutral impact in 2020/21 and will be spread over 2021 to 2024. The deficit, which will in part be offset by a tax income guarantee scheme from Government, is lower than anticipated when the 2021/22 budget was prepared and will result in a net benefit of £1.97m being released over our assumptions made in our medium term plan. A further release from GMCA of growth pilot monies from 2019/20 £1.73m and 2020/21 £3.42m have been used to bolster our budget support reserves in line with our budget assumptions agreed in February 2021, (see paragraph 22).
- **Reserves Movements** – It must be stressed that the long term impact of the pandemic remains a significant risk for the Council in future years.

As such the Council has utilised its favourable outturn and general COVID-19 support grants to bolster its COVID-19, Budget Support Reserves and specific earmarked reserves.

Due to a number of ring-fenced Government Covid-19 grants being carried forward on the balance sheet, usable reserves have been temporarily increased from a balance brought forward of £91.35m to £200.92m at year end (see paragraph 7 for detail with a summary below), of this immediate commitments in 2021/22 to clear the deficit on the business rate element of the collection fund and to support the budget are estimated at approximately £120m. The increase in reserves over the year is explained by:-

- £89.37m increase in Corporate Reserves (inc General Reserve) largely related to the balances of Government COVID-19 funding associated with rates relief and collection fund support which is fully committed in 2021/22 and 2022/23;
- £4.45m increase in Service Earmarked reserves, largely to address the risk of delayed pressures and also the balance of unspent earmarked COVID-19 support grants carried over to be used for future commitments;

- £13.46m net increase in other earmarked reserves including:
 - £4.524m reduction to support the 2020/21 budget as agreed by Council in February 2020;
 - £4.72m reduction in respect of 19/20 COVID-19 grant held in reserve;
 - £5.23m increase in COVID-19 General Reserve (£1.2m balance of 4th tranche plus £4.0m);
 - Budget Support increased £10.45m (£5.15m Business; Rates 2019/20 and 2020/21 Growth Pilot, £2.5m Waste Levy refund, £2.8m Outturn);
 - £7.02m other increases including £2.09m Strategic Investment Reserve, £1.46m Transformation Fund Reserve, £0.7m Leisure Reserve, £1.13m Council Tax Hardship and £1.09m Sale PFI.
 - £4.26m increase in Schools Reserves;
 - £1.97m reduction in Capital Reserves.
- **Capital Programme** - Capital expenditure is £34.0 in 2020/21 (see para. 27). With minor rephasing to later years of £3.2m.

REVENUE BUDGET

1. Detailed below in Table 1 is a summary breakdown of the service and funding variances against budget, with Table 2 providing an explanation of the variances:

Table 1: Budget Monitoring results by Service	2020/21 Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)	Percentage
Children's Services	41,996 *	40,746	(1,250)	(3.0)%
Adult Services	49,385	47,411	(1,974)	(4.0)%
Public Health	12,381	11,959	(422)	(3.4)%
Place	29,360	36,070	6,710	22.9%
Strategy and Resources	5,227 *	7,045	1,818	34.8%
Finance & Systems	7,900	7,711	(189)	(2.4)%
Governance & Community Strategy	6,518	6,727	209	3.2%
Total Directorate Budgets	152,767	157,669	4,902	3.2%
Council-wide budgets	22,755	15,049	(7,706)	(33.9)%
Net Service Expenditure variance	175,522	172,718	(2,804)	(1.6%)

Funding				
Business Rates	(65,792)	(65,792)		
Council Tax	(103,990)	(103,990)		
Reserves Budget Support	(4,524)	(4,524)		

Collection Fund surplus	(1,216)	(1,216)		
Funding variance	(175,522)	(175,522)		
Net Revenue Outturn variance	0	(2,804)	(2,804)	(1.6)%
Dedicated Schools Grant	139,392	140,363	971	0.7%

Budget Adjustments and Virements

* There has been one virement across two Directorates since Period 10, as detailed in Appendix 1.

Main variances, changes to budget assumptions and key risks

2. The main variances contributing to the underspend of £2.804m, are highlighted below:

Table 2: Main variances	Forecast Variance (£000's)	Explanation/Risks
Children's Services	(1,250)	<p>Outturn variance £1.250m favourable; a favourable movement of £523k since period 10.</p> <p>The coronavirus pandemic has had an impact on the service both in terms of changes to its service delivery and finances. The areas of favourable variance and pressures are outlined below:</p> <ul style="list-style-type: none"> • The overall savings target for the service of £1.611m, has been achieved; no movement • Underspend of £15k in placements/early support a favourable movement of £323k (Note 1); • Underspend on staffing budgets of £1.499m, a favourable movement of £35k (Note 2); • Additional transport costs of £336k, a favourable movement of £114k (Note 3); • £257k under budget on other running costs and income across the service; an adverse movement of £21k (Note 3); • Loss of income due to COVID-19 of £185k, a favourable movement of £72k, mainly seen at the two nurseries and those service areas unable to provide face to face training; <p>Note 1</p> <p>There is an underspend of £15k on children's placements, a favourable movement of £323k.</p> <p>The service has not seen the increase in demand it had anticipated due to the Coronavirus pandemic. It is still felt that the potential impact may fall into the next financial year.</p> <p>The numbers of children as at the end of March 2021 are as follows:-</p>

		<ul style="list-style-type: none"> • children in care 392, a reduction of 14; • child protection is 192, an increase of 3; • children in need 718, an increase of 48. <p>The original savings target of £1.611m has been achieved in full.</p> <p><u>Note 2</u></p> <p>There are underspends in staffing of £1.499m; this is a favourable movement of £35k.</p> <p>The underspends this year are due to delays in recruiting and are one-off in nature as the service undertakes its service redesign which will be in place in 2021/22.</p> <p><u>Note 3</u></p> <p>The adverse variance in running costs across the service is £79k; a favourable movement of £93k. The reasons for this overspend and favourable movement are as follows:-</p> <ul style="list-style-type: none"> • £336k adverse variance on Home to School transport, this being the full year effect of pressures seen in 19/20 and additional numbers and routes during 20/21, an adverse movement of £51k; • £80k adverse variance on Partington nursery due to a shortfall in income, no movement; • £154k favourable variance on school improvement income due to the receipt of a grant which it was not anticipated would continue, no movement; • £171k favourable variance on commissioned services, favourable movement of £47k; • £12k favourable variance on minor variances, favourable movement of £97k. <p>In addition to this there are further costs of £588k due to COVID-19 for the winter grant scheme which will be met by a specific government grant.</p>
Adult Services	(1,974)	<p>Outturn variance £1.974m favourable, a favourable movement of £2.071m since period 10.</p> <p>Within the £1.974m there is a net contribution to reserves of £2.0m as agreed in P10. Therefore the gross underspend is £3.974m which is explained below.</p> <p>The coronavirus pandemic had a significant impact on the service both in terms of changes to its service delivery and finances. The areas of favourable variance and pressures are outlined below:</p> <ul style="list-style-type: none"> • The overall savings target for the service was £1.348m, of which £949k was not achieved, no movement;

	<ul style="list-style-type: none"> • Payments to care providers of £1.455m to meet additional costs, favourable movement of £14k; • £5.209m below budget on Adult clients, favourable movement of £1.325m (Note 1); • £1.187m below budget due to vacancies and one off savings, favourable movement of £710k (Note 2); • Additional Personal Protective Equipment (PPE) £529k of which £511k is recovered from the CCG and £18k is met by the Council, favourable movement of £22k to the Council; <p>As agreed at period 10 the following contributions have been made to the following earmarked reserves, leaving a net underspend of £1.974m :-</p> <ul style="list-style-type: none"> • £1.0m to support to the Disabled Facilities Grant for 21/22, no movement (note 3); • £1.0m to support short term pressures on the budget for 21/22, no movement (note 4); <p>Note 1</p> <p>Adult Clients has a £5.209m favourable variance; £1.325m favourable movement since period 10.</p> <p>This budget increased in both its complexity and volatility as a result of the coronavirus pandemic.</p> <p>This year saw the introduction of the hospital discharge programmes (HDP) which are outlined below and contributed to the overall underspend on client budgets:-</p> <ul style="list-style-type: none"> • Scheme 1, March 2020 to August 2020 – these costs were met by the Trafford Clinical Commissioning Group (CCG) until the 12th October and for those awaiting a Continuing Healthcare Assessment (CHC) continued to be met. • Scheme 2 - September 2020 to March 2021 - up to 6 weeks of these cost will be met by the CCG <p>In both schemes once CHC assessments have been undertaken costs will either be met by the CCG as continuing health care (CHC) or from the adult client's budget whereby financial assessments will be undertaken to assess the amount of client contributions.</p> <p>The impact of the above was the main contributory factor to the underspend.</p> <p>The main reasons for the favourable movement from P10 are as follows:-</p>
--	--

	<ul style="list-style-type: none"> • £858k favourable movement on the s117 provision - section 117 is a part of the legislation that requires councils and CCG's to fund the requirements of an individuals after-care under the Mental Health Act to build effective support and rehabilitation packages after a period of compulsory detention. The backdated costs being sought by other local authorities is less than had been anticipated. The reduction in provision is £1.581m however a contribution of £723k has been made to the Adults service earmarked reserve for future potential claims. • A further £200k has been added to the Adults service earmarked reserve (adverse movement since P10) in light of potential refund of client contributions following a national case ruling. • £606k favourable movement on the income from the CCG for the Hospital Discharge Programme and additional contribution to the cost of discharge to assess beds. • £61k favourable movement on minor variances <p>Savings of £363k have been achieved mainly as a result of the work undertaken during 19/20 and its full year impact into 20/21. The remaining target for adult clients of £748k has not been achieved due to the need to respond to the COVID-19 pandemic.</p> <p><u>Note 2</u></p> <p>There is a favourable variance of £1.187m; a favourable movement of £710k from P10. This is due to the following:</p> <ul style="list-style-type: none"> • £284k favourable variance on staffing due to vacancies; favourable movement of £60k; • £314k favourable variance on client equipment and maintenance due to the impact of COVID-19; favourable movement of £13k; • £637k favourable variance on the bad debt provision; favourable movement of £637k • £48k adverse variance on contracts; no movement. <p>During the year £521k of grants that had been received have not been spent but are committed in 21/22. These have been carried over into the adults service earmarked reserve.</p> <p>In addition to this there were further costs as outlined below:</p> <ul style="list-style-type: none"> • £11.017m which will be met by the CCG from their allocation given by NHSE for hospital discharges and PPE. • £4.246m for infection control for care providers which will be met by government grant. • £550k for adult social care rapid testing which will be met by government grant.
--	--

		<ul style="list-style-type: none"> • £473k for adult social care workforce capacity which will be met by government grant. • £231k for the clinically extremely vulnerable which will be met by government grant. • £29k for supporting the contain outbreak management response which will be met by government grant. <p>Note 3 Due to an anticipated demand and therefore additional pressures on the capital budget for disabled facilities in 21/22, £1.0m of the adults underspend this year will be set aside in the capital reserve to support this budget in 21/22. No change from P10.</p> <p>Note 4 Due to a range of short term pressures in the service whilst continuing with their improvement journey and the potential requirements within hospital settings to reduce waiting lists, which will have an impact on discharges from hospital, £1.0m of the adults underspend this year will be set aside in an adult reserve to support this budget in 21/22. No change since P10.</p>
Public Health	(422)	<p>Outturn variance £422k favourable, favourable movement of £444k from P10.</p> <p>Within the £422k there is a net contribution to reserves of £1.029m. Therefore the gross underspend is £1.451m which is explained below:-</p> <ul style="list-style-type: none"> • £205k favourable variance on a refund from the Pennine contract last year, no movement • £275k favourable variance on a one off reduction in the MFT contract this year, no movement • £391k favourable variance on costs for activity based areas of e.g. sexual health services, a favourable movement of £142k • £485k favourable variance in 'business as usual' staffing costs which have been funded from government grant as the service continues to lead and support the contain outbreak management response to the pandemic, favourable movement of £185k. • £95k minor variances, favourable movement of £95k <p>As agreed at period 10 a £1.029m contribution has been made to the Adults Service earmarked reserve for the possibility that activity based areas which have been low this year may see higher than usual levels as we move into 2021/22 and potential pressures on the community contract, which is to be finalised.</p> <p>At period 10 there was an adverse variance of £22k in relation to COVID-19 costs which is now zero, a favourable movement of £22k.</p> <p>In addition to this there are further costs as outlined below:-</p> <ul style="list-style-type: none"> • £555k for test and trace which will be met by government grant

		£393k for leading and supporting the contain outbreak management response which will be met by government grant.
Place	6,710	<p>Projected outturn variance £6.710m adverse, a favourable movement of £359k since period 10.</p> <p>The pressures include:</p> <ul style="list-style-type: none"> • COVID-19 related income losses are £5.407m, a reduction of £283k. The overall loss includes Parking fees and fines £960k (increase of £16k), property rentals £703k (reduction of £110k), outdoor media advertising £413k (reduction of £5k), planning fees £498k (reduction of £28k), licencing fees £212k (reduction of £22k), building control fees £129k (reduction of £39k), highways permits and grants £86k (reduction of £92k), street trading £125k (increase of £11k), pest control £8k (£9k reduction) and trade waste £126k (increase of £9k). The figures also include £2.147m support Trafford Leisure (reduced by £14k) which has trading deficits in 2020/21 due to the various COVID-19 restrictions over the year. Trafford Leisure continue to work closely with the Council to monitor finances and mitigate these budget pressures as far as possible within the various operational restrictions, including successful bids for grant funding; • COVID-19 expenditure pressures are £883k and have reduced by £258k overall. The overall pressure includes £548k in additional waste disposal costs (reduced by £7k) and £158k related to waste collection (reduction of £57k), £50k for high street reopening, £8k traffic management (reduction of £27k), £16k play areas (£6k reduction), licencing costs £13k (increase of £13k), £78k operational buildings (increase of £8k) and £12k increase in other net costs. The previously reported pressure of £144k for rough sleepers has been removed as will be addressed by GMCA, and the £50k pressure for Inclusive Neighbourhoods is now reported within the Governance & Community Strategy Directorate. • There are also additional costs fully offset by additional specific COVID-19 grants of £107k for “COVID-19 Marshalls”, £90k Community Engagement and £191k for Public Protection/Community Safety “pandemic contain” funding. There has also been recent confirmation of a successful bid for Community Champions funding £472k; • Other non-COVID-19 pressures include £363k relating to property costs including those awaiting disposal or redevelopment (increase of £84k). Street Lighting energy costs are £115k above budget due to a number of backdated billing changes (increase of £65k). There is a shortfall in building

		<p>control income £211k (increase of £23k), following on from the end of 2019/20, which is offset by an underspend in staffing from vacancies. CCTV income is also £35k below budget. There is additional income above budget for Altair £120k and other rents £3k. The income from Stretford Mall relating to prior years has now been agreed and is £214k higher than last reported, and the airport rent has recently been confirmed at £63k above budget. Car parking cost savings and other income from management fees, permits etc. is £78k favourable (increase of £28k). Other net minor movements across all services total £60k underspent (increase of £46k);</p> <ul style="list-style-type: none"> • There is an overall a staffing underspend of £629k relating to vacancies across the year (£22k reduction) (excluding the ring-fenced Planning account), which is approximately 9.8% of the staffing budget; • The Planning service is a ring-fenced account and has an underspend of £198k in staffing and running costs (£6k reduction) which part offsets the COVID-19 income pressure for Planning application fees above. • The Strategic Investment Property Portfolio will deliver a net benefit to the revenue budget in 2020/21 of £6.371m. This is £1.061m lower than budgeted (adverse movement of £333k) due to economic factors affecting some of the income particularly from the town centre investments (see paragraph 38 for further details).
Strategy and Resources	1,818	<p>Projected outturn variance £1.818m adverse, a favourable movement of £0.697m since period 10.</p> <p>This includes COVID-19 pressures of £1.983m, a favourable movement of £597k since period 10:</p> <ul style="list-style-type: none"> • Trading losses in the overall outturn includes £1.415m in Catering which has reduced by £632k following the reopening of schools in early March. There is also £27k in Cleaning (increase of £13k) and £254k in the Music Service (reduction of £15k). There is a net loss of income from staff parking £145k (reduction of £24k) and a £7k loss of other SLA income (increase of £1k); • Cost pressures include £92k relating to Stop Gap staffing (increase of £60k) and £43k for COVID-19 related communications (unchanged). <p>Other Variances £165k favourable, a favourable movement of £100k since period 10 including:</p> <ul style="list-style-type: none"> • Staff costs are £172k below budget across the Directorate based on actual vacancies across the year (2.6% of the staff budget), a favourable movement of £23k;

		<ul style="list-style-type: none">• Bereavement Services net additional income after costs of £57k, adverse movement of £1k;• SLA income above budget £91k, a favourable increase of £83k;• Other minor variances are net £29k adverse, an adverse movement of £5k. <p>These are offset by the budgeted Directorate-wide efficiency saving target of £126k, which has been achieved in full.</p>
--	--	--

Finance & Systems	(189)	<p>Projected outturn variance £189k favourable, a favourable movement of £123k since period 10.</p> <p>COVID-19 Pressures £360k, favourable movement of £4k since period 10:</p> <p>This relates to additional unplanned ICT staffing costs relating to the build and configuration of hardware (laptops etc.) directly related to the COVID-19 pandemic.</p> <p>There are also additional costs fully offset by specific COVID-19 grants totalling £534k in Exchequer Services and £12k in ICT. The Exchequer spend includes £218k Emergency Assistance Grant, £118k Winter Grant scheme, £67k Test and Trace, and new burdens grants for administration for benefits £26k, council tax £17k and business rates £88k.</p> <p>Other Variances £549k favourable, a favourable movement of £119k:</p> <ul style="list-style-type: none"> • Staff costs are £421k less than budget across the Directorate based on actual vacancies across the whole year, which is 5.1% of the total staffing budget, and £16k higher than last reported. This includes £289k in Finance Services and £132k in ICT; • Running costs are underspent by £290k, a favourable increase of £50k. The underspend mainly relates to reduced ICT systems and maintenance costs pending major capital investment; • Other additional income is £26k above budget, favourable movement of £53k, including schools SLA income and Exchequer grants. <p>These are offset by the budgeted Directorate-wide efficiency saving target of £188k, which has been achieved in full.</p>
-------------------	-------	---

Governance & Community Strategy	209	<p>Projected outturn variance £209k adverse, a favourable movement of £19k since period 10.</p> <p>COVID-19 Forecast Pressures £592k, an adverse movement of £19k since period 10:</p> <ul style="list-style-type: none"> Income losses due to COVID-19 are £422k which is a net increase of £36k. This includes £168k relating to Sale Waterside Arts Centre (reduced by £16k) and £62k for events including Flixton House (increase of £3k). Land charges income is £31k less than budget (increase of £6k) and Registrar's £60k (reduction of £7k). There is also a £51k loss of income expected from library lettings (unchanged). There is a £50k pressure relating to Inclusive Neighbourhoods which was previously reported in the Place Directorate. Cost pressures total £170k which have reduced by £17k. The total pressure relates to legal costs for fees and additional agency staff required due to the increase in caseload. <p>Other Variances £383k favourable, favourable movement of £38k:</p> <ul style="list-style-type: none"> Forecast staff costs are £593k below budget across the Directorate, reduced by £76k, based on actual vacancies across the year (10.0% of the staff budget). This includes £245k in Legal Services, £161k in Access Trafford (contact centre), £155k in Partnerships and Communities and £32k in Arts and Culture; Running costs are underspent by £32k, a favourable movement of £97k, mainly related to a reduction in previously forecast legal/court fees £37k and library ICT/other costs £45k; There is a shortfall in income of £49k compared to budget excluding the COVID-19 pressures above, which includes £32k shortfall in capital fee income which is related to staff vacancies, and £27k reduction in expected grants in Democratic Services. The income shortfall is £17k less than last reported. <p>The above is offset by the reduced budgeted Directorate-wide efficiency saving target of £193k, which has been achieved in full.</p>
Council-wide budgets	(7,706)	<p>Projected outturn variance £7.706m favourable, a favourable movement of £989k since period 10.</p> <ul style="list-style-type: none"> COVID-19 Support Grant – favourable £10.587m, no change since period 10. The Government has announced various general packages to support the financial impact of COVID-19. All of these generic support grants have been accounted for in Council-wide as a centrally held resource for monitoring purposes;

		<ul style="list-style-type: none"> • COVID-19 Support Grant brought forward – The 1st tranche of COVID-19 Support Grant was received in 2019/20 and £4.722m was carried forward in an earmarked reserve. In previous monitors this resource has been shown under the Funding, however at year end has been credited to Council Wide along with the in-year general COVID-19 grants. Favourable movement £4.722m (although net nil including funding). • COVID-19 Sales, Fees and Charges Compensation Scheme – £2.620m favourable - alongside the announcement of the 3rd COVID-19 support grant in July 2020, the Government announced a compensation scheme for lost income from Sales, Fees and Charges. This is £0.757m less than reported at P10, reflecting the reduction in better than expected loss in income, largely due to schools catering. This grant has been accounted for in Council-wide in the same manner as the support grants. • As reported at P10 the 4th tranche of the COVID-19 grant of £2.234m was to be directed into a contingency reserve to accommodate unknown winter pressures and uncertainty surrounding the financial impact of COVID-19 going forward. During the closedown process a review of potential pressures has been undertaken and has resulted in the grant being directed into the following specific reserves. <ul style="list-style-type: none"> ○ An amount of £0.4m to the Leisure Services Reserve to accommodate potential support for our Leisure CIC in 2021/22 pending the service returning to pre-pandemic activity. ○ £0.3m directed to the Finance & Systems Reserve to reflect the historic and ongoing resource commitment made by Financial Management during the pandemic and also to support future investment in digital transformation across the council. This will ensure the service is sufficiently resourced over the medium term to meet the ongoing financial reporting and advisory functions of COVID-19. ○ £0.3m directed to the Finance & Systems Reserve to support digital transformation work within Exchequer Services which has been delayed as a result of the pandemic. ○ The remaining balance of £1.234m has been directed to the COVID-19 General Reserve reflecting potential risk over the medium term above those in our current budget assumptions.
--	--	--

		<ul style="list-style-type: none"> • COVID-19 contingency for recurrent pressures – £4.0m The Council’s medium term financial strategy assumes that COVID-19 pressures of £15.4m will continue into 2021/22 and 2022/23 and reserves have been ring-fenced to meet these pressures. There are many unknowns in estimating the ongoing financial consequences and it is felt prudent that a further contribution towards the COVID-19 General Reserve of £4.0m is made to support the following two themes Short Term COVID-19 pressures – A figure of £2.0m to reduce the risk associated with short term impacts as our services return to pre-pandemic levels. This may include reduced income from sales, fees and charges, support for our Leisure CIC, delays in savings targets. Medium Term COVID-19 pressures - The pandemic has had a considerable impact on the income received from strategic investments, particularly MAG and a reduced level of income has been included in our medium term financial strategy for the period 2021/22 to 2023/24. It is anticipated that the loss of income may be felt over a longer time period and may require a further contingency to be set aside for the medium term. As such, a figure of £2m has been directed to the COVID-19 General Reserve towards this target. Priority will need to be given over the medium term to direct further resources into this reserve. • The insurance budget which includes the costs of claims and premiums is held within Council Wide, however is only reported in detail at year end due to the evolving nature of the way the claims history develops. As part of the year-end review of prior year provisions/claims and premiums an underspend of £77k can be reported. This consists of reductions in prior year claims provision of £122k, savings in premiums of £55k and additional income from schools of £14k. A figure of £125k has been transferred to the Finance and Systems Reserve in recognition of the proactive work of the insurance team in delivering the underspend and to provide some relief in meeting the immediate savings target required from Financial Management in 2021/22. • £5.148m adverse variance on Treasury Management – due to the impact of COVID-19 on the economy the budgeted MAG Dividend of £5.597m is no longer expected. Also, there is a reduction in investment income due to lower interest rates of £178k, offset by additional income from strategic investments of £627k, a minor adverse change of £6k since period 10; • Housing Benefit budget – the final outturn pressure on the net Housing Benefit budget (payments made, less subsidy, overpayment recovery and use of reserves) is £409k, an
--	--	---

		<p>adverse movement of £111k since period 10 largely due to continued pressure on collection of historic debt/overpayments.</p> <ul style="list-style-type: none"> • £200k relating to Trafford’s share of the AGMA-wide Trafford Park Mortuary facility set up in response to the COVID-19 pandemic, a minor favourable change of £3k since period 10; • Trafford’s final share of the costs of the South Manchester Coroners’ service is £24k below budget, a favourable movement of £124k since period 10. This is mainly as a result of a lower than expected impact of the pandemic on the service and a continued drive to lower contract costs; • £108k saving relating to Members Allowances, a favourable movement of £58k since the last report. This relates to continuing vacancies during the year and lower than anticipated running costs; • Liability Order income is £180k below budget in 20/21 due to the impact of COVID-19 and the subsequent suspension of the debt recovery process for both Council Tax and Business Rates. This is a favourable movement of £65k since period 10. • A number of Council-wide contingencies and provisions relating to service savings not being achieved and doubtful debts have been reviewed. After taking account of un-budgeted one-off costs it has been possible to release a total of £1.7m of these in the year, an additional £775k since period 10. • Additional external audit costs of £32k, in particular relating to the audit of the 2019/20 Accounts; • Other net savings of £82k across a number of other budgets. • Contain Outbreak Grant – The Council has received £6.709m to date under the Contain Outbreak programme aimed at enforcement, compliance and contract tracing. The programme budget is subsequently managed and reported within the service area outturns. Actual expenditure of £0.879m has been incurred and the grant has been allocated to meet this cost. The balance of £5.829m has been carried over to meet the ongoing planned commitments. Net nil variance and movement. <p>In addition the Council has received within its General Fund a Council Tax Hardship Grant of £1.561m. At year end, the total amount of Hardship Award was £0.630m. The undercommitment of £0.930m has been transferred to a Council Tax Hardship Reserve to support the extension of the scheme in 2021/22 as agreed in February 2021 as part of the final budget report.</p>
--	--	--

Dedicated Schools Grant	971	<p>Projected outturn variance £971k adverse, a favourable movement of £353k from period 10.</p> <p>DSG is expected to be £0.971m over spent, this is a favourable variance of £353k from period 10. Of this over spend, £1.384m is within the High Needs Block (HNB) offset by under spends in the Schools Block of £289k and Central Schools Services Block of £124k.</p> <p>The Schools Block under spend is due to an under spend within the growth fund, school funding forum must decide whether this is to be redistributed amongst schools in year or if it will be held in reserves for future growth.</p> <p>The HNB has seen an increase in demand for places and additional top-ups within Special Schools, increasing numbers and complexity of Education Health Care Plans and increasing costs and numbers of placements made out of borough.</p> <p>Although there are overall DSG reserves to cover this deficit, the HNB reserves on their own are not sufficient to cover their overspend and a report will be taken to July Executive which will look at how the deficit is to be managed and longer term strategies required to alleviate the pressures on this budget.</p>
-------------------------	-----	--

MTFP SAVINGS AND INCREASED INCOME

3. The 2020/21 budget is based on the achievement of permanent base budget savings and increased income of £10.055m. The outturn shows that £8.310m (82.6%) of the savings target have been achieved giving a projected shortfall in the savings programme of £1.75m, and this includes a number being affected by COVID-19. There is no movement since period 10. More details by saving scheme are shown in Appendix 4.

RESERVES

4. As part of the final budget report for 2021/22 a full review of reserves was undertaken, details of which can be found in the report agreed by Council in February 2021. This was done primarily to identify balances which could be used to support any longer term financial impacts of the pandemic along with ensuring the level of reserves were robust and sufficient to cover the range of risks faced by the Council.
5. As part of the closedown process a further review of reserves was completed which has taken into account the potential longer term risks the pandemic will have on our strategic investments and the need to replenish the Budget Support Reserve to our target level of at least 50% of the net annual pressure, approximately £5.5m.

6. In summary, usable reserves have increased from a balance brought forward of £91.35m to £200.94m at year end, an increase of £109.57m. This movement is explained by
- £89.37m increase in Corporate Reserves (inc General Reserve) largely related to the balances of Government COVID-19 funding associated with rates relief and collection fund support which is fully committed in 2021/22 and 2022/23;
 - £4.45m increase in Service Earmarked reserves, largely to address the risk of delayed pressures and also the balance of unspent earmarked COVID-19 support grants carried over to be used for future commitments;
 - £13.46m increase in other earmarked reserves including
 - £4.524m reduction to support the 2020/21 budget as agreed by Council in February 2020
 - £4.72m reduction in respect of 19/20 COVID-19 grant held in reserve;
 - £5.23m increase in COVID-19 General Reserve (£1.2m balance of 4th tranche plus £4.0m)
 - Budget Support increased £10.45m (£5.15m Business Rates 2019/2020 and 2020/2021 Growth Pilot, £2.5m Waste Levy refund, £2.8m Outturn)
 - £7.02m other increases including £2.09m Strategic Investment Reserve, £1.46m Transformation Fund Reserve, £0.7m Leisure Reserve, £1.13m Council Tax Hardship and £1.09m Sale PFI.
 - £4.26m increase in Schools Reserves
 - £1.97m reduction in Capital Reserves

Whilst there has been a significant increase in reserves during the year, the budget plans agreed by Council in February 2021 include for a significant application of these and also the risks over the medium term.

7. The Council's usable reserves at 31st March 2021 are £200.92m, an increase of £109.57m over the year. Immediate commitments in 2021/22 to clear the deficit on the business rate element of the collection fund and to support the budget are estimated at approximately £120m.

Table 3: Usable Reserves	Opening Balance 1/4/2020 £m	Closing Balance 31/03/2021 £m	Change £m
Budget Resilience and Smoothing	31.25	42.90	11.65
Strategic Priority	11.74	13.55	1.81
Corporate	2.05	90.42	88.37
Corporate - General Reserve	7.00	8.00	1.00
Service Area Priorities	6.64	11.09	4.45
Earmarked Reserves	58.68	165.96	107.28
Capital Related Reserves	21.77	19.80	(1.97)
School Related Reserves	10.90	15.16	4.26
Total Usable Reserves	91.35	200.92	109.57

Details of all reserve movements are shown in Appendix 2.

COLLECTION FUND

Council Tax

8. The table below summarises the pressures and movements on the Council Tax Collection Fund. The Fund is shared between the Council (82%), the Police & Crime Commissioner for GM (13%) and GM Fire & Rescue Authority (5%).

Table 4: Summary of Council Tax Collection Fund Movements	Period 10 Full Collection Fund £000	Period 12 Full Collection Fund £000	Movement P12 to P10 (improvement) /deterioration £000	Period 12 Trafford Share £000
(Surplus) Brought Forward	(1,121)	(1,121)	0	(931)
Distribution of estimated surplus	1,466	1,466	0	1,216
Over Distribution of Prior Year - Collected in 21/22 (Para. 15)	345	345	0	285
In Year Position				
Shortfall in Tax Base (para 10)	890	1,070	180	875
Reduction in Cash Collection (para. 10)	2,207	860	(1,347)	704
Local Council Tax Support Scheme	677	703	26	575
Hardship Awards	623	630	7	516
Other Movements (Backdated discounts etc.)	(50)	30	80	24
Sub-total In Year Position before hardship grant	4,347	3,293	(1,054)	2,694
Contribution from Hardship Grant (para. 11)	(623)	(630)	(7)	(516)
Sub-Total In Year Position (para. 12) *	3,724	2,663	(1,061)	2,178
Deficit Carried Forward	4,069	3,008	(1,061)	2,463

(*) – The in-year Collection Fund deficit will not be charged to 2020/21 in line with Government regulations. It will be recovered over three years 2021/24.

9. As reported in previous periods, there was an overpayment on the surplus brought forward as at 1 April 2020. This will be made good in 2021/22 by the three preceptors. Trafford's share is £285k and was set aside in 2019/20 in an earmarked reserve for this purpose.
10. During the first half of the year the challenges faced by COVID-19 placed considerable pressure on the Council Tax Collection Fund, largely related to a reduction in collection rates and increase in Council Tax Support. As the year progressed collection rates improved steadily and at the year end a shortfall on cash collection of £0.860m has been realised which is a significant improvement on the £2.207m shortfall forecast at P10. In year collection rates were 97.18% in 2020/21 compared with 97.76% in 2019/20. However increasing trends in claims for discounts and reliefs (such as Single Person Discount) and delays in new properties coming online, placed further pressure on our business as usual activity resulting in a shortfall in the core tax base of £1.070m.
11. Hardship awards relating to COVID-19 were £0.630m for the year and this was offset by the Government sponsored Council Tax Hardship Grant the Council received within its General Fund. The total hardship grant was £1.561m and £0.630m was transferred to the Collection Fund to offset the lost income from awards. The remaining balance of £0.931m was transferred to an earmarked reserve to support the extension of the hardship scheme in 2021/22 as agreed in the final budget report for 2021/22.
12. There is currently a total in year deficit of £2.663m. This is an improvement of £1.061m on the estimated deficit of £4.069m at period 10.
13. As highlighted in the previous monitors, the Government announced changes, enabling local authorities to spread their council tax deficits over three years rather than the usual one. As such, the deficit will not feature in the 2020/21 outturn. The budget for 2021/22 was set using Trafford's share of the estimated deficit at Period 8 of £4.059m spread over the next three financial years. The improvement in the Council's share of the outturn forecast to £2.178m will release a net benefit of £1.88m over our budget assumptions. The timing of this release will be considered in the medium term financial strategy.
14. In addition to the ability to charge the 2020/21 deficit over the next three years, the Government also announced further support under the Tax Income Guarantee (TIG) Grant which compensated councils for 75% of specific losses in Council Tax and Business Rates recovery caused by COVID-19. The TIG for Council Tax has been calculated at £0.767m and although accounted for as a receipt in 2020/21 will be held in an earmarked reserve to be drawn down over the next three years in line with our medium term budget assumptions as agreed in February 2021.
15. In summary, as at year end the forecast year-end balance on the Council Tax Collection Fund is a deficit of £3.008m (£4.069m at period 10), consisting of an

overpayment of £345k in the brought forward balance plus an in year shortfall of £2.663m. The Council's share of the total deficit is £2.463m, of which £285k has been identified in an earmarked reserve leaving a balance of £2.178m. The new requirement for local authorities to spread their tax deficits over three years will reduce the financial impact of the full deficit, in 2020/21, to a neutral amount, however this will need to be recovered between the periods 2021 to 2024.

Business Rates

16. The 2020/21 budget included anticipated growth in retained business rates, related S31 grants and redistribution of prior year surpluses of £11.35m.
17. Projecting business rates is by its nature complex and prone to variation, in addition the impact of COVID-19 has added further uncertainty to the accuracy of projections. The rates monitoring focuses on the impact on the Collection Fund and also the Council's General Fund. Appendix 3 gives a breakdown of the components of the rates budget and outturn figures. A summary is as follows.

Rates Collection Fund components

18. There was a total shortfall on the Rate Collection Fund at year end of which the Council's share is £91.056m. Included in this figure is £87.710m of COVID-19 rates reliefs, where businesses in the retail, hospitality, leisure and nursery sector were awarded 100% relief due to the pandemic. The remaining balance of £3.346m relates to a shortfall in other rates income, such as lower cash collections, premises undergoing refurbishments, demolitions and changes in the levels of appeals. This is an improvement of £2.184m over period 10 and relates to a review of the levels of appeals taking into account large appeals which were dismissed by the VOA, provisions for debt recovery and cash collection rates.

Rates General Fund components

19. Within its General Fund, the Council has been compensated for the loss in rates due to COVID-19 reliefs in the form of a Section 31 grant. An amount equivalent to the share of the deficit caused by these reliefs (£87.710m) has been transferred to an earmarked reserve which will be used to repay the shortfall to the Collection Fund.
20. In normal years the Council would be required to charge the underlying deficit of £3.346m to its 2020/21 accounts and make a repayment to the Collection Fund over the following financial years. However, the Government announced changes allowing this shortfall to be spread over the next three financial years and it therefore has no impact on 2020/21 outturn.
21. The deficit on the Collection Fund of £3.346m is however lower than estimated at Period 8 (£5.319m) which was used in the preparation of the 2021/22 budget. The improvement in the outturn will release a net benefit of £1.973m over our budget assumptions. The timing of this release will be considered in the medium term financial strategy.

22. Other components of the General Fund budget have resulted in favourable movements totaling £1.486m which includes higher than anticipated Section 31 compensation Grants and a lower payment to GMCA relating to the Growth Pilot. In a similar manner to the Council Tax Income Compensation Scheme, the Government has also announced support of 75% of budgeted losses on business rates. Included in the 2021/22 budget plan is a total grant of £3.99m. Due to changes in business rates since the estimate, the actual grant is now £4.321m, an increase of £0.33m. This budgeted grant figure has been moved to an earmarked reserve to meet our budget requirement assumed for 2021/22 leaving a windfall of £0.33m in 2020/21.
23. The above figures include a payment to Greater Manchester Combined Authority (GMCA) relating to the benefit of the Business Rates Growth Pilot sharing scheme in 2020/21. GMCA has clarified that due to COVID-19 pressures across GM Authorities, they no longer require the payment. This has resulted in additional income of £3.418m which has been transferred to the Budget Support Reserve in line with previous monitors.
24. GMCA also announced an additional redistribution of Growth Pilot Monies relating to 2019/2020 across the Greater Manchester Business Rates Pool members. Trafford's share is £1.73m and again this has been transferred to the Budget Support Reserve in line with previous monitors.
25. The remaining positive outturn of £1.486m will be transferred to the Business Rate Risk Reserve, as previously reported, to help absorb any future business rates volatility. Business Rates in-year collection rates were 95.22% in 2020/21 compared with 98.0% in 2019/20.

Impact of COVID-19

26. During the course of 2020/21 the implications of COVID-19 have had a major and unprecedented impact on the Council's finances. The net pressures being felt in 2020/21 have been detailed in the service narratives and a summary is shown in Table 5, along with the grant funding, CCG and earmarked reserves contributions.

Table 5: Impact of COVID-19 on Services	Period 10 2020/21 £000	Period 12 2020/21 £000	Change P12 to P10 £000
Estimated Gross Service Pressures	47,696	45,904	(1,792)
Estimated Funding Pressures (Council Tax and Rates)	9,089	6,040	(3,049)
Gross COVID-19 Pressures	56,785	51,944	(4,841)
CCG contribution – PPE – Adults Services	(511)	(511)	0
CCG contribution - Hospital Discharges	(10,487)	(10,506)	(19)
Infection Control (Care Homes) Grant	(4,246)	(4,246)	0
Public Health – Test and Trace Grant	(1,457)	(555)	902
Council Tax Hardship Grant	(510)	(510)	0
Emergency Assist Grant (*)	(218)	(218)	0
Clinically Extremely Vulnerable (*)	(262)	(231)	31
Rough Sleeping emergency funding (*)	(20)	0	20
Self-Isolation Grants (Admin Grant) (*)	(33)	(67)	(34)
COVID-19 Winter Grant Scheme (*)	(588)	(588)	0
COVID-19 Marshalls (*)	(107)	(107)	0
New Burdens Benefits/CT/NDR (*)	0	(131)	(131)
Community Champions	(473)	(90)	383
Rapid Testing	(550)	(550)	0
Workforce capacity	(473)	(473)	0
Total Specific Grants and Recharges to CCG	(19,935)	(18,783)	1,146
COVID-19 Support Reserve (Bal of 1 st Tranche held in reserve)	(4,722)	(4,722)	0
COVID-19 Support Grant 2nd Tranche	(6,539)	(6,539)	0
COVID-19 Support Grant 3rd Tranche	(1,814)	(1,814)	0
COVID-19 Support Grant 4th Tranche	(2,234)	(2,234)	0
Contain Management Outbreak Grant	(4,237)	(879)	3,358
COVID-19 Support SFC Income Loss Support	(3,377)	(2,620)	757
Total General Government Support	(22,923)	(18,808)	4,115
Net COVID-19 Pressures 2020/21 before removal of Collection Fund Deficit	13,927	14,347	420
Council Tax Deficit removed and recovered 2021 onwards	(3,045)	(2,178)	867

Business Rates Deficit removed and recovered 2021 onwards	(5,534)	(3,346)	2,188
Total Collection Fund Adjustment	(8,579)	(5,524)	3,055
Net COVID-19 Pressures 2020/21	5,348	8,823	3,475

(*) Grant previously shown within Gross Service pressures

Gross COVID-19 financial pressures were £51.944m at year end a reduction of £4.841m from period 10. This relates to

- grant funded expenditure being lower than anticipated. For the purposes of monitoring, some grants such as Contain Outbreak and Test and Trace were largely shown as fully committed. The lower expenditure has been offset by lower grant income. Unspent grants have been carried forward where conditions allow.
- Lower than forecast losses in trading income due to schools catering income improving in February and March. This has been offset by lower compensation grant.
- Lower than forecast Council Tax and Business Rates deficits. Although this is neutral overall as the deficits are removed in 2020/21.
- A contribution of £4.0m made to a COVID-19 General Reserve to provide additional resilience for potential ongoing financial pressures.

The movement in net costs of £3.475m is associated with the £4.0m contribution to reserves mentioned above less £639k largely associated with costs being lower than forecast across numerous core services such as home to school transport, rough sleepers, client demand.

Net COVID-19 related pressures are at £8.823m at year end (£5.348m at period 10), these have been offset by favourable movements across other services to arrive at a net underspend of £2.804m.

Further details of COVID grants received during 2020/21 can be seen in appendix 5.

CAPITAL PROGRAMME

27. The updated budget for 2020/21 was approved by the Executive in September 2020 and included the reprogramming from the 2019/20 budget, the initial impacts of the COVID-19 pandemic and where possible minimised the reliance of capital receipts reflecting delays in achieving receipts and development returns. The revised approved total budget for the financial year 2020/21 was £182.15m, which included the Asset Investment Fund of £139.35m and general programme of £42.80m. Subsequently during the year the forecast expenditure has been revised to reflect re-phasing and any new approvals to give the position forecasted at period 10. Where such changes have been made, these have been reported in relevant capital monitoring reports to the Executive with explanations provided. The final outturn position for the year 2020/21 for the general capital programme is £33.95m which is a variance of £8.85m from the revised approved programme. A summary of these variances is detailed in Appendix 6.

GENERAL CAPITAL PROGRAMME OUTTURN (£33.95m)

28. The final outturn position for the general capital programme is £33.95m which was a movement of £3.21m from Period 10 (P10) as summarised in the table below:-

Table 6: Capital Investment Programme 2020/21	Revised Approved Programme £m	P10 Forecast £m	2020/21 Expenditure £m	Variance P10 to Outturn £m
Service Analysis:				
Children's Services	8.64	7.31	7.74	0.43
Adult Social Care	1.84	1.79	1.85	0.06
Place	29.98	26.37	23.16	(3.21)
Governance & Community Strategy	0.08	0.09	0.01	(0.08)
Finance & Systems	2.26	1.60	1.19	(0.41)
General Programme Total	42.80	37.16	33.95	(3.21)

29. The major areas of investment included :

School Improvements - £7.60m:-

- Capital Maintenance & Access works - £933k
- Expansion & Basic Need works - £5.05m
- SEND and Healthy Pupils Funding works - £1.12m
- Improvements via Devolved Formula Capital - £501k

Children Social Care - £135k:-

- Children's Portal - £110k
- Foster Carers - Accommodation improvements - £25k

Adult Social Services - £1.85m:-

- Disabled Facilities Grants - £1.71m
- Assistive Technology / Agile Working - £141k

Major works on Public & Operational Buildings - £424k:-

- Public Building Repairs & DDA Improvements - £263k
- Other Schemes- £161k

Regeneration Projects - £15.01m:-

- Manchester Airport – Strategic Investment - £13.42m
- Altair Development Land Assembly – £628k
- Altrincham Town Centre Public realm works - £450k
- Greater Manchester Full-Fibre - £299k
- Other Schemes - £208k

Highway & Transport Related Improvements - £6.65m:-

- Highway Structural Maintenance (Inc. Lighting) - £3.86m
- Integrated Transport Schemes - £269k
- Cycling and Walking schemes - £1.17m
- Bridges Programme - £491k
- Carrington Road improvements - £855k

Leisure and Sport - £578k:-

- Leisure Centre Strategy and Improvements - £521k
- Other Schemes - £57k

Environmental Services and Green Spaces - £474k:-

- Parks and Play Areas Infrastructure - £438k
- Other Schemes - £36k

Housing and Other Services - £38k:-

- Housing Services - £10k
- Community Safety - £28k

Governance and Communities - £11k:-

- Partnership and Communities - £11k

Finance and Systems – £1.19m:-

- Range of ICT initiatives - £1.19m

Performance and explanation of major variances

30. Progress against project milestones are monitored throughout the year and at the end of 2020/21 £28.0m (82.6%) of works were complete with the remaining £5.95m (17.4%) still on site or programmed to start with initial work underway.
31. As described above there was an overall movement of £3.21m in the outturn compared to period 10. Capital expenditure by its nature can fluctuate and be difficult to forecast across a single financial year, and can also be affected by factors outside the Council's direct control. An explanation of the variations by Directorate is shown in Table 7 below with a more detailed breakdown in Appendix 6.

Table 7	Period 10 2020/21	Outturn 2020/21	Variance	← Variance Explained By →			
				Re-Profiling	Acceleration	Add'n Expend	Saving
Directorate	£m	£m	£m	£m	£m	£m	£m
Children's Services	7.31	7.74	0.43	(1.64)	2.05	0.02	
Adult Social Care	1.79	1.85	0.06	(0.03)	0.13		(0.04)
Place	26.37	23.16	(3.21)	(4.47)	1.19	0.17	(0.10)
Governance & Community Strategy	0.09	0.01	(0.08)	(0.08)			
Finance & Systems	1.60	1.19	(0.41)	(0.46)	0.05		
General Programme Total	37.16	33.95	(3.21)	(6.68)	3.42	0.19	(0.14)

32. The overall variance of £3.21m includes £3.26m relating to re-profiling and acceleration, and is explained in detail below and in Appendix 6:

Children's Services

- £1.14m of Basic Need funding has been incurred in advance of forecast, the majority of this relates to work at Blessed Thomas Holford College which has progressed ahead of schedule; this is a grant funded scheme;
- £(850)k of re-profiling occurred across the Schools Capital Maintenance programme of works, this was across a number of schemes for which the majority of the work is already underway and is nearing completion. These works are grant funded and have slipped into 2021/22;
- £70k of Devolved Formula Capital was spent in advance of forecast on a number of projects with funding already received;
- £290k of SEND work at Delamere School has been completed slightly ahead of schedule; this is a grant funded scheme;
- £(241)k of re-profiling in Children's and Family Services linked to delays in delivery of Foster Carers accommodation improvements as a result of COVID-19 and the ability to get into people's homes. There has been a

slight slippage with the delivery of Liquid Logic systems although work is underway.

Adult Services

- £97k of additional works to that forecast was carried out within Adults Social Care relating to Disabled Facilities works and as such is funded from grant already received.

Place

Re-profiling has occurred on a number of project areas:

- £507k in relation to regeneration and strategic planning schemes for Public Realm works in Altrincham and Stretford and Greater Manchester Full fibre scheme;
- £182k of Corporate Landlord works across a number of small schemes but in the main initial works have started on these schemes;
- £183k of Leisure related schemes the majority of which relates to Turn Moss Playing fields where initial work on the scheme is underway;
- £280k on a number of Integrated Transport schemes - most of the schemes are underway or have had initial design work completed;
- £838k of Highways Structural Maintenance, the vast majority of schemes have incurred costs in 2020/21, however, due to varying reasons not all schemes were concluded in year and so will continue into 2021/22;
- £635k on Cycling and Walking schemes with the majority relating to the Mayors Challenge Fund and Walking schemes, these schemes are progressing but there has been some delays in scheme delivery as a result of a shift in priorities during the pandemic;
- £223k on a number of bridge Assessment and Strengthening works, these works are planned to be completed in this financial year;
- £104k in relation to work in Carrington on road improvement schemes, works on the initial development stage is well underway;
- £202k at a number of parks schemes dealing with refurbishment and infrastructure;
- £128k on a small number of other schemes within the Place directorate including Bereavement Services, Parking, Housing and Community Safety services.

Governance & Community Strategy

- Governance and Community Strategy - re-profiling of £79k relating to Waterside Arts Centre building refurbishment. Work is expected to start and be completed this financial year.

Finance & Systems

- £407k of re-profiling linked to ICT improvements. This is due to changing requirements as a result of the COVID-19 pandemic.

33. Scheme Overspending/Savings - Included within the variance of £3.21m from P10 there have been are a small number of schemes where there has been variances as

a result of overspends £191k and underspends £137k, these variances are detailed within Appendix 6. The majority of the scheme overspending will be managed within existing resources as they are linked to block allocations e.g. Highways. Where schemes have underspent, as with the majority of overspends these are part of block allocations and as such will be utilised to either cover other variances in costs or delivery of additional schemes. As part of the in-year monitoring process, any variances that are part of block allocations have been managed and scheme forecasts amended to reflect this. The most significant of these were;

Overspends (managed within existing block allocations)

- Highways Structural Maintenance – Asset Management £88k;
- Highway Resurfacing £51k.

Underspends (managed within existing block allocations)

- Victoria Park Infant – Rewire £60k;
- Seymour Park Primary – Rewire £110k;
- Woodhouse Primary School – Mobile Replacement £169k;
- Highway Resurfacing £52k.

Financing of General Capital Programme Expenditure

34. The general capital programme expenditure of £33.95m was financed predominantly from grants and external contributions and borrowing, supplemented by specific reserves and a small level of receipts. The actual levels applied are shown below:

Table 8: Financing of General Capital Expenditure 2020/21	Actual £m
Internal Resources	
Capital Receipts	0.01
Specific Reserves & Revenue	0.22
Borrowing	17.51
Sub-Total	17.74
External Resources	
Grants & Contributions	16.21
Total Financing	33.95

35. Within the total expenditure of £33.95m it was originally assumed that £3.02m would be funded by capital receipts; the actual amount of receipts received and able to be utilised to fund the capital programme was £0.01m. The rate at which assets have been disposed, has been impacted by the economic uncertainty around COVID-19 and reviewing whether best value could be achieved during this period. The shortfall in capital receipts has been able to be managed within the Council’s existing borrowing approvals, and it is assumed that these receipts will now be received in 2021/22. There is an ongoing risk that receipts are lower or received later than assumed in the approved capital programme for 2021/24, and this may require additional borrowing, and potential increased revenue costs, or a reduction in the number of approved schemes able to be delivered. This will be reported through the budget monitoring process throughout the coming year.

36. As part of the year end process a review of grants has been undertaken to identify any grants where there are no specific conditions attached to them and schemes have been completed. Grants totalling £137k have been identified resulting in a reduction in the amount of borrowing required to meet the shortfall in capital receipts as detailed above. This increase in resources will be reflected in the period 2 monitoring report for 2021/22. It is to be noted that a further exercise around unused grants is being undertaken along with a further review of S106 contributions and this will be included in future monitoring reports.

ASSET INVESTMENT FUND

37. In February 2020 approval was given to increase the Asset Investment Fund to £500m, supported by prudential borrowing, to support the Council's Investment Strategy. A number of investments have since been made, or committed to, leaving a balance available for further investment of £164.47m. This figure includes for the repayment of the facility agreement at The Crescent (£44.32m final outlay out of a total £60.8m facility) which was repaid in full in 2020/21. Further detail is found in the table below.

Table 9: Asset Investment Fund	Prior Years £m	2020/21 £m	2020/21 Repayments £m	Commitment £m	Total £m
Total Investment Fund					500.00
Property Purchase:					
Sonova House, Warrington	12.17	-	-	-	12.17
DSG, Preston	17.39	-	-	-	17.39
Grafton Centre incl. Travelodge Hotel, Altrincham	10.84	-	-	-	10.84
The Fort, Wigan	13.93	-	-	-	13.93
Sainsbury's, Altrincham	25.59	-	-	-	25.59
Sub Total	79.92	-	-	-	79.92
Property Development:					
Sale Magistrates Court	4.10	0.70	-	-	4.80
Brown Street, Hale	3.34	3.45	-	0.70	7.49
K Site, Stretford Equity	10.69	0.31	-	1.25	12.25
Former sorting office, Lacy Street, Stretford	0.86	0.01	-	0.09	0.96
Care Home Purchase	-	2.23	-	-	2.23
Various Development Sites	0.30	0.13	-	-	0.43
Sub Total	19.29	6.83	-	2.04	28.16
Equity:					
Stretford Mall, Equity	8.82	-	-	-	8.82
Stamford Quarter, Equity	16.69	-	-	-	16.69
Sub Total	25.51	-	-	-	25.51
Development Debt:					
Bruntwood; K site	10.69	0.21		1.35	12.25
The Crescent, Salford (*)	39.67	4.65	(44.32)	-	0
Bruntwood Shopping Centre	25.57	-	-	-	25.57
CIS Building, Manchester	60.00	-	-	-	60.00
The Hut Group		48.09	(30.20)	49.61	67.50
Castle Irwell, Salford	0	11.28	-	7.72	19.00
Sub Total	135.93	64.23	(74.52)	58.68	184.32
Total Capital Investment	260.65	71.06	(74.52)	60.72	317.91
Albert Estate Investment	17.62	-		-	17.62
Total Investment	278.27	71.06	(74.52)	60.72	335.53
Balance available					164.47

38. These investments have generated a net benefit to the revenue budget in 2020/21 of £6.37m and contributions have been made to the Investment Strategy Risk Reserve of £2.08m. Net investment returns have come under pressure over the course of the last twelve months as a result of the economic impact of COVID-19 and returns were £1.06m less than those budgeted. The reasons for this include:
- Additional contribution to risk reserve of £0.4m being made for potential bad debts across the portfolio;
 - Reduced net income of £0.3m from the Grafton Centre in Altrincham due to the pressures on the retail and leisure sector caused by COVID-19;
 - Lower returns to the value of £0.6m on a number of debt facilities which are linked to variable interest rates;
 - Shortfall in returns from the Council's three joint ventures with Bruntwood of £0.8m, required to cover the Council's borrowing costs on the acquisition of the town centre assets in Stretford and Altrincham. The shortfall is a direct consequence of the impact of COVID-19 on the retail sector;
 - The pressures above have been offset by additional income of £0.8m on new facilities agreed during the course of the year, and £0.3m of additional income due to the favourable repayment terms of the Crescent debt facility.
39. The Council has set aside a Risk Reserve to mitigate against potential unforeseen cost or income pressures and to finance future investment in the Council's assets. At the start of the financial year this reserve stood at £3.9m and is forecast to rise by £2.1m this year, giving a year-end balance of £6.0m. This contribution is £456k higher than planned at the start of the year.

Risk Reserve B/F	3,893,197
In year contribution	2,084,816
Risk Reserve C/F	5,978,013

40. There are a number of schemes within the Strategic Investment Property Portfolio to develop land which has either been acquired, or is currently owned by the Council. The delivery of such developments will provide housing and community facilities, and also produce development returns that can be re-invested to support the Council's General Capital Programme. This is in line with the Strategic Land Review Programme approved by the Executive in February 2021. Currently there is one scheme nearing completion (Brown Street) one with approved planning (Sale Magistrates) and a number under development (Tamworth and Jubilee Centre). The following provides a brief update on these schemes:

- **Brown Street**

This scheme has an anticipated completion of early July 2021, and will provide 10 townhouses and 12 affordable apartments. The townhouses are to be sold on the open market and are expected to achieve the market values assumed within the financial business case for the scheme. The 12 affordable units are to be sold to a Housing Registered Provider (RP). A number of offers have been received from RP's through a formal tender process and a preferred partner has been identified.

The scheme has experienced a number of unforeseen cost pressures linked with both the impact of COVID-19 and the original developer going into administration part way through the scheme and a new contractor having to be appointed. The full financial impact is in the process of being finalised but it is expected that the current assumed return of £1.1m (which is an IRR of 13%) will not be achieved. This will be reported as part of the first capital monitoring update for the Executive in 2021/22.

- **Sale Magistrates**

A formal planning application was submitted and approved on 11 March 2021. The scheme is to deliver 84 properties with a minimum of 25% affordable housing. Work is still being undertaken to create the right mix for development with the scheme awaiting formal approval to progress to full design stage. Achieving a balanced mix of affordable housing above the minimum will potentially have an impact on the anticipated return for the scheme but work is continuing to still achieve the target development return of £3.0m plus land value, which is an IRR of 13%;

- **Jubilee Centre**

The architect has been appointed for this scheme, with the rest of the design team expected to be appointed shortly, after which it is anticipated that consultation will start, including with planning. Once this has been completed, the financial forecasts will be further reviewed against the currently assumed return of £1.5m, an IRR of 15%. Any changes will be reported to the Executive in future capital monitoring reports accordingly.

- **Tamworth**

This scheme is being developed in an equal partnership with Trafford Housing Trust once each party have contributed their own land holdings on the site. The scheme is expected to deliver in the region of 157 properties with the mix of affordable housing not yet finalised but is expected to exceed the planning policy mix. It is also anticipated that the scheme will deliver a high level of sustainability and exceed minimum requirements of affordable housing.

Prudential and Local Indicators

- 41. The Council is required to maintain these indicators which are designed to show that its capital expenditure plans are prudent, affordable and sustainable. Detailed in Appendix 8 are the actual capital programme related indicators agreed in February 2021.

Recommendations

- 42. **It is recommended that the Executive:**
 - a) note the report and the revenue outturn position showing a budget underspend of £2.804m, which will be transferred to the Budget Support Reserve;
 - b) note the reserves position as detailed in paragraph 7 and Appendix 2;
 - c) note the final capital programme outturn position as detailed in paragraphs 27 to 40.

Other Options

Not Applicable

Consultation

Not Applicable

Reasons for Recommendation

Not Applicable

Finance Officer ClearanceDM.....

Legal Officer ClearanceJL.....

DIRECTOR'S SIGNATURE *G. Bentley*

Appendix 1

Service Review/Virements	Children's (£000's)	Adults (£000's)	Place (£000's)	Strategy & Resources (£000's)	Finance & Systems (£000's)	Governance & Community Strategy (£000's)	Council -wide (£000's)	Total (£000's)
Period 10 Report	42,077	61,766	29,360	5,146	7,900	6,518	22,755	175,522
Virements:								
Ofsted Investment in Children posts	(81)			81				0
Total movements	(81)	0	0	81	0	0	0	0
Period 12 Outturn Report	41,996	61,766	29,360	5,227	7,900	6,518	22,755	175,522

Trafford Council Reserves Movement 2020 to 2021	Balance 31.3.20 £000	Spend/ (income) 2020/21 £000	Transfer to/from reserves 2020/21 £000	Balance 31.3.21 £000	Net Movement £000
Budget Resilience and Smoothing					
Budget Support Reserve	(9,855)	(5,932)	9,537	(6,250)	3,605
Business Rates Reserve	(7,978)	(844)	2,335	(6,487)	1,491
Manchester Airport Group Dividend	(550)	0	550	0	550
COVID-19 Grant Reserve	(4,722)	4,722	0	0	4,722
COVID-19 General Reserve	0	(5,234)	(15,438)	(20,672)	(20,672)
Council Tax Hardship Scheme	0	(1,131)	0	(1,131)	(1,131)
Insurance Reserve	(1,900)	0	200	(1,700)	200
Employment Rationalisation Reserve	(1,000)	334	(500)	(1,166)	(166)
Housing Benefit Overpayments Reserve	(500)	500	(500)	(500)	0
High Needs Support Reserve	(468)	0	468	0	468

Synthetic Pitch Replacement Reserve	(78)	(15)	0	(93)	(15)
Legal Services Reserve	(106)	106	0	0	106
Local Search Litigation Costs Reserve	(142)	7	43	(92)	50
Civic Vehicle Replacement	(37)	(5)	19	(23)	14
Waste Levy Reserve	(1,059)	0	488	(571)	488
Winter Maintenance Reserve	(120)	0	0	(120)	0
Elections Reserve	(144)	(164)	0	(308)	(164)
Interest Rate Reserve	(2,132)	(1,029)	1,000	(2,161)	(29)
Exchequer Services Reserve	(142)	(96)	0	(238)	(96)
EU Exit Funding Reserve	(315)	15	0	(300)	15
Sale PFI Reserve	0	(1,086)	0	(1,086)	(1,086)
Total Budget Resilience and Smoothing Reserve	(31,248)	(9,852)	(1,798)	(42,898)	(11,650)
Strategic Priority					
Transformation Fund Reserves	(4,817)	(1,464)	2,000	(4,281)	536
Strategic Investment Fund Risk Reserve	(3,893)	(2,085)	0	(5,978)	(2,085)

Leisure Centre Redevelopment Risk Reserve	(668)	(700)	0	(1,368)	(700)
Children Action Fund Reserve	(378)	241	0	(137)	241
Major Projects/DSG Academy Transfer Reserve/Future Gov	(488)	666	(468)	(290)	198
Bus Reform Reserve	(1,500)	0	0	(1,500)	0
Total Strategic Priority	(11,744)	(3,342)	1,532	(13,554)	(1,810)
Corporate					
NDR Deficit Reserve	(792)	4,916	0	4,124	4,916
STaR Procurement Reserve	(617)	71	0	(546)	71
Planning income reserve	(358)	0	0	(358)	0
Council Tax Smoothing	(285)	0	0	(285)	0
Business Rates Relief Deficit funded from Section 31 Grant	0	(88,597)	0	(88,597)	(88,597)
Council Tax Income Guarantee Grant Reserve	0	(767)	0	(767)	(767)
Business Rates Income Guarantee Grant Reserve	0	(3,990)	0	(3,990)	(3,990)
General Fund Reserve	(7,000)	0	(1,000)	(8,000)	(1,000)
Total Corporate	(9,052)	(88,367)	(1,000)	(98,419)	(89,367)
Specific Area Priority					
ICT development	(625)	(250)	287	(588)	37

Economic Development Reserves	(663)	(41)	0	(704)	(41)
Libraries and Customer Services Reserve	(18)	(2)	0	(20)	(2)
Voluntary Sector Grants Reserve	(40)	35	0	(5)	35
Community Safety Reserve	(319)	(249)	0	(568)	(249)
One Trafford Partnership	(2,129)	(230)	500	(1,859)	270
Sports Partnership Reserve	(215)	50	0	(165)	50
Modernisation Reserve	0	(306)	0	(306)	(306)
Service Carry Forward Place	(651)	(525)	209	(967)	(316)
Service Carry Forward Traded Services	(451)	(9)	200	(260)	191
Service Carry Forward Children's Services	(453)	343	0	(110)	343
Service Carry Forward Adults Services	0	(3,779)	0	(3,779)	(3,779)
Service Carry Forward Governance and Corporate Services	(127)	32	0	(95)	32
Service Carry Forward Finance and Systems	(380)	(748)	72	(1,056)	(676)
Service Carry Forward People and Traded Services	(570)	(42)	0	(612)	(42)
Total Specific Area Priority	(6,641)	(5,721)	1,268	(11,094)	(4,453)
Total Earmarked Reserves	(58,685)	(107,282)	2	(165,965)	(107,280)

Other Reserves					
Capital Related Reserves	(21,772)	1,975	0	(19,797)	1,975
Balances held by schools under a scheme of delegation	(10,898)	(4,268)	0	(15,166)	(4,268)
Total Other Reserves	(32,670)	(2,293)	0	(34,963)	(2,293)
Total Usable Reserves	(91,355)	(109,575)	2	(200,928)	(109,573)

Appendix 3

Business Rates	Budget 100%	Actual 100%	Variance	Comments
	2020/21 £	2020/21 £	£	
Business Rates - Collection Fund				
Gross Rates Payable	(186,028,107)	(176,529,342)	9,498,765	Reduction in Rateable income due to refurbishments and demolitions £2.5m, £7m was repaid due to appeals and prior year adjustments. Total loss in rates of £9.5m.
Transitional Adjustments and Mandatory & Discretionary Reliefs	19,231,360	18,459,389	(771,971)	
Extended Relief due to COVID-19	0	88,597,151	88,597,151	Reduction in income due to the award of COVID-19 reliefs (retails, hospitality, leisure, nursery).
Accounting Adjustments (Appeals & BDP) & Cost of Collection	10,742,245	5,394,927	(5,347,318)	Budgeted contribution of £7.5m for appeals relating to 20/21 has been offset by contribution from provision for those settled and also reduction in amount set aside for major schemes and some big cases being dismissed by the VOA.
Collection Fund Budget and Actual Income 100%	(156,054,502)	(64,077,875)	91,976,627	Net impact of above lines resulted in a deficit on the Collection Fund of £91.976
Collection Fund Budget and Actual Income - Trafford Share 99%	(154,493,958)	(63,437,096)	91,056,861	Trafford's Share (99%) of the Collection Fund Deficit is £91.056m

Business Rates – Trafford General Fund				
Local Share	(154,493,958)	(151,148,275)	3,345,683	Trafford Share (99%) of the Collection Fund Deficit (excluding COVID-19 reliefs)
Deficit caused by COVID-19 Relief Contribution to Deficit Reserve	0	87,711,179	87,711,179	A contribution towards a reserve will be made in 2020/21 to pay for the deficit caused by COVID-19 rates relief. The deficit will be repaid during 2021/22 and 2022/23. A Section 31 Grant has been received (below) to meet the cost of this deficit.
Trafford's Share of Collection Fund	(154,493,958)	(63,437,096)	91,056,862	
Remove Core Deficit (to be spread over 2021/24)		(3,345,683)	(3,345,683)	The core deficit is removed in 2020/21 and will be collected in 2021 to 2024
Tariff	95,749,897	95,749,897	0	
Section 31 Compensation Grants	(10,832,326)	(98,607,267)	(87,774,941)	The increase in S31 grants is largely due to the extended relief as a result of COVID-19.
SAICA Renewable Energy	(82,944)	(82,944)	0	
GM Pilot 'No Detriment' Over Payment	9,019,836	6,837,269	(2,182,567)	Lower No Detriment payment as a result of lower rates income
GM Pilot 'No Detriment Rebate at 50%	(4,509,918)	(3,418,635)	1,091,283	Lower rebate from above
PY Surplus/(Deficit)	4,915,710	4,915,710	0	
Contribution (to)/from Deficit Reserve where PY is Deficit	(4,915,710)	(4,915,710)	0	
Contribution from Business Rate Risk Reserve	(642,817)	(642,817)	0	

TIG Grant Income		(4,321,394)	(4,321,394)	Tax Income Guarantee Grant to address COVID-19 shortfall in rates
TIG Grant to Reserve		3,989,974	3,989,974	Transfer of TIG to reserve (using figures in MTFP budget assumptions)
Sub-Total	(65,792,230)	(67,278,696)	(1,486,466)	
Windfall from 19/20 Growth Pilot		(1,733,629)	(1,733,629)	Redistribution of 19/20 growth pilot returned by GMCA
Windfall from 19/20 Growth Pilot to Budget Support		1,733,629	1,733,629	19/20 Growth Pilot refund transferred to Budget Support Reserve
GM Pilot 'No Detriment' returned in 2020/21		(3,418,635)	(3,418,635)	The GM 'no detriment' payment is not required in 2020/21 resulting in a windfall of £3.4m above the budgeted rebate of £3.4m
GM Pilot 'No Detriment' to Budget Support Reserve		3,418,635	3,418,635	'No detriment' windfall transferred to Budget Support Reserve
Total Budget/ Actual/ Variance	(65,792,230)	(67,278,696)	(1,486,466)	

The remaining balance of £1.486m will be transferred to the Business Rate Risk Reserve

MTFP Savings and increased Income 2020/21

Theme/Title	Service Area	Status(New/Existing)	Budget 2020/21 £000's	Projection 2020/21 £000's	Variance 2020/21 £000's	Description of Saving	Reason for shortfall
Fundamentally Reshaping Our Services							
Children's Placements	Children's	New	(1,200)	(1,200)	0	Investment in early intervention estimated to reduce the forecast demographic growth and therefore placement costs	
Person Centred (Reshaping)	Adults	New	(301)	0	301	Continuation and roll out of the let's talk and right care for you approach to promote independence and support better outcomes	Due to response and recovery required by the service as a result of the coronavirus pandemic, mobilisation of this saving has not been possible.
Liberty Protection Safeguards (LPS)/Portal (Reshaping)	Adults	New	(200)	0	200	The implementation of the LPS scheme and a whole system portal which will drive through efficiencies and costs savings.	Due to response and recovery required by the service as a result of the coronavirus pandemic, mobilisation of this saving has not been possible.
Sub-Total			(1,701)	(1,200)	501		
Be More Commercial							
New Investment Income	Place	New	(5,020)	(5,020)	0	Estimated income in the form of new rents and loan repayments from assets held as part of the Council's new investment portfolio, net of MRP payments and interest costs.	
Car Parking	Place	New	(114)	(47)	67	Car Parking - additional enforcement and reduced cashless parking transaction contract costs	Saving actions have been implemented but the level of financial saving is below the original expectations due to

							COVID-19 impacts on numbers of visits.
Environmental Health - Increase Income from HMO Licences	Place	Existing	(5)	(5)	0	Income already being received above current budget – e.g. HMO licences, (costs recoverable from third parties).	
Early Repayment of Suppliers Discount	CW	Existing	(10)	0	10	Review of procedures around invoice payments to maximise potential of supplier discounts	Project delayed to commence in 2021/22
Traded Services - 5 % price rises planned 19/20 and 20/21 (catering and cleaning)	Central	New	(483)	(314)	169	Smoothing of price levels to fully recover National Living Wage costs	Saving actions have been implemented but the level of financial saving is below the original expectations due to COVID-19 impacts on numbers of meals served.
Sub-Total			(5,632)	(5,386)	246		
Delivering More of Our Own Services							
LD supported living	Adults	New	(122)	0	122	To maximise the current service capacity within the in-house Supported Living Service.	Due to response and recovery required by the service as a result of the coronavirus pandemic, mobilisation of this saving has not been possible.
Legal advocacy - in house	Central	New	(50)	0	50	Efficiency saving from reduced use of external providers	The service has had difficulty in recruitment and has carried a number of vacancies, plus demand has risen due to COVID-19. The level of external support has hence not been able to be reduced as intended.
Increase in income from our strategic investments	CW	Existing	(500)	0	500	Additional dividend from our strategic investments	Impacted by COVID-19
Sub-Total			(672)	0	672		
Health and Social Care Integration							

Homecare Pilot	Adults	New	(619)	(361)	258	A number of pilots which will trial new ways of working, supporting positive outcomes for service users with financial benefits for the Council	Due to response and recovery required by the service as a result of the coronavirus pandemic, mobilisation of this saving has not been possible.
Market Management	Adults	New	(68)	0	68	Pursuing alternative purchasing arrangements with providers.	Due to response and recovery required by the service as a result of the coronavirus pandemic, mobilisation of this saving has not been possible.
Review of Children's Placements	Children's	New	(315)	(315)	0	Pursuing options that will allow Children currently placed outside of the borough in high cost external placements to return to appropriate placement/packages of support in Trafford	
Sub-Total			(1,002)	(676)	326		
Other Corporate Efficiencies							
Insurance premium saving	CW	New	(50)	(50)	0	A reduction in the cost of council insurance premiums	
Exchequer billing costs - move to online	Central	Existing	(80)	(80)	0	Reduction in printing, stationery and postage costs already being achieved	
Review of grounds maintenance	Place	New	(40)	(40)	0	Reduced grounds maintenance and promotion of wildflower areas	
10% reduction in running costs	All	New	(237)	(237)	0	A reduction in non-contractual general running cost budgets	
Advance Pension Payment	CW	Existing	(725)	(725)	0	A saving generated in pension contributions payable to GM Pension Fund as a result of paying contributions up-front	
Voluntary Sector Grants - use of smoothing reserve in 2019/20 - Reversal	Central	Existing	100	100	0	Reversal of one-off use of reserves in 2019/20	

Coroners Saving Toxicology Contract	CW	New	(16)	(16)	0	Contractual savings	
Sub-Total			(1,048)	(1,048)	0		
Grand Total			(10,055)	(8,310)	1,745		

Appendix 5

COVID grants received in 2020/21	Trafford Allocation £	Spent £	Amount Carried forward into 2021/22 £
Grants Included in revenue			
COVID-19 2020/21 emergency unringfenced funding for LA's	10,587	8,353	2,234
Test and Trace Service Support Grant	1,157	555	602
Test and Trace support - Discretionary (1st and 2nd Tranche)	271	64	207
Test and Trace support - admin (1st and 2nd Tranche)	67	67	
Contained Outbreak Management Fund	6,709	879	5,829
Adult Social Care Infection Control Fund - Round 1	2,270	2,270	
Adult Social Care Infection Control Fund - Round 2	1,976	1,976	
Adult Social Care Workplace Capacity Fund	473	473	
Adult Social Care Rapid Testing Fund	550	550	
Clinically Extremely Vulnerable Funding	682	231	451
Community Champions Fund	473	90	382
Compliance and Enforcement Grant	107	107	
Reopening High Streets Safely Fund	30	30	
Local Authority Emergency Assistance Grant for Food and Essential Supplies	218	218	
DWP Covid Winter Support Grant Scheme	588	588	
Sales, Fees and Charges Compensation Scheme	3,234	2,620	
Council Tax Hardship fund	1,561	630	931
COVID BID	15	15	
Wellbeing for Education	33	13	20
Digital Inclusion	50	50	
Catch up pupil premium	1,069	1,069	
Council Tax Hardship admin grant	17	17	

New burdens business rate relief grant	12	12	
Digital Education Platform	13	13	
Additional Resource Grant	7,130	3,321	3,809
Sub- total	39,292	24,211	14,466
Grants whereby Trafford acts as agent			
Business Support Grant	43,395	43,395	
Test and Trace	300	223	77
LRSB - Open	2,780	2,597	183
LRSB - Closed	18,015	11,846	6,169
LRSB - Sector		4	4
LRSB - Wet Led Pubs	51	80	-29
Closed Business Lockdown	12,033	7,726	4,307
Sub- total	76,574	65,871	10,711
Grand Total	115,866	90,082	25,177

An analysis of major areas of re-profiling for the General Capital Programme		Period 10 2020/21	Actual	Variance	%	Net Re-profiling	Overspend	Savings
		£m	£m	£m		£m		
Children's Services								
	Schools	6.95	7.60	0.65	9%	0.65		
	- Basic Need : Expansion schemes	3.91	5.05	1.14		1.14		
	- Maintenance Programme	1.78	0.93	(0.85)		(0.85)		
	- Devolved Formula Capital	0.43	0.50	0.07		0.07		
	- SEND Programme	0.83	1.12	0.29		0.29		
	Children's Social Care Services	0.36	0.14	(0.22)	(61)%	(0.24)	0.02	
	- Foster Carers – Accommodation Improvements	0.17	0.03	(0.14)		(0.14)		
	- Children's Portal/Other Schemes	0.19	0.11	(0.08)		(0.10)	0.02	
	Total	7.31	7.74	0.43	6%	(0.41)	0.02	
Adult Social Care								
	- Disabled Facilities Grant	1.58	1.71	0.13		0.13		
	- Assistive Technology/ Agile Working	0.21	0.14	(0.07)		(0.03)		(0.04)
	Total	1.79	1.85	0.06	3%	0.10		(0.04)
Place								
	Corporate Landlord	0.52	0.42	(0.10)	(19)%	(0.18)	0.08	
	- Public Buildings Repairs and DDA	0.33	0.26	(0.07)		(0.15)	0.08	
	- Other Schemes	0.19	0.16	(0.03)		(0.03)		
	Regeneration & Strategic Planning	15.48	15.01	(0.47)	(3)%	(0.50)	0.03	
	- Manchester Airport – Strategic Investment	13.42	13.42	0.00				
	- Altair Development Land Assembly	0.60	0.63	0.03			0.03	
	- Greater Manchester Full Fibre Initiative	0.64	0.30	(0.34)		(0.34)		
	- Town Centre Public Realm Works	0.60	0.44	(0.16)		(0.16)		

	Period 10 2020/21	Actual	Variance	%	Net Reprofiling	Overspend	Savings
	£m	£m	£m		£m		
- Other Schemes	0.22	0.22	(0.02)				
Sport, Recreation & Culture and Recycling	0.76	0.58	(0.18)	(24)%	(0.18)		
- Leisure Centre Strategy and Improvements	0.53	0.52	(0.01)		(0.01)		
- Other Schemes	0.23	0.06	(0.17)		(0.17)		
Environmental Services and Green Spaces	0.77	0.47	(0.30)	(39)%	(0.30)	0.02	(0.02)
- Parks and Play Areas Infrastructure	0.64	0.44	(0.20)		(0.20)	0.02	(0.02)
- Other Schemes	0.13	0.03	(0.10)		(0.10)		
Housing and Other Services	0.09	0.03	(0.06)	(67)%	0.06		
- Housing Services	0.06	0.01	(0.05)		(0.05)		
- Community Safety	0.03	0.02	(0.01)		(0.01)		
Highways	8.75	6.65	(2.10)	(24)%	(2.06)	0.04	(0.08)
- Highways Structural Maintenance	4.72	3.86	(0.86)		(0.82)	0.04	(0.08)
- Integrated Transport Schemes	0.55	0.27	(0.28)		(0.28)		
- Cycling and Walking Schemes	1.81	1.17	(0.64)		(0.64)		
- Bridges Programme	0.71	0.49	(0.22)		(0.22)		
- Carrington Road Improvements	0.96	0.86	(0.10)		(0.10)		
Total	26.37	23.16	(3.21)	(12)%	(3.28)	0.17	-0.10
Governance & Community Strategy							
Partnerships & Communities	0.09	0.01	(0.08)	(89)%	(0.08)		
Finance & Systems							
Information Technology	1.60	1.19	(0.41)	(26)%	(0.41)		
General Capital Programme Total	37.16	33.95	(3.21)	(9)%	(3.26)	0.19	(0.14)

Revised Approved Budget to Outturn		Revised Approved budget	Actual	Variance
		£m	£m	£m
Children's Services				
	Schools	8.30	7.60	0.70
	- Basic Need : Expansion schemes	4.70	5.05	0.35
	- Maintenance Programme	2.21	0.93	(1.28)
	- Devolved Formula Capital	0.43	0.50	0.07
	- SEND Programme	0.96	1.12	0.16
	Children's Social Care Services	0.34	0.14	(0.20)
	- Foster Carers – Accommodation Improvements	0.17	0.03	(0.14)
	- Children's Portal/Other Schemes	0.17	0.11	(0.06)
	Total	8.64	7.74	0.90
Adult Social Care				
	- Disabled Facilities Grant	1.58	1.71	0.13
	- Assistive Technology/ Agile Working	0.26	0.14	(0.12)
	Total	1.84	1.85	0.01
Place				
	Corporate Landlord	0.80	0.42	(0.38)
	- Public Buildings Repairs and DDA	0.56	0.26	(0.30)
	- Other Schemes	0.24	0.16	(0.08)
	Regeneration & Strategic Planning	16.72	15.01	(1.71)
	- Manchester Airport – Strategic Investment	13.42	13.42	0.00
	- Altair Development Land Assembly	0.71	0.63	(0.08)
	- Greater Manchester Full Fibre Initiative	0.64	0.30	(0.34)
	- Town Centre Public Realm Works	0.60	0.44	(0.16)
	- Other Schemes	1.35	0.22	(1.13)
	Sport, Recreation & Culture and Recycling	0.93	0.58	(0.35)

- Leisure Centre Strategy and Improvements	0.45	0.52	0.07
- Other Schemes	0.48	0.06	(0.42)
Environmental Services and Green Spaces	0.82	0.47	(0.35)
- Parks and Play Areas Infrastructure	0.60	0.44	(0.16)
- Other Schemes	0.22	0.03	(0.19)
Housing and Other Services	0.75	0.03	(0.72)
- Housing Services	0.53	0.01	(0.52)
- Community Safety	0.22	0.02	(0.20)
Highways	9.96	6.65	(3.31)
- Highways Structural Maintenance	4.77	3.86	(0.91)
- Integrated Transport Schemes	1.55	0.27	(1.28)
- Cycling and Walking Schemes	1.81	1.17	(0.64)
- Bridges Programme	0.87	0.49	(0.38)
- Carrington Road Improvements	0.96	0.86	(0.10)
Total	29.98	23.16	(6.82)
Governance & Community Strategy	0.08	0.01	(0.07)
Finance & Systems – Information Technology	2.26	1.19	(1.07)
General Capital Programme Total	42.80	33.95	(8.85)

CAPITAL PROGRAMME 2020/21- Overspends and savings P10 to Outturn

Overspends	£000's
Children's Portal - Liquid Logic	17
Sale Waterside PFI	63
Altair Development - Land Assembly	27
Victoria Park – Pavilion Replacement	20
Surface Treatment - A56 Cross Street	11
Highway Resurfacing – Green Lane	6
Section 278 Agreements	26
Path Resurfacing	5
Play Area Refurbishment	13
ICT Capacity Upgrade	3
Total Overspends	191
Savings	
Care Home Purchase	38
Highways Fees	3
Highways Structural Maintenance - Unallocated	50
Highway Resurfacing - Warburton Lane	21
Highway Resurfacing – Carrington Lane	7
Play Area Refurbishment	13
Parks Infrastructure	5
Total Savings	137

Prudential Indicators – 2020/21

The figures below show the Council's actual prudential indicators for 2020/21 as reported in February 2021 and estimates for the following three years.

Capital Prudential Indicators	2019/20 Actual £m	2020/21 Actual £m	2021/22 Estimate £m	2022/23 Estimate £m	2023/24 Estimate £m
Capital Expenditure:					
General Programme	40.33	33.95	61.80	74.63	34.41
Investment Strategy	16.86	71.06	122.57	69.50	52.49
Capital expenditure - the table above shows the capital expenditure incurred in 2020/21 and the estimated expenditure to be incurred for following three years.					
Capital Financing Requirement as at 31 March	479.04	423.49	549.93	660.42	655.59
Capital Financing Requirement (CFR) - this reflects the estimated need to borrow for capital investment (i.e. the anticipated level of capital expenditure not financed from capital grants and contributions, revenue or capital receipts).					
Financing Cost to Net Revenue Stream	6.4%	6.4%	6.7%	6.9%	6.8%

Financing costs to net revenue stream - this indicator shows the trend in the cost of capital (borrowing and other long term obligation costs net of investment income) against the Council's net revenue stream.

Incremental Impact on Band D Council Tax (£)	£0.00	£0.00	£0.00	£0.00	£0.00
---	-------	-------	-------	-------	-------

Incremental impact on band D council tax – reflects the incremental impact on the Council Tax arising from new borrowing undertaken in order to finance the capital investment decisions taken by the Council during the budget cycle. The figures above reflect that any additional borrowing is supported by revenue savings or external support.

Local Indicators for the Asset Investment Strategy	2020/21 Actual £m	2021/22 Estimate £m	2022/23 Estimate £m	2023/24 Estimate £m
Gross Commercial Income	17.79	16.73	18.83	14.57
Gross Commercial Income – this is the total estimated level of income to be received from the acquisitions of commercial property and provision of senior debt finance and is required to support new debt costs associated the transactions, with any balance supporting the overall revenue budget.				
Net Commercial Income Stream	6.37	7.61	6.71	4.81
Net Commercial Income Stream – this is the estimated level of income net of any borrowing and other costs to be received from the acquisitions of commercial property and provision of senior debt finance.				
External Interest Cost	4.81	5.65	6.38	5.36
External Interest Cost – this is the interest cost of the new debt required to cover the capital cost of the new commercial activity.				
Minimum Revenue Provision (2.0% = 50 years)	2.24	2.25	2.25	2.25
Minimum Revenue Provision - this is the amount of income set aside as a provision for the repayment of the debt, required to cover the capital cost of the new commercial activity.				
Risk Reserve	2.08	0.96	1.23	1.87
Risk Reserve - this is the amount of income set aside to reserve as contingency in the event of a reduction in commercial income levels.				

Cumulative Investment Reserve	5.98	6.39	7.62	9.50
Cumulative Risk Reserve - this is the cumulative amount of reserve set aside, after annual contributions and deductions, as contingency in the event of a reduction in commercial income levels.				
Gross Commercial Income as proportion of Net Budget	10.14%	9.33%	8.60%	7.17%
Gross Commercial Income as proportion of Net Budget – this illustrates the proportion of the net budget which is supported by the new commercial income streams.				

TRAFFORD COUNCIL

Report to: Executive
Date: 21 June 2021
Report for: Information
Report of: Executive Member for COVID-19 Recovery and Reform

Report Title

Corporate Plan 2020/21 Quarter 4 and 2020/21 Annual Report

Summary

This report provides a summary of performance against the Council's Corporate Plan, 2020/21. The Q4 report covers the period 1st January to 31st March 2021.

Recommendation(s)

That the Executive:

- (i) Notes the contents of the Corporate Plan Quarter 4 Report and 2020/21 Annual Report**

Contact person for access to background papers and further information:

Name: Dianne Geary
Extension: 1821

Background Papers: None

Implications:

Relationship to Policy Framework/Corporate Priorities	<i>The Corporate Plan 2020/21 report summarises the Council's performance in relation to the Council's Corporate Priorities</i>
Relationship to GM Policy or Strategy Framework	<i>The Corporate Plan is aligned to the GM policy and strategy where required.</i>
Financial	<i>None</i>
Legal Implications:	<i>Legal advice is provided in relation to the Corporate Plan 2020/21 as and when required.</i>
Equality/Diversity Implications	<i>None</i>
Sustainability Implications	<i>None</i>
Carbon Reduction	<i>None</i>
Resource Implications e.g. Staffing / ICT / Assets	<i>None</i>
Risk Management Implications	<i>None</i>
Health & Wellbeing Implications	<i>None</i>
Health and Safety Implications	<i>None</i>

1.0 Background

1.1 The report provides a summary of performance against the Council's Corporate Plan 2020/21 and supporting management information, for the period 1st January to 31st March 2021. In addition, the Annual Report provides highlights and case studies for each priority during 2020/21.

1.2 The Council's Corporate Plan reports key performance indicators and activity against the seven corporate priorities for the period 2019 to 2022:

- Building Quality, Affordable and Social Housing
- Health and Wellbeing
- Successful and Thriving Places
- Children and Young People
- Pride in Our Area
- Green and Connected
- Targeted Support

In addition, Central Services covers activities related to the workforce, finances, customer service and other statutory responsibilities.

1.3 Regular performance monitoring ensures that Executive and the Corporate Leadership Team can take necessary action to keep performance on track and aligned to the priorities.

2.0 Performance Update

2.1 There are many wide-ranging and existing strategies and programmes of work underpinning the Corporate Plan and strategic priorities and all of these work together to deliver for the benefit of the residents and businesses of Trafford. During the last quarter we continue to work and deliver on a number of key areas including the Inclusive Economic Recovery Plan, Equalities Strategy, Carbon Neutral Action Plan, Economic Growth Framework, Poverty Strategy, Trafford Pledge Youth Engagement Task Force and Trafford Locality Plan amongst others.

- 2.2 Each strategic priority has a number of key performance indicators (KPIs) with annual and / or quarterly targets and a RAG rating depending on performance.
- 2.3 The Corporate Plan report outlines activities that are a combination of qualitative and quantitative activity. The output for each quarter depends on the deliverables that are achieved for that quarter. Other reports will provide additional detail on achievements i.e. Recovery Update that is part of June Executive supports the delivery of the Corporate Plan.
- 2.4 This quarter's performance, incorporating a further lockdown, has continued to be a mix of having to deal with the continued effects of Covid-19 while simultaneously continuing our Recovery Plan to build back better. Covid-19 has affected the borough in so many different ways and continues to do so. Trafford residents and businesses have continued to be under enhanced restrictions and we have needed to be more flexible and dynamic with our approach to supporting our residents, businesses and communities.
- 2.5 Our priority for improving health and the effect of Covid-19 has had an impact on many of the figures from the middle of March 2020 and this continues to have an impact on performance measures. Reporting on a couple of indicators have been suspended due to Covid-19, however, we are doing better than expected in some measures such as the number of admissions to residential and nursing has gone down due to Covid-19 and there has been a significant reduction in the level of nitrogen dioxide measured at the monitoring stations.
- 2.6 During 2021 the corporate plan, strategic priorities and the 'kind of council we want to be' is being refreshed to revisit the focus and priorities for 2021/22 and beyond. This will ensure the corporate plan has a strong focus addressing inequalities, inclusivity and recovery.
- 2.7 A summary of Quarter 4 2020/21 outturn is outlined below.

		DEFINITION	Target	Actual Q4	RAG	Q or A
Corporate Plan	Building Quality and Affordable Housing	The number of housing completions	600A 150Q4	1301A 459Q4	↑	Q
		The number of affordable housing completions	100A 25Q3	71A 29Q4	↓ (A) ↑ (Q4)	Q
	Health and Wellbeing	The percentage of the eligible population (age 40-74) who received a NHS Health Check	2.5%	Suspended due to Covid-19		
		Smoking prevalence in adults	13.5% (2018)	9.1% (2019)	↓	A
	Successful and Thriving Places	Through the Trafford Pledge increase the number of people into employment	100A 25Q4	63A 14Q4	↓	Q
		Increase the number of downloads from the e-library service	300,000A 75,000Q4	311,710A 87,080Q4	↑	Q
		Increase the number of apprenticeships in the Council	118 A 29Q4	71A 22Q4	↓	Q
	Children and Young People	Maintain the low level of 16-17 year olds who are not in education training or employment (NEET)	3.0%A 2.5%Q4	2.5%Q4	↓	Q
		Children who are "looked after" rate per 10,000	73	69.4	↑	Q
	Pride in Our Area	Percentage of household waste which has been collected for recycling	58.1%	54.1%	↓	Q
	Green and Connected	Number of green flag awards achieved in Trafford	10	11	↑	A
		The highest annual mean level of nitrogen dioxide (NO2) measured at any of the Councils automatic air monitoring stations	35	21	↓	A
	Targeted Support	Admissions to Residential or Nursing Care for Older People during the year per 100,000 population (ASCOF 2Aii)	600A	571.50	↓	Q
		Delayed Transfers of Care attributable to Adult Social Care per 100,000 pop 18+ (ASCOF 2Cii)	5.0	Suspended due to Covid-19		

DEFINITION		Target	Actual Q4	RAG	Q or A
	Percentage of older people who were still at home 91 days after discharge from hospital into reablement/rehabilitation services	91.5%	89%	↓	Q
	Increase the number of people prevented from becoming homeless	450A 112Q4	84Q4	↑	Q
Central Services	% of major planning applications processed within timescales	90%	100%	↑	Q
	Percentage of Council Tax collected	95%A	97.2%	↑	A

3.0 Exception Report

- 3.1 Exception reports are prepared for any indicator off target with a red status which exceeds the 5% tolerance to outline why performance is below target and what action is in place to improve performance. In addition, where there is a significant impact to residents an exception report will be produced on amber indicator.
- 3.2 Three indicators have a red status: Trafford Pledge increase the number of people into employment, number of apprenticeships in the Council and affordable housing completions. Three exception reports are included in Appendix 1.

Finance Officer Clearance GB.....

Legal Officer Clearance SL.....



CORPORATE DIRECTOR'S SIGNATURE: Sara Saleh

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

Appendix 1: Exception Reports

Theme / Priority:	Priority 1: Affordable and Quality Homes		
Indicator / Measure detail:	Number of affordable housing completions		
Target and timescale:	Annual Target = 100	Actual and timescale:	Q1 = 6 Q2 = 0 Q3 = 36 Q4 = 29
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>In quarter 4 (2020/21) it was reported that 29 affordable housing units were completed. The annual target for 2020/21 was 100 and 71 were completed.</p> <p>The target of 100 set for 2021/21 was in line with the Trafford Local Plan target and will be reviewed in 2021/22 to reflect tangible activity as monitored within the Housing Tracker. The Council works closely with Registered Providers to encourage the development of affordable housing, however activity is influenced by land availability, land prices, viability and whether the Registered Provider can secure grant which can impact on the delivery rate.</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 building of quality, affordable and social housing is a key priority for the Council. New affordable homes are also needed to meet identified local need across the borough to ensure that Trafford has homes that residents can afford and that the borough continues to be an attractive place to live.</p> <p>Trafford is the most expensive borough in Greater Manchester both in terms of rents and house prices. The private sector rents in Trafford are in some areas similar to those charged in some London boroughs and the average market rent in the borough is well in excess of the Local Housing Allowance rates. House prices for residential property in Trafford are almost 9 times the average salary (average gross salary is £36,500 in Trafford). Since most lending institutions will traditionally lend up to four and a half times the household annual salary (for the purpose of buying a house with a mortgage) this would mean that a household would need to have a yearly income of at least £73,000 to purchase a property in Trafford.</p> <p>Unaffordable housing is forcing families and individuals to make tough decisions about day-to-day life in particular recently during the pandemic. A recent survey by Shelter shows that many people have cut back on basic necessities such as food or heating in order to meet housing costs.</p> <p>Therefore it is important that the Council's continues to encourage our Registered Providers to develop affordable housing in Trafford to address the affordability issues and ensure that residents are not made to make tough decisions regarding cutting</p>			

back on basic necessities to meet rising housing costs.

The delivery of new affordable homes provides the Council with income from additional Council Tax revenue and New Homes Bonus which is paid directly by the government. This income plays an important part in the Council's future funding strategy and can be used to support the delivery of Council services to benefit the residents and businesses in the borough. Without the additional income received by the extra new build affordable units, the Council's income will be reduced and this will impact on the future funding of vital public services.

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.

Trafford Housing Strategy 2018-2023

The Trafford Housing Strategy 2018-2023 has been developed to identify the key housing priorities for the borough and the measures required to deliver them by the Council and other key public and private stakeholders.

The Housing Strategy identifies key interventions required to meet current and future housing need in Trafford and looks to address a number of supply and demand challenges up to 2023 including the delivery of affordable housing. The interventions have been identified in the context of the Council's Corporate Objectives, GM growth ambitions as articulated in the GMCA Places for Everyone and GM Housing Strategy, and discussions with key stakeholders. The Housing Strategy coupled with the Vision, Corporate Objectives, Trafford Economic and Housing Growth Framework and the wider GM strategic arena, forms a comprehensive and fully joined up approach to delivering future housing growth to benefit Trafford's residents.

Trafford Affordable Housing Fund

The Trafford Affordable Housing Fund (TAHF) was launched in September 2018 following Executive approval. The Council established the TAHF as part of its efforts to address the lack of affordable housing in the borough in partnership with Registered Providers (RPs) who build new homes for social rent.

The Fund was established to help address the significant affordability issues that the borough faces; showed by higher than average house prices, higher than average monthly rents, and an overall lack of affordable housing. The Fund's main purpose was to increase the provision of social rented accommodation and enable our Registered Providers to bid for monies to increase this tenure type.

A bid was received in March 2019 by Trafford Housing Trust (THT) to develop 30 x 1 and 2 bed new build apartments for social rent in Timperley. The bid was successful and THT started on site in March 2020. The scheme is set to complete in September 2021.

Housing Tracker

The Strategic Growth Service monitors the progress of housing sites (including affordable) through a 'Housing Tracker' which is used to identify starts on site, completions and any issues or delays. The Tracker is monitored quarterly and direct contact with the land owners, developers and/or housing associations is made to understand why activity on site may have stalled. Support is provided for those sites that have stalled to try and kick start and provide advice on regional/national funding that may assist with delivery.

Trafford Strategic Housing Partnership

The Trafford Strategic Housing Partnership leads on the delivery of the Housing Strategy. Meetings are held quarterly with housing association partners to drive forward the actions as contained within the Strategy. Increasing the delivery of affordable housing is one of the key actions.

Increase Housing Delivery Group

The Increase Housing Delivery group was established in May 2018. Attendees of this group include landowners, developers, housing associations, Homes England, TfGM, Highways England, strategic housing and planning colleagues. The group meets quarterly to discuss any delivery issues, provide updates on current activity and identify any new opportunities in Trafford. The increase of affordable housing and any issues with delivery are part of these regular discussions.

Housing Association Developer Forum

A Developer Forum for housing associations was established in 2019 to enable Trafford's main developing housing associations an opportunity to come together and share any issues/barriers to delivery, current activity and new opportunities. The delivery of affordable housing is key to these meetings.

Homes England

The Council works closely with Homes England to ensure that the Shared Ownership & Affordable Homes Programme (SOAP) is running smoothly and that Trafford's developing housing associations are actively accessing the available grant monies from Homes England to increase the provision of affordable housing in the borough.

Theme / Priority:	Priority 3: Successful and Thriving Places		
Indicator / Measure detail:	Trafford Pledge – number of new jobs created		
Baseline:			
Target and timescale:	100 April 2020 – March 2021	Actual and timescale:	63 April 2020 – March 2021
Why is performance at the current level?			
<ul style="list-style-type: none">• Is any variance within expected limits?• Why has the variance occurred?			

<ul style="list-style-type: none"> • Is further information available to give a more complete picture of performance? • What performance is predicted for future periods?
<p>We anticipate that the current reporting job outcomes almost certainly doesn't reflect the job outcomes achieved, as we are aware that a number of staff working in businesses that usually report have been on furlough and the business has been closed due to lockdown.</p> <p>Many Trafford Pledge businesses haven't been recruiting due to Covid-19 Cartwrights were one of our largest Trafford Pledge businesses and going into administration in 2020 affected the overall outputs</p>
<p>What difference does this make – the implications of not meeting target?</p>
<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 have been less jobs being recruited into but we know from the weekly job bulletin this is starting to increase steadily and many of the Trafford Pledge businesses are getting in touch as they have started to recruit again</p> <p>This obviously impacts on the council priority of getting more people into work and we have revised the Trafford Employment Enterprise and Skills (TEES) action plan and added more actions to support more people into employment particularly those disadvantaged in the labour market</p> <p>In the existing job climate it is even more difficult for people with additional barriers to move into employment and we are taking steps through the TEES group to address the barriers through a number of targeted activities.</p>
<p>How can we make sure things get better?</p>
<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>Maximise the impact of the new DWP funded employment initiatives through the 'Plan for Jobs' such as Job Entry Targeted Support (JETS), Restart and Kickstart.</p> <p>We will reconnect with those Trafford Pledge businesses that have been offline in the last year, we also have a number of new businesses that would like to work with us through the Trafford Pledge which will create new employment and training opportunities across the Borough.</p> <p>We are working through the TEES action plan priorities with TEES partners and where gaps/barriers are identified this will be flagged up and additional funding opportunities will be explored</p>

Theme / Priority:	KPI 6 - Successful and Thriving Places		
Indicator / Measure detail:	Increase the number of apprenticeships in the Council		
Target and timescale:	<u>Overall</u> Target:414 (April 2017-March 2021)	Actual and timescale:	<u>Overall</u> Actual: 274 (April 2017-March 2021)

	<u>Current Year</u>		<u>Current Year</u>
	Target 118 (April 2020 – March 2021)		Actual 71 (April 2020 – March 2021)
	<u>Quarterly Target</u>		<u>Quarterly Target</u>
	29.5		25

Why is performance at the current level?

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

The Apprenticeship Levy came into force on 6 April 2017 and was introduced by the Government in order to address the shortage of skilled workers in the UK, by increasing the number of apprenticeship opportunities offered by employers. The Target requires public sector employers to employ an average of 2.3% of their organisation’s headcount as new apprentice starts each year between 1 April 2017 and 31 March 2021.

The target (headcount) includes all council employees and staff working in schools which are under the control of Trafford Council. The target is based on all employees (4,220 on 31 March 2020).

The targets, therefore put us at a slight disadvantage as direct council employees equate to 2,229 Full Time Equivalents.

To undertake an apprenticeship but you must be working at least 18.15 hours per week. (This is set higher for some apprenticeships such as the Social Work Degree apprenticeship which is set at 30 hours).

We do not have to meet a target annually, but are required to calculate what 2.3% of our workforce equates to on 31 March of each of the four years in the reporting period.

These four yearly figures are then added together to calculate the total target. This figure represents the total number of apprenticeship starts that an employer should aim for by the end of the four year period. Delivery against this target can be averaged out over the four year period to manage peaks and troughs in recruitment.

1 April 2017 – 31 March 2018 – Target 100	Actual 75
1 April 2018 – 31 March 2019 – Target 99	Actual 101
1 April 2019 – 31 March 2020 – Target 97	Actual 74
1 April 2020 – 31 March 2021 – Target 118	Current Total 71

298 / 414

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

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

Can we move resources to support this or other priorities?

There is no penalty in place for not meeting the target however apprenticeships are funded via the Levy. The Council offer two types of apprenticeships- EPIC apprentices which are entry level apprenticeships and upskill apprenticeships. Both associated training costs are funded out of the apprenticeship levy, however salary costs are paid for by the service the employee sits in. There is no penalty in place for not meeting the

target set by the government on an annual basis however funds in the levy pot are only valid for 24 months so by not meeting the target we are more likely to lose the funds. To date we have not lost any levy funds. We have trialled gifting some levy funds to a care home in the borough in this quarter to use some of the unspent levy. This has been successful and we are now working on the creation of a gifting policy so further gifting can take place to reduce any potential future losses.

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.

Covid and the impact of Covid has undoubtedly had an impact on colleagues ability to undertake and continue to undertake new apprenticeships, in addition the restrictions on external recruitment has also impacted our external apprenticeship recruits. To support us to meet the public sector apprenticeship targets, we have taken the following action:

Levy Gifting

We are looking into gifting some of our unspent levy. We are currently working on a policy for this and have supported 2 organisations so far, these were supported by the Corporate Director of Adults and the Corporate Director of Place for their respective service areas. We have a meeting planned with ASC commissioners to look at supporting Trafford businesses with levy gifting and hope to support staff retention in this area through upskill opportunities.

Ongoing work with Schools

We will carry on engaging with our schools to ensure they are aware of all the potential opportunities. We will continue to attend the regular meetings but also consider asking them for feedback on what would make them more likely to use the levy.

Ongoing Promotion

We have continued this quarter to promote our apprenticeship offer to our internal employees via our internet pages along with promoting schools specific apprenticeships on the regular schools bulletins.

This page is intentionally left blank



TRAFFORD
COUNCIL

Corporate Plan

Quarter 4 Performance | January - March 2021



Foreword by the Leader

While the issue of Covid has again been dominant, I am delighted that the amazing work our Council is doing has managed to be highlighted in this quarter.

We started off the quarter with the wonderful news that we had successfully applied for £17.6m in funding for our plans to regenerate Stretford Town Centre. Along with our partners Bruntwood, we have developed really exciting plans for the area. What particularly delights me, however, is how much our Stretford residents and businesses have bought into these plans. I hope that they recognise just how determined we are to create a vibrant town centre and I think there is going to be a real buzz about the place.

This quarter also showed our determination to care for all people in our borough. Our Covid-relief efforts have continued and we have re-entered the care home sector with the purchase of two care homes. This will ensure residents can be looked after in the borough and remain within their community. We have also opened a new facility for homeless people within Trafford and it has already enabled people to move onto more permanent accommodation.

Away from the issues of Covid, I am pleased that two 'giants' of our Council received the posthumous title of Honorary Alderman. Ray Bowker and Jane Baugh, who both died in 2020, received the special award at an Extraordinary Meeting of Trafford Council. They did immense service to Trafford and I'm sure they would have been delighted at the response made by this borough to help people affected by the Covid pandemic.

Councillor Andrew Western
Leader of Trafford Council



Foreword by the Chief Exec

Restrictions may have eased but this quarterly report looks back on the months when we were well and truly back in lockdown. Not only did this restrict what people could do socially, and which businesses could remain open, it also necessitated us doing things differently as a Council.

It meant more support for our residents. A total of 9,085 helpline calls were taken in this quarter, with 284 referrals made to our Community Hubs. These hubs have also supported people through direct self-referrals and referrals from other professionals

It meant more support for our businesses. We handed out more than £2.3 million pounds to hundreds of struggling small businesses in the borough as part of our Discretionary Business Grant Scheme.

It meant finding new ways of working within the Council. So we made better use of technology to check in with vulnerable adults and children, making sure they were healthy mentally and physically. To help people remain connected, our library service announced a new laptop lending scheme to enable people who do not have their own device to get online and access digital services.

Of course, this quarter was when our vaccination programme got up and running and the statistics are amazing. This quarter saw more than 100,000 jabs administered at a rate of over 1,000 a day. That is a phenomenal effort by everyone concerned, with our Public Health and Communications teams involved in spreading the vaccine message throughout Trafford to ensure our borough's take-up is as high as possible.

Sara Todd
Chief Executive of Trafford Council



The Priorities and Outcomes for Trafford

The Council has identified seven strategic priorities that we believe are key to enabling Trafford residents, businesses and staff to thrive. Our priorities set out our aspirations for our people, places and communities, and how they can affect and improve their daily lives.

Our people are our greatest resource. Through engagement with our staff we will create an environment for staff to grow and develop life-long skills and see the benefit of their contribution to the borough. We want to be an employer of choice.

These priorities are not just for the Council but for the whole community and have been shared with members of the Trafford Partnerships. In order to make the difference we want to make, we will need to work closely and effectively with partners, residents, businesses and communities to make this a success.

Our corporate plan describes the Council's overall approach and outlines the Trafford vision.



Bridgewater Canal, Sale

Our Priorities



Affordable and Quality Homes

Trafford has a choice of quality homes that people can afford



Health and Well Being

Trafford has improved Health and Well-Being, and reduced health inequalities



Successful and Thriving Places

Trafford has successful and thriving town centres and communities



Children and Young People

Ensuring a Fair Start for All Children and Young People



Pride In Our Area

Creating Pride in Our Local Area



Greener and Connected

Maximising Our Green Spaces, Transport and Digital Connectivity



Targeted support

Supporting our residents when they need it most

Highlights – Key Performance Indicators

Green and Connected

Number of green flag awards achieved in Trafford:

- Target: 10
- Actual: 11



Successful and Thriving Places

Through the Trafford Pledge increase the number of people into employment:

- Annual Target: 100
- Annual Achieved: 63
- Q4 Achieved: 14

Increase the number of downloads from the e-library service:

- Annual Target : 300,000
- Annual Achieved: 311,710
- Q4 Achieved: 87,080



Building Quality and Affordable Housing

The number of housing completions:

- Q4 Target: 150
- Q4 Achieved: 459

The number of affordable housing completions:

- Q4 target: 25
- Q4 Achieved: 29



Central Services

Percentage of major planning applications processed within timescales:

- Target: 90%
- Actual: 100%

Percentage of Council Tax collected:

- Q4 Target: 95%
- Q4 Achieved: 97.2%

Targeted Support

Admissions to Residential or Nursing Care for Older People during the year per 100,000 population:

- Q4 2019: 861
- Q4 Achieved: 572

Increase the number of people prevented from becoming homeless

- Q4 Achieved: 84

New six bedroom 'A Bed Every Night scheme' (ABEN) property has had a good turnover rate with residents moving on to more permanent accommodation.



Health & Wellbeing

As of the end of Q4 almost **92,256** COVID-19 first vaccinations and **16,627** second vaccinations were administered to Trafford residents.



Children and Young People

Children who are 'looked after' (rate per 10,000):

- Q4 Achieved: 69.4

Maintain the low level of 16-18 year olds who are not in education, training or employment:

- Q4 Target: 2.5%
- Q4 Achieved : 2.52%



Pride in Our Area

Percentage of total tonnage of household waste which has been collected for recycling:

- Q4 Target: 58.2%
- Q4 Achieved: 54.1%

Percentage of adopted streets and paths scored at grade B or higher:

- Q4 Target: 88%
- Q4 Achieved: 93.8%



🏠 Priority 1:

Building quality, affordable and social housing

We want...

- to enable people to live well at home
- people to be able to afford to live in the area
- fair and inclusive and quality housing for all
- our children to be able to continue living in Trafford
- to create homes, not just housing

Page 127



Urmston Leisure Centre Rendering

Our track record so far...

- **Increase overall number of properties – no of housing completions:**
 - Annual target: **600**
 - Q4 Target: **150**
 - Q4 Achieved: **459**
 - Total Completions: **1,301** for the year
 -
- **No. of affordable homes completed:**
 - Annual target **100**
 - Q4 Target: **25**
 - Q4 Achieved: **29**
- The Council showed its commitment to tackling homelessness by taking over the running of its housing services department for the first time in 16 years.
- Full consultation and Engagement on the Draft Trafford Local Plan was carried out between 4 February 2021 and 18 March 2021, paving the way for planning policies to help secure the right mix and affordability of new homes in the borough.

♥ Priority 2:

Trafford has improved health and wellbeing, and reduced health inequalities

We want...

- everyone to live well and be active for as long possible
- good health services for everyone and to reduce the inequalities in health and other outcomes
- fair and accessible services
- our towns to be accessible to all regardless of age or limitation
- people to experience excellent end of life care
- to improve people's work-life balance and family life

Page 128



Our track record so far...

- As of the end of **Q4 almost 92,256 COVID-19** first vaccinations and **16,627** second vaccinations were administered to our residents, with Trafford having had administered the most vaccinations in Greater Manchester.
- 9,085 total helpline calls taken in Q4, of which **284** total referrals were made to the Community Hubs, who in addition to this also supported people via direct self-referrals and referrals from other professionals.
- Over the course of the year **32,858** calls were made to the Community Response line set up to support vulnerable residents through the pandemic.
- An Army Major presented a commemorative plaque to the Mayor of Trafford to celebrate exceptional partnership working which has led to the delivery of thousands of Covid tests across the borough. The collaborative working led to almost **6,000** health and care frontline staff and other key workers being tested.

Priority 3:

Trafford has successful and thriving town centres and communities

We want...

- to further develop our strong economy
- to continue to create jobs and opportunities for people
- Trafford to be a key destination for business people to be able to make a difference in their neighbourhoods
- a strong, dynamic and diverse voluntary sector
- to create inclusive, thriving places where people want to learn, live and work and relax

Page 129



Stretford King St. Rendering

Our track record so far...

- Library services continue to see large increases of online lending up **9%** in Q4 at **87,080** downloads from the library service. Annual target was **300,000** and the year-end figure was **311,710**.
- Some libraries have remained open for essential services and click and collect.
- Bruntwood Works and Trafford Council asked for views from the local community as they shared plans for the future development of the Stamford Quarter in Altrincham.
- The Council again reviewed its Discretionary Grant Fund so that more businesses are supported during the lockdown.
- Residents were asked for their views on a document outlining Trafford Council's vision and strategy for the regeneration of the area known as the Civic Quarter. The draft Civic Quarter Area Action Plan (AAP) covers a 55 hectare area at the heart of Trafford including the Trafford Town Hall, the international sporting venue of Lancashire Cricket Club and the old B&Q site.
- Bruntwood Works and the Council consulted with residents over an ambitious multi-million pound masterplan to transform Stretford Mall and the surrounding area.
- An exciting **£17.6m** was received to regenerate and transform Stretford town centre after the Council applied for the funding. Stretford was chosen as one of only four areas of the North West to receive the full allocation from the Ministry of Housing, Communities and Local Government's **£830m** Future High Streets Fund.
- **14** jobs were created through the Trafford Pledge in Q4 and **63** for the year.
- **22** new apprenticeships started in the Council in Q4, the target was **29**.

Priority 4:

Ensuring a fair start for all children and young people

We want...

- to enable all children and young people to thrive and achieve their full potential
- our children and young people to be valued and equipped with skills for employment and life
- our children and young people to have the best start in life
- our children and young people to be safe in their homes and communities

Our track record so far...

- Trafford continues to maintain a low rate for young people aged 16-18 'Not in Education, Employment or Training (NEET) **2.52%** against a target of **2.5%**.
- The rate of Children in Care (per 10k) has risen from **66** in Q1 to **69.4** in Q4. Trafford remains lower than the North West rate of **94.0**, but higher than England (**65**) and statistical neighbours at (**57.5**).
- Trafford Council's Youth Justice Service received huge praise in a recent Government inspection report. The service, which supervises 10-18 year-olds who have been sentenced by a court, or who have come to the attention of the police because of their offending behaviour, was given a 'good' rating by Her Majesty's Inspectorate of Probation.
- Trafford children's services received an Ofsted focused visit on 8 and 9 March 2021. Ofsted found that since the start of the COVID-19 pandemic in 2020, senior leaders have worked effectively with partners to maintain the provision of services for children in Trafford.
- In the Department for Education annual 'Moving On' report for 2020 Trafford school leavers 'Continuing In Learning' rate was **98.3%** - the highest rate in GM (and 0.1% higher than last year) and the North West and the joint 9th highest rate nationally.



🏆 Priority 5:

Creating pride in our local area

We want...

- people to take pride in their local areas
- people to feel safe and secure in their homes and communities
- people to respect and take responsibility for their local environment
- to encourage and enable people to be more environmentally friendly in their daily lives

Page 131



Partington Community Group

Our track record so far...

- Handed out more than **£2.3 million** pounds to hundreds of struggling small businesses in the borough as part of our Discretionary Business Grant Scheme.
- **100%** of highway safety inspections carried out in full compliance with the agreed programme.
- **93.8%** of adopted streets and paths scored at grade B or higher – the target for Q4 was **88%**.
- **54.1%** of household waste has been collected for recycling which is down from the target **of 58.2%**. The recycling rate has been impacted by Covid-19.
- There was a call out to Trafford veterans for the Royal British Legion centenary project asking 100-year-olds and those turning 100 this year to share their stories to mark the centenary year of the Royal British Legion.
- The One Trafford Partnership have completed works to restore the heritage gates at the Hartley Road entrance of John Leigh Park.

Priority 6:

Maximising our green spaces, transport and digital connectivity

We want...

- to encourage people to use our green spaces and be more active
- to make it easier to move around the borough
- to help people that are less digitally able to get on line
- to maximise the use of technology to transform the way we deliver services in all that we do
- to improve our transport links across the borough
- to reduce the impacts of climate change in Trafford

Page 132



Our track record so far...

- **11** parks across Trafford have been recognised by the Green Flag Award Scheme for the second year running.
- Trafford Libraries announced a new laptop lending scheme to enable people who do not have their own device to get online and access digital services.
- Options to alleviate traffic congestion for the Carrington Relief Road were revealed to residents.
- The collection of green bins returned to a weekly service.
- The highest mean annual level of nitrogen dioxide at any of the monitoring stations in 2020 was **21 µg/m³** and in 2019 the annual mean level of nitrogen dioxide was **30 µg/m³**. This demonstrates there has been a significant reduction in the level of nitrogen dioxide at the A56 monitoring location. Levels of nitrogen dioxide as measured at the Council's three air quality monitoring stations in 2020 show a significant reduction in roadside and background levels of nitrogen dioxide when compared against 2019 levels. The reduction in vehicle usage due to Covid restrictions is likely to have caused this reduction.

Priority 7:

Supporting our residents when they need it most

We want...

- to help people to access the right support at the times in their lives when they most need it
- to promote and encourage independence
- to provide clear options to support people with more complex needs
- our excellent public service workforce in Trafford to work together to support people to live as best they can

Page 133



Stock Image - Adobe Stock

Our track record so far...

- Opened a new six bedroom property for homelessness on Chester Road as part of the 'A Bed Every Night scheme' (ABEN). The property has had a good turnover rate with some residents moving on to more permanent accommodation.
- **84 households** were supported to prevent them from becoming homeless.
- The end of March 2021 (Q4) figure for the total number of over 65 permanent admissions to residential and nursing homes per 100K was **572**. This is well below the corresponding Q4 figure in 2019 which was at **861**.
- Two care homes were bought to ensure residents can remain in the borough. The purchase of Kara House and Lynwood Lodge, both in Sale, will enable the Council to maintain affordable residential placements in Trafford for the borough's residents.
- A care service in Trafford is rated as outstanding by inspectors – the highest rating possible. Beloved Homecare is a family-run service based in Urmston and provides personal care to people living in their own homes, specialising in elderly and dementia care. This includes services commissioned by Trafford Council to ensure people are looked after and can continue to live in their own homes.

Central Services

We want...

- to ensure Trafford Council workforce have the right skills, values and behaviours
- to maintain tight control of finances
- to deliver a high level of customer service
- to maintain statutory responsibilities

Page 134



Central Services Team

Our track record so far...

- **100%** of major planning applications processed within timescales.
- **97.2%** of council tax has been collected which exceeds the target of **95%** for Q4.
- **52** press releases, with **77** media enquiries and **45** media statements were issued in Q4.
- The Council worked together with the Office of National Statistics (ONS) to ensure a high response rate for Census which took place on the 21 March.
- Two Trafford Council 'giants' have received the posthumous title of Honorary Alderman. Ray Bowker and Jane Baugh, who both died in 2020, received the special award at an Extraordinary Meeting of Trafford Council.
- **67%** of FOIs were completed in timescale.
- **1,044** complaints were received in Q4 this is a reduction to Q4 in 19/20 when **3,329** were received.
- Sickness absence was **3.83%** against a target of **3.84%**.
- **45,927** self-service forms were completed by customers online in 2020/21, this compares with **36,406** forms completed online in 2019/20.

Working together to
build the best future for
everyone in Trafford.

**Contact our Marketing and
Communications Team for
more details:**

Tel: 0161 912 4080

Email: communications@trafford.gov.uk

Web: www.trafford.gov.uk

Twitter: @traffordcouncil

This page is intentionally left blank



TRAFFORD
COUNCIL

Annual Report

2020/21



Foreword by the Leader

This year has seen local government at its best.

The efforts to deal with the effects of Covid has seen all parts of our borough come together in an incredible way.

Vulnerable residents, businesses and workers have all needed a great deal of support and the response has been phenomenal. Our voluntary, community and social enterprise groups have been immense. Their knowledge and expertise of their locality and their sector has been invaluable in helping us deal with this pandemic.

And the Council has been there at the heart of the response. We have helped to co-ordinate the response, setting up community hubs that supported our residents. We have co-ordinated and provided grants to businesses so they stay afloat and retain their staff. We have provided advice and resources to people who have lost their jobs, so that they received the support they needed.

Our public health team has also led the way, advising businesses and residents on how they could manage restrictions and minimise the risk of Covid. They have helped our Trafford CCG partners with the vaccination programme, making sure all eligible people could receive the vaccine so that vulnerable people would be protected and that the infection rate could be reduced.

This pandemic has come at a heavy cost. Many have lost their lives, while mental and physical health has taken its toll. More people than ever have needed our support, which has impacted the Council on what we would like to achieve. But I can only look back on the last 12 months with pride, at how this Council and this borough has responded. And I can therefore look forward to the next 12 months with optimism as we look to build back better and make Trafford an even greater place for our residents.

Councillor Andrew Western
Leader of Trafford Council



Foreword by the Chief Exec

In all my years in local government, these past 12 months have certainly been the toughest. Almost overnight, the way we had to deliver services and support changed. For example, the setting up of our community hubs would normally take months of preparation, consultation and implementation – necessity meant it took just a few weeks so that we could quickly reach and support our vulnerable residents. The whole way we adapted as a Council – quickly, efficiently and effectively – made this a tough year but a very proud one for me.

This yearly report shows the extent Covid has had on the Council. Many services have been affected because of lockdown. The prioritisation of Covid has also meant that some services have not had the resources we would normally devote to it and this can be seen in some of the metrics produced in this report.

Other statistics, however, show the impressive ways we have adapted to the lockdown to provide alternative ways of serving our communities. For instance, throughout the lockdowns, our library buildings had to close – yet we were still able to offer online borrowing and this increased dramatically. Similarly, our priority of maximising the use of technology to transform the way we deliver services has accelerated. This meant businesses could quickly receive grants, and that vulnerable people could swiftly apply for support. It also meant that – even though we had to work from home – we could still continue to work, keep in touch with colleagues and make sure we delivered the right services at the right time for our borough.

Alongside our efforts to deal with Covid have been our plans to build back better. We are determined that, as we emerge out of this pandemic, the future should be bright for everyone in Trafford – residents, businesses and communities alike.

Sara Todd
Chief Executive of Trafford Council

The Priorities and Outcomes for Trafford

The Council has identified seven strategic priorities that we believe are key to enabling Trafford residents, businesses and staff to thrive. Our priorities set out our aspirations for our people, places and communities, and how they can affect and improve their daily lives.

Our people are our greatest resource. Through engagement with our staff we will create an environment for staff to grow and develop life-long skills and see the benefit of their contribution to the borough. We want to be an employer of choice.

These priorities are not just for the Council but for the whole community and have been shared with members of the Trafford Partnerships. In order to make the difference we want to make, we will need to work closely and effectively with partners, residents, businesses and communities to make this a success.

Our corporate plan describes the Council's overall approach and outlines the Trafford vision.



Bridgewater Canal, Sale

Our Priorities



Affordable and Quality Homes

Trafford has a choice of quality homes that people can afford



Health and Well Being

Trafford has improved Health and Well-Being, and reduced health inequalities



Successful and Thriving Places

Trafford has successful and thriving town centres and communities



Children and Young People

Ensuring a Fair Start for All Children and Young People



Pride In Our Area

Creating Pride in Our Local Area



Greener and Connected

Maximising Our Green Spaces, Transport and Digital Connectivity



Targeted support

Supporting our residents when they need it most

🏠 Priority 1:

Building quality, affordable and social housing

Case Study

Nicola Cattell was evicted from a house she was renting from a private landlord and had to live at her mum's - sharing one bedroom with her two children - during lockdown, before being helped by Reza Chenanei, one of Trafford's Housing option officers.



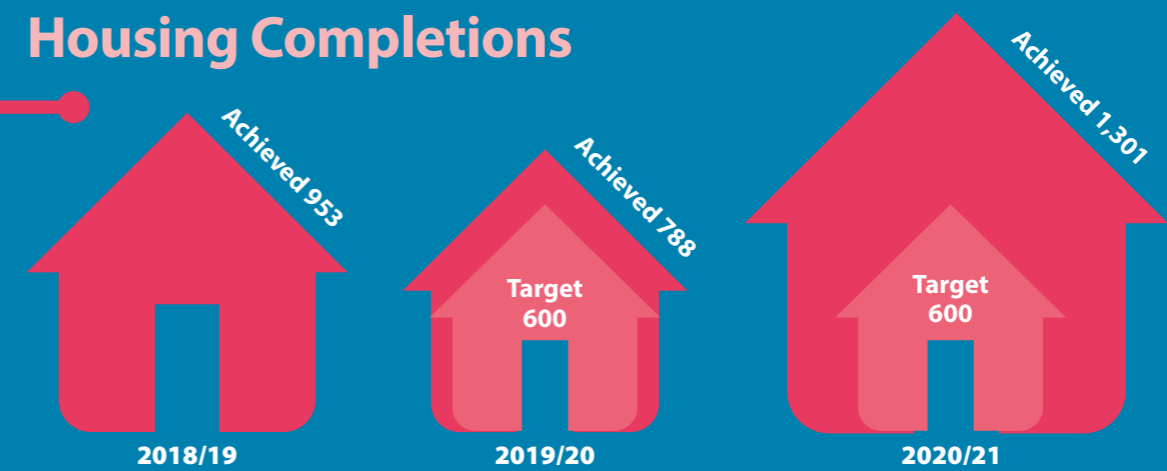
"Reza was given to me as my case worker. He was great, he talked through all the different options available to me and helped me to make the right decisions. Anytime I had a question he would always do his best to answer it. I didn't want to move too far away from my family, and also because of my children and their school, I wanted to stay in the same area. I could have gone into temporary accommodation, rather than stay at my mum's, but after discussing it all with Reza I realised that wouldn't have been the best option for me. I've now got my own place, which is fantastic."

"I've now got my own place, which is fantastic."

Our Outcomes

Full consultation and engagement on the Draft Trafford Local Plan was carried out, paving the way for planning policies to help secure the right mix and affordability of new homes in the borough.

Housing Completions



Affordable Housing Completions



Priority 2:

Trafford has improved health and wellbeing, and reduced health inequalities

Case Study



A Holocaust survivor who used his international sprinting skills to inspire Man City legends Mike Summerbee, Colin Bell and Francis Lee became Trafford's first patient to receive the coronavirus vaccine. Eighty-five-year-old Danny Herman, who represented Team GB in the 60-yard dash, said he was 'delighted to come first for a change!' referring to his sprinting loss to an American rival in 1965. He said: 'This is a historic occasion which hopefully signals the start of a new chapter with the vaccination providing a chance to get back to normal life.'

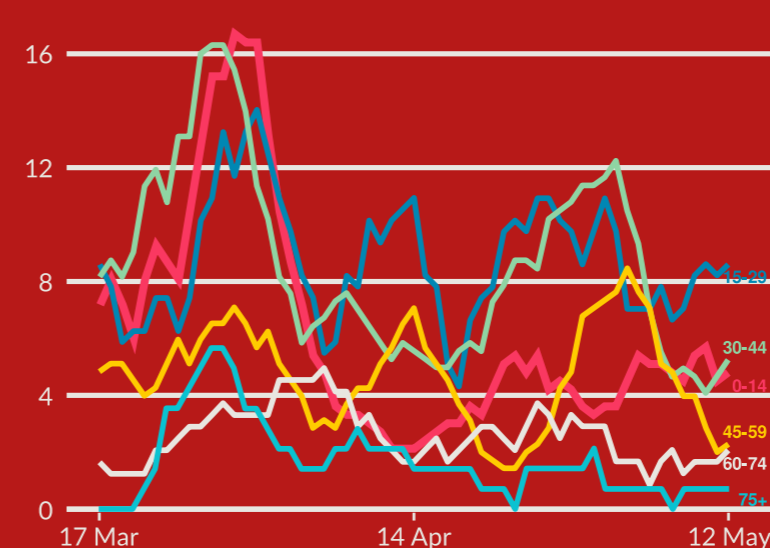
Danny Herman receiving his covid vaccine

He also said he feels 'lucky to be alive' as he lost more than 30 of his extended family in concentration camps: 'Life should be treasured and celebrated,' he added, "this vaccination will give so many the opportunity to once again embrace life. It's what we've been waiting for.'

Life should be treasured and celebrated,"

Our Outcomes

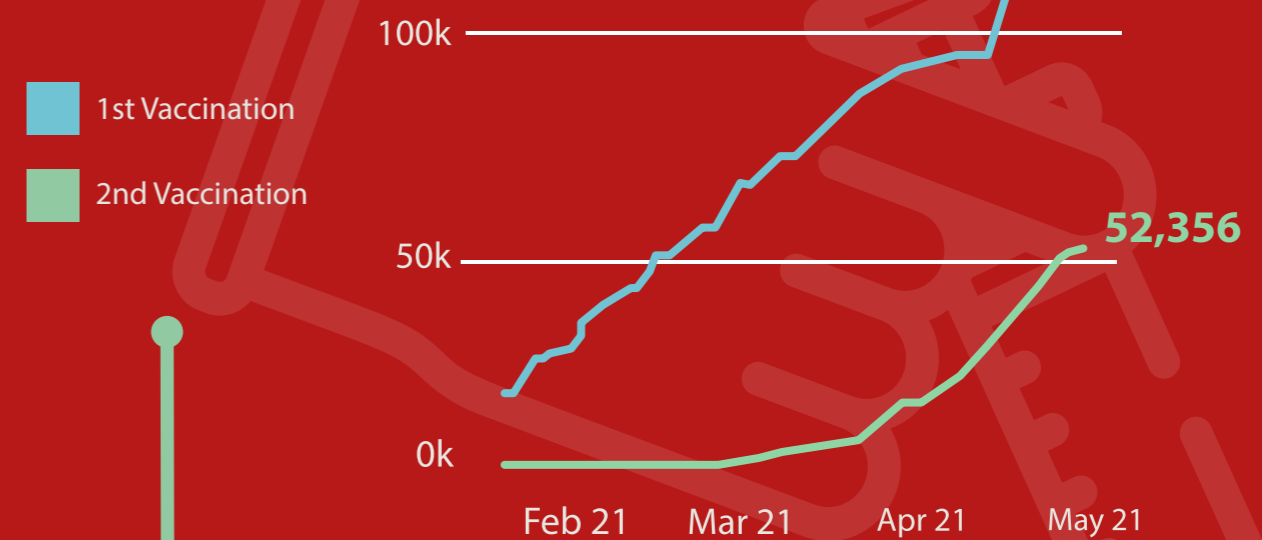
As of the end of Q4 almost **92,256** COVID-19 first vaccinations and **16,627** second vaccinations were administered to Trafford residents.



Covid Case Reductions

Age-specific Covid case rates per 100,000 Trafford, 7-day moving average

Increased Covid Vaccinations



Priority 3:

Trafford has successful and thriving town centres and communities

Case Study



Kelder, an independent wine bar and drinks retailer in Urmston, first received support from the Council in 2017, when the Town Centres team helped the business to find a suitable premises.

Since then, the business has taken advantage of the Council's Town Centre Loan scheme to help with start-up and marketing costs.

Owner Fred Davids said: "Not only did the loan scheme help financially, it also required us to think very carefully about our business plan, and opened the door to some financial training, all of which has helped to make the business more robust."

"In the past 12 months, the prompt administration by the Council of government support grants has been appreciated and we were also signposted to the Business Growth Hub's mentoring service. One of the few positives of Covid has been that we have had the time to take advantage of this, and complete a number of useful training courses that will improve how we run the business."

"The business development team have been a valuable support for us when dealing with other council departments such as planning and licensing: helping save time by putting us in contact with the right person in each team."



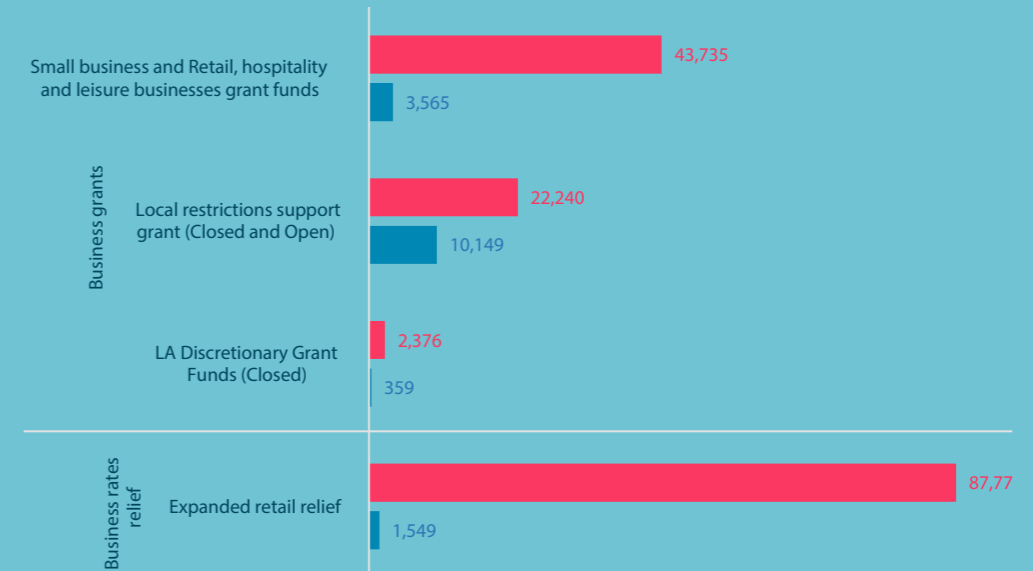
Our Outcomes

An exciting **£17.6m** was received to regenerate and transform Stretford town centre after the Council applied for the funding. Stretford was chosen as one of only four areas of the North West to receive the full allocation from the Ministry of Housing, Communities and Local Government's **£830m** Future High Streets Fund.

71
Apprenticeship starts
Within Trafford Council
year 2020 -2021

Key Covid Business Support Schemes Trafford

■ Estimated value/cost (£ 1000s)
■ Estimated no. grants paid/eligible properties



Library services continue to see large increases of online lending up **9%** in Q4 at **87,080** downloads from the library service. Annual target was **300,000** and the year-end figure was **311,710**.

"Not only did the loan scheme help financially... it also helped to make the business more robust."

👤 Priority 4:

Ensuring a fair start for all children and young people

Case Study

Paul Maguire, manager of Old Hall Road children’s home started a new art session for the unit’s children. In their first ever ‘Art Club’, all of the young people spent a creative three hours enjoying art together with staff.

Paul said: “One of our young people, Jacob, is really interested in art and so we got him all of the materials to help with his hobby. When the rest of the young people saw this they asked they could join in, so we bought more canvasses and paints and Art Club was born. Everybody sat down together and helped and encouraged each other. Some of the children’s completed pictures are already hung downstairs and others are in the bedrooms.”



“From the start of the pandemic, the Trafford Public Health Team have been there for us and have made an incredible contribution to support us to manage school and college and ensure that our students and staff have access to their work and education.”

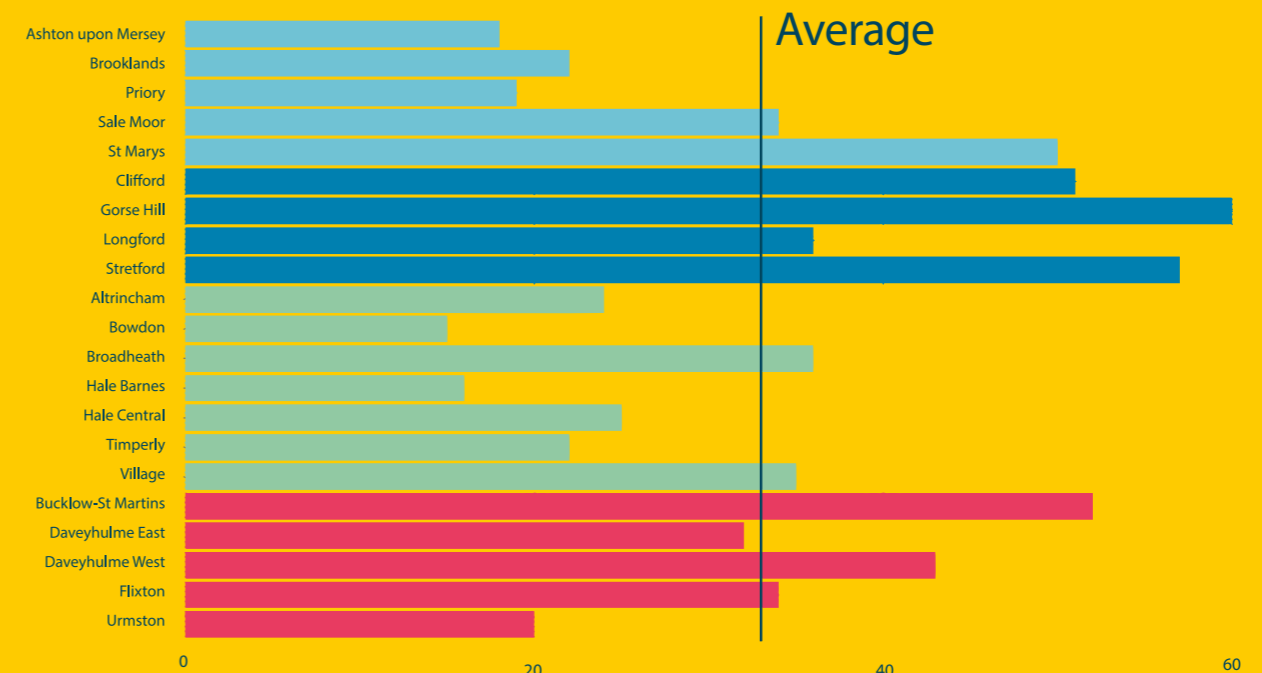
Jude Lomas, Head teacher, Brentwood High School and Community College

Our Outcomes



Trafford continues to maintain a low rate for young people aged 16-18 ‘Not in Education, Employment or Training (NEET) **2.52%** against a target of **2.5%**.

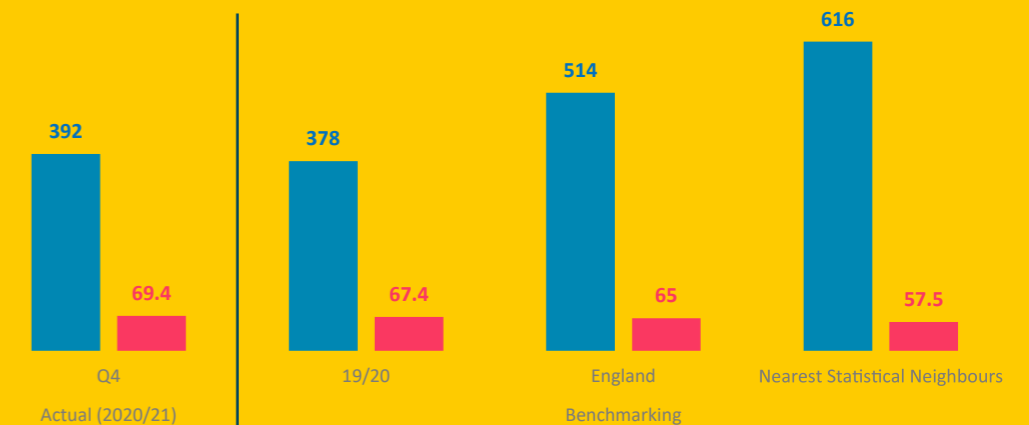
New Education, Health and Care Plans issues by ward



Jan 2019 - Apr 2020

Children in Care, Quarterly Data and Benchmarks

■ Numbers of cared for children
■ Rate of children in care



🏆 Priority 5:

Creating pride in our local area



Case Study

Our Environmental Improvement Team works with a wide range of partners to ensure our neighbourhoods are clean and safe places for people to live and visit and often deliver classes and assemblies to Trafford schools on the impact litter has on local communities and wildlife. To support the work of our street cleaning service the team has recently launched **'Let's Tidy Trafford Together'**. This scheme offers Trafford residents and businesses a free litter picking kit if they sign the **#BeResponsible** pledge on the Council's website. Residents are asked to pledge that they will keep the area around their home clean and tidy; try to reduce and recycle as much waste as possible; not drop litter, and encourage other to be responsible.

Over 2,500 litter heroes have taken the **#BeResponsible** pledge and received a free litter picking kit.

Over 2,500 litter heroes have taken the #BeResponsible pledge

Our Outcomes



Percentage of household waste which has been collected for recycling

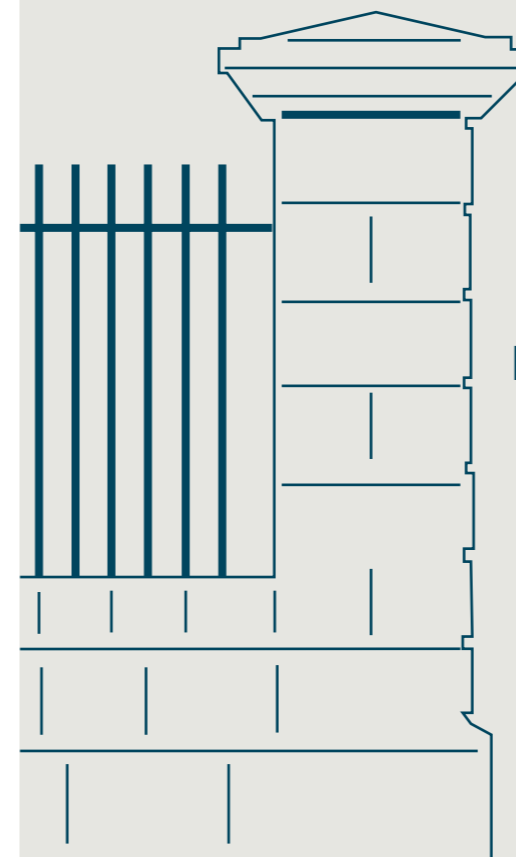
■ Achieved
■ Target



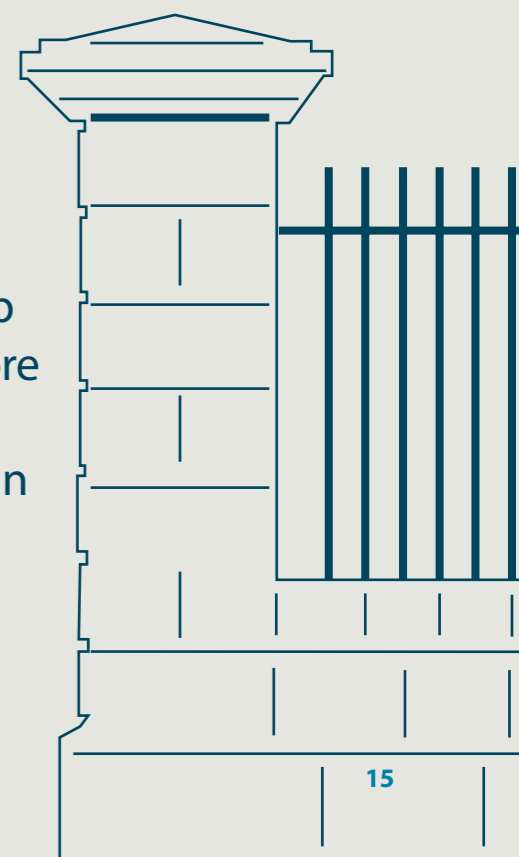
In Q4 Trafford continued to maintain one of the lowest crime rates in the Greater Manchester area at only **14.9** reported crimes per **1000** population.



93.8%
of adopted streets and paths scored at grade B or higher.



The One Trafford Partnership has completed works to restore the heritage gates at the Hartley Road entrance of John Leigh Park.



Priority 6:

Maximising our green spaces, transport and digital connectivity

Case Study

One Trafford Partnership's Wilding Trafford project was presented with a Bees' Needs Champions Award 2020 by the Department of Environment, Food and Rural Affairs (DEFRA) in November 2020.

The prestigious award recognises how the project has helped to support the bee population in Trafford by creating pockets of a nature rich areas where they can thrive.

The project is run by One Trafford, Friends of Parks groups, In Bloom groups and The Conservation Volunteers (TCV), and in the last three years, has introduced better habitats for bees, insects and other pollinators by creating wildlife corridors in our green spaces.

Over £100,000 has been invested into habitat improvement; going towards new bulbs, wildflower seeds and hundreds of shrubs planted to create wild corridors in seven parks in Trafford; Hullard Park, Seymour Park, Longford Park, Turn Moss Park, Lostock Park, Moss Park and Gorse Hill Park.

The Council has kept its promise to provide more affordable homes by submitting a planning application with housing developer Seddon Development Ltd to build 48 townhouses and 38 apartments – including at least 21 affordable – on the site of the former Sale Magistrates Court off Ashton Road.

In addition, a state-of-the-art social housing development - named in honour of one of the borough's most popular councillors, Cllr Ray Bowker – will provide 30 social housing units – 20 one-beds and 10 two-beds – in a three-storey development at Carrfield Avenue in Timperley.

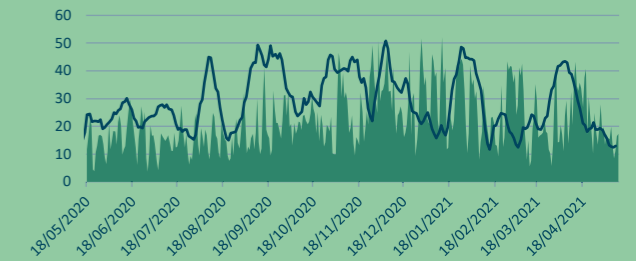
Our Outcomes



Trafford Libraries announced a new laptop lending scheme to enable people who do not have their own device to get online and access digital services.



The highest mean annual level of nitrogen dioxide at any of the monitoring stations in 2020 was **21 µg/m³** and in 2019 the annual mean level of nitrogen dioxide was **30 µg/m³**. This demonstrates there has been a reduction in the level of nitrogen dioxide.



The Council distributed laptops to disadvantaged children, families and young adults across the borough

646 laptops & 118 4G dongles in total.

Our ambitious plans to support safer and greener borough-wide travel led to the creation of a cycle lane along the A56.



TfGM "network intelligence data" points to more journeys being made by bike across GM, cycle trips up **25%** compared to March 2021 vs March 2020). Trafford has one of the highest increases – **139% increase**

The collection of green bins returned to a weekly service.



Priority 7:

Supporting our residents when they need it most

Case Study

Shelly, a volunteer from Stretford Public Hall coordinated the delivery of food parcels to those in need during the coronavirus pandemic. She said: "I love being a part of the Stretford community and helping in any way I can. I don't drive so I can't deliver the parcels myself – but I can organise the deliveries and complete the admin tasks associated with them – so this is what I do. I give around an hour each day and it makes me feel good for the rest of the 23 hours – knowing I've helped someone who needs help. All the delivery drivers are wonderful people and it has been a pleasure to get to know them. Meeting them each day at the hall at 3pm gives me a chance to leave my house and talk to someone other than my family!"



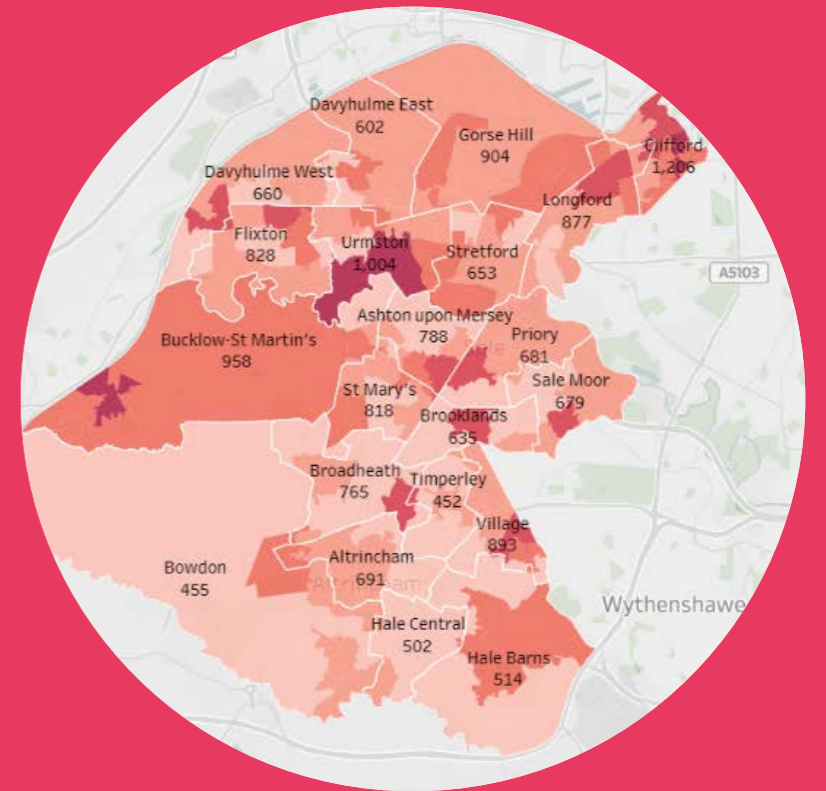
Volunteer Shelly

"It makes me feel good... knowing I've helped someone who needs help."

Our Outcomes

  Our Community support lines responded to a massive **34,296** calls throughout the year

Our work helped to keep over **14,000** Covid Shielding patients safe throughout the pandemic across all our wards.



Opened a new six bedroom property for homelessness on Chester Road as part of the 'A Bed Every Night scheme' (ABEN). The property has had a good turnover rate with some residents moving on to more permanent accommodation.

Central Services



Case Study: Communications

Dealing with coronavirus has been a significant challenge and one of the key tools in the fight against it has been communications. The Communications Team has been at the forefront, ensuring the Council's key messages are conveyed to a wide range of stakeholders, internally and externally.

To help do this, the team introduced a digital daily staff update designed to keep people who were working at home up to speed with what was happening. It was picked up as good practice by local trade unions and received praise nationally from the TUC as the only daily staff update produced by a GM authority.

Traditional media – newspapers, radio and television – was also used effectively to get messages out. For example, the team worked hard to publicise free school meals over the October half-term holidays. In less than 48 hours more than 2,000 parents had applied.

There was even a supportive tweet from Manchester United star Marcus Rashford who led the campaign.

Case Study: IT

When the coronavirus pandemic hit, the Council suddenly went from typically having 150 staff logged on remotely each day to 1,500 employees needing to work from home.

Jon Thomson, Head of IT Operations, said: "Our number one priority was to keep our core critical services running, regardless of where teams were operating from. It was a huge challenge, one which was overcome by issuing 150 laptops and 100 desktops to staff and quickly getting them equipped to work in a totally new way, this meant staff could continue to deliver and support our critical services to our residents.

"For some teams this proved more difficult than others. With Exchequer Services, for example, we developed a home working solution which allowed a large team to take and manage calls as if they were still in the office. This meant that we minimised any calls being lost at such a critical time to residents and businesses. Had we not been able to come up with an IT solution to meet their needs, businesses in dire need would have potentially lost out on the chance to receive one of the grants they were issuing.

To support our day to day business activity we launched Microsoft Teams for all Council staff within a two week period at the beginning of the pandemic. This enabled staff to communicate and collaborate effectively with their work colleagues, continue to have team meetings in the new virtual world and minimised disruption with our service delivery. We then implemented the same technology to get Council meetings back up and running, by enabling them to take place virtually."

The technologies delivered during this challenging period have helped accelerate our agile working plans, enabling staff to be more flexible whilst supporting the Council's digital agenda.



**Contact our Marketing and
Communications Team for
more details:**

Tel: 0161 912 4080

Email: communications@trafford.gov.uk

Web: www.trafford.gov.uk

Twitter: @traffordcouncil

TRAFFORD COUNCIL

Report to: Executive
Date: 21 June 2021
Report for: Information
Report of: Executive Member for COVID-19 Recovery and Reform

Report Title

Progress Review: Recovery Update since January 2021

Summary

To provide a current update on Trafford Recovery Programme activity

Recommendation(s)

It is recommended that the Executive notes the report, in particular the information regarding Trafford Recovery Programme progress to date

Contact person for access to background papers and further information:

Name: Sharon Winn / Dianne Geary
Extension: 1214/1821

Background Papers: None

Implications:

Relationship to Policy Framework/Corporate Priorities	<i>The Recovery update summarises the Council's governance and performance to date in response to COVID-19 and is aligned to the Council's Corporate Priorities.</i>
Relationship to GM Policy or Strategy Framework	<i>The Recovery Plan is aligned to the GM policy and strategy where required.</i>
Financial	<i>The recovery financial position is monitored on an ongoing basis to ensure the impacts are understood and managed.</i>
Legal Implications:	<i>Legal advice will be sought and provided as required as part of recovery programme.</i>
Equality/Diversity Implications	<i>The Recovery Plan is aligned to the Equalities Strategy which links into Resourcing, Modernisation and Digital silver groups.</i>
Sustainability Implications	<i>The Recovery strategy and our action plans support our drive towards long term sustainability.</i>
Carbon Reduction	<i>The Recovery strategy and our action plans support the Carbon Neutral Action Plan.</i>
Resource Implications e.g. Staffing / ICT / Assets	<i>The Recovery Plan is aligned to the Resourcing silver group and the People Strategy.</i>
Risk Management Implications	<i>The Recovery plan is monitoring all the risks and escalating as appropriate.</i>
Health & Wellbeing Implications	<i>This is a key area within the Recovery update and the report acknowledges the activity to date.</i>
Health and Safety Implications	<i>This is a key area within the Recovery update and the report acknowledges the activity to date.</i>

1.0 Background

- 1.1 The recovery activity is being delivered at pace to meet the needs of Trafford and we are continually working with our partners, businesses and residents to make best use of our collective skills and resources to support our communities, as well as remaining flexible and adaptable.
- 1.2 The recovery plan is a living document that we continually review and update to reflect changes to the pandemic and respond to the consequences of COVID-19. The plan is mindful of the other components which support our recovery such as the economic recovery plan, the poverty strategy and the Living well in the Community design group so that we ensure alignment and an integrated approach.
- 1.3 We have both organisational and partnership recovery work underway and sometimes the two are not distinct and separate. This paper provides an update on both elements of the work since January 2021 and outlines the future plans to

ensure recovery aligns to the corporate plan and the emerging GM agenda taking into consideration the work ongoing by the Trafford Partnership.

1.4 Appendix 1 contains a glossary of terms used throughout this report.

2.0 Governance

2.1 The Recovery Programme governance has been reviewed on a regular basis to ensure that we are adapting and responding to the changing landscape and evolving issues. Guided by the national roadmap and easing of restrictions, a refreshed frequency of reducing RCG meetings to once a week and a new paper/updates timetable has been agreed to take us to June.

2.2 Work continues to define the programme of work that will support the recovery plan. This will identify the key pieces of work to support the recovery, aligned to the corporate strategy. New governance arrangements with appropriate resource and project support will be implemented

2.3 The role of finance, legal and governance and social value remains key to the delivery of our recovery plans.

2.4 We continue to work with GM Colleagues to ensure our recovery is aligned to the wider GM strategy. Officers are linked into cross Council meetings such as GM Tactical Coordination Group, North West Leaders Group, at Response and Recovery level; sharing experience and learning, and working together to deliver solutions and consistent approaches where possible.

2.5 The recovery plan contributes towards the delivery of the corporate plan and strategic priorities and we have been able to deliver part of the future vision for the Council and its services.

3.0 Finance

3.1 The COVID-19 pandemic continues to have significant impact on the way Council services are delivered and has brought many financial challenges. We continue to monitor the financial position on an ongoing basis.

3.2 We have received additional funding from central government and this has been used to support our response and recovery activity to relieve resource pressures across the council. Spending is monitored through the Resourcing Silver Group to ensure we are getting maximum benefit.

3.3 The Annual Budget Report provides detail of the Council's financial position and was presented at Executive in February.

4.0 Key achievements

4.1 Significant work is progressing in a number of areas, and outlined below are some key achievements for each of the recovery work streams achieved since January.

5.0 Education and Children's

- Since schools reopened in March, Trafford has a 94% attendance at schools, the highest in GM.
- The virtual school reported 70% of looked after children were attending school during the period, compared with around 45% of children with a Social Worker attending school nationally.
- 'Wellbeing for Education Return' training has been delivered to Trafford schools by the Education Psychology Service. 14 clusters each received two sessions (there was a lot of positive feedback on how seriously and creatively schools are taking the wellbeing needs of their staff and pupils).
- Four extraordinary Early Help Locality Meetings took place. All schools were invited to attend to seek advice and support from a wide range of professionals to remove barriers to attendance for families and pupils impacted by anxieties and concerns around COVID-19
- Free school meals were rolled out during the third lockdown and winter grant vouchers were issued by schools to support families over the February half term
- In January 2021 further laptops were provided from the Department for Education (DFE) directly to schools via an ordering process. Following an appeal from the Leader a significant number of additional digital devices were donated to the Council and distributed to schools. To date **316** laptops and **10** tablets have been delivered to schools, supported by volunteers from the Life Centre.
- There has been an increase in communications to head teachers to weekly with COVID-19 related FAQs, toolkits and resources.
- **5** online SENCO cluster meetings have been held to provide important SEND updates and provide support to SENCOs on any issues arising.
- **97.8%** of children had contact with social worker within 4 weeks to 21/03 with **82%** of contacts face-to-face.
- Blended Child Protection Conferences started in March 2021, averaging 3 a week. This has meant that the chair of the child protection conference, the social worker and parents are in physical attendance at the child protection conference
- The Early Help Hubs in Partington and Stretford were reopened in February to support babies born to first time parents during COVID-19 or vulnerable babies identified by health visitors.
- In March 2021 the Bike Kabin project reopened as a key restorative justice offer for young people who are involved in the youth justice system. Since reopening there have been 22 appointments. The project reconditions bikes and donates these back to communities as well as providing young people with valuable new skills.
- Trafford Family Time at Hayeswater Centre and the Talkshop remained open during the Third lockdown.
- Trafford Council secured an additional 30k to support the Domestic Abuse provision and Trafford Domestic Abuse Service (TDAS) secured an additional Domestic Abuse Advisor to support the delivery of the Domestic Abuse Services.

6.0 Health and Social Care/Health Protection

- **69,830** residents received their first dose of the vaccine in Q4, with **17,202** residents receiving both doses.
- Worked with Voice of BME, **79** people who were initially reluctant have now received a COVID-19 vaccination.
- **35,305** tests have been carried out in our Local Testing Centres, **35,386** tests in our Mobile Testing Unit and **9,930** tests via Business Outbreak Testing to date.
- Outbreak Management Team have led 43 Outbreak Control meetings
- The PPE supply and distribution is to remain as a partnership agreement with Manchester until July 21
- Our 6 Community Hub groups have helped over **3,700** residents
- Our Community Response Line has taken 6766 calls, made 64 Trafford Assist Referrals and 55 referrals to or Community Hubs providing advice, information, and referrals to the right help and support in Q4
- Outward Calls have been made to over **6,600** of Trafford's most at-risk residents to connect them with the support they need
- Over **560** Trafford people have signed up to volunteer in their communities, through Thrive, to date
- Our Hubs have undertaken over **2,000** shopping and prescription pick-ups and deliveries to date
- **360** wellbeing packs and **490** activity packs have been distributed to vulnerable residents
- The Community Collective became a registered charity on the 11th March 2021 and four of our community hubs are now Lead Partners in the Trafford Community Collective.
- Keys have been handed over to a unit in Partington (from Your Housing Group). This will be used in the community as an engagement and provision resource e.g. community shop and the site of Credit Union.
- **73** Trafford H&SC colleagues have completed Coercive Control Training with SafeLives (commissioned by Community Safety).
- LGBT Domestic Abuse and Inclusive Practice training delivered to **170** staff within Trafford.
- Mental Health Urgent Care Unit in place to deliver crisis support, diverting **20%** of A&E Mental Health patients (replacing interim COVID-19 response model).
- Red Cross Assisted Discharge Service has expanded as a result of COVID-19 funding to include support for the COVID-19 vaccination programme, providing transport for vulnerable households to attend vaccination, emotional support, sitting service (where carers need to attend for vaccinations), and support at the vaccination sites.
- The Rapid Homecare service has been extended for the 2021/22 financial year. Originally commissioned in response to COVID-19, the service has successfully delivered 3 days post hospital discharge services to support both prevention of hospital admission and rapid hospital discharge.
- An IT solution has been developed for telecare providers to allow them to complete trusted assessments reducing billing and charging errors.
- Successful implementation of Direct Booking into Emergency Departments and Urgent Treatment Centres through 111 and Greater Manchester Local Clinical Assessment Service as well as into General Practices through NHS 111.
- Trafford can now offer long term support for residents suffering from Long Covid with a range of support, from a local level in the community through GPs and local groups, all the way up to a multidisciplinary service at a GM level for the

most severe cases. All Trafford residents suffering from Long Covid can now be referred by their own GP and will receive the right support to help them recover and manage their condition.

- Work to refresh of the Trafford Together Locality Plan has commenced in collaboration with our partners. This is to reflect the significant changes brought about by the Government White Paper and also changes to ways of working adopted during the COVID-19 Pandemic.
- The One System Board, which is jointly chaired by the Leader of the Council and CCG Chair, and includes senior leaders across the breadth of health and social care, has been mobilised in this period, with a fundamental aim of improving health and care for our Trafford population.

7.0 Infrastructure, Environment and Physical Activity

- Trafford received a **£555k** grant from the National Leisure Recovery Fund and ensured that the Leisure Company and Finance Team were in a good position to comply with the terms of the grant.
- Work has commenced on the development of the Trafford Moving (Physical Activity) Strategy in partnership with 15 partners who have agreed that the current vision remains the same.
- Managed significant increases in usage to the parks and open spaces, specifically towards the end of March in relation to increased litter and ensuring safe use of equipment and facilities.
- A joint initiative between the Regulatory Services Licensing Team, Community Safety Team and GMP continues with a focus on the hospitality, retail and event sectors. This has included the development of a ten point plan to ensure an event can be held safely.
- Continued to support the Public Health Team and businesses to manage COVID-19 outbreaks from offering advice through to serving Prohibition Notices and closing properties.
- Supporting the easing of restrictions and a return to business as usual, a snap shot of Food Standards Agency (FSA) food hygiene assessments were completed on a small section of the circa **450** new food businesses in Trafford. The results showed low levels of food hygiene standards which have been followed up with appropriate action and monitoring.
- Work continued to support community centres to be COVID-19 secure and aligned with the third lockdown and the initial stage of the road map to recovery.
- A high volume of resident contacts were managed in relation to reporting outdoor eating venues in breach of COVID-19 regulation.
- Agreed and ensured that the infrastructure was in place to allow the extension of the 2020/21 season for pitch sports including equipment provision, grass cutting, line marking etc.
- A new community engagement team has been created that focuses on elements such as vaccine hesitancy, covering the four neighbourhoods in Trafford, especially the North where there are lower levels of vaccine take up. A full Vaccine Hesitancy work plan has been led by the team and they have supported vaccination clinics, including engaging with and coordinating over **40** volunteers to help at the clinics.

8.0 Sustainability and Economy

- The Trafford Inclusive Economy Recovery Plan was approved by the Executive in February.
- As at the end of Q4, **c£3m** of Additional Restriction Grants (ARG) has been awarded, equating to **581** grants.
- The first Trafford Climate Emergency and Clean Air Commission met on 25 January.
- **900** Businesses have received the new Restart Grant, amounting to **c£7.3m**.
- A Laptop Loan scheme was launched on 11 March 2021 – **50** Chromebooks can be borrowed for 3 weeks at a time with or without data. This has proved to be very popular, especially in the Stretford and Urmston areas.
- Digital Champions are being trained to assist people with IT skills. These are based in libraries and community settings such as Stretford Public Hall and St John's Centre.
- Libraries continued to provide click and collect services for people wanting to borrow physical books and in the year 2020/21 over **69,400** physical books have been borrowed. In addition e-newspaper take up has increased **164%** year on year.
- People can also use libraries to use the public computers and there have been over **9,000** sessions since July 2020.
- Waterside Arts secured **£57,000** for the Cosgrove Hall Films Archive from the Esme Fairbairn Foundation. The funding will support a two-year project, which includes some participatory work across GM along with continuing our work to digitise the archive. The Art Centre continued to prepare for re-opening.
- Social Value work has been taking place, with the newly formed Inclusive Economy and Communities Team now taking the lead on this.
- Flixton House continues to receive weddings and parties requests. A wedding took place on 17th April (the first since July 2020), under restrictions, and went well.

9.0 Staffing, Digital and Modernisation

- A roadmap for the return to using Council offices from April as been developed and shared
- Facilitated the priority return of 20% of staff was facilitated to both the Town Hall and Sale Waterside safely in March. The focus was specifically on critical staff returning from Children's Services, Planning and Regulatory Services. Planning further phases of returning staff to the office to take place from June.
- Activity to understand from the directorates who needs to be included in the next return cohort has commenced and conversations have started in relation to the longer term requirements as we move towards more flexible ways of working.
- Additional furniture has been loaned to showcase new ways of working; including the setting up of a 'collaboration space' at TTH enabling colleagues to try out new ways of working in our offices, sound dampening in small work spaces and site surveys have been completed on meeting rooms and new collaboration space.
- A new building entry system has been procured and installed at the town hall. Reporting on building occupancy, utilising data available from the system, is also being developed.
- A new, modern location has been provided to the Exchequer Service to support their move over to agile working.

- Children's Service were supported with COVID-19 Secure arrangements for Child Protection Conferences to take place in TTH.
- The preparatory work on Microsoft 365 progressed well in the reporting period with the first release of functionality scheduled for June. There will be five releases of functionality during 2021/early 2022.
- The ICT team worked with the Planning team to try and improve the performance of their IT system when working remotely resulting in some improvements.

10. Resourcing

- As a result of the social media campaign over **260** CVs were received and a skills match and analysis exercise was carried out which helped expedite the recruitment process for the COVID-19 Response/Recovery Team.
- A vacancy clearance process for COVID-19 temporary resources has been introduced to ensure vacancies were filled internally where possible.
- **17** employees were seconded internally to the COVID-19 Programme via the Resource Hub.
- A pool of COVID-19 Business Administration staff were recruited providing resources that can quickly be deployed to a number of critical areas when required e.g. mass testing, shielding, contact tracing and community engagement.
- The Resource Hub successfully helped to recruit/fill the majority of posts that were advertised the first time round and within a short period of time.
- A number of people recruited to support the COVID-19 Response/Recovery have successfully secured other roles elsewhere in the Council and within the COVID-19 programme at a higher level – without impacting on service delivery due to the flexibility of resources in the COVID-19 programme.

11.0 Strategic Estates

- An updated lists of assets has been developed to aid the further development of vaccine and testing programmes.
- An action plan has been developed to support the Operational Estate Strategy.
- Agreement was successfully reached from partners and the Council to support various team moves which will result in the releasing of an unsuitable building, improved service delivery, reduced running costs and a capital receipt.

12.0 Trafford Partnership

12.1 The Trafford Partnership Recovery Strategy continues to develop, focussing on a joint action plan around the four themes of Business Recovery, Employment and Skills, Children and Young People and Living Well in the Community. These themes have one central focus - job creation and development – helping people to get on in life by improving their skills, obtaining employment, assisting business, and investment. Digital skills, greenspace, carbon neutrality and sustainability run throughout the action plan and are at the root of everything we do.

12.2 The Recovery and Renewal Leads continue to meet monthly and updates include:

- Department of Work and Pensions (DWP) appointed up to **60** additional work coaches, based at Stretford Job Centre, to support in job recovery

- Continued business support with assistance from Partners including Business Growth Hub, Enterprising You and GM Chamber of Commerce. Regular sessions held with Business Growth Hub to understand current challenges.
- Work continued with the Skills Outreach Officer and TEES partners; skills gap identified in the green economy and work is underway to provide upskilling opportunities for roles in this sector
- A Number of schools have signed up for mentoring scheme to improve the life opportunities and raise aspirations for vulnerable young people.
- There have been **100** new starts and **150** current live vacancies in the Kickstart scheme.
- An interim Mental Health Strategy has been prepared.
- Trafford College commenced the 'Engage' programme Jan 2021 to work with 16-24 year olds who are out of education and includes support for Maths and English, as well as career advice and assistance to improve employability.
- 461 additional laptops distributed to 16-18 year olds in Trafford; dongles are supplied with laptops by the College and BT have supported with free Wi-Fi access
- The Living Well in my Community Section has been reviewed to reflect the work streams of the Living Well in my Community Design Group.

12.3 An enhanced test and learn volunteering model has secured investment for 12 months. The model will include additional resource for volunteer coordination, support for volunteers, improved communications and marketing. The model will be fully functioning by June/July.

12.4 Trafford continues to work closely with Greater Manchester Combined Authority (GMCA). Greater Manchester has a one-year plan recognising that the pandemic is still ongoing and is likely to be so for some time. The plan begins to outline how Greater Manchester will respond to the disproportionate impact COVID-19 has had on people's lives and businesses, how to recover and build resilience and what support vulnerable communities will still need. This aligns to the local plan in place for Trafford.

13.0 Key Challenges in Recovery

There continues to be a number of challenges as easing of restrictions continues including:

- Considering the disproportionate impact on the community and ensuring that we develop and deliver a recovery strategy which is inclusive and relevant to our residents and businesses
- Considering the implications that could occur should further waves of the pandemic be experienced due to new variants (including the cumulative impact and sequencing of 'response' v 'recovery' activities)
- Managing resources so as to meet all our obligations and emerging priorities identified in the recovery plan
- Understanding the ongoing impacts and demand in both adults and children's and providing the support needed i.e. responding to the impacts on our NEET

population; and promoting work opportunities for the disabled and those with learning disabilities

- Continuing to work with Further Education colleges and businesses across Trafford to ensure apprenticeship opportunities are available; including maximising the benefits of the Kickstart scheme
- Understanding our building capacity in the light of social distancing measures and rethinking how services are delivered
- Continuing to focus on the green economy, carbon neutrality and sustainability agendas by making sure all plans focus on these aspects and concentrate on building action orientated plans to create a brighter future for the borough
- Managing the challenge of supporting art and leisure provision in Trafford, such as the Leisure Trust and Sale Waterside Arts, against a landscape that is constantly changing with drastically reduced income and budgetary constraints
- Continuing to review the opportunities, risks and impacts in relation to the Recovery Action Plans and developing new coping strategies
- Reviewing and implementing new guidance that impacts on ways of working and ensuring the messaging and communications is accurate
- Maintaining the health and wellbeing, and the safety, of our staff, residents and businesses; and ensuring to promote active healthy lifestyles
- Developing and improving data intelligence across the system
- Accelerating the digital strategy to capitalise on delivery to date
- Ensuring that mechanisms are in place to monitor the mental health of staff and help build resilience
- Managing the availability and impact of COVID-19 on the workforce during the prolonged period of working from home especially with the impact of home schooling, social isolation etc.; and
- Identification of long-term issues that may not be apparent yet

14.0 Conclusion

- This reporting period continues to reflect ongoing challenges experienced as a result of the pandemic. Colleagues have risen to the challenge and the achievements contained within the report reflect the great work being carried out often in difficult circumstances.
- Teams continue to work tremendously hard and well together adapting to new ways of working both internally and with our partners.
- Our partnership working has been brilliant and we have remained focussed at all times, keeping the best of what we did earlier in the pandemic and

progressing forward to help improve the situation for our residents, businesses and communities.

- Our EPIC values have been demonstrated constantly with a number of staff recognised for the commitment through the EPIC star and team awards.

15.0 Next Steps

Continue to develop the recovery plan, ensuring that it reflects all themes and action plans, supported by a new recovery governance arrangement.

Refresh and redefine the corporate plan, strategic priorities and the kind of council we want to be and ensure the recovery plan is aligned.

Ensure that inclusion is central to the recovery plan and inherent in everything we do.

Progress the digital and data agenda.

Continue to deliver the workforce reintegration programme taking into account colleagues and service needs, including liaising with partners who use our buildings to deliver their services and colleague forums, such as the disability forum.

Understand the far reaching economic and financial impacts of the pandemic and

Continue to review emerging policies, legislation and procedures to react in a timely and efficient manner

16.0 Recommendation

It is recommended that the Executive notes the report, in particular the information regarding Trafford Recovery Programme progress to date.

Finance Officer Clearance GB.....

Legal Officer Clearance JLF.....



CORPORATE DIRECTOR'S SIGNATURE: Sara Saleh

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

17.0 Appendix 1 - Glossary

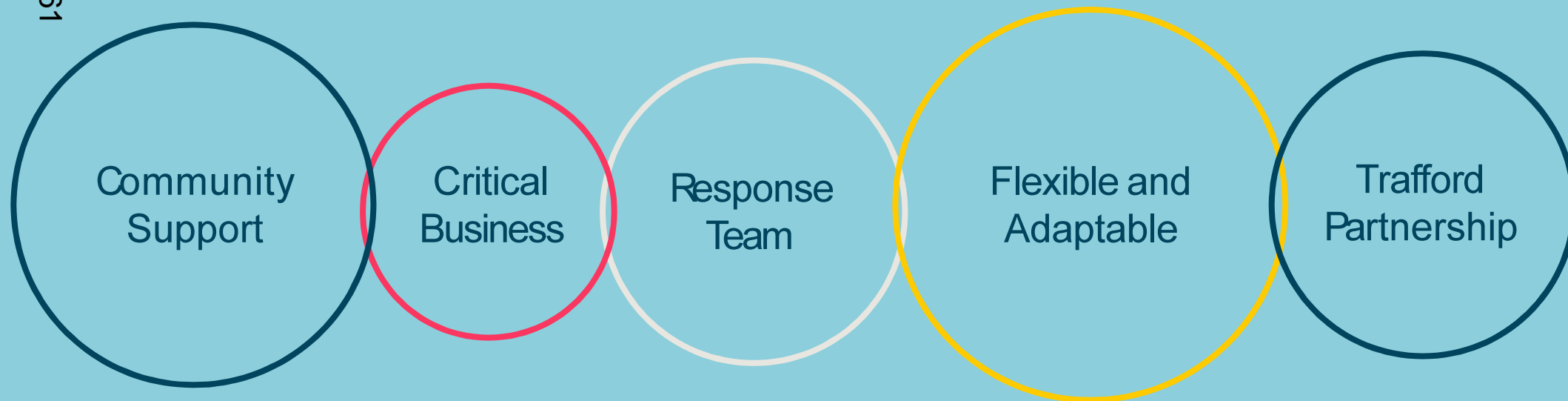
Term	Description
ARG	Additional Restriction Grants
AV1	A telepresence robot designed to help children and young adults with a long-term illness reconnect with school and their social lives. It acts as their eyes, ears, and voice, representing them
BlueSci	Community Interest Company supporting people of Trafford to improve their health and wellbeing
CAS	Clinical Assessment Service
CPD	Continuous Professional Development
DFE	Department for Education
DSL	Designated Safeguarding Lead
D2A	Discharge to Assess
DWP	Department of Works and Pension
EHE	Elective Home Education
EPIC	Trafford's values – We empower, We are people centred, We are inclusive, We collaborate
ESOL	English for Speakers of Other Languages
GM	Greater Manchester
GMCA	Greater Manchester Combined Authority
GMP	Greater Manchester Police
Kickstart	This Scheme provides funding to employers to create job placements for 16 to 24 year olds on Universal Credit.
LRSG	Local Restrictions Support Grants for businesses that have been severely impacted due to temporary local restrictions
NEET	Person who is unemployed and not in Education, Employment, or Training
PPE	Personal Protection Equipment
RCG	Recovery Coordination Group
SAG	Safety Advisory Group
SENCO	Special Educational Needs Coordinator
SEND	Special Educational Needs and Disability
SME	Small and medium-sized enterprises or businesses
Talk Before You Walk	Campaign to encourage use of 111 for medical enquiries
TDAS	Trafford Domestic Abuse Service
TEES	Trafford's Employment, Enterprise & Skills Group
TGH	Trafford General Hospital
THT	Trafford Town Hall
UEC	Urgent and Emergency Care
UTC	Urgent Treatment Centre
VCSE	Voluntary, Community and Social Enterprise sector
The White Paper	The White Paper – 'Integration and Innovation: working together to improve Health and Social Care for all' sets out legislative proposals for a Health and Care Bill with a focus on removing barriers that stop the system from being truly integrated



Recovery Update

January 2021 to date

Page 161



Current Position

- Update on Trafford Recovery Programme
- Governance
- Achievements in thematic groups since January 2021
- Next Steps

Governance

- The Recovery Programme governance has been reviewed on a regular basis to ensure that we are adapting and responding to the changing landscape and evolving issues
- Guided by the national roadmap and easing of restrictions, a refreshed frequency of reducing RCG meetings to once a week
- A new paper/updates timetable has been agreed to take us to June

Achievements – Education and Children’s

94%

Since schools reopened in March 2021, Trafford has a 94% attendance at schools, the highest in Greater Manchester

97.8%

97.8% of children had contact with social worker within 4 weeks with 82% of contacts face-to-face

14

‘Wellbeing for Education Return’ training has been delivered to Trafford schools by the Education Psychology Service. 14 clusters each received two sessions



Free school meals were rolled out during the third lockdown and winter grant vouchers were issued by schools to support families over the February half term

5

Completion of 5 online SENCO cluster meetings have been held to provide important SEND updates and provide support to SENCOs on any issues arising

22

The Bike Kabin project reopened as a key restorative justice offer for young people who are involved in the youth justice system. Since reopening there have been 22 appointments

Achievements – Health and Social Care/Health Protection

3,700

Our 6 Community Hub groups have helped over 3,700 residents and undertaken over 2,000 shopping and prescription pick-ups and deliveries to date

Outward calls have been made to over 6,600 of Trafford's most at-risk residents to connect them with the support they need

Over 560 Trafford people have signed up to volunteer in their communities, through Thrive, to date

The Rapid Homecare service has successfully delivered 3 days post hospital discharge services to support both prevention of hospital admission and rapid hospital discharge

Direct booking into Emergency Departments and Urgent Treatment Centres through 111, Greater Manchester Local Clinical Assessment Service as well as into General Practices has been successfully implemented

Achievements – Infrastructure, Environment and Physical

15

Work has commenced on the development of the Trafford Moving (Physical Activity) Strategy in partnership with 15 partners

£555k

Received a £555k grant from the National Leisure Recovery Fund

450

Supporting the easing of restrictions and a return to business as usual, a snap shot of Food Standards Agency (FSA) food hygiene assessments were completed on a small section of the circa 450 new food businesses



A joint initiative between Licensing, Community Safety and GMP continues with a focus on the hospitality, retail and event sectors. This has included a ten point plan to ensure an event can be held safely

40

A new community engagement team has been created focusing on elements such as vaccine hesitancy. The team have supported vaccination clinics, including engaging with and coordinating over 40 volunteers to help at the clinics.

Achievements – Sustainability and Economy



In the year 2020/21 over 69,400 physical books have been borrowed. In addition e-newspaper take up has increased 164% year on year



There have been over 9,000 sessions on public computers since July 2020



As at the end of Q4, c£3m of Additional Restriction Grants (ARG) has been awarded, equating to 581 grants



The first Trafford Climate Emergency and Clean Air Commission met on 25 January



Waterside Arts secured £57,000 for the Cosgrove Hall Films Archive from the Esme Fairbairn Foundation



A Laptop Loan scheme was launched on 11 March 2021 – 50 Chromebooks can be borrowed for 3 weeks at a time with or without data

Achievements – Staffing, Digital and Modernisation

Facilitated the priority return of 20% of staff to both Trafford Town Hall and Sale Waterside safely in March

Delivered Let's Talk and Virtual Leaders sessions

Children's Service were supported with COVID-19 Secure arrangements for Child Protection Conferences to take place in Trafford Town Hall

Department of Work and Pensions (DWP) appointed up to 60 additional work coaches, based at Stretford Job Centre, to support in job recovery.

There have been 100 new starts and 150 current live vacancies in the Kickstart scheme.

A pool of COVID-19 Business Administration staff were recruited providing resources that can quickly be deployed to a number of critical areas when required e.g. mass testing, shielding, contact tracing and community engagement

As a result of the social media campaign over 260 CVs were received which helped expedite the recruitment process for the COVID-19 Response/Recovery Team

Next Steps

- Continue to develop the recovery plan, ensuring that it reflects all themes and action plans, supported by a new recovery governance arrangement
- Ensure that the recovery plan is aligned to the corporate plan
- Ensure that inclusion is central to the recovery plan and inherent in everything we do
- Progress the digital and data agenda
- Continue to deliver the workforce reintegration programme taking into account colleagues and service needs, including liaising with partners who use our buildings to deliver their services and colleague forums, such as the disability forum
- Understand the far reaching economic and financial impacts of the pandemic
- Continue to review emerging policies, legislation and procedures to react in a timely and efficient manner

This page is intentionally left blank