



**TRAFFORD
COUNCIL**

**AGENDA PAPERS FOR
EXECUTIVE MEETING**

Date: Monday, 21 September 2015

Time: 6.30 pm

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

A G E N D A	PART I	Pages
1. ATTENDANCES		
To note attendances, including officers, and any apologies for absence.		
2. DECLARATIONS OF INTEREST		
Members to give notice of any interest and the nature of that interest relating to any item on the agenda in accordance with the adopted Code of Conduct.		
3. 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.		
4. MINUTES		1 - 6
To receive and, if so determined, to approve as a correct record the Minutes of the meeting held on 27 th July 2015.		
5. REVENUE BUDGET MONITORING 2015/16 - PERIOD 4 (APRIL TO JULY 2015)		7 - 62
To consider a report of the Executive Member for Finance and Director of Finance.		

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6. ANNUAL DELIVERY PLAN 2015/16 - QUARTER 1 PERFORMANCE REPORT 63 - 104

To consider a report of the Executive Member for Transformation and Resources and Acting Corporate Director, Transformation and Resources.

7. AGMA COMBINED AUTHORITY / EXECUTIVE BOARD: FORWARD PLANS AND DECISIONS

To receive and note the following:

- | | |
|---|-----------|
| (a) GMCA Decisions 28/8/15 | 105 - 110 |
| (b) GMCA Forward Plan September - December 2015 | 111 - 114 |
| (c) Joint GMCA / AGMA Forward Plan August - November 2015 | 115 - 120 |

8. 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.

9. EXCLUSION RESOLUTION

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

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

THERESA GRANT
Chief Executive

COUNCILLOR SEAN ANSTEE
Leader of the Council

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

Further Information

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

Jo Maloney, 0161 912 4298

Email: joseph.maloney@trafford.gov.uk

This agenda was issued on Thursday 10th September, 2015 by the Legal and Democratic Services Section, Trafford Council, Trafford Town Hall, Talbot Road, Stretford M32 0TH.

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EXECUTIVE

27 JULY 2015

PRESENT

Leader of the Council (Councillor Sean Anstee) (in the Chair),
Executive Member for Adult Social Services and Community Wellbeing (Councillor A. Williams),
Executive Member for Children's Services (Councillor M. Hyman),
Executive Member for Economic Growth and Planning (Councillor M. Young),
Executive Member for Environment and Operations (Councillor J.R. Reilly),
Executive Member for Finance (Councillor P. Myers),
Executive Member for Transformation and Resources (Councillor Mrs. L. Evans).

Also present: Councillors Adshead, Bowker, Cordingley, Cornes, Lloyd, Mitchell, Procter, Shaw and A. Western.

In attendance:

Chief Executive (Ms. T. Grant),
Deputy Chief Executive (Mrs. H. Jones),
Acting Corporate Director, Children, Families and Wellbeing (Mr. J. Pearce),
Acting Corporate Director, Transformation and Resources (Ms. J. Hyde),
Director of Finance (Mr. I. Duncan),
Director of Legal and Democratic Services (Ms. J. Le Fevre),
Democratic and Scrutiny Officer (Mr. J.M.J. Maloney).

APOLOGIES

Apologies for absence were received from Councillor J. Lamb.

19. ANNOUNCEMENTS

a) Councillor Mrs. Laura Evans

The Leader congratulated Councillor Mrs. Evans on her recent Public Sector Hero award, in respect of supporting and engaging with local people.

b) Trafford Leisure Trust

The Leader advised Members that a number of options had been considered in relation to the delivery of leisure services, and that a report was shortly to be published recommending the establishment of a Community Interest Company to take over the operation of leisure services while the Council continued to explore future delivery options.

c) Legal Challenge to Council's Budget – Update

Councillor Williams provided for Members an update on the current position relating to a legal challenge to the adequacy of consultation in respect of the Council's setting of its budget. The Court of Appeal had upheld the refusal by the High Court of leave to appeal for the challenger. Further legal action was possible, but considered unlikely.

Executive

RESOLVED – That the content of the announcements be noted.

20. DECLARATIONS OF INTEREST

No declarations were made by Members of the Executive.

21. MINUTES

RESOLVED – That the Minutes of the meeting held on 29th June 2015 be approved as a correct record.

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

Councillor Lloyd, in her capacity as Chair of the Health Scrutiny Committee, advised Members that, in view of the recent decision on the status of University Hospital of South Manchester NHS Hospital Trust (Wythenshawe), she had called a special meeting of the Health Scrutiny Committee to review the position. The meeting would take place in August, and all Members would be welcome to attend.

RESOLVED – That the content of the oral report be noted.

23. REVIEW OF HOW PERSONAL BUDGETS MADE VIA A DIRECT PAYMENT SHOULD BE MADE

The Executive Member for Adult Social Services and Community Wellbeing submitted a report, in line with guidance from the Care Act 2014 and following consultation, proposing that Direct Payments should change to be paid net of any client contribution. In discussion, it was noted that monitoring of the implementation of the proposed new arrangements, including support for service users, was to be undertaken, and it was suggested that it might be appropriate for the Health Scrutiny Committee to review the outcome of such monitoring.

RESOLVED -

- (1) That the content of the report be noted.
- (2) That the Council move from paying Direct Payments gross to net with immediate effect for all new and full cost clients and to migrate all other existing clients by no later than 31 October 2015.
- (3) That a prepayment card be provided for all Direct Payment clients unless there are exceptional circumstances which will be considered on a case by case basis.

24. CORNBROOK HUB COMPULSORY PURCHASE ORDER

Executive (27.7.15)

The Executive Member for Economic Growth and Planning submitted a report requesting in principle approval to the use of compulsory purchase powers to deliver the regeneration of the Cornbrook Hub site.

RESOLVED -

- (1) That the approach to the delivery of the Cornbrook Hub Site as set out in the report be endorsed.
- (2) That in principle approval be provided to the use of compulsory purchase powers to deliver the regeneration of the Cornbrook Hub Site.
- (3) That it be requested that, in the event of compulsory acquisition becoming expedient for the regeneration of the area, officers shall bring a further report to the Executive.
- (4) That authorisation be given to the service of Requisition for Information upon all owners, occupiers and those with any other interests in the Cornbrook Hub site pursuant to Section 16 of the Local Government (Miscellaneous Provisions) Act 1976.
- (5) That the Corporate Director for Economic Growth, Environment and Infrastructure and Director of Legal and Democratic Services be authorised to negotiate and complete an appropriate CPO Indemnity Agreement with Manchester Ship Canal Developments Limited to secure all the costs associated with the making of the Order (if required) and the acquisition of all remaining third party interests in the Cornbrook Hub Site including compensation costs as set out in section 5 of the report.
- (6) That, in the event that such an Indemnity Agreement is concluded, the Corporate Director for Economic Growth, Environment and Infrastructure be authorised to negotiate the acquisition of all interests in the site, in advance of confirmation of a CPO, as if such CPO had been confirmed.

25. ADULT SOCIAL CARE CAPITAL PLAN 2015/16

The Executive Member for Adult Social Services and Community Wellbeing submitted a report outlining proposed usage of the Adult Social Care capital budget. A more detailed report incorporating financial information was considered in Part II of the agenda.

RESOLVED - That approval be given to the proposed utilisation of the capital budget to support the intended improvements for service users; and that it be agreed that further updates be received on other planned projects with capital implications.

26. REVENUE BUDGET MONITORING 2015/16 PERIOD 3

Executive

The Executive Member for Finance and Director of Finance submitted a report setting out the key features identified in the monitoring of the Council's revenue budget for the first three months of the financial year. An opportunity was provided for Members to raise questions on the content of the report, with responses to some provided at the meeting, and others to be provided subsequently.

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

27. CAPITAL PROGRAMME MONITORING 2015/16 QUARTER 1

The Executive Member for Finance and Director of Finance submitted a report summarising the findings from the capital budget monitoring for the period to 30th June 2015. An opportunity was provided for Members to raise questions on the content of the report, with responses to some provided at the meeting, and others to be provided subsequently.

RESOLVED –

- (1) That the amendments to the 2015/16 Capital Investment Programme be approved.
- (2) That the monitoring report be noted.

28. 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.

29. ADULT SOCIAL CARE CAPITAL PLAN 2015/16

The Executive Member for Adult Social Services and Community Wellbeing submitted a report outlining proposed usage of the Adult Social Care capital budget. The report was more detailed than that considered in Part I of the agenda, incorporating additional financial information, with an opportunity being provided for Members to raise questions regarding the report's content.

RESOLVED - That approval be given to the proposed utilisation of the capital budget to support the intended improvements for service users; and that it be agreed that further updates be received on other planned projects with capital implications.

Executive (27.7.15)

The meeting commenced at 6.30 pm and finished at 7.08 pm.

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TRAFFORD COUNCIL

Report to: Executive

Date: 21 September 2015

Report for: Information

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

Report Title:

Revenue Budget Monitoring 2015/16 – Period 4 (April to July 2015).

Summary:

The approved revenue budget for the year is £148.914m. The forecast for the end of the year, as projected following four months of activity, is £148.129m being a net underspend of £(0.785)m, (0.5)% of the budget, a favourable movement of £(1.074)m since the last report.

Members are directed to the CFW report at Annex 1, paragraph 2.3, which makes reference to further work undertaken to refine the forecasts for client costs generated from the Liquid Logic/ContrOCC system. This has identified further adjustments to the previous Period 3 position to the value of £(0.740)m relating to client care costs. Therefore the adjusted Period 3 forecast would have been £(0.451)m favourable compared to the reported position of an adverse £0.289m.

The main areas of budget variance are summarised as follows:

Activity	Forecast £m	Movement £m
Children’s client care packages	1.0	-
Adults client care packages	0.7	(0.5)
Rephased base budget savings	0.4	0.1
Vacancy management	(1.1)	(0.2)
Running costs	(0.9)	(0.2)
Treasury Management	(0.7)	-
Housing & Council Tax Benefits	(0.1)	(0.1)
Business Rates (Council-wide budget)	(0.2)	-
Income	0.1	(0.2)
Forecasted outturn	(0.8)	(1.1)

Reserves

The opening balance of the General Reserve was £(7.9)m, and after taking into account approved use and commitments, and the Council-Wide budget outturn, the forecasted closing balance is £(7.7)m, which is £(1.7)m above the Council established minimum level of £(6.0)m.

In addition, the net service carry forward reserves at the beginning of the year was £(3.6)m, and after taking into account planned use and commitments together with the service Directorates’ outturn, the forecasted closing balance is £(1.3)m in surplus.

Council Tax

The surplus brought forward of £(0.8)m, will be increased by an in-year forecast surplus of £(1.0)m. After taking account of the planned use of £0.4m to support the base budget and another £0.1m for backdated valuation and discount appeals, the total surplus forecasted to be carried forward is £(1.3)m. The Council's share of this surplus is £(1.1)m, and is planned to support future budgets in the MTFP.

Business Rates

The latest projection as at 31 July 2015 shows an overall reduction in retained business rates for 2015/16 of £0.016m, representing an improvement since period 3 of £(0.068)m. This includes an in-year business rate growth shortfall of £0.186m, which will impact on the Council's resources (that pays for the budget), partly offset by an increase in income within the Council-wide budget of £(0.170)m (see paragraph 12 below).

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

- a) the latest forecast and planned actions be noted and agreed.

Contact person for access to background papers and further information:

David Muggeridge, Finance Manager, Financial Accounting

Extension: 4534

Background Papers: None

Relationship to Policy Framework/Corporate Priorities	Value for Money
Financial	Revenue expenditure to be been contained within available resources in 2015/16.
Legal Implications:	None arising out of this report
Equality/Diversity Implications	None arising out of this report
Sustainability Implications	None arising out of this report
Staffing/E-Government/Asset Management Implications	Not applicable
Risk Management Implications	Not applicable
Health and Safety Implications	Not applicable

Director of Finance:.....ID.....

Director of Legal & Democratic ServicesJLF.....

DIRECTOR'S SIGNATURE *Appended in hard copy*

Budget Monitoring - Financial Results

- The approved budget agreed at the 18 February 2015 Council meeting is £148.914m. Based on the budget monitoring for the first 4 months of the year, the overall forecast for the year is £148.129m, being an underspend of £(0.785), (0.5)%, a favourable movement of £(1.074)m since the last report.
- The details of service variances can be found in Annexes 1 to 3, and for Council-Wide, Annex 4:

Table 1: Budget Monitoring results by Directorate	Year end Forecast (£000's)	Percentage %	Period Movement (£000's)	Annex
CFW – Children's Services	1,086	3.9%	52	1
CFW – Adult Social Services	(446)	(0.9)%	(879)	1
CFW – Public Health	0	0.0%	0	1
Economic Growth, Environment & Infrastructure	(273)	(0.9)%	(28)	2
Transformation & Resources	(125)	(0.7)%	(41)	3
Total Service Variances	242	0.2%	(896)	
Council-wide budgets	(1,027)	(4.3)%	(178)	4
Estimated outturn variance (period 4)	(785)	(0.5)%	(1,074)	

CFW – Children, Families & Wellbeing

Table 2: Budget Monitoring results by Executive Portfolio Holder	Year end Forecast (£000's)	Percentage %	Period Movement (£000's)
Children's Services	1,086	3.9%	52
Adult Social Services	(446)	(0.9)%	(879)
Community Health & Wellbeing	0	0.0%	0
Environment & Operations	(151)	(0.6)%	24
Economic Growth & Planning	(122)	(2.6)%	(52)
Communities & Partnerships	76	2.8%	31
Transformation & Resources	(27)	(0.3)%	(4)
Finance	(1,201)	(4.3)%	(246)
Estimated outturn variance (period 4)	(785)	(0.5)%	(1,074)

Key month on month variations

- The key variances contributing to the period movement of a favourable £(1.074)m are:
 - Adult Services – a reduction in Long Term and Short Term Support client costs due to an improvement in the forecast position from the new Liquid Logic client recording system, (0.490)m;
 - Reduction in running costs across all Adult Services, £(0.256)m;
 - Children's Services – a shortfall in the delivery of savings within the Early Help Delivery Model, £0.137m;

- £(0.203)m further net savings relating to vacancy management across all Directorates;
- £(0.181)m reduction in income shortfall across all Directorates;
- Housing and Council Tax Benefits overpayment recovery net variance of £(0.122)m;
- Other net variances of £0.041m.

MTFP Savings and increased income

4. The 2015/16 base budget, or permanent budget, was based on the achievement of permanent base budget savings and increased income of £(21.584)m.
5. This saving target includes £(15.612)m within the CFW Directorate which is being programme managed by a dedicated CFW Transformation Team. For the Month 4 report the savings targets for individual initiatives within CFW have been updated to reflect the targets which have been agreed at the CFW Programme Board. This has meant some slight amendments to individual targets, though the overall total savings target for the CFW directorate remains the same. The original and revised savings targets are included in Appendix 2 of Annex 1 of this report. Performance is assessed against the revised targets:

Table 3: Base budget savings	Total (£000's)	Total (£000's)
Total Savings delivered or in progress	(21,364)	
Budget savings required (revised)	(21,584)	
Total Net Shortfall		220
Shortfall Detailed by Directorate		
Shortfall against savings target within T&R		
• Libraries (as measured against original target see Note 1)	214	
• ICT Procurement	68	
• ICT Other	61	
Total shortfall within T&R		343
Shortfall/(Over recovery) against savings target within CFW		
• Education Early Years – Early Help	137	
• Ordinary Residence	35	
• Other Adults Savings	156	
• Children with Complex Needs	(58)	
• Home to School Transport	(25)	
• Older People Reablement	(368)	
Total (Over recovery) within CFW		(123)
Total Net Shortfall		220

Gross shortfall to be met by :-		
Contribution from Treasury Management Budget towards libraries slippage (note 1)		(50)
T&R reserve or mitigated by in year savings in 15/16		(293)
Total		(343)

Note 1 - The savings target for T&R originally included £0.550m in respect of the libraries rationalisation but this figure was revised down by £0.050m when the second phase of consultation was reported to Executive in March 2015. This reduction has been met from savings in the Treasury Management budget as a consequence of re-phasing of the capital programme in 2014/15.

6. The original budget for 2015/16 included a one off allowance of £0.700m as a general contingency to cushion against possible slippage in the delivery of the significant savings programme in 2015/16. As at the previous period (Period 3) £0.085m had been released to cover a projected savings slippage related to Market Management. As a result of the realignment of the CFW savings targets, the budget variance on Market Management is now shown as zero.
7. Approximately 98.98% of base budget savings have been or are forecasted to be delivered:
 - Of the £0.220m net shortfall, there is a gross shortfall of £0.343m relating to T&R and £0.328m to CFW; the CFW figure has been reduced by £(0.451)m as a result of over achievements in other savings targets;
 - For clarity, the above figures also include a contribution of £0.085m from the savings contingency for Market Management as described in para 6. The net shortfall of £0.293m within T&R will be met from either service carry forward reserves or alternative in year savings.

Council Tax

8. The brought forward surplus on the Council Tax element of the Collection Fund of £(0.773)m has shared ownership between GM Fire & Rescue Authority and Police & Crime Commissioner, as well as the Council.
9. After four months of activity, the total Council Tax in-year surplus is forecasted at £(0.980)m, with the Council's share of this being £(0.823)m. After taking account of the planned application to support the 2015/16 budget, £0.357m, and reductions as a consequence of back-dated valuations and awards of discounts or exemptions of £0.100m, the end of year total balance is forecasted at £(1.296)m, of which the Council's share is £(1.088)m.

Table 4: Council Tax surplus	Overall		Trafford	
	£(000's)	£(000's)	£(000's)	£(000's)
Surplus brought forward		(773)		(649)
Changes in Band D equivalents	(390)		(327)	
Empty Homes Premium	(127)		(106)	
Council Tax Support Scheme	(463)		(390)	
In Year Surplus		(980)		(823)
Banding valuations & discounts	100		84	
Increase in Bad Debt Provision	0	100	0	84
In-year application of surplus		357		300
Forecasted surplus carry forward		(1,296)		(1,088)

10. The numbers of those in receipt of Council Tax Support continues to fall with a 1.2% reduction in the first four months of the financial year. In addition, in an effort to attract incentive funding from DWP, several targeted pro-active interventions on unreported changes of circumstances are continuing, reducing Council Tax Support.
11. There has also been a growth in the tax. Back dated valuations and discounts continue to be an issue but levels have reduced considerably relative to the same period in 2014/15.

Business Rates

12. The Business Rate Retention Scheme established in April 2013, whereby local authorities can retain a share of growth (and losses), is a technically complex subject. The table below gives an indication of the complexity as well as an updated assessment compared to assumptions made in the budget:

Table 5: Calculation of Business Rates Income 2015/16	Original Estimate £000's	Projection £000's	Variance £000's
Net Yield	(161,238)	(160,859)	379
Local Share (49%)	(79,007)	(78,821)	186
Less Tariff (Set by Government)	44,142	44,142	-
Retained Rates	(34,865)	(34,679)	186
Government Baseline	(33,054)	(33,054)	-
In Year Growth	(1,811)	(1,625)	186
Add: Section 31 Grants	(1,663)	(1,825)	(162)
Estimated surplus 2014/15	(1,710)	(1,710)	-
Total Income subject to Levy	(5,184)	(5,160)	24
Deduct Levy @ 50%	2,592	2,580	(12)
Net Income	(2,592)	(2,580)	12
Add: Levy Rebate from GM Pool	(579)	(575)	4
Increased grant for 2% cap	(136)	(136)	-
Renewable Energy (retained in full)	(77)	(77)	-
Net Retained Income	(3,384)	(3,368)	16

13. The forecast of business rate yield included on the NNDR1 form 2015/16 submitted to DCLG in January included for a net yield of £161.238m, which represents an increase over the baseline target, set by the Government, of

£3.696m. Trafford nominally retains 49% of this growth, with 50% paid to the Government and 1% paid to the Fire and Rescue Authority. The Council is normally required to pay a levy to the Government of 50% of any growth; however in 2015/16 the Council agreed to join a business rate pool with the other AGMA districts and Cheshire East which means any levy payments are retained within the pool for the benefit of the area. In respect of any levy paid by the Council (into the Pool) it has been agreed with the other Pool members that the Council can retain one third for its own use.

14. Business rates are monitored during the course of the year and take into consideration quarterly updates from the Valuation Office Agency on outstanding and settled appeals. The calculation of retained business rates is both complex and volatile due to the amount of variables, including impact of settled appeals, take up of discounts and other changes to overall rateable values and as the year progresses more reliable projections can be made.
15. The latest projections as at 31 July 2015 are shown in the table above and show an overall reduction in retained business rates for 2015/16 of £0.016m compared to budget and this is summarised as:
 - a) In year business rate growth forecasted to be down by £0.186m at £(1.625)m. This is a small improvement since the last monitor due a positive movement in the level of empty property exemptions in the month. Empty property exemptions tend to be cyclical in that they last for three or six months and this position will be monitored throughout the year. The accounting arrangements require that any variation in the forecast of business rates must be carried forward to later years' budgets i.e. no impact in 2015/16;
 - b) Increase in Section 31 grant income of £(0.162)m to £(1.825)m due to additional costs of the small business rate and retail reliefs. This has a benefit to the 2015/16 budget because S31 grants are accrued during the financial year to which they relate;
 - c) Overall reduction in the cost of the levy due to the updated growth forecast £(0.012)m;
 - d) Reduction in the AGMA pool rebate £0.004m;
 - e) Impact on 2015/16 is the sum of items (b) – (d), £(0.170)m, but this needs to be retained to make good the adverse variance identified in (a) above. This is included in the Council-wide budget monitoring projection in Annex 4.

Public Health

16. The Government announced on 4 June 2015 that it was seeking in-year public expenditure reductions of £3.1 billion. This included an amount of £200 million in respect of Public Health. In July the Department of Health issued a consultation paper on how to achieve these savings. The illustration provided in that paper was for a reduction of 6.2% shared equally across local authorities, which if implemented would result in an in-year reduction of £0.773m for Trafford. We are awaiting the outcome of the consultation process.
17. If the in-year reduction of £0.773m is confirmed, scope has been identified within the Public Health budget to manage this on a one off basis for the 2015/16 financial year. Following the completion of the recent commissioning

exercise we believe this will be achieved without any detrimental impact on services in 2015/16 through unallocated funding and slippage on contractual arrangements. If the in-year reduction becomes recurrent, a plan to reduce expenditure by £0.773m will need to be incorporated into the 2016/17 budget planning cycle.

18. This is based on the current Public Health grant plus additional 0-5 funding which is being transferred in October 2015. Funding of £1.642m will be transferred to the Council on 1st October 2015 relating to the national transfer of responsibilities relating to Health Visiting and Family Nurse Partnership services. This will increase the gross funding for Public Health to £12.471m in 2015/16.

Leisure Services

19. On 30 July 2015 The Executive Member for Communities and Partnerships approved that a Community Interest Company (CIC) be established to run the leisure services, currently provided by Trafford Community Leisure Trust, from 1 October 2015. Progress is being made to achieve this and to support the Council expert legal and financial advice has been procured, the latter to provide specific advice on taxation. Any further financial implications will be included in future budget monitoring reports.

Reserves

20. The pre-audited General Reserve balance brought forward is £(7.9)m, against which there are planned commitments up to the end of 2015/16 of £1.2m. The addition of the Council-Wide underspend of £(1.0)m provides for a projected 31 March 2016 balance of £(7.7)m, being £(1.7)m above the approved minimum level of £(6.0)m:

Table 6 : General Reserve Movements	(£000's)
Balance 31 March 2015 (subject to audit confirmation)	(7,871)
Commitments in 2015/16:	
- Planned use for 2015/16 Budget	1,000
- Planned use for one-off projects 2015/16	200
- Council-wide budgets underspend	(1,027)
Balance 31 March 2016	(7,698)

21. Service balances brought forward from 2014/15 were a net £(3.642)m. After planned use to support one-off projects and adjusting for the estimated outturn, there is a projected net surplus of £(1.404)m to be carried forward to 2016/17 (Table 7).

Table 7: Service balances	b/f April 2015 (£000's)	Forecast Movement in-year (£000's)	Forecast Balance (£000's)
Communities, Families & Wellbeing	(403)	837	434
Economic Growth, Environment & Infrastructure	(1,738)	1,239	(499)
Transformation & Resources	(1,501)	262	(1,239)
Total (Surplus)/Deficit	(3,642)	2,338	(1,304)

Recommendations

22. It is recommended that the latest forecast and planned actions be noted and agreed.

TRAFFORD COUNCIL

Report to: CFW Senior Leadership Team
Date: 27th August 2015
Report for: Discussion
Report author: CFW Finance Managers

Report Title:

Revenue Budget Monitoring 2015/16 – Period 4 (April 2015 to July 2015).

1. Forecast Outturn for the Year

- 1.1 The approved revenue budget for the year is £75.841m (See Para 2.5 for budget adjustments since the last report) and the projected outturn is currently forecast to be £76.481m, which exceeds the budget by £0.640m (0.8%). The current projected overspend includes £1.086m on Children Services and an underspend of £(0.446)m on Adults.
- 1.2 The forecast variance for Period 3 was £1.467m and this represents a favourable movement of £(0.827)m since last reported. Whilst the variance seems significant Para 2.3 makes reference to work undertaken to refine the forecasts which are now being generated from the Liquid Logic/Controcc system. In Period 3 in-house staff costs were duplicated in the forecast leading to an over projection of client costs in year. A correction to that forecasting error would have reduced the variance to give an actual period on period movement of £(0.087)m against a total budget of £75.841m.
- 1.3 The savings target for CFW in 2015/16 is £(15.612)m. For the Month 4 report the savings targets for individual initiatives have been updated to reflect the targets which have been agreed at the CFW Programme Board. This has meant some slight amendments to individual targets, though the overall total of savings target for the CFW directorate remains the same. The original and revised reduction targets are included in Appendix 2. In this report performance against target is assessed against the revised targets.
- 1.4 At this stage of the year it is a major achievement to be on track to overachieve against the target of £(15.612)m and provides a high level of assurance about the robustness of financial planning and effective delivery of transformation projects within the Directorate.

2. Summary of Variances

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

2.2 CHILDRENS SERVICE

The overall variance for Children's Services is an adverse £1.086m and is analysed below.

(a) Children's Social Services (including Children with Complex Needs) - £1.125m adverse variation from budget

- There is a forecast overspend of £1.000m, on client care packages as analysed in the table below. The main variances are in respect of external children's homes and agency foster care. The increases in cost are due to a combination of demographic growth and the complexity of need of children in care with more children requiring high cost specialist placements. £0.907m of the projected variance relates to external children's homes even though this is as a result of only an increase of 5.1 placements over the year which illustrates the volatility of this particular budget. There is also an adverse variance of £0.139m on agency foster placements which equates to 4.9 placements; this reflects a national trend following high profile reports into major failings in the system e.g. Rotherham.
- The CAN Personalisation saving is overachieving by £(0.071)m. Home from Home Carers underspend is £(0.080)m which is a result of fewer bed nights being supplied because of parental choice.
- Robust management action is in place to scrutinise each individual placement to ensure it is appropriate to meet needs. We are also exploring collaborative ways of managing the external market as costs have increased substantially due to the increased demand for places. We have implemented an 'Edge of Care Strategy' that supports children and young people to remain at home and developing that into a broader project as part of the CFW transformation programme.
- Actions in place to manage Children in Care placements are outlined in more detail in Appendix 3.

Service	Budget Service Users	Budget Average weekly cost	Gross Budget	Actual Service Users	Average weekly cost	Actual Gross Forecast	Variance Service Users	Variance Gross Forecast
	No.	£	(£000's)	No.	£	(£000's)	No.	(£000's)
Welfare secure	0.3	5,054	90	1.0	1,904	101	0.7	11
External Children's Homes	5.6	3,002	879	10.7	3,210	1,786	5.1	907
Agency foster care	32.9	880	1,513	37.8	841	1,652	4.9	139
In-house foster care	94.7	317	1,570	89.1	321	1,486	(5.6)	(84)
Family and friend foster care	112.0	217	1,271	109.5	234	1,332	(2.6)	61
Asylum seekers	0.0	0	0	0.0	0	0	0.0	0
Special Guardianship	29.0	151	229	29.1	148	224	0.1	(5)
Assisted Residence Allowances	24.0	106	133	21.7	107	121	(2.3)	(12)
Aftercare	n/a		381	n/a		474	n/a	93
Supported Lodges	n/a		325	n/a		339	n/a	14
Youth Homeless	n/a		193	n/a		264	n/a	71
Adoption	13.0		923	13.0		912	0.0	(11)
CAN respite	2.5	1,920	251	2.2	2,079	240	(0.3)	(11)
CAN long term care	4.4	2,423	553	4.2	2,449	531	(0.2)	(22)
CAN Home from Home	n/a		239	n/a		159	n/a	(80)
CAN Direct payments/personalisation	n/a		389	n/a		318	n/a	(71)
Total			8,939			9,939		1,000

- Adoption - There is a projected shortfall in adoption income of £0.182m. It has now become apparent that in the North West the number of recruited adopters is exceeding the number of children awaiting adoption. This resulted from a legal judgement that placed a greater emphasis on a child returning home or to family members prior to consideration of adoption. We are currently developing an expression of interest with neighbouring authorities for a Regional Adoption Agency in line with national policy.
- Income - There has been additional income within CAN from Health for Continuing Health Care of £(0.076)m.
- Running costs - General running cost expenses variance of £0.019m

(b) Staff Management of vacancies, favourable variance £(0.039)m

The £(0.039)m variance is due to Education and Early Years £(0.058)m and Youth Offending £0.019m.

(c) Home to School Transport – favourable variance £(0.025)m

The new contractual arrangements for the 2015/16 academic year are projected to save an additional £(0.025)m on the revised target saving of £(0.400)m, in addition to recent savings targets and demographic pressures.

(d) Running Costs Across Children's Services £(0.111)m favourable

This relates to a projected saving in commissioned services.

(e) Slippage on Savings re Early Help Delivery Model – Adverse Variance £0.137m.

There are some premises costs relating to centres that have been incurred since 1st April 2015 as part of the transition to the new model and timescales for asset transfer.

Movement from previous period

The main reasons for the movement in the forecast for CFW Children of £0.052m are as follows:

- Education Early Years – increase in projected overspend of £0.022m.
- Children Social Services – increase in projected overspend on client care packages (excluding complex needs) of £0.176m.
- Children with complex and additional needs – reduction in forecast spend of £(0.250)m.
- Commissioning – reduction in forecast spend of £(0.052)m.
- Youth Offending – forecast overspend of £0.019m.
- Early Help Delivery Model – Premises costs as a result of transitional arrangements of £0.137m.

2.3 ADULTS SERVICE

The Period 3 monitoring position included a forecast adverse variance of £0.433m for 2015/16. In the last monitor the Executive were advised that there was a new basis of reporting with forecasts for client costs generated from Liquid Logic/ContrOCC system. Further work has been undertaken to ensure that the estimated cost of care packages accurately reflected savings still to be achieved and this is a complex process for client costs.

A review of the forecasting information for Period 3 identified that the cost of in-house provided services had not been excluded from the forecast of client care costs and this was therefore duplicated in the last monitoring position.

Subsequently adjustments have now been made to the financial forecast report from Liquid Logic/Controcc to separately identify this cost and ensure it cannot be duplicated in future. Adjusting for these costs the variance on Adult Services would have reflected a £(0.307)m surplus and this would have translated to an overall service variance of £0.727m deficit as opposed to the position last reported of £1.467m deficit, a change of £(0.740)m.

A process is also being developed to validate the financial projections of care costs derived from the new system by using the SAP ledger system as a further safeguard.

The overall variance for Adults' Services is £(0.446)m favourable and is analysed below:

- Long Term and Short Term client costs - £0.706m adverse. There is a projected gross pressure of client costs of £1.612m compared to budget. This projection is based on the current portfolio client recorded on the Liquid Logic system, plus expected Transition costs in year of £1.8m. This will be offset by expected savings of £(0.906)m to be made against client costs over the course of the year based on Transformation projections. The schedule of assumed savings to be realised for the remainder of the year is included in Appendix 2.
- Social Support (Carers and Adult Placement) – favourable projection of £(0.058)m following renegotiation of a contract.
- Assistive Technology and Equipment – £0.036m adverse, though this will be offset by application of Winter Pressures funding.
- Social Care Activities – Care Management - £(0.721)m favourable. The favourable variance is due to vacant posts across Care Management and other teams across the service.
- Information and Early Intervention - £(0.066)m favourable. Forecast underspends in Extra Care due to delay in implementation of Old Trafford scheme part offset by residual contract costs in CAB.
- Commissioning and Service Delivery – net £(0.083)m favourable following Commissioning restructure.
- Non-Adult Care - £(0.009)m favourable. Forecast reduction in spend on Supporting People.
- Other variations. £(0.253)m favourable across other areas of the service.

Further details on the above variances are included in Appendix 1.

Movement from previous period

The period 4 variance compared to that last reported is £(0.879)m. Of this £(0.740)m is explained above. The additional change of £(0.139)m is included below:-

- Client costs –improvement in the forecast position of £(0.490)m reflecting a revised assessment of the impact of savings, an adjustment for in-house costs in the forecast, and a contingency for winter demand of £0.300m.
- Social support – improvement of £(0.103)m arising from renegotiation of a contract £(0.068)m and improvement in Adult Placement forecast £(0.035)m.
- Assistive Technology – adverse movement of £0.066m, though overall projection in line with budget, after winter pressures funding.
- Social Care Activities (Care Management teams) – improvement of £(0.359)m resulting mainly from additional savings in Reablement staffing.
- Information & Early Intervention and Commissioning Service Delivery – adverse movement of £0.035m following revised forecast for vacancies.
- Non-Adult Social Care (Supporting People) – improvement of £(0.030)m following review.

2.4 Public Health

The Public Health budget is financed by a ring-fenced grant. Under the terms and conditions of the grant this must be used for defined Public Health purposes and the current projection is spend will be in line with budget. Any underspend on the grant, should it arise, would be carried forward to 2016/17 for use on Public Health related services.

An announcement of a proposed in-year budget reduction for Public Health was made by the Government in June 2015. The reduction of £200m nationally is being proposed and currently subject to consultation. A range of options are being proposed, though an across the board reduction of 6.2% would result in a potential reduction for Public Health in year of £0.773m.

If the in-year reduction of £0.773m is confirmed, scope has been identified within the Public Health budget to manage this on a one off basis for the 2015/16 financial year. Following the completion of the recent commissioning exercise we believe this will be achieved without any detrimental impact on services in 2015/16 through unallocated funding and slippage on contractual arrangements. If the in-year reduction becomes recurrent, a plan to reduce expenditure by £0.773m will need to be incorporated into the 2016/17 budget planning cycle.

This is based on the current Public Health grant plus additional 0-5 funding which is being transferred in October 2015. Funding of £1.642m will be transferred to the Council on 1st October 2015 relating to the national transfer of responsibilities relating to Health Visiting and Family Nurse Partnership services. This will increase the gross funding for Public Health to £12.471m in 2015/16.

2.5 Budget Virements in 2015/16

- Previous budget virements were reported in Period 3. There have been further net budget virements out of CFW Adults in Period 4 of £0.115m. This relates to a transfer of £0.170m from CFW to Transformation and Resources in respect of a Transformation Capacity fund. This is offset by a virement into the service of £0.055m relating to the transfer of administrative staff to Sale Waterside.
- The re-structure of teams under Adults Integration will lead to a further virement which will be actioned for Period 5 on the basis of information which has been recently provided by the Joint Director of Adult Social Care and Heads of Service.
- The current budget for CFW Adults after the above virements is £47.792m.
- Since the budget was set, the Children's Services budget has also been increased by a one off amount of £0.055m, to support the transition of
- the Gorse Hill Studios provision to a Community Interest Company. This has been financed from the central provision to assist with slippage in savings. Other virements within Children's Services represent transfers of responsibilities between Directorates of £(0.017)m.
- The current budget for CFW Children Services is £28.049m.

3. Forecasting, Assumptions and Risk

3.1 2015/16 Base Budget Savings

The Council's overall budget for 2015/16 includes £(21.584)m of savings of which £(15.612)m relates to CFW. The table in Appendix 2 shows the current assumptions made regarding the delivery of in-year savings targets within the forecasts set out in this report.

The savings targets for 2015/16 have been re-aligned to reflect the specific targets which project managers are working to. The overall target is in line with the total agreed in the Medium Term Financial Plan and 2015/16 budget.

The current projection is that against the target of £(15.612)m, savings of £(15.735)m will be made. The forecast saving for 2015/16 includes savings of £(0.771)m, which were generated by actions undertaken in 2014/15. The breakdown of the projections for individual initiatives is included in Appendix 2.

At this stage of the year it is a major achievement to be on track to overachieve against the target of £15.612 and provides a high level of assurance about the robustness of financial planning and effective delivery of transformation projects within the Directorate.

Savings to a value of £(0.906)m which have still to be realised are reflected in the forecast and comprise savings against the LD Care Package Review £(0.301)m, Reshaping Trafford £(0.575)m and savings from other schemes of £(0.030)m. Any shortfall in the delivery of these savings will have an adverse effect on the forecast position.

3.2 Good Practice Examples

In relation to the savings programme, there are a number of examples of management interventions that are having a substantial impact on the financial position of the Directorate. These include;

3.2.1 Reshaping Social Care; The Directorate is driving down commitments against care packages in line with the reshaping social care policy change agreed by the Council. The implementation of reshaping principles is being applied as each new case is presented and as all cases go through their reassessment during the year. This has led to an increase in complaints and appeals, but each case is being considered according to individual needs and options available to meet that need. The reshaping programme is supporting the directorate to review the commissioning requirements going forward, as we drive the promotion of independence and self-care. The work is underpinning the development of 2016/17 savings options and we are already seeing a significant impact since the new policy was implemented in April 2015.

3.2.2 Panel Reviews: Cases are being reviewed through the Panel process and annual reviews in the context of the objectives of Reshaping Trafford. This is generating savings which are contributing to the savings initiatives relating to client costs. This area looks likely to over achieve in year. This also forms part of savings in 2016/17 and over achievements in 2015/16 will support the larger saving requirements against care budget lines next year.

3.2.3 Ordinary Residence: Savings of £(1.047)m are expected from these actions which were reported at Month 3. Learning from the project will be embedded in the Panel Review and Reshaping work undertaken by the service.

3.2.4 Home to School Transport; A complete reorganisation of the co-ordination of transport provision for children with special educational needs was undertaken from September 2014. A single team was created that were able to clearly map and tender new routes to ensure efficiency of provision and a substantial reduction in contract values. In addition to the substantial financial saving achieved through this process the development of a new procurement approach and service standards has led to improvements in the quality and safeguarding elements of the service. There was a substantial overachievement of savings in the last financial year £(0.225)m and against the revised target of a further £(0.400)m for 2015/16 we are currently projecting an overachievement of £(0.025)m. This is now reflected in the revised target for this scheme.

3.2.5 Debt Recovery: The approval of the new Debt Management and Recovery policy at the end of March 2015 has enabled the Council to take a robust approach to debt recovery whilst ensuring the Council manages its risks effectively through the addition of a debt panel chaired by the Joint Director for Adults before cases proceed to Legal litigation. This new approach has already resulted in improved collection of historical debt to the authority and has had a positive impact on engagement of debtors, with a number of payment plans being arranged for in-year collection as well as payment in full in large debt cases. The new robust timely debt recovery process also ensures new debt is identified at the earliest stage and fed back to the Joint Director for Adults for an overall review of the case. Debt is also now a key factor in funding panel decisions.

3.2.6 Direct Payments: Some clients receive payments directly to purchase their own care packages to meet their needs. Experience shows that at the year end the annual audit identifies a number of instances where the totality of the funds provided has not been disbursed and can be reclaimed by the Council.

3.3 Care Packages

This is the second monitoring report of the financial year and follows two important changes in relation to the reporting of client care package activity. The first change is the full adoption of the national changes in reporting of client costs under the Zero Base Review. This means familiar heading such as Older People, Learning Disability etc. will not appear in this high-level monitoring report. Details of the changes were reported at Period 3 and are summarised in Appendix 4. The original client cost budgets for 2015/16 have been translated into the new Zero Base Review budgets, albeit the overall quantum of client cost budget is as originally set.

The second change is that a new basis of financial reporting has been introduced following the implementation of the Liquid Logic client record system and the associated financial modules under Controcc. This was one of the recommendations made in the budget monitoring investigation report. A considerable amount of effort has been made to bring the system into being and it is a major change for budget holders and other staff involved in the budget monitoring process. There are already benefits arising from the system

although in these early days the main focus is on ensuring the information and reporting is robust following the data migration process.

The total budget for Long Term and Short Term client costs is £39.5m which represents 83% of the total CFW Adults budget of £47.8m. The total number of on-going services provided to clients is around 3,743, though this will fluctuate on a monthly basis. Details of these are shown in Appendix 5.

The Liquid Logic / Controcc system will give speedier and more flexible reporting and its potential will be developed over the coming months.

3.4 Transition Costs

Transition is the movement of clients from Children's services into Adults and the main costs are in respect of the Learning Disability service. The additional budgetary provision for transition for 2015/16 was £0.876m. In addition unused provision carried forward in the budget from 2014/15 was circa £1.54m, which leaves a total provision for 2015/16 of £2.416m. A review of expected transition has been undertaken and for Period 4, the assessment is that Transition costs for 2015/16 will be £(0.600)m underspent in year. The forecast reflects likely decisions made regarding extended education funding. The position on transition is however, volatile and will continue to be monitored monthly and any revision to this assumption will be reported.

3.5 Continuing Health Care

Where a client becomes eligible for Continuing Health Care a robust process is in place to ensure the relevant actions are completed. The CCG have notified the Council that they have over 60 historical claims for CHC logged by families. This will lead to some retrospective claims for CHC costs potentially being repaid to the client or the Council, which will improve the client cost monitoring forecast in year. Each claim will need to be assessed on a case by case basis, therefore it is not possible to estimate the potential impact, though this will be reported as the outcome of assessments are confirmed.

3.6 Homecare packages

The cost of homecare packages, like other care line items, is calculated by reference to the number of clients in receipt of that service at the time of producing the monitoring report. However, experience shows that in a number of cases, the planned package will not be required for the full year and as a result a reduction in costs of 2% is allowed for.

3.7 Care Act

The first phase of changes under the Care Act was introduced in April 2015. A Care Act implementation grant was made available to all upper tier authorities and the Council's grant was £(1.227)m. A schedule of proposed use of this funding was agreed by SLT and subsequently CMT and the planned usage of funding is attached at Appendix 6. It is relatively early in the year to project costs, the assumption for Period 4 is that spend will be in line with the Care Act implementation grant allocation. Work is on-going to understand the implications of the recent announcement to delay phase 2 implementation until 2020 and the impact will be reported to a future meeting. There is also a possibility that the Government may seek to recover some of the grant which has been allocated in 2015/16.

3.8 Winter Pressures Funding

Two amounts of Winter pressures funding were carried over from 2014/15 equating to £(0.393)m and £(0.187)m for DH and CCG funding respectively. Detailed plans are in place for the use of this funding and the assumption is that the funding will be fully utilised in 2015/16.

3.9 Better Care Fund

Under the terms of the Better Care Fund agreement with the CCG, the Council secured £(2.0)m for the protection of social care services. A national condition of the funding allocated for the Better Care Fund is that collectively the CCG and Council should achieve targeted reductions of at least 3.5% in non-elective admissions. Should these reductions not be achieved, then funding allocated in respect of performance would not be released by NHS England and the CCG would be obliged to transfer this to the Acute sector. The amount of BCF funding in the BCF agreement relating to performance is £(1.319)m and the Council carries the risk of 30% of funding based on the agreed risk share of 70/30 between the CCG and the Council; this equates to circa £0.400m in 2015/16. Early information on non-elective admissions indicates these are increasing, compared to baseline, rather than decreasing and as such there is a risk to £0.400m of the BCF funding. This potential shortfall has been set aside as an earmarked reserve, therefore the full £2.0m transfer of funding to the Council is reflected in the forecast.

4. Learning Disabilities (LD) Pooled Fund

4.1 The LD Pooled fund deficit was cleared at the end of 2014/15. The fund is therefore in balance at the start of the year and spend is expected to be in line with respective contributions from the Council and the CCG.

5. Reserves

5.1 At the beginning of April 2015 the Children, Families and Wellbeing Directorate has accumulated balances of £(1.729)m carried forward from previous financial years.

5.2 The carry-forward balances and expected end of the year position is as follows:

	DSG	CFW
	(£000's)	(£000's)
Balance b/f 1 April 2015	(1,326)	(403)
Troubled Families Grant		(468)
Troubled Families Commitments 15/16		468
Specific commitments in 15/16		197
P4 Forecast Outturn 15/16	700	640
	(626)	434

The DCLG provided a grant for Troubled Families in 2014/15, which was not ring-fenced or spent. However, there are commitments made to partners for 2015/16.

There are also specific commitments originally made in 2014/15 that will now be spent in this financial year. These were reported in the period 12 2014/15 monitoring report.

6. Management Action

6.1 Business Delivery Programme Board

Following the investigation into budget monitoring arrangements, the Business Delivery Programme Board refreshed the way it works. These arrangements will continue in 2015/16, subject to the merging of the Business Delivery Core group into a single All Age Board for Children and Adults.

Due to the scope and complexity of the budgets the separate reporting of Adults and Children's budget position will continue through respective Finance sub-groups of the Business Delivery Programme Boards.

6.2 Financial Awareness Training

In order to strengthen financial management, a comprehensive programme of training has been delivered to service managers. All budgets have undergone a RAG assessment approach to determine the level of risk, complexity and volatility. The results determined the level of support each budget and budget holder would receive from the Finance Team.

New budget monitoring templates were issued to create a more streamlined and consistent approach across each service area. The input from the budget holders means that the information and projections for each service are up-to-date and there will be greater control of the budget throughout the year.

Period 4 is the second time that monitoring of some budgets is reliant on forecasts made entirely by budget holders. The ability of budget holders to carry out these forecasts has been mixed, as would be expected when introducing such a fundamental change. Drop in sessions have been held by Finance teams for Period 4 monitoring to offer assistance to budget holders where required and these will continue to be held for the next two months then reviewed. Where budget holders have had difficulty in forecasting, the Finance team has made assumptions for this monitoring report.

Period 4 Projected Outturn revenue expenditure and income variances

The following tables detail the main variances from the revenue budget to the forecasted outturn, and the movements since the last monitoring report, in both Management Accounts (“Budget Book”) format and by cause or area of impact of the variance.

Budget Book Format (Objective analysis)	Full Year Revised Budget (£000's)	P4 Forecast Outturn (£000's)	P4 Outturn variance (£000's)	P3 Outturn variance (£000's)	Period Movement (£000's)	Ref
Children's Services Portfolio – DSG Element						
Dedicated Schools Grant	0	700	700	700	0	CFW1
Transfer to Dedicated Schools Grant Reserve	0	(700)	(700)	(700)	0	CFW1
Sub-total – DSG	0	0	0	0	0	
Children's Services Portfolio – Non DSG Element						
Education Early Years' Service	4,971	4,828	(143)	(165)	22	CFW3
Children's Social Services	17,039	18,343	1,304	1,199	105	CFW2
Children with Complex & Additional Needs	1,593	1,414	(179)	0	(179)	CFW2
Commissioning	1,503	1,451	(52)	0	(52)	CFW3
Multi Agency Referral & Assessment Service (MARAS)	1,601	1,601	0	0	0	CFW3
Youth Offending Service	254	273	19	0	19	CFW3
Early Help Delivery Model	1,088	1,225	137	0	137	CFW3
		0	0			CFW3
Sub-total – Non DSG	28,049	29,135	1,086	1,034	52	
CFW Children's Total	28,049	29,135	1,086	1,034	52	

Budget Book Format (Objective analysis)	Full Year Revised Budget (£000's)	P4 Forecast Outturn (£000's)	P4 Outturn variance (£000's)	P3 Outturn variance (£000's)	Period Movement (£000's)	Ref
Adult Social Services Portfolio						
Long Term Support – client costs	38,955	39,498	543	1,024	(481)	CFW4
Short Term Support – client costs	557	720	163	172	(9)	CFW5
Social Support – Adult Placement / Carers Commissioned services	931	874	(57)	45	(102)	CFW6
Assistive Equipment & Technology	1,473	1,509	36	(30)	66	CFW7
Social Care Activities – Care Management (See Note 1)	11,734	11,013	(721)	(362)	(359)	CFW8
Information and Early Intervention – Preventative Services	942	877	(65)	(89)	24	CFW9
Commissioning and Service Delivery	760	677	(83)	(94)	11	CFW10
Non-Adult Social Care – Supporting People	390	381	(9)	20	(29)	CFW11
DH Funding and un-allocated savings (Note 1)	(7,083)	(7,336)	(253)	(253)	0	
CFW Adults Total	48,659	48,213	(446)	433	(879)	
Community Health & Wellbeing Portfolio						
Public Health	(867)	(867)	0	0	0	CFW12
CFW Public Health Total	(867)	(867)	0	0	0	
CFW Total	75,841	76,481	640	1,467	(827)	

Note 1 – Budget previously included in Social Care Activities.

Business Reason / Area (Subjective analysis)	P4 Outturn Variance (£000's)	P3 Outturn Variance (£000's)	Period Movement (£000's)	Ref
Children's				
Management of staff vacancies	(39)	0	(39)	CFW2, CFW3
Transport Costs	(26)	(100)	74	CFW3
Client Need	1,000	1,041	(41)	CFW2
Income	106	155	(49)	CFW2
Other running costs	45	(62)	107	CFW2, CFW3
Total Children's	1,086	1,034	52	
Adults				
Management of staff vacancies	(887)	(615)	(272)	CFW8
Client Need	706	1,196	(490)	CFW4, CFW5
2015/16 Savings not achieved	10	37	(27)	CFW6
Other running costs	(275)	(185)	(90)	CFW7,9,10, CFW11
Total Adults	(446)	433	(879)	
Public Health	0	0	0	
Total CFW	640	1,467	(827)	

NOTES ON VARIANCES AND PERIOD MOVEMENTS

CHILDREN'S SERVICES

CFW1 – DSG Reserve b/fwd.

- The brought forward DSG reserve balance is £(1.326)m. There are significant pressures within DSG which mean that there is an anticipated overspend of £0.700m, leaving a forecast reserve at the year-end of only £(0.626)m. The greatest pressure on the DSG is increasing numbers in SEN and the High Needs Block of the DSG being frozen. In previous years there has been an underspend on primary de-delegated budgets. However, Primary School budgets are under significant pressure and a central budget for Schools in financial difficulty (£0.400m) will be spent in 15/16.

CFW2 – Children's Social Services (Including CAN) £1.125m adverse variance

- There is a projected overspend of £1.000m, on client care packages as analysed in the table under 2.1. The main variances are in respect of external children's homes and agency foster care. The increases in costs are due to a combination of demographic growth and the complexity of need of children in care with more children requiring high cost specialist placements. £0.907m of the projected variance relates to external children's homes although this is only based on an increase of 5.1 placements over the year which indicates the volatility of the budget. This reflects a national trend following high profile reports into major failings in the system i.e. Rotherham.
- There is a projected shortfall in adoption income of £0.182m. It has now become apparent that in the North West the number of recruited adopters is exceeding the number of children awaiting adoption. This resulted from a legal judgement that placed a greater emphasis on a child returning home or to family members prior to consideration of adoption. We are currently developing an expression of interest with neighbouring LA's to for a Regional Adoption Agency in line with national policy.
- There is additional income for CAN placements of £(0.076)m as a result of Continuing Health Care assessments that have identified eligible expenditure for children with complex health needs,
- General running costs adverse variance £0.019m

CFW3 - Various

Children's Home To School Transport- £(0.025)m favourable.

- A favourable variance due to the reorganisation of transport contracts compared to the revised savings target of £0.400m.

Running Costs Across Children's Services excluding social care £(0.111)m favourable

- This relates to a projected saving in commissioned services.

Staff Management of vacancies, Management of staff vacancies excluding social care £(0.039)m favourable

- This is from Education and Early Years £(0.058)m and Youth Offending £0.019m.

Early Help Delivery Model

- Shortfall in delivery of savings £0.137m.

ADULT SOCIAL SERVICES

CFW4/5 – Long/Short term Support – Client Costs £0.706m adverse

Long Term and Short Term client costs - £0.706m adverse. There is a projected gross pressure of client costs of £1.612m compared to budget. This projection is based on the current portfolio client recorded on Liquid Logic adjusted for expected Transition costs in year of £1.8m. An offset has been made of £0.906m for savings which are expected to be made against client costs based on Transformation projections. The forecast is based those clients currently within the Liquid Logic system and will become more robust as the year progresses.

CFW6 – Social Support – Adult Placement / Carers £(0.058)m favourable

- Contract saving following renegotiation £(0.068)m
- Adult Placement saving not achieved £0.010m. Saving reflected in CFW8.

CFW7 – Assistive Equipment & Technology £0.036m adverse

- Forecast adverse position of £0.036m, though this will be brought in line after application of Winter Pressures funding.

CFW8 – Social Care Activities – Care Management teams £(0.721)m favourable

Vacant posts and other staffing related savings across the following teams:

- Reablement £(0.368)m – Overachievement of saving from restructure
- Pathways and Network £(0.114)m;
- Screening Teams (Core and TGH) £0.030m adverse
- Ascot House £(0.064)m;
- Community MH Organic team £(0.063)m;

- Community Learning Disability team £(0.038)m;
- Community Mental Health team £(0.107)m;
- Community Social Work team South £(0.133)m;
- Review and Assessment team £(0.026)m;
- UHSM costs to be funded through Winter pressures funding £0.166m;
- Other variances £(0.004)m

CFW9 – Information and Early Intervention £(0.065)m favourable

- Extra Care Housing – underspend due to delay in Old Trafford scheme £(0.094)m;
 - Reduction in IMCA costs £(0.016)m;
 - Residual contract costs £0.040m;
 - Other variances £0.005m.

CFW10 – Commissioning & Service Delivery £(0.083)m

- Commissioning Restructure – additional saving £(0.086)m;
- Admin team £0.003m.

CFW11 – Non-Adult Social Care £(0.009)m

- Supporting People – additional contribution £(0.009)m;

CFW12 – Public Health £Nil

- Overall spend is projected to be in line with Public Health grant.

DH Funding and un-allocated savings £(0.253)m

- Winter pressures funding to be allocated.

Appendix 2

CFW Rebased Savings 2015/16		2015-16 Original Reduction	2015/16 Revised Reduction	Forecast Saving	Variance
		(£000's)	(£000's)	(£000's)	(£000's)
Children with Complex Needs – use of personalisation	CS	(100)	(200)	(271)	(71)
Children in Care – expansion of in-house Children's home	CS	(100)	(50)	(37)	13
Home to School Transport	CS	(300)	(400)	(425)	(25)
Market Management	CS	(200)	(200)	(200)	-
Music Service	CS	(30)	(30)	(30)	-
Educational Psychology	CS	(100)	(100)	(100)	-
Governor Services	CS	(5)	(5)	(5)	-
Commissioning – reduction in multi-agency contracts	CS	(126)	(126)	(126)	-
Education Early Years – Early Help	CS	(3,077)	(3,079)	(2,942)	137
Education Early Years – Re-organisation	CS	(377)	(377)	(377)	-
Youth Offending Service	CS	(130)	(130)	(130)	-
Sub-total Children Services		(4,545)	(4,697)	(4,643)	54
Older People – Reablement	AS	(700)	(700)	(1,068)	(368)
LD - Re-negotiation of Contracts	AS	(300)	(13)	(13)	-
LD – Supported Living	AS	(206)	(203)	(203)	-
LD – Acceleration of Re-tendering	AS	(790)	(942)	(942)	-
PD – Telecare	AS	(116)	(116)	(116)	-
LD – Void Management	AS	(32)	(32)	(32)	-
Continuing Health Care	AS	(389)	(389)	(389)	-
Better Care Fund	AS	(2,000)	(2,000)	(2,000)	-
Voluntary and Community Sector	AS	(97)	(59)	(59)	-
LD – Ordinary Residence	AS	(1,066)	(1,082)	(1,047)	35
LD - Care Package Review	AS	-	(411)	(411)	-
LD – Development Fund	AS	(40)	(45)	(45)	-
LD – Review of Building Based Support	AS	(71)	(72)	(72)	-
Reshaping Trafford	AS	(1,100)	(682)	(682)	-
Mental Health – review of packages	AS	(100)	-	-	-
Floating Support Service	AS	(230)	(230)	(230)	-
Market Management	AS	(1,000)	(915)	(915)	-
Integrated Health & Social Care	AS	(500)	(500)	(500)	-
Commissioning – all age structure	AS	(830)	(830)	(830)	-
Commissioning – review of non-mandatory services	AS	(1,500)	(1,538)	(1,538)	-
Sub-total Adult Social Care		(11,067)	(10,759)	(11,092)	(333)
Other Adult Social Care savings TBC		-	(156)	-	156
Total		(15,612)	(15,612)	(15,735)	(123)

Children in Care – Management Actions

1.0 Context: There were the 325 children who were in the care of Trafford on the 30th June 2015 of which only 10 children were placed in external residential children's home and 35 children are placed with foster carers from independent fostering agencies. The weekly unit cost of a placement in an external residential children's home is £3,210 and the weekly unit cost of a placement with a carer from an independent fostering agency £841

1.1 Demographic Pressures: The number of children in care has continued to steadily increase from 295 in April 2013 to the children in care and by July 31st 2015 this figure had increased to 325. The increase in the numbers of children in care in part reflects an increase in the Trafford children population but is also associated with young people being encouraged to remain in the care of their foster carers until they are older and have reached an age when they are better equipped to manage the transition to independent living. In addition the complexity of need of young people in the care system has increased reflected in the growing number of high cost external placements.

1.2 Children Who Enter Care: There is a robust gateway to agree admissions into care is overseen by senior managers. All children who enter care do so as an outcome of a needs led assessment which is completed by a social worker from area family support team. Wherever possible, children are placed with extended family members who are assessed and approved to become family and friends carers. Trafford have proactively encouraged the development of a strong, integrated and supported network of family and friends carers and currently 32% of the Trafford children in care population are placed with family and friends carers. Trafford's strategic drive to place children with family and friends carers is driven by a view that family and friends carers:

- Achieve positive outcomes for children
- Are often the placement of choice for children who experience separation from their families
- Have a record of providing long-term permanent placements for children

The high percentage of children in family and friends placements also had a positive impact on reducing Trafford's dependency on placements with high cost independent fostering agency placements.

1.3 Edge of Care Strategy: Trafford have a robust range of services to support children who are identified as being at risk of being admitted into care. These services are integral components of Trafford's Edge of Care strategy. The narrative below describes the services that are in place to support children who are at risk of entering the care system:

1.3.1 Multi-systemic Therapy (MST) - this is an intensive family and community based treatment programme for young adolescents between the ages of 11 and 17 whose antisocial behaviours are placing them at risk of family breakdown. MST is a time-limited (three to five months), intensive and therapeutic programme that provides services in the family's home or at other

locations such as the young person's school. It is an evidence-based specialist intervention for children who are at high risk of entering care.

- 1.3.2 Outreach Service provides dedicated and targeted support to children on the, "edge of care" who are aged 4yrs to -17yrs. The team provide bespoke and tailored packages of support to children who are at risk of entry into care. The service delivers flexible and intensive programmes of support to children inclusive of weekend and out of hours support and the service is open 365 days of the year.
- 1.3.3 Stronger Families which is grant funded by the Department for Communities and Local Government (DCLG). The programme applies a nationally defined, whole family model of service delivery, to families who present with prescribed categories of presenting problems. The Trafford model provides a different approach to working with those families where results have not previously been achieved through business as usual models of support.
- 1.3.4 The Me2 is an evidence based programme for young people aged 11yrs to 17yrs providing a raft of support from a range of professionals. Young people who enter the programme progress through a points and levels process until they achieve graduation. It is a time limited programme which lasts approximately nine months and young people who graduate from the programme either return home or move onto long term placements. It is particularly positive in preventing escalation for complex young people into external placements.

1.4 Market Management: The major pressure within the budget is created by increased demand on high cost external placements. This is an exceptionally challenge market as the increasing numbers of young people requiring places nationally has significantly outstripped available capacity. To ensure we are able to maximise value for money a clear commissioning approach has been developed to liaise directly with providers. Collaborative work with other LA's is also in place to try to expand our influence over providers.

- 1.4.1 The costs and quality of external placements is controlled by the use of two frameworks of providers:
 - The Greater Manchester Residential Framework of Providers has been developed by commissions across the region to deliver residential placements which are underpinned by a framework of costs and quality standards. The average unit cost of an external residential placement is currently £3073(this is lower than the average unit that was seen in 2014-15 which was £3403).
 - The Northwest Fostering Contract is a framework of independent fostering providers who deliver foster placements which like the residential framework are underpinned by a framework of costs and quality standards. In 2015-16, there has been an increase in the number of children with very complex needs and this as contributed to an increase in the weekly unit costs of external placement which have risen from £850 in 2014-15 to the current figure of £884

1.4.2 In response to the increase in the numbers of children in care and Trafford's increased dependency on external high cost providers Trafford have implemented the following strategic initiatives:

- In November 2015, Trafford will close an existing two bedded Children's home and re-open it, at a different location, as a three bedded home. This action will provide an opportunity for one additional child to reside in a small group living environment and will reduce the unit costs of the provision. The additional placement will be reserved for children with complex and challenging needs and will reduce dependency on high costs external residential placements
- Trafford will continue to rollout an on-going and successful fostering marketing and recruitment strategy. This Strategy will be targeted at the recruitment of carers for older children who are at higher risk of being placed with external providers. The strategy has to date been a successful one and in 2014-15, Trafford recruited 8 foster placements for teenage children and in 2015-16 we are on target to recruit 14 foster placements for teenage children.

1.5 Trafford Placement Panel

All requests to place children in either external residential or fostering placements are initially considered by Trafford's Placements Panel which meets each Monday morning. This panel is chaired by a Head of Service and includes a range of key officers.

The panel considers all requests for external placements and:

- Assesses the suitability of the request
- Considers whether any in-house placements can be identified which might meet the needs of the child

The panel works proactively and innovatively to try to identify any in-house placement which might offer an alternative placement to a high cost external placement. Where the panel identify that there are no in-house placements available, the panel make a recommendation for the approval of an external agency to the Director for approval.

The placement panel is also used to:

- Track previously agreed timescales for the return of children who are placed, in external provision to internal provisions
- Track budget projections so as to ensure that financial monitoring reports are accurate
- Develop innovative alternative packages of care which offer a direct alternative to the use of external placement
- Ensure that when an external placement is required that it is both time limited, cost effective, high quality and suitably matches the needs of the child.
- Ensures that any joint funding arrangements are explored inclusive of those placements which meet the threshold for funding contributions from health partners

Zero Base Review – Budget Changes

Summary of main changes

In 2014 the Government introduced changes to the basis of reporting Adult Social Care to more appropriately reflect the move to more personalised and preventative services in social care.

Under the changes a new hierarchy of reporting was introduced based on the following structure:

FR001 – Long Term Support

- Age 18-64 years
- Age 65-74 years
- Age 75-84 years
- Age 85+

FR002 – Short Term Support

- Age 18-64 years
- Age 65-74 years
- Age 75-84 years
- Age 85+

FR003 – Social Support

FR004 – Assistive Equipment and Technology

FR005 – Social Care Activities

FR006 – Information and Early Intervention

FR007 – Commissioning & Service Delivery

With each range services are further split according to Primary Support Reasons (PSR) which are: Physical, Sensory, Memory & Cognition, Learning Disability, and Mental Health.

These replace the former client categories of Older People, Learning Disability, Physical Disability and Mental Health.

Reporting on the new basis is mandatory for financial and performance reporting from April 2015 and 2015/16 budgets have been reviewed to re-allocate them according to the new ZBR reporting requirements.

This basis of reporting will be used for all future national financial and performance statutory reporting. Further details of budget virements are available if required.

CFW Budget Monitoring : 2015-16

Client Cost Data table - Month 4

Client Cost Category	Services	Unit	Budget	Forecast	Variance
	users	Cost *	2015-16	Month 4	
Learning Disability	523	31,701	19,549,662	18,759,862	-789,800
Mental Health	985	4,874	5,374,607	5,547,141	172,534
Physical Support	1,614	7,845	12,697,592	13,535,679	838,087
Memory Support	13	4,943	64,254	204,636	140,382
Sensory Support	127	6,500	825,506	998,968	173,462
Social Support	99	4,480	443,562	452,050	8,488
Short-term services	0	0	557,064	720,178	163,114
Total	3,361		39,512,247	40,218,514	706,267

* Unit cost adjusted for certain contracts not reflected in client numbers

Proposed use of funding 2015/16

Area of Spend	Forecast Cost 2015/16	Type of cost
Self-funders additional assessments and reviews in 2015/16 – 4 x social worker and 4 x social work assessors	£290,710	Staffing
Financial Assessments – Exchequer Services support officer	£21,375	Staffing
Carer costs – includes assumed £200k contribution to Carers Centre	£361,183	Commissioned service, carer payments.
Information and advice	£48,448	TBC
Prevention		
Independent financial advice		
Access to advocacy	£50,500	Commissioned services and service user support
Safeguarding Boards	£30,000	
Market oversight regime – quality management – Market Relationship Officer	£44,348	Staffing
National eligibility – continuity of care between areas	£70,000	Package costs contingency
National eligibility – transition		
Eligibility Threshold – Recurring costs		
Legal Reform – Transition costs	£50,000	Contingency
Implementation of legal reform		
Training and development – Training Officer	£31,293	Staffing
Communications	£10,000	Publicity materials
ICT – ICT Project Manager (P/T)	£29,760	Staffing
ICT – system support costs	£57,240	
Project Management	£125,000	Staffing
Contingency	£7,143	Contingency
Total	£1,227,000	

TRAFFORD MBC

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

Date: 27 August 2015

Report for: Discussion

Report author: Finance Manager

Report Title

Revenue Budget Monitoring 2015/16 – Period 4 (April 2015 to July 2015)

1. Forecast Outturn for the Year

- 1.1 The approved revenue budget for the year is £32.298m. This includes a contribution from the Transformation & Resources directorate towards the Joint Venture Contract (JVC) overheads. The forecast outturn is £32.025m, which is £(0.273)m under the approved budget, which is a favourable movement of £(0.028m) since last reported.
- 1.2 Key movements in the forecasts relate to additional income for planning application fees £(0.061)m, building control fees £(0.038)m, Bereavement Services £(0.028)m, and other minor income £(0.013)m. This is offset by a reduction in the underspend across the Directorate for staff vacancies £0.080m and running costs £0.032m.
- 1.3 The approved budget for 2015/16 includes savings of £(2.814)m and all are projected to be delivered in full (paragraph 4). Savings include £(2.250)m from the Joint Venture Contract (JVC) with Amey LG for Environmental, Highways, Street Lighting, Technical and Property Services.
- 1.4 The JVC contract commenced on 4th July 2015 for 15 years, and will be monitored through the payment and performance mechanism agreed with Amey as part of the procurement process. The budget monitoring reported for services in-scope of the JVC for 2015/16 will reflect actual and forecast economic activity both before and after the contract start date.
- 1.5 For traded services (catering and cleaning) there is a forecast net traded surplus of £(0.150)m at the end of March 2016. The service manages its costs and income over school terms and academic years rather than financial years and any surplus at the end of March is expected to be required to continue investment in the service and in particular improve readiness for the new academic year in September 2016.
- 1.6 The Directorate has brought forward balances of £(1.738)m from previous years (paragraph 3). This will be utilised for one-off budget pressures in 2015/16 and also to support initiatives to protect services and deliver future efficiencies and income generation. The balance after known commitments and the forecast outturn is £(0.499)m.
- 1.7 This is the second monitoring report of the financial year and, hence, the information available to produce the forecast outturn will be refined and subject to change as the year progresses. The main assumptions included in the financial forecasts are listed in paragraph 5.

2. Summary of Variances

- 2.1 The overall favourable variance of £(0.273)m reflects a number of individual under and overspends across the diverse areas of the Directorate, as detailed in Appendix 1 and summarised below.
- 2.2 A favourable one-off income variance is projected from Oakfield Road car park £(0.120)m. Income from other fees and charges is higher than budgeted for the GM Road Access Permit Scheme £(0.010)m, airport rent £(0.021)m and planning fees £(0.179)m. There are income shortfalls forecast relating to building control £0.062m, parking enforcement (one-off) £0.056m, bulky and commercial waste £0.010m, public protection (licencing & pest control) £0.027m. In addition, fee income from capital schemes is £0.132m lower than budgeted for the pre-JVC period. Total income is forecast to be £(0.043)m above budget. This is a favourable movement of £(0.140)m which relates in particular to increased planning fees £(0.061)m, building control fees £(0.038)m, Bereavement Services income £(0.028)m.
- 2.3 There are a number of favourable variances relating to staffing budgets as a result of turnover or vacancy management £(0.048)m. There is an adverse movement of £0.080m from last report, which includes £0.039m relating to temporary posts in planning and building control which help generate the additional income above. In addition, £0.046m of the movement relates to school crossing patrols which follows recent success in the filling of posts.
- 2.4 Other running cost are projected to be £(0.182)m underspent. This includes administrative buildings £(0.060)m, contracts £(0.062)m (e.g. waste and parking, street lighting energy costs £(0.060)m. There is an adverse movement of £0.032m for last reported across a number of service areas.
- 2.5 Management action will continue over the financial year end period and into 2015/16 to ensure that essential services are delivered within budget and to seek out opportunities for future financial benefits. This includes:
- Only necessary spending on supplies and services to be approved;
 - Systematic monitoring and evaluation of existing and potential new income streams;
 - Analysis of rechargeable work for both revenue and capital schemes;
 - Additional improvements to efficiency through service redesign and better procurement;
 - Potential to accelerate future savings proposals.

3. Reserves

- 3.1 At the end of 2014/15 the Directorate had a surplus on accumulated balances of £(1.738)m, which was carried forward to 2015/16. This was a result of the successful management of budget pressures and additional income generation in the last three years. .
- 3.2 The remaining balance on the EGEI Directorate Reserve after the forecast outturn for 2015/16, future known commitments and re-phasing of projects is £(0.499)m (table below). The EGEI Reserve will be utilised on initiatives to generate future savings and income generation to support service provision within the on-going revenue budget constraints. In addition, there is some acceleration of one-off costs (e.g. stock write offs) associated with the mobilisation of the JVC contract which commenced on 4th July 2015. The reserve may also be required for other one-off budget pressures arising during the year.

Utilisation of Carry forward Reserve 2015/16	(£000's)
EGEI Surplus balance brought forward at 1 April 2015	(1,738)
Commitments	1,512
Period 4 forecast outturn (favourable)	(273)
Balance after known commitments	(499)

4. Savings

- 4.1 The approved Directorate budget includes 2015/16 savings of £(2.814)m, and all are projected to be achieved in full over the financial year, as follows :

	Budget (£000's)	Forecast (£000's)	Variance (£000's)
Efficiencies and others	(2,336)	(2,336)	0
Increased and new income	(324)	(324)	0
Policy Choice	(154)	(154)	0
Total EGEI	(2,814)	(2,814)	0

5. Forecasting and Risk

- 5.1 There are key assumptions and/or areas of risk in producing the forecast outturn. These are listed below but will generally reduce as the financial year progresses as data becomes confirmed.
- Joint venture contract – the budget monitoring for services in-scope of the JVC reflects economic activity both before and after the contract start date of 4th July 2015. A number of activities and works cross cut the contract start date (e.g. works in progress), plus a number of temporary arrangements are in place to ensure business continuity during the cut over period (e.g. continued collection of income on behalf of Amey). All related financial transactions will be allocated and recharged between the Council and Amey over the coming weeks. It is also likely there will be residual pre-contract related transactions throughout the financial year.
 - The JVC contract will be monitored using the payment and performance mechanism agreed as part of the procurement process. This is designed to incentivise performance to the standards agreed and the Council has the ability to deduct fees in cases of non-performance. This will form part of the monthly billing and review process.
 - Fee income from capital works varies depending on the progress of delivering the approved capital programme during the year. The full year budget assumption from fees is £(2.000)m and this risk has effectively been transferred to Amey from July 2015 for services in-scope of the JVC (e.g. Highways and Property). The JVC contract is structured in a way which incentivises Amey to progress in delivering the programme on time. However, the charging of capital fee income will still need to be monitored against the profile for both the pre and post contract budgets as capital works progress.
 - Demand led fees and charges income, such as from Parking, Licencing, Planning and Building Control, will vary based on economic conditions and customer behaviour. All fees and charges are monitored weekly or monthly,

with trends and previous profiles used to inform forecasts. For services in-scope of the JVC, fee income is guaranteed in the contract price. The Council will also share in any additional income generated by Amey under the contract. Adjustments and recharges will need to be actioned in the accounts for any income collected on behalf of Amey during the transition period.

- Investment property income – this varies depending on economic factors, and includes income from shopping centres (e.g. Stretford Mall) where lettings and rents are the responsibility of the owners of the properties. This can include backdated rent income notified by managing agents later in the year. Property will be managed by Amey under the JVC contract.
- Weather related incidents impact on costs and income, particularly during the winter months. This includes increased winter maintenance costs (gritting etc.), pot hole damage to highways, tree and other infrastructure damage. These services are largely in-scope of the JVC and this risk has been transferred to Amey under the contract as the service fee payable is fixed for the year in advance. The Directorate has £0.120m in a Winter Maintenance reserve to smooth any pressures across financial years, if required.
- GM Waste Disposal Authority levy – each month the WDA notifies GM Councils of variances in the actual tonnages of waste delivered compared to that assumed when setting the levy at the start of the year. This results in an additional cost or rebate per Council. Actual tonnages can be affected by weather and also customer behaviour, for example levels of recycling. The latest notification from the WDA indicates disposal costs are in line with budget.

6. Recommendations

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

Period 4 Forecast Outturn revenue expenditure and income variances.

The following tables detail the main variances from the revenue budget to the forecast outturn, and the movements since the last monitoring report, in both Management Accounts (“Budget Book”) format and by cause or area of impact of the variance.

Economic Growth, Environment & Infrastructure Budget Book Format (Objective analysis)	Full Year Budget (£000's)	P4 Forecast Outturn (£000's)	P4 Forecast Variance (£000's)	P3 Forecast Variance (£000's)	Period Movement (£000's)	Ref
Highway and Network Management, including Traffic & Transportation	3,395	3,340	(55)	(39)	(16)	EGE11
Groundforce	4,201	4,267	66	52	14	EGE12
Sustainability & Greenspace	352	300	(52)	(30)	(22)	
Bereavement Services	(1,127)	(1,129)	(2)	14	(16)	
Waste Management (incl. WDA levy)	19,562	19,559	(3)	(21)	18	EGE13
Public Protection & Enforcement	762	805	43	25	18	
Parking Services	(537)	(656)	(119)	(122)	3	EGE14
School Crossing Patrols	403	399	(4)	(50)	46	EGE15
Strategic Support Services	511	486	(25)	(4)	(21)	
Sub-total Environment & Operations Portfolio	27,522	27,371	(151)	(175)	24	
Property and Development	2,654	2,664	10	10	0	EGE16
Economic Growth	739	683	(56)	(67)	11	EGE17
Housing Strategy	571	515	(56)	(59)	3	EGE18
Strategic Planning & Development	542	519	(23)	(8)	(15)	
Planning & Building Control	(149)	(146)	3	54	(51)	EGE19
Directorate Strategic Management	420	420	0	0	0	
Sub-total Economic Growth & Planning Portfolio	4,777	4,655	(122)	(70)	(52)	
Operational Services for Education (Catering & Cleaning Traded Service)	(1)	(1)	0	0	0	
Total Forecast Outturn Period 4	32,298	32,025	(273)	(245)	(28)	

Economic Growth, Environment & Infrastructure Business Reason / Area (Subjective analysis)	P4 Outturn Variance (£000's)	P3 Outturn Variance (£000's)	Period Movement (£000's)	Ref
Highways and Network Management incl. Traffic & Transportation				
Income shortfall, including moving traffic offences	6	13	(7)	
GMRAPs income above budget	(10)	(13)	3	
Capital fee income shortfall	75	75	0	
Staff vacancies	(12)	(12)	0	
Running costs	(40)	(27)	(13)	
Energy – Street Lighting	(60)	(60)	0	
Depot & Business Support				
Supplies & Services	(14)	(15)	1	
Sub-total	(55)	(39)	(16)	EGEI1
Groundforce				
Staffing and Transport costs	55	40	15	
Other running costs – contractors, plant hire, fuel	11	12	(1)	
Sub-total	66	52	14	EGEI2
Sustainability & Greenspace				
Vacancy, supplies & services	(41)	(30)	(11)	
Income above budget	(11)	0	(11)	
Sub-total	(52)	(30)	(22)	
Bereavement Services				
Staffing and running costs	6	(6)	12	
Income shortfall (surplus)	(8)	20	(28)	
Sub-total	(2)	14	(16)	
Waste Management and Disposal				
Staffing and running costs	(13)	(32)	19	
Income – bulky and commercial waste	10	11	(1)	
Sub-total	(3)	(21)	18	EGEI3

Economic Growth, Environment & Infrastructure Business Reason / Area (Subjective analysis)	P4 Outturn Variance (£000's)	P3 Outturn Variance (£000's)	Period Movement (£000's)	Ref
Public Protection & Enforcement				
Staffing costs	22	17	5	
Running costs	(6)	(15)	9	
Income shortfalls including licensing	27	23	4	
Sub-total	43	25	18	
Parking Services				
Staffing & running costs	(55)	(59)	4	
Oakfield Road car park remaining open	(120)	(120)	0	
Income – other locations	56	57	(1)	
Sub-total	(119)	(122)	3	EGEI4
School Crossing Patrols - vacancies	(4)	(50)	46	EGEI5
Director & Business Support				
Staffing and Running costs	(25)	(4)	(21)	
Sub-total Environment & Operations Portfolio	(151)	(175)	24	
Property and Development				
Investment Property Rental Income:				
- Urmston Town Centre – one-off surplus	(11)	(8)	(3)	
- Airport – surplus	(21)	(21)	0	
- Other properties - surplus	24	21	3	
Community buildings – income/running costs	29	29	0	
Admin Buildings running costs	(60)	(60)	0	
Facilities Management staffing vacancies	(21)	(21)	0	
Other running cost variances	13	13	0	
Major projects capital fee income	57	57	0	
Sub-total	10	10	0	EGEI6
Economic Growth				
Staffing vacancies	(58)	(68)	10	
Other running costs	2	1	1	
Sub-total	(56)	(67)	11	EGEI7

Economic Growth, Environment & Infrastructure Business Reason / Area (Subjective analysis)	P4 Outturn Variance (£000's)	P3 Outturn Variance (£000's)	Period Movement (£000's)	Ref
Housing Strategy				
Staffing	(36)	(36)	0	
Running costs	(20)	(23)	3	
Sub-total	(56)	(59)	3	EGEI8
Strategic Planning & Development				
Staffing/running costs savings	(23)	(8)	(15)	
Planning & Building Control				
Planning applications income	(179)	(118)	(61)	
Building Control income shortfall	62	100	(38)	
Staffing including interim support	89	50	39	
Other running costs	31	22	9	
Sub-total	3	54	(51)	EGEI9
Sub-total Economic Growth & Planning Portfolio	(122)	(70)	(52)	
Total Forecast Outturn EGEI Period 4	(273)	(245)	(28)	

Summary Variance Analysis Period 4

All Services	Savings £000	Staff £000	Running Costs £000	Income £000	Total Variance £000
Period 3	0	(128)	(214)	97	(245)
Period 4	0	(48)	(182)	(43)	(273)
Period Movement	0	80	32	(140)	(28)

ADDITIONAL NOTES ON FORECAST OUTTURN VARIANCES

EGEI1 – Highways & Network Management - £(0.055)m (favourable)

Income generation of £(0.030)m is included in the budget from moving traffic offences. This is part of an AGMA initiative to improve safety and traffic flows on major routes and the project timeline has been re-phased to later in 2015/16.

Running costs are expected to be £(0.040)m under budget over a number of service areas, which is a favourable movement of £(0.013)m since last reported. This mainly

reflects forecasts of maintenance costs in highways and street lighting up to the 4th July 2015 commencement date of the JVC with Amey.

Staffing is £(0.012)m underspent for the pre JVC period.

There is additional income above budget of £(0.010)m from the Greater Manchester Road Access Permit Scheme, which was implemented during 2013/14.

Fee income from technical and consultancy work charged to capital schemes is projected to be £0.075m below budget due to the timing of capital works up to the commencement of the JVC contract.

Street Lighting energy costs are projected to be £(0.060)m less than budgeted based on latest projected usage volumes and the contract prices from April 2015. The wholesale price of energy which the Council procures influences only around 50% of the Council's energy bill. The remainder is influenced by transmission and distribution costs – for example Distribution Use of System Charges are passed on to us by the Distribution Network Operator, and are unavoidable. There is hence a risk of future cost increases not bound by the Council's contracted prices.

EGEI2 – Groundforce - £0.066m (adverse)

Staffing, plant, contractor and transport costs are £0.066m overspent for the period up to the commencement of the JVC contract, an adverse movement of £0.014m since last reported.

EGEI3 – Waste Management and Disposal - £(0.003)m (favourable)

There is an underspend in staffing and contract costs of £(0.013)m for the period prior to the commencement of the JVC contract. This is £0.019m lower than last reported as final bills from the previous waste provider have now been received. Bulky waste and commercial waste income is £0.010m less than expected for this period.

EGEI4 – Parking Services – £(0.119)m (favourable)

The approved budget from 2013/14 included assumptions regarding the partial, then full closure of Oakfield Road car park during the year as part of the regeneration of Altrincham Town Centre. The re-phasing of the town centre project has resulted in forecast income being £(0.120)m above budget, which has continued from last year.

Other car parking income is projected to be £0.056m under budget, which includes for the period of relaxed enforcement shortly after the recent change in prices.

The parking enforcement contract and other running costs are expected to be £(0.055)m underspent.

EGEI5 – School Crossing Patrols – £(0.004)m (favourable)

There is a small forecast underspend on staffing. This is £0.046m less than the previous report due to recent successes in filling vacant posts.

EGEI6 – Property and Development - £0.010m (adverse)

Manchester Airport rent is £(0.021)m above budget following notification from Manchester City Council of new rent levels.

Other let estate rental income is expected to be below budget across the property portfolio totalling £0.013m

Forecast fee income from capital and external projects is £0.057m less than budgeted for the period up to the commencement of the JVC contract which reflects the phasing of capital works.

Administrative building running costs are less than expected across the portfolio by £(0.060)m. This includes a £(0.053)m underspend relating to the catering concession at Altrincham Town Hall.

EGEI7 – Economic Growth Team – £(0.056)m (favourable)

There is an underspend in staffing and running costs of the Altrincham Town Team as service review and potential re-design is implemented in this area. There is an adverse movement of £0.011m from last reported due to revised forecasts of vacant posts.

EGEI8 – Housing Strategy – £(0.056)m (favourable)

Staffing costs are forecast to be £(0.036)m underspent due to secondments, with running costs including the housing options contract £(0.020)m underspent.

EGEI9 – Planning and Building Control – £0.003m (adverse)

Projected income from planning fees is £(0.179)m higher than budgeted which is a trend continuing from last financial year. This is a favourable movement of £(0.061)m based on latest income forecasts. There is a projected shortfall in income from building control fees of £0.062m, which is also a continuation of difficult trading conditions and external competition. The shortfall had reduced by £(0.038)m since last reported as the service reviews its business plan to improve its financial position. Both fees are monitored regularly.

There is a projected overspend on staffing of £0.089m which reflects the appointment of interim staff to cover vacancies and address the resulting capacity issues. These posts contribute to the achievement of the additional planning income above and is £0.039m higher than last reported. The permanent filling of vacant posts will be addressed by the on-going restructure of the combined Directorate. Running costs are £0.031m higher than budget.

EGEI10 – Traded Services (Catering and Cleaning)

There is a net traded surplus forecast for the end of March 2016 of £(0.150)m.

However, the service manages its costs and income over school terms and academic years rather than financial years and any surplus at the end of March is earmarked to continue the investment in the service. This is particularly to improve readiness for the new academic year in September 2016.

TRAFFORD MBC

Report to: Transformation and Resources Directorate Management Team
Date: 27 August 2015
Report for: Discussion
Report author: Finance Manager

Report Title

Revenue Budget Monitoring 2015/16 – Period 4 (April 2015 to July 2015)

1. Forecast Outturn for the Year

- 1.1 The approved revenue budget for the year is £17.059m with a forecast outturn of £16.934m which is £(0.125)m less than the approved budget. This is a favourable movement of £(0.041)m since last reported. The key variances and movements are shown in section 2 below and Appendix 1.
- 1.2 The variance of £(0.125)m and £(0.041)m movement from last report can be summarised as follows:
- Management of vacancies £(0.333)m, a favourable movement of £(0.088)m;
 - Cost control in running expenses £(0.113)m, adverse movement of £0.024m;
 - Reduction in forecast level of savings £0.293m, adverse movement of £0.010m;
 - Reduced income £0.028m, adverse movement of £0.013m.
- 1.3 The Directorate has brought forward balances of £(1.501)m from previous years (section 3). This will be utilised to support initiatives to reshape Trafford and deliver future efficiencies and income generation. The balance after known commitments and the forecast outturn is £(1.239)m.

2. Summary of Variances

- 2.1 The overall favourable variance of £(0.125)m reflects a number of individual under and overspends across the Directorate, with comments on the main variances from budget and movements from the last report shown below.

Staffing

- 2.2 Forecast staffing costs based on actual and projected vacancies are £(0.333)m less than budget across the Directorate. Vacancy levels are projected to be approximately 1.8% higher than assumed in the setting of the 2015/16 budget, and is a consequence of a delay in appointing to a number of vacancies on some service restructures. Vacancies are forecast on a post by post basis each month and the projected underspend has increased by £(0.088)m from the last report.

Running Costs

- 2.3 Overall running costs are forecast to be £(0.038)m less than budgeted, This is a result of cost control across all services in order to keep the overall Directorate spend within budget for the year. There is an adverse movement of £0.019m since last reported relating to minor variations across the Directorate. In addition a one-off saving will be realised of £(0.075)m as a result of a settlement of a claim in relation to supplier performance in ICT where liability has been acknowledged, which is £0.005m less than previously reported.

Savings

- 2.4 The £0.293m shortfall in savings relates to Library Service and ICT proposals for 2015/16 of £0.164m and £0.129m respectively. Further details are listed below in paragraph 4.

Income

- 2.5 The £0.028m net shortfall in external income includes £0.060m from CCTV services. Work is on-going to redesign the CCTV service delivery model which will address the budget pressure, which has been continued from 2014/15, and will deliver sustainable benefits going forward.
- 2.6 Additional income shortfalls are reported this month relating to legal land charges £0.011m, council tax liability order income £0.025m, and internal legal costs charged to capital schemes £0.022m. These income streams are affected by external factors and levels of staff vacancies, and the aim is to mitigate these in line with budget for the remainder of the year.
- 2.7 These income shortfalls are offset in the main by £(0.048)m of additional income from grants in the Revenues and Benefits Service. The Revenue and Benefits Service has had a number of grants awarded in-year and rolled forward from 2014/15 to support spending, leading to the favourable variance from the budget. Projected additional income is also included in this month's report relating to events and advertising £(0.023)m and Human Resources external agency work £(0.015)m.

3. Reserves

- 3.1 At the end of 2014/15 the Directorate had a surplus of £(1.501)m in its reserve, which has been carried forward to 2015/16. This was a result of the successful management of the budget in previous years.
- 3.2 The remaining balance on the T&R Directorate Reserve after the forecast outturn for 2015/16, future known commitments and re-phasing of projects is £(1.239)m (table below). The T&R Reserve will be utilised on initiatives and project based activity in support of Reshaping Trafford and also to generate future savings and income generation. Commitments will be underpinned by business cases and will be reviewed each month as the financial year progresses.

Utilisation of Carry forward Reserve 2015/16	(£000's)
T&R Surplus balance brought forward at 1 April 2015	(1,501)
Commitments 2015/16 (*)	387
Period 4 forecast outturn (favourable)	(125)
Balance after known commitments	(1,239)

(*) these are under review

4. Savings

- 4.1 The T&R budget for 2015/16 includes savings of £(2.848)m. This originally included £0.550m in respect of the libraries rationalisation but this figure was revised down by £0.050m when the outcome of the second phase of consultation was reported to Executive in March 2015. This reduction has been met from savings in the Treasury Management budget as a consequence of rephasing of the capital programme in 2014/15. The updated T&R savings target for 2015/16 is therefore £(2.798)m and

actual savings of £(2.566)m are forecast to be achieved with £0.232m of savings re-phased and £0.061m requiring alternative solutions.

Saving Description	Savings Shortfall (£000's)
Libraries re-phased saving (a)	164
ICT re-phased procurement savings (b)	68
ICT savings not able to be realised (b)	61
Total	293

4.2 The shortfall in savings delivery is reflected in the forecast outturn and are summarised below:

(a) Libraries – an overall £(0.500)m saving is included in the approved revenue budget. This includes both staffing and property cost reductions. Due to additional consultations and re-phasing of delivery plans, £(0.336)m is expected to be achieved in 2015/16 with a shortfall of £0.164m with the full year impact delivered during 2016/17. This shortfall is due to a delay in the closure of libraries; Bowfell, Davyhulme and Lostock, and the redevelopment of Hale and Timperley Libraries and following changes to in-year delivery at Coppice as part of the consultation process. The shortfall is £0.010m higher than last reported due to revised forecasts of property costs. Sustainable mitigation with regard to the overall shortfall is under consideration.

(b) ICT savings of £(0.750)m are included in the approved budget. This includes staffing and contract procurement reductions. Savings of £(0.621)m are forecast to be achieved in 2015/16; a shortfall of £0.129m. £0.068m of the shortfall relates to procurement processes which have taken longer than planned, but are currently due to be delivered at the latest, in January 2016, although work is currently underway to potentially bring this position forward, by two months by reducing the tender period, subject to Procurement approval, which would give additional benefits in this financial year. Savings of £0.061m will not be achieved following a further technical assessment of individual proposals. This relates mainly to the installation of new back up arrangements where realisation of the saving is now unlikely and alternative measures are being sought, including a plan to identify all third party spend for review, with the aim of looking for additional opportunities to aggregate to less suppliers and re tender contracts.

4.3 The corporate design and print saving target of £(0.113)m is due to be delivered in 2015/16. The contract has been awarded and is currently being implemented and savings directly in relation to the contract will be realised for the remainder of the year. This budget saving is forecast to be achieved in full and will include savings from a general reduction in print as the 'digital first' strategy is rolled out. The overall saving will be distributed as a virement across all relevant Council budgets accordingly, before the next monitoring report.

4.4 The shortfall in savings against budget is forecast to be fully mitigated by in year net underspends from the management and monitoring of the whole Directorate budget (e.g. through vacancies, running costs, income generation).

5. Forecasting and Risk

5.1 The key assumptions and areas of risk in the forecast outturn are:

- Court costs and Barrister fees are volatile, with the quantity of cases being determined in-year and the costs of the individual cases being highly variable.
- The approved budget and forecasts include assumptions around staff turnover and vacancies – this is approximately 3.5% of the staffing costs on average. The actual level and timing of vacancies is difficult to predict on a service by service basis but trends from recent years indicate overall underspend projections will increase as the year progresses.
- External income can relate to external factors which are difficult to predict, such as customer behaviour, and can also be affected by unexpected changes in levels of staff vacancies.

6. Recommendations

6.1 It is recommended that the forecast outturn be noted.

Period 4 Forecast Outturn revenue expenditure and income variances.

The following tables detail the main variances from the revenue budget to the forecast outturn, and the movements since the last monitoring report, in both Management Accounts (“Budget Book”) format and by cause or area of impact of the variance.

Transformation and Resources Budget Book Format (Objective analysis)	Full Year Budget (£000's)	P4 Forecast Outturn (£000's)	P4 Forecast Variance (£000's)	P3 Forecast Variance (£000's)	Period Movement (£000's)
Legal and Democratic Services	2,557	2,543	(14)	(91)	77
Access Trafford	2,546	2,680	134	124	10
ICT Services	2,041	2,069	28	1	27
Communications	143	69	(74)	(57)	(17)
Finance Services	4,527	4,353	(174)	(106)	(68)
Partnerships and Communities	1,543	1,619	76	45	31
Culture and Sport	1,160	1,160	0	0	0
Human Resources	1,977	1,876	(101)	0	(101)
Executive	372	372	0	0	0
Transformation	193	193	0	0	0
Total Forecast Outturn Period 4	17,059	16,934	(125)	(84)	(41)

Transformation and Resources Business Reason / Area (Subjective analysis)	P4 Outturn Variance (£000's)	P3 Outturn Variance (£000's)	Period Movement (£000's)
Legal and Democratic Services			
Staff vacancies net of agency costs	(43)	(87)	44
Income shortfall – land charges	11	0	11
Fee income from capital schemes - shortfall	22	0	22
Additional income – StaR Procurement	(4)	(4)	0
Sub-total	(14)	(91)	77
Access Trafford			
Re-phased Library savings	164	154	10
Staff vacancies – contact centre	(30)	(30)	0
Sub-total	134	124	10
ICT Services			
Re-phased savings – contact procurement	68	68	0
Other savings shortfall	61	61	0
Staff vacancies	(26)	(48)	22
One-off contract refund	(75)	(80)	5
Sub-total	28	1	27
Communications			
Staffing and running costs	(51)	(57)	6
Events and advertising income	(23)	0	(23)
Sub-total	(74)	(57)	(17)
Finance Services			
Staff vacancies	(151)	(64)	(87)
Government Grants – Revenue and Benefits	(48)	(42)	(6)
Council tax liability order income - shortfall	25	0	25
Sub-total	(174)	(106)	(68)
Partnerships and Communities			
CCTV income shortfall	60	61	(1)
Staff Vacancies	3	(16)	19
Running costs	13	0	13
Sub-total	76	45	31

Transformation and Resources Business Reason / Area (Subjective analysis)	P4 Outturn Variance (£000's)	P3 Outturn Variance (£000's)	Period Movement (£000's)
Human Resources			
Staff vacancies	(86)		(86)
External agency income	(15)		(15)
Sub-total	(101)	0	(101)
Total Forecast Outturn T&R Period 4	(125)	(84)	(41)

Summary Variance Analysis Period 4

All Services	Savings £000	Staff £000	Running Costs £000	Income £000	Total Variance £000
Period 3	283	(245)	(137)	15	(84)
Period 4	293	(333)	(113)	28	(125)
Period Movement	10	(88)	24	13	(41)

TRAFFORD COUNCIL

Report to: Director of Finance
Date: 27 August 2015
Report for: Information
Report author: Interim Head of Financial Management

Report Title

Revenue Budget Monitoring 2015/16 – Period 4 Outturn - Council-wide Budgets (April 2015 to July 2015 inclusive)
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1 Outturn Forecast

- 1.1 The current approved revenue budget for the year is £23.717m. The outturn forecast is £22.690m, which is £(1.027)m under the budget, a favourable movement of £(0.178)m since the last report.
- 1.2 Appendix 1 details by variance area the projected outturn as compared to the approved revenue budget, with the main variances being;
- Treasury Management: £(0.648)m relating to Manchester Airport Group (MAG) dividend received above budget, £(0.034)m increased investment interest from favourable cash flows and a reduction in loan interest payable of £(0.011)m .
 - Business Rates - favourable impact on the Council-wide budget, £(0.170)m (see paragraphs 12 to 15 of the covering report);
 - Housing and Council Tax Benefits overpayment recovery net variance of £(0.122)m;
 - Members expenses – full year effect of the savings as a result of changes to the Members Allowances Scheme in September 2014, £(0.036)m and the new Government pension regulations which came into effect on 1 April 2014, £(0.014)m.
 - Other minor variances of £0.008m.

2 Service carry-forward reserve

- 2.1 Council-wide budgets do not have their own carry forward reserve, and the above underspend will be transferred to the General Reserve, as detailed in the summary report.

3 Forecasting and Risk

- 3.1 This forecast has been based on three months of actual activity. The activity covered by Council-wide budgets is varied, and the key assumptions in the July forecast are:
- Average investment rates will be 0.7% with a cash flow of £94m.

- There will be no further Airport dividend.
- The £20m Royal Bank of Scotland variable loan will be 7.0%. There is a smoothing reserve to mitigate large variations from this assumption.
- Contingency budgets for doubtful debts and the costs of re-organisation following the implementation of budget and other savings will be sufficient. There is a contingency reserve for re-organisation costs should budgets prove insufficient.
- Council error in the award of housing benefit will be within threshold limits, and recovery of benefit overpayments will continue at previous activity levels.
- The in-year increase for the provision for bad and doubtful debts will be in line with budget.

3.2 The original budget for 2015/16 included a one off allowance of £0.700m as a general contingency to cushion against possible slippage in the delivery of the significant savings programme in 2015/16. The budget will be released during the year, with the approval of the Director of Finance, to alleviate any unforeseen slippage. The original budget was held within Council-wide and for the purposes of budget monitoring has been assumed to be fully committed. However to date, £0.085m has been released to cover budget pressures regarding Market Management and £0.055m for Gorse Hill Studios, leaving an unallocated balance of £0.560m.

Period 4 Outturn revenue expenditure and income variances

The following tables detail the main variances from the revenue budget to the forecasted outturn, and the movements since the last monitoring report, in both Management Accounts (“Budget Book”) format and by cause or area of impact of the variance.

Budget Book Format (Objective analysis)	Full Year Budget (£000's)	P4 Forecast Outturn (£000's)	P4 Outturn variance (£000's)	P3 Outturn variance (£000's)	Period Movement (£000's)	Ref
Finance Portfolio						
Precepts, Levies & Subscriptions	17,695	17,686	(9)	(8)	(1)	
Provisions (bad debts & pensions)	2,480	2,480	0	0		
Treasury Management	7,869	7,176	(693)	(693)		C-W1
Insurance	875	875	0	0		
Members Expenses	904	854	(50)	0	(50)	C-W2
Grants	(6,645)	(6,640)	5	5		
Business Rates	350	180	(170)	(165)	(5)	C-W3
Other Centrally held budgets	189	79	(110)	12	(122)	C-W4
Total	23,717	22,690	(1,027)	(849)	(178)	

Business Reason / Area (Subjective analysis)	P4 Outturn variance (£000's)	P3 Outturn variance (£000's)	Period Movement (£000's)	Ref
Treasury Management:				
- MAG Dividend	(648)	(648)		C-W1
- Investment Income	(34)	(34)		C-W1
- Debt Management	(11)	(11)		C-W1
Members Allowances	(50)	0	(50)	C-W2
Business Rates	(170)	(165)	(5)	C-W3
Housing & Council Tax benefits	(122)	0	(122)	C-W4
Flood Defence levy	(8)	(8)		
Council Tax compensation grant	5	5		
Payment Card Industry (PCI) compliance	2	2		C-W4
VAT claims - legal fees	10	10		C-W4
Subscriptions	(1)	0	(1)	
Total	(1,027)	(849)	(178)	

NOTES ON PROJECTED VARIANCES

C-W1 – Treasury Management - £(0.693)m (favourable), £nil movement

Investments – £(0.682)m

This additional income has been created mainly as a result of:

- the dividend from Manchester Airport Group (MAG) has recently been announced as £(2.0)m, which is £(0.648)m above budget;
- a favourable increase in cash flow, generating £(0.034)m of additional investment income, primarily due to capital programme rephasing and grant monies received ahead of schedule.

Debt – £(0.011)m

- lower than anticipated loan interest payable £(0.011)m.

C-W2 – Members Expenses - £(0.050)m (favourable), £(0.050)m favourable movement

Changes to the Members Allowances Scheme were approved at the Council meeting on 17 September 2014 following a report from the Independent Remuneration Panel (IRP). The changes have generated annual savings of approximately £(0.036)m.

Government legislation, effective from 1 April 2014, has removed the access to a Local Government Pension Scheme for Councillors. This is on a phased basis and will be applied to those Councillors re-elected in the May local elections over 3 years. The budget saving in 2015/16 will be £(0.014)m.

C-W3 – Business Rates - £(0.170)m (favourable), £(0.005)m favourable movement

See notes and table in paragraphs 12 to 15 in the covering report.

C-W4 – Other Centrally held budgets - £(0.110)m (favourable), £(0.122)m favourable movement

- **Housing & Council Tax Benefits - £(0.122)m (favourable)**
The Council Tax Benefit Scheme ceased in 2013 and was replaced by the Council Tax Support Scheme. Any recovery of overpaid Council Tax Benefit from previous years is retained by the Council and the outturn for 2015/16 is £(0.015)m. The credit from the recovery of overpaid Council Tax Benefit is difficult to predict and will eventually taper off.

There is a net variance of £(0.107)m within the Housing Benefit budget, as a consequence of a reduction in the net amount of Housing Benefit being paid out.

- **Other minor variances £0.012m.**

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TRAFFORD COUNCIL

Report to: Executive
Date: 21 September 2015
Report for: Information
Report of: Acting Corporate Director Transformation and Resources

Report Title

Annual Delivery Plan 2015/16 - Q1 Performance Report

Summary

The attached draft report provides a summary of performance against the Council's Annual Delivery Plan 2015/16 for the period 1st April 2015 to 30 June 2015 (quarter 1).

Recommendations

That the report be noted.

Contact person for access to background papers and further information:

Name: Peter Forrester
Extension: 1815

Background Papers: None

Relationship to Policy Framework/Corporate Priorities	The Annual Delivery Plan 2015/16 Quarter 1 Performance report summarises the Council's performance in relation to the Council's Corporate Priorities.
Financial	None
Legal Implications:	None
Equality/Diversity Implications	None
Sustainability Implications	None
Resource implications e.g staffing/ICT/Assets	None
Risk Management Implications	None
Health and Wellbeing Implications	None
Health and Safety Implications	Not applicable

1.0 Background

- 1.1 The report provides a summary of performance against the Council's Annual Delivery Plan 2015/16 and supporting management information, for the period 1st April 2015 to 30th June 2015 (quarter 1).
- 1.2 This covers the Council's six Corporate Priorities:
 - Low Council Tax and Value For Money
 - Economic Growth and Development
 - Safe Place to Live – Fighting Crime
 - Health And Wellbeing
 - Supporting Young People
 - Reshaping Trafford Council


2.0 Quarter 1 results

- 2.1 The ADP has 41 indicators, 30 of these have currently been reported. A further 7 are Annual Targets and there are 4 where data will not be available until Q2.
- 2.2 There are 16 green indicators (on target). 9 Amber and 5 Red. 15 are new and have no direction of travel. 7 have improved from last period, 3 have stayed the same and 5 have worsened since last period.
- 2.3 There are a number of indicators with positive performance or direction of travel. There include:
 - The take up of online claims for Housing Benefit and Council Tax benefit is now at 100%.
 - Efficiency and savings targets are on target.
 - The percentage of Council Tax and Business Rates collected is above target and is currently at 30.53%.
 - The level of sickness absence (council wide excluding schools) has improved from 10.77 to 9.17 days this means the indicator changes from red to amber.
 - The percentage of major planning applications processed within timescales is at 100%
 - The number of housing units with full planning consents granted so far is above the number expected.
 - The percentage of Trafford Residents in employment has continued to remain high and is currently at 75.3% not only is this above the annual target, this is also above last year's results of 73.9%.
 - Community safety indicators are generally positive and Trafford remains the safest place in Greater Manchester.
 - 93.5% of Trafford pupils are educated in a good or outstanding school.
 - The number of third sector organisations receiving support is on target.
- 2.4 There are some areas for attention and these include the following.
 - Percentage of ground floor vacant units in town centres is higher than the target and the indicator has moved from Green to Amber.

- The number of housing units started on site is 64 which is lower than the target of 75. However, there are a number of new residential schemes with planning consents granted (see above).
- The percentage of relevant land and highways assessed as Grade B or above (predominantly free of litter and detritus) is 73.3% which is 6.7% lower than the target of 80%.
- The number of delayed transfers of care is below target as is the target to increase the eligible population aged 40 – 74 to be offered a health check.

Exception reports have been prepared for all red and amber indicators and action is being taken to improve performance outcomes.

Finance Officer Clearance ID
Legal Officer Clearance JLF

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

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TRAFFORD COUNCIL

**ANNUAL DELIVERY PLAN 2015/16
Quarter 1
Performance Report**

1. Purpose and scope of the report

The report provides a summary of performance against the Council's Annual Delivery Plan (ADP) 2015/16 and supporting management information for the period 1st April to 30th June 2015 (Quarter 1).

This covers the Council's six Corporate Priorities

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

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

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

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

The attached report provides a summary of performance against the Council's Annual Delivery Plan, 2015/16. It should be noted that Q1 performance figures provide a snapshot of performance. However, it should be noted that it is too early to make a significant assessment for some indicators at this stage of the year.

2. Performance Key

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

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



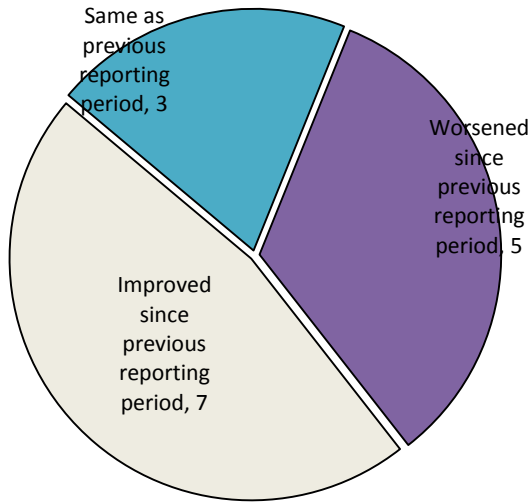
3. Performance Results

3.1 Performance Summary

Performance Indicator RAG Status by Corporate Priority

	All Indicators	G, 16	A, 9	R, 5	No data, 4
	Low Council Tax and Value...	G, 4	A, 2	R, 1	No data, 1
ADP Theme	Economic Growth and...	G, 3	2	R, 2	
	Safe Place to Live -..	G, 6	A, 3		
	Health And Wellbeing	G, 1	A, 1	R, 1	
	Supporting Young People	G, 1	A, 1		
	Reshaping Trafford Council	G, 1			No Data, 2

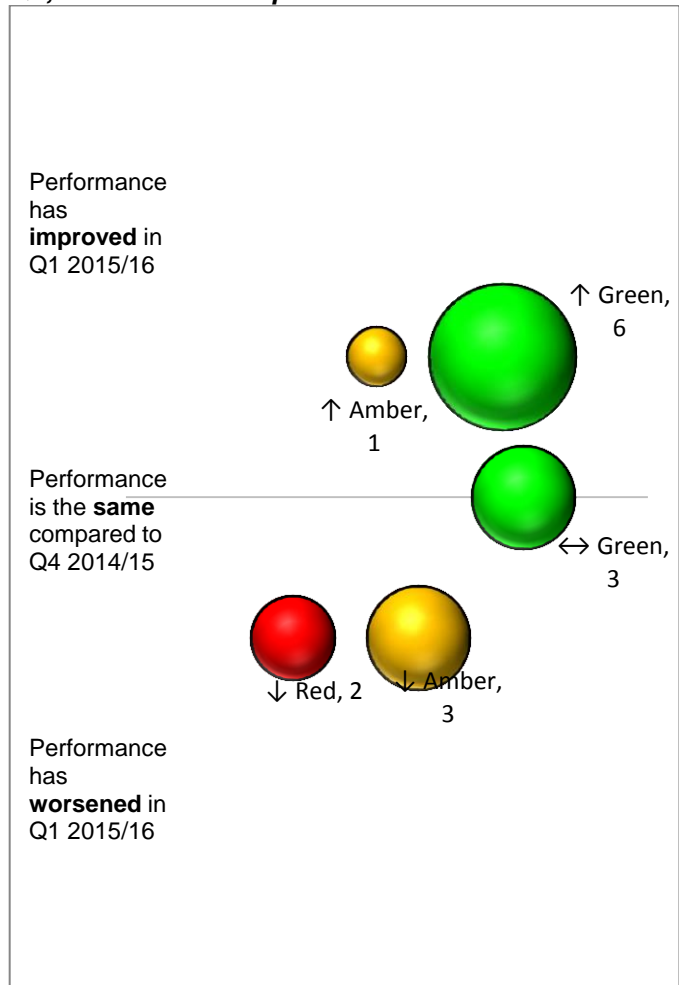
Direction of Travel of all Performance Indicators



The ADP has 41 indicators 30 of these have currently been reported. A further 7 are Annual Targets and there are 4 where data will not be available until Q2

There are 16 green indicators (on target). 9 Amber and 5 Red. 15 are new and have no direction of travel. 7 have improved from last period, 3 have stayed the same and 5 have worsened since last period.

Direction of Travel and RAG status (Position in relation to central line indicates direction of travel in Q1; size of bubble represents the number of indicators)



3.2 Performance Exceptions

The following indicators have a RED performance status at year-end/the end of first quarter.			
Corporate Priority	REF	DEFINITION	DOT Q1
LOW COUNCIL TAX AND VALUE FOR MONEY		Increase in retained Business Rate income to support 2015/16 Budget.	
ECONOMIC GROWTH AND INFRASTRUCTURE	NEW	The number of housing units started on site	NEW
ECONOMIC GROWTH AND INFRASTRUCTURE	NI 154	The number of housing completions per year	↓
HEALTH AND WELLBEING		Increase the percentage of eligible population aged 40-74 offered an NHS Health Check who received an NHS Health Check in the financial year	↓
HEALTH AND WELLBEING		Delayed Transfers of Care attributable to Adult Social Care per 100,000 pop 18+ (ASCOF 2Cii)	New

The following indicators have an AMBER performance status at year-end/the end of first quarter.			
Corporate Priority	REF	DEFINITION	DOT Q1
LOW COUNCIL TAX AND VALUE FOR MONEY	BV 12i	Reduce the level of sickness absence (Council wide excluding schools)	↑
LOW COUNCIL TAX AND VALUE FOR MONEY		Procurement savings Target (STaR)	
ECONOMIC GROWTH AND INFRASTRUCTURE	EG2	Percentage of ground floor vacant units in town centres	↓
ECONOMIC GROWTH AND INFRASTRUCTURE		The percentage of relevant land and highways assessed as Grade B or above (predominantly free of litter and detritus).	↓
SAFE PLACE TO LIVE – FIGHTING CRIME		Reduce the number of repeat victims by 20% within the super-victim cohort (43 identified super victims)	↔
SAFE PLACE TO LIVE – FIGHTING CRIME		Increase community confidence in partnership working within our town centres by 5% - <u>Stretford</u>	↑
SAFE PLACE TO LIVE – FIGHTING CRIME		To increase the number of perpetrators of domestic abuse we work with and who successfully complete the programme by 20% in order to reduce the risk of re-offending	NEW
HEALTH AND WELLBEING		Children in Care Long Term Stability	↓
SUPPORTING YOUNG PEOPLE	LCA2	Maintain the low level of 16-18 year olds who are not in education training or employment (NEET) in Trafford	↓

LOW COUNCIL TAX AND VALUE FOR MONEY

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

For 2015/16 we will:

Make effective use of resources;

- Ensure the delivery of 2015/16 budget savings of £21M
- Update the Council's financial forecasts in line with the forthcoming spending review and identify savings to meet the 2016/17 to 2018/19 budget gap
- Deliver a balanced budget in line with statutory responsibilities and Council priorities
- Continue to collaborate on efficiency projects with other local authorities and other partners
- Continue to work effectively with partners to improve service quality and value for money
- Ensure greater commercialisation of traded services to maximise best use of resources, improve customer service and to provide value for money.
- Implement the new CRM system and the remaining elements of the customer strategy
- Actively investigate allegations of benefit fraud and ensure that this includes a focus on targeting more serious abuses
- Minimise increases in the Waste Disposal Levy through increased waste recycling and reuse of materials.

Key Policy or Delivery Programmes 2015/16

- Medium term Financial Plan
- GM Municipal Waste Management Strategy

Ref.	Definition	Freq	14/15 Actual	15/16 Target	2015/16 Q1			
					Actual	Target	DOT	Status
CAG 08	Improve the % of household waste arisings which have been sent by the Council for recycling/ composting	M	61.9% G	62%	N/A	62%		
Note – the data to be provided after 1st month of contract and will feature in Q2 reports.								
	Improve take up of online claims for Housing Benefit and Council Tax benefit	Q	100% G	98.5%	100%	100%	↔	G
Note - All claims for housing benefit and council tax are online								
NI 179	Delivery of efficiency and other savings and maximise income opportunities	Q	£13.8m G	£21.5m	£21.1m	98%	↑	G
The savings targets are on track.								
BV 12i	Reduce the level of sickness absence (Council wide excluding schools)	M	10.77 Days R	9 days	9.17 days	9 days	↑	A
BV9	Percentage of Council Tax collected	M	97.8% G	98%	30.53%	30.44%	↑	G
Council Tax collection continues to improve enabling focus to be directed on the collection of previous years' arrears. The data presented shows performance against the target for this stage of the financial year.								
	Increase in retained Business Rate income to support 2015/16 Budget.		£1.710M	£1.811M	£1.562m	86%	New	R

Ref.	Definition	Freq	14/15 Actual	15/16 Target	2015/16 Q1			
					Actual	Target	DOT	Status
An exception report not available until Q2								
New	Procurement savings Target (STaR)		New	£6.141M	£5.983m	97%	New	A
An exception report not available until Q2								
	Percentage of Business Rates collected		97.4%	97.5%	28.84%	28.14%	↑	G

Exception Reports

Theme / Priority:	Low council tax and value for money		
Indicator / Measure:	BV 12i		
Indicator / Measure detail:	Reduce the level of sickness absence (Council wide excluding schools)		
Baseline:	Number of Days		
Target and timescale:	9 Days	Actual and timescale:	9.17 days Q1 15/16
Why is performance at the current level?			
<ul style="list-style-type: none"> • Is any variance within expected limits? • Why has the variance occurred? • Is further information available to give a more complete picture of performance? • What performance is predicted for future periods? 			
<p>At the end of Q4 14/15, absence levels were at an average of 10.77 days per employee. Since April 2015, absence levels have fallen and at the end of Q1, they were at an average of 9.17 days per employee, which is slightly in excess of the target of 9 days per employee. This reduction in sickness absence in Q1 follows a typical trend and is reflected in monitoring figures for previous years 2013/14 and 2014/15. This trend ordinarily continues into Q2 and then we typically see an increase in sickness absence levels in Q3 and Q4. These monitoring periods span the winter months, where we tend to see an increase in illnesses such as coughs and colds which represented the second to top reason for absence during 2014/15.</p> <p>In line with the typical trend, we have also seen a reduction in the number of long term sickness absence cases during this quarter; these have decreased from 74 at the end of Q4 14/15 to 58 at the end of Q1 15/16. Whilst this follows the typical trend, it may also be linked to the Council's revised Sick Pay Scheme, which has reduced sickness benefits down from 6 months' full pay/6 months' half pay to a maximum of 3 months' full pay/3 months' half pay.</p> <p>Although the typical trend is for sickness absence levels to increase towards the end of the monitoring period, it should be noted that the figures for 2015/16 are significantly lower than the same period in 2014/15, where the figures were reported as 9.89 days per employee. This is encouraging in terms of working towards achieving our overall annual target of 9 days absence per employee.</p>			
What difference does this make – the implications of not meeting target?			
<ul style="list-style-type: none"> • Impact on service users/public. • Impact on corporate priorities and plans. • Impact on service/partner priorities. • Impact on equalities, sustainability or efficiency <p>Can we move resources to support this or other priorities?</p>			
<p>If sickness absence levels are high, then this has a significant impact on service delivery and costs at a time when the Council has to manage with limited resources. High absence levels also carry the indirect cost of increased workload pressure on colleagues of absent staff.</p>			
How can we make sure things get better?			
<ul style="list-style-type: none"> • What activities have been or will be put in place to address underperformance? Make specific reference to action plans. • When performance will be brought back on track? • Assess the need for additional resources/funding/training/investment. • Identify the source of additional resources/funding/training/investment. 			

- Consult with other services, staff, managers, relevant Members and partners.

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

HR Business Partners are continuing to work with managers to identify strategies for hot spot areas, building on the significant number of management briefings previously delivered to support them to improve the attendance of their staff.

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

As the Council continues to transform, a Change Management Strategy is in place to provide a wide range of support for staff, this includes regular communications, training and development, access to Health Management and the BDMA Counselling Service as well as access to regular health and wellbeing events and employment support through the Council's links with Job Centre Plus and Penna.

Theme / Priority:	Low council tax and value for money		
Indicator / Measure detail:	Increase in retained Business Rate income to support 2015/16 Budget.		
Baseline:	Additional business rate income		
Target and timescale:	£1.811m 2015/16 Target	Actual and timescale:	£1.562m Q1 Projection 2015/16
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>Business rate forecasts are undertaken on a monthly basis but because of the numbers of variables can be complex to calculate and volatile. At the end of Q1 in-year business rate growth is forecasted to be £(1.562)m, a reduction of £0.249m compared to target, caused by a higher than anticipated cost of empty property exemptions in the first quarter, in part offset by growth.</p> <p>This is one component of the overall position on business rates. The latest projections as at 30 June 2015 show a net overall reduction in retained business rates income streams of £0.084m compared to budget and this is summarised as:</p> <ul style="list-style-type: none"> • Increase in Section 31 grant income of £(0.123)m to £(1.786)m due to additional costs of the small business rate and retail reliefs. This has a benefit to the 2015/16 budget because S31 grants are accrued during the financial year to which they relate. (Item A); • Overall reduction in the cost of the levy due to the updated growth forecast £(0.063)m (Item B); • Reduction in the AGMA pool rebate £0.021m. (Item C); • Impact on 2015/16 – sum of items A to C, £(0.165)m, but needs to be retained to make good any deficit on retained income from business rate growth in year, currently projected at £0.249m. 			
What difference does this make – the implications of not meeting target?			
<ul style="list-style-type: none"> • Impact on service users/public. • Impact on corporate priorities and plans. • Impact on service/partner priorities. • Impact on equalities, sustainability or efficiency <p>Can we move resources to support this or other priorities?</p>			
The position will not affect the resourcing of the 2015/16 budget as any surplus or deficit is carried forward to later years' budgets.			
How can we make sure things get better?			
<ul style="list-style-type: none"> • What activities have been or will be put in place to address underperformance? Make specific reference to action plans. • When performance will be brought back on track? • Assess the need for additional resources/funding/training/investment. • Identify the source of additional resources/funding/training/investment. • Consult with other services, staff, managers, relevant Members and partners. 			
This position is expected to be cyclical as empty property exemptions are time limited to either three or six months dependent on type of property and this position will be monitored throughout the year.			

ECONOMIC GROWTH AND INFRASTRUCTURE

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

For 2015/16 we will

- Deliver strategic development projects as identified in the Local Plan and maximise investment in the Borough.
- Support our Town Centres to be vibrant and dynamic places to benefit residents, businesses and visitors.
- Deliver and enable investment and growth through effective planning processes and frameworks.
- Invest in the highway infrastructure, support the Metrolink expansion and improve sustainable travel choices to access jobs, services and facilities within and between communities.
- Support business growth and attract inward investment into the borough.
- Maximise the potential of the Borough's assets, including international sporting facilities and visitor attractions, to lever in further investment.
- Encourage and support businesses, communities and individuals to take more ownership and responsibility for their environment in line with the Be Responsible campaign.
- Maximise the use of the Council's portfolio of assets to help support the delivery of council objectives.
- Develop housing, growth and maximise investment in Trafford through the Greater Manchester Housing Investment Fund.
- Maintain and improve the environment around our public spaces, highways and neighbourhoods.

Key Policy or Delivery Programmes 2015/16

- Master Plans for: Old Trafford, Trafford Park, Stretford (and Altrincham Strategy)
- Trafford Local Plan
- Community Infrastructure Levy
- Flood Risk Management Strategy (in partnership with Manchester and Salford)
- Economic and Housing Growth and Prevention of Homelessness strategies
- Land Sales Programme
- Transport Asset Management Plan
- GM Housing Investment Fund
- GM Minerals Plan

Ref.	Definition	Freq	14/15 Actual	15/16 Target	2015/16 Q1			Status
					Actual	Target	DOT	
EG2	Percentage of ground floor vacant units in town centres	Q	15.9%	15%	16%	15%	↓	A
	Percentage of major planning applications processed within timescales	Q	81.8%	70%	100%	70%	↑	G
	The number of housing units for full planning consents granted	Q	New	500	249	100	NEW	G

Ref.	Definition	Freq	14/15 Actual	15/16 Target	2015/16 Q1			
					Actual	Target	DOT	Status
	The number of housing units started on site	Q	New	350	64	75	NEW	R
NI 154	The number of housing completions per year	Q	245	300	51	60	↓	R
New (EG8)	Total Gross Value Added <i>(The total value of goods + services produced in the area)</i>	A	£6.04 billion	£6.2 billion	Annual Indicator Dec 15			
	Value of major developments obtaining planning consent (based on Council tax and rateable value)		New	£800k	Annual Indicator			
	Value of major developments completed (based on Council tax and rateable value)		New	£700k	Annual Indicator			
New (EG4.1)	Percentage of Trafford Residents in Employment	Q	73.9%	75%	75.30%	75%	↑	G
BRP0 2	Deliver the published 2015/16 Highway Maintenance Capital Programme	M	100% G	100%				
Note – the data to be provided after 1st month of contract and will feature in Q2 reports.								
	The percentage of relevant land and highways assessed as Grade B or above (predominantly free of litter and detritus).	Q	78.8% A	80%	73.30%	80%	↓	A
	Percentage of Highway safety inspections carried out in full compliance with the agreed programme	Q	95%	100%				
Note – the data to be provided after 1st month of contract and will feature in Q2 reports.								
	Average achievement of Customer Care PIs (AMEY)	Q	New	90%				
Note – the data to be provided after 1st month of contract and will feature in Q2 reports.								

Theme / Priority:	ECONOMIC GROWTH AND INFRASTRUCTURE		
Indicator / Measure detail:	% of ground floor vacant units in town centres		
Baseline:	Units		
Target and timescale:	15% By End March 16	Actual and timescale:	16% By End June 15
Why is performance at the current level?			
<ul style="list-style-type: none"> • Is any variance within expected limits? • Why has the variance occurred? • Is further information available to give a more complete picture of performance? • What performance is predicted for future periods? 			
<p>The vacancy rate for the first Quarter 2015/2016 (16.04%) is only 0.14% higher than the last quarter (15.95%). The vacancy rate will fluctuate in accordance with market conditions and the demands and financial circumstances of individual retailers. Although a general decrease over time would be the aspiration, it would be expected that the vacancy rate would sometimes rise.</p> <p>During the last quarter, the vacancy rate has fallen slightly in Altrincham and Sale and risen slightly in Urmston and Stretford. However, Sale and Urmston still have a much lower vacancy rate than the latest reported North West average vacancy rates for retail and leisure (16.3%, February 2015).</p>			
	Vacancy Rate (%) April 15		Vacancy Rate (%) June 15
Altrincham	17.8	17.8	
Sale	12.0	11.6	
Stretford	33.3	33.8	
Urmston	5.8	6.7	
	15.9	16.0	
<p>The current average vacancy rate has shown a decrease compared to the same period in period in 2014 (i.e. 18.3%), and improved performance has been shown in all of the town centres.</p>			
	Vacancy Rate (%) June 14		Vacancy Rate (%) June 15
Altrincham	19.5	17.8	
Sale	11.9	11.6	
Stretford	42.0	33.8	
Urmston	7.8	6.7	
	18.3	16.0	
<p>There are a number of new openings expected in the next quarter and new investment in Altrincham (improvements to the public realm and the Stamford Quarter), Sale (School Road improvements) and Stretford (new units being created in the indoor market area) which should attract additional business openings.</p> <p>The Council has continued to run the Town Centre Loan Scheme which offers interest-free loans of up to £10,000 (sometimes £20,000 for certain Altrincham properties) to businesses who occupy vacant units in the town centres. There were no new loan scheme openings in the last quarter but eight loans were approved in the last financial year with at least three further openings expected in the next quarter as a result of the scheme.</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>It is important to the sustainability of the town centres that the long term trend is one of an increase in occupancy levels, which will represent increased business growth and spend in the town centres.</p> <p>The vacancy rate for the end of June 2015 is 1.14% above the target for the end of March 16 but the market, and overall economic conditions, dictate fluctuations in the retail sector and the subsequent impact on the take-up and vacancy rates.</p> <p>Altrincham’s vacancy rate in particular has fallen significantly in the past few years and it is hoped that this trend will continue driven by the new investment in the Stamford Quarter and Public Realm, the impact of the Market House and the work of the Town Team. New ownership and new investment in Stretford, including the opening of Aldi in 2016 and openings of newly constructed units in the Indoor Market area. It is also hoped the recent investment in environmental improvements in Sale and Urmston will have a positive impact.</p> <p>The Council will continue to invest significant resources into the town centres and coordinated support mechanisms such as the Altrincham Town Team and the Town Centre Partnerships will continue. For example, the Town Centre Investment Fund was established and financed by the Council to improve the environment and reduce vacancy rates across all the town centres. Also, the work being carried out by the Town Centre Partnerships, including events and promotion, aims to bring in extra visitors into the town centres and support existing and new businesses.</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>Economic conditions are improving but are still difficult for retailers, so a small increase in vacancy rates would not be unexpected given the current economic conditions. However, it is reassuring that the overall town centre vacancy rate across the town centres has fallen during the past year, and the vacancy rates for Sale and Urmston remain relatively low compared to the national average.</p> <p>The Council has taken a strategic and coordinated approach to the sustainability and regeneration of the town centres in partnership with local stakeholders and residents. This includes the Altrincham Strategy and the Public Realm Strategy, the Stretford Masterplan and the Sale and Urmston Improvement Plans. These documents aim to stimulate activity to revitalise each of the town centres ensuring that resources and investment are targeted in the most effective and beneficial way. This will make the town centres more attractive and desirable locations, which will encourage increased visitors and spend, attract new investment and generate economic growth.</p> <p>Work is currently taking place to develop a Business Improvement District (BID) in Altrincham town centre which if successful should generate additional income to improve and to better promote the town centre from 2015/16 onwards. This would deliver a variety of projects chosen by the businesses in the town.</p> <p>Feedback from retailers, particularly in Altrincham, has suggested that business rates and high rents are a major issue. This issue was explored with a specialist ratings surveyor and many businesses submitted business rates appeals using a collective evidence base, which resulted in reductions for many businesses. A collective appeal is also currently taking place in Stretford led by the Mall.</p> <p>Existing activities aimed at improving the town centres and reducing vacancies will continue e.g. events, loan scheme, Landlords Forum.</p> <p>Communication with businesses will continue to identify issues and formulate action to improve the town</p>

centres. Work will continue to explore new initiatives through the Altrincham Forward, Town Centre Partnerships, Locality Partnerships and the Town Centres Operational group, represented by the Economic Growth and Partnerships teams.

Theme / Priority:	ECONOMIC GROWTH AND INFRASTRUCTURE		
Indicator / Measure:	SP1		
Indicator / Measure detail:	The number of housing completions per year (gross) (Quarterly)		
Baseline:			
Target and timescale:	60	Actual and timescale:	51
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>51 homes have been completed in Quarter 1 of 2015/16.</p> <p>Whilst this is an increase on those recorded in Qtr. 1 of 2014/ 15 this is still below the anticipated target of 60 dwellings set out in the Delivery Plan. Figures reported elsewhere detail that the Council has recorded 64 units starting on site during Qtr 1 and also granted planning permission for 249 units during this same period.</p> <p>This activity suggests that some development activity is returning to parts of the borough, but that there are other factors contributing to this under delivery.</p> <p>Given the number of pipeline dwellings it is anticipated that the level of completions will improve over the next monitoring period and also that the number of sites with extant planning permissions cannot be viewed as an impediment to the delivery of new residential development.</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 main implication of not meeting this target is the impact on our ability to meet relevant corporate priorities and plans, especially in relation to creating housing stock required to meet local housing needs. It also impacts on the Council's regeneration aspiration, continuing inequality in access to new housing and providing new growth in sustainable locations.</p> <p>Low delivery of housing also impacts on the receipt of New Homes Bonus and new Council Tax.</p>			
How can we make sure things get better?			
<ul style="list-style-type: none"> • What activities have been or will be put in place to address underperformance? Make specific reference to action plans. • When performance will be brought back on track? • Assess the need for additional resources/funding/training/investment. • Identify the source of additional resources/funding/training/investment. • Consult with other services, staff, managers, relevant Members and partners. 			
<p>There is on-going work to stimulate growth in the local residential housing market. For example, work is underway with Trafford Housing Trust on various sites; and also with Peel re: various sites in north of the borough at both Trafford Park and within the Regional Centre.</p>			

The Council is also considering a major planning application for 3,000 new homes at Trafford Waters and is actively engaging with the new owners (HIMOR) in relating to their development at Carrington.

Improvements in data collection methods and the introduction of new indicators have been made and are reported elsewhere in the monitoring plan. A process of more regular site surveys has also been introduced to ensure the Council has a comprehensive understanding of the current housing situation in terms of what is in the pipeline (with planning permission) and what developments have been completed.

Theme / Priority:	ECONOMIC GROWTH AND DEVELOPMENT		
Indicator / Measure:			
Indicator / Measure detail:	The percentage of relevant land and highways assessed as Grade B or above (predominantly free of litter and detritus).		
Baseline:	Overall out turn for 14/15 was 78.8% Although the overall results fell slightly short of the overall target of 80%, the overall trend is upward. This was reflected in the latest quartile results for 14/15 which achieved 80.5%		
Target and timescale:	80% Q2-4 15/16	Actual and timescale:	73.3% Q1 15/16 (not to be included in 15/16 calculation as the 80% target is an Amey target within the new JVC covering Q2-Q4).
Why is performance at the current level?			
<ul style="list-style-type: none"> • Is any variance within expected limits? • Why has the variance occurred? • Is further information available to give a more complete picture of performance? • What performance is predicted for future periods? 			
Throughout this quartile, Street Scene employees were in the mobilisation period with Amey and the sample size was relatively small. Whilst performance was lower than anticipated, it is expected that targets will be met during the year and the outcomes for the first part of Q2 are positive.			
What difference does this make – the implications of not meeting target?			
<ul style="list-style-type: none"> • Impact on service users/public. • Impact on corporate priorities and plans. • Impact on service/partner priorities. • Impact on equalities, sustainability or efficiency 			
Can we move resources to support this or other priorities?			
There has been minimal impact on service users. It is anticipated that the corporate priorities will be met overall. The target has been set based on that committed in the One Trafford partnership which started on 4 th July (Q2).			
How can we make sure things get better?			
<ul style="list-style-type: none"> • What activities have been or will be put in place to address underperformance? Make specific reference to action plans. • When performance will be brought back on track? • Assess the need for additional resources/funding/training/investment. • Identify the source of additional resources/funding/training/investment. • Consult with other services, staff, managers, relevant Members and partners. 			
Additional resources are not expected to be required. Standards will continue to be monitored with a higher number of locations being sampled through the Amey monitoring regime.			

Theme / Priority:	ECONOMIC GROWTH AND INFRASTRUCTURE		
Indicator / Measure detail:	The number of housing units started on site		
Baseline:	New Indicator		
Target and timescale:	75	Actual and timescale:	64
Why is performance at the current level?			
<ul style="list-style-type: none"> • Is any variance within expected limits? • Why has the variance occurred? • Is further information available to give a more complete picture of performance? • What performance is predicted for future periods? 			
<p>This is a new indicator but details the Council has recorded 64 units starting on site during Qtr 1.</p> <p>This activity suggests that some development activity is returning to parts of the borough, but that there are other factors contributing to this under delivery. It suggests performance in relation indicator SP1 (Completions) will improve in Qtr 2, but not sufficient to meet the target.</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 main implication of not meeting this target is that it is the impact on our ability to meet relevant corporate priorities and plans, especially in relation to creating housing stock required to meet local housing needs. It also impacts on the Council's regeneration aspiration, continuing inequality in access to new housing and providing new growth in sustainable locations.</p> <p>Low delivery of housing also impacts on the receipt of New Homes Bonus and new Council Tax.</p>			
How can we make sure things get better?			
<ul style="list-style-type: none"> • What activities have been or will be put in place to address underperformance? Make specific reference to action plans. • When performance will be brought back on track? • Assess the need for additional resources/funding/training/investment. • Identify the source of additional resources/funding/training/investment. • Consult with other services, staff, managers, relevant Members and partners. 			
<p>Improvements in data collection methods and the introduction of new indicators have been made and are contributing to the availability of more up-to-date information being available to monitor housing development in the borough.</p> <p>A process of more regular site surveys has also been introduced to ensure the Council has a comprehensive understanding of the current housing situation in terms of what is in the pipeline (with planning permission) and what developments have been completed.</p> <p>As reported elsewhere in the monitoring report, the Council granted planning permission for 249 units during Qtr 1 monitoring period which suggests that the number of sites with extant planning permissions cannot be viewed as an impediment to the delivery of new residential development.</p>			

SAFE PLACE TO LIVE – FIGHTING CRIME

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

For 2015/16 we will

- Address the underlying causes of crime and anti-social behaviour by taking early action, working with local communities to prevent crime and improve public perception and confidence, and by working with partners to support and intervene at individual, family and community level, targeting resources where they are most needed.
- Improve public access to services offered by the Integrated Safer Communities team and through strong case management implement a collaborative and risk led approach to tackling Anti-Social Behaviour.
- Continue to develop and deliver innovative and effective interventions to address the behaviour of those involved in crime.
- Deliver responsive and visible justice by undertaking robust enforcement action and turning the tables on offenders to make sure they are held accountable for their actions, and that criminal assets are recovered.
- Continue to work effectively with partners and our communities to implement the national Prevent Strategy and to raise awareness and reduce the risks of radicalisation.
- We will, with our partners such as the police, identify the best methods for people to keep their property secure and launch a Trafford wide campaign to provide advice and highlighting best practice.
- We will work with Greater Manchester Police to ensure that we recruit more Trafford citizens to the role of Special Constable to be active within Trafford

Key Policy or Delivery Programmes 2015/16

- Crime Strategy 2015-2018 (currently being refreshed)

Ref.	Definition	Freq	14/15 Actual	15/16 Target	2015/16 Q1			
					Actual	Target	DOT	Status
STP1	Maintain the position of Trafford compared to other GM areas in terms of Total Crime Rate.	Q	1 st G	1 st	1 ST	1 ST	↔	G
	Reduce the number of repeat victims by 20% within the super-victim cohort (43 identified super victims)	Q	100%	80%	3 (number in cohort) (performance to be updated later in year)	-	↔	A
	Increase community confidence in partnership working within our town centres by 5%	Q	Stretford 73%	Stretford 78%	75%	78%	↑	A
			Urmston 77%	Urmston 82%	83%	82%	↑	G
			Sale 85%	Sale 90%	96%	90%	↑	G
			Altrincham 56%	Altrincham 61%	62%	61%	↑	G

Ref.	Definition	Freq	14/15 Actual	15/16 Target	2015/16 Q1			
					Actual	Target	DOT	Status
	To work collaboratively to reduce the number of incidents by 10% and public service resources committed to missing from home (MFH) and missing from care (MFC) for vulnerable young people.	Q	MFH: 247	MFH: 222	45	56	NEW	G
		Q	MFC: 206	MFC: 230	59	47	NEW	G
	To increase the number of perpetrators of domestic abuse we work with and who successfully complete the programme by 20% in order to reduce the risk of re-offending	Q	Worked/Completed 65/50	78/60	11/7	20/15	NEW	A

Theme / Priority:	SAFE PLACE TO LIVE – FIGHTING CRIME		
Indicator / Measure detail:	Increase community confidence in partnership working within our town centres by 5%		
Baseline:			
Target and timescale:	78%	Actual and timescale:	75%
Why is performance at the current level?			
<ul style="list-style-type: none"> • Is any variance within expected limits? • Why has the variance occurred? • Is further information available to give a more complete picture of performance? • What performance is predicted for future periods? 			
<p>The trend over the last 12 months has been stable or upwards. Liaison with the police integrated neighbourhood team and our Safer Communities officers suggest that the only explanation, if there is one, is that reducing police resources have impacted on the number of proactive patrols possible. In addition resources have been diverted to deal with the rise in youth anti-social behaviour during this quarter in Trafford's green spaces.</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>			
At this stage we remain confident the target will be reached.			
How can we make sure things get better?			
<ul style="list-style-type: none"> • What activities have been or will be put in place to address underperformance? Make specific reference to action plans. • When performance will be brought back on track? • Assess the need for additional resources/funding/training/investment. • Identify the source of additional resources/funding/training/investment. • Consult with other services, staff, managers, relevant Members and partners. 			
<p>The quarterly perception surveys are monitored by one of the sub-groups of the Safer Partnership and so these latest figures will be discussed at the next meeting and any relevant partnership actions will be implemented.</p>			

Theme / Priority:	SAFE PLACE TO LIVE – FIGHTING CRIME		
Indicator / Measure detail:	To increase the number of perpetrators of domestic abuse we work with and who successfully complete the programme by 20% in order to reduce the risk of re-offending		
Baseline:			
Target and timescale:	78/60	Actual and timescale:	31/22
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>Presently the partnership is working with DA perpetrators through the court system. This will continue. However our new DA delivery model (funded by the HO Innovation fund through the PCC's office) is not yet at full implementation as the funding has only just been agreed and not released yet. Our proposal includes an element of Restorative Family Group conferencing which will enable us to work with more DA perpetrators related to standard and lower risk victims, not in the court system. This is a cohort not previously worked with. Once in place the programme will increase the number of perpetrators worked with and who complete.</p>			
What difference does this make – the implications of not meeting target?			
<ul style="list-style-type: none"> • Impact on service users/public. • Impact on corporate priorities and plans. • Impact on service/partner priorities. • Impact on equalities, sustainability or efficiency 			
Can we move resources to support this or other priorities?			
Once the RFGC model is in place we should quickly return to being on target.			
How can we make sure things get better?			
<ul style="list-style-type: none"> • What activities have been or will be put in place to address underperformance? Make specific reference to action plans. • When performance will be brought back on track? • Assess the need for additional resources/funding/training/investment. • Identify the source of additional resources/funding/training/investment. • Consult with other services, staff, managers, relevant Members and partners. 			
The DA Delivery task group meets this week now we have confirmation of funding and will plan a rapid commissioning of the RFGC programme.			

Theme / Priority:	SAFE PLACE TO LIVE – FIGHTING CRIME		
Indicator / Measure detail:	Reduce the number of repeat victims by 20% within the super-victim cohort (43 identified super victims)		
Baseline:			
Target and timescale:	80%	Actual and timescale:	3
Why is performance at the current level?			
<ul style="list-style-type: none"> • Is any variance within expected limits? • Why has the variance occurred? • Is further information available to give a more complete picture of performance? • What performance is predicted for future periods? 			
<p>This is a new programme of work. The Safer Trafford Partnership has commissioned CRC to work with a cohort of repeat victims in order to reduce re-victimisation rates. It is a voluntary programme. Staff have been recruited and have begun to engage a small number of individuals from within the cohort. It is early days and will take time to develop relationships and promote confidence in the service. The numbers worked with do not necessarily correlate to the % reduction in repeat victimisation as each individual may have been a victim more than once and reducing one person's vulnerability will produce significant impact. This impact will emerge over a longer period of time</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>This target is about a reduction in repeat victimisation not just a reduction in numbers in the cohort. CRC and the GMP have been asked to quantify in terms of % reduction of repeat victimisation of those victims engaged with the programme. Each case is being closely monitored as we anticipate reporting case studies which will demonstrate the value of the work to both vulnerable victims and their families and to a consequent reduction in demand on a number of public services.</p>			
How can we make sure things get better?			
<ul style="list-style-type: none"> • What activities have been or will be put in place to address underperformance? Make specific reference to action plans. • When performance will be brought back on track? • Assess the need for additional resources/funding/training/investment. • Identify the source of additional resources/funding/training/investment. • Consult with other services, staff, managers, relevant Members and partners. 			
<p>A super-victim project group and action plan is being set up to ensure impact and outcomes of the work are more closely monitored.</p>			

HEALTH AND WELLBEING

To commission and deliver quality services that encourage people to lead healthy and independent lives, enhancing wellbeing across Trafford with a particular focus on our vulnerable groups

For 2015/16 we will

CFW Transformation Programme

- Transform the CFW delivery model with innovative approaches focused on the most vulnerable people in Trafford in line with Reshaping Trafford.

Health and Wellbeing

- Work with the CCG and local health providers to support delivery integrated commissioning and delivery of health and social care for Trafford
- Implementation of the GM Health and Social Care devolution in line with the Memorandum of Understanding
- Reduce health inequalities for our vulnerable groups and localities through the Health and Wellbeing Action plan
- Reduce alcohol and substance misuse and alcohol related harm
- Support people with long term health, mental health and disability needs to live healthier lives
- lives
- Promote healthy lifestyles and access to sport and leisure opportunities

Promoting resilience and independence

- Enable people to have more choice, control and flexibility to meet their needs
- Ensure that people in Trafford are able to live as independently as possible, for as long as possible
- Implement the Care Act
- Support communities to promote their health and wellbeing by fostering enhanced social networks and by supporting an asset based approach to delivery community based solutions to improve health and wellbeing

Safeguarding vulnerable adults and children and young people

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

Close the gap for vulnerable children, families and communities

- Embed early help and prevention across all aspects of work using learning from evidenced based models
- Continue to improve outcomes for children in care
- Improve support for families facing difficult times through locality working
- In partnership with public services, the Voluntary and Community sector and young people, develop a Youth Trust model for the delivery of first class youth provision in Trafford

Market management and quality assurance

- Ensure that services are available within Trafford to meet the needs of the population by helping to develop market capacity.
- Monitor service providers so any safeguarding issues or potential provider failure is identified at

the earliest stage.

Key Policy or Delivery Programmes 2015/16

- CFW Transformation Programme
- GM Health and Social Care Devolution
- Better Care Fund programme
- Care Act Implementation
- Health and Wellbeing Strategy
- Stronger Families programme
- Welfare Reform delivery
- Crime Strategy 2015-18
- Youth Trust model

Ref.	Definition	Freq	14/15 Actual	15/16 Target	2015/16 Q1			
					Actual	Target	DOT	Status
	Delayed Transfers of Care attributable to Adult Social Care per 100,000 pop 18+ (ASCOF 2Cii)	Q	7.9	7.9	10.3	7.9	New	R
	Permanent admissions of older people to Residential / Nursing care (ASCOF 2Aii)	Q	250	250	61	63	↑	G
	Increase the percentage of eligible population aged 40-74 offered an NHS Health Check who received an NHS Health Check in the financial year	Q	47.8%	50%	40.1%	50%	↓	R
See exception report below								
	Children in Care Long Term Stability	Q	78% A	80%	77.7%	80%	↓	A

Theme / Priority:	HEALTH AND WELLBEING		
Indicator / Measure detail:	Children in Care Long Term Placement Stability		
Baseline:	77.9% at March 2015		
Target and timescale:	80% at March 2016	Actual and timescale:	77.7% at Q1 2015/16 (June)
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>Performance in this area continues to be very positive and is above the last published national average which is 67% and that that of our statistical neighbours at 63%</p> <p>The variance relates to a small number of children who have changed placement. These placement changes have for a percentage of children been appropriate and in keeping with the individual care plans of the child. There is an on-going challenge relating to both a national shortage of placements in secure children's homes and placements for children with complex and challenging behaviour and this has ,at times, made finding suitable and stable placements for a small cohort of complex children difficult</p> <p>It is predicted that performance is likely to remain around the 77% to 80% figure for future periods. The figure is likely to continue to be negatively affected by the continuing predicted increase in the overall LAC population.</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 outturn for this indicator continues to be very positive when compared to statistical neighbours. The provision of stable long-term placements is central to the individual success of children in care and is a key priority of Trafford's Placement strategy.</p> <p>Progress against this indicator is monitored at both the Corporate Parenting Board and at the Monthly Directors Safeguarding meeting. The provision of long term stable placements to children in care is a priority which is shared by the whole Council.</p>			
How can we make sure things get better?			
<ul style="list-style-type: none"> • What activities have been or will be put in place to address underperformance? Make specific reference to action plans. • When performance will be brought back on track? • Assess the need for additional resources/funding/training/investment. • Identify the source of additional resources/funding/training/investment. • Consult with other services, staff, managers, relevant Members and partners. 			
<p>Trafford's placement strategy is continuing to be implemented.</p> <p>The issue of placements for children with complex and challenging behaviour will be taken up at the CFW Business Delivery Group.</p> <p>The national shortage of secure placement is being taken up by the Association of Directors of Children's Services (ADCS).</p> <p>The ADCS group have been progressing an approach which would involve a greater degree of co-ordination between relevant government departments in the commissioning of welfare secure beds and in Trafford we are currently participating in an exercise to model and capture national demand</p>			

for such placements

A key area of placement development activity is the recruitment of more foster carers for both older children and sibling groups. A targeted foster care recruitment campaign was launched in May and it is hoped that this will enhance Trafford's capacity to provide long term stable foster placements to this cohort of children.

Theme / Priority:	HEALTH AND WELLBEING		
Indicator / Measure detail:	Delayed Transfers of Care attributable to Adult Social Care per 100,000 pop 18+ (ASCOF 2Cii)		
Baseline:			
Target and timescale:	<7.9	Actual and timescale:	10.3
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>There is a historical pattern of high delayed discharges from University Hospital South Manchester (UHSM) that is due to a range of complex factors. We also know during the summer period there are spikes and this variance is typical of the same period of time last year and in previous years. Data is outside of an expected tolerance limit but it is not unusual and or specific to Trafford as South Manchester also experienced similar difficulties.</p> <p>The spike is attributed to a number of factors as listed below:</p> <ul style="list-style-type: none"> • Some homecare providers make insufficient provision for business continuity to cover the summer holiday period when a large proportion of the workforce take leave. This leaves them with poor staffing levels and a very limited ability to take new packages putting further stress on an already limited workforce. We are working with providers to resolve this and bringing additional providers into the market. • The population demography in Trafford makes it difficult for providers to recruit to homecare vacancies, as there is less of a supply of residents seeking this type of job and pay. • Restructure of the Council's reablement service have resulted in additional patient packages going out to the external market for the Stabilise and Make Safe (SAMS) pilot. This is a pilot at this stage and although evaluation has been very good it was not operating at full capacity through the transitional period. We expect the new services to have a significant positive impact over the 2nd half of the year. • A review has shown that the flow of Trafford patients from acute settings, and expectations of future service established by clinicians in hospitals, are not always appropriate or sustainable. An action plan is in place with UHSM to resolve this issue. • There is an ongoing lack of intermediate care beds in Trafford which we believe is putting additional pressure on other types of care package and increasing delayed discharges. This is recognised by Trafford CCG and we are working with them on a pilot to increase capacity from October. <p>In totality the factors that result in a delayed discharge are complex and start almost at the point of admission. There is no one set of data that definitively indicates where the problem can be solved therefore there is no one definitive solution. There have also been substantial challenges with recording in line with national definitions, in particular at UHSM.</p> <p>Significant work is underway with UHSM and Trafford CCG to review the processes in place from admission onwards and that requires the acute providers to look at their own processes as well as medical bed capacity. A full action plan is in place with UHSM and Trafford CCG, and all Council actions are in progress with several concluded.</p> <p>The full data for August 2015 actually shows a downward trend for delayed discharges, so whilst there have been key periods of significant demand within the year to date the overall trend is downward with delays returning to a normal range. Analysis of a three month period shows significant variability in performance so it is likely that whilst significant improvement has been made in recently, it is likely that unpredictable performance will continue until all partners have bedded in required changes.</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> <ul style="list-style-type: none"> • Patients remain in hospital longer than necessary which may impact on their independence and recovery. 			

- The reputation of the organisation is affected negatively
- The delays contribute to pressures on bed availability during this period although it should be noted that the hospital have reduced the bed availability over the last 12 months.
- The acute providers ability to maintain NHS targets is compromised

Remedies have been put in place in the short term to improve flow and two new homecare providers were awarded contracts through a quotation exercise and all previously delayed packages of care have now been let.

Pennine Care continues to support and facilitate discharge for some patients via their Health care support workers to expedite discharge where possible.

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.

- Additional capacity has been brought to the homecare market with a significant improvement in access in recent weeks. It is anticipated that the situation will continue to improve and reduce the number of delayed transfers towards the target.
- A full agreed action plan is in place as described to address findings from a review conducted in June of delays in the system. This is monitored and updated weekly.
- There is a new additional role of Contact Officer being recruited to reduce the number of inappropriate referrals into the social work team within hospitals.
- There are 2 additional re-ablement staff based within the team at UHSM to improve and co-ordinate the appropriate flow of service users into the Stabilise and Make Safe service to reduce the burden on homecare.
- There is a planned GM pilot of joint work with Manchester Social Care colleagues to develop an integrated cross-border model and greater peer review.
- A Head of Independence has been recruited to support the implementation of transformation projects within operational services. One of their priorities will be the implementation of changes within the hospital SW team.
- A review of intermediate care capacity has recommended substantial growth in availability. We are working closely with the CCG on a pilot due to start in October.

Theme / Priority:	HEALTH AND WELLBEING		
Indicator / Measure:	NHS Health Checks uptake rate		
Indicator / Measure detail:	The percentage of eligible population aged 40-74 offered an NHS Health Check who received an NHS Health Check in the financial year		
Baseline:	47.9% 2014 / 2015		
Target and timescale:	50% at March 16	Actual and timescale:	40.1% at Q1 (June) 2015/16
Why is performance at the current level?			
<ul style="list-style-type: none"> • Is any variance within expected limits? • Why has the variance occurred? • Is further information available to give a more complete picture of performance? • What performance is predicted for future periods? 			
<p>Although performance is below target based on an equal level of uptake by Quarter it is substantially higher than Q1 in 2014/15 which was 36%.</p> <p>A high number of invitations are sent out by GP practices in Q1 which means that this is usually the lowest uptake. If Q2-4 matches 2014/15 the overall uptake for 2015/16 will be 50% in line with the target</p> <p>The uptake of health checks has been a key public health priority for the Council and we have explored a range of innovative approaches to increase the rate. This includes the pilot project to deliver health checks through community pharmacies and the nationally recognised work with local supermarkets to test out alternative access points.</p> <p>Practices have been provided with a new template invitation letter based on national research of what maximises the likelihood of uptake. In order to publicise the NHS Health Checks programme to patients so that when they receive their letter they are be aware of what the programme is and the importance of attending, posters using Public Health England templates have been printed and have been distributed to community venues.</p> <p>The new Public Health Prevention and Wellbeing contract led by Age UK and including eight other voluntary sector delivered services includes a requirement to promote the NHS Health Check programme to eligible clients. Public Health is also working closely with Voice of BME in the Old Trafford area to promote the uptake of NHS Health Checks as this is the area of Trafford with the highest rate of cardiovascular disease.</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 NHS Health checks programme is a mandatory service for local authorities.</p> <p>By not delivering more health checks, less of the population can be informed of their cardiovascular risk and take action to reduce their risk of cardiovascular disease and other diseases which cause premature death in Trafford.</p> <p>By picking up risk factors and disease earlier, both the NHS and social care can save resources downstream. Also this can reduce premature mortality and a healthier working age population which in turn supports the local economy.</p>			

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

How can we make sure things get better?

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

We are six months into a 12 month pilot offering NHS Health Checks in community pharmacy to patients in Urmston that is showing good results and high patient satisfaction so far.

We are exploring the possibilities for extending the providers of NHS Health Checks to include other community pharmacy venues throughout Trafford. We are discussing the options with the Local Pharmaceutical Committee and the Local Medical Committee.

The IT set up costs for each additional provider to ensure the results can be directly inputted onto the NHS patient record are £1,000 per provider. If the scheme sustains a positive impact through the pilot phase we will explore capital funding options to expand this scheme more quickly to increase the impact on the uptake rate.

Initial evaluation of the completed NHS Health Checks performed at pharmacy indicate that a higher proportion of men take up NHS Health Checks offered in pharmacy compared to general practice where the majority of appointments have been taken up by women. Using both general practice and community pharmacy may be the most effective method of reaching our total eligible population.

Monitoring indicates that the quality of the NHS Health Checks delivered in pharmacy is very high, with high reported patient satisfaction levels and a high proportion of patients stating they would recommend friends and family to have a NHS Health Check at their local pharmacy. Rolling out the provision of NHS Health Checks to other community pharmacies across Trafford would enable us to harness this word of mouth promotion to increase Trafford uptake levels.

SUPPORTING YOUNG PEOPLE

Ensure that young people are well prepared to achieve in adulthood by creating an environment in which they can thrive.

For 2015/16 we will

Improve the life chances of all children and young people

- Work with schools to maintain the 'Trafford family of schools' to support educational excellence
- Broker school to school support and quality assure interventions in line with national policy
- Provide effective system leadership across the Trafford Education system to support ongoing delivery of high quality education.
- Increase the number, range and take up of apprenticeships
- Provide monitoring, challenge and intervention for schools to ensure sustained high standards

Close the gap in educational outcomes across our vulnerable groups

- Implement the outcomes of review of provision and support for children with special educational needs
- Implement the SEND reforms set out in the 2014 Children and Families Act
- Establish a 'Closing the Gap' Strategy for Education Standards
- Increase the percentage of care leavers in Education, Employment and Training
- Sustain the very high levels of two year olds in receipt of targeted nursery education

Establish a Youth Trust

- Work with partners to co-ordinate youth activity and establish new investment and income streams to create sustainable youth provision
- Create a 'Youth Trust' with clear governance arrangements that can set strategic directions and lead commissioning of youth provision in Trafford
- Provide opportunities for young people across Trafford to access high quality youth provision that is fit for purpose in the 21st century
- Transition current provision to the new model supporting community groups and new providers to establish sustainable provision
- Establish a framework agreement that provides a structure for future commissioning once the Shadow Board of the Youth Trust is in place

Key Policy or Delivery Programmes 2015 – 16

- CYP Strategy 2014-17
- Trafford Schools Causing Concern Protocol
- Trafford SEND Policy
- Trafford Closing the Gap Strategy (to be developed)

Ref.	Definition	Freq	14/15 Actual	15/16 Target	14/15 Q1	2015/16 Q1			
						Actual	Target	DOT	Status
New	% of pupils achieving 5 A*-C GSCE including English and Maths	A	72.2% G	72.5%	N/A	Annual Indicator- Due Q3			
CGV 2c	% of pupils on Free School Meals (FSM) achieving 5 A*-C GSCE including English and Maths	A	47% A	48%	N/A	Annual Indicator- Due Q3			
	% of pupils achieving Level 4 in Reading Writing and Mathematics at Key Stage 2	A	87% G	88%		Annual Indicator- Due Q3			

Ref.	Definition	Freq	14/15 Actual	15/16 Target	14/15 Q1	2015/16 Q1			
						Actual	Target	DOT	Status
LCA 2	Maintain the low level of 16-18 year olds who are not in education training or employment (NEET) in Trafford	M	3.97% G	4%	%	4.13%	4%	↓	A
New	Percentage of Trafford pupils educated in a Good or Outstanding school.	A	93.4% G	93.5%	%	93.5%	93.5%	↔	G

Theme / Priority:	SUPPORTING YOUNG PEOPLE		
Indicator / Measure:	LCA2		
Indicator / Measure detail:	(Reduce the percentage of 16-18 year olds who are not in education, training or employment)		
Baseline:			
Target and timescale:	4.0% target	Actual and timescale:	4.13% June 2015
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>Trafford's NEET rate is the best within Greater Manchester and we continue to sustain extremely low levels within the Borough</p> <p>A key factor in this quarter is the rate of 'not known' destinations for young people. The NEET percentage is arrived at from a national formula which takes into account the number of young people whose destination is "Not Known". The Not Known figure is currently higher than normal as is usual for this time of year and as it reduces we would expect to see achievement of the 4% NEET target.</p> <p>NEET is currently very marginally over target (0.13%) which would make it Amber RAG rated, however as tracking and follow up work has been enhanced over the summer the trend has already seen a 0.7 improvement since May 2015. Due to the specific nature of the Education sector within Trafford and in particular the high number of young people in the Independent Sector tracking destination can take longer than in other areas.</p>			
What difference does this make – the implications of not meeting target?			
<ul style="list-style-type: none"> • Impact on service users/public. • Impact on corporate priorities and plans. • Impact on service/partner priorities. • Impact on equalities, sustainability or efficiency <p>Can we move resources to support this or other priorities?</p>			
<p>There are additional costs to the council and wider society associated with young people who are NEET for long periods of time. This is a key indicator impacting on the life chances of young people as they move into adulthood.</p> <p>The target has only been slightly missed so the current impact is likely to be small. The position is expected to improve by Quarter 3 once destinations for young people are known following the start of the new academic year.</p>			
How can we make sure things get better?			
<ul style="list-style-type: none"> • What activities have been or will be put in place to address underperformance? Make specific reference to action plans. • When performance will be brought back on track? • Assess the need for additional resources/funding/training/investment. • Identify the source of additional resources/funding/training/investment. • Consult with other services, staff, managers, relevant Members and partners. 			

The service is working to improve our tracking and contact rate with unknown and NEET young people.

Advisers are currently following up school and college leavers so that they meet Raising Participation Age (RPA) requirements and this work will have a positive impact on NEET rates.

RESHAPING TRAFFORD COUNCIL

Continue to develop relationships with residents, local businesses and partners to ensure that we all work together for the benefit of the Borough. Internally, to reshape the organisation to ensure the Council embrace is a fit for purpose and resilient organisation.

For 2015/16 we will

- Continue to develop the organisational model to ensure sustainability of Council services with the Core Council comprising of strategy, commissioning, quality assurance and place shaping.
- Review services and identify alternative delivery models that can sit alongside the Core to enable the Council to manage the financial challenges and support the change required to deliver the Reshaping Trafford agenda
- Develop arrangements to share services across agencies in Greater Manchester, to secure greater efficiencies including shared use of buildings
- Develop manager and staff skills to support the alternative delivery models.
- Ensure there are robust business continuity plans as we manage the transition programme
- Prepare staff, residents and local businesses for the transition to the new organisation model taking into account our responsibilities under the Public Sector Equality Act.
- Ensure that residents are consulted on and well informed about how the Council spends its budget and the standards of service that they can expect from us
- Build up the InfoTrafford platform, and continue to develop the partnership intelligence hub to support service re-design.
- Adopt Public Service Reform principles across the Trafford Partnership through the identification of cross cutting challenges and development of alternative delivery models
- Embed a new approach to locality working through locality planning, supporting Locality Working to facilitate community engagement and consultation and to lead the development and implementation of Locality Plans, so as to create stronger and empowered communities that are safer, cleaner, healthier and better informed.
- Provide dedicated support to the Voluntary and Community Sector
- Integrate working with our Partners to pursue joined up services in local communities to provide better services for the future
- Review the Customer Pledge to focus on key standards, which customers will be able to expect, to ensure customers are at the centre of what we do.

Greater Manchester Strategy

- Engage fully in the devolution of Health and Social Care
- Continue to support Public Service Reform through key workstreams i.e. Stronger Families and Employment and Skills

Transform Children, Families and Wellbeing to;

- Establish an all-age integrated structure for health, social care and education
- Clarify the social care offer
- Develop a new Early Help approach

Key Policy or Delivery Programmes 2015 – 16

- Customer Services Strategy
- Transformation Programme
- Reshaping Trafford Blueprint
- Collaboration Programmes (e.g. GMP, Strategic Procurement Unit)
- Third Sector Strategy; Volunteering Strategic framework; Locality Working Programme
- Digital Strategy

Ref.	Definition	Freq	14/15 Actual	15/16 Target	14/15 Q1	2015/16 Q1			
						Actual	Target	DOT	Status
	Number of third sector organisations receiving intensive support	Q	300 G	350	-	144	140	↔	G
.									
	Identify savings to meet the 2016/17 gap	M	£17.45m G	£21.1m		Annual Indicator			
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**NOTICE OF THE DECISIONS AGREED AT THE GREATER MANCHESTER
COMBINED AUTHORITY MEETING HELD ON FRIDAY 28 AUGUST 2015 AT AJ
BELL STADIUM, ECCLES, SALFORD**

GM INTERIM MAYOR	Tony Lloyd (in the Chair)
BOLTON COUNCIL	Councillor Cliff Morris
BURY COUNCIL	Councillor Mike Connolly
MANCHESTER CC	Councillor Richard Leese
OLDHAM COUNCIL	Councillor Jim McMahon
ROCHDALE MBC	Councillor Peter Williams
SALFORD CC	Ian Stewart
STOCKPORT MBC	Councillor Sue Derbyshire
TAMESIDE MBC	Councillor Kieran Quinn
TRAFFORD COUNCIL	Councillor Michael Young
WIGAN COUNCIL	Councillor Peter Smith

JOINT BOARDS AND OTHER MEMBERS IN ATTENDANCE

GMFRS	Councillor John Bell
GMFRS	Councillor David Acton

OFFICERS IN ATTENDANCE

Liz Treacy	GMCA Monitoring Officer
Richard Paver	GMCA Treasurer
Paul Najsarek	Bolton Council
Mike Owen	Bury Council
Carolyn Wilkins	Oldham Council
Steve Rumbelow	Rochdale MBC
Jim Taylor	Salford CC
Eamonn Boylan	Stockport MBC
Steven Pleasant	Tameside MBC
Theresa Grant	Trafford Council
Donna Hall	Wigan Council
Peter Fahy	GMP
Simon Nokes	New Economy
Clare Regan	GM Interim Mayor's Office
Jon Lamonte	TfGM

Rebecca Heron) Greater Manchester
Sylvia Welsh) Integrated Support Team
Paul Harris)

112/15 APOLOGIES

Apologies for absence were received from Councillors Sean Anstee (Trafford) and Richard Farnell (Rochdale). It was noted that Councillors Michael Young (Trafford) and Peter Williams (Rochdale) were attending as their substitutes.

113/15 DECLARATIONS OF INTERESTS

There were no declarations of interest made in respect of any item on the agenda.

114/15 URGENT BUSINESS

Public Right of Appeal – GM Housing Investment Fund

The Chair explained that, in accordance to procedure rule 23 of the GMCA constitution, an appeal had been received from a member of the press appealing the decision to consider Item 9, Greater Manchester Housing Investment Fund – Investment Approval Recommendation in the absence of the press and public.

The Monitoring Officer advised both Members and the appellant on the process involved in considering the appeal and that its consideration was to be conducted in the absence of the press and public.

Exclusion of the Press and Public

RESOLVED/-

That, under section 100 (A)(4) of the Local Government Act 1972 the press and public should be excluded from the meeting for the following item of business on the grounds that this involves the likely disclosure of exempt information, as set out in paragraph 3, Part 1, Schedule 12A of the Local Government Act 1972 and that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

A discussion took place during which the commercial sensitivity of this information contained in the report was explained. A Member suggested that where reports were to be presented in Part B of the agenda in future meetings, it would be helpful if a report for information was also presented in Part A, to ensure that the transparency of the decision making process is maintained.

Members of the press and public were invited to return to the meeting and the Chair explained the outcome of the appeal process.

RESOLVED/-

1. To thank the appellant for bringing this appeal.
2. To agree that in light of the commercially sensitive nature of the of the content of the report, the appeal be dismissed and for this reason, the consideration of the GM Housing Investment Fund item be conducted in the absence of the press and public.
3. To agree that where reports were to be presented in the absence of the press and public at future meetings of the GMCA, an accompanying report was also to be presented in the open section of the agenda where there was information that could be considered in the public domain.

115/15 MINUTES OF THE GMCA MEETING HELD ON 31 JULY 2015

The minutes of the meeting held on 31 July 2015 were submitted for consideration.

RESOLVED/-

To approve the minutes of the GMCA meeting held on 31 July 2015 as a correct record.

116/15 FORWARD PLAN OF STRATEGIC DECISIONS OF GMCA

Consideration was given to a report of Julie Connor, Head of the Greater Manchester Integrated Support Team which set out a forward plan of those strategic decisions to be considered by GMCA over the next four months.

RESOLVED/-

To note the Forward Plan of Strategic Decisions as set out in the report.

117/15 GREATER MANCHESTER ROAD ACTIVITY PERMIT SCHEME (GMRAPS) LEGISLATIVE CHANGES

Jon Lamonte, Chief Executive, Transport for Greater Manchester, presented a report which updated the GMCA on the changes required to the Greater Manchester Road Activity Permit Scheme (GMRAPS) in order to accommodate the amendments to the national permit regulations and increased responsibilities regarding the Key Route Network (KRN).

It was noted that the amended version of the Permit Scheme Regulations came into force on 30 June 2015. The regulations stated that all existing permit schemes, including GMRAPS, are required to be compliant with the Amendment Regulations by 1 October 2015. A summary of the main amendments to the regulations that apply to GMRAPS were explained as :-

- The ability of Highways Authorities or Strategic highway companies to vary or revoke existing schemes without the requirement to ask the Secretary of State;
- The requirement that all schemes must adopt standard wording and numbering for permit conditions as set out in the Statutory Guidance.
- The requirement to evaluate a scheme after each of the first three years and then three-yearly after that. In carrying out the evaluation, an evaluation shall include consideration of costs and benefits, permit fees and KPIs.
- The requirement of an additional permit category that offers a discount for works taking place outside of traffic sensitive times on the main category 0-2 highways.

RESOLVED/-

1. To approve the legal changes necessary to amend the GMRAPS documentation, a Deed of Variation and the introduction of the Order as required.
2. To authorise the proposals to increase the Local Authority and TfGM reimbursement rate for additional tasks to be carried out on the KRN.

118/15 GREATER MANCHESTER HOUSING FUND – RECRUITMENT UPDATE

Eamonn Boylan, Chief Executive, Stockport MBC, presented a report seeking approval to the recruitment and appointment of 1 additional post within the GMCA's Core Investment Team and the increase in the approved salary of previously approved new posts required to support operation of the £300m GM Housing Fund.

RESOLVED/-

1. To approve the recruitment to the GMCA's Core Investment Team of the 1 Full Time Equivalent (FTE) Transaction Manager post in line with the proposals detailed in this report.
2. To approve a salary range of previously approved Transaction Manager posts of £55,000 to £60,000.
3. To approve the delegation to the Lead Chief Executive for Investment, in consultation with the GMCA Portfolio Holders for Investment and Housing, and in conjunction with the Chief Investment Officer and with the support of the GM Integrated Support Team, to confirm appointments following the conduct of an appropriate recruitment process for the Transaction Manager post.
4. To note that the additional costs of these proposals in 2015/16 will be accommodated within the existing Core Investment Team budget for the year and income generated on investments made by the Fund. From 2016/17

onwards it is intended that all costs will be re-charged to Manchester City Council to be funded from income generated on investments made by the Fund

119/15 EXCLUSION OF PRESS AND PUBLIC

RESOLVED/-

That, under section 100 (A)(4) of the Local Government Act 1972 the press and public should be excluded from the meeting for the following item of business on the grounds that this involves the likely disclosure of exempt information, as set out in paragraph 3, Part 1, Schedule 12A of the Local Government Act 1972 and that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

PART B

120/15 GREATER MANCHESTER HOUSING INVESTMENT FUND - INVESTMENT APPROVAL RECOMMENDATION

Eamonn Boylan, Chief Executive, Stockport MBC, presented a report seeking endorsement of five loans to be made by the Greater Manchester Housing Fund.

RESOLVED/-

1. To agree that approval be given to the five loans as detailed in the report.
2. To agree to delegate authority to Richard Paver, GMCA Treasurer and Liz Treacy, GMCA Monitoring Officer to review the due diligence information and, subject to their satisfactory review and agreement of the due diligence information and the overall detailed commercial terms of the transaction, to sign off any outstanding conditions, issue final approvals and complete any necessary related documentation in respect of the loans at 1) above.
3. To agree to recommend to Manchester City Council that it prepares and effects the necessary legal agreements in accordance within its approved internal processes.

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GREATER MANCHESTER COMBINED AUTHORITY

Date: 28 August 2015

Subject: Forward Plan of Strategic Decisions for the GMCA

Report of: Julie Connor, Head of Greater Manchester Integrated Support Team

1. INTRODUCTION

1.1 At their meeting on 24 June 2011, the GMCA agreed procedures for developing a Forward Plan of Strategic Decisions for the Authority, in line with the requirements of the GMCA's constitution. The latest such plan is attached as the Appendix to this report.

2. RECOMMENDATIONS

2.1 GMCA members are invited to note, comment and suggest any changes they would wish to make on the latest Forward Plan of Strategic Decisions for the GMCA; attached to this report.

3. FORWARD PLAN: CONSTITUTIONAL REQUIREMENTS

- 3.1 In summary the Secretary of the GMCA is required to:-
- prepare a plan covering 4 months, starting on the first day of the month
 - to refresh this plan monthly
 - to publish the plan fourteen days before it would come in to effect
 - state in the plan
 - (i) the issue on which a major strategic decision is to be made;
 - (ii) the date on which, or the period within which, the major strategic decision will be taken;

- (iii) how anyone can make representations on the matter and the date by which any such representations must be made; and
- (iv) a list of the documents to be submitted when the matter is considered

The constitution is also quite specific about the matters which would need to be included within the Forward Plan:-

- any matter likely to result in the GMCA incurring significant expenditure (over £1 million), or the making of significant savings; or
- any matter likely to be significant in terms of its effects on communities living or working in the area of the Combined Authority.

plus the following more specific requirements:-

1. a sustainable community strategy;
2. a local transport plan;
3. approval of the capital programme of the GMCA and TfGM and approving new transport schemes to be funded by the Greater Manchester Transport Fund;
4. other plans and strategies that the GMCA may wish to develop;
5. the preparation of a local economic assessment
6. the development or revision of a multi-area agreement,
7. the approval of the budget of the GMCA;
8. the approval of borrowing limits, the treasury management strategy and the investment strategy;
9. the setting of a transport levy;
10. arrangements to delegate the functions or budgets of any person to the GMCA;
11. the amendment of the Rules of Procedure of the GMCA;
12. any proposals in relation to road user charging

3.3 All the matters at 1-12 above require 7 members of the GMCA to vote in favour, except those on road user charging, which require a unanimous vote in favour

3.4 The attached plan therefore includes all those items currently proposed to be submitted to the GMCA over the next 4 months which fit in with these criteria. GMCA members should be aware that:-

- Only those items considered to fit in with the above criteria are included. It is not a complete list of all items which will be included on GMCA agendas
- Items listed may move dependent on the amount of preparatory work recorded and external factors such as where matters are dependent on Government decisions; and
- In some cases matters are joint decisions of the GMCA & AGMA Executive Board.

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GREATER MANCHESTER COMBINED AUTHORITY

FORWARD PLAN OF STRATEGIC DECISIONS

1 September 2015 – 31 December 2015

The Plan contains details of Key Decisions currently planned to be taken by the Greater Manchester Combined Authority; or Chief Officers (as defined in the constitution of the GMCA) in the period between 1 September 2015 and 31 December 2015.

Please note: Dates shown are the earliest anticipated and decisions may be later if circumstances change.

If you wish to make representations in connection with any decisions please contact the contact officer shown; or the offices of the Greater Manchester Integrated Support Team (at Manchester City Council, P.O. Box 532, Town Hall, Manchester, M60 2LA, 0161-234 3124; info@agma.gov.uk) before the date of the decision.

KEY DECISION /CONTACT OFFICER/CONSULTATION DETAILS	ANTICIPATED DATE OF DECISION & DOCUMENTS TO BE CONSIDERED	DECISION TAKER
Intermediary Body Status Wider Leadership Team Lead Officer: Simon Nokes Contact Officer: Alison Gordon	To be confirmed	GMCA
Metrolink Trafford Park Line – Outcome of the Procurement of the Works Contract Wider Leadership Team Lead Officer: Jon Lamonte Contact Officer: Steve Warrener	To be confirmed	GMCA

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

Date:

Subject: Forward Plan of Strategic Decisions of the Joint GMCA and
AGMA Executive Board Meeting and AGMA Executive Board

Report of: Julie Connor, Head of Greater Manchester Integrated Support
Team

1. INTRODUCTION

1.1 At their meeting on 24 June 2011, the GMCA agreed procedures for developing a Forward Plan of Strategic Decisions for the Authority, in line with the requirements of the GMCA's constitution. The latest such plan is attached as the Appendix to this report.

2. RECOMMENDATIONS

2.1 GMCA and AGMA Executive Board members are invited to note, comment and suggest any changes they would wish to make on the latest Forward Plan of Strategic Decisions for the Joint GMCA and AGMA Executive Board; attached to this report.

3. CONSTITUTIONAL BACKGROUND AND ARRANGEMENTS AGREED BY EXECUTIVE BOARD ON 24 JUNE 2011

3.1 Under AGMA's constitution – as revised by the Operating Agreement which set up the GMCA – there is the following requirement:-

13. Forward Plan

13.1 The Board will produce a forward plan in accordance with the requirements of section 22 of the Local Government Act 2000.

3.2 The requirements of section 22 of the 2000 Act were set out in regulations made by the Secretary of State in 2001. In summary they require

- preparation of a plan covering 4 months, starting on the first day of the month
- a monthly revision of the plan
- publication of the plan fourteen days before it would come in to effect
- the plan to state

- (i) the issue on which a major strategic decision is to be made;
- (ii) the date on which, or the period within which, the major strategic decision will be taken;
- (iii) arrangements for any consultation to be made before the decision is taken

- (iv) how anyone can make representations on the matter and the date by which any such representations must be made; and
- (v) a list of the documents to be submitted when the matter is considered

4 FORWARD PLAN: CONSTITUTIONAL REQUIREMENTS

4.1 In summary the Secretary of the Joint GMCA and AGMA Executive Board meeting is required to:-

- prepare a plan covering 4 months, starting on the first day of the month
- to refresh this plan monthly
- to publish the plan fourteen days before it would come in to effect
- state in the plan
 - (i) the issue on which a major strategic decision is to be made;
 - (ii) the date on which, or the period within which, the major strategic decision will be taken;
 - (iii) how anyone can make representations on the matter and the date by which any such representations must be made; and
 - (iv) a list of the documents to be submitted when the matter is considered

4.2 Key decisions are defined as being those which are likely:-

- a. to result in the local authority incurring expenditure which is, or the making of savings which are, significant having regard to the local authority's budget for the service or function to which the decision relates; or
- b. to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the local authority.

In further guidance issued by the Secretary of State local authorities are required to

"agree as a full council limits above which items are significant. The agreed limits should be published."

4.3 The constitution is also quite specific about the matters which would need to be included within the Forward Plan:-

- any matter likely to result in the GMCA and AGMA Executive Board incurring significant expenditure (over £1 million), or the making of significant savings; or
- any matter likely to be significant in terms of its effects on communities living or working in the area of the Combined Authority.

plus the following more specific requirements:-

1. a sustainable community strategy;
2. a local transport plan;
3. approval of the capital programme of the GMCA and TfGM and approving new transport schemes to be funded by the Greater Manchester Transport Fund;

4. other plans and strategies that the GMCA may wish to develop;
 5. the preparation of a local economic assessment
 6. the development or revision of a multi-area agreement,
 7. the approval of the budget of the GMCA;
 8. the approval of borrowing limits, the treasury management strategy and the investment strategy;
 9. the setting of a transport levy;
 10. arrangements to delegate the functions or budgets of any person to the GMCA;
 11. the amendment of the Rules of Procedure of the GMCA;
 12. any proposals in relation to road user charging
- 4.3 All the matters at 1-12 above require 7 members of the Joint GMCA and AGMA Executive Board to vote in favour, except those on road user charging, which require a unanimous vote in favour
- 4.5 The attached plan therefore includes all those items currently proposed to be submitted to the Joint GMCA and AGMA Executive Board over the next 4 months which fit in with these criteria. Members should be aware that:-
- Only those items considered to fit in with the above criteria are included. It is not a complete list of all items which will be included on the Joint GMCA and AGMA Executive Board agendas
 - Items listed may move dependent on the amount of preparatory work recorded and external factors such as where matters are dependent on Government decisions; and

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

**FORWARD PLAN OF STRATEGIC DECISIONS
1 August 2015 – 30 November 2015**

The Plan contains details of Key Decisions currently planned to be taken by the Joint Meeting of the Greater Manchester Combined Authority and AGMA Executive Board; or Chief Officers (as defined in the GMCA and AGMA constitution) in the period between 1 August 2015 and 30 November 2015.

Please note: Dates shown are the earliest anticipated and decisions may be later if circumstances change.

If you wish to make representations in connection with any decisions please contact the contact officer shown; or the offices of the Greater Manchester Integrated Support Team (at Manchester City Council, P.O. Box 532, Town Hall, Manchester, M60 2LA, 0161-234 3124; info@agma.gov.uk) before the date of the decision.

JOINT GMCA AND AGMA EXECUTIVE BOARD

KEY DECISION /CONTACT OFFICER/CONSULTATION DETAILS	ANTICIPATED DATE OF DECISION & DOCUMENTS TO BE CONSIDERED	DECISION TAKER
<p>Business Rates Retention – Contribution to Support the Promotion of Greater Manchester’s Growth and Reform Strategies</p> <p>Wider Leadership Team Lead Officer – Richard Paver</p> <p>Contact Officer: Carol Culley</p>	<p>To be confirmed</p>	<p>GMCA & AGMA Executive Board</p>
<p>Implementation of the Scrutiny Pool Review – Progress</p> <p>Wider Leadership Team Lead Officer – Liz Treacy</p> <p>Contact Officer: Susan Ford</p>	<p>To be confirmed</p>	<p>GMCA & AGMA Executive</p>

AGMA EXECUTIVE BOARD

KEY DECISION /CONTACT OFFICER/CONSULTATION DETAILS	ANTICIPATED DATE OF DECISION & DOCUMENTS TO BE CONSIDERED	DECISION TAKER
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<p>Climate Change and Low Emission Strategy</p> <p>Wider Leadership Team Lead Officer – Steve Rumbelow</p> <p>Contact Officer: Mark Atherton</p>	<p>30 October 2015</p>	<p>AGMA Executive Board</p>
<p>Greater Manchester Spatial Framework</p> <p>Wider Leadership Team Lead Officer – Eamonn Boylan</p> <p>Contact Officer: Chris Findley</p>	<p>30 October 2015</p>	<p>AGMA Executive Board</p>

