

# Public Document Pack



## **TRAFFORD COUNCIL**

### **AGENDA PAPERS FOR EXECUTIVE MEETING**

**Date: Monday, 22 February 2016**

**Time: 6.30 p.m.**

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

<b>A G E N D A</b>	<b>PART I</b>	<b>Pages</b>
1.	<b>ATTENDANCES</b>	
	To note attendances, including officers, and any apologies for absence.	
1.	<b>DECLARATIONS OF INTEREST</b>	
	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.	<b>MINUTES</b>	1 - 4
	To receive and, if so determined, to approve as a correct record the Minutes of the meeting held on 25.1.16.	
4.	<b>MATTERS FROM COUNCIL OR OVERVIEW AND SCRUTINY COMMITTEES (IF ANY)</b>	
	To consider any matters referred by the Council or by the Overview and Scrutiny Committees.	
5.	<b>ADOPTION OF THE LOCAL DEVELOPMENT SCHEME 2016-2019</b>	5 - 30
	To consider a report of the Executive Member for Economic Growth and Planning.	
6.	<b>REVIEW OF IN-HOUSE CHILDREN'S HOMES</b>	31 - 38
	To consider a report of the Executive Member for Children's Services.	

## **Executive - Monday, 22 February 2016**

### **7. UPDATE ON IMPLEMENTATION OF NEW PAYMENT ARRANGEMENTS FOR PERSONAL BUDGETS 39 - 42**

To consider a report of the Executive Members for Adult Social Services and for Finance.

### **8. ANNUAL DELIVERY PLAN 2015/16 (THIRD QUARTER) PERFORMANCE REPORT 43 - 80**

To consider a report of the Executive Member for Transformation and Resources.

### **9. AGMA COMBINED AUTHORITY / EXECUTIVE BOARD: FORWARD PLANS AND DECISIONS**

To receive and note the following:

(a) GMCA Forward Plan February 2016 81 - 86

(b) Joint GMCA / AGMA Forward Plan February 2016 87 - 90

### **10. 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.

### **11. 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.

## **Executive - Monday, 22 February 2016**

### Membership of the Committee

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](mailto:joseph.maloney@trafford.gov.uk)

This agenda was issued on Thursday 11<sup>th</sup> February, 2016 by the Legal and Democratic Services Section, Trafford Council, Trafford Town Hall, Talbot Road, Stretford M32 0TH.

Any person wishing to photograph, film or audio-record a public meeting are requested to inform Democratic Services in order that necessary arrangements can be made for the meeting.

Please contact the Democratic Services Officer 48 hours in advance of the meeting if you intend to do this or have any queries.

This page is intentionally left blank

## **EXECUTIVE**

**25 JANUARY 2016**

## **PRESENT**

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

Also present: Councillors Adshead, Bowker, Brotherton, Cornes, Coupe, Duffield, Fishwick, Harding, Hynes, Lloyd, Procter, Ross, Shaw, A. Western and Whetton.

### In attendance:

Deputy Chief Executive (Ms. H. Jones),  
Corporate Director, Resources (Ms. J. Hyde),  
Acting Corporate Director, Children, Families and Wellbeing (Mr. J. Pearce),  
Director of Finance (Mr. I. Duncan),  
Acting Director of Human Resources (Ms. L. Hooley),  
Acting Director, Service Development (Ms. J. Colbert),  
Head of Legal Services (Mr. H. Khan),  
Democratic and Scrutiny Officer (Mr. J.M.J. Maloney).

## **APOLOGIES**

Apologies for absence were received from Councillor J.R. Reilly.

## **58. DECLARATIONS OF INTEREST**

No declarations were made by Executive Members.

## **59. MINUTES**

RESOLVED – That the Minutes of the Meeting held on 16<sup>th</sup> November 2015 be approved as a correct record.

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

a) Overview and Scrutiny Review of the Executive's Draft Budget Proposals for 2016 - 17

Councillor Coupe was in attendance to present the key features of a report setting out the findings of the Overview and Scrutiny review of the Executive's draft budget proposals for the forthcoming year. Thanks were accorded to all who had been involved in the conduct of the review, and an opportunity was provided for Members to raise issues and ask questions in relation to the report. In responding to Councillor Coupe, the Leader confirmed that the Executive would prepare a formal response to the report's findings.

RESOLVED -

- (1) That the content of the report be noted.
- (2) That a formal response be made to the report's recommendations in due course.
- (3) That it be noted that Scrutiny Committee and Health Scrutiny Committees were intending to follow up work on a number of areas as part of their future work programmes.

**61. DETERMINATION OF THE 2017 ADMISSION ARRANGEMENTS FOR COMMUNITY AND VOLUNTARY CONTROLLED SCHOOLS AND APPROVAL OF ASSOCIATED DOCUMENTS**

The Executive Member for Children's Services submitted a report which set out details of proposals in respect of the Council's determination of the 2017 Admission Arrangements for Community and Voluntary Controlled schools, as required by 28<sup>th</sup> February 2016.

RESOLVED - That the arrangements, set out in the following documents annexed to the report, be approved.

- a) 2017 Community School Published Admission Numbers (PAN)
- b) Trafford Primary/Infant/Junior Community and Voluntary Controlled Schools – 2017 Admission Arrangements
- c) Lostock College – 2017 Admission Arrangements
- d) The proposed amendment to the Brooklands / Springfield catchment area;
- e) Scheme for the Delayed Entry of Summer Born Children
- f) 2017 Co-ordinated Admissions Scheme (Primary)
- g) 2017 Co-ordinated Admissions Scheme (Secondary)

*Executive (25.1.16)***62. TRAFFORD YOUTH TRUST (TRUST YOUTH, TRAFFORD)**

The Leader of the Council submitted a report which set out a proposal to create a community interest company (CIC) to establish a partnership against which youth provision for 11-18 year olds (up to 25 years for young people with learning difficulties) will be commissioned and funded. The Executive was advised of a number of intended appointments as patrons and members of the Trust's board, and an opportunity was provided for Members to raise questions on the report's content.

RESOLVED -

- (1) That a Community Interest Company be formed to establish a partnership against which youth provision for 11-18 year olds (up to 25 years for young people with learning difficulties) will be commissioned and funded.
- (2) That responsibility be delegated to the Chief Executive in consultation with the Leader of the Council to appoint appropriately experienced Company Directors to assume legal responsibility for administering the company.
- (3) That the allocation be approved of £280,000 11-18 Early Help Commissioning funds to the CIC for 2016-17 subject to the CIC developing a robust business plan.
- (4) That authority be delegated to the Corporate Director Resources and the Director of Legal and Democratic Services to take all necessary steps to constitute the Community Interest Company including the appointment of Directors and to complete all other ancillary legal documentation including any loan agreement.

**63. REVENUE BUDGET MONITORING 2015/16 PERIOD 8 (APRIL - NOVEMBER)**

The Executive Member for Finance and Director of Finance submitted a report presenting the findings of the monitoring of the Council's revenue budget, for the period ending November 2015. The Executive Member for Finance drew attention to some of the report's key features, and an opportunity was provided for Members to raise questions on the report's content.

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

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

The Executive received for information details of decisions taken by the GMCA and Joint GMCA / AGMA Executive Board on 27<sup>th</sup> November and 18<sup>th</sup> December 2015.

RESOLVED – That the content of the decision summaries be noted.

The meeting commenced at 6.30 pm and finished at 7.13 pm

## TRAFFORD COUNCIL

**Report to:** Executive Meeting  
**Date:** 22nd February 2016  
**Report for:** Decision  
**Report of:** Executive Member for Economic Growth and Planning

### Report Title

**Trafford Local Development Framework: Local Development Scheme 2016 - 2019 - approval for adoption**

### Summary

The Planning and Compulsory Purchase Act 2004 (as amended by the Localism Act 2011) requires the Council to produce and maintain a Local Development Scheme (LDS) that identifies the planning policy documents it intends to prepare as part of the development plan for the Borough.

This report details a review of the Trafford Local Development Scheme (2016 – 19); a three year programme of work.

### Recommendation(s)

That the Executive:

1. Approve the Local Development Scheme 2016 -2019 for adoption as set out in Appendix A.
2. Delegate responsibility for approving any minor amendments to the wording of the document, to the Director of Growth and Regulatory Services, prior to its publication.

### Contact person for access to background papers and further information:

Name: Clare Taylor-Russell (Strategic Planning and Growth Manager)  
Extension: 4496

Background Papers:  
None

*Implications:*

Relationship to Policy Framework/Corporate Priorities	The plans detailed in the revised LDS contribute to a number of Corporate Priorities, in particular: Economic Growth and Development and Reshaping Trafford Council, also the Greater Manchester growth agenda as set out in the Greater Manchester Strategy.
Financial	The preparation of the documents within the LDS is being funded from the Strategic Planning & Growth Team budget. The Greater Manchester Spatial Framework is jointly prepared and funded by all ten Greater Manchester authorities.
Legal Implications:	The Planning and Compulsory Purchase Act 2004 and Localism Act 2011 provide the statutory basis for drawing up development plans in England and Wales. The existing Trafford Unitary Development Plan, Core Strategy and associated Supplementary Planning Guidance will eventually be replaced by the new Greater Manchester Spatial Framework, the Trafford Local Plan and associated Supplementary Planning Guidance.
Equality/Diversity Implications	The LDS is a three-year project plan that sets out the timescales for preparing the new planning policy documents. As appropriate, each plan will comply with the requirements of the Equality Act 2010 and the Public Sector Equality Duty.
Sustainability Implications	The underlying principle of the Trafford Local Plan and the Greater Manchester Spatial Framework is to ensure that development in the borough/across Greater Manchester is sustainable in line with the National Planning Policy Framework (NPPF). To this end, where appropriate, documents included in the LDS will be supported by a Sustainability Appraisal.
Resource Implications e.g. Staffing / ICT / Assets	The Plans detailed in the LDS will be resourced by the Council's existing Strategic Planning and Growth Team. The Greater Manchester Spatial Framework is being resourced by all ten districts. The adopted LDS will be available to view electronically via the web. Development Plans identified in the LDS may allocate land or property owned by the Council and will assist in the delivery of Council priorities.
Risk Management Implications	A risk management table is set out in section 7 of the LDS document.
Health & Wellbeing Implications	Not applicable.
Health and Safety Implications	Not applicable.

- 1.1 The Local Development Scheme (LDS) is a key document that forms part of the Local Development Framework (LDF). The LDS sets out the current planning policies for Trafford, as well as timescales for preparing new planning policy documents over a three year period (2016 – 2019). Section 15 of the Planning and Compulsory Purchase Act 2004 (as amended by the Localism Act 2011) requires local planning authorities to prepare and maintain a LDS.
- 1.2 Since the last Trafford LDS was published, in 2010, the Council has adopted the Core Strategy (January 2012); adopted the Community Infrastructure Levy (2014); commenced work on the Land Allocations Plan (2014) and; in October 2015 adopted a revised Statement of Community Involvement. Work has also commenced jointly with Association of Greater Manchester Authorities (AGMA) on the emerging Greater Manchester Spatial Framework (GMSF). It is therefore considered timely to review and update the Council's LDS.
- 1.3 The LPA is required to include details in its LDS of any planning policy document which is being prepared and which will form part of the Local Plan – e.g. Development Plan Documents (DPDs). A DPD must be included within the LDS before statutory stages of its preparation can be undertaken. There is no requirement to include other parts of the LDF, such as Supplementary Planning Documents (SPDs).

#### **GMSF timetable**

- 1.4 The 2016 - 2019 LDS (see Appendix A) sets out the timeline for the production of the Greater Manchester Spatial Framework (GMSF), including details of the recent consultation on the GMSF Options Document. This timeline has been provided by the Association of Greater Manchester Authorities (AGMA).

#### **The Trafford Local Plan timetable**

- 1.5 A decision was taken in March 2015, by the Council's Executive, to delay the production of the Land Allocations Plan until such time that the production of the GMSF is further advanced. However given that it is anticipated that consultation could commence on the Trafford Local Plan following the submission of the GMSF in early 2018, an indicative timetable has been included in the 2016-2019 LDS for the production of the Trafford Local Plan.

#### **Policies Map**

- 1.6 The Policies Map is revised each time a new DPD, which incorporates land allocations, is adopted.

#### **Other LDDs**

- 1.7 The LDS lists a number of the different types of Local Development Documents which have been adopted by the Council, such as; the Statement of Community Involvement, Greater Manchester Joint Plans (Minerals and Waste), Neighbourhood Plans (once adopted), the Community Infrastructure Levy and, SPDs.

#### **Other Options**

1.8 Section 15 of the Planning and Compulsory Purchase Act 2004 states that Local Authorities are required to prepare and maintain an LDS. Therefore if the LDS is not maintained, the Council will not be in compliance with Section 15 of the Planning and Compulsory Purchase Act 2004 and will not be able to commence the statutory stages of preparation of any new DPDs, until the list is revised to include them.

**Consultation**

1.9 There is no statutory requirement for public consultation on the LDS, however it should be noted that various stages of public consultation will take place in relation to the individual planning policy documents included in the LDS.

**Reasons for Recommendation**

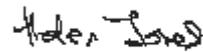
1.10 To ensure that the LDS remains an up to date expression of work being carried out in relation to the production of LDF documents within Trafford and complies with Section 15 of the Planning and Compulsory Purchase Act 2004 (as amended).

**Key Decision** Yes

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

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

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



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

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

## **Trafford Local Development Scheme 2016-2019**

**February 2016**

If you need help to understand this information, please ask someone to phone 0161 912-2000 to let us know how we can best provide this information.

إذا كنت في حاجة الى مساعدة لفهم هذه المعلومة الرجاء طلب من شخص الاتصال برقم الهاتف: 0161 912-2000 لاجبارنا عن كيفية تقديم هذه المعلومة بأحسن طريقة.

ARABIC

如果您需要帮助才能看懂这份资料，可以请人致电：  
0161 912-2000，告诉我们如何最好地给您提供这些信息。

CHINESE

Si vous avez besoin d'aide pour comprendre ces informations, veuillez demander à quelqu'un de téléphoner au 0161 912-2000 pour nous informer de la meilleure façon pour fournir ces informations.

FRENCH

જો આપને આ માહિતીની સમજણ માટે મદદની જરૂર હોય તો કૃપા કરી કોઈને કહો કે, આ માહિતી અમે કેટલી સારી રીતે પૂરી પાડી શકીએ તે બાબતે અમને જણાવવા માટે, 0161 912-2000 નંબર પર ફોન કરો.

GUJARATI

Jesli potrzebujesz pomocy aby zrozumiec ta informacje, popros kogos, aby zadzwonil pod numer 0161 912-2000 aby nas poinformowal, w jaki sposób najlepiej mozemy ci ja przekazac.

POLISH

ਜੇ ਤੁਹਾਨੂੰ ਇਹ ਜਾਣਕਾਰੀ ਸਮਝਣ ਲਈ ਸਹਾਇਤਾ ਚਾਹੀਦੀ ਹੈ ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ ਕਿਸੇ ਨੂੰ ਸਾਨੂੰ 0161 912-2000 ਨੰਬਰ ਤੇ ਟੈਲੀਫੋਨ ਕਰਕੇ ਇਹ ਦੱਸਣ ਲਈ ਕਹੋ ਕਿ ਅਸੀਂ ਇਹ ਜਾਣਕਾਰੀ ਸਭ ਤੋਂ ਅੱਛੇ ਢੰਗ ਨਾਲ ਕਿਸ ਤਰ੍ਹਾਂ ਦੇ ਸਕਦੇ ਹਾਂ।

PUNJABI

Haddii aad dooneeyso in lagaa taageero garashada macluumaadkaani, fadlan qof uun ka codso inuu waco telefoonka 0161 912-2000 oo noo sheego sida ugu fiican oo aanu macluumaadkaani kuugu soo gudbin karno.

SOMALI

اگر آپ کو یہ معلومات سمجھنے میں مدد کی ضرورت ہے تو براہ مہربانی کسی سے کہیے کہ وہ ہمیں 0161 912-2000 پر ٹیلیفون کرے تاکہ ہمیں معلوم ہو سکے کہ آپ کو یہ معلومات فراہم کرنے کا بہترین طریقہ کیا ہے۔

URDU

This document can also be made available in alternative formats, including large print and Braille. For further details please contact 0161 912 3149.

## Contents

### Contents

1. Introduction:.....	4
2. Local Development Documents .....	4
3. Structure of Trafford’s Local Development Framework.....	6
4. Development Documents Plan Timetable .....	10
5. Local Development Document Profiles .....	11
6. Council Reporting Procedures .....	16
7. Risk Assessment.....	16
8. Monitoring and Review of the Scheme.....	18
9. Glossary of Terms and Acronyms used in this LDS.....	19

## Trafford Council Local Development Scheme 2016 – 2019

### 1. Introduction:

- 1.1 The Council is required to prepare a Local Development Scheme (LDS) to set out the programme for the preparation of new planning policy documents over a three year period. Section 15 of the Planning and Compulsory Purchase Act 2004 (as amended by the Localism Act 2011) requires local planning authorities to prepare and maintain an LDS.
- 1.2 This version of the LDS specifically sets out the timetable and other arrangements for the Greater Manchester Spatial Framework (GMSF), together with an indicative timetable for the production of Trafford's Local Plan once the GMSF has reached its submission stage.
- 1.3 The LDS also contains a supporting statement which sets out the Council's procedures and protocols which will be followed in the production of the Local Plan.
- 1.4 Whilst every effort has been made to make this LDS as clear as possible, it is appreciated that the planning system can on occasions be complicated and difficult to understand. For this reason a glossary of terms and acronyms used in this LDS has been provided at the end of the document.

### 2. Local Development Documents

- 2.1 The National Planning Policy Framework (NPPF)<sup>(1)</sup> sets out that:

*Para 150 - Local Plans are the key to delivering sustainable development that reflects the vision and aspirations of local communities. Planning decisions must be taken in accordance with the development plan unless material considerations indicate otherwise.*

*Para 151 - Local Plans must be prepared with the objective of contributing to the achievement of sustainable development. To this end, they should be consistent with the principles and policies set out in this Framework, including the presumption in favour of sustainable development.*

---

<sup>1</sup> [www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/6077/2116950.pdf](http://www.gov.uk/government/uploads/system/uploads/attachment_data/file/6077/2116950.pdf)

2.2 The underlying principles behind the preparation of Local Plans and other Local Development Documents are:

- To produce a system that allows plans and policy to be more responsive to change and capable of being updated in shorter time frames;
- To facilitate continuous stakeholder and community involvement to build consensus in plan making;
- To have a clear approach to community involvement;
- To have a requirement for a comprehensive evidence base; and
- To have a programme managed approach to plan making that adds greater certainty to plan production time-scales that can be measured.

2.3 There are a number of different types of Local Development Documents (LDD) which collectively are called the Local Development Framework (LDF) which form the statutory Development Plan also known as the Local Plan. The Community Infrastructure Levy is not an LDD, however, it is included in the list below because it forms part of the Development Plan:

- **Development Plan Documents (DPDs):** these make up the statutory Development Plan. DPDs must be in conformity with national policy set out in the National Planning Policy Framework (NPPF). Each DPD will be subject to an independent examination by the Planning Inspectorate whose recommendations will be binding on the Council.
- The adopted **Policies Map** is also a DPD that must be included within the Local Plan. It has to be revised each time a new DPD which incorporates land allocations is adopted. Up-to-date plans/policies under the old planning system can be brought forward and "saved" in parallel to the Local Plan. A number of the policies in Trafford's Revised UDP have been saved (see Core Strategy Appendix 5 'Proposed Replaced UDP Policies').
- **Statement of Community Involvement (SCI):** this sets out how the stakeholders and the community will be able to be involved in the preparation of LDDs and in the determination of planning applications.
- **Supplementary Planning Documents (SPD):** these provide detailed guidance on specific sites and topic areas to supplement DPDs.
- **Community Infrastructure Levy (CIL):** sets the CIL rates chargeable in the authority's area to support the delivery of strategic/local infrastructure to enable planned growth and forms part of the Development Plan.

### 3. Structure of Trafford's Local Development Framework

#### Development Plan Documents

3.1 The Council intends to prepare (or begin preparing) the following DPDs within the three year timescale of this LDS:

- **Greater Manchester Spatial Framework (GMSF):** Being prepared jointly by the ten Greater Manchester (GM) authorities the GMSF will focus primarily on housing and employment land requirements for GM, the infrastructure requirements to deliver this and the environmental capacity of GM to accommodate this in the most sustainable manner; and
- **Trafford Local Plan:** will be prepared by the Strategic Planning and Growth Team. It will be in accordance with the GMSF and will set out a vision, core objectives and new allocations for housing, employment and other purposes and will identify the areas to be safeguarded from development. Consultation on the Trafford Local Plan will commence following submission of the GMSF.

3.2 Trafford's LDF currently comprises the following adopted DPDs and Community Infrastructure Levy, in addition to the saved Unitary Development Plan policies 'proposed replaced UDP policies' as detailed in Core Strategy Appendix 5 (adopted January 2012):

- **Trafford Core Strategy** (January 2012), setting the overall spatial strategy and vision for the borough, establishing the broad aims and objectives for the use of land;
- **Greater Manchester Joint Waste Development Plan** (April 2012), identifying sites required to meet Greater Manchester's future waste management needs and development management policies to enable effective and appropriate development of those sites;
- **Greater Manchester Joint Minerals Development Plan** (April 2013), showing how Trafford Council together with the other Greater Manchester Local Planning Authorities will meet their contribution to delivering the identified needs of the region for all minerals, within acceptable social, economic and environmental parameters;
- **Policies Map** an Ordnance Survey base map on which all the policies and proposals in Development Plan Documents and saved policies which have geographical expression are annotated;
- **Community Infrastructure Levy** approved by the Council 26th March 2014 and came into effect on 7th July 2014. It sets the rates chargeable in the authority's area to support the delivery of strategic/local infrastructure to enable planned growth; and
- **Statement of Community Involvement:** adopted October 2015, it sets out how the Council involves people in the development of planning policies and applications.

- 3.3 Further details of these DPDs, including downloadable copies, are available via [www.trafford.gov.uk](http://www.trafford.gov.uk).
- 3.4 In preparing and adopting any new DPD the Council will have regard to whether amendments or additions to the Policies Map are required. The Policies Map itself has the same status as a DPD. The current Policies Map is that adopted with the Revised UDP (2006) with amendments following adoption of the two joint Greater Manchester DPDs detailed above, the adopted Core Strategy and adopted Conservation Area Appraisals. The Policies Map can be viewed at [www.trafford.gov.uk](http://www.trafford.gov.uk)

### **Proposed Replaced Unitary Development Plan Policies**

- 3.5 The provisions of the Planning and Compulsory Purchase Act 2004 allow for existing statutory plans and policies to be “saved” until the Local Development Framework replaces them, with the agreement of the Secretary of State. Trafford assessed the policies detailed in the Unitary Development Plan (UDP), and the full set of policies proposed to be saved until replaced by an LDF document are listed in Core Strategy Appendix 5 ‘Proposed Replaced Unitary Development Plan Policies’ (adopted January 2012).
- 3.6 Following the adoption of the Core Strategy in January 2012, the Council reviewed the Supplementary Planning Guidance/Documents linked to the Council’s UDP (adopted June 2006) and concluded they remained consistent with Development Plan policy and current legislation/government guidance. Therefore because they remained relevant to the decision making process in Trafford, on the 9th February 2012 the Council’s Planning Committee adopted these documents for development management purposes. They will remain in place until such time that they are formally reviewed in the context of the new planning framework for Trafford.

### **Neighbourhood Planning**

- 3.7 Under the Localism Act 2011 communities can now apply to the Council for the necessary powers to prepare a Neighbourhood Plan setting out a vision for their local area and general planning policies to guide development in their neighbourhood. Applications can be made for the designation of a Neighbourhood Area for which the vision and policies would be prepared and for the establishment of a Neighbourhood Forum who have the powers to prepare neighbourhood plans outside of parished areas. A Neighbourhood Plan, once adopted, forms part of the Local Plan and must be in general conformity with its strategic policies. Once adopted Neighbourhood Plans are used in the determination of planning applications within the designated area.
- 3.8 Trafford has two designated Neighbourhood Areas:

- Altrincham Town Centre Neighbourhood Business Plan; and
- Trafford Park Business Neighbourhood Plan

3.9 Only one Neighbourhood Forum has been established, this is in Altrincham town centre, further information is available at [www.trafford.gov.uk](http://www.trafford.gov.uk)

### Supplementary Planning Documents

3.10 The following Supplementary Planning Documents (SPD) and Supplementary Planning Guidance (SPG) are currently available to provide guidance on the implementation of the policies of the Local Plan:

- SPD1: Planning Obligations (July 2014)
- SPD2: A56 Corridor Development Guidelines (March 2007)
- SPD3: Parking Standards and Design (February 2012)
- SPD4: A Guide for Designing House Extensions and Alterations (February 2012)
- SPD5 – Conservation Areas (October 2014):
  - SPD5.1 - George Street Conservation Area Appraisal
  - SPD5.2 - Goose Green Conservation Area Appraisal
  - SPD5.3 - Old Market Place Conservation Area Appraisal
  - SPD5.4 - Stamford New Road Conservation Area Appraisal
  - SPD5.5 - The Downs Conservation Area Appraisal
- PG1 New Residential Development (September 2004)
- PG3 Houses in Multiple Occupation (June 1992)
- PG4 Residential Care Homes and Nursing Homes for the elderly (July 1997)
- PG5 Day Nurseries and Playgroups (September 1997)
- PG6 Use of Residential Property for Business Purposes (January 1993)
- PG7 The Downs, The Devisdale, Bowdon, Ashley Heath (June 1992)
- PG8 South Hale Conservation Areas (January 1996)
- PG9 Residential Development in Brooklands (November 1994)
- PG10 Historic Buildings - Sash Windows (Not Known)
- PG11 Historic buildings - Exterior Doors (November 1995)
- PG12 Industrial Development (April 1994)
- PG13 Hot Food Take Away Shops (February 1993)
- PG14 Advertisements (July 1995)
- PG15 Satellite Dishes (October 1991)
- PG16 Noise Standards (April 1995)
- PG17 Shop Fronts (July 1997)
- PG18 Fencing (November 1995)
- PG19 Car Boot Sales (December 1995)
- PG20 Service Uses in Trafford Park (January 1997)
- PG23 Linotype Estate Conservation Area, Broadheath, Altrincham (November 2000)

- PG24 Crime and Security (September 2002)
- PG30 Landscape Strategy (September 2004)

3.11 The Council regularly reviews these documents and, as appropriate, will consult on revisions to the documents, in line with national guidance.

### **Availability of Documents**

3.12 All of the documents from the LDF will be made available in printed and electronic form in accordance with the Council's SCI. In printed form the documents will be made available for inspection and purchase from the Council offices at Trafford Town Hall, Stretford and Waterside House, Sale and for inspection at all Trafford libraries. All documentation is available to view in electronic form on the Strategic Planning and Growth pages via [www.trafford.gov.uk](http://www.trafford.gov.uk).

## 4. Development Documents Plan Timetable

4.1 The table below sets out the schedule for the proposed Development Plan Documents to be prepared by jointly or solely by Trafford Council between 2016 and 2019, together with a description of the purpose of each document.

**Development Plan Documents – Table 1**

Document Title	Purpose	Chain of Conformity	Initial Consultation	Pre-publication consultation	Publication	Submission	Examination in Public	Adoption
Greater Manchester Spatial Framework	A strategic document primarily setting out future housing and employment requirements across GM, the infrastructure requirements to deliver this and the environmental capacity of GM to accommodate this in the most sustainable manner.	National Planning Policy	Consultation on Objectively Assessed Need (Nov 2014)  Consultation on vision, strategy and growth options (Oct 2015 – Jan 2016)	Consultation on Draft Plan (Sept – Nov 2016)	July 2017	Nov 2017	Feb – April 2018	Jan 2019
Policies Map	Maps the policies contained within the DPDs and saved policies (Revised UDP)	Core Strategy and other adopted DPDs	The Policies Map DPD is to be developed in line with the timescales for all other DPDs. It will be amended and re-published as necessary upon adoption of each DPD.					
Trafford Local Plan	This will set out a vision, core objectives and new allocations for housing, employment and other purposes and to identify the areas to be safeguarded from development.	National Planning Policy, GMSF	Spring 2018	Winter 2018	Summer/Autumn 2019	Summer 2020	Autumn 2020	Early 2021

## 5. Local Development Document Profiles

5.1 The following pages provide more detailed profiles detailing the purpose, scope and monitoring for each adopted and emerging LDD, and the CIL.

<b>DOCUMENT TITLE</b>	<b>CORE STRATEGY</b>
<b>Purpose</b>	Sets out the key elements of the planning framework for the borough comprising spatial vision and strategic objectives, spatial strategy, core policies and monitoring and implementation framework.
<b>Coverage</b>	Whole Borough
<b>Type of Document</b>	Local Plan
<b>Conformity</b>	National planning policy
<b>Timetable</b>	The Core Strategy was adopted by the Council on 25 <sup>th</sup> January 2012. It supersedes many (but not all) of the policies set out in the Trafford Revised UDP; a schedule of those UDP policies that are proposed to be replaced by LDF documents is set out in Appendix 5 of the Core Strategy.
<b>Monitoring and Review</b>	The Core Strategy covers the period to 2026. It is monitored on an annual basis and will be reviewed if the monitoring highlights such a need, or if changes to higher level policy require such.

<b>DOCUMENT TITLE</b>	<b>POLICIES MAP</b>
<b>Purpose</b>	An Ordnance Survey base map on which all the policies and proposals in Development Plan Documents and saved polices which have geographical expression are annotated.
<b>Coverage</b>	Whole Borough
<b>Type of Document</b>	Local Plan
<b>Conformity</b>	Core Strategy and all Development Plan Documents
<b>Timetable</b>	The Policies Map will be updated to reflect individual DPDs with each update annotated on the key.
<b>Community/Stakeholder Involvement</b>	Engagement will be conducted in accordance with the Council's Statement of Community Involvement.

<b>DOCUMENT TITLE</b>	<b>GREATER MANCHESTER SPATIAL FRAMEWORK (GMSF)</b>
<b>Purpose</b>	The GMSF will focus primarily on housing and employment land requirements for Greater Manchester, the infrastructure requirements to deliver this and the environmental capacity of GM to accommodate this in the most sustainable manner.
<b>Coverage</b>	Greater Manchester
<b>Type of Document</b>	Joint DPD
<b>Conformity</b>	National planning policy
<b>Timetable</b>	See Table 1 above
<b>Community/Stakeholder Involvement</b>	Engagement will be conducted in accordance with the Council's Statement of Community Involvement.

<b>DOCUMENT TITLE</b>	<b>TRAFFORD LOCAL PLAN</b>
<b>Purpose</b>	This will set out the vision, core objectives and new allocations for housing, employment and other purposes and to identify the areas to be safeguarded from development broad spatial strategy for the development of the Borough.
<b>Coverage</b>	Whole Borough
<b>Type of Document</b>	Local Plan
<b>Conformity</b>	National planning policy, GMSF
<b>Timetable</b>	The timetable for the initial consultation on the Local Plan will commence following the submission of the GMSF.
<b>Community/Stakeholder Involvement</b>	Engagement will be conducted in accordance with the Council's Statement of Community Involvement.

<b>DOCUMENT TITLE</b>	<b>GM JOINT WASTE PLAN</b>
<b>Purpose</b>	<ul style="list-style-type: none"> <li>• Sets out the vision and spatial objectives relating to waste for the Greater Manchester area;</li> <li>• Develops the main policies and broad framework for implementation and monitoring in Authorities Monitoring Reports (AMRs);</li> <li>• Details how the Planning Authorities will meet their contribution to delivering the identified needs of the region for all waste streams, within acceptable social, economic and environmental parameters;</li> <li>• Sets out how waste management will be considered alongside other spatial concerns, recognising the positive contribution waste management can make to the development of sustainable communities;</li> <li>• Plans for the provision of new capacity based on clear policy objectives, robust analysis of available data and information, and an appraisal of options; and</li> <li>• Sets out broad and detailed criteria based policies for the plan area.</li> </ul>
<b>Coverage</b>	The Greater Manchester sub-region, including Trafford Borough.
<b>Type of Document</b>	Joint Development Plan Document
<b>Conformity</b>	European legislation, national planning policy and each of the planning authority's Core Strategy Development Plan Documents, Core Strategy.
<b>Timetable</b>	Adopted 1 <sup>st</sup> April 2012
<b>Monitoring and Review</b>	Annual monitoring is carried out by the Greater Manchester Minerals and Waste Planning Unit, as they are the most appropriate body to undertake this work. A report is produced annually and incorporated into each authority's AMR.

<b>DOCUMENT TITLE</b>	<b>GM JOINT MINERALS PLAN</b>
<b>Purpose</b>	<ul style="list-style-type: none"> <li>• Sets out the strategic aims and objectives relating to minerals for the Greater Manchester area;</li> <li>• Develops the main policies and broad framework for implementation and monitoring;</li> <li>• Details how the Planning Authorities will meet their contribution to delivering the identified needs of the region for all minerals, within acceptable social, economic and environmental parameters.</li> <li>• Sets out how minerals will be considered alongside other spatial concerns, recognising the importance of the prudent use of minerals in preserving natural resources;</li> <li>• Safeguards existing rail head, wharfage, and other storage and handling facilities and identifies future sites to accommodate such facilities;</li> <li>• Safeguards rail and water-served sites for concrete batching, coated materials, and the reprocessing of recycled and secondary materials into aggregate, and, where appropriate, identifies future sites for these uses;</li> <li>• Indicates areas where future working might be sustainable;</li> <li>• Identifies Mineral Safeguarding Areas (MSAs)</li> <li>• Includes a key diagram detailing sites identified within the plan area, and a set of 10 inset maps, one for each district, to be included within their individual proposals/policies maps; and</li> <li>• Sets out detailed criteria based and site specific policies for the plan area.</li> </ul>
<b>Coverage</b>	The Greater Manchester sub-region, including Trafford Borough.
<b>Type of Document</b>	Joint Development Plan Document
<b>Conformity</b>	National planning policy and each of the District's Core Strategy Development Plan Documents.
<b>Timetable</b>	Adopted April 2013
<b>Monitoring and Review</b>	Annual monitoring will be carried out by the Greater Manchester Minerals and Waste Planning Unit as they are the most appropriate body to undertake this work. A report is produced annually and incorporated in to each district's AMR.

<b>DOCUMENT TITLE</b>	<b>COMMUNITY INFRASTRUCTURE PLAN</b>
<b>Purpose</b>	<p>To set the CIL rates chargeable in the authority's area to support the delivery of strategic/local infrastructure to enable planned growth.</p> <p>The Community Infrastructure Levy will detail:</p> <ul style="list-style-type: none"> <li>i) The rates (set at pounds per square metre) at which CIL is to be chargeable in the authority's area;</li> <li>ii) A map which identifies the location and boundaries of zones where a charging authority sets differential rates;</li> <li>iii) An explanation of how the chargeable amount will be calculated.</li> </ul>
<b>Coverage</b>	Whole Borough
<b>Type of Document</b>	Community Infrastructure Levy
<b>Conformity</b>	Trafford Core Strategy, national planning policy
<b>Timetable</b>	Approved by the Council 26 <sup>th</sup> March 2014 and came into effect on 7 <sup>th</sup> July 2014.
<b>Monitoring and Review</b>	The Council will monitor CIL through the Local Plan Authority Monitoring Report. In the event of significant changes in circumstances, the Council will assess the need to review the CIL charging schedule and will regularly review infrastructure delivery and economic viability.

## 6. Council Reporting Procedures

- 6.1 Each stage of a DPD's preparation will be reported to the Council Executive and full Council as appropriate and in accordance with the current regulations and the Council's Constitution.
- 6.2 Each stage of a SPD's preparation will be reported to the Executive Member and Council Executive as appropriate and in accordance with the current regulations and the Council's Constitution.

## 7. Risk Assessment

- 7.1 The programme of work set out in this LDS has been drawn up within the framework of current national policy advice, current Council priorities and staff resource capacity. The ability of the Council to adhere to the programme presented, however, may be at risk if any part of this framework is subject to significant change.
- 7.2 Further to the above, the remaining areas of risk to the identified programme of work and mitigation measures can be summarised as follows:

<b>Risk</b>	<b>Problem</b>	<b>Mitigation Measure</b>
<b>Staff Resource Capacity</b>	The effect of a change in the number of staff available to do the work arising either from staff turnover, long-term illness or organisational change within the Council or in the Joint Association of Greater Manchester Authorities with particular reference to production of the GMSF.	It is not possible to predict when and where this will happen. The programmes for the production have been devised with sufficient allowance to mitigate this. Responsibility of staff resource for the GMSF is shared by the ten GM authorities.
<b>Programme Slippage</b>	The production of plans within set timescales.	This progress of plans will be monitored and any slippage will be minimised by reallocating staff as necessary or appointing external consultants where there is adequate funding and if technical expertise is required.
<b>Consultation Fatigue</b>	The community are being consulted by many different agencies over a wide range of	We will seek to minimise consultation fatigue by consulting on a number of

<b>Risk</b>	<b>Problem</b>	<b>Mitigation Measure</b>
	issues.	documents at the same time and to ensure co-ordination of consultation across Greater Manchester on the GMSF.
<b>Local Stakeholder Capacity</b>	The effect of capacity constraints inhibiting the ability of community and local organisations to participate at key stages of Plan production.	Monitoring and taking appropriate steps to ensure the effective implementation of the stakeholder consultation arrangements are put in place. The LDS provides forward notice of the Council's Local Plan programme. Local stakeholders are informed of an adoption of a revised LDS to help them plan their resources.
<b>Joint Evidence Documents</b>	Delays to the publication of joint evidence base documents.	The production of these documents will be supported with staff resources and progress closely monitored.
<b>National Planning Policy</b>	Revisions to national planning policy guidance and procedures.	The monitoring of national planning policy revisions and respond to changes early.
<b>Soundness of Plan Documents</b>	The DPDs failing the tests of soundness.	Risk will be minimised by working closely with the Council's legal team, the Planning Advisory Service and the Planning Inspectorate at all key stages.
<b>Capacity of the Planning Inspectorate (PINS)</b>	PINS ability to resource examinations.	This risk lies outside of the control of the Council and we may have to accept some slippage of the timetable. The Planning Team will engage in early and on-going dialogue with PINS.  The LDS would need to be amended accordingly.

## **8. Monitoring and Review of the Scheme**

- 8.1 The Council is required to monitor and report annually on the effectiveness of its planning policies and proposals. The Council has published its monitoring report since 2005.
- 8.2 The Authority's Monitoring Report (AMR) assesses the following:
- A summary of development performance and progress since adoption of the Core Strategy (January 2012) and the current reporting year;
  - A housing development trajectory for the Local Plan period;
  - A summary appraisal of the effectiveness/appropriateness of the existing development plan policies operating across the Borough;
  - A summary appraisal of the progress being made in preparing the Local Plan;
  - A summary of the new planning policy guidance documents published during the reporting year relevant to the preparation of the Trafford Local Plan; and
  - Key findings and implications for future monitoring and Local Plan preparation work.
- 8.3 As a result of monitoring the Council will consider what changes, if any, need to be made to the LDDs and will bring about any such through of the review of the LDS as necessary.

## 9. Glossary of Terms and Acronyms used in this LDS

<b>Term / Acronym</b>	<b>Explanation</b>
<b>AMR</b>	Authority Monitoring Report
<b>CIL</b>	Community Infrastructure Levy
<b>DPD</b>	Development Plan Documents
<b>Evidence Base</b>	The information and data that have informed the development of policies.
<b>GM</b>	Greater Manchester
<b>(GM) JMDDP</b>	(Greater Manchester) Joint Minerals Development Plan Document
<b>(GM) JWDDP</b>	(Greater Manchester) Joint Waste Development Plan Document
<b>GMSF</b>	Greater Manchester Spatial Framework
<b>LDD</b>	Local Development Documents
<b>LDF</b>	Local Development Framework
<b>LDS</b>	Local Development Scheme
<b>Neighborhood Area</b>	An area designated under the Localism Act 2011 for which a designated Neighbourhood Forum has the powers to prepare a Neighbourhood Plan.
<b>Neighbourhood Forum</b>	Where either a local parish or town council does not exist, a neighbourhood forum is a body which is designated under the Localism Act 2011 and has the powers to prepare a Neighbourhood Plan for a designated Neighbourhood Area.
<b>Neighbourhood Business Plan/ Neighbourhood Plan</b>	A plan for a designated Neighbourhood Area prepared by a local parish, town council or a designated Neighbourhood Forum under the Localism Act 2011. Business Neighbourhood Plans are formed in areas that are predominantly commercial and Neighbourhood Plans where an area is predominantly residential. The Plan sets out a shared vision for a neighbourhood and shapes the development and growth of the defined area, helping to deliver (and in general conformity with) the strategic policies of the borough-wide Local Plan.
<b>NPPF</b>	National Planning Policy Framework
<b>Plan Period</b>	The time period over which a specific document will remain valid.
<b>Proposed Replaced UDP Policies</b>	The provisions of the Planning and Compulsory Purchase Act 2004 allow for existing statutory plans and policies to be “saved” and extended until the Local

	Development Framework replaces them, with the agreement of the Secretary of State.
<b>SCI</b>	Statement of Community Involvement
<b>SPD</b>	Supplementary Planning Document
<b>SPG</b>	Supplementary Planning Guidance
<b>Stakeholders</b>	Any group or individual with an interest in any part or parts of the LDF and its various LDDs.
<b>UDP</b>	Unitary Development Plan

This page is intentionally left blank

## TRAFFORD COUNCIL

**Report to:** Executive  
**Date:** 22<sup>nd</sup> February 2016  
**Report for:** Decision  
**Report of:** Executive Member for Children's Services

### Report Title

**Review of In-house Children's Homes**

### Summary

This report sets out the recommendations from a review of Trafford's in house children's homes. The public consultation on the 2016/17 budget proposals signalled a review to look at a range of options to reduce the costs and demands on our children in care services. The review of internal provision forms one part of that.

The Council currently operates 3 Children's Homes: a 6 place unit (Kingsway Park), a 5 place unit (Old Hall Road) and a 2 place unit (Fairview). An Executive Decision was taken in December 2014 to close Fairview and to open a new 3 bed unit in its place at Flixton Road. Planning permission has been granted for the development of the Flixton Road site into a 3 bed Children's Home. The redevelopment of Flixton Road was put on hold pending the outcome of this review. The building is currently used as an office base for the Outreach team who will relocate to a more appropriate site.

A detailed financial analysis has been undertaken to understand the unit costs of in house provision and that has been benchmarked against the external market. We have also considered capacity in the external market and the challenges created by the high levels of demand that currently exist.

The total annual running costs for Fairview, inclusive of staffing are £551,140. Therefore the annual unit cost of each placement is £275,570 (£5,299 per child per week). This compares to far lower unit costs at the other two residential units and in the external market. There is also a Corporate Landlord budget of £14,266 attached to Fairview that would be released if the site is subject to disposal.

It is a recommendation of the report that we proceed with the closure of Fairview as originally planned. There is capacity in the system at Kingsway Park and we do not believe that the proposed 3 bed home at Flixton Road is financially sustainable. Therefore we recommend the proposal to open a new 3 bed home at 190-192 Flixton Road is withdrawn. This proposal will achieve a total annual saving of £551,140 and whilst it will reduce overall internal capacity by 2 beds there is currently under utilisation of capacity in the remaining homes with 4 vacancies.

There are currently 2 young people (both over 16 years old) placed in Fairview for whom alternative plans have been established as part of their natural transition. As a result we do not believe there is an adverse impact to those young people from the proposed closure of Fairview.

The proposal also means that both the Fairview site and the proposed site for development at Flixton Road will be released for consideration as part of the Corporate Landlord programme and may generate a capital receipt.

## **Recommendation(s)**

- 1) That Executive approves the closure of Fairview Children's Home from April 2016.
- 2) That Executive approves the recommendation to not proceed with the establishment of a new 3 bed Children's Home at Flixton Road as previously agreed in December 2014.

Contact person for access to background papers and further information:

Name: John Pearce

Extension: X1901

Background Papers: **None**

Relationship to Policy Framework/Corporate Priorities	Value for Money Council Budget proposals 2016/17
Financial	The proposal achieves revenue saving of £565k. It will also release two sites for potential capital receipts.
Legal Implications:	Capacity is retained within the system to meet the Council's statutory duties.
Equality/Diversity Implications	The equality and diversity implications been taken into account.
Sustainability Implications	Not applicable
Resource Implications e.g. Staffing / ICT / Assets	There will be staffing implications which will be managed through existing Council procedures and processes.
Risk Management Implications	Not applicable
Health & Wellbeing Implications	The needs of the 2 outgoing residents at Fairview have been fully taken into account in this proposal. Planned moves are in place for both residents.
Health and Safety Implications	Not applicable

## 1.0 Background

Trafford currently runs 3 Children's Homes on an in-house basis: One 6 place unit (Kingsway Park), one 5 place unit (Old Hall Road) and one 2 place unit (Fairview). An Executive Decision was taken in December 2014 to close Fairview and to open a new 3 bed unit in its place at Flixton Road. Planning permission has been granted for the development of the Flixton Road site into a 3 place Children's Home. The redevelopment of Flixton Road was put on hold pending the outcome of this review

All of the above units have been scrutinised using the Zero Based Budgets approach. This has given a clear understanding of the unit costs of each home and how they compare to both each other and the external market. This exercise has identified a substantial challenge with the sustainability of Fairview due to its high unit cost equating to £5,299 per week for each placement. This was recognised in the previous review which resulted in the proposal to replace Fairview with a 3 bed unit at Flixton Road.

It is not a legal requirement for Local Authorities to run their own Children's Homes as long as sufficient provision exists to accommodate children in care through other sources. In December 2014 it was estimated that 33% of Local Authorities do not run their own homes but commission residential places from the external market if required for those young people.

Trafford's policy position in line with the national trend has been to focus on family based provision wherever possible. Our strategy has been to increase the use of in-house foster carers. This offers the best option for children who come into care, especially for emergency provision, while a full assessment and matching risk-assessment takes place. The private market for children in care provision has also been through significant development and re-shaping over the last few years.

For Local Authorities that do run their own Homes they must comply with the stringent regulations and Quality Standards attached to Children's Homes and are subject to Inspection by OFSTED. This is becoming more challenging and impacts on sustainability.

The Regulations prescribe nine Quality Standards which must be met by children's homes:

1. The quality and purpose of care standard
2. The children's views, wishes and feelings standard
3. The education standard
4. The enjoyment and achievement standard
5. The health and well-being standard
6. The positive relationships standard
7. The protection of children standard
8. The leadership and management standard
9. The care planning standard

## **2.0 The Proposal**

### **2.1 Closure of Fairview Children's Home**

Fairview is a 2 bedded residential children's home situated in the Timperley area of South Trafford.

#### **2.1.1 Financial Analysis**

In 15/16 the total annual running costs of Fairview inclusive of staffing were £551,140. Therefore the annual unit cost of each placement was £275,570. This is substantially higher than the unit costs of both Old Hall Road and Kingsway Park as they have economies of scale as a 5 bed and 6 bed unit respectively. Benchmarking against the average annual cost of an external residential placement with a specialist provider shows that is also substantially lower at £158,517. There is also a Corporate Landlord budget of £14,266 attached to Fairview which would no longer be required if the site is subject to disposal. The proposed closure would also release the site to the Corporate Landlord programme and potentially enable a capital receipt to be achieved. We are also exploring redevelopment opportunities with investors for alternative provision on the site.

#### **2.1.2 Impact on Current Residents**

There are currently 2 young people living at Fairview and both are over 16 years old. Transition planning with both young people is well advanced and has been ongoing due to the original proposal to move to a new site at Flixton Road. This natural transition point as the young people resident at Fairview move towards independence gives a time limited opportunity to close Fairview at this time with minimal impact. Any decision to retain the home and place new young people there would require a long term commitment to ensure effective care planning. There is sufficient capacity in the system to manage the planned moves of these two young people and therefore the full costs of Fairview can be released as a saving for the 2016-17 financial year.

#### **2.1.3 Maintaining sufficiency of placements**

There is currently spare capacity in the system to offer in house residential placements, specialist fostering and aftercare as appropriate. We are also undertaking a substantial piece of work with the external market to ensure ongoing sufficiency of placements for young people with similar needs. We believe that there is sufficient capacity not to require the planned development of the 3 bed unit at Flixton Road (see below)

#### **2.1.4 Staffing implications of the closure of Fairview**

If the recommendations within this report are agreed a formal HR consultation process with affected staff would be undertaken. We would expect to be able to manage the proposed reduction in staffing through redeployment and natural wastage. There are number of posts in other areas of the Directorate for which the skill set of staff at Fairview would be applicable. The manager post at Fairview is currently vacant and is being covered by the Placements Manager. This arrangement can only continue for a maximum of 3 months to remain compliant with Children's Home statutory regulations. The above actions would reduce the potential costs associated with redundancy and enable a significant number of skilled staff to be provided with on-going employment opportunities.

### **2.1.5 Future Plans**

As part of the review of all in-house Children's Homes provision we are also considering the potential for changing the remaining existing provision and working with a partner on exciting high quality purpose built developments. These future approaches and plans will be informed by the outcome of the Narey Report due to be finalised by May on best practice in residential children's homes.

### **2.2 Flixton Road**

Following the review of capacity and financial analysis of unit costs across all residential provision it is also recommended to Executive that we do not proceed with the development of a 3 bed unit at Flixton Road. An Executive report was submitted for approval in December 2014 to close Fairview and open a new home at Flixton Road. The development at Flixton Road has been on hold pending the outcome of this review.

The evidence gathered through the review indicates there is sufficient capacity in the system at present without the additional 3 beds planned at Flixton Road. The projected unit cost of Flixton Road would be £3,410 per week for each placement substantially above both the unit costs of Old Hall Road (£2,181 per week) and Kingsway Park (£1,786 per week) and higher than those in the external market (£3,048 per week). Therefore the long term sustainability of a new home, particularly with the increasing challenges of external regulation, cannot be evidenced. The site could either be released to potentially create a capital receipt or other options for redevelopment considered.

### **3.0 Other Options**

#### **3.1 Fairview to remain open and function as a respite home.**

Some Local Authorities are developing models of converting existing Children's Homes into Respite Centres where short-term residential support is offered to children on the edge of care to alleviate the pressure at home or allow a cooling off period following an incident or breakdown in relationship. Such centres do not run at full capacity as they have to have availability to offer respite as and when required so the costs of running the unit are the same as if they were full-time but they are rarely full at any one time.

Blackburn and Darwen Council have opened a home which provides respite care as part of their Edge of Care Strategy. Fairview could be used in a similar way and the home could potentially be designed to become an integrated component of the package of resources to support children who are at risk of entering into care (Transformation Project known as Keeping Families Together). The Steering Group for Keeping Families Together have identified the value of having a respite offer but are proposing to use the Specialist in-house Fostering Provision known as Me2 for this provision.

Maintaining Fairview as a respite home would not generate any financial savings and it would not offer the best alternative solution to respite. Therefore it is not recommended.

**3.2 Maintain Fairview in its current format**

A further alternative is to maintain Fairview in its current format and use it as a base for the Multi-Systemic Therapy ('MST') Fit programme. The costs of running Fairview would stay the same but we may be able to introduce a new model of working to the Children's Home. Trafford have been awarded a one-off grant for the development of the 'MST fit' programme. The funding is time limited and only available to train staff in a new model of intervention. The MST Fit model is designed to help support our most challenging young people who are in the care of Trafford. The programme is time limited and each child who enters the programme either returns home or moves to an alternative step down placement.

If this option were to be considered there would be no immediate cashable saving but there may be a saving by being able to target young people who would usually be sent to an External Residential Home and work with them to be able to cope in a lower level placement or even go home. We are also exploring a similar approach through the proposed Keeping Families Together Model but we are proposing to use Me2 Fostering Placements in this way.

The option to keep Fairview open to work to the MST Fit model would not generate any savings. An alternative approach to utilising the MST Fit Grant, which is more appropriate to our future model of delivery in Trafford, has been proposed. Therefore this option is not recommended.

**4 Consultation**

The review of in-house Children's Homes Provision has been put forward as part of the Public Consultation on the budget proposals for 16/17. No further public consultations would be required for this proposal. Consultations with staff have been considered in 1.1.5 above and will be proceed through formal HR process if the recommendation is agreed.

**5 Reasons for Recommendation**

The closure of Fairview offers a saving of £551,140 per annum whilst not compromising the capacity required to meet the needs of vulnerable young people. Whilst we will reduce the number of internal beds available from 13 to 11 there are currently only 10 young people resident in those places. The needs of the 2 existing residents have been fully considered and appropriate alternatives are available for them. The natural transition point for those 2 young people provides a short term opportunity to move to closure of the setting.

**Key Decision** Yes

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

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

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



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

.....

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

This page is intentionally left blank

## TRAFFORD COUNCIL

**Report to:** Executive  
**Date:** 22 February 2016  
**Report for:** Information  
**Report of:** Executive Member for Adult Social Services and Executive Member for Finance

### Report Title

Update on Implementation New Payment Arrangements for Personal Budgets

### Summary

A Direct Payment is one of the ways in which a client's Personal Budget can be made. In July 2015, the Council made the decision to move from paying Direct Payments gross, whereby the service user is paid in full and then the Council bills the client for their assessed contribution towards the cost of care, to net of any client contribution.

In addition, to ensure the Council can quickly and efficiently ensure clients have sufficient funds in place to meet their care needs, the decision also included moving the remaining clients currently not on a prepayment card on to one, unless there are exceptional circumstances.

The Executive requested an update be provided on how clients have been supported through the transition

### Recommendation(s)

That the Executive note the contents of the report

Contact person for access to background papers and further information:

Name: Louise Shaw/Dianne Baker  
Extension: 3120/2057  
Background Papers: None

**Finance Officer Clearance ID**  
**Legal Officer Clearance HAK**

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



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

## **1.0 Background**

- 1.1 A Direct Payment is one of the ways in which a client's Personal Budget can be made. It supports clients to have choice, flexibility and control of their care. Adults deemed eligible as requiring help by Trafford Council (hereby referred to as the 'Council'), under the Care Act 2014, can choose to have a Direct Payment.
- 1.2 Direct Payments can be used to buy services from an organisation or to employ somebody to provide assistance. A Direct Payment can be used to purchase the services clients are assessed as needing to support their care, thereby providing clients with much more choice than a traditional package of care.
- 1.3 Legally, clients have to be financially assessed to determine what, if any, contribution they have to make towards their package of care. The client's contribution is calculated by carrying out a financial assessment. The contribution a customer is required to pay towards their care is dependent on the value of their budget/support and their ability to pay.
- 1.4 The Council previously paid its Direct Payments gross which meant the payment was made in full to the client and the Council then billed separately for the client contribution amount every 4 weeks.
- 1.5 A pre-payment card looks like a credit/debit card and the Council authorises people to use them. The agreed Direct Payment fund, net of the client contribution, is loaded onto the card by the Council and the client pays providers from the card, which has telephone banking and internet banking facilities attached to it.
- 1.6 The Council is able to view transactions made from each card instantly and recall funds if necessary. This has reduced the amount of paperwork and documentation that clients are required to send as part of the audit process.
- 1.7 All clients still receive the same level of support in terms of setting up their Direct Payment.

## **2.0 Introduction**

- 2.1 A Council decision was made in July 2015 to amend the way in which it pays Direct Payments, to net of the contribution that the client has to pay for all clients from 31 October 2015. This now means that clients have to ensure they pay into their Direct Payment account, or on to their pre-payment card, their client contributions in a timely manner to ensure there are sufficient funds to pay for care.
- 2.2 The decision also supported the Council's preference to move to a position where pre-payment cards are the main delivery method for all Direct Payment clients, with exceptions such as no internet access or lack of basic IT skills being considered on a case by case basis.
- 2.3 At the request of the Executive, this report details how clients have been supported through the transition.

### **3.0 Implementation**

- 3.1 In order to ensure clients were supported through this change, the feedback that was obtained throughout the consultation period, which included workshops for all clients and/or their representatives, was used to construct the implementation plan.
- 3.2 The majority of respondents understood the benefits of the proposed change and believed the change would be a sensible option to define a clear process for payments. They also recognised that it would also save time not only for the Council but for the service user/suitable person.
- 3.3 However, concerns were raised that certain people might have difficulty in using technology to access the pre-payment card. In order to mitigate the concerns raised during the consultation period, the implementation strategy included the following:
- Frequently Asked Questions (FAQs) raised throughout the consultation period were collated and sent to all service users or their suitable person as well as providers and stakeholders. Workshop attendees were keen for this to be issued in paper format which is the method of delivery used.
  - All 146 service users self-managing their Direct Payment using a bank account were invited to four separate forums to discuss the transition with Council representatives and address any issues about the introduction of a pre-paid card. 20% of these people attended the events
  - A follow up letter to explain implementation dates and a second invite to join the pre-paid card scheme was sent to the remaining 80%. This was accompanied by a set of Frequently Asked Questions about the process and a help guide about pre-paid cards. The Council also offered a home visit service; Around 10 service users took up this offer and Council staff assisted service users within their home to set up the card, access web banking as well as demonstrate how to set up payees on the system.
- 3.4 There are now 280 service users currently receiving their Direct Payment via a pre-paid card out of 426 eligible users (62%). The on-going plan for Trafford is to continue the migration strategy regarding the use of pre-paid cards through a series of customer engagement events. These include more service user forums, a follow up of all remaining self-managed clients as well as identifying a 'champion' service user who will help to promote the scheme. In the meantime, their Direct Payment will continue to be paid in to their dedicated bank account.
- 3.5 There have been 37 requests from service users and/or their suitable person not to go on to a pre-payment card, mainly due to issues with IT either availability of internet banking access or a lack of confidence in using the internet in this way. One of these requests was made via a formal complaint. As originally stated, all cases were considered on their own merit and to date all requests received have been agreed.
- 3.6 Issues and questions raised by service users informally via phone calls have ended with positive outcomes. The majority of the phone calls were received around billing time during the transition; this is because the Direct Payment is paid in advance and

the client contribution invoiced in arrears. Once this was explained the payment due and/or the net contribution was paid and/or a suitable payment plan agreed.

- 3.7 One of the identified risks from the decision to pay net, was whether service users would pay their contribution onto the pre-paid card, or into their Direct Payment accounts which could mean there would not be sufficient funds to cover the cost of their care.
- 3.8 70 audits of service users with pre-paid cards have been completed since the start of November and early indications show that there are 6 clients who have not paid their client contribution onto their card. Each service user has been telephoned by Audit to discuss the non-payment of contribution and the cases are being monitored.
- 3.9 Managed account services have identified 43 service users who have not paid their contribution. For a number of these the Council is the appointee and the correct contribution is now being paid by standing order. There is a transition plan to deal with the remaining clients (24) to ensure that the managed account service and client appointee (who is not always the same person) is fully aware of their duties.
- 3.10 The grand scale expansion of pre-payment cards has already improved the efficiency of individual audits and has increased clawback of unspent funds. This is mainly due to the Council being able to access the information required for the audit in real time via the online banking service and, where a clawback is identified, the funds can be requested by the Council immediately unlike clawbacks where the client has a dedicated bank account; in these cases the funds are the clients and an invoice has to be raised and the payment of that monitored. The audit is also reliant upon the individual providing their bank statements as the Council does not have access to them.
- 3.11 Since the decision in July 2015, the Council has recollected £118k in unspent funds from 70 pre-paid cards and only £8k from 17 paper audits. These amounts show how much quicker audits using pre-paid cards can be (including the return of unspent funds back into the council via a pre-paid card) rather than raising invoices to the client for unspent funds, waiting for a cheque to be returned from a potentially frozen, as happens with the paper audit process.

#### **4.0 Recommendation**

1. That the Executive note the content of the report.

## TRAFFORD COUNCIL

**Report to:** Executive  
**Date:** 22<sup>nd</sup> February 2016  
**Report for:** Information  
**Report of:** Executive Member for Transformation and Resources

### Report Title

Annual Delivery Plan 2015/16 (Third Quarter) Performance Report

### Summary

The attached draft report provides a summary of performance against the Council's Annual Delivery Plan, 2015/16. The report covers the period 1 April 2015 to 31 December 2015.

### Recommendations

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

### Contact person for access to background papers and further information:

Name: Peter Forrester  
Extension: 1815

Background Papers: None

Relationship to Policy Framework/Corporate Priorities	The Annual Delivery Plan 2015/16 Quarter 3 Performance report summarises the Council's performance in relation to the Council's Corporate Priorities.
Financial	Not Applicable
Legal Implications:	Any legal implications are as set out in the report.
Equality/Diversity Implications	None
Sustainability Implications	None
Staffing/E-Government/Asset Management Implications	None
Risk Management Implications	None
Health and Safety Implications	Not applicable

## 1.0 Background

- 1.1 The report provides a summary of performance against the Council's Annual Delivery Plan 2015/16 and supporting management information, for the period 1<sup>st</sup> October to 31<sup>st</sup> December 2015.
- 1.2 This covers the Council's six Corporate Priorities:
  - Low Council Tax and Value For Money
  - Economic Growth and Development
  - Safe Place to Live – Fighting Crime
  - Services Focused on the Most Vulnerable People
  - Excellence in Education
  - Reshaping Trafford Council

## 2.0 Performance Update

- 2.1 The ADP has 41 indicators. To date, 34 of these have been reported in the Third quarter and a further 6 are annual indicators that will have no result until later in the year. One indicator, delayed transfers of care, will be reported by the time this report is considered by the Executive on 22<sup>nd</sup> February. An exception report for procurement savings will also be produced for meeting.
- 2.2 To date, there are 20 green indicators (on target), 8 amber indicators and 6 red (below target).
- 2.3 The following indicators are rated as green (on target):
  - Percentage of Council Tax collected.
  - Delivery of efficiency and other savings and maximise income opportunities.
  - Improve take up of online claims for Housing Benefit and Council Tax benefit.
  - Percentage of ground floor vacant units in town centres.
  - Percentage of major planning applications processed within timescales.
  - The number of housing units for full planning consents granted.
  - Percentage of Trafford Residents in Employment.
  - Deliver the published 2015/16 Highway Maintenance Capital Programme.
  - The percentage of relevant land and highways assessed as Grade B or above (predominantly free of litter and detritus).
  - Percentage of Highway safety inspections carried out in full compliance with the agreed programme.
  - Average achievement of Customer Care PIs (Amey).
  - Maintain the position of Trafford compared to other GM areas in terms of Total Crime Rate.
  - Increase community confidence in partnership working within our town centres by 5% from the 2014/15 outturn – Urmston and Altrincham (two indicators).
  - 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 (two indicators).
  - Percentage of Trafford pupils educated in a Good or Outstanding school.
  - Number of third sector organisations receiving intensive support.

- Maintain the low level of 16-18 year olds who are not in education training or employment (NEET) in Trafford.
- Increase the percentage of eligible population aged 40-74 offered an NHS Health Check who received an NHS Health Check in the financial year.

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

- Reduce the level of sickness absence (Council-wide, excluding schools) (days).
- Percentage of Business Rates collected.
- Procurement savings target – (Exception report to follow)
- Increase community confidence in partnership working within our town centres by 5% from the 2014/15 outturn - Stretford.
- Percentage of pupils achieving 5 A\*-C GCSE including English and Maths.
- Percentage of pupils achieving Level 4 in Reading, Writing and Mathematics at Key Stage 2.
- Children in Care Long Term Placement Stability.
- Improve the % of household waste arising which have been sent by the Council for recycling/composting.

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

- Increase in retained Business Rate income to support 2015/16 budget.
- The number of housing units started on site.
- The number of housing completions per year.
- Increase community confidence in partnership working within our town centres by 5% from the 2014/15 outturn – Sale.
- Permanent admissions of older people to Residential/ Nursing care.
- Percentage of dis-advantage pupils achieving 5 A\*- C GCSE including English and Maths.

Finance Officer Clearance      *ID*  
 Legal Officer Clearance        *HAK*

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

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

This page is intentionally left blank



# TRAFFORD COUNCIL

**ANNUAL DELIVERY PLAN 2015/16  
Quarter 3  
Performance Report (DRAFT)**

## 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 1<sup>st</sup> October to 31<sup>st</sup> December 2015 (Quarter 3).

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

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

## 2. Performance Key

<b>G</b> Performance meets or exceeds the target	↑	Performance has improved compared with the previous period
<b>A</b> Performance is within the agreed % of the target	↔	Performance is the same compared with the previous period
<b>R</b> Performance is more than the agreed % of the target	↓	Performance has worsened compared with the previous period

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



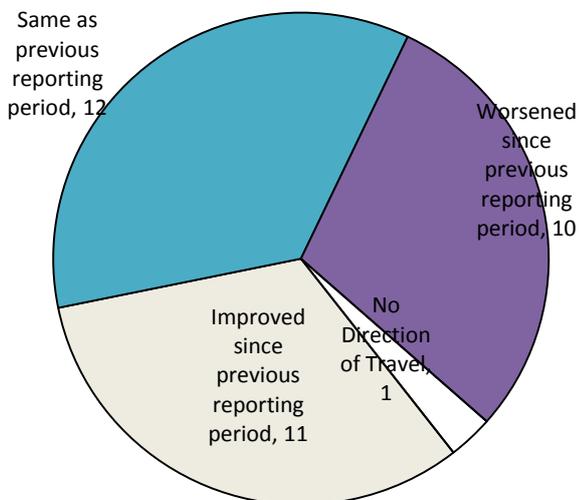
### 3. Performance Results

#### 3.1 Performance Summary

#### Performance Indicator RAG Status by Corporate Priority

ADP Theme	Green (G)	Amber (A)	Red (R)	Annual
All Indicators	20	8	6	6
Low Council Tax and...	3	4	1	
Economic Growth and...	8		2	3
Safe Place to Live...	5	1	1	2
Health and Wellbeing	1	1	1	Awaiting Data, 1
Supporting Young People	2	2	1	
Reshaping Trafford...	1			1

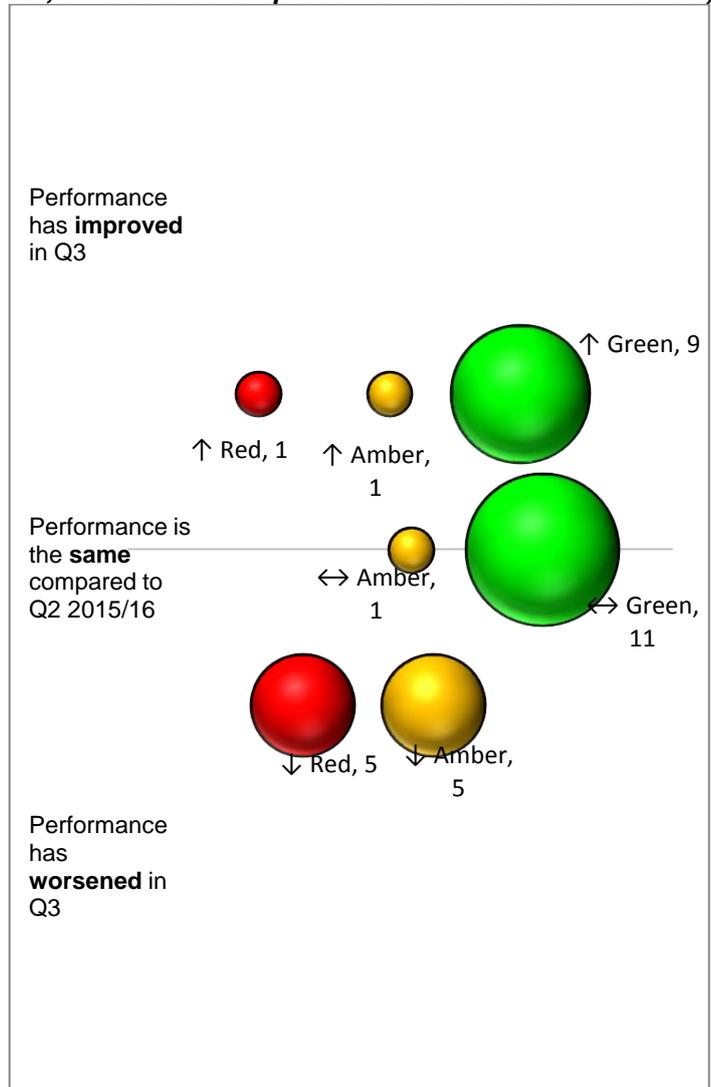
#### Direction of Travel of all Performance Indicators



The ADP has 41 indicators. To date, 34 of these indicators have been reported in the third quarter and a further 6 are annual targets which will have no results until later in the year.

There are 20 Green indicators (on target), 8 Amber and 6 Red. 11 have improved since last period, 12 have stayed the same and 10 have worsened since last period.

#### Direction of Travel and RAG status (Position in relation to central line indicates direction of travel in Q3; size of bubble represents the number of indicators)



### 3.2 Performance Exceptions

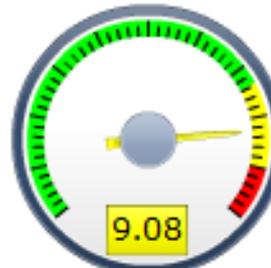
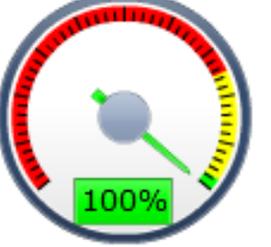
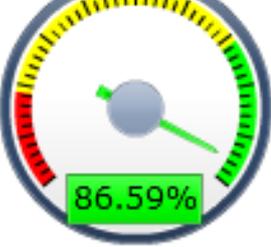
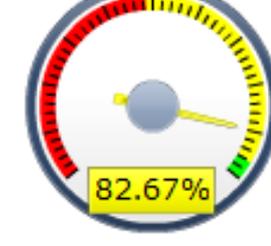
The following indicators have a RED performance status at the end of second quarter.				Report Attached Y/N?
Corporate Priority	REF	DEFINITION	DOT Q3	
LOW COUNCIL TAX AND VALUE FOR MONEY		Increase in retained Business Rate income to support 2015/16 budget		Y
ECONOMIC GROWTH & INFRASTRUCTURE		The number of housing units started on site		Y
ECONOMIC GROWTH & INFRASTRUCTURE		The number of housing completions per year		Y
SAFE PLACE TO LIVE		Increase community confidence in partnership working within our town centres by 5% - Altrincham		Y
HEALTH & WELLBEING	New	Permanent admissions of older people to Residential / Nursing care		Y
SUPPORTING YOUNG PEOPLE	CGV2c	% of disadvantaged pupils achieving 5 A*-C GSCE including English and Maths		Y

The following indicators have an AMBER performance status at the end of second quarter.				Report Attached Y/N?
Corporate Priority	REF	DEFINITION	DOT Q3	
LOW COUNCIL TAX AND VALUE FOR MONEY	BV 12i	Reduce the level of sickness absence		Y
LOW COUNCIL TAX AND VALUE FOR MONEY	BV10	Percentage of Business Rates collected.		Y
LOW COUNCIL TAX AND VALUE FOR MONEY		Procurement savings target		N
SAFE PLACE TO LIVE		Increase community confidence in partnership working within our town centres by 5% - Stretford		Y
HEALTH AND WELLBEING		Children in Care - Long term placement stability		Y
SUPPORTING YOUNG PEOPLE	New	% of pupils achieving 5 A*-C GSCE including English and Maths		Y
SUPPORTING YOUNG PEOPLE	New	% of pupils achieving Level 4 in Reading Writing and Mathematics at Key Stage 2		Y
LOW COUNCIL TAX AND VALUE FOR MONEY	New (prev.CA08)	Improve the % of household waste arisings which have been sent by the Council for recycling/composting		Y

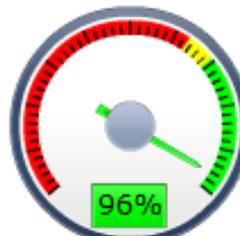
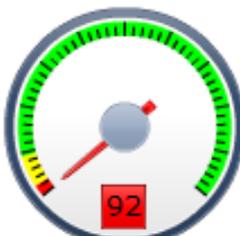
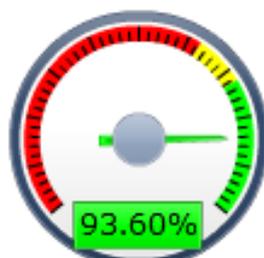
\*Exception reports start on page 21

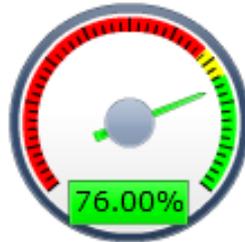
**ANNUAL DELIVERY PLAN 2015/16 Quarter 3 Performance Report**

LOW COUNCIL TAX AND VALUE FOR MONEY

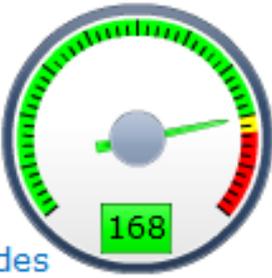
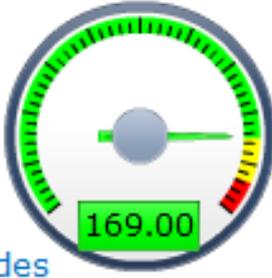
<p>Improve the % of household waste arisings which have been sent by the Council for recycling/ composting</p> <p>Q3 Target - 61.50%</p>		
<p>Reduce the level of sickness absence (Council wide excluding schools)</p> <p>Q3 Target - 9 days</p>		
<p>Maintain take up of online claims for Housing Benefit and Council Tax benefit</p> <p>Q3 Target - 100%</p>		
<p>Percentage of Council Tax collected</p> <p>Q3 Target - 86.4%</p>		
<p>Percentage of Business Rates collected</p> <p>Q3 Target - 82.89%</p>		

## ECONOMIC GROWTH AND INFRASTRUCTURE

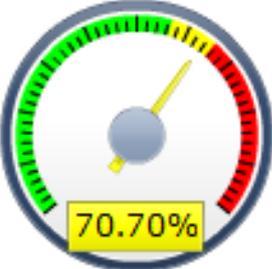
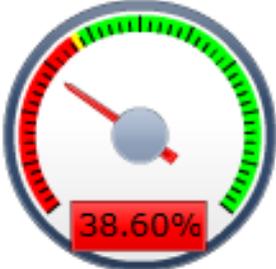
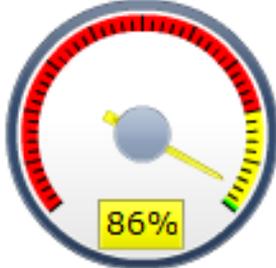
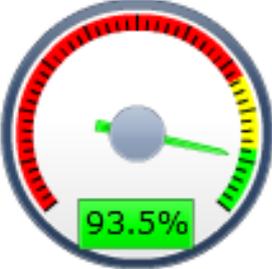
Metric type		D.O.T
<p>Percentage of ground floor vacant units in town centres</p> <p>Q3 Target - 15%</p>		↑
<p>Percentage of major planning applications processed within timescales</p> <p>Q3 Target - 70%</p>		↑
<p>The number of housing units for full planning consents granted</p> <p>Q3 Target - 150</p>		↑
<p>The number of housing units started on site</p> <p>Q3 Target - 100</p>		↓
<p>Average achievement of Customer Care PIs (Amey)</p> <p>Q3 Target - 90%</p>		← →

<p>The number of housing completions per year</p> <p>Q3 Target - 90 units</p>		<p>↓</p>
<p>Percentage of Trafford Residents in Employment</p> <p>Q3 Target - 75%</p>		<p>← →</p>
<p>The percentage of relevant land and highways assessed as Grade B or above (predominantly free of litter and detritus).</p> <p>Q3 Target - 80%</p>		<p>← →</p>
<p>Percentage of Highway safety inspections carried out in full compliance with the agreed programme</p> <p>Q3 Target - 100%</p>		<p>← →</p>

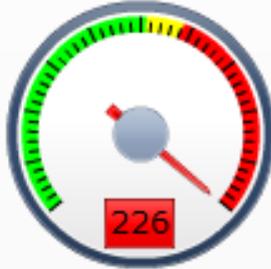
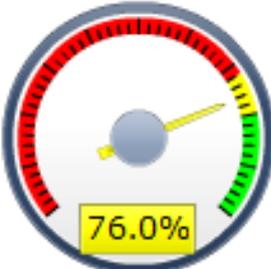
## SAFE PLACE TO LIVE – FIGHTING CRIME

Metric type	D.O.T
<p>Maintain the position of Trafford compared to other GM areas in terms of Total Crime Rate.</p> <p style="text-align: center;">Q3 Target - 1st</p>	 <p style="text-align: center;">← →</p>
<p>To work collaboratively to reduce the number of incidents and public service resources committed to missing from home (MFH) for vulnerable young people.</p> <p style="text-align: center;">Q3 Target - &lt; 175 missing episodes</p>	 <p style="text-align: center;">← →</p>
<p>To work collaboratively to reduce the number of incidents and public service resources committed to missing from care (MFC) for vulnerable young people.</p> <p style="text-align: center;">Q3 Target - &lt; 170 missing episodes</p>	 <p style="text-align: center;">← →</p>

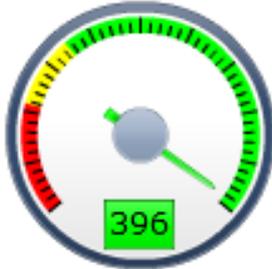
## SUPPORTING YOUNG PEOPLE

Metric type	D.O.T	
<p>% of pupils achieving 5 A*-C GSCE including English and Maths</p> <p>Q3 Target - 72.5%</p>		↓
<p>% of dis-advantaged pupils achieving 5 A*-C GSCE including English and Maths</p> <p>Q3 Target - 46%</p>		↓
<p>% of pupils achieving Level 4 in Reading Writing and Mathematics at Key Stage 2</p> <p>Target - 88%</p>		↓
<p>Percentage of Trafford pupils educated in a Good or Outstanding school.</p> <p>Q2 Target - 93.4%</p>		← →
<p>Maintain the low level of 16- 18 year olds who are not in education, employment or training (NEET) in Trafford</p> <p>Q3 Target - 4%</p>		↑

## HEALTH AND WELLBEING

Metric type	D.O.T
<p>Permanent admissions of older people to Residential / Nursing care (ASCOF 2Aii)</p> <p style="color: blue;">Q3 Target - 186</p> 	↓
<p>Children in Care Long Term Placement Stability</p> <p style="color: blue;">Q3 Target - 80%</p> 	↓
Metric type	D.O.T
<p>Increase the percentage of eligible population aged 40-74 offered an NHS Health Check who received an NHS Health Check</p> <p style="color: blue;">Q3 Target - 50%</p> 	↑

## RESHAPING TRAFFORD COUNCIL

Metric type	D.O.T
<p>Number of third sector organisations receiving intensive support</p> <p style="color: blue;">Q3 Target - &gt;=270</p> 	↑

## 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 Q3			
					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%	58%	61.5%	↓	A
See exception report below								
	Improve take up of online claims for Housing Benefit and Council Tax benefit	Q	100% G	98.5%	100%	100%	↔	G
NI 179	Delivery of efficiency and other savings and maximise income opportunities	Q	£13.8m G	£21.5m	£20.7m	£20.5m	↔	G
BV 12i	Reduce the level of sickness absence (Council wide excluding schools)	M	10.77 Days R	9 days	9.08	9	↓	A
See exception report below								
BV9	Percentage of Council Tax collected	M	97.8% G	98%	86.59%	86.4%	↔	G
New	Increase in retained Business Rate income to support 2015/16 Budget.		£1.710M	£1.811M	£1.686M	£1.811M	↓	R

Ref.	Definition	Freq	14/15 Actual	15/16 Target	2015/16 Q3			
					Actual	Target	DOT	Status
See exception report below								
New	Procurement savings target		New	£6.141M	£5.895M	£6.141M	↓	A
Awaiting exception report								
BV10	Percentage of Business Rates collected		97.4%	97.5%	82.67%	82.89%	↔	A
See exception report below								

## 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 Q3			Status
					Actual	Target	DOT	
EG2	Percentage of ground floor vacant units in town centres	Q	15.9%	15%	14.8%	15%	↑	G
New	Percentage of major planning applications processed within timescales	Q	81.8%	70%	96%	70%	↑	G
New	The number of housing units for full planning consents granted	Q	New	500	230	150	↑	G
New	The number of housing units started on site	Q	New	350	15	100	↓	R
See exception report below								
NI 154	The number of housing completions per year	Q	245	300	72	90	↓	R
See exception report below								
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			
New	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%	76%	75%	↔	G
BRP02	Deliver the published 2015/16 Highway Maintenance Capital Programme	M	100% G	100%	100%	100%	↑	G
New	The percentage of relevant land and highways assessed as Grade B or above (predominantly free of litter and	Q	78.8% A	80%	80%	82.8%	↔	G

Ref.	Definition	Freq	14/15 Actual	15/16 Target	2015/16 Q3			Status
					Actual	Target	DOT	
	detritus).							
New	Percentage of Highway safety inspections carried out in full compliance with the agreed programme	Q	95%	100%	100%	100%	↔	G
New	Average achievement of Customer Care PIs (AMEY)	Q	New	90%	96.3	90	↑	G

## 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 63%**

- Crime Strategy 2015-2018 (currently being refreshed)

Ref.	Definition	Freq	14/15 Actual	15/16 Target	2015/16 Q3			
					Actual	Target	DOT	Status
STP1	Maintain the position of Trafford compared to other GM areas in terms of Total Crime Rate.	Q	1 <sup>st</sup> G	1 <sup>st</sup>	1 <sup>st</sup>	1 <sup>st</sup>	↔	G
	Reduce the number of repeat victims by 20% within the super-victim cohort (43 identified super victims)	Q	NEW	20%			Annual Indicator – due end March '16	
	Increase community confidence in partnership working within our town centres by 5% from the 14/15 outturn.	Q	Stretford 73%	Stretford 78%	75%	77%	↑	A
			Urmston 77%	Urmston 82%	91%	81%	↑	G
			Sale 85%	Sale 90%	77%	89%	↑	R
			Altrincham 56%	Altrincham 61%	94%	60%	↑	G
See exception reports below for Stretford and Sale								

Ref.	Definition	Freq	14/15 Actual	15/16 Target	2015/16 Q3			
					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	168	175	↔	G
		Q	MFC: 206	MFC: 230	169	167	↔	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					78/60	Annual		
Q Worked/Completed 65/50								

## 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 Q3			
					Actual	Target	DOT	Status
New	Delayed Transfers of Care attributable to Adult Social Care per 100,000 pop 18+ (ASCOF 2Cii)	Q	7.9	7.9		7.9		
Awaiting data – expected in 11 Feb 16								
	Permanent admissions of older people to Residential / Nursing care (ASCOF 2Aii)	Q	250	250	226	186	↓	R
	Increase the percentage of eligible population aged 40-74 offered an NHS Health Check who received an NHS Health	Q	47.8%	50%	59.4%	50%	↑	G

Ref.	Definition	Freq	14/15 Actual	15/16 Target	2015/16 Q3			
					Actual	Target	DOT	Status
	Check in the financial year							
	Children in Care Long Term Placement Stability	Q	78% A	80%	76.0%	80%	↓	A
See exception report below								

## 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	15/16 Q2	2015/16 Q3			
						Actual	Target	DOT	Status
New	% of pupils achieving 5 A*-C GSCE including English and	A	72.2% G	72.5%	N/A	70.7%	72.5	↓	A

Ref.	Definition	Freq	14/15 Actual	15/16 Target	15/16 Q2	2015/16 Q3			
						Actual	Target	DOT	Status
	Maths								
See exception report below									
CGV 2c	% of disadvantaged pupils achieving 5 A*-C GCSE including English and Maths	A	47% A	48%	N/A	38.6%	46%	↓	R
See exception report below									
	% of pupils achieving Level 4 in Reading Writing and Mathematics at Key Stage 2	A	87% G	88%	N/A	86%	88%	↓	A
See exception report below									
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%	3.84%	4%	↑	G
New	Percentage of Trafford pupils educated in a Good or Outstanding school.	A	93.4% G	93.4%	93.5%	94.0%	93.4%	↔	G

## 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	15/16 Q2	2015/16 Q3			
						Actual	Target	DOT	Status
	Number of third sector organisations receiving intensive support	Q	300 G	350	144	396	270	↔	G
	Identify savings to meet the 2016/17 gap	M	£17.45m G	£21.1m		Annual Indicator			

## 5. Exception Reports

### 5.1 Low Council Tax and Value for Money

<b>Theme / Priority:</b>	<b>Low Council Tax and Value for Money</b>		
	Environmental Services		
Indicator / Measure detail:	Improve the percentage of household waste arisings that have been sent by the Council for recycling or composting		
Baseline:			
<b>Target and timescale:</b>	Annual target of 63% Q3 Target of 61.5%	<b>Actual and timescale:</b>	Q3 Performance 58%
<b>Why is performance at the current level?</b>			
<ul style="list-style-type: none"> <li>• Is any variance within expected limits?</li> <li>• Why has the variance occurred?</li> <li>• Is further information available to give a more complete picture of performance?</li> <li>• What performance is predicted for future periods?</li> </ul>			
<p>This indicator is particularly affected by weather patterns, due to Trafford residents being able to present a high volume of garden waste for composting, compared to other Local Authorities (weekly free collection in a 240 litre bin) A colder start to the year meant that green waste tonnages fell considerably (11% less in June, for example). In addition there is a continuing national trend of less paper production, meaning the available weight of pulpable materials collected (blue bin) is also declining. Residual waste is seeing a slight increase. This may be due to waste growth linked to an improving economy but there is no national data available to support this assumption.</p> <p>Amey are reporting to be collecting more leaf fall in Q3 than has been collected in other years. As leaves on the streets cannot be recycled, this increases the residual tonnage and can impact on recycling performance. This adverse impact in quarter three is anticipated to even out in Q4.</p>			
<b>What difference does this make – the implications of not meeting target?</b>			
<ul style="list-style-type: none"> <li>• Impact on service users/public.</li> <li>• Impact on corporate priorities and plans.</li> <li>• Impact on service/partner priorities.</li> <li>• Impact on equalities, sustainability or efficiency</li> </ul> <p>Can we move resources to support this or other priorities?</p>			
<p>Despite emerging evidence that residents have responded favourably to a “call to action” leaflet delivered by the One Trafford Partnership in December, it is highly unlikely that enough waste will be diverted in time for the 63% target to be met this financial year. Current projections suggest that the position at year end may be close to 60%. The position across other GM districts is being investigated as it is expected that the pattern of recycling is likely to be similar. Whilst this doesn’t address the actual against target, it is relevant for the amount of waste levy paid.</p> <p>An Improvement Plan is in place to divert more recyclable waste. In December, the One Trafford Partnership carried out an extra green waste collection and collected Christmas trees and additional cardboard packaging for the first time ever from the kerbside. This has increased the tonnages collected in December. One Trafford Partnership officers are monitoring tonnages carefully to see if the upwards trend continues into the 4<sup>th</sup> quarter, however, any significant variance in the heaviest waste stream (green waste) will be most reliant on favourable temperatures and weather conditions in the final quarter.</p>			

<p><b>How can we make sure things get better?</b></p> <ul style="list-style-type: none"> <li>• What activities have been or will be put in place to address underperformance? Make specific reference to action plans.</li> <li>• When performance will be brought back on track?</li> <li>• Assess the need for additional resources/funding/training/investment.</li> <li>• Identify the source of additional resources/funding/training/investment.</li> <li>• Consult with other services, staff, managers, relevant Members and partners.</li> </ul>
<p>The February Strategic Partnering Board meeting will scrutinise the One Trafford Partnership's Service Plan for delivery of all services in 16/17. This will include how they propose to increase recycling and decrease residual waste.</p> <p>Amey are in the final stages of recruiting the Community Engagement Manager. This post and the junior posts that report to them are critical to the timely delivery of behavioural change initiatives necessary to divert waste streams from landfill. All vacancies will be in place by the end of March 2016.</p> <p>In 2016, Amey intend to carry out a waste composition analysis of the grey bin contents, in order to identify and quantify the best waste streams to focus campaign resources. This information will ensure that targeted and purposeful campaigns can be developed.</p> <p>In-Cab Technology will be up and running in all waste collection vehicles by the end of January 2016, providing regular and robust data around participation and contamination, helping the Partnership to target its engagement resources effectively.</p>

<b>Theme / Priority:</b>	<b>LOW COUNCIL TAX AND VALUE FOR MONEY</b>		
Indicator / Measure detail:	Percentage of Business Rates collected		
Baseline:			
<b>Target and timescale:</b>	82.89%	<b>Actual and timescale:</b>	82.67%
<b>Why is performance at the current level?</b>			
<ul style="list-style-type: none"> <li>• Is any variance within expected limits?</li> <li>• Why has the variance occurred?</li> <li>• Is further information available to give a more complete picture of performance?</li> <li>• What performance is predicted for future periods?</li> </ul>			
<p>The main factor contributing to the short fall is that there is a large amount of unpaid debt currently being challenged through the courts. It is known that the final court hearings will not take place in this financial year and therefore it is predicted that the performance will remain below the target</p>			
<b>What difference does this make – the implications of not meeting target?</b>			
<ul style="list-style-type: none"> <li>• Impact on service users/public.</li> <li>• Impact on corporate priorities and plans.</li> <li>• Impact on service/partner priorities.</li> <li>• Impact on equalities, sustainability or efficiency</li> </ul> <p>Can we move resources to support this or other priorities?</p>			
Cash Flow			

<b>How can we make sure things get better?</b>
<ul style="list-style-type: none"> <li>• What activities have been or will be put in place to address underperformance? Make specific reference to action plans.</li> <li>• When performance will be brought back on track?</li> <li>• Assess the need for additional resources/funding/training/investment.</li> <li>• Identify the source of additional resources/funding/training/investment.</li> <li>• Consult with other services, staff, managers, relevant Members and partners.</li> </ul>
The outcome of the Court hearing will determine payment of the outstanding debt. These are complex cases and the timetable for the future hearings are set by the courts.

<b>Theme / Priority:</b>	<b>LOW COUNCIL TAX AND VALUE FOR MONEY</b>		
Indicator / Measure detail:	Increase in retained Business Rate income to support 2015/16 Budget		
Baseline:			
<b>Target and timescale:</b>	£1.811m	<b>Actual and timescale:</b>	£1.686m
<b>Why is performance at the current level?</b>			
<ul style="list-style-type: none"> <li>• Is any variance within expected limits?</li> <li>• Why has the variance occurred?</li> <li>• Is further information available to give a more complete picture of performance?</li> <li>• What performance is predicted for future periods?</li> </ul>			
The current position reflects a reduction in forecasted outturn for 2015-16 arising from recent Valuation Office action in which it has either deleted / reduced rateable values, some of which are backdated to 1 April 2010.			
<b>What difference does this make – the implications of not meeting target?</b>			
<ul style="list-style-type: none"> <li>• Impact on service users/public.</li> <li>• Impact on corporate priorities and plans.</li> <li>• Impact on service/partner priorities.</li> <li>• Impact on equalities, sustainability or efficiency</li> </ul>			
Can we move resources to support this or other priorities?			
It is expected that by the end of the financial year there will be an increase in rateable value associated with new properties e.g. Asda at Broadheath which will generated additional business rates in 2015/16 to meet the current shortfall.			
<b>How can we make sure things get better?</b>			
<ul style="list-style-type: none"> <li>• What activities have been or will be put in place to address underperformance? Make specific reference to action plans.</li> <li>• When performance will be brought back on track?</li> <li>• Assess the need for additional resources/funding/training/investment.</li> <li>• Identify the source of additional resources/funding/training/investment.</li> <li>• Consult with other services, staff, managers, relevant Members and partners.</li> </ul>			
The performance of this measure is subject to the processing procedures and timetables of the Valuation Office and is out of the control of the Council.			

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:			
Target and timescale:	9 days per annum	Actual and timescale:	9.08 days (Q3 15/16)
<b>Why is performance at the current level?</b>			
<ul style="list-style-type: none"> <li>• Is any variance within expected limits?</li> <li>• Why has the variance occurred?</li> <li>• Is further information available to give a more complete picture of performance?</li> <li>• What performance is predicted for future periods?</li> </ul>			
<p>At the end of Q1, 15/16, absence levels were at an average of 9.17 days lost per employee, which fell to 8.98 days per employee at the end of Q2 and has risen slightly to 9.08 at the end of Q3.</p> <p>The overall target for 2015/16 is 9 days per employee and it is encouraging that to date, the level of absence has been stable around this level and the view is that we are on schedule to meet the target at year end. This is in comparison with previous years where absence levels have been significantly higher at this point in the year. For example, as at Q3 2013/14, absence levels were 9.7 days and as at Q3 2014/15, absence levels were 10.3 days.</p> <p>During 2015/16, we have also seen an overall reduction in the number of long term sick cases which have reduced from 58 as at the end of Q1, to 51 as at Q2 and 41 as at the end of Q3. Targeted work has been undertaken to support managers to reduce levels of long term sickness; in addition, the reduction 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>			
<b>What difference does this make – the implications of not meeting target?</b>			
<ul style="list-style-type: none"> <li>• Impact on service users/public.</li> <li>• Impact on corporate priorities and plans.</li> <li>• Impact on service/partner priorities.</li> <li>• Impact on equalities, sustainability or efficiency</li> </ul> <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>			
<b>How can we make sure things get better?</b>			
<ul style="list-style-type: none"> <li>• What activities have been or will be put in place to address underperformance? Make specific reference to action plans.</li> <li>• When performance will be brought back on track?</li> <li>• Assess the need for additional resources/funding/training/investment.</li> <li>• Identify the source of additional resources/funding/training/investment.</li> <li>• Consult with other services, staff, managers, relevant Members and partners.</li> </ul>			
<p>During 2014/15, the HR Service delivered a significant number of management briefings to</p>			

support managers to improve the attendance of their staff and these continue to be delivered on a targeted basis, as required. HR Business Partners also continue to work with managers to identify strategies for hot spot areas. It is considered that this intensive support is now helping to embed a culture of high performance and positive attendance across the organisation. This work will continue.

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.

There is also challenge at a Member level, with Member Challenge meetings taking place across directorates on a quarterly basis.

Finally, 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..

## 5.2 Economic Growth and Infrastructure

Theme / Priority:		Increase the Level of New Residential Development	
Indicator / Measure detail:	The Number of housing Units Started on Site		
Baseline:	New 2015/16 Indicator		
Target and timescale:	Q3 100 units	Actual and timescale:	Q3 15
<b>Why is performance at the current level?</b>			
<ul style="list-style-type: none"> <li>• Is any variance within expected limits?</li> <li>• Why has the variance occurred?</li> <li>• Is further information available to give a more complete picture of performance?</li> <li>• What performance is predicted for future periods?</li> </ul>			
<p>This is a new indicator for 2015/16, it details that the Council has recorded 15 units starting on site during Qtr 3, with a total of 107 units after 9 months.</p> <p>This activity suggests that development activity has dropped across the borough over the third quarter. It suggests performance in relation to this indicator in Quarter 4 will not be sufficient to meet the overall annual target.</p>			
<b>What difference does this make – the implications of not meeting target?</b>			
<ul style="list-style-type: none"> <li>• Impact on service users/public.</li> <li>• Impact on corporate priorities and plans.</li> <li>• Impact on service/partner priorities.</li> <li>• Impact on equalities, sustainability or efficiency</li> </ul> <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</p>			

<p>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 and drawing down the GM Housing Investment</p>
<p><b>How can we make sure things get better?</b></p> <ul style="list-style-type: none"> <li>• What activities have been or will be put in place to address underperformance? Make specific reference to action plans.</li> <li>• When performance will be brought back on track?</li> <li>• Assess the need for additional resources/funding/training/investment.</li> <li>• Identify the source of additional resources/funding/training/investment.</li> <li>• Consult with other services, staff, managers, relevant Members and partners.</li> </ul>
<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 in Q1, 328 in Q2 and 324 in Q3 monitoring periods. Together this equates to 901 units with planning permission in the first 9 months of the year. When compared against the annualised housing land target of 578 units per annum (set in the adopted Trafford Core Strategy), suggests that the number of sites with extant planning permissions cannot be viewed as an impediment to the delivery of new residential development</p> <p>The Council continues to work with GM Place and GM Housing Fund to identify opportunities for funding of schemes, with approval already in place for two Trafford sites (both of which have planning permission). One of these developments is scheduled to start on site by March 2016. The Council also continues to work in partnership with Himor and Peel to bring forward the development of, respectively, the Carrington and Trafford Waters strategic development sites. The Strategic Growth Team will be reviewing extant planning permissions to identify impediments to delivery and to support developers to bring sites forward.</p>

<b>Theme / Priority:</b>	<b>Increase the Level of New Residential Development</b>		
<b>Indicator / Measure detail:</b>	The number of housing completions		
<b>Baseline:</b>	New 2015/16 Indicator		
<b>Target and timescale:</b>	Q3 90 units	<b>Actual and timescale:</b>	Q3 72
<b>Why is performance at the current level?</b>			
<ul style="list-style-type: none"> <li>• Is any variance within expected limits?</li> <li>• Why has the variance occurred?</li> <li>• Is further information available to give a more complete picture of performance?</li> <li>• What performance is predicted for future periods?</li> </ul>			
<p>This is a new indicator for 2015/16, it details that the Council has recorded 72 residential units completed during Qtr 3, with a total of 207 completions after 9 months.</p> <p>This activity, together with the reduction in starts on sites (see separate indicator) suggests that development activity has across the borough has concentrated on completions over the third quarter.</p>			
<b>What difference does this make – the implications of not meeting target?</b>			
<ul style="list-style-type: none"> <li>• Impact on service users/public.</li> <li>• Impact on corporate priorities and plans.</li> <li>• Impact on service/partner priorities.</li> </ul>			

<ul style="list-style-type: none"> <li>Impact on equalities, sustainability or efficiency</li> </ul> <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 and drawing down the GM Housing Investment Fund</p>
<p><b>How can we make sure things get better?</b></p>
<ul style="list-style-type: none"> <li>What activities have been or will be put in place to address underperformance? Make specific reference to action plans.</li> <li>When performance will be brought back on track?</li> <li>Assess the need for additional resources/funding/training/investment.</li> <li>Identify the source of additional resources/funding/training/investment.</li> <li>Consult with other services, staff, managers, relevant Members and partners.</li> </ul>
<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 in Q1, 328 in Q2 and 324 in Q3 monitoring periods. Together this equates to 901 units with planning permission in the first 9 months of the year. When compared against the annualised housing land target of 578 units per annum (set in the adopted Trafford Core Strategy), it suggests that the number of sites with extant planning permissions cannot be viewed as an impediment to the delivery of new residential development</p> <p>The Strategic Growth Services is to carry out work over the coming months, as a priority, to identify impediments to the delivery of extant planning permissions. This work to bring forward more sites in Trafford over the coming months will include the identification of opportunities for the funding of new housing schemes through the GM Place and GM Housing Investment Fund initiatives.</p>

### 5.3 Safe Place to Live – Fighting Crime

<b>Theme / Priority:</b>	<b>SAFE PLACE TO LIVE – FIGHTING CRIME</b>		
Indicator / Measure detail:	Increase community confidence in partnership working within our town centres by 5%		
Baseline:			
<b>Target and timescale:</b>	Sale– annual and Q3 = 90%	<b>Actual and timescale:</b>	Sale 77% Q3
<b>Why is performance at the current level?</b>			
<ul style="list-style-type: none"> <li>Is any variance within expected limits?</li> <li>Why has the variance occurred?</li> <li>Is further information available to give a more complete picture of performance?</li> <li>What performance is predicted for future periods?</li> </ul>			
<p>Progress is back on track and moving in the right direction towards the annual target of 90%, following a dip in performance in Q2 (from 83% to 75%). General confidence levels in Sale Town centre are high particularly in relation to residents being willing to report crimes and incidents (almost 100%). However there is currently</p>			

an issue with the low % of residents surveyed stating they would be willing to work with police and other agencies to resolve issues which might have some bearing on overall confidence levels in the town centre.

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

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

Can we move resources to support this or other priorities?

The overall target in the Crime strategy is a mean average across all town centres which we are confident will be reached. However each town centre is also monitored individually through the perception survey commissioned by GMP.

**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.

This target for all town centres forms part of the action plan for the new Safer Trafford Managing Crime and Community Confidence sub-group and where there are issues partnership action is taken to address them. Sale Town Centre will be discussed at the meeting in early February and will be raised through the Town Centre Partnership. In addition Safer Trafford is about to launch a Safer grants initiative to seed fund ideas residents might have to improve community safety and public confidence in the town centres and in neighbourhoods. We hope to attract ideas which will improve public perception of how the police and council are dealing with crime and ASB in town centres.

<b>Theme / Priority:</b>	<b>SAFE PLACE TO LIVE – FIGHTING CRIME</b>		
Indicator / Measure detail:	Increase community confidence in partnership working within our town centres by 5%		
Baseline:			
<b>Target and timescale:</b>	Stretford– annual and Q3 = 78%	<b>Actual and timescale:</b>	Stretford 75% Q3

**Why is performance at the current level?**

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

Progress is back on track and moving in the right direction towards the annual target of 78%, following a dip in performance in Q2 (63%). General confidence levels are high, particularly in relation to residents being willing to report incidents and being prepared to work with police and council to help resolved them (over 90% consistently for Stretford Town centre)

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

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

Can we move resources to support this or other priorities?

At this stage we remain confident the target will be reached

**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.

<ul style="list-style-type: none"> <li>• When performance will be brought back on track?</li> <li>• Assess the need for additional resources/funding/training/investment.</li> <li>• Identify the source of additional resources/funding/training/investment.</li> <li>• Consult with other services, staff, managers, relevant Members and partners.</li> </ul>
<p>This target for all town centres forms part of the action plan for the new Safer Trafford Managing Crime and Community Confidence sub-group and where there are issues partnership action is taken to address them.</p>

## 5.4 Health and Wellbeing

<b>Theme / Priority:</b>	<b>HEALTH AND WELLBEING</b>		
<b>Indicator / Measure detail:</b>	Permanent admissions of older people to Residential / Nursing care.		
<b>Baseline:</b>	Over target at Quarter 3 (226 actual v. 186 target) and as lower is better, RAG rated as RED		
<b>Target and timescale:</b>	<b>186</b>	<b>Actual and timescale:</b>	<b>226</b>
<b>Why is performance at the current level?</b>			
<ul style="list-style-type: none"> <li>• Is any variance within expected limits?</li> <li>• Why has the variance occurred?</li> <li>• Is further information available to give a more complete picture of performance?</li> <li>• What performance is predicted for future periods?</li> </ul>			
<p>The reason for the Quarter 3 'over' performance (lower is better) is partly due to a change of definition within the ASCOF framework for measuring this indicator between 2014-15 and 2015-16. This has led to higher actual relative to target that originally anticipated when setting the target for 2015/16.</p> <p>Operationally, the service is looking at the value for money aspect of placements, with some people's needs being better met in a setting with access to a higher level of support to ensure safety. This can be best met in residential or nursing care.</p> <p>The other factor re. the higher volume increase between Quarter 2 actual (103) and quarter 3 actual (186) is seasonal as we have seen an increase in residential and nursing admissions over the last 3 months. This often occurs as winter pressure and activity increases at this time of year. It is likely to settle down as we come out of the winter months.</p> <p>Finally, every case is scrutinised at panel and the criteria for admissions are tight. However, we have noted more cases being presented in 2015/16 that are meeting the criteria for funding with less self-funding cases.</p>			
<b>What difference does this make – the implications of not meeting target?</b>			
<ul style="list-style-type: none"> <li>• Impact on service users/public.</li> <li>• Impact on corporate priorities and plans.</li> <li>• Impact on service/partner priorities.</li> <li>• Impact on equalities, sustainability or efficiency</li> </ul> <p>Can we move resources to support this or other priorities?</p>			
<p>There is likely to be a financial impact of this performance 'over' target but this is mitigated by the fact that after the application of robust admission criteria at panel, there is an obligation to meet the admission needs of individuals accessing this service.</p>			
<b>How can we make sure things get better?</b>			
<ul style="list-style-type: none"> <li>• What activities have been or will be put in place to address underperformance? Make specific reference to action plans.</li> <li>• When performance will be brought back on track?</li> <li>• Assess the need for additional resources/funding/training/investment.</li> </ul>			

<ul style="list-style-type: none"> <li>Identify the source of additional resources/funding/training/investment.</li> <li>Consult with other services, staff, managers, relevant Members and partners.</li> </ul>
Continue applying robust criteria for admission at panel and allow for the seasonal effect to work its way through the system.

## 5.5 Supporting Young People

Theme / Priority:	<b><u>Supporting Young People</u></b>		
Indicator / Measure:	Percentage of pupils achieving Level 4+ in Reading, Writing and Maths at Key Stage 2		
Indicator / Measure detail:			
Baseline:	87%, Summer 2014		
Target and timescale:	88%, Summer 2015	Actual and timescale:	86%, Summer 2015
<b>Why is performance at the current level?</b>			
<ul style="list-style-type: none"> <li>Is any variance within expected limits?</li> <li>Why has the variance occurred?</li> <li>Is further information available to give a more complete picture of performance?</li> <li>What performance is predicted for future periods?</li> </ul>			
<p>Variance is within expected limits  The decline from 87% to 86% is not statistically significant  At 86%, performance was still the 6<sup>th</sup> highest in the country (out of 150 Local Authorities)  Performance in 2016 predicted to be broadly similar</p>			
<b>What difference does this make – the implications of not meeting target?</b>			
<ul style="list-style-type: none"> <li>Impact on service users/public.</li> <li>Impact on corporate priorities and plans.</li> <li>Impact on service/partner priorities.</li> <li>Impact on equalities, sustainability or efficiency</li> </ul> Can we move resources to support this or other priorities?			
<p>No impact on any of the above  No need to re-allocate resources</p>			
<b>How can we make sure things get better?</b>			
<ul style="list-style-type: none"> <li>What activities have been or will be put in place to address underperformance? Make specific reference to action plans.</li> <li>When performance will be brought back on track?</li> <li>Assess the need for additional resources/funding/training/investment.</li> <li>Identify the source of additional resources/funding/training/investment.</li> <li>Consult with other services, staff, managers, relevant Members and partners.</li> </ul>			
N/A			

Theme / Priority:	<b><u>Supporting Young People</u></b>		
Indicator / Measure:	Percentage of pupils achieving 5A*-C grades at GCSE, including English and Maths		
Indicator / Measure detail:			
Baseline:	72%, Summer 2014		
<b>Target and timescale:</b>	72.5%, Summer 2015	<b>Actual and timescale:</b>	<b>70.7 %, Summer 2015</b>
<b>Why is performance at the current level?</b>			
<ul style="list-style-type: none"> <li>• Is any variance within expected limits?</li> <li>• Why has the variance occurred?</li> <li>• Is further information available to give a more complete picture of performance?</li> <li>• What performance is predicted for future periods?</li> </ul>			
<p>Variance is within expected limits  The decline from 72% to 70.7% is not statistically significant  At 70.7% performance was still very significantly above national average (56%) and the highest in the North West  Performance in 2016 is predicted to be broadly similar.</p>			
<b>What difference does this make – the implications of not meeting target?</b>			
<ul style="list-style-type: none"> <li>• Impact on service users/public.</li> <li>• Impact on corporate priorities and plans.</li> <li>• Impact on service/partner priorities.</li> <li>• Impact on equalities, sustainability or efficiency</li> </ul> <p>Can we move resources to support this or other priorities?</p>			
<p>No impact on any of the above  No need to re-allocate resources</p>			
<b>How can we make sure things get better?</b>			
<ul style="list-style-type: none"> <li>• What activities have been or will be put in place to address underperformance? Make specific reference to action plans.</li> <li>• When performance will be brought back on track?</li> <li>• Assess the need for additional resources/funding/training/investment.</li> <li>• Identify the source of additional resources/funding/training/investment.</li> <li>• Consult with other services, staff, managers, relevant Members and partners.</li> </ul>			
N/A			

Theme / Priority:	<b>Supporting Young People</b>		
Indicator / Measure:	Percentage of pupils achieving 5A*-C grades at GCSE, including English and Maths, who are eligible for FSM or have been within the last 6 years (Ever 6)		
Indicator / Measure detail:			
Baseline:	44%, Summer 2014		
Target and timescale:	46%, Summer 2015	Actual and timescale:	37.6%, Summer 2015
<b>Why is performance at the current level?</b>			
<ul style="list-style-type: none"> <li>• Is any variance within expected limits?</li> <li>• Why has the variance occurred?</li> <li>• Is further information available to give a more complete picture of performance?</li> <li>• What performance is predicted for future periods?</li> </ul>			
<p>The variance is not within expected limits. However, the attainment of disadvantaged pupils in Trafford remains 3 percentage points above the attainment of disadvantaged pupils nationally.</p> <p>The decline in performance was due, primarily, to a decline in the overall attainment of disadvantaged pupils in non-selective schools. 86% of such pupils attend non-selective schools.</p> <p>The majority of the 18 mainstream secondary schools, including mainstream non selective schools, are academies and therefore outside the jurisdiction of the Local Authority. In some cases this limits our ability to influence these schools to promote the attainment of disadvantaged pupils.</p> <p>Promoting the attainment of disadvantaged pupils has been a high priority within the Education Standards Service since September 2013 at all stages of education – early years, primary and secondary. However, the attainment of pupils at GCSE is a result of their progress over their entire school career. At early years and primary levels we have seen very significant rises in the attainment of disadvantaged pupils to a level significantly above national averages. We believe that over the next few years, as these pupils move through secondary education, we will see a significant rise in their attainment at GCSE level.</p>			
<b>What difference does this make – the implications of not meeting target?</b>			
<ul style="list-style-type: none"> <li>• Impact on service users/public.</li> <li>• Impact on corporate priorities and plans.</li> <li>• Impact on service/partner priorities.</li> <li>• Impact on equalities, sustainability or efficiency</li> </ul> <p>Can we move resources to support this or other priorities?</p>			
<p>Although the decline in performance is disappointing, disadvantaged pupil attainment in Trafford remains three percentage points above the attainment of disadvantaged pupils nationally</p> <p>Raising the attainment of disadvantaged pupils is already one of the highest priorities within the Education Standards Service</p>			
<b>How can we make sure things get better?</b>			
<ul style="list-style-type: none"> <li>• What activities have been or will be put in place to address underperformance? Make specific reference to action plans.</li> <li>• When performance will be brought back on track?</li> <li>• Assess the need for additional resources/funding/training/investment.</li> <li>• Identify the source of additional resources/funding/training/investment.</li> <li>• Consult with other services, staff, managers, relevant Members and partners.</li> </ul>			
<p>An action plan to address this issue was compiled in September and is being implemented.</p>			

The Head of Service has personally met with the Headteachers of all schools where the attainment of disadvantaged pupils is a cause for concern, including academies. School Action Plans have been requested and received from most schools.

Senior leaders from all these schools have met together to agree strategies with input from external “experts” on raising the attainment of disadvantaged pupils.

A bid for funding to help address the issue has been submitted to the Education Endowment Fund.

The issue is now a standing agenda item at the Secondary Heads meetings, Secondary Deputies meetings and at the Secondary Assistant Heads Teaching and Learning Network.

Senior leaders from targeted schools are booked to attend training commissioned by the Greater Manchester Learning Partnership.

Support for targeted schools is being enlisted from several of the Teaching Schools in Trafford, including a bid to the NCTL for additional funding.

Theme / Priority:		Supporting Young People	
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:	76.0% at Q3 2015/16 (December)
<b>Why is performance at the current level?</b>			
<ul style="list-style-type: none"> <li>• Is any variance within expected limits?</li> <li>• Why has the variance occurred?</li> <li>• Is further information available to give a more complete picture of performance?</li> <li>• What performance is predicted for future periods?</li> </ul>			
<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 mid-70’s for future periods. In the long-term the figure is likely to continue to be negatively affected by the continuing predicted increase in the overall LAC population and more particularly by the increase in the numbers that make up this cohort.</p>			
<b>What difference does this make – the implications of not meeting target?</b>			
<ul style="list-style-type: none"> <li>• Impact on service users/public.</li> <li>• Impact on corporate priorities and plans.</li> <li>• Impact on service/partner priorities.</li> <li>• Impact on equalities, sustainability or efficiency</li> </ul> <p>Can we move resources to support this or other priorities?</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.

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.

**How can we make sure things get better?**

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

Trafford's placement strategy is continuing to be implemented.

The issue of placements for children with complex and challenging behaviour will be taken up at the CFW Business Delivery Group.

The national shortage of secure placement is being taken up by the Association of Directors of Children's Services (ADCS).

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 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.

## GREATER MANCHESTER COMBINED AUTHORITY

### FORWARD PLAN OF STRATEGIC DECISIONS

1 March 2016 – 30 June 2016

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 March 2016 and 30 June 2016.

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](mailto:info@agma.gov.uk)) before the date of the decision.

Subject	Contact Officer	Description	Anticipated Date of Decision
<b>26 February 2016</b>			
<b>GMCA Portfolios – Deputy Lead Members</b>	<b>Portfolio Lead:</b> Tony Lloyd  Portfolio Lead Officer: Julie Connor	Confirmation of Appointments and appointment of Health & Well Being Deputy to the Health & Social Care Strategic Partnership Board Executive	26 February 2016
<b>Cities &amp; Devolution Bill Update</b>	<b>Portfolio Lead:</b> Tony Lloyd  Portfolio Lead Officer: Liz Treacy	Update following Royal Assent of the Bill examining what secondary legislation is required	26 February 2016

<b>Subject</b>	<b>Contact Officer</b>	<b>Description</b>	<b>Anticipated Date of Decision</b>
<b>TfGM 2040 Vision</b>	<b>Portfolio Lead:</b> Tony Lloyd  Portfolio Lead Officer: Jon Lamonte  Contact Officer: Dave Newton	Presentation of the Draft Strategy	26 February 2016
<b>Greater Manchester Energy Company</b>	<b>Portfolio Lead:</b> Councillor Sue Derbyshire  Portfolio Lead Officer: Steve Rumbelow  Contact Officer: Julian Packer	Preferred Model for Greater Manchester	26 February 2016
<b>18 March 2016</b>			
<b>Greater Manchester Growth Deal Transport Programme</b>	<b>Portfolio Lead:</b> Councillor Richard Leese  Portfolio Lead Officer: Jon Lamonte  Contact Officer: Chris Barnes	Quarterly Update on the latest position n relation to the Growth Deal Transport Programme	18 March 2016
<b>Stations Operations Strategy</b>	<b>Portfolio Lead:</b> Tony Lloyd  Portfolio Lead Officer: Jon Lamonte  Contact Officer: Dave Newton	Proposed approach to managing suite of stations	18 March 2016

<b>Subject</b>	<b>Contact Officer</b>	<b>Description</b>	<b>Anticipated Date of Decision</b>
<b>Transport for the North</b>	<p><b>Portfolio Lead:</b> Councillor Richard Leese</p> <p>Portfolio Lead Officer: Jon Lamonte</p> <p>Contact Officer: Dave Newton</p>	Progress Update	18 March 2016
<b>Rail Industry Review</b>	<p><b>Portfolio Lead:</b> Tony Lloyd</p> <p>Portfolio Lead Officer: Jon Lamonte</p> <p>Contact Officer: Dave Newton</p>	Outcome of Rail Industry Review & Shaw Review	18 March 2016
<b>Internationalisation Strategy</b>	<p><b>Portfolio Lead:</b> Councillor Richard Farnell</p> <p>Portfolio Lead Officer: Jim Taylor</p> <p>Contact Officer: John Stewart</p>	Progress Update	18 March 2016
<b>29 April 2016</b>			
<b>Climate Change Strategy</b>	<p><b>Portfolio Lead:</b> Councillor Sue Derbyshire</p> <p>Portfolio Lead Officer: Steve Rumbelow</p> <p>Contact Officer: Mark Atherton</p>	Update on the progress of the Implementation Plan	29 April 2016
<b>Manchester Growth Company</b>	<p><b>Portfolio Lead:</b> Ian Stewart</p> <p>Portfolio Lead Officer: Mark Hughes</p>	Presentation of the Business Plan	29 April 2016
<b>27 May 2016</b>			

Subject	Contact Officer	Description	Anticipated Date of Decision
<b>24 June 2016</b>			
<b>Revenue and Capital Outturn</b>	<b>Portfolio Lead</b> Councillor Kieran Quinn  Portfolio Lead Officer: Richard Paver  Contact Officer: Amanda Fox	Year end update	24 June 2016
<b>2016/17</b>			
<b>Revenue and Capital Update</b>	<b>Portfolio Lead:</b> Councillor Kieran Quinn  Portfolio Lead Officer: Richard Paver  Contact Officer: Amanda Fox	Quarterly Update	29 July 2016
<b>Revenue and Capital Update</b>	<b>Portfolio Lead:</b> Councillor Kieran Quinn  Portfolio Lead Officer: Richard Paver  Contact Officer: Amanda Fox	Quarterly Update	28 October 2016

<b>Subject</b>	<b>Contact Officer</b>	<b>Description</b>	<b>Anticipated Date of Decision</b>
<b>GM Growth Deal Transport Update</b>	<p><b>Portfolio Lead:</b> Councillor Richard Leese</p> <p>Portfolio Lead Officer: Jon Lamonte</p> <p>Contact Officer: Steve Warrener</p>	Quarterly Update	To be confirmed
<b>Highways Shared Services</b>	<p><b>Portfolio Lead:</b> Tony Lloyd</p> <p>Portfolio Lead Officer: Jon Lamonte</p> <p>Contact Officer: Peter Molyneux</p>	Outline Business Case	To be confirmed
<b>New Rail Franchise and Electrification Programmes</b>	<p><b>Portfolio Lead:</b> Councillor Richard Leese</p> <p>Portfolio Lead Officer: Jon Lamonte</p> <p>Contact Officer: Dave Newton</p>	Overview of projects across the region to enable electrification	To be confirmed
<b>Intermediary Body Status</b>	<p><b>Portfolio Lead:</b> Councillor Kieran Quinn</p> <p>Portfolio Lead Officer: Simon Nokes</p> <p>Contact Officer: Alison Gordon</p>	Update on progress of discussions with Government	To be confirmed

<b>Subject</b>	<b>Contact Officer</b>	<b>Description</b>	<b>Anticipated Date of Decision</b>
<b>Metrolink</b>	<b>Portfolio Lead:</b> Tony Lloyd  Portfolio Lead Officer: Jon Lamonte  Contact Officer: Steve Warrener	Final Service Specification	To be confirmed
<b>Metrolink Trafford Park Line</b>	<b>Portfolio Lead:</b> Tony Lloyd  Portfolio Lead Officer: Jon Lamonte  Contact Officer: Steve Warrener	Outcome of the Procurement of the Works Contract	To be confirmed
<b>Greater Manchester City Deal : Homes for Communities Agency Receipts</b>	<b>Portfolio Lead:</b> Councillor Sue Derbyshire  Portfolio Lead Officer: Eamonn Boylan  Contact Officer: Bill Enevoldson	Proposed Strategy for equity investment	To be confirmed
<b>Greater Manchester Spatial Framework</b>	<b>Portfolio Lead:</b> Councillor Sue Derbyshire  Portfolio Lead Officer: Eamonn Boylan  Contact Officer: Chris Findley	Intellectual Property Map/ Future Cities Catapult Center	To be confirmed

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

### FORWARD PLAN OF STRATEGIC DECISIONS 1 March 2016 – 30 June 2016

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 March 2016 and 30 June 2016.

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](mailto:info@agma.gov.uk)) before the date of the decision.

#### JOINT GMCA AND AGMA EXECUTIVE BOARD

Subject	Contact Officer	Description	Anticipated Date of Decision
<b>18 March 2016</b>			
<b>GMCA &amp; AGMA Scrutiny Pool Review</b>	<b>Portfolio Lead:</b> Portfolio Lead Officer: Liz Treacy  Contact Officer: Susan Ford	Update on Implementation of the Scrutiny Pool Review	18 March 2016
<b>Climate Change Strategy</b>	<b>Portfolio Lead:</b> Councillor Sue Derbyshire  Portfolio Lead Officer: Steve Rumbelow  Contact Officer: Mark Atherton	Outcome of Consultation	18 March 2016

<b>Subject</b>	<b>Contact Officer</b>	<b>Description</b>	<b>Anticipated Date of Decision</b>
<b>29 April 2016</b>			
<b>Climate Change Strategy</b>	<b>Portfolio Lead:</b> Councillor Sue Derbyshire  Portfolio Lead Officer: Steve Rumbelow  Contact Officer: Mark Atherton	Update of the progress of the Implementation Plan	29 April 2016
<b>27 May 2015</b>			
<b>To be confirmed</b>			
<b>Business Rates Retention</b>	<b>Portfolio Lead:</b> Councillor Kieran Quinn  Portfolio Lead Officer: Richard Paver  Contact Officer: Jannice Gotts	Contribution to Support the Promotion of Greater Manchester's Growth and Reform Strategies	To be confirmed

## **AGMA EXECUTIVE BOARD**

<b>Subject</b>	<b>Contact Officer</b>	<b>Description</b>	<b>Anticipated Date of Decision</b>
<b>26 February 2016</b>			
<b>AGMA Section 48 Grants Programme</b>	<b>Portfolio Lead:</b> Portfolio Lead Officer: Howard Bernstein  Contact Officer: Julie Connor	Year 2 Funding	26 February 2016
<b>Greater Manchester Reform Budget</b>	<b>Portfolio Lead:</b> Tony Lloyd  Portfolio Lead Officer: Andrew Lightfoot	Breakdown of LA utilisation of Locality Exemplar Support	26 February 2016

	Contact Officer: Rachel Pykett		
<b>Atlantic Gateway</b>	<b>Portfolio Lead:</b> Councillor Richard Leese  Portfolio Lead Officer: Simon Nokes	Infrastructure Priorities	26 February 2016
<b>Greater Manchester Land Programme</b>	<b>Portfolio Lead:</b> Councillor Sue Derbyshire  Portfolio Lead Officer: Eamonn Boylan  Contact Officer: Chris Findley	Proposition for gap funding to unlock sites	26 February 2016
<b>18 March 2016</b>			
<b>Greater Manchester Residential Growth Strategy</b>	<b>Portfolio Lead:</b> Councillor Sue Derbyshire  Portfolio Lead Officer: Eamonn Boylan  Contact Officer: Steve Fyfe	Response to the Spending Review to support the City Region's aspiration for growth	18 March 2016
<b>29 April 2016</b>			
<b>Centre for Ageing Better</b>	<b>Portfolio Lead:</b> Tony Lloyd  Portfolio Lead Officer: Andrew Lightfoot  Contact Officer: Louise Lanigan	Strategic Partnership with GM and Pilot Project	29 April 2016
<b>27 May 2015</b>			
<b>24 June 2016</b>			
<b>AGMA Revenue Outturn</b>	<b>Portfolio Lead:</b> Councillor Kieran Quinn  Portfolio Lead	Outturn Report	24 June 2016

	Officer: Richard Paver  Contact Officer: Amanda Fox		
<b>29 July 2016</b>			
<b>AGMA Revenue Update</b>	<b>Portfolio Lead:</b> Councillor Kieran Quinn  Portfolio Lead Officer: Richard Paver  Contact Officer: Amanda Fox	Quarterly Update	29 July 2016
<b>29 October 2016</b>			
<b>AGMA Revenue Update</b>	<b>Portfolio Lead:</b> Councillor Kieran Quinn  Portfolio Lead Officer: Richard Paver  Contact Officer: Amanda Fox	Quarterly Update	29 October 2016