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TRAFFORD COUNCIL

AGENDA PAPERS FOR SCRUTINY COMMITTEE MEETING

Date: Wednesday, 21 September 2016

Time: 6.30 p.m.

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

A G E N D A	PART I	Pages
1.	ATTENDANCES To note attendances, including Officers, and any apologies for absence.	
2.	MINUTES To receive and, if so determined, to agree as a correct record the Minutes of the meeting held on 6 July, 2016.	1 - 4
3.	DECLARATIONS OF INTEREST Members to give notice of any interest and the nature of that interest relating to any item on the agenda in accordance with the adopted Code of Conduct.	
4.	2017/18 BUDGET SCRUTINY PROCESS To receive a presentation of the Executive Member for Finance and the Chief Finance Officer.	Verbal Report
5.	2016/17 BUDGET SCRUTINY PROCESS REPORTS To receive a report of the Executive Member for Finance and the Chief Finance Officer providing an update on areas identified as part of the 2016/17 Budget Scrutiny Process.	5 - 12

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6. DEVO MANC

To receive a report and presentation of the Leader of the Council, to be presented by the Deputy Chief Executive and Senior Business Change Manager.

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7. ONE TRAFFORD PARTNERSHIP UPDATE

To receive a presentation of the Executive Member for Economic Growth, Environment and Infrastructure.

Verbal Report

8. ANNUAL DELIVERY PLAN 2016/17 - Q1 PERFORMANCE REPORT

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

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9. CHRISTMAS LIGHTS UPDATE

To receive a report of the Executive Member for Economic Growth, Environment and Infrastructure.

73 - 80

10. PROVISION OF LEISURE WITHIN TRAFFORD - TIMETABLE

To receive a report for information of the Executive Member for Communities and Partnerships.

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11. SCRUTINY COMMITTEE WORK PROGRAMME

To receive a report of the Chairman of the Scrutiny Committee.

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12. URGENT BUSINESS (IF ANY)

Any other item or items (not likely to disclose "exempt information") which, by reason of special circumstances (to be specified), the Chairman of the meeting is of the opinion should be considered at this meeting as a matter of urgency.

THERESA GRANT

Chief Executive

Membership of the Committee

Councillors S. Adshead, R. Bowker, C. Boyes, K. Carter, M. Cordingley (Vice-Chairman), Mrs. P. Dixon, J. Holden, D. Hopps, M. Sephton, D. Western, M. Young (Chairman), J. Harding (ex-Officio).

Co-opted Members for Education Matters Only: Sister P. Goodstadt, J. Hanley, S. Khan and T. Rushby.

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Further Information

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

Chris Gaffey, Democratic & Scrutiny Officer

Tel: 0161 912 2019

Email: chris.gaffey@trafford.gov.uk

This agenda was issued on **Tuesday, 13 September 2016** by the Legal and Democratic Services Section, Trafford Council, Trafford Town Hall, Talbot Road, Stretford M32 0TH.

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SCRUTINY COMMITTEE

6 JULY 2016

PRESENT

Councillor M. Young (in the Chair).

Councillors C. Boyes, K. Carter, M. Cordingley (Vice-Chairman), L. Dagnall, Mrs. P. Dixon, J. Holden, D. Hopps, M. Sephton and D. Western

Also Present

Cllr R. Chilton - Deputy Executive Member for Transformation and Resources
Cllr M. Hyman - Executive Member for Children's Services

In attendance

Joanne Hyde - Corporate Director Transformation and Resources
Richard Roe - Director of Growth and Regulatory Services
Peter Forrester - Democratic and Performance Services Manager
Alex Murray - Democratic and Scrutiny Officer

APOLOGIES

Apologies for absence were received from Councillor R. Bowker, J. Harding, Hanley, Khan and Rushby.

1. CHAIRMAN AND VICE-CHAIRMAN OF THE COMMITTEE 2016/17

RESOLVED: That Councillors Michael Young and Mike Cordingley are appointed as Chairman and Vice-Chairman of the Scrutiny Committee respectively for the municipal year 2016/17, as determined by Council at the Annual Meeting held on 25 May, 2016.

2. MEMBERSHIP OF THE COMMITTEE 2016/17

RESOLVED: That the Membership of the Scrutiny Committee for the municipal year 2016/17, as determined by Council at the Annual Meeting held on 25 May 2016, be noted.

3. TERMS OF REFERENCE FOR THE COMMITTEE 2016/17

RESOLVED: That the Committee's Terms of Reference as agreed at the Annual Meeting of the Council held on 25 May 2016, be noted.

4. MINUTES

RESOLVED: That the minutes of the meetings held on 9 March 2016 and 16 March 2016, be agreed as a correct record and signed by the Chairman.

5. DECLARATIONS OF INTEREST

No declarations of interests were made by Members.

Scrutiny Committee
6 July 2016

6. SCRUTINY COMMITTEE WORK PROGRAMME 2016/17

Committee Members discussed and agreed the work programme for the municipal year 2016/17. It was also agreed that the Committee would conduct a Task and Finish Group review during the year, with a number of topics being suggested. Members were advised to submit their topic suggestions to the Democratic Services Team for their consideration by the Chairman.

It was agreed that the proposed Task and Finish Group review of school funding would not be pursued as a national consultation had recently been undertaken on the same topic.

RESOLVED:

- 1) That the Scrutiny Committee work programme for the 2016/17 municipal year, be agreed.
- 2) That Scrutiny Committee Members submit their Task and Finish Group review suggestions to Democratic Services.

7. EXECUTIVE'S RESPONSE TO THE CLOSING THE GAP TASK AND FINISH GROUP FINDINGS REPORT

The Executive Member began by thanking the Committee for their excellent work and recommendations. The Executive supported the majority of the recommendations, and advised that Executive Members would visit schools and attend workshops in relation to recommendations 2 and 4. The Executive Member agreed that the Council would deliver a press release to coincide with the letter to parents suggested in recommendation 7, and also confirmed that the funding requested in recommendation 3 had been identified and authorised. In relation to recommendation 4, the Executive believed signposting would be more effective than funding a new event.

The Committee discussed the responses with the Executive Member. Members felt that the recommendation 1 had been misinterpreted, as this requested more outreach support prior to secondary school for all children not just children in care. The Executive Member advised that this recommendation would be reconsidered taking this information into account, and a revised response would be provided in due course.

Members discussed the work that neighbouring Councils had done relating to closing the attainment gap. Despite the differences between areas, it was agreed that the Children, Families and Wellbeing Directorate would work with other councils around closing the attainment gap to see what good practice could be shared.

The Committee discussed the mechanisms by which they would follow up on the report's recommendations, and the Committee requested a follow up report be provided in six months' time. As the recommendations required a holistic approach, the Members requested the report be sent to the Trafford Partnership and the Health and Wellbeing Board to ensure that a broad range of relevant organisations were engaged.

Scrutiny Committee
6 July 2016

RESOLVED:

- 1) That the Executive Member be thanked for attending the meeting and for the response to the Committee's recommendations.
- 2) That the response to recommendation 1 be reconsidered, and a revised response be provided in due course.
- 3) That a press release be delivered in conjunction with the letter to parents proposed in recommendation 7.
- 4) That the Closing the Gap report be taken to the Health and Wellbeing Board and Trafford Partnership for information.
- 5) That the Children, Families and Wellbeing Directorate work with neighbouring Councils on closing the attainment gap by sharing good practice.
- 6) That the Committee receive an update on the report and the implementation of its recommendations in six months' time.

8. TOWN CENTRES UPDATE

The Committee received a report providing an update on Town Centres. The Director of Growth and Regulatory Services highlighted key areas including the reduction in vacancy rates, the planned commencement of the first phase of public realm works in Stretford, set to begin in 2017, and emerging proposals for the redevelopment of Sale Square. It was noted that the Council had exceeded its set targets on the increased revenue due to new parking charges.

Members enquired as to why it had taken 18 months for the Council to provide additional bins in Partington District Centre. The Director of Growth and Regulatory Services advised that he would provide a written response once he had the required information.

The Committee discussed the trends of both parking and footfall in Altrincham Town Centre, but Members were advised that this was not always a precise measurement of the health of town centres.

The Committee requested that an update on the trends of commercial properties within town centres be included in the next Town Centres report and a report on Christmas Lights funding be provided at the meeting scheduled for September 2016.

RESOLVED:

- 1) That the Director of Growth and Regulatory Services be thanked for his update.

Scrutiny Committee
6 July 2016

- 2) That the Director of Growth and Regulatory Services provide a written response regarding the time it took to provide additional bins in Partington.
- 3) That updates on trends of commercial property be included in the next Town Centres report.
- 4) Christmas lights be added to the agenda for the Committee meeting scheduled for September 2016.

9. ANNUAL DELIVERY PLAN 2015/16 - OUTTURN REPORT

The Committee received a report of the Executive Member for Transformation and Resources. As the Executive Member was unable to attend, the report was presented by their Deputy. The report highlighted that out of all of the key indicators only 8 were under target by greater than 10 per cent, and 13 indicators had been significantly overachieved.

The Committee asked a number of questions about various aspects of the report including permanent placements and delayed transfers of care. The Committee received detailed answers to all questions bar one on Community Confidence, which the Corporate Director for Transformation and Resources agreed to provide a written response for following the meeting. The Committee also asked for details of how changes made to the Children, Families and Wellbeing delivery model had impacted on delayed discharges of care.

RESOLVED:

- 1) That the Deputy Executive member and Officers be thanked for attending the meeting.
- 2) That a written response be provided to the question on Community Confidence.
- 3) That the information requested on how changes made to the Children, Families and Wellbeing delivery model had impacted on delayed discharges of care be provided to Members.

The meeting commenced at 6.30 pm and finished at 7.40 pm

TRAFFORD COUNCIL

Report to: Scrutiny

Date: 21 September 2016

Report for: Discussion

Report of: The Executive Member for Finance and the Chief Finance Officer

Report Title:

2016/17 Budget Scrutiny Process Reports

Summary:

The purpose of this report is to inform Members of the latest budget monitoring position and progress on delivering the savings programme and income generation targets required to balance the 2016/17 budget.

Based on the latest budget monitoring report an overall projected underspend of £159k is anticipated for 2016/17.

Recommendation(s)

It is recommended that:

- a) Scrutiny note the report

Contact person for access to background papers and further information:

Graeme Bentley, Interim Head of Financial Management Extension: 4336

Background Papers: None

Relationship to Policy Framework/Corporate Priorities	Value for Money
Financial	Revenue expenditure to be contained within available resources in 2016/17.
Legal Implications:	None arising out of this report
Equality/Diversity Implications	None arising out of this report
Sustainability Implications	None arising out of this report
Resource Implications e.g. Staffing / ICT / Assets	Not applicable
Risk Management Implications	Not applicable
Health & Wellbeing Implications	Not applicable
Health and Safety Implications	Not applicable

Other Options

Not Applicable

Consultation

Not Applicable

Reasons for Recommendation

Not Applicable

Finance Officer Clearance ...*Graeme Bentley*

Legal Officer Clearance *Mark Jones*.....

CORPORATE DIRECTOR'S SIGNATURE:

Background

1. The 2016/17 budget was the seventh one set since the Government's austerity programme commenced in 2010/11. During this period the Council has had to contend with significant reductions in funding with in excess of £50m of funding withdrawn and rising costs. This has seen approximately £118m of budget savings delivered over this period.
2. In respect of 2016/17 the approved budget agreed at the 17 February 2016 Council meeting was £147.3m and in determining this, an overall gap of £22.6m was addressed comprising:-
 - an overall reduction in funding of £10.6m, including £7.4m reduced sustainable Government funding, £4.5m reduction of one off contributions from business rates and reserves in 2015/16 offset by additional income of £(1.3)m from an estimated increase in growth from our Council Tax base; and
 - inflation, increasing public expectation and demographic pressures in key services, increasing charges from levying bodies for waste disposal and some reduction in income, giving an overall increase in costs of £12.0m.
3. The latest monitoring report as at period 4, i.e. to the end of July shows that projected expenditure for 2016/17 is expected to be broadly in line with budget overall with a projected underspend of £159k. There are a number of significant variances, predominantly relating to additional placement costs in children's social care but these have been covered by projected underspends in the other service areas and the impact on future year's budgets is currently being considered.
4. This report provides an update to Scrutiny Committee on a number of issues that arose following the review of the 2016/17 budget proposals. These include:-
 - Savings and Income Projections and Assumptions
 - Risk Management
 - Collaboration

Savings and Income Projections and Assumptions

5. The original budget gap was bridged by a combination of additional resources of £6.26m, including projected growth in business rates, council tax and use of general reserve and £16.38m of service savings and additional income. A breakdown of the how the gap was bridged is shown below together with an update on the progress towards achieving it.

Table 1: Components of the 2016/17 Budget Gap	Original Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
Growth in business rates	2,784	1,899	(885)
Increase in Council Tax (2% social care precept)	1,630	1,630	-
One off use of General Reserve	1,851	1,851	-
Additional Funding Resources Sub-Total	6,265	5,380	(885)

Other Savings:-			
Transformation	10,204	10,694	490
Business as Usual	3,209	3,199	(10)
Corporate	2,963	2,888	(75)
Other Savings Sub-Total	16,376	16,781	405
Budget Gap	22,641	22,161	480

6. Based on current forecasting there is a shortfall in achieving the overall gap of £480k which comprises:-
- Shortfall in achieving additional resources £(885)k
 - Additional savings £405k
7. The reason for the shortfall in additional resources relates to projections of retained business rate income. These are forecast to be lower than anticipated because of an unexpected increase in the level of business rate appeals which, if successful, will have an in-year impact on overall funding. This position will be monitored over the remaining part of the year and if the reduction materialises it will be funded by a combination of earmarked reserves or any underspend on the Council's net budget.
8. Included in the "Other Savings" are a number of items of income that were identified to contribute to meet the overall budget gap in 2016/17. At this stage in the year it is anticipated that £1.169m is still on target to be delivered and £50k currently at risk; with management action being taken to contain spending in overall budget.

Table 2: Income Generation Measures	Original Target (£000's)	RAG Status
Parking	183	
Income from Carrington Power Plant	38	
Planning income	100	
Growth team target income	92	
Advertising - new opportunities	300	
Additional income from the Investment Property portfolio	192	
Waterside Arts Centre	50	
Bereavement	30	
Trading Services for Education	200	
Development of commercial pricing for photographic/film opportunities in the Borough's assets	15	
Providing HR Support to CCG and Leisure	19	
Total	1,219	

Risk Management

9. The 2016/17 budget is based on the achievement of permanent base budget savings and increased income of £16.38m. A review of all savings is undertaken regularly and reported to the Transformation Board each month.
10. The latest forecast as reported to the Transformation Board in August indicates that total savings of £16.78m have been or are projected to be delivered by 31 March 2017. This represents an overachievement against target of £405k. The current risk rating of the overall programme is summarised as follows:

Table 3: Savings Programme Risk Rating		(£000's)
Low risk – achieved or low likelihood of not achieving		8,865
Medium risk – projected to be achieved by the end of the year		5,771
High risk – remedial action to be taken to achieve required level of savings (*)		1,740
Total		16,376

11. A summary of the high risk projects is shown below:-

Table 4: High Risk Projects	Orig Target (£000)	Rev'd Target (£000)	Explanation
Looked After Children/Keeping Families Together	1,000	775	<p>There is a risk to the overall savings target for both projects, which is combined.</p> <p>Activity in both projects is not getting sufficient traction to give confidence that the activity and targets will be delivered.</p> <p>The Programme Office has recommended a deep dive of the projects to understand the issues in detail and support a remedial action plan.</p>
GMP/Trafford Shared Service	75	75	Delays in delivery of the IS interfaces due to a revisit of requirements. Re-planning is currently underway. A deferred go live date to be confirmed as 1 Oct/ 1Nov has been discussed with the Project Board.
Social Care Transport	380	100	The saving achieved has been

Services			a full year effect from the 15/16 project. Due to the Exec decision earlier this year, the project savings target for 16/17 will not be delivered. The project is being re-scoped in the context of the new Transport Policy and will focus on the transformational developments. A PID has been requested and when this is in place a new project will be established.
Extra Care	80	-	The project has not been able to deliver any savings due to the changes in Housing Benefit and the impact this had on the proposed mechanism to deliver the savings.
Insurance Claims Handling	25	25	Proposal awaited from Amey
GM Pension Fund Advance Payment	180	105	Awaiting agreement from the Pension Fund's external auditors before progressing.
Total	1,740	1,080	

12. Whilst there is an anticipated shortfall in savings in a number of areas alternative savings are being delivered to meet the shortfall.

Collaboration

13. Collaboration with Manchester City Council on the development of a common blueprint for documenting our respective technology architectures has identified possible areas for collaboration; in particular with regard to disaster recovery (DR). Discussions are also on-going as to how both authorities could join forces to create a single service management operating model for ICT help desk that could support both sets of end users.
14. We continue to progress with the implementation of the CRM system which supports our customer strategy to reduce staffing and running costs; whilst improving the customer experience. The first phase of Environmental Services 'report/request it' went live in June. This means that nine Services, which are delivered as part of One Trafford, now receive customer requests through web self-service. In the first 3 months a fifth of all service requests were received in this way, with 5065 customers registered to use the customer portal.
15. Our programme with Greater Manchester Police (GMP) to provide a shared streamlined, cost effective and higher quality transactional HR service has now moved to the implementation phase. Staff consultation has been completed and integration with CRM is underway. This will provide a one stop shop for all

transactional HR services for both organisations. A phased go live is planned for December 2016.

Recommendations

16. That Scrutiny note the report

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TRAFFORD COUNCIL

Report to: Scrutiny
Date: 21 September 2016
Report for: Information
Report of: Leader of the Council and Chief Executive of the Council

Report Title

Greater Manchester Devolution Update

Summary

The purpose of this report is to provide an overview and update to Members on Greater Manchester Devolution activity.

Recommendation(s)

It is recommended that:

1. Scrutiny note the report

Contact person for access to background papers and further information:

Name: Dianne Geary
Extension: 1821

Background Papers: None

1. BACKGROUND

- 1.1 Devolution is the transfer of certain powers and responsibilities from national government to a particular region. Decisions made locally can better meet the needs and aspirations of the people who live and work in the area.
- 1.2 Greater Manchester's local councils have a history of working together. This record of co-operation and the creation of the Greater Manchester Combined Authority (GMCA) helped lead the way on city-region devolution through the 2014 Devolution Agreement.
- 1.3 The agreement gives the region additional powers and greater accountability through a new elected Mayor. The Mayor will lead the GMCA and will be elected in a ballot of all Greater Manchester voters in 2017.
- 1.4 The region built upon this innovative agreement with further devolution in the Summer Budget 2015 along with additional powers in the November 2015 Spending Review and Autumn Statement. A fourth devolution agreement was then agreed in the March 2016 Budget.
- 1.5 As a first step to a fully elected position, an 'interim' Mayor has joined the GMCA's ten decision-making council leaders.

2. GREATER MANCHESTER WORKING TOGETHER

- 2.1 The ten Greater Manchester (GM) local authorities have a long history of collaboration, first informally as the Association of Greater Manchester Authorities (AGMA) and from 2011 as the GMCA. This provides strong and effective governance particularly in relation to transport, economic development and regeneration.
- 2.2 The GMCA has also has developed and maintained effective relationships with key partners through the Local Enterprise Partnership, the Business Leadership Council and private sector representatives.
- 2.3 The Growth and Reform Plan brings together two policy themes of growth and reform and was produced as part of the Government's Growth Deal process. The approach enables GM authorities to undertake their place shaping role and sees economic growth alongside public service reform to improve outcomes for our residents.
- 2.4 Each Leader and Chief Executive of the ten GM local authorities are allocated a portfolio of work to manage as part of devolution. Cllr Sean Anstee is the GMCA Vice-Chairman and Leader for Skills, Employment and Worklessness. Theresa Grant is the lead Chief Executive for Skills, Employment and Worklessness.
- 2.5 The strategy was developed before the recent referendum on our membership of the EU. The referendum result poses new challenges to GM both in the short and medium term. GM's leaders have started to work on how we respond, focusing on GM remaining an attractive place for international investment and where local businesses can feel confident to invest.

3 WHAT DOES DEVOLUTION MEAN IN PRACTICE?

- 3.1 Devolution is not about taking away local government services but devolving down to the city region the functions of Government. Neither is it about adding a new layer of governance. GM's model of devolution is bespoke - building our existing model of integrated governance.
- 3.2 Devolution gives decisions about national programmes and funding streams to local leaders. No one is better placed to understand local assets, opportunities and challenges than our leaders, working in partnership with Government. It is for them to develop the solutions that will best address the unique issues and conditions of their areas.
- 3.3 In return for the devolution of significant new responsibilities and budgets GM have strengthened the governance arrangements to pass the test of direct accountability, with an Interim Mayor appointed in June 2015, and the first elections for a GM Mayor will be in 2017.
- 3.4 Devolution is the beginning of a new way of working between local and national government. GM will continue to press for the devolution of further powers and resources: our long term ambition is for GM to take full control of public spending.

4 WHAT IS DEVOLUTION DELIVERING?

- 4.1 Although it is only 18 months since the first ground-breaking devolution deal with Government was signed, there are already some notable achievements that demonstrate that devolved, local decision making is producing better outcomes for the population and businesses of Greater Manchester.
- 4.2 The **Greater Manchester Investment Fund** has been developed to take an integrated approach to investment. It brings together a variety of different funding streams to target GM's key growth sectors including health and life sciences; creative and digital; financial and professional services; along with existing and new businesses. To date almost **£150m of funding loaned to Greater Manchester businesses, has supported and created over 6,000 jobs.**
- 4.3 Devolution has given further powers to improve the social and physical infrastructure that underpins all economic growth. New planning powers help us encourage regeneration and development including a **statutory spatial framework** and a new **£300m fund for housing.**
- 4.4 GM secured the **largest transport investment programme** outside London and now has the potential to control transport franchises with the ambition to introduce a GM wide smart ticketing system and shape local railway station policy.
- 4.5 The **Earnback deal** allow us to reinvest the proceeds of growth resulting from infrastructure investment, providing a budget of around **£30m** a year to invest in further schemes and will enable the Metrolink extension to Trafford Park.
- 4.6 The **Working Well scheme** is investing in the reform of public services to help people back into employment and has already helped hundreds of long-term

unemployed people to overcome barriers to gain a permanent job through intensive one-to-one support. Scaling up this approach will help **50,000 Greater Manchester residents back towards employment.**

- 4.6 **GM's Further Education and Skills provision** is being re-designed to become more responsive to business needs and the re-structuring of the Further Education provision, via the **Area Based Review (ABR)**, is designed to make it economically sustainable, whilst meeting the community and business needs. The outcome of the ABR was completed in June 2016.
- 4.7 The aim is to increase the number of apprenticeships both in terms of quality and level in core and growth areas. Local eligibility criteria has been developed for the **Apprenticeship Grant for Employers** to support businesses who have never taken on an apprentice to do so. In addition, support is being given to individuals to develop the higher level and Science, Technology, Engineering and Mathematics (STEM) skills needed by employers via Further Education Loans and access to Higher Education.
- 4.8 Greater Manchester now controls long-term health and social care spending, and the budget of around £6 billion was devolved in April 2016. This will help to address the fundamental challenge of ensuring that the **GM health and social care system becomes financially sustainable**, and also improve GM residents' health and well-being.
- 4.9 From 2017/18 GM will be entering a pilot a scheme for the **100% retention of business rates**, which subsequently will be rolled out across the country in 2021.
- 4.10 A **fundamental review** of the way that all **services for children**, exploring how existing budgets can be used more effectively to deliver integrated and more efficient services will be undertaken.
- 4.11 Further freedom and flexibility to GM and the Mayor/Police and Crime Commissioner around **criminal justice and offender management** has also been given.
- 4.12 The **Manchester Growth Hub** brings together a range of business support services providing a comprehensive package of support to help develop local businesses reach their potential.

5 SUMMARY

- 5.1 GM's devolution deals helps GM deliver its strategic ambitions by taking a truly integrated approach to driving economic growth and the reform of public services. Powers and responsibilities transferred from Government to GM are geared towards accelerating growth, boosting skills and encouraging local decision-making and increased self-sufficiency.
- 5.2 Devolution gives GM a much stronger national and global voice giving the message that Greater Manchester is a great place for business, whilst acknowledging that there will still be decisions made at a local level i.e. planning.

- 5.3 Cllr Sean Anstee is the GMCA Vice-Chairman and is also the Leader for Skills Employment and Worklessness. Theresa Grant is the lead Chief Executive for Skills Employment and Worklessness.
- 5.4 Opportunities to agree further devolution in the months and years ahead will truly empower local leaders so that GM can transform and drive the local growth agenda.

Relationship to Policy Framework/Corporate Priorities	Value for Money Reshaping Trafford Council
Financial	None arising out of this report
Legal Implications:	None arising out of this report
Equality/Diversity Implications	None arising out of this report
Sustainability Implications	None arising out of this report
Resource Implications e.g. Staffing / ICT / Assets	Not applicable
Risk Management Implications	Not applicable
Health & Wellbeing Implications	Not applicable
Health and Safety Implications	Not applicable

Other Options

Not Applicable

Consultation

Not Applicable

Reasons for Recommendation

Not Applicable

Finance Officer Clearance NB.....

Legal Officer Clearance N/A.....

DEPUTY CHIEF EXECUTIVE'S SIGNATURE:

Helen Jones

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GREATER MANCHESTER STRATEGY AND DEVOLUTION

Trafford Scrutiny Update
21st September 2016

BACKGROUND: GREATER MANCHESTER



GREATER MANCHESTER: A HISTORY OF WORKING TOGETHER



Metrolink

GMCA GREATER MANCHESTER COMBINED AUTHORITY



AGMA, GMITA & Airport

Publication of the MIER

Thematic Commissions established

Community Budget pilot

Devolution Agreement

Health MoU

Further devolution announced

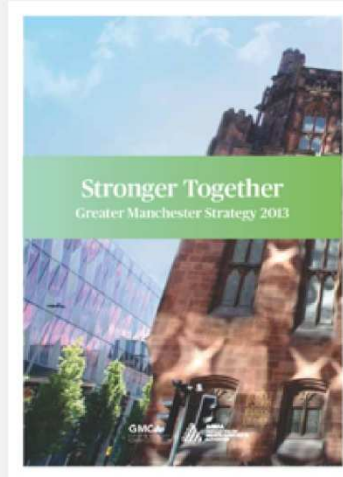
TfGM established

Refresh GM Strategy

CARING FOR GREATER MANCHESTER
We're putting shared car



GREATER MANCHESTER: LEADERSHIP & GOVERNANCE



LEP
Local Enterprise
Partnership

GM
Combined
Authority

GM
Investment
Board

Skills &
Employment
Partnership

GM
ESIF
Committee

Transport
for GM
Committee

Key GM agencies supporting delivery
Local Authorities, TfGM, Manchester Growth Company

HOW GREATER MANCHESTER WORKS

Governance

Senior Private Sector Groups

LEP
Local Enterprise Partnership

BLC
Business Leadership Council

Elected Member Groups

GM Combined Authority

Joint GMCA/AGMA

Police and crime panel

GM Scrutiny

GM Audit

GM Health Scrutiny

Thematic Groups oversee key policy areas:

- Transport
- Low Carbon
- Skills and Employment
- Planning and Housing
- Health

Delivery

Wider Leadership Team

Chief Execs of 10 local authorities, GM Police, TfGM, Manchester Growth Company, GM Fire NHS

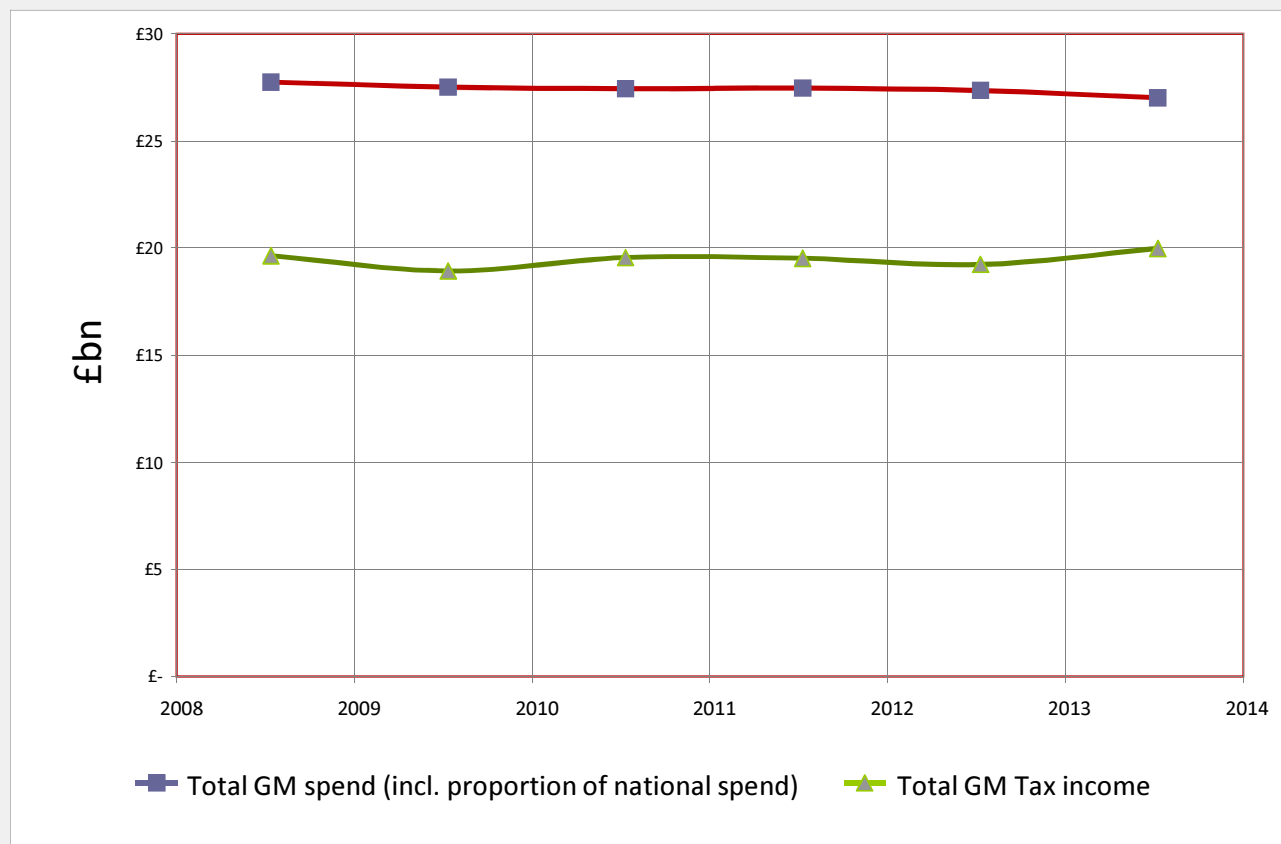
Key GM agencies supporting delivery

Local Authorities, TfGM, GM Police, GM Fire, GM Waste Disposal Authority, Manchester Growth Company, NHS, Probation

GROWTH AND REFORM PLAN

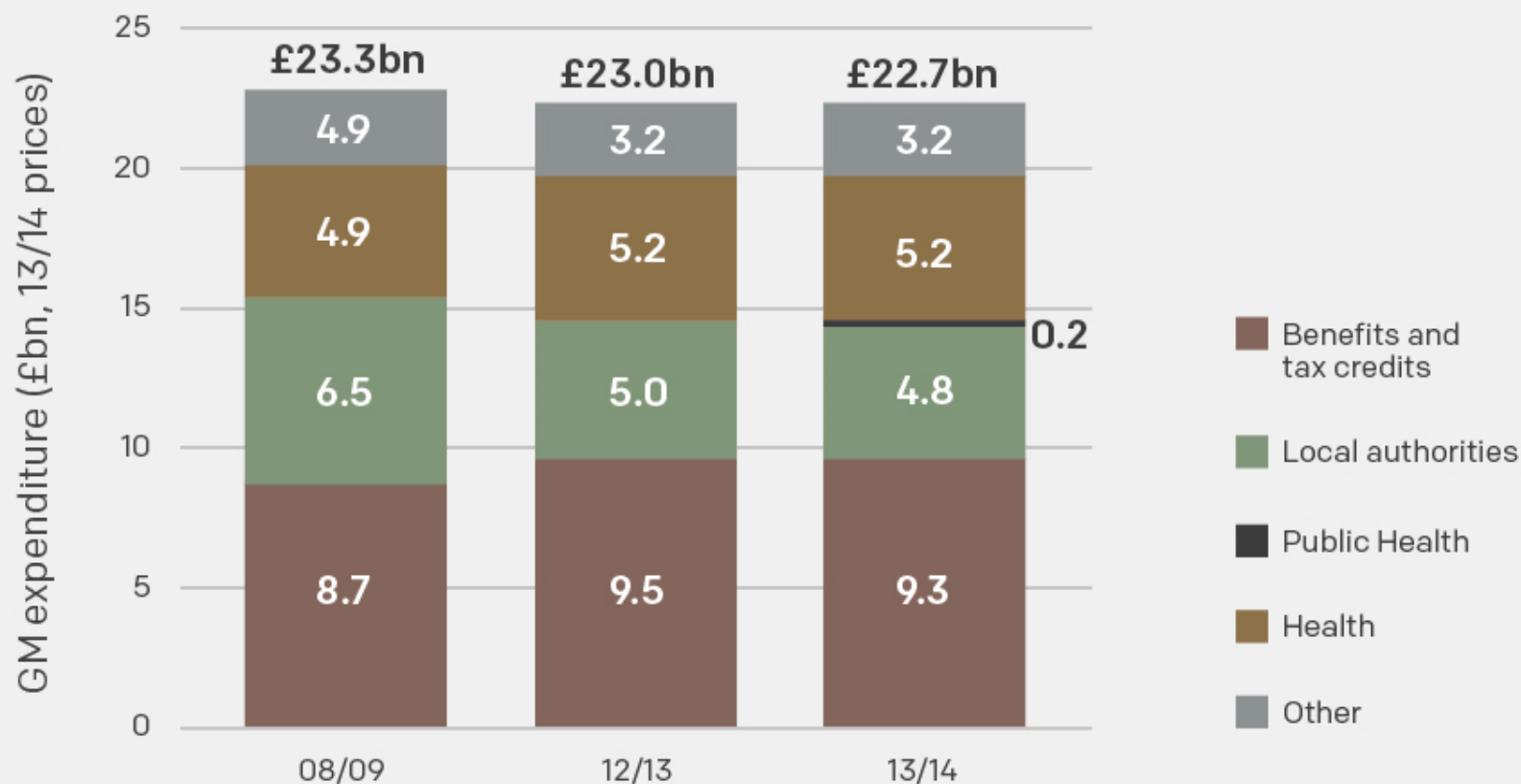
- A plan that brings together the two policy themes of growth and reform
- Produced as part of the Government's Growth Deal process
- Not simply a bid for funding: the plan sought a new relationship with Government to enable GM authorities to undertake their place shaping role to:
 - create high quality places that will attract and retain more productive people and businesses; and
 - reform the way that public services are delivered to improve outcomes for our people
- Made the case for the devolution of significant additional functional and fiscal responsibilities

GM AS A NET CONTRIBUTOR TO THE NATIONAL ECONOMY



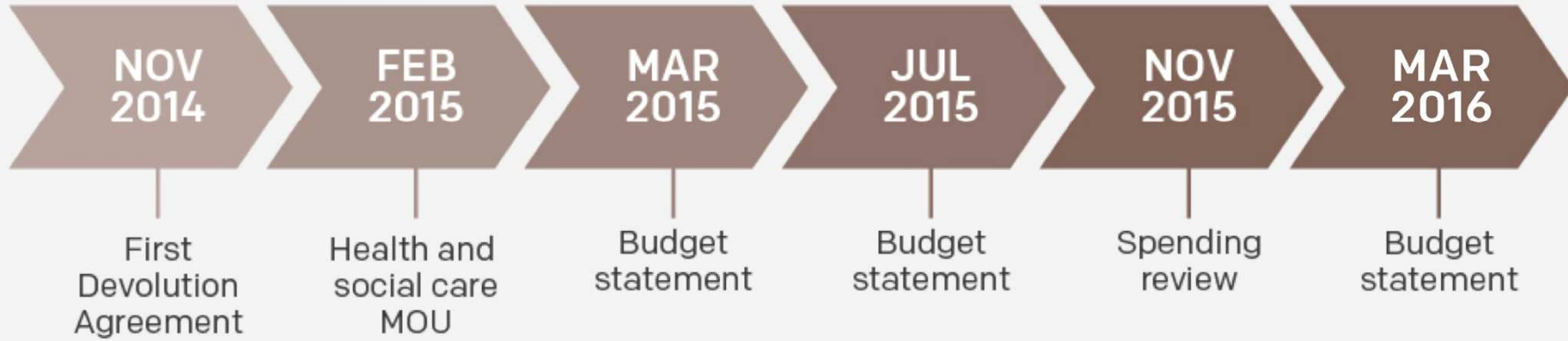
- A vision to move GM from being a **cost centre** to a **net contributor** to national public finances
- GM's economy currently generates £20 billion in taxes but requires £27 billion in public spending
- GM is seeking greater control over the levers and resources available to the public sector to close this gap

SHIFTING THE BALANCE IN SPENDING



Reductions in local public spending in investment and growth offset by increases in national public spending, particularly in relation to welfare and health

GM DEVOLUTION: KEY MILESTONES



Page 27



GM devolution is based on:

- strong, stable and effective governance arrangements
- a clear and evidenced strategic vision
- a proven track record of delivery
- a "roadmap" to reform and a recognition that full devolution will take time and require a staged approach a series of clear propositions to Government, setting out what we would do differently and the benefits that would bring

Government clear that in return some form of directly elected leadership at GM level was required

WHAT IS BEING DEVOLVED TO GM

Transport

- Responsibility for a joined up and **multi-year transport budget**
- Responsibility for **franchised bus services**, including powers over fares, routes, frequency and ticketing
- The power to introduce integrated **smart ticketing** across all local modes of transport
- The ability to shape **local rail station policy** and development across the Greater Manchester area
- Control of a reformed **earnback deal**, which rewards the GMCA as GM's investment in infrastructure results in economic growth. It will give up to £30m a year for 30 years to invest in further schemes

WHAT IS BEING DEVOLVED TO GM

Planning and Housing

- Powers over strategic planning, including the power to create a **statutory spatial framework** for Greater Manchester
- Control of a new £300 million recyclable **Housing Investment Fund**
- The power to establish a **GM Land Commission** to make best use of publicly owned land
- The power to designate **Mayoral Development Corporations** and compulsory purchase powers
- The power to implement a **Community Infrastructure Levy** to support development and regeneration

Blue Light Services

- The Mayor takes on the role currently covered by the **Police and Crime Commissioner** and the **GM Fire & Rescue Authority**

WHAT IS BEING DEVOLVED TO GM

Business Support

- Responsibility for **business support budgets**, making it easier to join up services to make sure that businesses are able to access the right support at the right time to help them grow and innovate
- Development of an MoU with the **British Business Bank** setting out how they will work together to support SMEs in Greater Manchester

Regulation

- GM to work with Government to develop a strategic approach to **regulation of businesses**, building on the Better Business for All national programme

Business Rates

- **Local Growth Pilot** status, enabling 100% business rates retention
- Power to introduce a **Business Rates Supplement** subject to the agreement of the Mayor's Cabinet and GMLEP

WHAT IS BEING DEVOLVED TO GM

Finance

- GMCA to gain **Intermediate Body** status giving greater influence and decision making over how **European funding** is spent, to ensure it meets local priorities and is of maximum benefit to the GM economy
- GM will have the power to establish a **Single Pot** for investment in economic growth, pooling transport funding with Local Growth Funding and “Earn Back” investment funding
- The **power to borrow** in respect of any combined authority function, subject to compliance with the Prudential Borrowing Code

Skills and Employment

- Reshape and re-structure **GM’s Further Education provision** with government to ensure that the supply of skills in GM meets the needs of businesses
- Full devolution of the 19+ **adult skills budget** from 2018/19
- Jointly commission (with the Department for Work and Pensions) of **employment programme support**, assisting long term unemployed and those with health conditions and disabilities to join the workforce

WHAT IS BEING DEVOLVED TO GM

Complex Dependency

- To scale up work on **public service reform** programme to provide the intensive support to workless people and their families to help up to 50,000 people who have struggled to find work get into jobs
- Jointly establish a **Life Chances Investment Fund** with Government to increase investment in innovative approaches to delivering public services

Services for Children

- Undertake a **fundamental review** of the way that all services for children, exploring how existing budgets can be used more effectively to deliver integrated and more efficient services

WHAT IS BEING DEVOLVED TO GM

Criminal Justice

- GM will take on a greater role in the commissioning of **offender management services**, greater influence over education provision in prisons and joint work with Government to better align delivery of services for youth offenders
- GM will work with Government to explore **devolved budgets**, including the custody budgets for female offenders, young offenders and those sentenced to less than 2 years in prison
- GM has secured greater influence over funding to better support **victims of crime**
- GM will work with Government to create a modern **new prison estate** and develop plans for the **local courts estate**

WHAT IS BEING DEVOLVED TO GM

Health and Social Care

- The MoU forged a new partnership between GM health and social care bodies and NHS England so that from April 2016 GM took full devolution of all funding and decision making for health and social care in GM
- This will help GM to:
 - deliver improved health and wellbeing outcomes to support and enhance GM's priority of reducing worklessness and supporting people back into employment;
 - plan for the integration of health and social care across GM, allowing us to use existing health and social care budgets to invest in community based care to support change

CONTINUING DEVOLUTION

- The latest GM devolution agreements, announced as part of the 2015 Spending Review settlement and 2016 Budget statement, reaffirmed the Government's commitment to maximising devolution to Greater Manchester over time
- That agreement identifies a number of areas for further joint work between GM and Government, including:
 - the development of a joint investment platform to support the resilience and efficient management of the **highways network**
 - the development of a business case for a **Land Programme** to make best use of strategic sites for housing and employment use
 - consideration of how regulatory change could enable more effective use of social housing stock to increase the diversity of **social housing** provision and increase investment in home ownership
 - the development of flexible investment approaches to support the innovative delivery of public services including consideration of the establishment of a **Public Service Reform Investment Fund**

EVOLVING GOVERNANCE ARRANGEMENTS

- Interim Mayor, as an 11th member of the CA, appointed at the June 2015 GMCA AGM
- Legislation to create the role of a directly elected Mayor passed through Parliament
 - First elections anticipated in 2017
 - Chair of the GMCA and Cabinet
 - 10 Leaders with portfolio responsibilities allocated by the Mayor
- Devolution of some new responsibilities has been possible without legislation and have passed to the GMCA. Others dependent on the implementation of the city region Mayoral model
- On public service issues the GMCA members and the Mayor will each have one vote
- The directly elected Mayor required to consult the GMCA Cabinet on strategies and spending plans – which a two thirds majority can reject or amend

GM DEVOLUTION: IMPLICATIONS

- Devolution is a game changer for businesses and residents of GM: a significant shift of power and responsibilities from the centre to a local area
- GM's devolution deals helps GM deliver its strategic ambitions by taking a truly integrated approach to driving economic growth and the reform of public services
- Powers and responsibilities transferred from Government to GM are geared towards accelerating growth, boosting skills and encouraging local decision-making and increased self-sufficiency
- Devolution gives GM a much stronger national and global voice giving the message that Greater Manchester is a great place for business
- Further opportunities to agree further devolution in the months and years ahead

QUESTIONS?

GMCA

BOLTON
BURY

MANCHESTER
OLDHAM

ROCHDALE
SALFORD

STOCKPORT
TAMESIDE

TRAFFORD
WIGAN

TRAFFORD COUNCIL

Report to: Scrutiny Committee
Date: 21 September 2016
Report for: Information
Report of: Executive Member for Transformation and Resources

Report Title

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

Summary

The attached report provides a summary of performance against the Council's Annual Delivery Plan, 2016/17. The report covers the period 1 April 2016 to 30 June 2016.

Recommendations

That Scrutiny Committee notes the contents of the draft Annual Delivery Plan First Quarter Performance Report.

Contact person for access to background papers and further information:

Name: Peter Forrester
Extension: 1815

Background Papers: None

Relationship to Policy Framework/Corporate Priorities	The Annual Delivery Plan 2016/17 Quarter 1 Performance report summarises the Council's performance in relation to the Council's Corporate Priorities.
Financial	Not Applicable
Legal Implications:	None
Equality/Diversity Implications	None
Sustainability Implications	None
Staffing/E-Government/Asset Management Implications	None
Risk Management Implications	None
Health and Safety Implications	Not applicable

1.0 Background

- 1.1 The report provides a summary of performance against the Council's Annual Delivery Plan 2016/17 and supporting management information, for the period 1st April 2016 to 31st June 2016.
- 1.2 This covers the Council's six Corporate Priorities:
 - Low Council Tax and Value For Money
 - Economic Growth and Development
 - Safe Place to Live – Fighting Crime
 - Health and Wellbeing
 - Supporting Young People
 - Reshaping Trafford Council

2.0 Performance Update

- 2.1 The ADP has 39 indicators. To date, 25 of these have been reported in the first quarter. 14 are annual indicators which will be reported on later in the year.
- 2.2 To date, there are 20 green indicators (on target), 3 amber indicators and 2 red (below target).
- 2.3 The following indicators are rated as green (on target):
 - Improve the percentage of household waste arisings which have been sent by the Council for recycling/composting.
 - 10% increase in online transactions
 - Percentage of Council Tax collected
 - Percentage of ground floor vacant units in town centres
 - Percentage of major planning applications processed within timescales
 - Number of housing units started on site
 - Percentage of Trafford residents in Employment
 - The number of housing completions per year
 - The percentage of relevant land and highways assessed as Grade B or above (predominantly free of litter and detritus).
 - Average achievement of Customer Care PIs (Amey)
 - Maintain the position of Trafford compared to other GM areas in terms of Total Crime Rate
 - Delayed Transfers of Care attributable to Adult Social Care
 - Permanent admissions of older people to residential/nursing care
 - Percentage of Trafford pupils educated in a Good or Outstanding school
 - Reduction in the proportion of children made subject to a child protection plan for a second or subsequent time
 - Number of third sector organisations receiving intensive support
 - Number of locality networking events held per year
 - Number of NHS Health Checks delivered to the eligible population aged 40-74.
 - Number of young people accessing youth provision through Youth Trust model.
 - Reduction in the proportion of children made subject to a child protection plan for a second or subsequent time.

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

- Reduce the level of sickness absence
- Percentage of Business Rates collected
- To improve the public perception of how the police and the Council are dealing with ASB and crime

2.5 The following are more than 10% below target (red) and exception reports have been produced or will be produced:

- Maintain the low level of 16-18 year olds who are not in education, employment or training (NEET)
- The number of housing units for full planning consents granted

Finance Officer Clearance *GB*
Legal Officer Clearance *MJ*

CORPORATE] DIRECTOR'S SIGNATURE



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

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TRAFFORD COUNCIL

ANNUAL DELIVERY PLAN 2016/17 Performance Report Quarter 1

1. Purpose and scope of the report

The report provides a summary of performance against the Council's Annual Delivery Plan (ADP) 2016/17 for quarter 1 and supporting management information.

This covers the Council's six Corporate Priorities

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

Direction of travel is provided, where data is available.

All measures have a Red/Amber/Green assessment of current performance. This is based on actual data or a management assessment of performance (Section 4). The dashboard dials provides a clear picture of where current performance is relative to the RAG rating and more information is provided on subsequent pages.

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

2. Performance Key

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

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



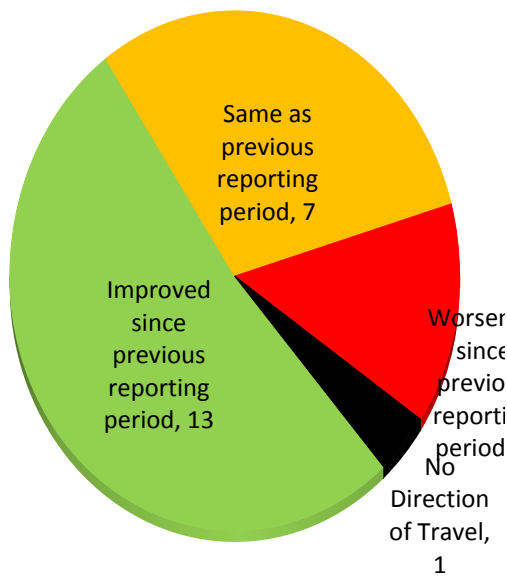
3. Performance Results

3.1 Performance Summary

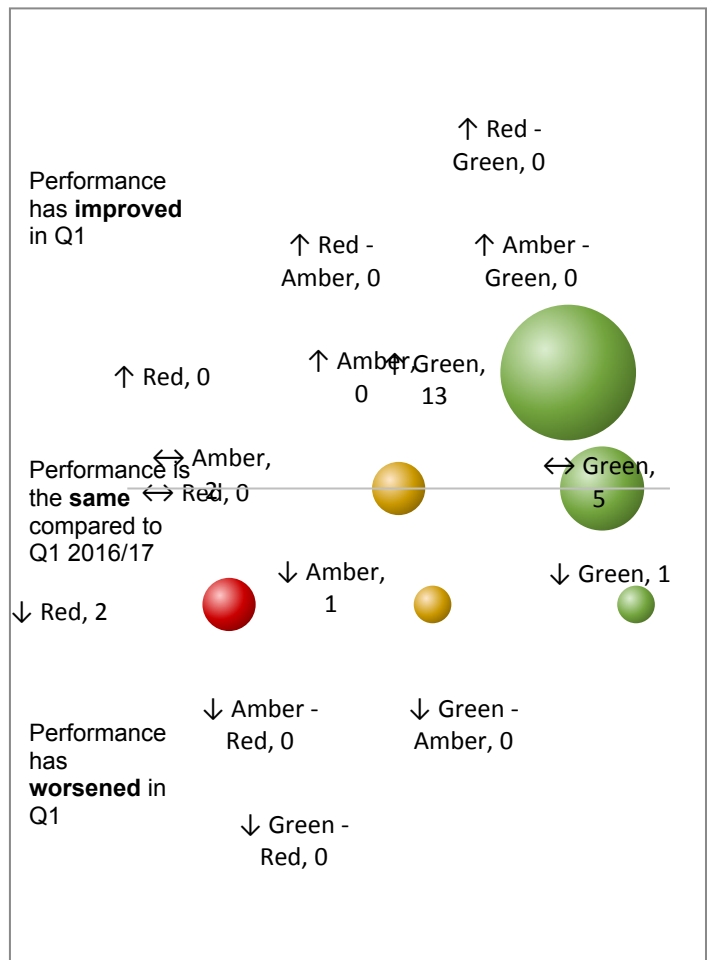
Performance Indicator RAG Status by Corporate Priority



Direction of Travel of all Performance Indicators



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



The ADP has 39 indicators 14 of these are annual indicators and 25 are Quarterly indicators.

There are 20 Green indicators (on target), 3 Amber and 2 Red. 13 have improved since last period, 8 have stayed the same 4 have worsened since the last period and 1 have no direction of travel.

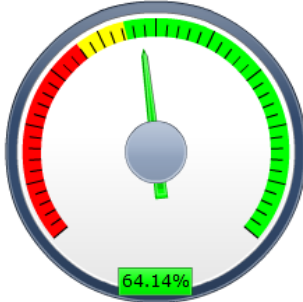
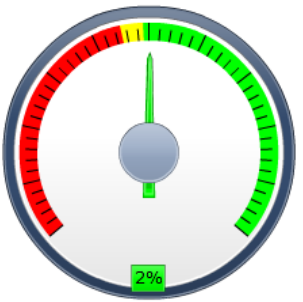
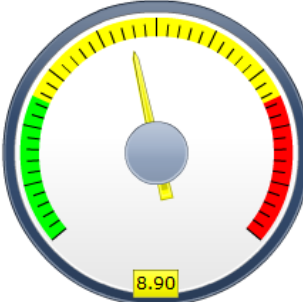
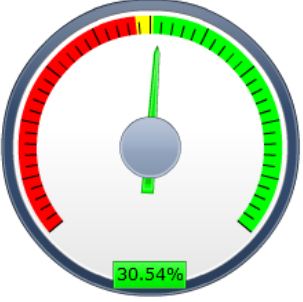
3.2 Performance Exceptions

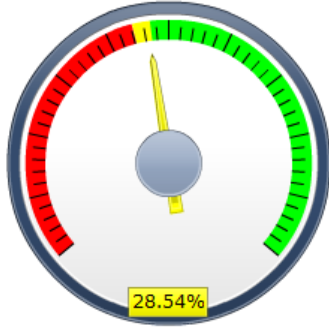

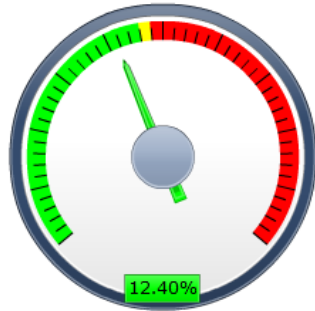

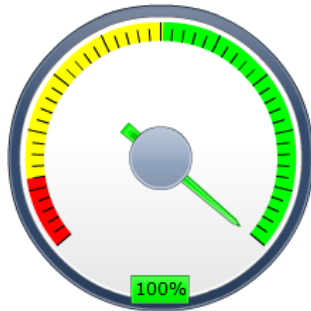

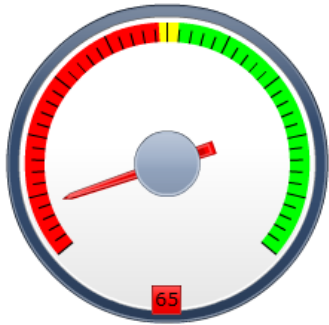

The following indicators have a RED performance status				Report Attached Y/N?
Corporate Priority	REF	DEFINITION	DOT Q1	
ECONOMIC GROWTH AND INFRASTRUCTURE		The number of housing units with full planning consents granted	↓	Y
SUPPORTING YOUNG PEOPLE	LCA 2	Maintain the low level of 16-18 year olds who are not in education, employment or training (NEET) in Trafford	↓	Y

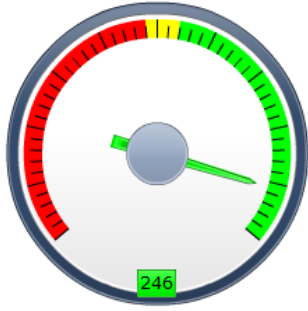

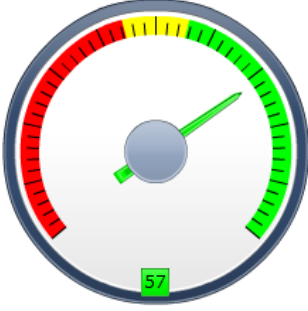

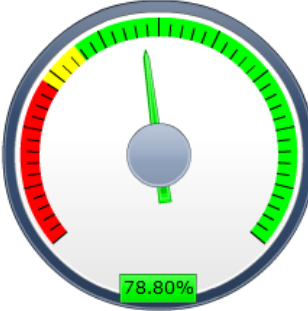

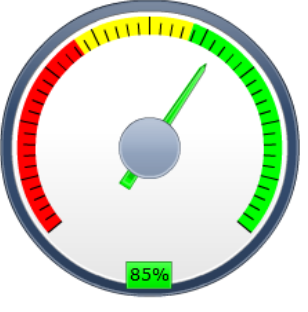

The following indicators have an AMBER performance status at the end.				Report Attached Y/N?
Corporate Priority	REF	DEFINITION	DOT Q1	
LOW COUNCIL TAX AND VALUE FOR MONEY		Reduce the level of sickness absence	↔	Y
LOW COUNCIL TAX AND VALUE FOR MONEY		Percentage of Business Rates collected	↔	Y
SAFE PLACE TO LIVE – FIGHTING CRIME		To improve the public perception of how the police and the Council are dealing with ASB and crime by 5% across Trafford as a whole	NA	Y

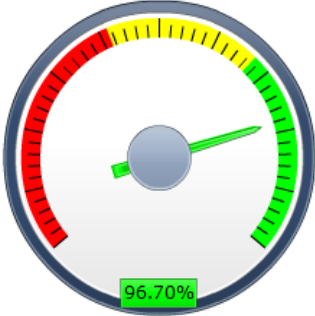
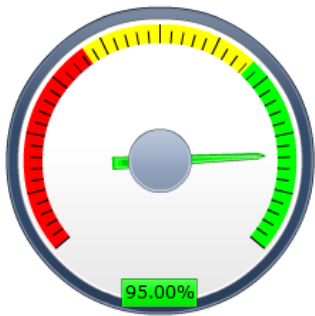
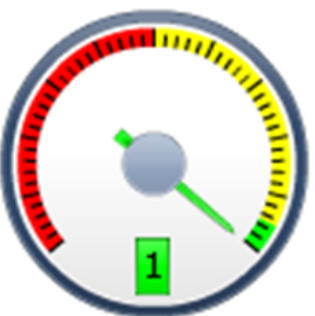
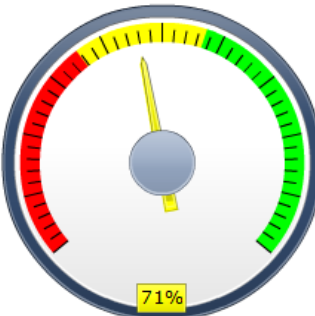
*Exception reports start on page 25

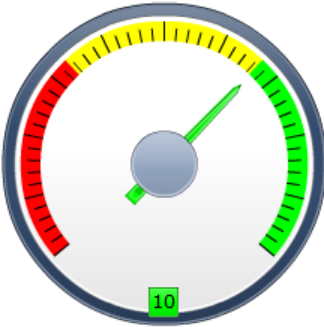
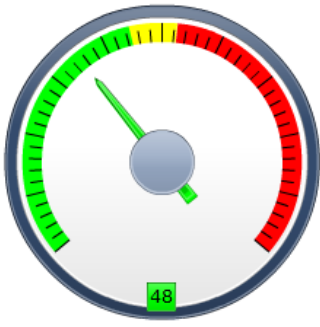
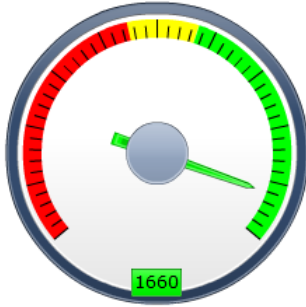
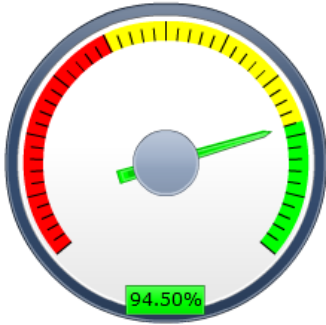
Section 4 – Performance Information

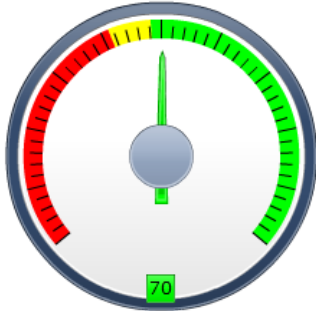
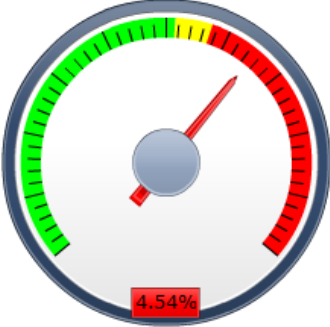
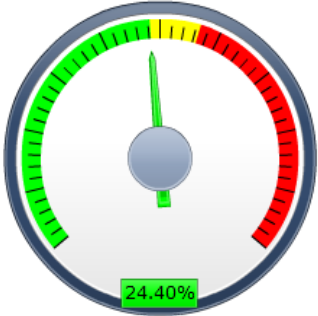
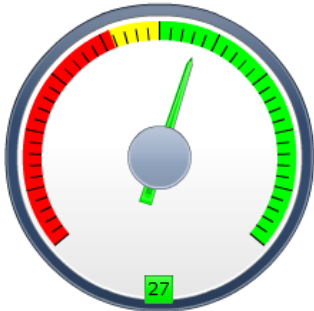
Metric Type	Dashboard Dial - Q1	DOT
<p>Improve the % of household waste arisings which have been sent by the Council for recycling/ composting</p> <p>Q1 Target - >=64.14%</p> <p><i>Quarterly target changes to reflect seasonal variations. Higher targets set in summer and lower target set in winter to reflect reduction in garden waste collected.</i></p>		<p>↑</p>
<p>10% increase in online transactions</p> <p>Q1 Target – 2%</p>		<p>↔</p>
<p>Reduce the level of sickness absence (Council-wide, excluding schools) (days)</p> <p>Outturn Target – 8.5 Days</p>		<p>↔</p>
<p>Percentage of Council Tax collected</p> <p>Q1 Target – >=30.51%</p>		<p>↑</p>

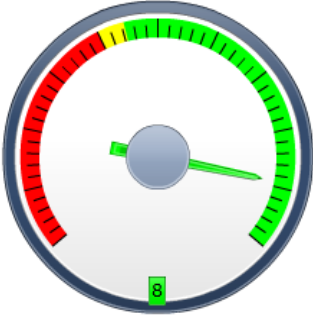
<p>Percentage of Business Rates collected.</p> <p>Q1 Target – 29.14%</p>		
<p>% of ground floor vacant units in town centres</p> <p>Q1 Target – <= 14.5%</p>		
<p>Percentage of major planning applications processed within timescales</p> <p>Q1 Target – >= 96%</p>		
<p>The number of housing units for full planning consents granted</p> <p>Q1 Target – 150</p>		

<p>The number of housing units started on site</p> <p>Q1 Target – >=150</p>		
<p>The number of housing completions per year (gross) (Quarterly)</p> <p>Q1 Target – >=50</p>		
<p>Percentage of Trafford Residents in Employment</p> <p>Q1 Target – >=75%</p>		
<p>The percentage of relevant land and highways assessed as Grade B or above (predominantly free of litter and detritus).</p> <p>Q1 Target – >=83%</p>		

<p>Percentage of Highway safety inspections carried out in full compliance with the agreed programme</p> <p>Q1 Target – >=96%</p>		<p>↓</p>
<p>Average achievement of Customer Care PIs (Amey)</p> <p>Q1 Target – >=90%</p>		<p>↔</p>
<p>Maintain the position of Trafford compared to other GM areas in terms of Total Crime Rate.</p> <p>Q1 Target – 1st</p>		<p>↔</p>
<p>To improve the public perception of how the police and the Council are dealing with ASB and crime by 5% across Trafford as a whole</p> <p>Q1 Target – >=79%</p>		<p>↓</p>

<p>Delayed Transfers of Care attributable to Adult Social Care per 100,000 pop 18+ (ASCOF 2Cii)</p> <p>Q1 Target – 10 per 100,000</p>		<p>↑</p>
<p>Permanent admissions of older people to Residential / Nursing care (ASCOF 2Aii)</p> <p>Q1 Target – 62</p>		<p>↑</p>
<p>Number of NHS Health Checks delivered to the eligible population aged 40-74.</p> <p>Q1 Target – >= 1500</p>		<p>↔</p>
<p>Percentage of Trafford pupils educated in a Good or Outstanding school.</p> <p>Q1 Target – >= 94.5%</p>		<p>↑</p>

<p>Number of young people accessing youth provision through Youth Trust model</p> <p>Q1 Target – ≥ 70</p>		<p>NEW</p>
<p>Maintain the low level of 16-18 year olds who are not in education, employment or training (NEET) in Trafford</p> <p>Q1 Target – $\leq 4\%$</p>		<p>↓</p>
<p>Reduction in the proportion of children made subject to a Child Protection Plan for a second or subsequent time</p> <p>Q1 Target – 24.50%</p>		<p>↑</p>
<p>Number of third sector organisations receiving intensive support</p> <p>Q1 Target – ≥ 25</p>		<p>↑</p>

<p>No of Locality Networking Events held min 4 per locality per year</p> <p>Outturn Target – 4</p>		<p>↑</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 2016/17 we will:

Make effective use of resources;

- Ensure the delivery of 2016/17 budget savings
- 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.
- Actively investigate allegations of benefit fraud and ensure that this includes a focus on targeting more serious abuses
- Develop a Social Value Framework for Trafford which will enable us to maximise added value from our contracts, our spatial development and through Corporate Social Responsibility programmes by directing the resources we secure where they are most needed and in support of identified strategic and community priorities.
- Launch an innovative and collaborative HR Shared Service with Greater Manchester Police, the first of its kind in the North West.
- Implement the priorities outlined in the Digital Strategy to increase the number of transactions that are completed online. This will necessitate;
 - A digital workforce – challenging how we work, increasing the skills of the workforce, increasing the use of mobile technology, transform services to be paper-light.
 - An accessible Council – implement the new CRM system, maximising digital engagement with our customers, supporting customers to use digital technology.
 - Working with partners – raising awareness of Trafford's online offer, support economic growth through improved provision and usage of superfast broadband, learn from good practice
- Minimise increases in the Waste Disposal Levy through increased waste recycling and reuse of materials.

Key Policy or Delivery Programmes 2016/17

- Medium term Financial Plan
- GM Municipal Waste Management Strategy
- Trafford Social Value Framework

Ref.	Definition	Freq	15/16 Actual	16//17 Target	2016/17 Q1			Status
					Actual	Target	DOT	
CAG 08	Improve the % of household waste arisings which have been sent by the Council for recycling/ composting	M	60.36%	62.5%	64.14%	64%	↑	G
<i>Quarterly target changes to reflect seasonal variations. Higher targets set in summer and lower target set in winter to reflect reduction in garden waste collected.</i>								
New	10% increase in online transactions	Q	20%	30%	2%	2%	↔	G
NI719	Delivery of efficiency and other savings and maximise income opportunities	A	£21.769 Million	£22.64m Million	Annual (Q4)			

Ref.	Definition	Freq	15/16 Actual	16//17 Target	2016/17 Q1			Status
					Actual	Target	DOT	
BV 12i	Reduce the level of sickness absence (Council wide excluding schools)	M	9	8.5 days	8.9 Days	8.5 Days	↔	A
BV9	Percentage of Council Tax collected	M	98.01% G	98%	30.54%	30.51%	↑	G
	Percentage of Business Rates collected		97.41%	97.5%	28.54%	29.14%	↔	A

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 2016/17 we will:

- Deliver strategic development projects to facilitate housing and employment growth.
- 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.
- Through the One Trafford Partnership, 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.
- Through effective regulation support businesses to thrive and protect the interests of consumers.
- Through the One Trafford Partnership, maximise the use of the Council's portfolio of assets to help support the delivery of Council objectives.
- Support housing growth and maximise investment in Trafford through the Greater Manchester Housing Investment Fund and other sources of funding.
- Through the One Trafford Partnership work pro-actively with stakeholders to maintain and improve the environment around our public spaces, highways and neighbourhoods.

Key Policy or Delivery Programmes 2016/17:

- Master Plans for: Old Trafford, Stretford (and Altrincham Strategy)
- Trafford Local Plan
- Community Infrastructure Levy
- Flood Risk Management Strategy (in partnership with Manchester and Salford)
- Economic and Housing Growth Framework and Prevention of Homelessness Strategy
- Land Sales Programme
- Transport Asset Management Plan
- GM Housing Investment Fund
- GM Minerals Plan
- GMSF (emerging)
- GM Transport Strategy 2040 (draft)
- Trafford Social Value Framework

Ref.	Definition	Freq	15/16 Actual	16/17 Target	2016/17 Q1			
					Actual	Target	DOT	Status
EG2	Percentage of ground floor vacant units in town centres	Q	12.80%	14.5%	12.40%	14.50%	▲	G

Ref.	Definition	Freq	15/16 Actual	16/17 Target	2016/17 Q1			Status
					Actual	Target	DOT	
	Percentage of major planning applications processed within timescales	Q	95%	96%	100%	96%	↑	G
	The number of housing units for full planning consents granted	Q	1240	700	65	150	↓	R
See exception report below								
	The number of housing units started on site	Q	270	300	246	150	↑	G
NI 154	The number of housing completions per year	Q	377	250	57	50	↑	G
New (EG8)	Total Gross Value Added (The total value of goods + services produced in the area)	A	£6.6 billion	£6.95 billion	Annual Target			
	Value of major developments obtaining planning consent (based on Council tax and rateable value)	A	£1.7 million	£2.1 million	Annual Target			
	Value of major developments completed (based on Council tax and rateable value)	A	£509K	£1 million	Annual Target			
New (EG4.1)	Percentage of Trafford Residents in Employment	Q	78.8%	75%	78.8%	75%	↔	G
Data is for Q4 15/16 as data is always published 6 months behind.								
BRP0 2	Deliver the published 2015/16 Highway Maintenance Capital Programme	M	100% G	100%	Annual Target			
	The percentage of relevant land and highways assessed as Grade B or above (predominantly free of litter and detritus).	Q	81%	83%	85%	83%	↑	G
	Percentage of Highway safety inspections carried out in full compliance with the agreed programme	A	99.30%	100%	96.7%	96%	↓	G

Ref.	Definition	Freq	15/16 Actual	16/17 Target	2016/17 Q1			
					Actual	Target	DOT	Status
	Average achievement of Customer Care PIs (AMEY)	Q	91.23%	90%	95%	90%	↔	G
New	The percentage of food establishments within Trafford which are 'broadly compliant with food law.	A	89%	86%	Annual Target (Q4)			

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 2016/17 we will:

- Address the underlying causes of crime and anti-social behaviour by taking early action, empowering and 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 restorative approaches where appropriate and robust enforcement action which hold offenders accountable for their actions, and recover criminal assets where possible.
- Continue to work effectively with partners and our communities to implement the national Prevent Strategy and to raise awareness, reduce the risks of radicalisation and extremism and to promote and celebrate our diverse communities.
- We will, with our partners such as the police, identify the best methods for people to keep their property secure and continue to deliver the Safer Homes programme to target those properties vulnerable to burglary and support residents who experience or are at risk of domestic abuse.
- 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 2016/17:

- Crime Strategy 2015-2018
- Building Stronger Communities Strategy

Ref.	Definition	Freq	15/16 Actual	16/17 Target	2015/16 Q1			
					Actual	Target	DOT	Status
STP1	Maintain the position of Trafford compared to other GM areas in terms of Total Crime Rate.	Q	1 st G	1 st	1 ST	1 ST	↔	G
	Reduce the number of repeat demand incidents at addresses or locations by 20% that are linked to: <ul style="list-style-type: none"> • Domestic Abuse • Missing from Home (MFH) • Missing from Care (MFC) • Alcohol or Substance 	A	Domestic Abuse	New	TBC	Annual Target		
			MFH	New	TBC			
			MFC	New	TBC			
			Alcohol or Substance Misuse	New	TBC			

Ref.	Definition	Freq	15/16 Actual	16/17 Target	2015/16 Q1			
					Actual	Target	DOT	Status
	Misuse							
	To improve the public perception of how the police and the Council are dealing with ASB and crime by 5% across Trafford as a whole	Q	74%	79%	71%	75%	↓	A
Please see exception report below								
To increase the number of perpetrators of domestic abuse we work with through voluntary Behaviour Change programmes and to reduce the risk of those individuals repeating abusive behaviour.					40	Annual Target		

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 2016/17 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
- Continue to 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, Missing, and radicalisation and other complex safeguarding issues 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

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 2016/17

- CFW Transformation Programme
- GM Health and Social Care Devolution
- Better Care Fund programme
- Care Act Implementation
- Partnership Public Service Reform
- Governance and Implementation Programme
- Welfare Reform delivery
- Crime Strategy 2015-18
- Locality Plan
- Trafford Vision to reduce Physical Inactivity and Refreshed Sports and Leisure Strategy
- Building Stronger Communities Strategy

Ref.	Definition	Freq	15/16 Actual	16/17 Target	2016/17 Q1			
					Actual	Target	DOT	Status
	Delayed Transfers of Care attributable to Adult Social Care per 100,000 pop 18+ (ASCOF 2Cii)	Q	11.9	10.0	10.0	10.0	↑	G
	Permanent admissions of older people to Residential / Nursing care (ASCOF 2Aii)	Q	284	250	48	62	↑	G
	Number of NHS Health Checks delivered to the eligible population aged 40-74	Q	5221	5500	1660	1500	↔	G

SUPPORTING YOUNG PEOPLE

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

For 2016/17 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 promotion, number, range and take up of apprenticeships in our priority groups - Looked after Children, young people aged between 16-24, NEETS, and Trafford residents with a particular focus on areas of deprivation.
- Support vulnerable young people to secure employment through employment focused education and work experience initiatives and supported internship placement opportunities in partnership with our GM colleagues and partner agencies
- 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 Partnership Operating Procedures to deal effectively with incidents of serious or high volume youth disorder
- Ensure there is targeted interventions available for young people at risk of becoming involved in criminal or Anti-Social Behaviour

Establish a Youth Trust

- Support the transition of Council commissioning of youth provision to the new Trust Youth Trafford CIC, enabling and supporting the new Board to embed an independent and effective company at the earliest opportunity.

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)
- Operating Procedures for tackling serious or high volume youth disorder

Ref.	Definition	Freq	15/16 Actual	16/17 Target	2016/17			
					Actual	Target	DOT	Status
	% of pupils achieving 5 A*-C GSCE including English and Maths	A	70.70%	72%	Annual Target			
	% of disadvantaged pupils achieving 5 A*-C GSCE including English and Maths	A	38.6%	40%	Annual Target			

Ref.	Definition	Freq	15/16 Actual	16/17 Target	2016/17			
					Actual	Target	DOT	Status
	Proportion of pupils at Key Stage 2 achieving expected levels in Reading, Writing and Mathematics.	A	NEW	TBC	Annual Target			
LCA 2	Maintain the low level of 16-18 year olds who are not in education training or employment (NEET) in Trafford	M	4.2%	4%	4.54%	4.0%	↓	R
Please see exception report below								
	Percentage of Trafford pupils educated in a Good or Outstanding school.	Q	93.90%	94.50%	95%	94.5%	↑	G
	Reduction in the proportion of children made subject to a Child Protection Plan for a second or subsequent time	Q	25.30%	20%	24.40%	24.50%	↑	G
	Number of young people accessing youth provision through Youth Trust model	Q	NEW	280	70	70	NEW	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 2016/17 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 progress implementation of 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
- Embrace the requirements of the GM devolution agendas, public service reform principles and refreshed GM Strategy in all Council transformation plans and Trafford Partnership activity, to ensure alignment and support of the overall ambitions
- Deliver our Locality Plan and work in partnership with the CCG and others to progress the implementation of the transformational developments therein
- Transform Children, Families and Wellbeing to sustainably manage demand and costs:
 - Establish an all-age integrated structure for community health and, social care services
 - Reshape social care provision
 - Create one multi agency front door for social care and complex support needs
- Develop arrangements to collocate, integrate and share services across agencies in Trafford and Greater Manchester, to secure greater efficiencies including shared use of buildings through a 'one Trafford estate' approach.
- Increase income generating opportunities in the Council
- Develop manager and staff skills to support the workforce through change and deliver the transformation required and with particular focus on key workers and asset based community development.
- Prepare residents and local businesses for the transition to the new organisation model taking into account our responsibilities under the Public Sector Equality Act.
- Ensure there are robust business continuity plans as we manage the transition programme
- 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 Info Trafford platform, and continue to develop the partnership Data and Intelligence lab to support service re-design.
- Through our new Partnership Governance arrangements lead, promote and adopt Public Service Reform principles across the Trafford Partnership through the identification of cross cutting challenges and implementation of new delivery models which support of all key elements of PSR. Continue to embed our locality working programme through locality networks, co-produced Locality Projects, Community Building and the Be Bold campaign in order to facilitate community engagement, empower and enable resident activity so as to continue to create stronger communities that are safer, cleaner, healthier and better informed.
- Develop an evaluation mechanism to track progress and outcomes of Locality Projects capturing different stakeholder perspectives
- Provide dedicated support to the Voluntary and Community Sector and facilitate mutually beneficial relationships between and across the sectors
- Relaunch the Customer Pledge to focus on key service standards, which customers will be able to expect, and which will be measurable. to ensure customers are at the centre of what we do.
- Utilise the Apprenticeship levy to maximise learning and development opportunities to existing staff in line with required targets.

Greater Manchester Strategy

- Engage fully in the devolution and integration of Health and Social Care
- Continue to support Public Service Reform through integrated governance and key workstreams i.e. Stronger Families; Working Well, Complex Dependency; Transforming Justice and Place

Based Integrated neighbourhood Delivery

Key Policy or Delivery Programmes 2016 – 17

- Customer Services Strategy
- Transformation Programme
- Reshaping Trafford Blueprint
- Collaboration Programmes (e.g. GMP, Strategic Procurement Unit)
- Building Stronger Communities Strategy
- Digital Strategy
- GM PSR and Complex Dependency framework
- Locality Plan
- Refreshed PSR delivery arrangements/implementation plan

Ref.	Definition	Freq	15/16 Actual	16/17 Target	2016/17			
					Actual	Target	DOT	Status
	Number of third sector organisations receiving intensive support	Q	461	100	27	25	↑	G
	Number of Locality Networking Events held per locality per year	A	New	16	8	4	↑	G

5. Exception Reports

5.1 Low Council Tax and Value for Money

Theme / Priority:	LOW COUNCIL TAX AND VALUE FOR MONEY		
Indicator / Measure detail:	Reduce the level of sickness absence (Council-wide, excluding schools) (days)		
Baseline:			
Target and timescale:	8.5 days	Actual and timescale:	8.9 days
Why is performance at the current level?			
<ul style="list-style-type: none"> • Is any variance within expected limits? • Why has the variance occurred? • Is further information available to give a more complete picture of performance? • What performance is predicted for future periods? 			
<p>For a number of years, the Council set a target of 9 days absence, per employee per annum. At the end of 2015/16, this target was achieved. In order to drive further improvement in this area, a stretch target of 8.5 days has now been set for 2016/17. As at the end of Q1, we have already seen an improvement from the previous end of year position in that absence has fallen from 9 days to 8.9 days. Given the work that is in place to support an improvement in attendance levels, it is anticipated that the improvement will continue as we work towards the achievement of the new target.</p>			
What difference does this make – the implications of not meeting target?			
<ul style="list-style-type: none"> • Impact on service users/public. • Impact on corporate priorities and plans. • Impact on service/partner priorities. • Impact on equalities, sustainability or efficiency <p>Can we move resources to support this or other priorities?</p>			
<p>If sickness absence levels are high, then this has a significant impact on service delivery and costs at a time when the Council has to manage with limited resources. High absence levels also carry the indirect cost of increased workload pressure on colleagues of absent staff.</p>			
How can we make sure things get better?			
<ul style="list-style-type: none"> • What activities have been or will be put in place to address underperformance? Make specific reference to action plans. • When performance will be brought back on track? • Assess the need for additional resources/funding/training/investment. • Identify the source of additional resources/funding/training/investment. • Consult with other services, staff, managers, relevant Members and partners. 			
<p>An action plan to improve attendance across the Council has been developed and is being delivered as part of the Health and Wellbeing Strategy. This plan focuses on a number of key areas such as the prevention of illness and injury e.g. through moving and handling training, access to training and support for mental health conditions, access to staff benefits such as reduced rates for leisure activities, etc. It also focuses on improving staff morale through reward and recognition initiatives e.g. Celebrating Success, Staff Awards, the development of a succession planning strategy; there is also a focus on continuing to drive forward improvements to our policies and processes e.g. refreshing the Improving Attendance Policy, improving management information on sickness absence, updating the approach to stress management, etc.</p>			
<p>In addition to the activities related to the action plan, we continue to monitor sickness absence at all levels throughout the organisation from an individual level via return to work interviews through to the involvement of Elected Members at Member Challenge sessions.</p>			

Theme / Priority:	LOW COUNCIL TAX AND VALUE FOR MONEY		
Indicator / Measure detail:	Percentage of Business Rates collected.		
Baseline:			
Target and timescale:	29.14	Actual and timescale:	28.54
Why is performance at the current level?			
<ul style="list-style-type: none"> • Is any variance within expected limits? • Why has the variance occurred? • Is further information available to give a more complete picture of performance? • What performance is predicted for future periods? 			
<p>A large amount of new charge has been raised in June for properties previously exempt from charge. The instalments for the new debt cannot be collected until July. There are also amounts of unpaid debt currently being challenged through the courts. It is known that the final court hearings will not take place until early next year. Therefore it is predicted that the performance will remain below the target during this financial year. It is important to note however that despite not meeting the target, we have collected £965k more than the same period last year.</p>			
What difference does this make – the implications of not meeting target?			
<ul style="list-style-type: none"> • Impact on service users/public. • Impact on corporate priorities and plans. • Impact on service/partner priorities. • Impact on equalities, sustainability or efficiency <p>Can we move resources to support this or other priorities?</p>			
Cash Flow			
How can we make sure things get better?			
<ul style="list-style-type: none"> • What activities have been or will be put in place to address underperformance? Make specific reference to action plans. • When performance will be brought back on track? • Assess the need for additional resources/funding/training/investment. • Identify the source of additional resources/funding/training/investment. • Consult with other services, staff, managers, relevant Members and partners. 			
Performance is closely monitored every month and the outcome of the Court hearings will determine payment of the outstanding debt currently being challenged.			

5.2 Economic Growth and Infrastructure

Theme / Priority:	ECONOMIC GROWTH AND INFRASTRUCTURE		
Indicator / Measure detail:	The number of housing units for full planning consents granted		
Baseline:	New - Increase the level of new residential development		
Target and timescale:	Annual Target 700 Q1 Target 150	Actual and timescale:	Q1 Actual 65
Why is performance at the current level?			
<ul style="list-style-type: none"> • Is any variance within expected limits? • Why has the variance occurred? • Is further information available to give a more complete picture of performance? • What performance is predicted for future periods? 			
<p>There are currently a number of major planning applications for residential development being considered, which are expected to be determined shortly. These sites amount to in excess of 150 units. Unfortunately, they have been complex and required the negotiation of legal agreements, resulting in them taking longer to determine than anticipated.</p>			

Looking forward there are number of other sites across the Borough where full applications are expected to be submitted and determined within this financial year. These will contribute significantly to the annual target of 700 new housing units to receive full planning consent and improve performance in future reporting periods.

These sites also sit alongside outline applications for strategic sites at Carrington and Trafford Waters which have been submitted and are due to determination by the end of 2016. These total c. 3900 new homes and although not full planning consents at this stage present a very positive position in terms of housing growth potential for the future.

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?

Housing growth is a corporate priority and new homes are needed to support growth ambitions at a local and regional level and meet identified local housing needs. In order to deliver these new homes there needs to be a supply of sites which have full planning consent in place to enable development to commence. Low levels of planning permission granted on an annual basis will in time become a barrier to continued housing growth.

The delivery of new homes provides the Council with income from additional Council Tax revenue and New Homes Bonus, paid direct by Central Government. This income plays an important part in the Council's future funding strategy and can be used to support the delivery of Council services to benefit the residents and businesses in the Borough.

How can we make sure things get better?

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

The Trafford Economic and Housing Growth Framework sets out clear strategic activities and interventions to support the Councils economic and housing growth ambitions. The Framework focuses not only on obtaining a supply of sites with full planning consent for new homes, but activities which can be undertaken to ensure that these developments commence and new homes are physically delivered.

Housing growth is now a primary focus of the Trafford Strategic Housing Partnership. Through the partnership, work is being developed to ensure that Registered Housing Providers are better placed to maximise opportunities for development and bring forward sites and develop a future pipeline.

The Council is also working closely with key strategic partners such as the Homes and Communities Agency and Trafford Housing Trust, on key sites which present significant opportunities for residential development, for example Chester House, Sale Magistrate Courts and the Old Trafford Masterplan. The preparation of masterplans for these sites is a key step in taking them to the market for future delivery.

Opportunities for funding to support housing growth are continually sought. In June 2016 as part of a Greater Manchester bid and in conjunction with the Homes and Communities Agency, an expression of interest was submitted for the Starter Homes Land Fund. 11 sites were put forward with the capacity of c.350 new homes in the borough. The outcome of this expression of interest is expected imminently. If successful it will provide equity funding which can be used to 'de-risk' sites for example carrying out site investigations to determine ground conditions, obtaining outline planning consent, carrying out demolition of existing structures. This will make them more attractive to the market as it is these abnormal costs which affect viability, which is a predominant reason the market is failing to deliver them without intervention.

5.3 Safe Place to Live – Fighting Crime

Theme / Priority:	SAFE PLACE TO LIVE – FIGHTING CRIME		
Indicator / Measure detail:	To improve the public perception of how the police and the Council are dealing with ASB and crime by 5% across Trafford as a whole		
Baseline:	74% 2015-126 outturn		
Target and timescale:	79% annual	Actual and timescale:	Q1 71%
Why is performance at the current level?			
<ul style="list-style-type: none"> • Is any variance within expected limits? • Why has the variance occurred? • Is further information available to give a more complete picture of performance? • What performance is predicted for future periods? 			
<p>In comparison to the same period last year, there has been a deterioration of 0.5% points in residents' perception of high levels of anti-social behaviour. However, this is a measure of how residents perceive agencies working together to deal with ASB, when asked whether they perceive there to be a high level of anti-social behaviour across Trafford overall for the 12 months to the end of Q1 2016-17, only 1% of residents across Trafford perceive a high level of anti-social behaviour.</p> <p>Only one of the thirty-nine neighbourhood communities showed a significant deterioration in perception of levels of asb, namely Partington and the survey suggests this may be linked to the perception of levels of teenagers hanging around, vandalism and drug use. However in Partington, 98% of those surveyed thought police do a good job and there is a high confidence rate in willingness to work with the police to solve local issues.</p> <p>In terms of the actual target of how police and council deal with asb and crime there has been a marked increase in confidence in the south of the borough (10% average). However, in the north there is a distinctly lower perception in the Clifford, Longford, Stretford and Flixton wards. These percentages are impacting on the overall target currently and may be aligned to a reduction in perception of visible targeted police foot patrols in north of the borough however, this is antedoctol at this stage as there is no firm evidence that this is the case.</p>			
What difference does this make – the implications of not meeting target?			
<ul style="list-style-type: none"> • Impact on service users/public. • Impact on corporate priorities and plans. • Impact on service/partner priorities. • Impact on equalities, sustainability or efficiency <p>Can we move resources to support this or other priorities?</p>			
<p>The sample size remains small and therefore results for areas and communities are an indication only.</p> <p>However public confidence is a key issue for the Safer Trafford partnership, to ensure that as well as residents living in the safest borough in GM, they also fell safe and are aware of the work undertaken and opportunities available to contribute to improving community safety and confidence. The surveys are therefore monitored by the Safer Trafford Partnership on a quarterly basis so that remedial action can be taken as needed.</p>			
How can we make sure things get better?			
<ul style="list-style-type: none"> • What activities have been or will be put in place to address underperformance? Make specific reference to action plans. • When performance will be brought back on track? • Assess the need for additional resources/funding/training/investment. • Identify the source of additional resources/funding/training/investment. • Consult with other services, staff, managers, relevant Members and partners. 			
<p>The survey will be discussed at the next STP Managing Crime and Community Confidence sub-group in August and by the Safer Trafford Partnership team based at the police station.</p>			

5.4 Health and Wellbeing

No exception report in Q1

5.5 Supporting Young People

Theme / Priority:	<u>Services for the most vulnerable people</u>		
Indicator / Measure:	NEET – Not in Education, Employment or Training		
Indicator / Measure detail:	NEET – Proportion of 16-18 year old young people not in education, employment or training		
Baseline:	4.13% June 15		
Target and timescale:	4% at June 16	Actual and timescale:	4.54% at Q1 (June) 2016/17
Why is performance at the current level?			
<ul style="list-style-type: none"> • Is any variance within expected limits? • Why has the variance occurred? • Is further information available to give a more complete picture of performance? • What performance is predicted for future periods? 			
<p>The seasonal trend is for the NEET figure to rise at this time of year as the academic year comes to an end. The previous quarter figure was 4.2 % and it's not unexpected that the figure has risen again at this time of year.</p> <p>This has been a consistent trend in Trafford in recent years at this time of year and is consistent with national, regional and sub-regional trends.</p> <p>Tracking young people is a very resource intensive piece of work as workers have to pursue individual young people via phone or cold calling to determine their plans. It has historically been seen as a single-agency responsibility, which is for Connexions staff. It is now recognised that a greater multi-agency approach may assist to improve the NEET figures and that will be the emphasis of the next phase of work.</p>			
What difference does this make – the implications of not meeting target?			
<ul style="list-style-type: none"> • Impact on service users/public. • Impact on corporate priorities and plans. • Impact on service/partner priorities. • Impact on equalities, sustainability or efficiency <p>Can we move resources to support this or other priorities?</p>			
<p>Young people who are NEET at 16-18 are more likely to have poorer outcomes and studies have shown they cost the public purse a significant amount over their lifetimes.</p> <p>In a borough with outstanding educational performance Trafford would want to see all young people afforded every opportunity to achieve, which may mean, if NEET figures are rising, moving resources to target vulnerable young people in a more direct way. This in turn would impact on the level of resource available to other young people and requires agreement from a range of services, including partners.</p>			
How can we make sure things get better?			
<ul style="list-style-type: none"> • What activities have been or will be put in place to address underperformance? Make specific reference to action plans. • When performance will be brought back on track? • Assess the need for additional resources/funding/training/investment. 			

- Identify the source of additional resources/funding/training/investment.
- Consult with other services, staff, managers, relevant Members and partners.

1. A business case has been completed to provide a tracking post for the first academic term: from September 2016– this will underpin future contact with possible NEET young people. Connexions Advisers will underpin this tracking with the reintroduction of home visit tracking to support a reduction in unknown and increase awareness of services. This is dependent on the business case being successful and the resource being identified.
2. Trafford Connexions has been successful as the sub-contractor for the GM ESF NEET contract. This provides support and a programme of learning to Trafford young people who are NEET or at risk of NEET. This has enabled us to recently reintroduce caseload level activity with NEET young people and should have a direct influence on reducing the NEET rate in the borough. It is likely the effect of this work will be seen in figures from November 2016.
3. The Talent Match programme has been extended and will allow us to work with up to 20 NEET 18/19 year olds providing intensive support to the long term unemployed and thus impact positively on the NEET rate. We are currently bidding for a third Talent Match contract which again, if successful, should impact positively on the NEET rate.
4. The ESF CEIAG contract will be at the ITT stage shortly. We are part of the Manchester Growth pan Trafford IAG providers bid with the expectation that this would provide enhanced support for young people at risk of NEET if awarded from September 2016. The result of this contract bid is imminently expected.

TRAFFORD COUNCIL

Report to: Scrutiny Committee
Date: 21st September 2016
Report of: Executive Member for Economic Growth, Environment and Infrastructure

Report Title

Christmas Lights Update

Summary

This report provides an update on funding for Christmas Lights in 2016 for Altrincham, Ashton on Mersey, Hale, Sale, Sale Moor, Stretford, Partington, Timperley and Urmston centres.

Recommendation(s)

To note the contents of the report.

Contact person for access to background papers and further information:

Name: Martin Ledson, Town Centres Manager

Extension: Ext. 4137

Background Papers: N/A

Financial Impact:	
Legal Impact:	
Human Resources Impact:	
Asset Management Impact:	
E-Government Impact:	
Risk Management Impact:	
Health and Safety Impact:	

1. Introduction

- 1.1 Trafford Council's approach to Christmas lights in 2016 is to provide staff support to community and business groups to organise crowdfunding or fundraising campaigns for Christmas lights in their individual town centres and shopping areas (see Appendix 1).
- 1.2 City Illuminations was appointed by the One Trafford Partnership to be the Christmas lights supplier for Trafford for the next three years. Options and costings have been provided for Christmas lighting displays in each of the identified centres. The information is being used by the groups to plan their fundraising campaigns.
- 1.3 A Community Information Pack has been prepared and has been circulated to the local groups. This includes an explanation of the approach, technical information and FAQs. A series of meetings has taken place with each of the groups.
- 1.4 Potential headline sponsors are also being approached to secure additional funding. Following an initial letter, follow up calls are being made to explain the proposals and benefits.

2. Options and Fundraising Proposals for Each Town Centre

- 2.1 The following section summarises the lighting proposals and fundraising plans in each of the town and local centres.
- 2.2 The Town Centres Team has worked closely with City Illuminations to develop a set of options that can be flexible depending on the amount of funding raised. Research was carried out to determine which would be the most suitable platform for running the campaigns and the advantages and disadvantages were compared. Following the completion of this exercise, groups have been encouraged to use crowdfunder.co.uk because one of the benefits is that "stretch targets" can be set. This means that because there is uncertainty about the final amount of funding that will be raised, groups can structure the fundraising so once the initial target is met (for the least expensive option), the campaigns can continue for higher priced options.
- 2.3 In some centres it has been necessary to develop alternative options for lighting displays compared to that which has been provided in previous years. This is because many of the street lighting columns can no longer have lighting displays fixed to them due to changing legislation on the way electrical connections can be made and the L.E.D. rollout across the borough. In Altrincham, Timperley and Urmston there are a number of higher specification columns that can accommodate the installation of Christmas lights.

2.4 Altrincham Town Centre Summary

As in previous years, the Stamford Quarter will be providing festive displays throughout the Shopping Centre. In August, the Altrincham Unlimited Board agreed funding for a comprehensive lighting scheme covering most of the main areas, including:

- Permanent pea lights in trees on Stamford New Road. These can also be lit throughout the year.
- Lighting on higher specification columns on Stamford New Road and Railway Street.
- Tree lighting on Cross Street, Shaws Road, Regent Road and George Street.
- Overhead displays on The Downs and George Street.
- Gateway features on Ashley Road.
- Christmas tree on junction of George Street, Shaws Road and Cross Street.

Indicative costings: £30,000

2.5 Hale

Hale Business Forum is to approach local businesses for contributions rather than run a crowdfunding campaign, as this approach was successful last year and they feel that crowdfunding would not be successful in their area.

Options include:

- Small real Christmas trees fixed to properties (funded by individual businesses).
- Overhead displays from appropriate properties on either side of Ashley Road.
- 30 ft real Christmas tree near the Millennium Clock.
- Possible magenta floodlights (already purchased and installed) in three trees.

Note: Hale Business Forum has expressed concerns over the reduced level of provision that can be facilitated compared to previous years and the increased costs of providing new electrical supplies because connections cannot be made to the street lighting columns.

Indicative costings: £7,500

2.6 Timperley

Discussions have taken place with Councillor Mrs. Laura Evans regarding the opportunities for this area. £1,250 has been secured in sponsorship so far and an application has been submitted to THT for a £500 Community Micro Grant. Discussions are now taking place with other potential sponsors. Options include:

- Lighting the tree near to Costa on Stockport Road (priority option).
- Stockport Road - features on 7 high specification columns.
- Thorley Lane - features on 2 high specification columns.

Indicative costings: £1,750 - £3,849

2.7 Sale Town Centre

The Sale Town Partnership is running a crowdfunding campaign which launched in early September 2016. A series of “stretch targets” have been set.

- Target 1 – Christmas lights in the 2 trees outside Sale Town Hall.
- Target 2 – Christmas lights in the 2 trees outside Sale Town Hall and 25ft Christmas tree on School Road/Hayfield corner.
- Target 3 - Christmas lights in the 2 trees outside Sale Town Hall, the 25ft Christmas tree on School Road/Hayfield corner and a cone tree on Waterside Plaza.

Indicative costings: Minimum - £1,800 and Maximum - £5,550

2.8 Ashton on Mersey

Options for festive lighting are very limited in Ashton. The group decided not to run a crowdfunding campaign and activities will be arranged locally, as in 2015, including traders purchasing Christmas trees for outside their premises and encouraging shops to have festive window displays.

2.9 Sale Moor

We Are Sale Moor launched their crowdfunding campaign in early September 2016. The options include:

- Criss-cross festoon and cross street displays over Northenden Road.
- Floodlights in trees by car wash.
- Small Christmas trees on shop fronts with lights (funded by individual businesses).

Indicative costings: Minimum - £2,400 and Maximum - £4,565

2.10 Partington

Partington Parish Council felt that a public crowdfunding campaign is unlikely to be successful but will try to engage local sponsors. Two options are being explored:

- It should be possible to install a permanent / living Christmas tree on Council land on Manchester Road using Environmental Works funding. Sponsors will be approached to fund the installation of lights in this tree, the electricity supply pillar and tree pit as well as lighting of trees or columns possible on private land.
- The Parish Council will also approach Peel about potentially lighting trees and street lighting columns on the shopping centre site (including funding these).

Indicative costings: £2049.38

2.11 **Stretford**

Options are limited because of the inability to install on street lighting columns on Chester Road. Stretford Mall will be organising Christmas displays internally, however because the lights are funded by a service charge they cannot be installed on the exterior of the Mall.

The M32 group is to explore Christmas lighting proposals and fundraising opportunities in early September, but this will not include the exterior of the Mall. The group are experienced at fundraising and have stated that they are confident that if a decision is made to proceed, then they will be able to work within the timescales.

Indicative Costings: Minimum - £1,080 and Maximum - £1,800

2.12 **Urmston Town Centre**

There are remaining section 106 funds that will contribute towards the Christmas lights in Urmston in 2016, which will also be supported by a public crowdfunding campaign that launched in early September 2016. The provision includes:

- Electricity supply and lights on Queens Road for the Christmas tree (potential crowdfunded element).
- Electricity supply and lights on the large trees along Crofts Bank Road between the library and Flixton Road junction
- LED lights in mature trees fed from Cheeky Cherubs on Higher Road
- Battery operated lights in 4 small trees along Station Road and up to 15 small trees on Flixton Road.

Indicative costings (crowdfunded element): £798.57

3. **Key Issues**

- 3.1 **Electrical Supplies** - Due to the reduced number of suitable high specification lighting columns for power, electrical supply feeder pillars would need to be installed in some areas in order to make displays / tree lighting possible. This has the effect of increasing fundraising requirements in some areas compared to previous years but the new infrastructure can be used in future years.
- 3.2 **Contingency** - Groups will need to build in contingency funding in case repairs or maintenance are required (e.g. in the event of failure or vandalism).
- 3.3 **Private Supplies** - In a number of cases, electrical connections to private properties and private supplies will need to be negotiated and written permissions obtained by the local groups and this presents added complexity and risk to the delivery of the schemes.

4. Media Campaign

- 4.1 Local groups will be responsible for running the campaigns in their local area using their own social media and/or press activity.
- 4.2 To support all the local groups, Trafford Council is running a borough wide campaign to support them to fundraise for Christmas lights and raise awareness amongst residents and businesses. Its title is “**G.I.F.T - Give it for Trafford**”.
- 4.3 The campaign will be launched in September and run for 4 weeks. Trafford Council’s Communications team has created a suite of marketing materials to support the community groups. This includes a central webpage hosted on the Trafford Partnership website linked to the individual fundraising groups’ campaigns, posters /flyers, window stickers and Facebook banner design. A small budget has been allocated to kick-start the marketing and promotion of the campaign.
- 4.4 The Council has sent out an initial press release to launch the campaign, this will also be distributed to the community groups to personalise and promote via their local channels. Other releases will be launched ad hoc throughout the campaign.
- 4.5 A #TraffordGIFT hashtag has been created to be used to promote and track the campaign on social media. The success of the campaign will be tracked using the following metrics – website hits, social media engagement, donations, press coverage.

5. Next Steps / Timescales

- 5.1 In line with best practice, the funding campaigns will be kept as short as possible. Research has shown that the ideal duration for a crowdfunding project is 28 days. Campaigns that run too long can run out of energy and momentum, whereas shorter deadlines will focus supporters on acting quickly.

- 5.2 The timing of the campaigns have been chosen to miss the school summer holidays and meet the deadlines for placing orders. This gives a period of around 4 weeks to run the campaigns.
- 5.3 There is an opportunity for grants of up to £500 from THT Community Panels. Groups were invited to apply by 9th September 2016.

Action	End Date
All identified headline sponsors to receive follow up conversations.	5 th September 2016
Campaigns to supply links to crowdfunding pages or key contact details.	9 th September 2016
Trafford Campaign Starts - Website to Launch	w/c 12 th September 2016
Initial press release to be issued	w/c 12 th September 2016
Interim press releases / social media	Ad hoc
Campaigns close / orders placed	7 th October
Close of campaign press release	Mid-October
Lights Installed	November 2016

Appendix 1 – Local Community / Business Groups

The identified lead groups to co-ordinate Christmas activity in each of the local areas are:

Town / Local Centre	Preferred Partnership / Group
Altrincham	Altrincham Unlimited
Sale	Sale Town Partnership
Urmston	Urmston Partnership
Stretford	M32
Partington	Partington Parish Council
Timperley	Timperley Vision
Hale	Hale Business Association
Sale Moor	We Are Sale Moor
Ashton on Mersey	Friends of Ashton Village

TRAFFORD COUNCIL

Report to: Overview and Scrutiny Committee
Date: September 2016
Report of: Executive Member for Communities and Partnerships

Report Title:

Trafford's Leisure Strategy - Key activity and timeline

Summary

The underpinning activity to complete the borough's leisure strategy should be completed by 1st October 2016. Proposals will be submitted to the Council's Executive in October 2016 and following this, be presented to Scrutiny Committee in November 2016.

Recommendation(s)

Note timescales for completion of Trafford's Leisure Strategy in order to inform future Scrutiny Committee agenda planning.

Contact person for access to background papers and further information:

Name: Paul Helsby
Extension: 07739 856664

Background Papers:

1. Report of the Executive Member for Communities and Partnerships - Trafford Leisure Services.
2. Report of the Executive Member for Communities and Partnerships - Trafford Leisure Services update – Scrutiny Committee 16th March 2016.

Background

Following the update to Scrutiny Committee last March the intention was to report back to committee in September to discuss the proposed leisure strategy. The activities required to complete this work require a revised timeline as set out below.

The Council's newly formed leisure company, Trafford Leisure CiC Ltd, continues to perform satisfactorily and is financially stable as we approach the end of its first year of operation.

Leisure Strategy

Trafford's Leisure Strategies has three key components;

1. The overarching Leisure Strategy (Indoor and Outdoor Leisure)
2. The commercial prospectus that sets out proposal for the future use/development of the Council's leisure centres including the long-term sustainability of Trafford Leisure CIC Ltd. (indoor leisure facilities)
3. The Playing Pitch Strategy (outdoor leisure facilities)

Item 1 – Over-arching Leisure Strategy – Indoor and outdoor leisure

Item 2 - The Commercial Prospectus – An initial proposal was completed within the agreed timescales with independent specialist support and challenge. The CIC Board is currently evaluating the Commercial Prospectus for deliverability and robustness. This work is expected to be completed by 1st October 2016.

Item 3 – The Playing Pitch Strategy - This is being developed in consultation with all the major sport's governing bodies strictly adhering to the methodology set out by Sport England. This is critical to all the clubs and associations that operate sporting facilities in the borough and to enable them, where appropriate, to draw down any potential funding in the future to help them improve facilities and broaden access to Trafford residents. This work is expected to be completed by early 2017. It is intended to report back on the progress of this aspect of work within the timescales set out here.

All these aspects are underpinned by a clear vision to reduce inactivity across the borough by improving access to a broad range of sport and leisure facilities.

Timescales

With the anticipated conclusion of the Leisure Strategy and Commercial Prospectus in October 2016, it is expected that a report will be submitted to the Council's Executive for 31st October 2016 (excluding Playing Pitch Strategy). Following this it is proposed to submit the paper to Scrutiny Committee at the meeting to be held on 16th November 2016. It will not be possible to complete the Playing Pitch Strategy until early 2017 as the technical assessment of winter outdoor sports facilities has to be undertaken during the winter period.

Please note: Whilst every effort is being made to achieve the timescales set out in this report, Scrutiny Committee are asked to note that the decisions required amount to a very significant level of capital investment, both by the Local Authority and the Leisure Company. The impact of these investments must also have a demonstrably positive impact upon reducing Trafford resident's physical inactivity with a corresponding improvement in health and wellbeing which is also a significant undertaking. Due to the magnitude of these decisions, the Leisure Company's financial appraisal, the Leisure Board of Directors may require more time to formulate its plans, and/or the Council's Executive may reject elements of the strategy when presented in October, which would require more work and result in the potential for a delay in submitting proposals to Scrutiny Committee.

Financial Impact:	TBC
Legal Impact:	TBC
Human Resources Impact:	TBC
Asset Management Impact:	TBC
E-Government Impact:	TBC
Risk Management Impact:	TBC
Health and Safety Impact:	TBC

Consultation

Each Local Authority is required to have a published Playing Pitch Strategy. It is a technical requirement that the main sports governing bodies and Sport England must be consulted during its production. Each governing body act in the interests of the clubs affiliated to them and specifically consults them as required during the process of providing feedback to the Council.

Consultation on the Leisure Strategy will be undertaken as appropriate based on the recommended outcomes from the Strategy.

Reasons for Recommendation(s)

To inform Scrutiny Committee agenda planning in order to receive the Leisure Strategy proposals in line with the estimated timescales for completing the activities that underpin the strategy, whilst noting that further time may be required due to the magnitude of the decisions required.

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TRAFFORD COUNCIL

Report to: Scrutiny Committee
Date: 21 September 2016
Report for: Information
Report of: Chairman of the Scrutiny Committee

Report Title

Scrutiny Committee Work Programme 2016/17

Purpose

This report sets out the Scrutiny Committee work programme for the 2016/17 municipal year.

Recommendations

That the work programme be noted.

Contact person for access to background papers and further information:

Name: Chris Gaffey, Democratic & Scrutiny Officer.

Phone: x2019

Scrutiny Committee Work Programme – 2016/17

Date of Meeting	Topic
6 July, 2016.	<ul style="list-style-type: none"> • 2016/17 Scrutiny Committee Work Programme • Executive’s Response to the Closing the Gap Task and Finish Group findings report • Town Centres Update • ADP Report (Outturn)
21 September, 2016.	<ul style="list-style-type: none"> • 2017/18 Budget Scrutiny Process – Presentation on Plans for the Consultation • 2016/17 Budget Scrutiny Process Reports: <ul style="list-style-type: none"> - Income Projections - Risk Management - Savings Projections and Assumptions - Collaboration (HR Shared Services & Exploration of ICT Shared Services) • Devo Manc • Provision of Leisure within Trafford - Timetable • One Trafford Partnership Update – Including Update on Lot 3 • ADP Report (Quarter 1) • Christmas Lights Update
16 November, 2016.	<ul style="list-style-type: none"> • 2017/18 Budget Presentation by the Leader • Provision of Leisure within Trafford - Update • ADP Report (Quarter 2) • 2015/16 Ombudsman Report
11 January, 2017.	<ul style="list-style-type: none"> • Budget Scrutiny Report to Executive • All Age Home to School Transport Review • Follow up to the Closing the Gap Task & Finish Group Review
22 March, 2017.	<ul style="list-style-type: none"> • Executive’s Feedback on Budget Scrutiny Report • ADP Report (Quarter 3)

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

Task & Finish Group

Item	Information
Review of Education, Health & Care Plans (EHCPs)	Suggested at the Scrutiny Committee meeting on 6 July 2016 and agreed by the Chairman. Scrutiny Members have been invited to register their interest before initial meetings are scheduled.
Review of Amey / the Council's maintenance of roads, parks, green spaces and general environment	Suggested by a Scrutiny Member via email and agreed by the Chairman. Scrutiny Members have been invited to register their interest before initial meetings are scheduled.

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