



**TRAFFORD
COUNCIL**

**AGENDA PAPERS FOR
EXECUTIVE MEETING**

Date: Monday, 20 June 2016

Time: 6.30 p.m.

**Place: Thomas de Trafford Conference Rooms, Trafford Town Hall, Talbot Road,
Stretford M32 0TH**

| A G E N D A | PART I | Pages |
|--------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| 1. | ATTENDANCES | |
| | To note attendances, including officers, and any apologies for absence. | |
| 2. | DECLARATIONS OF INTEREST | |
| | Members to give notice of any interest and the nature of that interest relating to any item on the agenda in accordance with the adopted Code of Conduct. | |
| 3. | MINUTES | |
| | To receive and, if so determined, to approve as a correct record the Minutes of the following meetings: | |
| | (a) Special Meeting, 20/1/16 | 1 - 2 |
| | (b) Meeting 21/3/16 | 3 - 8 |
| 4. | MATTERS FROM COUNCIL OR OVERVIEW AND SCRUTINY COMMITTEES | |
| | To consider any matters referred by the Council or by the Overview and Scrutiny Committees: | |
| | (a) Health Scrutiny: Dignity In Care Review Follow-Up | 9 - 24 |
| | (b) Health Scrutiny: Delayed Discharges | 25 - 38 |

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5. **REVENUE BUDGET MONITORING 2015/16 - PERIOD 12 OUTTURN (APRIL 2015 - MARCH 2016)** 39 - 88
- To consider a report of the Executive Member for Finance and Chief Finance Officer.
6. **CAPITAL INVESTMENT PROGRAMME 2015/16 OUTTURN** 89 - 104
- To consider a report of the Executive Member for Finance and Chief Finance Officer.
7. **TREASURY MANAGEMENT ANNUAL PERFORMANCE 2015-16** 105 - 120
- To consider a report of the Executive Member for Finance and Chief Finance Officer.
8. **ANNUAL DELIVERY PLAN 2015/16 (OUTTURN) PERFORMANCE REPORT** 121 - 166
- To consider a report of the Executive Member for Transformation and Resources.
9. **APPOINTMENTS MADE BY THE EXECUTIVE TO OUTSIDE, INDEPENDENT AND EXECUTIVE BODIES** 167 - 172
- To consider a report of the Chief Executive.
10. **AGMA COMBINED AUTHORITY / EXECUTIVE BOARD: FORWARD PLANS AND DECISIONS**
- To receive and note the following:
- (a) GMCA Decisions 18/3/16 173 - 194
11. **URGENT BUSINESS (IF ANY)**
- Any other item or items which by reason of:-
- (a) Regulation 11 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, the Chairman of the meeting, with the agreement of the relevant Overview and Scrutiny Committee Chairman, is of the opinion should be considered at this meeting as a matter of urgency as it relates to a key decision; or
- (b) special circumstances (to be specified) the Chairman of the meeting is of the opinion should be considered at this meeting as a matter of urgency.
12. **EXCLUSION RESOLUTION**

Executive - Monday, 20 June 2016

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

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

PART II

13. EDUCATION AND EARLY YEARS CAPITAL PROGRAMME 195 - 214

To consider a report of the Executive Member for Children’s Services.

THERESA GRANT
Chief Executive

COUNCILLOR SEAN ANSTEE
Leader of the Council

Membership of the Committee

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

Further Information

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

Jo Maloney, 0161 912 4298
Email: joseph.maloney@trafford.gov.uk

This agenda was issued on Friday 10th June 2016 by the Legal and Democratic Services Section, Trafford Council, Trafford Town Hall, Talbot Road, Stretford M32 0TH.

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EXECUTIVE

20 JANUARY 2016

PRESENT

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

Also present: Councillors Bowker, Coupe, Fishwick, Freeman, Harding, Lloyd, Mitchell, Procter, Sharp, Shaw, A. Western and Whetton.

In attendance:

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

APOLOGIES

Apologies for absence were received from Councillors J. Lamb and J.R. Reilly

56. DECLARATIONS OF INTEREST

No declarations were made by Executive Members.

57. COUNCIL TAX SUPPORT SCHEME FOR 2016/17

The Executive Member for Finance and Director of Finance submitted a report setting out details of proposed amendments to the local Council Tax Support scheme for 2016/17, to be proposed to Council for adoption.

RESOLVED - That it be recommended that Council adopt the Council Tax Support (CTS) scheme currently in operation with the inclusion of the amendments detailed below for 2016/17:

1) Applicable amounts for working age claimants are frozen in line with the national income related benefit rates (state pension age rates are contained within the prescribed regulations).

2) That the remaining funding allocated to the CTS discretionary fund when it was first introduced in April 2013 is rolled over into 2016/17. This is estimated to be approximately £17k by the end of the financial year.

The meeting commenced at 6.00 p.m. and finished at 6.06 p.m.

EXECUTIVE

21 MARCH 2016

PRESENT

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

Also present: Councillors Brotherton, Cordingley, Cornes, Coupe, Duffield, Fishwick, Harding, Hynes, Lloyd and A. Western.

In attendance:

Deputy Chief Executive (Ms. H. Jones),
Corporate Director, Resources (Ms. J. Hyde),
Acting Corporate Director, Children, Families & Wellbeing (Ms. J. Colbert),
Director of Legal and Democratic Services (Ms. J. Le Fevre),
Chief Finance Officer (Ms. N. Bishop),
Democratic and Scrutiny Officer (Mr. J.M.J. Maloney).

83. DECLARATIONS OF INTEREST

No declarations were made by Executive Members.

84. MINUTES

RESOLVED – That the Minutes of the Meetings held on 17th February (Budget Meeting) and 22nd February 2016 be approved as correct records.

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

(a) Report of the Scrutiny Committee – Closing the Gap: Reducing Educational Inequalities within the Borough of Trafford

Councillor Coupe was in attendance to introduce the key features and recommendations set out in the report, and in doing so expressed thanks on behalf of the Scrutiny Committee to all who had contributed to the review, noting in particular the contribution made by Trafford head teachers. The Executive Member for Children's Services made some preliminary observations in relation to the review's findings, and indicated that a formal response on behalf of the Executive would be made in due course. In his concluding comments Councillor Coupe thanked Members who had assisted with the recent call-in of the decision on the review of Children's Homes; and made a general request for enhanced information in relation to scrutiny enquiries.

RESOLVED -

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

86. TRAFFORD LOCALITY PLAN 2016-2021

The Executive Member for Adult Social Services and Community Wellbeing introduced the report which presented the plan setting out how the Council and its partners intended to deliver health and social care services. The plan had been developed in the light of wide consultation and would be subject to regular review. In response to a query, the Executive Member advised that he would look further into the issue of awareness of the Care Co-Ordination Centre amongst local health service providers.

RESOLVED - That the Trafford Plan, 2016 – 2021 be received and adopted.

87. OUTCOME OF THE PUBLIC CONSULTATION AND DECISIONS IN RELATION TO THE EXECUTIVE'S PROPOSAL TO REVISE THE COUNCIL'S ALL AGE TRAVEL ASSISTANCE POLICY - WITHDRAWN (THIS MATTER WILL NOW BE CONSIDERED AT AN EXECUTIVE MEETING ON 29 MARCH 2016)

Consideration of this item was deferred to a subsequent meeting of the Executive.

88. RESIDENTIAL AND NURSING CARE (FAIR PRICE FOR CARE)

The Executive Member for Adult Social Care and Community Wellbeing submitted a report which described the process undertaken to engage Trafford's care market, and in particular Nursing and Residential Care providers, through the Fair Price For Care exercise, and consequently setting out a proposed inflationary fee uplift for 2016/17.

RESOLVED - That a 3.8% inflationary uplift to the care fee rates paid by the council for the residential and nursing care market for 2016-17 be approved for the reasons set out in the report.

89. HOMECARE (FAIR PRICE FOR CARE)

The Executive Member for Adult Social Care and Community Wellbeing submitted a report which outlined the review of Trafford's Homecare provision, to support the identification of a "Fair Price for Care". It summarised the methodology used over the past four years and made recommendations in respect of an inflationary uplift.

RESOLVED -

- (1) That a 4.9% inflationary uplift for the Home Care market for 2016-17 be approved for the reasons set out in the report.

Executive (21.3.16)

- (2) That consideration be given to an alternative methodology to set homecare prices for 2016/7 as part of a Greater Manchester approach.

90. STRATEGIC PARTNERSHIP AGREEMENT FOR INTEGRATED PROVISION OF ALL AGE COMMUNITY HEALTH AND SOCIAL CARE SERVICES BETWEEN TRAFFORD COUNCIL AND PENNINE CARE FOUNDATION TRUST

The Executive Members for Children's Services and for Adult Social Services and Community Wellbeing submitted a report which outlined the arrangements to establish an all age community health and social care service in Trafford, which built on the existing partnership between Trafford Council and Pennine Care Foundation Trust.

RESOLVED -

- (1) That the establishment of a new S75 agreement between Trafford Council and Pennine Care Foundation Trust be agreed from 1st April 2016 to 31st March 2018 (with an option to extend the agreement for a further year) on terms to be agreed by the Director of Legal and Democratic Services in consultation with the Chief Financial Officer and the Interim Corporate Director of Children, Families and Well-being.
- (2) That the delegation to sign the agreement on behalf of the Council is conferred on the Chief Executive.

91. CONSERVATION AREA APPRAISALS AND MANAGEMENT PLANS

The Executive Member for Economic Growth and Planning submitted a report which provided a summary of the consultation responses received to the draft Conservation Area Appraisals (CAAs) for Linotype and Barton Upon Irwell and draft Management Plans (CAMPs) for Linotype, Barton Upon Irwell, Old Market Place, Stamford New Road, George Street, Goose Green and The Downs. The report sought approval for the final documentation for adoption as Supplementary Planning Documents (SPD). Members were advised of a number of minor corrections which would be made to the documents prior to publication.

RESOLVED -

- (1) That the consultation responses and amendments made to the CAAs for Linotype and Barton Upon Irwell and CAMPs for Linotype, Barton Upon Irwell, Old Market Place, Stamford New Road, Goose Green, George Street and The Downs, as set out in Appendix 4 to the report, be noted.
- (2) That the following be approved for adoption as Supplementary Planning Documents, as set out in Appendices 5-13 to the report:-
- Linotype CAA
 - Linotype CAMP
 - Barton Upon Irwell CAA
 - Barton Upon Irwell CAMP
 - Old Market Place CAMP

- Stamford New Road CAMP
- George Street CAMP
- Goose Green CAMP
- The Downs

(3) That responsibility for approving any minor amendments to the wording of the documents, prior to their publication, be delegated to the Director of Growth and Regulatory Services.

92. ANNUAL DELIVERY PLAN 2016/17

The Executive Member for Transformation and Resources submitted a report which set out proposed priority actions to be delivered over the coming year, and the indicators which would be used to measure performance. The Executive was advised of a number of minor corrections to be made to the draft document; and an opportunity was provided for Members to ask questions regarding its content.

RESOLVED - That, subject to a number of typographical corrections detailed at the meeting, the Executive agree the contents of the 2016/17 Annual Delivery Plan and receive quarterly reports on progress.

93. TRAFFORD PARTNERSHIP - LOCALITY WORKING AND PUBLIC SECTOR REFORM

The Executive Member for Partnerships and Communities submitted a report which provided an update on the work of the Trafford Partnership, with particular reference to Locality Working and Public Service Reform. A summary was also provided of the change in structure of the Trafford Partnership to maximise connectivity with both Greater Manchester and local communities.

RESOLVED – That the content of the report be noted.

94. REVENUE BUDGET MONITORING 2015/16 PERIOD 10 (APRIL 2015 - JANUARY 2016)

The Executive Member for Finance and Chief Finance Officer submitted a report which set out for Members' information the latest outcomes from the monitoring of the Council's revenue budget. An opportunity was provided for Members to ask questions on the report's content.

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

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

Executive (21.3.16)

The Executive received for information details of decisions taken by the Greater Manchester Combined Authority, and by the Joint GMCA / AGMA Executive Board held on 26th February 2016. In discussion the Leader of the Council advised that he would circulate to all Members of Council details of the Greater Manchester agreement which had been referred to in the government's recent Budget announcement.

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

The meeting commenced at 6.30 p.m. and finished at 7.35 p.m.

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TRAFFORD COUNCIL

Report to: Executive
Date: 20th June 2016
Report for: Consideration
Report of: Health Scrutiny Committee

Report Title

Report of Health Scrutiny Committee: Dignity in Care Follow-Up

Summary

On 30th March 2016 the Health Scrutiny Committee agreed a report relating to follow-up work on its previous Dignity In Care report. This report and its associated recommendations is now being referred formally to the Executive for consideration and response.

Recommendation(s)

That the Executive consider and respond to the attached report of Health Scrutiny Committee in relation to Dignity In Care.

Contact person for access to background papers and further information:

Name: Alexander Murray
Extension: 4250

Background Papers: None.

1.0 Background

On 30th March 2016 the Health Scrutiny Committee agreed a report relating to follow-up work on its previous Dignity In Care report. This report, together with its associated recommendations, is now being referred formally to the Executive for consideration and response.

Other Options

None; the Executive is required to respond to Scrutiny recommendations.

Consultation

Not applicable.

Reasons for Recommendation

To provide for the Executive formally to consider and respond to the report of the Health Scrutiny Committee.

+TRAFFORD COUNCIL

Report to: Health Scrutiny Committee
Date: 15th March 2016
Report of: Chairman and Vice Chairman of Health Scrutiny Committee

Report Title

Dignity in Care Review – Follow up

Summary

To review the findings of the Dignity in Care report completed by the Committee December 2013.

Recommendation(s)

That the Committee agree the following recommendations and refer the report to the Executive:-

- 1) That NHS Trust discharge procedures continue to be reviewed on an annual basis and refreshed when required.**
- 2) That Trafford Council Adult Social Care, CMFT and UHSM work with Healthwatch Trafford in meeting the recommendations set out within their report.**
- 3) That CMFT and UHSM discharge team managers meet on a quarterly basis in order to share best practice and to provide minutes of these meetings to Trafford's Health Scrutiny Committee.**
- 4) That UHSM have a representative attend Residential/Nursing Home forums.**
- 5) That the minutes of forums attended by Residential/Nursing Homes and Hospital representatives be sent to Trafford Health Scrutiny Committee for information.**
- 6) That CMFT look into broadening the scope of their Patient Passport for Learning Disabilities with support from UHSM.**

- 7) That SRFT inform Trafford Health Scrutiny Committee of the results of the trial of the new Transfer of Care Form and if successful (and appropriate) to help other trusts implement a similar form.**
- 8) That UHSM look into developing their relationship with Trafford Carers Centre with support from CMFT.**
- 9) That Trafford Council discuss locality locations of Trafford Carers Centre with NHS Trusts.**
- 10) That the TCCC is consulted by all trusts when making changes to communications procedures and/or technology.**

Contact person for access to background papers and further information:

Name: Alexander Murray

Extension: 4250

Background

1. In December 2013, Health Scrutiny Committee approved a comprehensive report based upon the work of a topic group (Appendix 1). The group was formed to look at the treatment of Trafford residents within the hospitals which provide them with care. The Committee agreed to follow up the recommendations of that review and this report sets out the findings of that process.

Scope

2. As this was a follow up review rather than a full Task and Finish Group topic the Committee gathered evidence from Nursing and Residential Homes, a report from Healthwatch Trafford (Appendix 2) and evidence made available by the trusts online e.g. complaints information. Once the evidence had been gathered representatives from University Hospital of South Manchester NHS Foundation Trust (UHSM), Central Manchester Foundation Trust (CMFT), Salford Royal Foundation Trust (SRFT), Trafford CCG, Trafford Council Adult Social were asked to the Committee meeting 10th February 2016 to answer questions formulated by the committee. The questions that the councillors asked focused upon areas that they deemed the most pressing given the information obtained.
3. UHSM, CMFT and SRFT representatives were sent copies of the evidence in advance of the meeting along with the most pressing questions that the

Councillors had. UHSM and CMFT sent responses to the written questions in advance along with a number of documents. Representatives then attended the meeting and answered further questions from Committee Members. The representatives of SRFT gave their apologies for the meeting and were sent the questions following the meeting via email.

Responses

4. Below are the responses received from each Foundation trust in response to the questions posed prior to and during the meeting. Due to the wide scope of the issues at hand and the integrated nature of health and social care services within Trafford there are also responses from Trafford Council and Trafford Clinical Commissioning Group included.
5. The Responses have been grouped into 4 Issues that were highlighted by the evidence gathered. These four issues are; effective discharge procedures, effective communication with nursing/residential homes, families and carers, Health in Hospital and Care of Patients with Dementia.

Issue 1: Ensure that there are effective discharge procedures

6. Prior to the meeting all three trusts were asked for copies of their discharge procedures.
7. Both UHSM and CMFT have had problems with the number of delayed discharges. This issue is being tackled by a separate Task and Finish Group of the Committee and all responses relating to that issue will be present in the separate report generated by that group.
8. The Councillors noted that the Discharge Procedures of both UHSM and CMFT had recently been refreshed in keeping with the recommendations of the original Scrutiny report. Each discharge policy was exhaustive in terms of details on all aspects of the discharge procedure.

UHSM

9. Representatives of UHSM assured the Committee that the length of the discharge policy was not an obstacle to it being followed. Each ward has a discharge nurse who knows the procedures “inside and out” and is responsible for seeing that the policies are carried out for each patient.
10. UHSM use a discharge lounge system for the discharge of patients. Councillors noted that the opening hours of the discharge lounge did not match those of hours for discharge from the hospital. UHSM responded that they try to avoid late

discharges, after the lounge hours, if possible and that they are considering extending the discharge lounge hours in line with the policy. It was also noted that when a discharge is not happening from the discharge lounge then those who are collecting the patient are informed of the alternate arrangements.

11. UHSM has recently commissioned Saint John's Ambulance Service for the discharging of patients. Healthwatch Trafford noted the services excellent manner in working with patients.
12. When discharging a patient to a care home UHSM's discharge nurses provide updates to the home of the status of their resident, often 24hrs prior to discharge. This has been agreed by UHSM's Heads of Nursing and Matrons as good practice.
13. Despite the excellent discharge policies Healthwatch Trafford did note a number of problems during their observations. Within the report are recommendations for work to alleviate these problems.

CMFT

14. Since the discharge policy was re-launched in 2015 a large scale training regime has been undertaken to ensure staff are familiar with the practices.
15. Trafford General does not have a discharge lounge but still ensures that patients are discharged in a timely and dignified manner. If any patient is discharged outside of the hours stated within the policy then an incident report is raised.
16. In Trafford General all nursing/residential homes assess patients for suitability prior to acceptance; therefore all homes are aware of any patient transfers that have been agreed, including discharge date. A printed copy of the discharge letter is provided for nursing/residential homes on discharge.
17. Once CMFT's new discharge team manager is in post they will attend an established Trafford residential/nursing home forum, aiming to improve communication between partners in relation to patient admission and discharge arrangements. Another forum which is facilitated by Trafford Council will have representation from Trafford General in future.
18. Healthwatch Trafford noted that Trafford General had excellent discharge procedures and noted areas of good practice within their report. However there were a number of areas for improvement linked to the creation of packages of care as laid out within the report.

SRFT

19. All newly qualified nursing staff take the Preceptorship Programme 2 year course for Patient Flow & Discharge Planning. SRFT also make staff aware of the policies via the Trust's intranet site synapse. Work is directly being undertaken within wards around discharge planning & patient flow through the Patient Pathway Managers.
20. Nursing & Care Homes attend the hospital and assess patients and inform SRFT when they have bed capacity and availability. The date is always agreed in advance as it is the care/nursing homes that inform the Trust as to availability. SRFT take this approach as it is understood that they are a private business and won't, for example, take patients on a Friday, take patients over the weekend or take more than 3 admissions a day. Where possible SRFT try to negotiate what time the patient will be discharged to the care home. SRFT aim for discharges to be conducted as early as possible but this is dependent upon transport.
21. If a patient is going home with a Package of Care and will require assistance administering medications this should be identified during the assessment by the social worker and details of those medications should be included within the care plan for the care agency. For patients who require assistance with medications arrangements can be made for the TTO's to be in a dosette box which indicates what medication is to be taken when in order to support care providers with administration. For patients requiring more complex support with medications such as Tinzaparin a District Nurse Treatment sheet should be sent to ask District Nurses' to administer.

Issue 2: Ensure effective communication with nursing/residential homes, families and carers e.g. ensuring documents submitted by these parties on admission stay with patients.

UHSM

22. When documents are submitted with a patient during their admission UHSM tries to ensure that those documents follow the patient to the ward. UHSM have a standard set of discharge documentation already in place but they expressed their willingness to make changes to these documents following a discussion with carers/care providers.
23. UHSM are currently looking at implementing a new electronic records management system. This system will enable staff to scan all documentation that is presented with the patient which will then be added to that patients file. The project team have weekly telephone conversations with the Trafford Care

Coordination Centre (TCCC) to ensure that the new system will work with the TCCC to maximise its effectiveness.

24. UHSM are currently trialling a “Patient Passport” on the acute admission wards, which was initiated by the acute discharge nurses. The Patient Passport is a document that is filled out by medical staff, discharge nurses, social workers, ward nurses, therapists, the patient and/or their relatives/carers. The Patient Passport remains with the patient on discharge and provides an overview of their stay in hospital and contains details of each and every intervention. At the meeting CMFT commented that they would like to bring in a similar document and UHSM said they would be happy to help.
25. The gap in communications between UHSM and patients families/carers was one of the main issues identified by Healthwatch Trafford. Whilst UHSM did state that they are willing to liaise with carers there is no clear conduit in place for this to happen such as the rapport which has been established by CMFT.

CMFT

26. CMFT have made a number of strides to improve the levels of communication between the trust, families, carers and social care professionals. Healthwatch Trafford noted the high levels of communication between CMFT, TMBC and community services within their report.
27. Trafford General Hospital is working closely with Trafford Carers Centre following appointment of their new CEO. A Trafford Carers Centre key worker spends 1 day per week in the hospital engaging with carers, supporting discharge processes. She will report to and work alongside the discharge team as of February 2015. The Carers Centre are keen to demonstrate the effectiveness of this work and are collating carer/patient outcome information. Carer feedback has been positive to date.
28. Urgent Care Centre (UCC) staff have been requested to ensure that any patient documentation provided on admission accompanies the patient once admitted. Trafford Hospital has agreed care planning documentation that is used for all patients to support the delivery of person centred care. At present there are no arrangements in place for return of the original care plan provided by the resident/nursing home. The Discharge Team Manager will be asked to discuss discharge arrangements and provision of information at the appropriate nursing/residential home forum.

29. There is a well-established individualised passport for Learning Disability patients, which remains throughout the inpatient stay, accompanying the patient on discharge. Trust staff contribute to the passport content as required.

SRFT

30. If a care plan arrives with the patient, it is kept with their Emergency documentation whilst they are in ED (Emergency Department). RNs are expected to read accompanying paperwork and the information contained may assist in the completion of ED paperwork (electronic). As a patient leaves ED and is admitted to the admissions unit or ward, the paperwork sent in with the patient is scanned onto the Trust Electronic Patient Record system, where it is available to be viewed by other Trust staff.

31. SRFT already have a Hospital Passport which can be used in a community setting as well. The family or carer for any patient with a cognitive impairment is offered one to complete to support care delivery. This is kept with the person at the bedside and is designed to be referred to before any care is delivered.

32. The hospital passport has an emphasis on personal information e.g. events from the patients past or their previous occupation etc. and how to keep them safe. Staff try to ensure contact details are kept up to date for who to involve in care, if needed, and who knows the patient best. This passport should be scanned into the electronic patient record and the original taken away with the patient. In this way if there are future admissions the information just has to be updated and not started again.

33. The SRFT Emergency Village have begun discussions with Salford CCG Safeguarding to pilot a standardised document to be used when patients attend ED from care homes. This Transfer of Care form has been designed in consultation with the Safeguarding Provider Forum, NWAS, SRFT, Care of the Housebound Group and Multi Agency Network. The aim is for the care homes to complete the form for each resident and review it on a monthly basis to ensure accurate interpretation of needs.

34. The transfer of care form will be kept in the front of the patients file, so that it is easily accessible, and given to NWAS prior to them leaving the care home. NWAS will pass this information to ED staff on arrival at hospital. The aim of the document is a one way process, with no requirement for the documentation to be returned to the care home once the patient is discharged from hospital, on the basis that a new transfer of care form is to be completed on readmission to the care home to reflect the changing needs of the patient.

35. The form has been designed to be utilised in all care homes within Salford. 2 nursing homes and 1 residential home have agreed to pilot the document.
36. When a patient is discharged from a general ward, a discharge summary is supplied and any significant changes to care are included. Ward staff will ring the care home, usually a day or 2 before discharge, to discuss any changes in condition or care.

Trafford Council

37. Trafford Council are currently looking at the configuration of Trafford Carers Centre. The Acting Director for Education, Health and Care Commissioning stated that the council would be happy to discuss the community location of the carers centre with carers and the three NHS Trusts in order to redesign the service in a way that reflects the needs of service users and carers.

Trafford CCG

38. The implementation of the Trafford Care Coordination Centre is to be the key to the development of communications within Trafford. If correctly utilised the TCCC has the potential to align all aspects of Health and Social Care within Trafford and to utilise the data gathered to develop smarter ways of working. It is hoped that care homes and home care providers within Trafford will be able to sign up to the TCCC so that records will be consistent across all areas of health and social care.
39. The Health Scrutiny Committee recognises the pivotal role that the TCCC is to play within the future developments of the health landscape within Trafford. Because of this they were particularly happy to hear that UHSM consult with the TCCC on a weekly basis regarding the creation of their new records management system and highlighted this communication as an example of best practice.

Issue 3 – Patient Health in Hospital

UHSM

40. UHSM assess all patients on admission to Hospital around their activities of daily living, which includes assessing their safety. All patients are encouraged to be as independent as possible in line to what they are assessed as being able to do; in some cases this can be a multidisciplinary assessment which would include therapy input.

41. UHSM use the red tray system whereby patients who are identified as requiring assistance with eating or as having lost weight are served their food on a red tray so that staff are aware of their requirements.

CMFT

42. On admission patients undergo a comprehensive nursing assessment including an evaluation of the patient's usual baseline in maintaining their activities of daily living. On the Acute Medical Unit patients are considered for referral to the Community Enhanced Care Team within 72 hours of admission to promote early discharge.

43. A number of wards accept direct admissions, including stroke rehabilitation, neuro rehabilitation, complex discharge and fragility fracture/rehabilitation. All wards are supported with Allied Health Professional staff, physiotherapist and/or occupational therapist whose role involves assessment, goal planning and implementation of a plan for discharge. Patients where possible are encouraged to mobilise and engage in normal social activities, to promote and encourage independence and a sense of wellbeing.

44. CMFT also use the red tray system for those identified as needing assistance eating or having lost weight.

45. Both UHSM and CMFT strive to respond to weight loss of patients, by making adjustments to policy and the way that food is prepared and offered to patients, it is recognised by all that Hospital is not the best environment for people to be in. As such CMFT, UHSM, Trafford CCG and Trafford Adult Social Care are working together to minimise patient's length of stay and avoiding unnecessary admissions to hospital in order to reduce the impact on residents health.

46. Both UHSM and CMFT confirmed to the Committee that Catheterisation of patients during their stay only occurred for clinical reasons. Both Trusts keep a log of all patients that are catheterised and should any carers believe that a patient had a catheter fitted for no reason then this should be raised with the trust.

SRFT

47. All SRFT patients are individually assessed and plans of care are developed following that assessment. Where patients are able to do this unaided SRFT, as a nursing service, ensure that this is understood. Where patients need support and assistance then this too is assessed against the patient's individual needs. At all times maintenance of independence is considered a priority.

48. It was noted within the original report that SRFT had excellent dietary support in place. However, they have also been striving to reduce patients' length of stay (LoS) and over the last year they have achieved a reduction for both elective and non-elective LoS when compared to the previous year. Reducing LoS was designed into many work streams within this financial year which has supported the reduction. These include; the redesign of the patient flow team to support complex discharge arrangements, reconversion of surgical activity from inpatient to day case, redesign of pathways to support weekly discharge with support from primary and community services.
49. The SRFT's position regarding catheterisation is that a patient will only be catheterised when there are clinical indications that a catheter is required. If a catheter is in situ for any other reason than those defined by the Catheter Urinary Tract Infection Collaborative it would be deemed as inappropriate and there would be an expectation that the catheter would be removed at the earliest opportunity.
50. The latest Safety Thermometer Data indicates that on average approximately 18% of hospitalized patients within SRFT have a catheter (this is a reduction from approximately 22% in the last 18 months).

Trafford Council

51. Trafford Council has recently introduced a Stabilise and Make Safe (SAMS) service which is showing promising results and Trafford plan to commission additional resource in this area. Trafford Council is also looking at improving the homecare service provision in order to streamline the process so patients can return home quicker.

Trafford CCG

52. Trafford CCG has commissioned an additional 18 intermediate care beds at Ascott House and is looking to expand this service further. Trafford CCG has also re-shaped their Continuing Health Care (CHC) procedures to ensure that Trafford has one of the most efficient CHC teams in the Country.

Issue 4 - Care of Patients with Dementia

UHSM

53. UHSM have dementia champions on their elderly patient wards and are looking to expand this. UHSM have implemented a Nurse training scheme where by those nurses on a band five can receive dementia speciality training so they can move up to a band six within a year.

CMFT

54. All medical wards at Trafford Hospital have a Registered Nurse and Nursing Assistant designated as dementia champions. Monthly meetings have commenced for dementia champions to support development of the role.
55. The Trust works closely with the Whitworth Art Gallery and a number of activity boxes have been made available to ward areas where patients with dementia are cared for i.e. Arts and Craft boxes. Staff and carers are encouraged to utilise the boxes to engage with patients. A number of hospital volunteers are also trained to use the activity boxes. Recently it has been agreed that each ward will advertise and recruit a Nursing Assistant with a particular interest in activities to optimise patient experience for this patient group.
56. 225 members of Trafford Hospital staff have attended a 1 day dementia study day since April 2012. Age UK have also delivered training to 90 members of staff over the last 2 years on 'behaviours that challenge and therapeutic activities'. Dementia was chosen as a Hot Topic in March 2014. This comprises of a 1 hour training session, delivered twice daily throughout the month. 262 members of staff attended with excellent feedback. 'Barbara's Story' will be launched as a Hot Topic during 2016 to raise awareness of the impact of the healthcare system on patients with dementia and how we can enhance patient experience.

SRFT

57. There is a dementia link nurse on every ward at Salford Royal Hospital. This has been the standard procedure for the last three years.

Health Scrutiny Response

58. The Health Scrutiny Committee members were happy with the responses given by all those who attended the meeting and those received from SRFT via email. Councillors were also impressed by the level of work that was evident from the documents provided. All of the organisations showed that they are continually striving to improve performance and there were clear signs of integration in all areas of work.
59. The work by CMFT to set up communications with Trafford Carers Centre and working with Trafford Council in establishing communications with Nursing and Residential Homes were two areas that the Committee would like to highlight. This work goes a long way to overcoming the standard silo approach which has been taken to Health and Social Care in the past and creating a truly integrated service within Trafford.
60. UHSM's work with Trafford CCG and Trafford Council is another area that the Committee recognised as a sign of working collaboratively in order to tackle the challenges that the sector faces. This was most evident within the meeting itself where every single response to each question involved representatives from

multiple organisations. The Committee welcomes and encourages this relationship and hopes that it can help play a role in furthering its development.

61. The Committee are very interested in the development of the Transfer of Care Form being developed by SRFT and would like to be informed as to how successful it is during the trial with the two care homes. With their responses SRFT have shown that they carry out best practice across the board which is reflected in the small number of recommendations which apply directly to them. Because of the high standards at SRFT the Committee hopes that SRFT will adhere to those recommendations that request the sharing of information and best practice amongst trusts.
62. Despite the positive nature of the responses given by the trusts the Committee would like to point out that while gathering their evidence for this review there were still worrying accounts of instances where patients were falling through the gaps. The committee recognises the volume of work that is being done within Trafford and that the instances which were reported are the statistical anomalies that make up a tiny proportion of the cases that each organisation deals with.
63. Whilst the instances may be statistically insignificant those cases are extremely significant to the people it happens to. It is the role of Health Scrutiny to ensure that patients are at the heart of all health and social care practices, policies and decisions so the Committee will continue to scrutinise all Health and Social Care organisations whenever such cases are brought to them. The Committee hope that when instances do occur in the future that the trusts respond in the swift positive and open manner with which they responded to both the original report and this subsequent review.
64. The Committee recognise that it is practically impossible to remove all errors from the process. However, It is hoped that by continuing on the path of collaboration and spreading communication networks to encompass carers, residential and nursing homes and homecare providers that instances where things go wrong will be reduced and gaps within policies, procedures and practices will be identified and resolved as quickly as possible.
65. Finally the Committee would like to thank Healthwatch Trafford and their volunteers for the role they played in the gathering of evidence for this review. The report that they produced and the recommendations made within it were of great help to the Committee in the preparations for and creating of this follow up report.

Recommendations:

- 1) That NHS Trust discharge procedures continue to be reviewed on an annual basis and refreshed when required.**
- 2) That Trafford Council Adult Social Care, CMFT and UHSM work with Healthwatch Trafford in meeting the recommendations set out within their report.**
- 3) That CMFT, UHSM and SRFT discharge team managers meet on a quarterly basis in order to share best practice.**
- 4) That UHSM have a representative attend Residential/Nursing Home forums.**
- 5) That the minutes of forums attended by Residential/Nursing Homes and Hospital representatives be sent to Trafford Health Scrutiny Committee for information.**
- 6) That CMFT look into broadening the scope of their Patient Passport for Learning Disabilities with support from UHSM and SRFT.**
- 7) That SRFT inform Trafford Health Scrutiny Committee of the results of the trial of the new Transfer of Care Form and if successful (and appropriate) to help other trusts implement a similar form.**
- 8) That UHSM look into developing their relationship with Trafford Carers Centre with support from CMFT and Trafford Council.**
- 9) That Trafford Council discuss locality locations of Trafford Carers Centre with NHS Trusts.**
- 10) That the TCCC is consulted by all trusts when making changes to communications procedures and/or technology.**

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TRAFFORD COUNCIL

Report to: Executive
Date: 20th June 2016
Report for: Consideration
Report of: Health Scrutiny Committee

Report Title

Report of Health Scrutiny Committee: Task and Finish Group – Delayed Discharges

Summary

On 30th March 2016 the Health Scrutiny Committee agreed a report of its Task and Finish Group on Delayed Discharges. This report and its associated recommendations is now being referred formally to the Executive for consideration and response.

Recommendation(s)

That the Executive consider and respond to the attached report of Health Scrutiny Committee in relation to Delayed Discharges.

Contact person for access to background papers and further information:

Name: Alexander Murray
Extension: 4250

Background Papers: None.

1.0 Background

On 30th March 2016 the Health Scrutiny Committee agreed a report of its Task and Finish Group on Delayed Discharges. This report, together with its associated recommendations, is now being referred formally to the Executive for consideration and response.

Other Options

None; the Executive is required to respond to Scrutiny recommendations.

Consultation

Not applicable.

Reasons for Recommendation

To provide for the Executive formally to consider and respond to the report of the Health Scrutiny Committee.

TRAFFORD COUNCIL

Report to: Health Scrutiny Committee

Date: 24th March 2016

Report of: Health Scrutiny Committee

Report Title

Task and Finish Group – Delayed Discharges

Summary

A Task and Finish Group made up of four Councillors from Trafford Council's Health Scrutiny Committee conducted a review of Hospital Discharges at UHSM in order to identify the reasons behind the high levels of delays. The Group met with representatives from Trafford Council Adult Social Care, Pennine Care, Trafford CCG and UHSM to look at each aspect of discharges from a Health and Social Care perspective resulting in the recommendations below.

Recommendation(s)

That the Executive agree to the following recommendations:

- 1) That the Health Scrutiny Committee receives regular updates from the TCCC as to the progress of all other recommendations.
Adult Social Care Referrals**
- 2) That a comparison of referral processes at SRFT, CMFT and UHSM is conducted to identify opportunities for improvement and that similar exercises are conducted on a regular basis.**
- 3) That the details of the training programmes to be offered to care workers be brought to Health Scrutiny Committee for information once designed.**
- 4) That the Health Scrutiny Committee is informed of the new model of Homecare once the design is completed.**
- 5) That Homecare providers and staff are treated as key partners in the hospitalisation and discharge process of their service users as laid out in NHS England Better Use of Care at Home Quick Guide.**
- 6) That the results of negotiations of the price of placements between Adult Social Care and Residential and Nursing Home providers be shared with Trafford Health Scrutiny Committee.**
- 7) That Residential and Nursing Care Workshops with representation from Adult Social Care, Trafford CCG, UHSM and Residential and Nursing Home Managers be held on a regular basis.**

- 8) That the Chairman of Trafford Council's Planning Committee facilitates communication between Trafford CCG, UHSM and building developers regarding the current gaps in Nursing Home and EMI provision.
- 9) That the Council requests that Trafford CCG inform Trafford Health Scrutiny Committee of the developments of the proposed expansion of the intermediate care services at Ascot House.
- 10) That the review of the old reablement model and the evaluation of the new model be shared with Health Scrutiny Committee for information.
- 11) That the Council requests UHSM to ensure that their new policy, encouraging patients to consider their discharge from hospital, meets as many of the 30 points of the checklist laid out in the Quick Guide: Supporting Patient's Choice to Avoid Long Hospital Stays as possible.
- 12) That Councillors use their connections with communities in order to help Health and Social Care representatives understand why delays due to Patient Choice have increased.

Contact person for access to background papers and further information:

Name: Alexander Murray

Extension: 4250

Background

1. Delayed discharges were identified as an area of concern by Trafford Health Scrutiny Committee in June 2015. Delayed discharges of care have become a national talking point in the course of the last year. The statistics show that
 - 5,000 patients have been delayed, up from 4,500 a year ago (11.1% increase)
 - The proportion of delays attributable to social care is up to 32.2%, compared to 26.3% a year ago (22.4% increase).
 - There has been a 34% increase in delays for patients awaiting a care package in their own home.
 - There have been 154,100 total days delayed, up from 139,000 a year ago (10.9% increase).

Scope

2. Whilst there are issues with delayed discharges across Greater Manchester the Task and Finish Group chose to focus their review upon the delays at University Hospital of South Manchester NHS Foundation Trust (UHSM). There were two reasons for this decision; firstly that UHSM has the highest numbers of delays¹ and secondly that UHSM treats the majority of Trafford residents.

¹ Of 1526 bed days lost due to delayed discharges in June 2015 from all hospitals which receive Trafford residents 1018 of these were at UHSM.

3. As the problems at UHSM had been identified as being a combination of issues between Trafford Adult Social Care, Pennine Care NHS Foundation Trust (Pennine Care), University Hospital of South Manchester NHS Foundation Trust (UHSM) and Trafford Clinical Commissioning Group (Trafford CCG) the Task and Finish Group decided that the review had to involve each of these organisations.

Process

4. When the Task and Finish Group had decided upon the scope of the review they contacted the related organisations informing them of what the group were looking at and asking them to meet in order to discuss this issue. It was suggested that they meet with Trafford Adult Social Care and Pennine Care in the first instance.
5. The group had two meetings with representatives of Adult Social care and Pennine Care. During these two meetings the model for processing referrals and issuing packages of care were discussed. At the point of the second meeting the number of delays for Trafford residents had dropped dramatically and it seemed as though the new measures implemented by Trafford Council and Pennine had resolved the issues.
6. In December, the group became aware that there had been a dramatic increase in delayed discharges and that the number of residents delayed had reached similar levels as in June. Due to this, a third and final meeting was arranged this time with representatives of UHSM, Trafford Adult Social Care, Pennine Care and Trafford CCG in attendance. The change in attendees reflected the change in the reported causes of the delays which as of October 2015 included NHS delays.

Task and finish Group findings

7. During the three meetings that the group members had with Health and social care representatives a number of different causes of delays were identified. These causes were; Adult Social Care Referrals, Recruitment and Retention of Care Staff, Home Care Provision, Residential/Nursing Home and EMI Provision, Intermediate Care Provision, Reablement Services and Patient Choice. Below is a description of each of these issues, the way that they are being tackled is listed and the group's response and recommendations are given.
8. The development of the Trafford Care Coordination Centre (TCCC) and the impact that it will have in the development of all aspects of the Health and Social Care environment within Trafford was a continual thread throughout the groups work. In light of this the group members agreed that the TCCC be consulted and information from it should feed into all of the recommendations within the report.

Recommendations

1) That the Health Scrutiny Committee receives regular updates from the TCCC as to the progress of all other recommendations.

Adult Social Care Referrals

9. This cause of delays was the first identified by Trafford Council as being the major reason for the disproportionate ratio that Trafford residents represented out of the total number of delays at UHSM.
10. Pennine Care had a process analyst review Trafford's referrals processes at UHSM. The process analyst found a number of issues. An issues log was created which listed each of the issues, the actions that required doing and the officer responsible. By the time of the group's first meeting in August the majority of these issues had already been addressed.
11. The analyst used Manchester Council's Social Care Team as the basis for comparison. Whilst conducting the analysis three main differences were identified. These differences were; having a Contact Officer in place, having full access to Council computer systems at UHSM and working in hubs throughout the hospital.
12. In responses, Trafford Council hired two additional social care assessors and a contact officer to be based at UHSM. A solution to Trafford's IT problems at UHSM was developed and implemented. Finally Trafford, Manchester and Stockport worked together to develop an Integrated Social Work Discharge Team at UHSM. This new model used Manchester's hub design but included staff from all three Councils working together in order to maximise efficiency and utilisation of the resources all three Councils have based at UHSM.
13. As of the follow up meeting in October 2015 the changes that had been implemented had started to take affect and the number of delayed discharges of Trafford Residents had been significantly reduced from the position in June to the point where they were in line with Manchester Residents. There had been an increase of delays whilst these changes were being made but this was identified as the result of a lack of Homecare provision during the summer months. Trafford Council procured additional resources in this area and the delayed discharges fell in line with other Councils. Due to the success of this process Pennine Care had begun a similar approach at Trafford General Hospital.

Task and finish Group response

14. The task and finish group recognise the excellent work done by Trafford Adult Social Care and Pennine Care in tackling this issue. The use of Manchester City Council as a comparison and the resulting collaboration between

Trafford, Manchester and Stockport Councils were examples of excellent practice and communication.

15. However, in January 2016 there were a total of 242 (131 Trafford and 111 Manchester) bed days lost due to Adult Social Care referrals. Whilst the Trafford numbers were comparative to those of Manchester City Council residents there is still a large difference between the delays for the same reason at Central Manchester Foundation Trust (77 total for Manchester and Trafford Residents) and Salford Royal Foundation Trust (0 delays due to this reason). Whilst these differences may be due to the demographic of patients that attend these hospitals rather than process it is felt that a further comparison exercise is required.

Recommendations

- 2) That a comparison of referral processes at SRFT, CMFT and UHSM is conducted to identify opportunities for improvement and that similar exercises are conducted on a regular basis.**

Recruitment and Retention of Care Workers

16. An area that has been identified as a problem across all of the provisions of care both locally and on a national level is the difficulty in recruiting and retaining care staff. Care staff have a large amount of responsibility due to the large impact on the lives of service users. When compared to jobs of similar pay it is understandable why this is an issue for the care profession.
17. Trafford Council and UHSM have stated that they are committed to working with Care Providers, Care staff and Skills 4 Care in order to make care work a more attractive option for new employees and to offer a desirable career path for those already within the service.

Task and finish Group Response

18. The Group recognise the hard work that homecare workers do and are in full support of the plans of Trafford Council and UHSM to make home care a more attractive profession and to increase the prospects of carers. It is hoped that in providing this training the communication links between Care staff and health and social care staff will become stronger.

Recommendations

- 3) That the details of the training programmes to be offered to care workers be brought to Health Scrutiny Committee for information once designed.**

Home Care Provision

19. There was a severe lack of carers available during the summer months which lead to Trafford having to perform a quick procurement exercise resulting in the addition of two additional Home Care providers to the Trafford Framework.
20. During the meeting in February 2016, a number of issues regarding the provision of homecare were highlighted to the Group. Since the model of Homecare was first developed Trafford has significantly changed the way that services are delivered. The largest of these changes has been the integration of Health and Social care through the implementation of the new locality model. Trafford will be looking at redesigning the current model of the commissioning of homecare so that it is aligned with the locality model. The details of how this redesign will look are currently unavailable as the new model is being formulated.
21. The group were also informed of a new checking in system called CM 2000 which the council will be looking to deploy during the coming year. With this system Home Carers check in and out of service users homes so that the council will be able to accurately monitor the length of visits. This will ensure that the council is only paying for visits that do occur and that users are receiving the amount of care they need.
22. The Councillors were informed that following discussions between Trafford Council, UHSM and Providers a new process was being put in place allowing packages of care to remain and be reactivated by the hospitals without re-assessment for up to 72 hours after admission.

Task and Finish Group Response

23. The Group were surprised to hear that the Trafford Model for Homecare needed improvement. The members were pleased to hear that this gap in service is being addressed and would like the proposed new model to be presented to Health Scrutiny once the design has been agreed.
24. The Group would also like to see efforts made by Trafford Council Social care and UHSM to involve Homecare providers and staff more within the hospital admission and discharge process as laid out in the NHS England Quick Guidance.
25. The members welcomed the implementation of the CM 2000 system as this will enable the Council to accurately monitor the length and frequency of visits and provide assurance to the council that the correct levels of care are being given to users.

Recommendations

- 4) **That Health Scrutiny Committee is informed of the new model of Homecare once the design is completed.**

- 5) That Homecare providers and staff are treated as key partners in the hospitalisation and discharge process of their service users as laid out in NHS England Better Use of Care at Home Quick Guide.**

Residential/Nursing and EMI (Elderly and Mentally Infirm) Home Provision

26. In January 2016 there were a total of 280 bed days lost due to patients waiting for a space to become available at a home. This represents the fourth largest cause of delays.
27. There has been a long standing issue regarding the cost of Homes in the area. The statutory position for the Council is that if someone cannot afford to pay to be in a care home then the Council will pay for them. The Council have a standard rate which users can then opt to top up if they so wish. Due to the cost of many of the Residential Homes within Trafford the number of available affordable beds is limited.
28. Trafford are currently looking at a new way of commissioning beds in homes. This would involve the council block booking rooms at homes for the length of a contract (usually 3 years). The idea behind this system is that it will provide homes with the stability of having guaranteed income from those rooms for three years and in return the council receives a discounted rate for those rooms. This was in the early stages of development at the time of the meeting and so a limited amount of information was available.
29. During the meeting Trafford CCG and UHSM identified the lack of available Nursing Home and EMI availability as a barrier to discharging patients. The NHS does not have the same limitations on funding that Trafford Council has so these issues are directly linked to the number of Homes available with sufficient facilities and staff expertise.
30. The increase in the number of referrals for Continuing Health Care (CHC) is evidence of the influx of patients with very complex cases that Trafford CCG are having to find places for. Trafford CCG is currently in the position where they have to place residents in out of borough homes. UHSM have similarly found that there is a of lack homes with EMI provision available to meet the demands of an aging population within Trafford.
31. Whilst not desirable, there is an option with patients of a reasonable standard of health, to move them into a temporary home whilst they wait for a place at the home of their choice to become available. With both complex and EMI cases this solution is not an option as the disturbance of moving them twice has a large negative impact on patients overall health and life expectancy.
32. Prior to the meeting Trafford Council arranged a workshop with providers and Health and Social Care representatives. Those at the meeting who had attended the workshop stated that it had been extremely informative and helpful to meet with the providers and to be given an insight into their side of the service.

33. Councillor Mrs Ward offered to act as a liaison, within her role as chairman of Trafford Councils Planning Committee, between Trafford CCG, UHSM and developers. The idea being that they could discuss the current gaps in provision with the developers so plans could be adjusted to meet these needs.

Task and Finish Group Response

34. The price of residential and nursing homes within Trafford has been known about for quite a long period of time. The Group hope that efforts made by Trafford Adult Social Care to offer stability to care providers in order to receive a reduction in costs pays dividends and would like for the results of this exercise to be brought to the Health Scrutiny Committee.
35. The Group were happy to hear of the workshop event organised by Trafford Adult Social care and urge that this be conducted on a regular basis and that UHSM be invited to attend. Whilst it is not a solution in the short term, by making providers and developers aware of the lack of provision, through the workshops and by the Chairman of Trafford Council's Planning Committee facilitating liaisons with developers, the members believe that Trafford could eventually have a solution to this long standing issue.

Recommendations

- 6) That the results of negotiations of the price of placements between Adult Social Care and Residential and Nursing Home providers be shared with Trafford Health Scrutiny Committee.**
- 7) That Residential and Nursing Care Workshops with representation from Adult Social Care, Trafford CCG, UHSM and Residential and Nursing Home Managers be held on a regular basis.**
- 8) That the Chairman of Planning Committee facilitates communication between Trafford CCG, UHSM and building developers regarding the current gaps in Nursing Home and EMI provision.**

Intermediate Care Provision

36. Intermediate care was identified as being an issue by Trafford CCG. As such they have used better care fund monies this year in order to greatly increase the number of available beds.
37. At the start of the 2015/16 municipal year there were just five intermediate care beds within Trafford, five beds in Manchester and another five virtual beds. Using the better care fund Trafford CCG has increased this number to 18 beds which are supported by Pennine Care. There are a number of vacancies available for nurses to support the expansion of this service but the CCG are confident they will be able to fill these positions.

38. As of February there were 17 patients waiting for intermediate care beds. Trafford CCG are working with the Council to look at further increasing the number of Intermediate care beds within Ascot house in order to extend the service. Trafford CCG has put together a business case for having up to 45 beds at Ascot house.
39. In addition to increasing the number of beds that are available Trafford CCG developed and implemented a new model of care which has greatly reduced the length of stay of patients.

Task and Finish Group Response

40. The group welcome the steps that Trafford CCG has taken in collaboration with the Council in order to address the gap identified in intermediate care services. The members support the proposed expansion of the service being offered at Ascot house and wish to be informed of the progress of the proposals.

Recommendations

- 9) That the Council requests that Trafford CCG inform Trafford Health Scrutiny Committee of the developments of the proposed expansion of the intermediate care services at Ascot House.**

Reablement Services

41. A major review and redesign of the reablement service took place earlier this year. The new service is targeted at those residents who would benefit most from a reablement offer. New provision such as Home from Hospital volunteer service which provides a range of support like benefits application, shopping, dog walking and Stabilise and Make Safe (SAMS) are now being commissioned. A full evaluation of the new model will take place at the end of the financial year.
42. At the meeting in February the group were informed that due to the success of the SAMS service an additional 2 new providers were being commissioned, one at each end of the borough. 35 residents had completed the process 26 were fully self-sustained and 5 required homecare. On average the amount of care required by residents has been reduced by 7 hours.
43. UHSM stated that they feel that as the capacity of this service increases it will become the first call of service. Adults Social Care is also looking at upskilling the SAMS workforce to increase the support the service is able to offer. There has already been a meeting with the two new providers about stepping up the scale of the service provided within Trafford and they are keen to do so.

Task and Finish Group Response

44. As with the model of homecare the Councillors were surprised to hear that the previous model of reablement based at Ascot House was not delivering the

required outcomes. The Group would like the results of the review which was carried out to be made available to the Health Scrutiny Committee so they can compare that information with the evaluation of the new services at the end of the municipal year.

45. The group welcomed the news as to the early success of the SAMS service and the planned expansion of it. They were pleased to hear the support of UHSM of the service and that they recognised it as an improvement on the previous model.

Recommendations

- 10) That the review of the old reablement model and the evaluation of the new model be shared with Health Scrutiny Committee for information.**

Patient Choice

46. In residential, nursing and EMI homes there are many instances where patient's families want a specific home and keep them in hospital waiting for a place to become available. This is a national trend where patient choice is quickly becoming the main reason for delayed discharges.
47. The problem with patient choice is that it is part of the very fabric on which the person centred model of Health and Social Care is built and so to interfere or deny it is undesirable. In response to this UHSM has employed 4 home finders. This is a new role at UHSM brought in specifically to aid people in finding a suitable home.
48. The representatives of UHSM went through some examples of the way in which the Home Finders have aided in the discharge of patients either by facilitating the viewing of homes or by aiding patients in the decision making process.
49. UHSM are currently trying a new policy which encourages people to think about discharge throughout the period of their care and to be involved in the process.
50. If a person continually refuses to be discharged to a home that meets their needs it can get to a point where these incidents are seen as a safeguarding issue and the Council has to take legal action to have the person taken to a home. The Council tries to avoid this at all costs.
51. The representatives of Health and Social Care asked the Councillors for their input and help in relation to this issue. The reason for the sudden increase in delays due to patient choice is unknown and it is hoped that through Councillors connections with the community they will be able to ascertain any underlying causes.

Task and Finish Group Response

52. The Group recognise the extremely difficult nature of this issue as patient choice is a key element of Health and Social Care services. The Councillors support the approach taken by UHSM and have noted that the hiring of home finders was highlighted in NHS England's Quick Guide: Supporting Patient's Choice to Avoid Long Hospital Stays as good practice. In addition to the home finders the Quick Guide has a 30 point checklist and the policy which is to be implemented by UHSM should meet all of these criteria.
53. The Councillors are happy to aid in tackling this issue where possible and will use their connections with the community in this regard.

Recommendations

- 11) That the Council requests UHSM to ensure that their new policy, encouraging patients to consider their discharge from hospital, meets**

**as many of the 30 points of the checklist laid out in the Quick Guide:
Supporting Patient's Choice to Avoid Long Hospital Stays as possible.**

**12) That Councillors use their connections with communities in order to
help Health and Social Care Representatives understand why delays
due to Patient Choice have increased.**

Report to: Executive

Date: 20 June 2016

Report for: Decision

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

Report Title:

Revenue Budget Monitoring 2015/16 – Period 12 Outturn (April 2015 to March 2016).

Summary:

The Revenue Outturn report for the year to March 2016 shows a positive variation of £(5.5)m. The achievement of this planned underspend has allowed for the creation of a Budget Support Reserve to assist in smoothing the severe budget reductions expected to be faced in the years 2017/20.

The main areas of overall budget variance and the favourable movement of £(0.204)m on the previous forecast are shown below and a summary by Directorate & Portfolio shown in Tables 1 & 2:

| Activity | Outturn £m | Movement £m |
|---------------------------------------------------------------------------------|-----------------------|------------------------|
| Treasury Management (incl. Airport dividend and MRP saving) | (3.2) | - |
| Income & Grants (all Services) | (0.6) | (0.3) |
| Release of the unallocated general savings contingency budget (Council-wide) | (0.5) | - |
| Business Rates (Council-wide) | (0.4) | (0.1) |
| | | |
| Vacancy management (all Services) | (3.5) | (0.7) |
| Running costs (all Services) | (1.3) | 0.4 |
| Children’s client care packages | 1.2 | (0.1) |
| Adults client care packages | (0.1) | 0.6 |
| Rephased base budget savings | 0.5 | - |
| | | |
| Manchester Airport Group (MAG) interim dividend - transfer to Earmarked Reserve | 1.2 | - |
| Minimum Revenue Provision (MRP) saving - transfer to Budget Support Reserve | 1.2 | - |
| Forecasted outturn | (5.5) | (0.2) |

MTFP Savings and increased income

Total Savings of £(21.769)m have been delivered against a target of £(21.584)m, an overachievement of £(0.185)m. Full details of all the variances have been included in the Transformation Board Report of 6 May 2016.

Reserves

The opening balance of the General Reserve was £(7.871)m, and after taking into account approved use and commitments, and the Council-wide budget outturn in 2015/16, the closing balance as at 31 March 2016 is £(7.894)m.

Planned base budget support of £1.850m for the 2016/17 Budget and £0.044m on one-off projects will reduce the General Reserve to £(6.0)m, the minimum agreed by Council on 17 February 2016. (see Table 6 below).

The MAG interim dividend of £(1.245)m received in December 2015 has been transferred to an Earmarked Reserve for use in supporting the 2016/17 budget and the MRP saving of £(1.151)m transferred to the Budget Support Reserve.

In addition, the net service carry forward reserves at the beginning of the year were £(3.642)m, and after taking into account the service Directorates' outturn, the closing balance as at 31 March 2016 is £(5.950)m in surplus. In addition future service commitments of £1.757m are currently planned in 2016/17.

Council Tax

The surplus brought forward of £(0.773)m, has been increased by an in-year surplus of £(1.360)m. After taking account of the planned use of £0.357m to support the base budget and another £0.081m for backdated valuation and discount appeals, and better than expected collection of our older debt of £(0.147)m, the total surplus to be carried forward is £(1.842)m. The Council's share of this surplus is £(1.545)m, and is planned to support future budgets in the MTFP.

Business Rates

In year growth in business rate was £(2.560)m, which was £(0.749)m above target. Due to the manner in which business rate are accounted for, 50% of this additional growth £(0.374)m has been released in 2015/16 and features within the Council Wide outturn; the remaining 50% will be released to support the budget in 2017/18 (see paragraph 9 below).

Recommendation(s)

It is recommended that:

- a) the pre-audited outturn be noted;
- b) £1.067m is transferred from the General Reserve to the Budget Support Reserve in 2015/16 to provide a cushion against volatility in budget funding and the significant level of savings required over the medium term (Table 6);
- c) the General Reserve and Collection Fund balances and commitments are noted and confirmed.

Contact person for access to background papers and further information:

David Muggeridge, Finance Manager, Financial Accounting

Extension: 4534

Background Papers: None

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

Finance OfficerNB.....

Legal OfficerMRJ.....

DIRECTOR'S SIGNATURE 

Budget Monitoring - Financial Results

1. Based on the pre-audit outturn for the year, the Council will underspend its budget by £(5.558)m, (3.7)% for 2015/16 (Tables 1 & 2), which is a favourable movement of £(0.204)m since last period (paragraph 4).
2. The overall variance includes a net underspend on the three Directorate budgets of £(3.458)m, (2.8)%, and a net underspend on Council-wide budgets of £(2.100)m, (8.9)%. The details of service variances can be found in Annexes 1 to 3, and for Council-Wide, Annex 4

| Table 1: Budget Monitoring results by Directorate | Outturn (£000's) | Percentage % | Period Movement (£000's) | Annex |
|------------------------------------------------------------|-------------------------|---------------------|---------------------------------|--------------|
| CFW – Children's Services | 598 | 2.1% | (239) | 1 |
| CFW – Adult Social Services | (2,348) | (4.8)% | 279 | 1 |
| CFW – Public Health | 153 | 17.6% | (1) | 1 |
| Economic Growth, Environment & Infrastructure | (778) | (2.4)% | (2) | 2 |
| Transformation & Resources | (1,083) | (6.4)% | (56) | 3 |
| Total Service Variances | (3,458) | (2.8)% | (19) | |
| Council-wide budgets | (4,496) | (19.0)% | (185) | 4 |
| MAG interim dividend - transferred to MAG Dividend Reserve | 1,245 | - | 0 | 4 |
| MRP saving – transferred to Budget Support Reserve | 1,151 | - | 0 | 4 |
| Outturn variance | (5,558) | (3.7)% | (204) | |

CFW – Children, Families & Wellbeing

| Table 2: Budget Monitoring results by Executive Portfolio Holder | Outturn (£000's) | Percentage % | Period Movement (£000's) |
|-------------------------------------------------------------------------|-------------------------|---------------------|---------------------------------|
| Children's Services | 598 | 2.1% | (239) |
| Adult Social Services | (2,348) | (4.8)% | 279 |
| Community Health & Wellbeing | 153 | 17.6% | (1) |
| Environment & Operations | (389) | (1.4)% | (15) |
| Economic Growth & Planning | (389) | (8.5)% | 13 |
| Communities & Partnerships | 20 | 0.8% | (7) |
| Transformation & Resources | (593) | (6.0)% | 39 |
| Finance | (5,006) | (17.8)% | (273) |
| MAG interim dividend - transferred to MAG Dividend Reserve | 1,245 | - | 0 |
| MRP saving – transferred to Budget Support Reserve | 1,151 | - | 0 |
| Outturn variance | (5,558) | (3.7)% | (204) |

Key Outturn Variations and Period Movements

3. The key variances for the year contributing to the outturn position of £(5.558)m are:
- Children's client care package costs £1.288m;
 - Reduction in running costs across all Directorates of £(0.612)m including: Social Support – Adult Placement, renegotiated contracts £(0.454)m; Children's Commissioning Service, personalisation and supporting people contracts £(0.251)m;
 - Vacancy management across all Directorates, £(3.487)m;
 - New and increased income generated £(0.788)m of additional funding, including: Parking Services £(0.179)m; Asset management property rentals £(0.187)m; Planning & Building Control £(0.081)m; HR Shared Service £(0.131)m; Treasury Management £(0.194)m;
 - Manchester Airport Group Dividend above budget, £(0.648)m (after transferring £(1.245)m to an Earmarked Reserve for use in supporting the 2016/17 budget);
 - Business Rates - additional growth of £(0.374)m has been released in 2015/16 and included in the Council Wide outturn;
 - Housing and Council Tax Benefits overpayment recovery net variance of £(0.454)m;
 - Release of the unallocated general savings contingency budget, £(0.487)m;
 - Other net variances totalling £0.004m.
4. The key variances contributing to the period movement of a favourable £(0.204)m are:
- Children's Services – a reduction in the overspend on client care packages, £(0.100)m;
 - Children's Services - other net movements across all services relating to income, staffing and running costs, £(0.139);
 - Adult Services – adverse movement of £0.553m as a result of client cost and activity changes, mainly within Long Term Clients;
 - Adult Services – favourable movement in staffing costs, £(0.228), particularly in the Social Care Activities – Care Management teams;
 - Adult Services – reduction in running costs across a number of services, £(0.047)m;
 - Economic Growth, Environment & Infrastructure Directorate – a net favourable movement of £(0.002)m across all services including income £(0.052)m and staffing £(0.086)m, offset by an increase in running costs of £0.136m;

- Transformation & Resources Directorate – additional income of £(0.168)m from Proceeds of Crime, £(0.047)m, Government grants £(0.043)m and other external income generation, £(0.078)m;
- Transformation & Resources Directorate – other net adverse movements in staffing and running costs, £0.112m;
- Housing and Council Tax Benefits overpayment recovery, favourable movement of £(0.069)m;
- A reduction in the provision for doubtful debts for general debtors has generated a budget saving in Council-wide of £(0.335)m;
- Council-wide - one-off amount set aside to top-up the Pension Strain allocation with the Greater Manchester Pension Fund in 2016/17 of £0.4m;
- Business Rates – a favourable movement on the Council-wide budget of £(0.069)m since the last report (see paragraph 9 below);
- Release of Deprivation of Liberty Safeguards (DoLS) grant originally held as a contingency in Council-wide against CFW savings, £(0.076)m;
- Other net movements in Council-wide, £(0.036)m.

MTFP Savings and increased income

5. The Budget included for £(21.584)m of savings and increased income. The table below summarises the final outturn against this savings target:

| Table 3: Base budget savings | | Total (£000's) | Total (£000's) |
|-------------------------------------------------------------|--------------------------------------------------------|---------------------------|---------------------------|
| Outturn | | | |
| | CFW | (16,045) | |
| | EGEI | (2,814) | |
| | T&R | (2,522) | |
| | C-W | (388) | |
| Total Savings delivered | | | (21,769) |
| Budget Savings Required | | | (21,584) |
| Total Net Shortfall/ (Over recovery) | | | (185) |
| Shortfall Detailed by Directorate | | | |
| Shortfall against savings target within T&R | | | |
| | • Libraries (as measured against revised target) | 126 | |
| | • ICT Procurement/ Other | 150 | |
| Total shortfall/ (Over recovery) within T&R | | | 276 |
| Shortfall/(Over recovery) against savings target within CFW | | | |
| | • Children with Complex Needs – Use of Personalisation | (8) | |
| | • Children with Complex Needs – expand in-house homes | 50 | |
| | • Education Early Years – Early Help | 187 | |
| | • Older People Reablement | (470) | |
| | • LD – Void Management | (19) | |
| | • LD – Ordinary Residence | 258 | |
| | • LD – Care Package Review/ Reshaping Trafford | (685) | |
| | • Integrated Health and Social Care | 260 | |
| | • Commissioning – review of non-mandatory services | (6) | |
| Total shortfall/ (Over recovery) within CFW | | | (433) |
| Shortfall/(Over recovery) against savings target within CW | | | |
| | • Old Car Lease Scheme | (28) | |
| Total shortfall/ (Over recovery) within CW | | | (28) |
| Total Net Shortfall/(Over recovery) | | | (185) |

6. This represents an overachievement against target of £(0.185)m. Full details of all the variances have been included in the Transformation Board Report of 6 May 2016.

Council Tax

7. The 2015/16 surplus on the Council Tax element of the Collection Fund is shared between the Council (84%), the Police & Crime Commissioner for GM (12%) and GM Fire & Rescue Authority (4%). The 2015/16 total surplus brought forward was £(0.773)m.
8. As at the year end the total in-year surplus was £(1.360)m. After taking account of the planned application to support the 2015/16 budget of £0.356m and reductions as a consequence of back-dated valuations and awards of discounts or exemptions of £0.081m and better than expected collection of our older debt of £(0.146)m, the end of year total balance is £(1.842)m. The Council's share of this is £(1.545), being a favourable improvement of £(0.102)m since last month.

| Table 4: Council Tax surplus | Overall | | Trafford | |
|--------------------------------|----------|----------------|----------|----------------|
| | £(000's) | £(000's) | £(000's) | £(000's) |
| Surplus brought forward | | (773) | | (649) |
| In Year Surplus | (1,360) | | (1,141) | |
| Collection Fund initiatives | (149) | (1,509) | (125) | (1,266) |
| Banding valuations & discounts | 81 | | 68 | |
| Increase in Bad Debt Provision | 3 | 84 | 2 | 70 |
| In-year application of surplus | | 356 | | 300 |
| Surplus carry forward | | (1,842) | | (1,545) |

Business Rates

9. The financial position in respect of the Business Rate Retention Scheme for 2015/16 is summarised in the table below:

| Table 5: Calculation of Business Rates Income 2015/16 | Original Estimate £000's | Outturn £000's | Variance £000's |
|--------------------------------------------------------|-----------------------------|-------------------|--------------------|
| Net Yield | (161,238) | (162,769) | (1,531) |
| Local Share (49%) | (79,007) | (79,756) | (749) |
| Less Tariff (Set by Government) | 44,142 | 44,142 | - |
| Retained Rates | (34,865) | (35,614) | (749) |
| Government Baseline | (33,054) | (33,054) | - |
| In Year Growth | (1,811) | (2,560) | (749) |
| Add: Section 31 Grants | (1,663) | (1,963) | (300) |
| Estimated surplus 2014/15 | (1,710) | (1,710) | - |
| Total Income subject to Levy | (5,184) | (6,233) | (1,049) |
| Deduct Levy | 2,592 | 3,104 | 512 |
| Net Income | (2,592) | (3,129) | (537) |
| Add: Levy Rebate from GM Pool | (579) | (750) | (171) |
| Increased grant for 2% cap | (136) | (136) | - |
| Renewable Energy (retained in full) | (77) | (77) | - |
| S31 Grant from the cap on the business rate multiplier | (480) | (521) | (41) |
| Net Retained Income | (3,864) | (4,613) | (749) |

10. In year growth was £(2.560)m which was £(0.749)m above target. This represents a movement from that last reported of £(1.103)m. The reason for this being a significant reduction in the amount that was set aside for bad debts in the year compared to that forecast. This additional benefit (net of any levy) of £(0.375)m will be available to support the budget in 2017/18.
11. The overall benefit in 2015/16 of £(0.374)m will be derived from:
 - Section 31 grants receivable to reimburse the Council for various Government initiatives including small business rate relief and retail relief are £(0.300)m higher than forecast due to a higher than estimated level of reliefs awarded. The benefit after payment of any levy is £(0.150)m in 2015/16;
 - Levy Rebate from the GM Pool which is £(0.171)m higher than estimated;
 - 2015/16 multiplier cap £(0.041)m;
 - Other adjustments £(0.012).
12. The additional levy on the extra growth will be matched to the growth and charged against the additional income when it can be released to the budget in 2017/18.
13. During 2015/16 DCLG agreed to a GM Growth Pilot whereby AGMA districts were able to retain 100% of their business rates above a baseline which was calculated on their NNDR1 forecasted net rates. The formal regulations around the scheme and how any retained growth will be utilised within AGMA have still to be determined but it is estimated that the 50% Government share of growth that will be retained within AGMA based on Trafford's performance will be £(0.900)m. This will be treated as a contingent asset in the year end accounts until such time as the formal regulations are passed when it will be accrued for and credited to a reserve until such time that AGMA determine how to utilise it.

Reserves

14. The table below shows the balance on the General Reserve at 31 March 2016 and also includes for the future commitments agreed by Council on 17 February 2016 as part of the 2016/17 Budget Report. The balance at year end is £(7.894)m. After taking into account future plans the uncommitted balance is £(6.0)m, the minimum level agreed by Council on 17 February 2016:

| Table 6 : General Reserve Movements | (£000's) |
|---------------------------------------------------|-----------------|
| Balance 31 March 2015 | (7,871) |
| Commitments in 2015/16: | |
| - Planned use for 2015/16 Budget | 1,000 |
| - Planned use for one-off projects 2015/16 | 10 |
| - Council-wide budgets underspend | (2,100) |
| - Interim MAG Dividend 2015/16 | (1,245) |
| - Transfer to MAG Dividend Reserve | 1,245 |
| - Minimum Revenue Provision (MRP) saving | (1,151) |
| - Transfer to Budget Support Reserve | 1,151 |
| - Additional transfer to Budget Support Reserve * | 1,067 |
| Balance 31 March 2016 | (7,894) |
| - Planned use for 2016/17 Budget | 1,850 |
| - Planned use for one-off projects 2016/17 | 44 |
| Balance 31 March 2017 | (6,000) |

* As set out in the budget report in February 2016, the Director of Finance recommended to set a minimum level of £6m for the General Reserve. In order to maintain the General Reserve at £6m, it is recommended the balance of £1.067m is transferred to the Budget Support Reserve, which was recently established to provide a cushion against volatility in budget funding and the significant level of savings required over the medium term. The Budget Support Reserve balance is £(2.8)m at 1st April 2016, consisting of £(1.151)m released from the 2015/16 budget as a result of the Council's review of the MRP Policy, £(0.582)m released from various other earmarked reserves, as agreed in the budget report, and £(1.067)m transferred from General Reserve.

15. Service balances brought forward from 2014/15 were a net £(3.642)m. After the pre-audited outturn for the year, there is a net surplus of £(5.950)m to be carried forward to 2016/17 (Table 7).

| | b/f 1 April 2015 (£000's) | Movement in-year (£000's) | Balance as at 31 March 2016 (£000's) |
|-----------------------------------------------|------------------------------------------|------------------------------------------|---------------------------------------------------------|
| Table 7: Service balances | | | |
| Communities, Families & Wellbeing | (403) | (1,435) | (1,838) |
| Economic Growth, Environment & Infrastructure | (1,738) | (2) | (1,740) * |
| Transformation & Resources | (1,501) | (871) | (2,372) ** |
| Total (Surplus)/Deficit | (3,642) | (2,308) | (5,950) |

* In addition future commitments of £1.149m are currently planned in 2016/17.

** In addition future commitments of £0.608m are currently planned in 2016/17.

Recommendations

16. It is recommended that:
 - (a) the pre-audited outturn be noted;
 - (b) £1.067m is transferred from the General Reserve to the Budget Support Reserve in 2015/16 to provide a cushion against volatility in budget funding and the significant level of savings required over the medium term (Table 6);
 - (c) the General Reserve and Collection Fund balances and commitments are noted and confirmed.

TRAFFORD COUNCIL

Report to: CFW Senior Leadership Team
 Date: 19th May 2016
 Report for: Discussion
 Report author: CFW Finance Manager

Report Title:

Revenue Budget Monitoring 2015/16 – Period 12 Outturn (April 2015 to March 2016).

1. Outturn for the Year

- 1.1 The approved revenue budget for the year is £76.039m and the outturn is £74.442m, which is less than the budget by £(1.597)m, (2.1)%. The underspend includes an overspend of £0.598m on Children's Services and an underspend of £(2.195)m on Adults.
- 1.2 The forecast variance for Period 11 was £(1.636)m and this represents an adverse movement of £0.039m since last reported.
- 1.3 The savings target for CFW in 2015/16 was £(15.612)m. The outturn position is that £(16.045)m has been achieved and provides a high level of assurance about the robustness of financial planning and effective delivery of transformation projects within the Directorate.

2 Summary of Variances

- 2.1 The main outturn variances (over £100k) are summarised below with more detail provided in Appendix 1.
- 2.2 **CHILDREN'S SERVICES**
The overall variance for Children's Services is an adverse £0.598m and the main areas (over £100k) are analysed below:-

(a) Children's Social Services (including Children with Complex Needs) - £1.188m adverse variance

- There is an adverse variance of £1.288m on client care packages as analysed in Appendix 2. The main variances relate to an adverse variance of £1.328m relating to external children's homes, even though this is as a result of only 7.40 additional placements over the year, indicating the volatility of this particular budget and £0.260m for welfare secure places which relates to 0.81 additional places. The increase in both these costs is due to a combination of demographic growth and the complexity of need of children in care with more children requiring high cost specialist placements. There is also an adverse variance of £0.119m on agency foster placements which equates to 3.40 placements and an adverse variance of £0.109 for youth homeless placements due to increased numbers above the budget allocation. Also included in the £1.288m above is a favourable variance of £(0.358)m in

relation to the low numbers of Trafford children in need of adoptive placements and a favourable variance of £(0.173)m for In-House foster care which relates to reduced placements of (10.06).

However, this is counterbalanced by a shortfall in adoption income of £0.344m. In the North West the number of recruited adopters is exceeding the number of children awaiting adoption. This resulted from a legal judgement that placed a greater emphasis on a child returning home or to family members prior to consideration of adoption.

- Robust management action continues to be in place to scrutinise each individual placement to ensure it is appropriate to meet needs. We are also exploring collaborative ways of managing the external market as costs have increased substantially due to the increased demand for places. We have implemented an 'Edge of Care Strategy' that supports children and young people to remain at home and developing that into a broader project as part of the CFW transformation programme.
- Favourable variance in staffing costs of £(0.288)m due to staff turnover and vacancies across this service area.

(b) Education Early Years - favourable variance £(0.137)m

This is due to staffing underspend £(0.264)m, additional income £(0.023)m offset by adverse variances on transport £0.056m and other running costs £0.094m.

(c) Commissioning running costs - favourable variance £(0.251)m

This is due to personalisation and supporting people contracts.

(d) Early Help Delivery Model - favourable variance £(0.128)m

This is due to additional income.

Movement from previous period

The outturn variance compared to that last reported is £(0.239)m favourable. The main reasons for the change (over £20k) are:-

- Children's Social Services favourable movement of £(0.202)m. Due to reduction in overspend on client care packages £(0.100)m, reduction in staffing costs £(0.079)m, additional adoption income £(0.041)m and other minor variances totalling £0.018m.
- Education and Early Years adverse movement £0.030m due to increased staffing costs.
- Early Help Delivery Model favourable movement £(0.034)m, mainly due to additional income.

2.3 ADULTS' SERVICES

The overall variance for Adults' Services is £(2.195)m favourable and the main variances (over £100k) are analysed below:

- Long Term Support – client costs favourable variance £(0.187)m due to the increase in number of clients/costs offset by the overachievement of savings. Further detail on the variance is included in Appendix 4.
- Social Support (Carers and Adult Placement) – favourable variance £(0.545)m due to the renegotiation of a contract and funding from the Care Act grant.
- Social Care Activities – Care Management - favourable variance £(1.215)m. £(0.389)m is as a result of over achievement of staff savings within the reablement transformation project and £(0.826)m is due to utilisation of the Care Act grant and staff turnover and vacancies across a wide range of care management services (see CFW 8 in Appendix 1).
- Information and Early Intervention - favourable variance £(0.423)m due to an underspend in Extra Care as a result of a delay in implementation of the Old Trafford scheme of £(0.281)m, vacancies within the benefits advice team of £(0.082)m, renegotiation of contracts £(0.049)m and other minor variances £(0.011)m.
- Commissioning and Service Delivery – favourable variance £(0.331)m due to vacancies in the service following the Commissioning restructure £(0.267)m, re-configuration of services £(0.050)m and other minor variances of £(0.014)m.
- Department of Health funding and unallocated savings – adverse variance £0.266m due to the underachievement of the Integrated Health & Social Care saving £0.260m and other minor variances £0.006m. This saving proposal is now subsumed within the wider discussion with Pennine Care about the integration of all age health and social care services.
- Public Health – adverse variance of £0.153m due to the in-year Government reduction of (£0.772m) not being achievable.

An analysis of all variances is included in Appendix 1.

Movement from previous period

The outturn variance compared to that last reported is £0.279m adverse. The main reasons for the change (over £20k) are:-

- Client costs – Adverse movement of £0.537m as a result of client cost and activity changes.
- Social Support – Favourable movement of £(0.084)m due to a reduction in project costs.
- Assistive Equipment & Technology – Adverse movement of £0.041m due to increase in Telecare charges and equipment.

- Social Care Activities (Care Management teams) – favourable movement of £(0.206)m following a review of vacancies across all teams and use of Care Act funding.
- Commissioning and Service Delivery – favourable movement of £(0.022)m due to contract amendments.

2.4 PUBLIC HEALTH

The Public Health budget is financed by a ring-fenced grant. Under the terms and conditions of the grant this must be used for defined Public Health purposes.

An announcement of the in-year budget reduction for Public Health was made by the Government in November 2015. Nationally this is £200m and the impact for Trafford Council is a reduction of £0.772m.

The final outturn position is that £0.619m of this reduction has been met within the Public Health budget on a one-off basis for 2015/16. The remaining £0.153m is met from within the overall CFW budget underspend.

3. Savings

3.1 2015/16 Base Budget Savings

The Council's overall budget for 2015/16 includes £(21.584)m of savings of which £(15.612)m relates to CFW.

The final position is that against the target of £(15.612)m, savings of £(16.045)m have been achieved and a full breakdown of the projections for individual initiatives is included in Appendix 3.

The additional savings over the Service's target is a major achievement and provides a high level of assurance about the robustness of financial planning and effective delivery of transformation projects within the Directorate.

Within the gross shortfall of £0.187m for the Early Help model, £0.073m relates to a decision to keep Sale West and Old Trafford Youth Centres open which has been met from a temporary budget virement from the general savings contingency in Council-wide in 2015/16. The remaining amount of £0.114m will be met via one-off funding from Corporate Landlord of £0.050m and £0.064m from within the CFW Directorate from the over-achievement of other savings. Budget provision has been made available in 2016/17 for the building costs of both youth centres, with the savings target for Old Trafford of £0.035m reinstated for 2017/18.

The shortfall of £0.260m in Integrated Health and Social Care has been partially offset by a saving of £(0.100)m whereby the service has taken the opportunity to capitalise expenditure associated with major aids and adaptations. This on-going saving proposal is now subsumed within the wider discussion with Pennine Care about the integration of all age health and social care services.

4 Better Care Fund

- 4.1 Under the terms of the Better Care Fund agreement with the CCG, the Council secured £(2.0)m for the protection of social care services. A national condition of the funding allocated for the Better Care Fund is that collectively the CCG and Council should achieve targeted reductions of at least 3.5% in non-elective admissions. Should these reductions not be achieved, then funding allocated in respect of performance would not be released by NHS England and the CCG would be obliged to transfer this to the acute sector. The amount of BCF funding in the BCF agreement relating to performance is £(1.319)m and the Council carries the risk of 30% of funding based on the agreed risk share of 70/30 between the CCG and the Council; this equates to circa £0.400m in 2015/16.
- 4.2 Planned reductions on non-elective admissions have not been met, locally, regionally or nationally, and the Council has paid the CCG its share of the risk to BCF funding which equates to £0.400m. This shortfall has been met from an earmarked reserve.

5 Learning Disabilities (LD) Pooled Fund

- 5.1 The LD Pooled fund deficit was written down at the end of 2014/15 and therefore in balance at the start of the year. The fund has underspent by £(0.156)m in 2015/16 and this balance is being retained by the Council to offset the costs of the previous deficit. It is therefore included in the outturn figures in this report

6 Reserves

- 6.1 At the beginning of April 2015 the Children, Families and Wellbeing Directorate has accumulated balances of £(1.729)m carried forward from previous financial years.
- 6.2 The carry-forward balances at the end of the year is as follows:

| | DSG (£000's) | CFW (£000's) |
|----------------------------------|-------------------------|-------------------------|
| Balance b/f 1 April 2015 | (1,326) | (403) |
| Reserves used to balance budget | 163 | |
| Specific commitments in 15/16 | | 162 |
| Outturn 15/16 | 376 | (1,597) |
| Balance c/f 31 March 2016 | (787) | (1,838) |

Period 12 Outturn revenue expenditure and income variances

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

| Budget Book Format (Objective analysis) | Full Year Revised Budget (£000's) | Outturn (£000's) | Outturn variance (£000's) | P11 variance (£000's) | Period Movement (£000's) | Ref |
|--------------------------------------------------------|--------------------------------------------|---------------------|---------------------------------|-----------------------------|--------------------------------|------|
| Children's Services Portfolio – DSG Element | | | | | | |
| Dedicated Schools Grant | 0 | 376 | 376 | 514 | (138) | CFW1 |
| Transfer to Dedicated Schools Grant Reserve | 0 | (376) | (376) | (514) | 138 | CFW1 |
| Sub-total – DSG | 0 | 0 | 0 | 0 | 0 | |
| Children's Services Portfolio – Non DSG Element | | | | | | |
| Education Early Years' Service | 4,993 | 4,856 | (137) | (167) | 30 | CFW3 |
| Children's Social Services | 17,221 | 18,666 | 1,445 | 1,648 | (203) | CFW2 |
| Children with Complex & Additional Needs | 1,288 | 1,031 | (257) | (258) | 1 | CFW2 |
| Commissioning | 1,714 | 1,463 | (251) | (247) | (4) | CFW3 |
| Multi Agency Referral & Assessment Service (MARAS) | 1,649 | 1,596 | (53) | (38) | (15) | CFW3 |
| Youth Offending Service | 271 | 250 | (21) | (7) | (14) | CFW3 |
| Early Help Delivery Model | 959 | 831 | (128) | (94) | (34) | CFW3 |
| Sub-total – Non DSG | 28,095 | 28,693 | 598 | 837 | (239) | |
| CFW Children's Total | 28,095 | 28,693 | 598 | 837 | (239) | |

| Budget Book Format (Objective analysis) | Full Year Revised Budget (£000's) | Outturn (£000's) | Outturn variance (£000's) | P11 variance (£000's) | Period Movement (£000's) | Ref |
|-----------------------------------------------------------------|--------------------------------------------|---------------------|---------------------------------|-----------------------------|--------------------------------|-------|
| Adult Social Services Portfolio | | | | | | |
| Long Term Support – client costs | 38,757 | 38,570 | (187) | (724) | 537 | CFW4 |
| Short Term Support – client costs | 557 | 594 | 37 | 21 | 16 | CFW5 |
| Social Support – Adult Placement / Carers Commissioned services | 849 | 304 | (545) | (461) | (84) | CFW6 |
| Assistive Equipment & Technology | 1,473 | 1,523 | 50 | 9 | 41 | CFW7 |
| Social Care Activities – Care Management | 11,523 | 10,308 | (1,215) | (1,009) | (206) | CFW8 |
| Information and Early Intervention – Preventative Services | 934 | 511 | (423) | (414) | (9) | CFW9 |
| Commissioning and Service Delivery | 765 | 434 | (331) | (309) | (22) | CFW10 |
| Non-Adult Social Care – Supporting People | 0 | 0 | 0 | 0 | 0 | CFW11 |
| PDH Funding and un-allocated savings (Note 1) | (6,046) | (5,780) | 266 | 260 | 6 | CFW12 |
| CFW Adults Total | 48,812 | 46,464 | (2,348) | (2,627) | 279 | |
| Community Health & Wellbeing Portfolio | | | | | | |
| Public Health | (868) | (715) | 153 | 154 | (1) | CFW13 |
| CFW Public Health Total | (868) | (715) | 153 | 154 | (1) | |
| | | | | | | |
| CFW Total | 76,039 | 74,442 | (1,597) | (1,636) | 39 | |

| Business Reason / Area (Subjective analysis) | Outturn Variance (£000's) | P11 Variance (£000's) | Period Movement (£000's) | Ref |
|---------------------------------------------------------|------------------------------------------|--------------------------------------|-----------------------------------------|-----------------------|
| Children's | | | | |
| Management of staff budgets | (549) | (390) | (159) | CFW2, CFW3 |
| Transport Costs | 95 | 74 | 21 | CFW3 |
| Client Need | 1,288 | 1,388 | (100) | CFW2 |
| YOS Remand Placements | (79) | (78) | (1) | CFW2 |
| Income | 119 | 208 | (89) | CFW2 |
| Other running costs | (276) | (365) | 89 | CFW2, CFW3 |
| Total Children's | 598 | 837 | (239) | |
| Adults | | | | |
| Management of staff budgets | (1,546) | (1,318) | (228) | CFW8, 10 |
| Client Need | (150) | (703) | 553 | CFW4, CFW5 |
| Other running costs | (652) | (606) | (46) | CFW6,7,9,10, CFW11 |
| Total Adults | (2,348) | (2,627) | 279 | |
| Public Health | 153 | 154 | (1) | |
| Total CFW | (1,597) | (1,636) | 39 | |

NOTES ON VARIANCES AND PERIOD MOVEMENTS

CHILDREN'S SERVICES

CFW1 – DSG

- The overspend within DSG was £0.376m in 2015/16 and the DSG reserve balance at year-end is £(0.787)m. The greatest pressure on the DSG continues to be the increasing numbers in SEN and the High Needs Block of the DSG being frozen. The significant reliance on the DSG reserve has been addressed for 2016/17 by reviewing school allocations and this has been agreed by the schools Funding Forum on 19 January 2016. A consultation on a new funding formula for schools is currently being considered.
- Schools reserves as at 31 March 2016 are £8.7m (these are shown in Appendix 5).

CFW2 – Children's Social Services (Including CAN) £1.188m adverse variance

- There is an overspend of £1.288m, on client care packages as analysed in the table in Appendix 2. The main variances are in respect of welfare secure places, external children's homes, agency foster care and adoption places. The increases in cost are due to a combination of demographic growth and the complexity of need of children in care with more children requiring high cost specialist placements. £1.328m of the variance relates to external children's homes even though this is as a result of only 7.40 additional placements over the year, indicating the volatility of this particular budget. There is an adverse variance of £0.260m for welfare secure places which relates to 0.81 additional places and £0.119m on agency foster placements which equates to 3.40 placements: this reflects a national trend following high profile reports into major failings such as at Rotherham. There is also an adverse variance of £0.109 for youth homeless placements due to increased numbers above the budget allocation. There is a favourable variance of £(0.358)m in relation to the low numbers of Trafford children in need of adoptive placements. This significant reduction has had an impact on numbers of children placed for adoption. There is a favourable variance of £(0.173)m for In-House foster care which relates to reduced placements of (10.06).
- There is a shortfall in adoption income of £0.344m, although this is partially offset by the reduction in adoption costs referenced above. It has become apparent that in the North West the number of recruited adopters is exceeding the number of children awaiting adoption. This resulted from a legal judgement that placed a greater emphasis on a child returning home or to family members prior to consideration of adoption. We are currently developing an expression of interest with neighbouring LA's for a Regional Adoption Agency in line with national policy.
- Staffing costs – favourable variance £(0.288)m.
- There is additional income for CAN placements of £(0.086)m as a result of Continuing Health Care assessments that have identified eligible expenditure for children with complex health needs,

- General running costs - favourable variance £(0.035)m.
- Adoption grant - favourable variance of £(0.035)m.

CFW3 – Various - £(0.590)m favourable

Education Early Years

- Favourable variance due to staffing underspend £(0.264)m, additional income £(0.023)m offset by adverse variances on transport £0.056m and other running costs £0.094m.

Commissioning running costs

- Favourable variance on personalisation and supporting people contracts £(0.251)m.

MARAS

- Favourable variance due to staffing £(0.053)m.

Youth Offending Service

- Favourable variance £(0.021)m mainly due to low remand placements

Early Help Delivery Model

- Favourable variance £(0.128)m due to increased income.

ADULTS' SERVICES

CFW4 – Long term client costs - £(0.187)m favourable

- Due to the increase in the number of clients/costs offset by the overachievement of savings. Further detail on the variance is included in Appendix 4.

CFW5 – Short term client costs - £0.037m adverse

- Due to the increase in the number of clients/costs.

CFW6 – Social Support – Adult Placement / Carers - £(0.545)m favourable

- Due to the renegotiation of contracts and funding through the Care Act grant £(0.545)m.

CFW7 – Assistive Equipment & Technology - £0.050m adverse

Due to :-

- High volume of minor adaptations £0.143m.
- Reduction in Lift maintenance spend £(0.043m)
- Equipment Recharge through the One Stop Resource Centre and cost of running the centre £(0.059)m
- Community alarms £0.009m

CFW8 – Social Care Activities – Care Management teams - £(1.215)m favourable

Due to vacant posts and other staffing related savings across the following teams:

- Pathways and Network £(0.183)m;
- Ascot House £(0.056)m;
- Community MH Organic team £(0.090)m;
- Community Mental Health team £(0.055)m;
- Crisis Team £0.020m;
- Community Social Work team £(0.409)m;
- CLDT team £(0.052)m;
- Emergency Duty Team £0.040m;
- Service manager posts £(0.030)m;
- Reablement £(0.401)m;
- Other minor variances £0.001m.

CFW9 – Information and Early Intervention - £(0.423)m favourable

Due to:-

- Extra Care Housing –Old Trafford scheme will not be operational until 2017 £(0.281)m.
- Vacancies within the benefits advice team £(0.082)m.
- Renegotiation of contracts £(0.049)m
- Other minor variances £(0.011)m.

CFW10 – Commissioning & Service Delivery - £(0.331)m favourable

Due to:-

- Commissioning Restructure – saving arising from restructure and vacancies in the service £(0.267)m.
- Re-configuration of contracts £(0.050)m.
- Other minor variances £(0.014)m

CFW11 – Non-Adult Social Care - £Nil

- In line with budget.

CFW12- DH Funding and un-allocated savings - £0.266 adverse

- Due to the underachievement of the Integrated Health & Social Care saving £0.260m and other minor variances £0.006m. This saving proposal is now subsumed within the wider discussion with Pennine Care about their integration of a wide range of services

CFW13 – Public Health - £0.153m adverse

- After a detailed review the level of in year reduction achievable is £0.619m against the Government reduction of £0.772m.

Client Care Packages : Outturn

| Service | Budget Service Users (No.) | Budget Average weekly cost (£) | Gross Budget (£000's) | Actual Service Users (No.) | Average weekly cost (£) | Actual Gross Forecast (£000's) | Variance Service Users (No.) | Variance Gross Forecast (£000's) |
|-------------------------------------|----------------------------|--------------------------------|-----------------------|----------------------------|-------------------------|--------------------------------|------------------------------|----------------------------------|
| Welfare Secure | 0.34 | 5,081 | 90 | 1.15 | 5,853 | 350 | 0.81 | 260 |
| External Children's Homes | 5.86 | 3,048 | 929 | 13.26 | 3,273 | 2,257 | 7.40 | 1,328 |
| Agency Foster Care | 32.89 | 884 | 1,513 | 36.29 | 865 | 1,632 | 3.40 | 119 |
| In-house Foster Care | 94.68 | 319 | 1,570 | 84.62 | 317 | 1,397 | (10.06) | (173) |
| Family and Friend Foster Care | 112.04 | 218 | 1,271 | 110.14 | 234 | 1,340 | (1.90) | 69 |
| Asylum Seekers | 0.00 | 0 | 0 | 0.00 | 0 | 0 | 0.00 | 0 |
| Special Guardianship | 29.00 | 152 | 229 | 28.54 | 157 | 233 | (0.46) | 4 |
| Assisted Residence Allowances | 24.00 | 107 | 133 | 20.00 | 113 | 117 | (4.00) | (16) |
| Aftercare | n/a | | 381 | n/a | | 428 | n/a | 47 |
| Supported Lodges | n/a | | 325 | n/a | | 276 | n/a | (49) |
| Youth Homeless | n/a | | 193 | n/a | | 302 | n/a | 109 |
| Adoption | 13.00 | | 923 | 4.00 | | 565 | (9.00) | (358) |
| CAN Respite | 1.96 | 1,931 | 210 | 1.48 | 2,417 | 186 | (0.48) | (24) |
| CAN Long Term Care | 4.91 | 2,436 | 594 | 4.95 | 2,409 | 620 | 0.04 | 26 |
| CAN Home from Home | n/a | | 161 | n/a | | 161 | n/a | 0 |
| CAN Direct Payments/Personalisation | n/a | | 367 | n/a | | 313 | n/a | (54) |
| Total | | | 8,889 | | | 10,177 | | 1,288 |

Savings Outturn

| CFW Rebased Savings 2015/16 | | 2015/16 Revised Reduction (£000's) | Saving (£000's) | Variance (£000's) |
|----------------------------------------------------------|----|------------------------------------|-----------------|-------------------|
| Children with Complex Needs – use of personalisation | CS | (200) | (208) | (8) |
| Children in Care – expansion of in-house Children's home | CS | (50) | 0 | 50 |
| Home to School Transport | CS | (400) | (400) | - |
| Market Management | CS | (200) | (200) | - |
| Music Service | CS | (30) | (30) | - |
| Educational Psychology | CS | (100) | (100) | - |
| Governor Services | CS | (5) | (5) | - |
| Commissioning – reduction in multi-agency contracts | CS | (126) | (126) | - |
| Education Early Years – Early Help * | CS | (3,079) | (2,892) | 187 |
| Education Early Years – Re-organisation | CS | (377) | (377) | - |
| Youth Offending Service | CS | (130) | (130) | - |
| Sub-total Children Services | | (4,697) | (4,468) | 229 |
| Older People – Reablement | AS | (700) | (1,170) | (470) |
| LD - Re-negotiation of Contracts | AS | (13) | (13) | - |
| LD – Supported Living | AS | (203) | (203) | - |
| LD – Acceleration of Re-tendering | AS | (942) | (942) | - |
| PD – Telecare | AS | (116) | (116) | - |
| LD – Void Management | AS | (32) | (51) | (19) |
| Continuing Health Care | AS | (389) | (389) | - |
| Better Care Fund | AS | (2,000) | (2,000) | - |
| Voluntary and Community Sector | AS | (59) | (59) | - |
| LD – Ordinary Residence | AS | (1,082) | (824) | 258 |
| LD – Care Package Review | AS | (411) | (1,934) | (685) |
| Reshaping Trafford | AS | (838) | | |
| LD – Development Fund | AS | (45) | (45) | - |
| LD – Review of Building Based Support | AS | (72) | (72) | - |
| Floating Support Service | AS | (230) | (230) | - |
| Market Management | AS | (915) | (915) | - |
| Integrated Health & Social Care ** | AS | (500) | (240) | 260 |
| Commissioning – all age structure | AS | (830) | (830) | - |
| Commissioning – review of non-mandatory services | AS | (1,538) | (1,544) | (6) |
| Sub-total Adult Social Care | | (10,915) | (11,577) | (662) |
| Total | | (15,612) | (16,045) | (433) |

* Within the gross shortfall of £0.187m for the Early Help model, £0.073m relates to a decision to keep Sale West and Old Trafford Youth Centres open which has been met from a temporary budget virement from the general savings contingency in Council-wide in 2015/16. The remaining amount of £0.114m will be met via one-off funding from Corporate Landlord of £0.050m and £0.064m from within the CFW Directorate from the over-achievement of other savings. Budget provision has been made available in 2016/17 for the building costs of both youth centres, with the savings target for Old Trafford of £0.035m reinstated for 2017/18.

**The shortfall of £0.260m in Integrated Health and Social Care has been partially offset by a saving of £(0.100)m whereby the service has taken the opportunity to capitalise expenditure associated with major aids and adaptations.

Appendix 4

| Client Group | Budgeted Annual Cost (£000's) | Service Users (No.) | Average Service Users (No.) | Average Weekly Cost (£) | Annual Cost (£000's) | Variance (£000's) |
|------------------------------------------|-------------------------------|---------------------|-----------------------------|-------------------------|----------------------|-------------------|
| Learning Disability | | | | | | |
| Community Services | 9,928 | 233 | 239 | 777 | 9,653 | (275) |
| Direct Payments | 4,127 | 211 | 203 | 440 | 4,647 | 520 |
| Residential/Nursing | 5,262 | 60 | 57 | 1,081 | 3,205 | (2,057) |
| Sub-total | 19,317 | 504 | 499 | 2,298 | 17,505 | (1,812) |
| Mental Health Support | | | | | | |
| Community Services | 1,267 | 148 | 138 | 220 | 1,578 | 311 |
| Direct Payments | 585 | 41 | 46 | 249 | 596 | 11 |
| Residential/Nursing | 3,535 | 162 | 179 | 420 | 3,910 | 375 |
| Sub-total | 5,387 | 351 | 363 | 889 | 6,084 | 697 |
| Physical Support | | | | | | |
| Community Services | 4,055 | 858 | 861 | 85 | 3,810 | (245) |
| Direct Payments | 2,861 | 239 | 243 | 257 | 3,253 | 392 |
| Residential/Nursing | 5,799 | 428 | 405 | 301 | 6,331 | 532 |
| Sub-total | 12,715 | 1,525 | 1,509 | 643 | 13,394 | 679 |
| Sensory Support | | | | | | |
| Community Services | 219 | 66 | 69 | 98 | 351 | 132 |
| Direct Payments | 168 | 26 | 23 | 196 | 234 | 66 |
| Residential/Nursing | 438 | 28 | 28 | 361 | 525 | 87 |
| Sub-total | 825 | 120 | 120 | 655 | 1,110 | 285 |
| Social Support | | | | | | |
| Community Services | 153 | 28 | 27 | 75 | 105 | (48) |
| Direct Payments | 119 | 18 | 17 | 182 | 161 | 42 |
| Residential/Nursing | 174 | 9 | 8 | 197 | 82 | (92) |
| Sub-total | 446 | 55 | 52 | 454 | 348 | (98) |
| Support with Memory and Cognition | | | | | | |
| Community Services | 29 | 8 | 8 | 139 | 58 | 29 |
| Residential/Nursing | 36 | 15 | 10 | 133 | 69 | 33 |
| Sub-total | 65 | 23 | 18 | 272 | 127 | 62 |
| Total | 38,755 | 2,578 | 2,561 | 5,211 | 38,568 | (187) |

Schools Reserve Balances as at 31st March 2016

| School | Opening Reserve £ | Budget 15-16 £ | Closing Reserves £ | % of Budget |
|--------------------------------|----------------------|-------------------|-----------------------|-------------|
| Navigation Primary | 57,943 | 1,507,479 | 112,742 | 7.48% |
| Oldfield Brow Primary | 116,400 | 1,079,620 | 86,840 | 8.04% |
| Stamford Park Junior | 104,941 | 957,016 | 122,195 | 12.77% |
| Stamford Park Infant | 65,114 | 949,584 | 80,293 | 8.46% |
| Heyes Lane Primary School | 57,008 | 2,272,305 | -45,205 | -1.99% |
| Broadheath Primary | 72,862 | 1,422,880 | 68,687 | 4.83% |
| Broomwood Primary | 193,014 | 1,597,477 | 86,978 | 5.44% |
| Well Green Primary | 45,801 | 909,431 | 46,122 | 5.07% |
| Willows Primary | 90,374 | 939,929 | 104,234 | 11.09% |
| Cloverlea Primary | 14,342 | 901,359 | 55,640 | 6.17% |
| Bollin Primary | 352,828 | 1,664,180 | 334,622 | 20.11% |
| Springfield Primary | 27,999 | 1,733,376 | 171,808 | 9.91% |
| Woodheys Primary | 27,510 | 1,580,885 | -50,065 | -3.17% |
| Worthington Primary | 113,020 | 1,274,833 | 206,614 | 16.21% |
| Brooklands Primary | 59,748 | 1,718,228 | 15,405 | 0.90% |
| Firs Primary | 5,381 | 1,630,822 | 87,668 | 5.38% |
| Wellfield Junior | 102,999 | 995,358 | 44,278 | 4.45% |
| Partington Primary | 147,051 | 2,108,928 | 395,934 | 18.77% |
| Moorlands Junior | 132,050 | 1,015,000 | 135,350 | 13.33% |
| Templemoor Infant | 77,463 | 886,293 | 33,101 | 3.73% |
| Wellfield Infant & Nursery | 62,779 | 900,439 | 48,370 | 5.37% |
| Urmston Junior | 56,310 | 972,192 | 86,427 | 8.89% |
| Urmston Infant | 69,712 | 948,710 | 99,270 | 10.46% |
| Davyhulme Primary | 182,363 | 1,891,510 | 205,880 | 10.88% |
| Flixton Junior | 16,112 | 874,370 | -1,740 | -0.20% |
| Flixton Infant | 29,444 | 825,860 | 37,649 | 4.56% |
| Barton Clough Primary | -3,288 | 1,314,036 | -35,881 | -2.73% |
| Gorse Hill Primary | 82,318 | 1,649,881 | 39,083 | 2.37% |
| King's Road Primary | 81,022 | 2,290,946 | 209,548 | 9.15% |
| Moss Park Junior | 126,085 | 971,536 | 199,788 | 20.56% |
| Moss Park Infant | 72,715 | 920,580 | 63,464 | 6.89% |
| Seymour Park Community Primary | 116,181 | 2,701,541 | 151,618 | 5.61% |
| Victoria Park Junior | 112,309 | 1,068,127 | 101,168 | 9.47% |
| Victoria Park Infant | 25,469 | 967,924 | 65,611 | 6.78% |
| Highfield Primary | 22,898 | 1,115,403 | 35,832 | 3.21% |
| Woodhouse Primary | 19,990 | 864,146 | 91,723 | 10.61% |
| Kingsway Primary | 187,318 | 913,375 | 174,538 | 19.11% |
| Tyntesfield Primary | 45,610 | 1,526,434 | 222,967 | 14.61% |
| Bowdon C.E. Primary | 149,491 | 1,522,306 | 249,818 | 16.41% |
| St. Hugh's Catholic Primary | 47,556 | 2,192,125 | 58,817 | 2.68% |

| | | | | |
|--------------------------------------|------------------|--------------------|------------------|--------|
| Altrincham C.E. Primary | -1,697 | 1,139,273 | 15,423 | 1.35% |
| St. Anne's C.E. Primary | 68,705 | 900,683 | 100,243 | 11.13% |
| St. Mary's C.E. Primary (Sale) | 60,869 | 1,058,204 | 21,223 | 2.01% |
| Holy Family Catholic Primary | 83,153 | 833,513 | 47,105 | 5.65% |
| Our Lady of Lourdes Catholic Primary | 21,418 | 1,024,372 | 26,049 | 2.54% |
| All Saints' Catholic Primary | | | | |
| St. Mary's C.E. Primary (Davyhulme) | 130,807 | 881,000 | 38,017 | 4.32% |
| St. Michael's C.E. Primary | 37,959 | 777,396 | 123,836 | 15.93% |
| St. Hilda's C.E. Primary | | | | |
| St. Matthews C.E. Primary | 35,847 | 834,468 | 26,353 | 3.16% |
| English Martyrs' R.C. Primary | 12,900 | 1,387,341 | 57,594 | 4.15% |
| St. Hugh of Lincoln R.C. Primary | 11,229 | 993,745 | 102,018 | 10.27% |
| St. Ann's R.C. Primary | 77,276 | 871,985 | 71,766 | 8.23% |
| St. Alphonsus R.C. Primary | 161,185 | 1,144,498 | 143,936 | 12.58% |
| St. Teresa's R.C. Primary | 93,791 | 1,651,074 | 141,050 | 8.54% |
| St. Monica's R.C. Primary | 250,184 | 1,201,120 | 269,708 | 22.45% |
| Our Lady Of the Rosary R.C. Primary | 1,808 | 1,006,902 | -15,628 | -1.55% |
| St. Margaret Ward Catholic Primary | 93,664 | 1,199,658 | 112,867 | 9.41% |
| St. Joseph's Catholic Primary | 58,977 | 784,205 | 122,273 | 15.59% |
| St. Vincent's R C Primary School | | | | |
| Sale High School | 107,011 | 1,023,803 | 147,392 | 14.40% |
| Lostock College | | | | |
| Blessed Thomas Holford Catholic High | 59,017 | 1,504,327 | 182,707 | 12.15% |
| Stretford Grammar | 112,892 | 2,064,636 | 128,418 | 6.22% |
| Stretford High CL College | 597,220 | 3,585,516 | 392,543 | 10.95% |
| St. Antony's Catholic College | 329,785 | 2,593,442 | 154,990 | 5.98% |
| Pictor School | -81,466 | 5,654,548 | -91,607 | -1.62% |
| Brentwood School | | | | |
| Longford Park School | 510,361 | 3,933,470 | 471,650 | 11.99% |
| Delamere School | 502,144 | 5,339,472 | 364,988 | 6.84% |
| Manor High School | -80,336 | 3,406,781 | -60,600 | -1.78% |
| Egerton School | 231,263 | 1,807,839 | 321,828 | 17.80% |
| | 699,365 | 2,341,968 | 578,234 | 24.69% |
| | 41,223 | 1,135,399 | 211,946 | 18.67% |
| | 42,318 | 1,673,184 | 129,874 | 7.76% |
| | 67,691 | 1,712,221 | 175,704 | 10.26% |
| | 63,421 | 1,042,956 | 25,845 | 2.48% |
| Total | 7,766,226 | 110,085,418 | 8,734,937 | |

TRAFFORD MBC

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

Date: 12 May 2016

Report for: Discussion

Report author: Finance Manager

Report Title**Revenue Budget Outturn 2015/16****1. Outturn for the Year - Summary**

- 1.1 The approved revenue budget for the year is £32.225m. The outturn is £31.447m, which is £(0.778)m under the approved budget. This underspend is £(0.002)m higher than forecast in the last report.
- 1.2 The overall outturn includes a one-off underspend of £(0.233)m income relating to Oakfield Road car park, and there is sustainable additional income from the let estate and planning totalling £(0.192)m which is included in the Directorate budget savings proposals for 2016/17. Staffing is £(0.562)m underspent due to vacancies, largely from the early part of the financial year, which have now been filled or are in the process of being filled following the restructure of the Directorate during 2015. Capital fee income is £0.132m less than budgeted and relates to the period before the One Trafford Partnership. There are also one-off additional costs of £0.052m from plant and vehicle returns.
- 1.3 The £(0.002)m net movement from the previous report reflects a number of additional variances across the various service areas. This includes £(0.086)m relating to staff vacancies, additional income of £(0.033)m from Oakfield Road car park, and net £(0.019)m from other income. Street lighting energy costs are £0.059m higher than forecasted and other running costs are £0.077m higher now that all bills for the year have been accounted for.
- 1.4 The approved budget for 2015/16 included savings of £(2.814)m and all have been delivered in full (paragraph 4). This includes £(2.250)m from the One Trafford partnership with Amey LG for Environmental, Highways, Street Lighting, Technical and Property Services.
- 1.5 The One Trafford partnership contract commenced on 4th July 2015 for 15 years, and is monitored through the payment and performance mechanism agreed with Amey as part of the procurement process. The revenue budget outturn for the year reflects economic activity on in-scope services both before and after the contract start date.
- 1.6 For traded services (catering and cleaning) there is a net surplus of £(0.276)m at the end of March 2016, which is £(0.024)m higher than last reported. The service manages its costs and income over school terms and academic years rather than financial years and the surplus at the end of March has been carried over to continue development of the service and in particular improve readiness for the new academic year in September 2016.

2. Reserves

- 2.1 At the end of 2014/15 the Directorate had a surplus on accumulated balances of £(1.738)m, which was carried forward to 2015/16. This was a result of the successful management of budget pressures and additional income generation in the last three years.
- 2.2 The remaining balance on the EGEI Directorate Reserve after the outturn for 2015/16, future known commitments and re-phasing of projects is £(0.591)m (table below). The EGEI Reserve will be utilised on initiatives to generate future savings and income generation to support service provision within the on-going revenue budget constraints. The reserve may also be required for other one-off budget pressures arising during the year.

| Utilisation of Carry forward Reserve 2015/16 | (£000's) |
|------------------------------------------------------|-----------------|
| EGEI Surplus balance brought forward at 1 April 2015 | (1,738) |
| Spend in 2015/16 | 992 |
| Re-phased projects | (216) |
| Outturn (favourable) | (778) |
| Balance at 31 March 2016 | (1,740) |
| Future commitments | 1,149 |
| Balance after known commitments | (591) |

3. Savings

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

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

4. Recommendations

- 4.1 It is recommended that the 2015/16 financial year outturn be noted.

Period 12 Outturn revenue expenditure and income variances.

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

| Economic Growth, Environment & Infrastructure Budget Book Format (Objective analysis) | Full Year Budget (£000's) | P12 Outturn (£000's) | P12 Outturn Variance (£000's) | P11 Forecast Variance (£000's) | Period Movement (£000's) | Ref |
|----------------------------------------------------------------------------------------------------------|------------------------------------------|-------------------------------------|----------------------------------------------|-----------------------------------------------|-----------------------------------------|------------|
| Highway and Network Management, including Traffic & Transportation | 3,413 | 3,413 | 0 | (40) | 40 | EGEI1 |
| Groundforce | 4,201 | 4,324 | 123 | 99 | 24 | EGEI2 |
| Sustainability & Greenspace | 380 | 315 | (65) | (61) | (4) | |
| Bereavement Services | (1,128) | (1,123) | 5 | (1) | 6 | |
| Waste Management (incl. WDA levy) | 19,561 | 19,572 | 11 | (3) | 14 | EGEI3 |
| Public Protection & Enforcement | 766 | 729 | (37) | (1) | (36) | |
| Parking Services | (539) | (782) | (243) | (197) | (46) | EGEI4 |
| School Crossing Patrols | 403 | 381 | (22) | (20) | (2) | |
| Strategic Support Services | 577 | 416 | (161) | (150) | (11) | EGEI5 |
| Sub-total Environment & Operations Portfolio | 27,634 | 27,245 | (389) | (374) | (15) | |
| Property and Development | 2,589 | 2,499 | (90) | (176) | 86 | EGEI6 |
| Economic Growth | 795 | 642 | (153) | (133) | (20) | EGEI7 |
| Housing Strategy | 500 | 430 | (70) | (52) | (18) | EGEI8 |
| Strategic Planning & Development | 488 | 417 | (71) | (43) | (28) | |
| Planning & Building Control | (146) | (151) | (5) | 2 | (7) | EGEI9 |
| Directorate Strategic Management | 374 | 374 | 0 | 0 | 0 | |
| Sub-total Economic Growth & Planning Portfolio | 4,600 | 4,211 | (389) | (402) | 13 | |
| Operational Services for Education (Catering & Cleaning Traded Service) | (9) | (9) | 0 | 0 | 0 | |
| Total Outturn Period 12 | 32,225 | 31,447 | (778) | (776) | (2) | |

| Economic Growth, Environment & Infrastructure Business Reason / Area (Subjective analysis) | P12 Outturn Variance (£000's) | P11 Forecast Variance (£000's) | Period Movement (£000's) | Ref |
|---------------------------------------------------------------------------------------------------------------|--------------------------------------------------|---------------------------------------------------|-----------------------------------------|------------|
| | | | | |
| Highways and Network Management incl. Traffic & Transportation | | | | |
| Income shortfall, including moving traffic offences | 5 | 6 | (1) | |
| GMRAPs income above budget | (10) | (10) | 0 | |
| Capital fee income shortfall | 75 | 75 | 0 | |
| Staff vacancies | (37) | (12) | (25) | |
| Running costs | (32) | (25) | (7) | |
| Energy – Street Lighting | (1) | (60) | 59 | |
| Depot & Business Support | | | | |
| Supplies & Services | 0 | (14) | 14 | |
| Sub-total | 0 | (40) | 40 | EGE11 |
| | | | | |
| Groundforce | | | | |
| Staffing and Transport costs | 55 | 55 | 0 | |
| Other running costs – contractors, plant hire, fuel | 68 | 44 | 24 | |
| Sub-total | 123 | 99 | 24 | EGE12 |
| | | | | |
| Sustainability & Greenspace | | | | |
| Vacancy, supplies & services | (65) | (56) | (9) | |
| Income above budget | 0 | (5) | 5 | |
| Sub-total | (65) | (61) | (4) | |
| | | | | |
| Bereavement Services | | | | |
| Staffing and running costs | (38) | (39) | 1 | |
| Income shortfall | 43 | 38 | 5 | |
| Sub-total | 5 | (1) | 6 | |
| | | | | |
| Waste Management and Disposal | | | | |
| Staffing and running costs | (1) | (13) | 12 | |
| Income shortfall – bulky and commercial waste | 19 | 10 | 9 | |
| GM Waste disposal levy | (7) | 0 | (7) | |
| Sub-total | 11 | (3) | 14 | EGE13 |

| Economic Growth, Environment & Infrastructure Business Reason / Area (Subjective analysis) | P12 Outturn Variance (£000's) | P11 Forecast Variance (£000's) | Period Movement (£000's) | Ref |
|---------------------------------------------------------------------------------------------------------------|--------------------------------------------------|---------------------------------------------------|-----------------------------------------|------------|
| | | | | |
| Public Protection & Enforcement | | | | |
| Staffing costs | (11) | (6) | (5) | |
| Running costs | (36) | 0 | (36) | |
| Income shortfall, including licences | 10 | 5 | 5 | |
| Sub-total | (37) | (1) | (36) | |
| | | | | |
| Parking Services | | | | |
| Staffing & running costs | (64) | (95) | 31 | |
| Oakfield Road car park remaining open | (233) | (200) | (33) | |
| Income shortfall – other locations and fines | 54 | 98 | (44) | |
| Sub-total | (243) | (197) | (46) | EGEI4 |
| | | | | |
| School Crossing Patrols - vacancies | (22) | (20) | (2) | |
| | | | | |
| Director & Business Support | | | | |
| Staffing and Running costs | (161) | (150) | (11) | EGEI5 |
| | | | | |
| Sub-total Environment & Operations Portfolio | (389) | (374) | (15) | |
| | | | | |
| Property and Development | | | | |
| Investment Property Rental Income: | | | | |
| - Stretford Arndale – one off back rent 14/15 | (87) | (87) | 0 | |
| - Urmston Town Centre – one-off surplus | (19) | (11) | (8) | |
| - Airport – surplus | (43) | (43) | 0 | |
| - Other properties - surplus | (38) | (54) | 16 | |
| Community buildings – income/running costs | 22 | 29 | (7) | |
| Admin Buildings running costs | (42) | (60) | 18 | |
| Facilities Management/other staffing vacancies | (80) | (80) | 0 | |
| Other running cost variances | 134 | 67 | 67 | |
| Major projects capital fee income shortfall | 63 | 63 | 0 | |
| Sub-total | (90) | (176) | 86 | EGEI6 |
| | | | | |
| Economic Growth | | | | |
| Staffing vacancies | (149) | (143) | (6) | |
| Other running costs | (4) | 10 | (14) | |
| Sub-total | (153) | (133) | (20) | EGEI7 |

| Economic Growth, Environment & Infrastructure Business Reason / Area (Subjective analysis) | P12 Outturn Variance (£000's) | P11 Forecast Variance (£000's) | Period Movement (£000's) | Ref |
|---------------------------------------------------------------------------------------------------------------|--------------------------------------------------|---------------------------------------------------|-----------------------------------------|------------|
| | | | | |
| Housing Strategy | | | | |
| Staffing | (35) | (36) | 1 | |
| Running costs | (35) | (16) | (19) | |
| Sub-total | (70) | (52) | (18) | EGEI8 |
| | | | | |
| Strategic Planning & Development | | | | |
| Staffing/running costs savings | (71) | (43) | (28) | |
| | | | | |
| Planning & Building Control | | | | |
| Planning applications income | (181) | (171) | (10) | |
| Building Control income shortfall | 100 | 96 | 4 | |
| Staffing including interim support | 52 | 54 | (2) | |
| Other running costs | 24 | 23 | 1 | |
| Sub-total | (5) | 2 | (7) | EGEI9 |
| | | | | |
| Sub-total Economic Growth & Planning Portfolio | (389) | (402) | 13 | |
| | | | | |
| Total Outturn EGEI Period 12 | (778) | (776) | (2) | |

Summary Variance Analysis Period 12 Outturn

| All Services | Savings £000 | Staff £000 | Running Costs £000 | Income £000 | Total Variance £000 |
|--------------------------|-------------------------|-----------------------|-----------------------------------|------------------------|------------------------------------|
| Period 11 | 0 | (476) | (110) | (190) | (776) |
| Period 12 Outturn | 0 | (562) | 26 | (242) | (778) |
| Period Movement | 0 | (86) | 136 | (52) | (2) |

ADDITIONAL NOTES ON OUTTURN VARIANCES

EGEI1 – Highways & Network Management - £Nil

Income generation of £(0.030)m is included in the budget from moving traffic offences. This is part of an AGMA initiative to improve safety and traffic flows on major routes and the project timeline has been re-phased to later in 2016.

Running costs are £(0.032)m under budget over a number of service areas. This mainly reflects maintenance costs in highways and street lighting up to the 4th July 2015 commencement date of the One Trafford contract with Amey.

Staffing is £(0.037)m underspent which includes for the period before the commencement of the One Trafford contract and Council client vacancies later in the financial year.

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

Fee income from technical and consultancy work charged to capital schemes is £0.075m below budget due to the timing of capital works up to the commencement of the One Trafford contract. The on-going risk has effectively been transferred to Amey from July 2015 and the contract is structured in a way which incentivises Amey to progress in delivering the programme on time.

Street Lighting energy costs are in line with budget. A £(0.060)m underspend was previously projected but this has been updated now that the year-end bills from the utility company are all accounted for.

EGEI2 – Groundforce - £0.123m (adverse)

Staffing, plant, contractor and transport costs are £0.123m overspent relating to the services provided prior to the One Trafford contract. This includes additional one off contract costs of £0.052m relating to the final return of externally hired plant and equipment at the end of the autumn season. The overspend is £0.024m higher than last reported now all bills relating to returned plant are received.

EGEI3 – Waste Management and Disposal - £0.011m (adverse)

Bulky waste and commercial waste income is £0.019m less than was expected for the pre One Trafford contract period.

Year- end information has now been received from GM Waste Disposal Authority and the final levy cost is £(0.007)m less than budgeted.

EGEI4 – Parking Services – £(0.243)m (favourable)

The approved budget from 2013/14 included assumptions regarding the partial, then full closure of Oakfield Road car park during the year as part of the regeneration of Altrincham Town Centre. The re-phasing of the town centre project has resulted in income being £(0.233)m above budget, which has continued from last year. This is £(0.033)m higher than last reported.

Other car parking income, including fines, is £0.054m below budget, which is a favourable movement of £(0.044)m from last reported.

The parking enforcement contract and other running costs are £(0.064)m underspent. Costs are £0.031m higher than last reported now all the year-end bills have been received.

EGEI5 – Director and Business Support – £(0.161)m (favourable)

There is an underspend on senior management staffing due to vacancies and on-going restructuring. This is £(0.011)m higher than last reported.

EGEI6 – Property and Development - £(0.090)m (favourable)

The Agents for the owners of Stretford Arndale have continued to maintain a number of short term lettings to ensure the number of vacant units is minimised and this has held up gross rental income. A final year-end rental payment for 2014/15 of £(0.087)m was

notified in November 2015 which is above the expectations included when setting the budget.

Manchester Airport rent is £(0.043)m above budget based on notification from Manchester City Council of new rent levels. This includes an additional £(0.022)m received in January 2016.

Fee income from capital and external projects is £0.063m less than budgeted for the period up to the commencement of the One Trafford contract which reflects the phasing of capital works. The on-going risk has effectively been transferred to Amey from July 2015 and the contract is structured in a way which incentivises Amey to progress in delivering the programme on time.

Administrative building running costs are less than expected across the portfolio by £(0.042)m. This includes a £(0.037)m underspend relating to the catering concession at Altrincham Town Hall. Other building running costs have increased by £0.067m from last reported due to a number of late bills received from external suppliers in March.

EGEI7 – Economic Growth Team – £(0.153)m (favourable)

There is an underspend in staffing and running costs of the Altrincham Town Team as service review and potential re-design is implemented in this area. The Growth Team service was restructured during 2015 and remaining staff vacancies are expected to be filled in the early part of 2016/17.

EGEI8 – Housing Strategy – £(0.070)m (favourable)

Staffing costs are £(0.035)m underspent due to secondments, with running costs including the housing options contract £(0.035)m underspent.

EGEI9 – Planning and Building Control – £(0.005)m (favourable)

Income from planning fees is £(0.181)m higher than budgeted which is a trend continuing from last financial year. This is £(0.010)m higher than last reported. There is a shortfall in income from building control fees of £0.100m, which is also a continuation of difficult trading conditions and external competition. The service is reviewing its business plan to improve its financial position in 2016/17. Both fees are monitored regularly.

There is an overspend on staffing of £0.052m which reflects the appointment of interim staff to cover vacancies and address the resulting capacity issues. These posts contribute to the achievement of the additional planning income above. The permanent filling of vacant posts will be addressed early in 2016/17 following the recent restructure of the Directorate. Running costs are £0.024m higher than budget, which includes ICT system improvements.

EGEI10 – Traded Services (Catering and Cleaning)

There is a net traded surplus at the end of March 2016 of £(0.276)m, which is £(0.024)m higher than last reported. However, the service manages its costs and income over school terms and academic years rather than financial years and any surplus at the end of March is earmarked to continue the investment in the service. This is particularly to improve readiness for the new academic year in September 2016.

TRAFFORD MBC

Report to: Transformation and Resources Directorate Management Team
Date: 12 May 2016
Report for: Discussion
Report author: Finance Manager

Report Title

Revenue Budget Outturn 2015/16

1. Outturn for the Year

- 1.1 The approved revenue budget for the year is £16.983m with a final outturn of £15.900m. This results in an underspend of £(1.083)m, which is £(0.056)m higher than last reported.
- 1.2 The final outturn for the Directorate reflects £(0.772)m from higher than expected staff vacancy levels, £(0.116)m from cost control of running expenses, and £(0.471)m from higher levels of income. These underspends are partially offset by a reduction in the planned level of savings of £0.276m.
- 1.3 The increase in the underspend from last reported reflects additional external income of £(0.047)m from proceeds of crime and £(0.043)m of government grants which were received in March. There is also £(0.078)m from other income now final charges for the year are confirmed. This is offset by a reduced underspend in staffing and running costs of £0.117m after all year end bills have now been accounted for. The key variances are shown in section 2 below and Appendix 1.
- 1.4 The Directorate has brought forward balances of £(1.501)m from previous years (section 3). This is utilised to support initiatives to reshape Trafford and deliver future efficiencies and income generation. The balance after known commitments and the outturn is £(1.764)m.

2. Summary of Variances

- 2.1 The overall underspend of £(1.083)m reflects a number of individual under and overspends across the Directorate, with comments on the main variances from budget and movements from the last report shown below.

Staffing

- 2.2 Staffing costs are £(0.772)m less than budget across the Directorate due to vacancies. Vacancy levels are approximately 3.9% higher than assumed in the setting of the 2015/16 budget, and is a consequence of a delay in appointing to a number of vacancies on some service restructures.

Running Costs

- 2.3 General running costs are underspent by £(0.041)m. In addition, a one-off saving has been realised of £(0.075)m as a result of the successful settlement of a claim in relation to supplier performance in ICT.

Savings

- 2.4 The £0.276m shortfall in savings relates to Library Service and ICT proposals for 2015/16 of £0.126m and £0.150m respectively. Further details are listed below in paragraph 4.

Income

- 2.5 The £(0.471)m from additional external income is a net figure. This includes a £0.077m shortfall from CCTV services. Work is on-going to redesign the CCTV service delivery model, which has been continued from 2014/15, and will deliver sustainable benefits going forward.
- 2.6 Income relating to legal costs charged to capital schemes is also £0.039m less than budgeted. This is affected by external factors and levels of staff vacancies, and the service has fully mitigated this shortfall within its overall budget.
- 2.7 There is a £0.038m shortfall in budgeted Council tax liability order income. This income reduces as council tax collection rates improve but is offset in the Council's separate Collection Fund account. This budget has been realigned in 2016/17 in the recently approved budget.
- 2.8 The income shortfalls are offset in the main by £(0.237)m of additional income from grants in the Revenues and Benefits Service. The Revenue and Benefits Service has had a number of grants awarded in-year and rolled forward from 2014/15 to support spending, leading to increased levels than budgeted at the start of the year.
- 2.9 Additional income is also included relating to events and advertising £(0.013)m plus from traded activities in Legal and Democratic Services £(0.078)m, ICT £(0.042)m and Human Resources £(0.131)m. There is also external grant income of £(0.040)m relating to the costs of administering the Council's blue badge scheme and £(0.023)m for Safer Communities projects. Finance also includes £(0.047)m Proceeds of Crime income received in March 2016.

3. Reserves

- 3.1 At the end of 2014/15 the Directorate had a surplus of £(1.501)m in its reserve, which has been carried forward to 2015/16. This was a result of the successful management of the budget in previous years.
- 3.2 The remaining balance on the T&R Directorate Reserve after the outturn for 2015/16, future known commitments and re-phasing of projects is £(1.764)m (table below). The T&R Reserve will be utilised on initiatives and project based activity in support of Reshaping Trafford and also to generate future savings and income generation. Commitments will be underpinned by business cases and will be reviewed each month.

| Utilisation of Carry forward Reserve 2015/16 | (£000's) |
|-----------------------------------------------------|-----------------|
| T&R Surplus balance brought forward at 1 April 2015 | (1,501) |
| Spend in 2015/16 | 304 |
| Re-phased Projects | (92) |
| Period 12 outturn (underspend) | (1,083) |
| Balance at 31 March 2016 | (2,372) |
| Future Commitments | 608 |
| Balance after known commitments | (1,764) |

4. Savings

- 4.1 The T&R budget for 2015/16 includes savings of £(2.848)m. This originally included £0.550m in respect of the libraries rationalisation but this figure was revised down by £0.050m when the outcome of the second phase of consultation was reported to Executive in March 2015. This reduction has been met from savings in the Treasury Management budget as a consequence of rephasing of the capital programme in 2014/15. The updated T&R savings target for 2015/16 is therefore £(2.798)m and actual savings of £(2.583)m have been achieved with £0.215m of savings re-phased and £0.061m requiring alternative solutions.

| Saving Description | Savings Shortfall (£000's) |
|-----------------------------------------|-----------------------------------|
| Libraries re-phased saving (a) | 126 |
| ICT re-phased procurement savings (b) | 89 |
| ICT savings not able to be realised (b) | 61 |
| Total | 276 |

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

- (a) Libraries – an overall £(0.500)m saving is included in the approved revenue budget. This includes both staffing and property cost reductions. Due to additional consultations and re-phasing of delivery plans, £(0.374)m has been achieved in 2015/16. This gives a shortfall of £0.126m in-year, which has been fully mitigated by management action within the Access Trafford budget. The saving will be delivered in full during 2016/17.

The £0.126m shortfall relates to a delay in the closure of libraries (Bowfell, Davyhulme and Lostock, the redevelopment of Hale and Timperley Libraries) and changes to in-year delivery at Coppice as part of the consultation process.

Whilst the delay in implementing some library changes has impacted on savings overall there are significant benefits to the Council in terms of the final proposals agreed. With redevelopment of a number of sites to include residential dwellings which will attract new homes bonus, council tax and a capital receipt.

- (b) ICT savings of £(0.750)m are included in the approved budget. This includes staffing and contract procurement reductions. Savings of £(0.600)m have been achieved in 2015/16, with a shortfall of £0.150m as follows:
- £0.089m relates to procurement processes which have taken longer than planned.
 - Savings of £0.061m will not be achieved following a further technical assessment of individual proposals. This relates mainly to the installation of new back up arrangements where realisation of the saving is now unlikely and alternative measures are being sought.

The primary mitigation to address these shortfalls is via a review of all ICT Third Party spend (c. £1.8m including Networks and SAP). Work is continuing with Procurement to review all contracts with the aim of aggregating the spend with fewer or single suppliers. SAP and AGMA contracts are potentially out of scope due to the nature of existing commercial arrangements which would reduce the spend under this review to approximately £0.4m. Procurement have completed

the market testing which resulted in four vendors presenting back to Trafford, with two who are realistic prospects. It is clear from the presentations that there is potential to reduce the spend by up to 20%. The Trafford spend of £0.4m on its own is considered relatively small and as such Procurement have advised the other AGMA authorities of the opportunity. To date only Greater Manchester Fire and Rescue have expressed an interest and have asked for more information. There is a risk that if Trafford tenders on its own there will not be sufficient market interest. Procurement have advised that the only way to fully test the market is to Tender which is now planned for June/July.

The current WAN (network) service was retendered in October 2015 and was awarded to Virgin Media from 1st January 2016. The expected full year savings from this date are in line with the original forecast of £(0.076)m, spread over the first two years of the contract.

In addition, the annual maintenance charge paid to SAP of c.£0.3m will be reviewed based on a significant reduction in SAP licence use within Trafford in recent years. The current charge relates to a licence position negotiated in 2003 and Procurement will write to SAP in May requesting a financial adjustment accordingly.

During June 2016 Trafford will be subject to a Microsoft Software Asset Management Audit (SAM). This may identify a financial exposure relating to licences. In preparation, the Council is undertaking its own test using our incumbent reseller to identify the likely position ahead of the Microsoft Audit.

- 4.3 The shortfall in savings against budget has been fully mitigated by in-year net underspends from the management and monitoring of the whole Directorate budget (e.g. through vacancies, running costs, income generation).

5. Recommendations

- 5.1 It is recommended that the 2015/16 financial outturn be noted.

Period 12 Outturn revenue expenditure and income variances.

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

| Transformation and Resources Budget Book Format (Objective analysis) | Full Year Budget (£000's) | P12 Outturn (£000's) | P12 Outturn Variance (£000's) | P11 Forecast Variance (£000's) | Period Movement (£000's) |
|-----------------------------------------------------------------------------|----------------------------------|-----------------------------|--------------------------------------|---------------------------------------|---------------------------------|
| Legal and Democratic Services | 2,289 | 2,118 | (171) | (154) | (17) |
| Access Trafford | 2,558 | 2,557 | (1) | 5 | (6) |
| ICT Services | 2,040 | 1,996 | (44) | (29) | (15) |
| Communications | 255 | 188 | (67) | (71) | 4 |
| Finance Services | 4,431 | 3,921 | (510) | (422) | (88) |
| Partnerships and Communities | 1,503 | 1,499 | (4) | 2 | (6) |
| Culture and Sport | 1,115 | 1,139 | 24 | 25 | (1) |
| Human Resources | 2,240 | 1,902 | (338) | (383) | 45 |
| Executive | 359 | 387 | 28 | 0 | 28 |
| Transformation | 193 | 193 | 0 | 0 | 0 |
| Total Outturn Period 12 | 16,983 | 15,900 | (1,083) | (1,027) | (56) |

| Transformation and Resources Business Reason / Area (Subjective analysis) | P12 Outturn Variance (£000's) | P11 Outturn Variance (£000's) | Period Movement (£000's) |
|------------------------------------------------------------------------------------------|----------------------------------------------|----------------------------------------------|-----------------------------------------|
| Legal and Democratic Services | | | |
| Staff vacancies net of agency costs | (122) | (122) | 0 |
| Other running costs | (5) | 1 | (6) |
| Fee income from capital schemes - shortfall | 39 | 39 | 0 |
| Income | (83) | (72) | (11) |
| Sub-total | (171) | (154) | (17) |
| | | | |
| Access Trafford | | | |
| Re-phased Library savings | 126 | 131 | (5) |
| Staff vacancies – contact centre | (85) | (92) | 7 |
| External grant income | (42) | (34) | (8) |
| Sub-total | (1) | 5 | (6) |
| | | | |
| ICT Services | | | |
| Re-phased savings – contact procurement | 89 | 89 | 0 |
| Other savings shortfall | 61 | 61 | 0 |
| Staff vacancies | (42) | (42) | 0 |
| One-off contract refund | (75) | (75) | 0 |
| Other running costs | (35) | (37) | 2 |
| Income | (42) | (25) | (17) |
| Sub-total | (44) | (29) | (15) |
| | | | |
| Communications | | | |
| Staffing and running costs | (54) | (58) | 4 |
| Events and advertising income | (13) | (13) | 0 |
| Sub-total | (67) | (71) | 4 |
| | | | |
| Finance Services | | | |
| Staff vacancies | (358) | (350) | (8) |
| Other running costs | 102 | 72 | 30 |
| Government Grants – Revenue and Benefits | (237) | (194) | (43) |
| Other income | (55) | 0 | (55) |
| Council tax liability order income - shortfall | 38 | 50 | (12) |
| Sub-total | (510) | (422) | (88) |
| | | | |
| Partnerships and Communities | | | |
| CCTV income shortfall | 77 | 77 | 0 |
| Staff costs and Running Costs | (35) | (29) | (6) |
| Other income | (46) | (46) | 0 |
| Sub-total | (4) | 2 | (6) |

| Transformation and Resources Business Reason / Area (Subjective analysis) | P12 Outturn Variance (£000's) | P11 Outturn Variance (£000's) | Period Movement (£000's) |
|------------------------------------------------------------------------------------------|----------------------------------------------|----------------------------------------------|-----------------------------------------|
| | | | |
| Culture and Support | | | |
| Income shortfall | 24 | 25 | (1) |
| Sub-total | 24 | 25 | (1) |
| | | | |
| Human Resources | | | |
| Staff vacancies net of agency costs | (161) | (192) | 31 |
| Running costs (e.g. training) | (46) | (81) | 35 |
| External agency income above target | (131) | (110) | (21) |
| Sub-total | (338) | (383) | 45 |
| | | | |
| Executive | | | |
| Running costs | 28 | 0 | 28 |
| Sub-total | 28 | 0 | 28 |
| | | | |
| Total Outturn T&R Period 12 | (1,083) | (1,027) | (56) |

Summary Variance Analysis Period 12

| All Services | Savings £000 | Staff £000 | Running Costs £000 | Income £000 | Total Variance £000 |
|--------------------------|-------------------------|-----------------------|-----------------------------------|------------------------|------------------------------------|
| Period 11 | 281 | (800) | (205) | (303) | (1,027) |
| Period 12 Outturn | 276 | (772) | (116) | (471) | (1,083) |
| Period Movement | (5) | 28 | 89 | (168) | (56) |

TRAFFORD COUNCIL

Report to: Chief Finance Officer
 Date: 19 May 2016
 Report for: Information
 Report author: Interim Head of Financial Management

Report Title

**Revenue Budget Monitoring 2015/16 – Period 12 Outturn - Council-wide Budgets
 (April 2015 to March 2016 inclusive)**

1 Outturn

1.1 The approved revenue budget for the year is £23.669m. The outturn is £21.569m, which is £(2.100)m under the budget, a favourable movement of £(0.185)m since the last report.

1.2 Appendix 1 details the outturn variance compared to the approved revenue budget and the period movement from the previous forecast by both function and activity, which in summary are;

- Treasury Management: £(1.893)m relating to Manchester Airport Group (MAG) dividends received above budget. This includes the interim dividend of £(1.245)m received in December 2015 which has been transferred to an Earmarked Reserve for use in supporting the 2016/17 budget. There is also £(0.183)m increased investment interest from favourable cash flows and a reduction in loan interest payable of £(0.011)m.

Also a review of the Council's Minimum Revenue Provision (MRP) has identified savings of £(1.151)m. This MRP saving has been transferred in full to the Budget Support Reserve as reported in Period 9.

- Business Rates – a favourable impact on the Council-wide budget of £(0.374)m, a favourable movement of £(0.069)m since the last report (see paragraph 9 of the covering report);
- Housing and Council Tax Benefits overpayment recovery net variance of £(0.454)m, a favourable movement of £(0.069)m since last month;
- Members expenses – full year effect of the savings as a result of changes to the Members Allowances Scheme in September 2014 and the new Government pension regulations which came into effect on 1 April 2014, plus associated National Insurance savings, totaling £(0.059)m;
- Coroners and Mortuary fees are higher than anticipated due mainly to higher numbers of inquests, £0.097m, partly offset by the full use of the earmarked reserve of £(0.037)m;
- Costs of the 2016/17 Budget Consultation exercise, £0.050m;

- The 2015/16 saving for the Old Car Lease scheme has been overachieved, £(0.028)m;
- Release of the unallocated general savings contingency budget, £(0.487)m;
- A reduction in the provision for doubtful debts for general debtors has generated a budget saving of £(0.335)m;
- One-off amount set aside to top-up the Pension Strain allocation with the Greater Manchester Pension Fund in 2016/17 of £0.4m;
- Other minor variances of £(0.031)m.

2 Service carry-forward reserve

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

3 Savings

- 3.1 The Council-wide budget for 2015/16 originally included savings of £(0.310)m. This figure was increased by £(0.050)m to counter balance the shortfall in library savings (as approved by the Executive in March 2016). The updated Council-wide savings target for 2015/16 is therefore £(0.360)m and actual savings of £(0.388)m have been achieved as shown below;

| Council-wide Base Budget Savings 2015/16 | 2015/16 Revised Savings Target £000's | Outturn Saving £000's | Variance £000's |
|-------------------------------------------------|----------------------------------------------|------------------------------|------------------------|
| Old Car Lease Scheme | (68) | (96) | (28) |
| Discretionary Rate Relief to Collection Fund | (152) | (152) | - |
| Member's Allowances budget | (35) | (35) | - |
| External Audit Savings | (55) | (55) | - |
| Treasury Management savings * | (50) | (50) | - |
| Total | (360) | (388) | (28) |

* This additional target has already been met from savings in the Treasury Management budget as a consequence of rephasing of the capital programme in 2014/15.

Period 12 Outturn revenue expenditure and income variances

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

| Budget Book Format (Objective analysis) | Full Year Budget (£000's) | Outturn (£000's) | Outturn variance (£000's) | P11 Outturn variance (£000's) | Period Movement (£000's) | Ref |
|--------------------------------------------|---------------------------------|---------------------|---------------------------------|-------------------------------------|--------------------------------|------|
| Finance Portfolio | | | | | | |
| Precepts, Levies & Subscriptions | 17,720 | 17,768 | 48 | 48 | | C-W5 |
| Provisions (bad debts & pensions) | 2,407 | 2,020 | (399) | (438) | 39 | C-W6 |
| Treasury Management | 7,869 | 7,027 | (842) | (839) | (3) | C-W1 |
| Insurance | 875 | 875 | 0 | 0 | | |
| Members Expenses | 904 | 845 | (59) | (50) | (9) | C-W2 |
| Grants | (6,645) | (6,688) | (43) | 33 | (76) | C-W7 |
| Business Rates | 350 | (24) | (374) | (305) | (69) | C-W3 |
| Other Centrally held budgets | 189 | (242) | (431) | (364) | (67) | C-W4 |
| Total | 23,669 | 21,581 | (2,100) | (1,915) | (185) | |

| Business Reason / Area (Subjective analysis) | Outturn variance (£000's) | P11 Outturn variance (£000's) | Period Movement (£000's) | Ref |
|------------------------------------------------------------------|------------------------------------------|----------------------------------------------|-----------------------------------------|------------|
| Treasury Management: | | | | |
| - MAG Dividend | (1,893) | (1,893) | | C-W1 |
| - Investment Income | (183) | (180) | (3) | C-W1 |
| - Debt Management | (11) | (11) | | C-W1 |
| - Transfer MAG interim dividend to Earmarked Reserve | 1,245 | 1,245 | | C-W1 |
| - Minimum Revenue Provision (MRP) | (1,151) | (1,151) | | C-W1 |
| - Transfer MRP saving to Budget Support Reserve | 1,151 | 1,151 | | C-W1 |
| | | | | |
| Members Allowances | (59) | (50) | (9) | C-W2 |
| | | | | |
| Business Rates | (374) | (305) | (69) | C-W3 |
| | | | | |
| Housing & Council Tax benefits | (454) | (385) | (69) | C-W4 |
| External Audit fees | 12 | 12 | | C-W4 |
| Payment Card Industry (PCI) compliance | 3 | 3 | | C-W4 |
| Carbon Reduction Scheme | (1) | (1) | | |
| VAT claims - legal fees | 7 | 7 | | C-W4 |
| Housing Act Advances interest | 2 | 0 | 2 | C-W4 |
| | | | | |
| Flood Defence levy | (8) | (8) | | C-W5 |
| Subscriptions | 7 | 7 | | C-W5 |
| Coroners & Mortuary fees | 60 | 54 | 6 | C-W5 |
| Probation Service loan charges | (1) | | (1) | C-W5 |
| AGMA projects | (5) | | (5) | C-W5 |
| Magistrates Court Debt charges | (5) | (5) | | C-W5 |
| | | | | |
| Budget Consultation | 50 | 50 | | C-W6 |
| Old Car Leasing Scheme saving | (28) | (30) | 2 | C-W6 |
| Leisure Services CIC costs | 26 | 26 | | C-W6 |
| Legal costs of Judicial Review re 2015/16 Budget Consultation | 3 | 3 | | C-W6 |
| Release of unallocated general savings contingency budget | (487) | (487) | | C-W6 |
| Provision for doubtful debts | (335) | | (335) | C-W6 |
| Pension Strain one-off top-up | 400 | | 400 | C-W6 |
| Other | (28) | | (28) | C-W6 |
| | | | | |
| Grants | (43) | 33 | (76) | C-W7 |
| Total | (2,100) | (1,915) | (185) | |

NOTES ON PROJECTED VARIANCES

C-W1 – Treasury Management - £(0.842)m (favourable), £(0.003)m favourable movement

Investments – £(0.831)m (favourable)

This additional income has been created as a result of:

- the original dividend received from Manchester Airport Group (MAG) in July 2015 was £(2.0)m. MAG also announced their interim results for 2015/16 in November 2015 and have paid a further total dividend of £(38.6)m across the members of the Group, which for Trafford equates to £(1.245)m, bringing the total dividend for the year to £(3.245)m. This is now £(1.893)m above budget. The interim dividend of £(1.245)m has been transferred to an Earmarked Reserve for use in supporting the 2016/17 budget;
- a favourable increase in cash flow, generating £(0.100)m of additional investment income, primarily due to capital programme rephasing and grant monies received ahead of schedule;
- £5m of funds were invested on 29 September 2015 for a minimum period of 5yrs in the Church Commissioners Local Authority Property fund which is forecasted to generate annual returns of between 4% and 5%, equivalent to additional investment income above budget of £(0.083)m.

Debt – £(0.011)m (favourable)

Lower than anticipated loan interest payable £(0.011)m.

A review of the Council's annual Minimum Revenue Provision (MRP) charge for capital expenditure incurred prior to 2008 has identified both short to medium term revenue savings as reported to Members at the January 2016 Council meeting. By adopting this revised approach a revenue saving of £(1.151)m will be generated in 2015/16. This saving has been transferred to the Budget Support Reserve.

C-W2 – Members Expenses - £(0.059)m (favourable), £(0.009)m favourable movement

Changes to the Members Allowances Scheme were approved at the Council meeting on 17 September 2014 following a report from the Independent Remuneration Panel (IRP), reducing the cost of allowances. Also, Government legislation, effective from 1 April 2014, has removed the access to a Local Government Pension Scheme for Councillors. This is on a phased basis and will be applied to those Councillors re-elected in the May local elections over 3 years. When added to the associated reduced National Insurance contributions the total budget saving in 2015/16 is £(0.059)m.

C-W3 – Business Rates - £(0.374)m (favourable), £(0.069)m favourable movement

See notes in paragraph 9 of the covering report.

C-W4 – Other Centrally held budgets - £(0.431)m (favourable), £(0.067) favourable movement

- **Housing & Council Tax Benefits - £(0.454)m**

The Council Tax Benefit Scheme ceased in 2013 and was replaced by the Council Tax Support Scheme. Any recovery of overpaid Council Tax Benefit from previous years is retained by the Council and the outturn for 2015/16 is £(0.081)m. The credit from the recovery of overpaid Council Tax Benefit is difficult to predict and will eventually taper off.

There is a net variance of £(0.373)m, within the Housing Benefit budget. This is an improvement since the previous period of £(0.051)m, largely as a result of better than expected collection of historic overpaid benefits in the final month of the year.

- **Other minor variances £0.023m.**

C-W5 – Precepts, Levies & Subscriptions - £0.048m (adverse), £nil movement

- **Coroners & Mortuary fees - £0.060m**

The cost of the Coroners service, which is shared between Stockport, Trafford and Tameside Councils, has increased significantly due to the following factors:

- Increasing volume of inquests, resulting in the need for an additional court and hence an increase in associated costs;
- Deprivation of Liberty status (DOLS) is placing a further demand on the number of inquests. All DOLS cases deaths require an inquest;
- Pressures from increasing costs of toxicology and transport;
- Extra demands placed on the service from disclosure of information requests.

The additional costs for Trafford in 2015/16 are £0.097m and have been partly offset by the use of the earmarked reserve of £(0.037)m, which was specifically set up for such an eventuality. Also, the impact of these additional costs in the future has been included in the 2016/17 Budget.

- **Other minor variances £(0.012)m.**

C-W6 – Provisions - £(0.399)m (favourable), £0.039m adverse movement.

- 2016/17 Budget Consultation – the costs of employing an independent company to oversee the budget consultation process, £0.050m;
- The 2015/16 saving from the Old Car Lease scheme has been overachieved due to employees leaving the scheme earlier than anticipated, £(0.028)m;
- On 30 July 2015 The Executive Member for Communities and Partnerships approved that a Community Interest Company (CIC) be established to run the leisure services, previously provided by Trafford Community Leisure Trust.

Trafford Leisure CIC took over the running of the leisure facilities on 1st October 2015. Two firms of specialists were also employed by the Council to

advise on legal and VAT matters during the transition to the CIC. These costs currently totaling £0.026m are included in the outturn figure above;

- Final legal costs of £0.003m associated with the 2015/16 Budget Consultation Judicial Review;
- The original Council-wide budget for 2015/16 included a one off allowance of £0.700m as a general contingency to cushion against possible slippage in the delivery of the significant savings programme in 2015/16. Of this £0.085m was released to cover budget pressures regarding Market Management, £0.055m for Gorse Hill Studios and £0.073m for Early Help Delivery Model. The unallocated balance of £(0.487)m was included as a budget saving in the Period 7 report;
- There has been an improvement in general debtor collection performance during the year and as a result the bad debt provision has been reduced from £0.5m to £0.4m generating a budget saving of £(0.335)m;
- The higher than normal number of redundancy payments during the year has increased the pressure on the Council's Pension Strain allocation with the Greater Manchester Pension Fund. Further staff savings will need to be made in 2016/17 and it is deemed prudent at this stage to set aside a one-off top-up to the Fund of £0.4m;
- **Other minor variances £(0.028)m.**

C-W7 – Grants - £(0.043)m (favourable), £(0.076)m favourable movement.

Final monies were received for the following non ring-fenced grants which are held within Council-wide:

- Release of Deprivation of Liberty Safeguards (DoLS) grant originally held as a contingency against CFW savings, £(0.076)m;
- New Homes Bonus, £(0.003)m above budget;
- Education Services grant, £0.024m. This specific grant is based on pupil numbers in Council maintained schools and is dependent on the final number of schools converting to Academy status during the year;
- Council Tax Annexes grant, £0.007m below budget;
- Council Tax Compensation grant, £0.005m below budget.

TRAFFORD BOROUGH COUNCIL

Report to: Executive 20 June 2016
Report for: Decision
Report of: The Executive Member for Finance and the Chief Finance Officer

Report Title

CAPITAL INVESTMENT PROGRAMME 2015/16 OUTTURN

Summary

The report summarises the outturn position for 2015/16 and the consequential impact on the Capital Programme for 2016/19.

Capital investment expenditure for 2015/16 amounted to £31.9m, equivalent to 72% of revised budget of £44.6m and the variance can be explained by a number of factors that are detailed in the report.

Net re-profiling of £12.3m will increase the Capital Investment Programme in 2016/17 and later years. This includes £1.5m of net savings that will be available to support the 2016/19 Programme approved by the Executive in February 2016.

Recommendation(s)

The Executive is requested to

- Note this summary report
- Approve the changes to the 2016/19 Programme
- Approve the additional expenditure, listed in Appendix B.
- Note the outturn of the prudential indicators for 2015/16 as set out in paragraph 14 and Appendix C.

Contact person for access to background papers and further information:

Name: Mark Hughes
Extension: 2072

Background Papers - None

Capital Investment Expenditure 2015/16

1. Capital investment expenditure amounted to £31.9m in 2015/16 compared to £26.5m in 2014/15 and some of the main highlights include:

School Improvements - £16.9m:-

- Expansion & Basic Need Works - £14.1m
 - *Replacement of Brentwood School - £7.2m (still in construction)*
 - *Oldfield Brow Primary School expansion - £2.7m*
 - *Bowdon C of E Primary School expansion - £2.8m*
 - *Willows Primary School expansion - £0.9m*
- Capital Maintenance & Access works - £2.0m
 - *Re-roofing works at 5 schools - £0.8m*
 - *Boiler replacements at 4 schools - £0.6m*
 - *Kitchen upgrade works at 8 schools - £0.3m*
 - *Access initiative schemes at 5 schools - £0.2m*
- Improvements via Devolved Formula Capital - £0.5m
- Universal Infant Free school Meals works - £0.2m

Adult Social Services - £2.5m:-

- Disabled Facilities Grants - £1.7m
- Telecare System - £0.2m
- Liquid Logic – ICT Social Care System - £0.5m

Major works on Public & Operational Buildings - £0.8m

- Former Davyhulme Library – Conversion to a doctors surgery - £0.3m
- DDA improvements - £0.2m
- Public Building Repairs - £0.2m

Regeneration Projects - £2.4m

- Altrincham Town Centre public realm improvements - £1.7m
- Partington District Centre - Land purchase for potential residential development - £0.4m
- Town centres business grants - £0.1m

Highway Related Improvements - £6.5m

- Integrated Transport Improvements - £2.5m
 - *Cycling Initiatives - £1.3m*
 - *Contribution to Altrincham Interchange improvements - £0.4m*
 - *Better Bus initiatives - £0.3m*
 - *A range of parking, schools and local safety schemes - £0.5m*
- Highway Structural Maintenance - £4.1m
 - *Structural maintenance works to road and bridges - £2.1m (refurbishing 9.6km of carriageway)*
 - *Street Lighting improvements - £0.2m*
 - *Major junction works on A56/West Timperley - £1.1m*
 - *Highway works related to developments – £0.7m (funded via S278 agreements)*

Sport, Recreation & Culture - £0.8m

- Improvements to parks and open spaces across the borough (including new disc-golf course at Longford Park) - £0.5m
- Security and welfare improvements to allotments - £0.1m

- Boardwalk works Trafford Water Sports Centre - £0.1m
- Improvements to the Trans Pennine Trail - £0.1m

Bereavement Services - £0.5m : including £0.4m on replacement cremators at Altrincham Crematorium

ICT Investment £ 1.2m

- Continuing implementation of new CRM system - £1.0m
- Contribution to Greater Manchester broadband initiative - £0.1m

Financing of Capital Investment Expenditure

2. The expenditure was financed predominantly from grants and external contributions, supplemented by receipts derived from the sale of surplus assets and a small level of specific reserves and borrowing. The actual levels applied are shown below:-

| <i>Financing of Capital Investment Expenditure 2015/16</i> | Revised £m | Actual £m |
|-------------------------------------------------------------------|-----------------------|----------------------|
| Internal Resources | | |
| Capital Receipts | 4.6 | 1.4 |
| LSVT VAT Receipts | 3.5 | 1.8 |
| Specific Reserves | 1.0 | 0.3 |
| Borrowing | 2.1 | 0.2 |
| Sub-Total | 11.2 | 3.7 |
| External Resources | | |
| Grants & Contributions | 33.4 | 28.2 |
| Total | 44.6 | 31.9 |

3. Sufficient capital resources will be available to cover all the expenditure re-profiled from 2015/16 to future years. No grants and contributions are at risk of clawback and will therefore be available in later years. The lower than projected borrowing will lead to a temporary reduction in minimum revenue provision (repayment of debt) of approximately £38k in 2016/17 compared to the MTFP estimate.

Performance against budget and explanation of major variances

4. The original budget for 2015/16 was approved at £41.8m in February 2015 but this has subsequently been revised during the year for new grant approvals and other changes approved by the Executive and the revised budget for 2015/16 was £44.6m as at Quarter 3.
5. Final expenditure of £31.9m represents an overall variance of £12.7m. Whilst this variance is significant it had been anticipated during the year and reported to the Executive in quarter 3. Capital expenditure by its nature can be “lumpy” and difficult to project and in a good number of situations the Council does not have total control on when the expenditure will be incurred. A full explanation of the variations by service area are shown in the following table:-

| Actual Capital Investment Expenditure compared to Revised Budget 2015/16 | | | | | |
|---------------------------------------------------------------------------------|---------------|---------------|-----------------|---------------|-------------|
| Service Area | Budget | Actual | Variance | Actual | Note |
| | £m | £m | £m | % | |
| Children Families & Wellbeing | | | | | |
| Schools | 17.5 | 16.9 | (0.6) | 97% | 1 |
| Children's Services | 0.0 | 0.0 | - | | |
| Services for Adults | 4.1 | 2.6 | (1.5) | 63% | 2 |
| Total | 21.6 | 19.5 | (2.1) | 90% | |
| Economic Growth, Environment & Infrastructure | | | | | |
| Corporate Landlord | 2.8 | 0.8 | (2.0) | 29% | 3 |
| Town Centre Regeneration & Strategic Planning | 3.8 | 2.4 | (1.4) | 63% | 4 |
| Housing Services | 0.1 | 0.0 | (0.1) | - | |
| Highways | 11.3 | 6.5 | (4.8) | 58% | 5 |
| Bereavement Services | 0.8 | 0.4 | (0.4) | 50% | |
| Sustainability & Greenspace | 1.0 | 0.8 | (0.2) | 80% | |
| Public Protection | 0.3 | 0.1 | (0.2) | 33% | |
| Total | 20.1 | 11.0 | (9.1) | 55% | |
| Transformation & Resources | | | | | |
| Performance & Improvement | 0.3 | 0.2 | (0.1) | 67% | |
| Information Technology | 2.6 | 1.2 | (1.4) | 46% | 6 |
| Total | 2.9 | 1.4 | (1.5) | 48% | |
| Capital Programme Total | 44.6 | 31.9 | (12.7) | 72% | |

➤ **Note 1 - Schools**

The majority of this large budget (97%) was spent successfully in year with the variance primarily relating to planned rephasing on a number of maintenance projects scheduled for 2016/17 and an under spend on the schools devolved capital budget; the expenditure on which is controlled by individual schools not the Council.

➤ **Note 2 – Services for Adults**

The variance relates to planned rephasing:-

- To cover the cost of an agile working scheme planned for 2016/17
- Demand for adaptations now rescheduled to 2016/17
- To complete the implementation of the children's social care IT system

➤ **Note 3 – Corporate Landlord**

During the Technical Services Review and following a review of Leisure assets a number of the proposed schemes were placed on hold until a review of building usage and lease / tenant agreements for corporate and leisure buildings had been completed

➤ **Note 4 – Town Centre Regeneration and Strategic Planning**

The majority of this rephasing relates to final land assembly costs, which are subject to agreement and negotiation, on regeneration projects including the Altair scheme in Altrincham.

➤ **Note 5 – Highways**

The highway maintenance programme was successfully delivered as planned during 2015/16 but rephasing was required for the contribution on the metrolink extension in Trafford Park which following consultation is now expected to commence later in 2016 (£3m). Other rephasing of £1.2m was required to the LED replacement programme and the A56/West Timperley junction improvement scheme, both of which are now underway.

➤ **Note 6 – Information Technology**

Planned rephasing the majority of which is to cover the final costs on the new CRM system.

6. The level of capital investment expenditure equates to 72% of the approved budget and a summary of the major variances is shown below. Appendix A provides an analysis of variance at a service level whilst Appendix B details variances at an individual scheme level.

| <i>Actual Capital Expenditure compared to Revised Budget 2015/16</i> | £m |
|-----------------------------------------------------------------------------|-------------|
| Revised 2015/16 Budget | 44.6 |
| Actual | 31.9 |
| Variance | 12.7 |
| Explained By:- | |
| Re-profiling to future years (Appendix B, pages 11-12) | 14.1 |
| Acceleration (Appendix B, page 13) | (1.8) |
| Additional Expenditure (Appendix B, page 13) | (1.3) |
| Savings (Appendix B, page 13-14) | 1.7 |
| Total | 12.7 |

7. Where schemes are estimated to overspend then this is reported to the Executive in accordance with finance procedure rules during the year. Given the incidence of capital expenditure this mainly occurs in the final quarter of the year. During 2015/16 additional expenditure of £1.345m has been incurred on a number of projects financed from specific resources. This includes £695k of highway works done under S278 of the Highways Act funded by the developer and £370k for the purchase of land in Partington funded by capital grant from the HCA. Additional expenditure was also incurred on a number of grant funded schools and highway related projects and these were offset by savings in these respective areas.

8. As part of setting the 2016/19 Capital Programme a number of uncommitted 2015/16 budgets were identified as being available to support future year's investment. Savings in schemes supported by Council resources total £1.5m and these resources will be used to fund the agreed 2016/19 Programme.

Children, Families and Wellbeing

9. Expenditure of £19.5m has been incurred which represents 90% of the £21.6m budget. The result of this is net re-profiling of £2.1m to 2016/17 and later years. A detailed explanation is provided in Appendix B, with the main areas of variance being :-
- **Schools** related investment accounts for £17.5m of the budgets in this Service Area and expenditure for the year totals £16.9m, resulting in net re-phasing of £0.6m to 2016/17 and later years.
 - **Social Care and DFG's** - The approved budget was £4.1m and actual expenditure £2.6m resulting in £1.5m being re-phased to 2016/17. This re-phasing relates primarily to ;
 - **Social Care Grant** – A revised capital programme has been undertaken with some the grant being used to support the extension of the Liquid Logic System to include children's services and the Telecare project. It was identified that £0.5m would be used on the introduction of an Agile Working programme, this is expected to start in 2016/17.
 - **Liquid Logic Social Care System** – Work to incorporate children's facilities onto the system was started in the year. Some modules have not yet been implemented and completion has slipped into 2016/17.
 - **Disabled Facilities Grants** – New procedures for the payments for works has been introduced during the year which has speeded up the charges through to capital. As a result the carry-over from 2014/15 and the majority of the 2015/16 budget has been spent. £0.2m is required to meet demand and therefore is to be re-phased to 2016/17.

Economic Growth, Environment and Infrastructure

10. Expenditure of £11.0m has been incurred which represents 55% of £20.1m budget. The variance of £9.1m relates to net re-phasing of £9.4m, expenditure of £1.2m incurred on schemes not budgeted for but funded from external contributions (S278 highways works and Partington town centre land purchase) and savings of £0.9m to be used to support the 2016/19 Capital programme. A detailed explanation is provided in Appendix B
The major areas of re-phasing being :-
- **Corporate Landlord** related projects include Mechanical & Electrical, Public Building Repair Works and the Community Asset Transfer budget along with specific budget for Broadheath Community Centre. Budgets totaling £2.8m are included in the service area with expenditure in the year of £0.8m. As reported in paragraph 12 £0.8m of uncommitted budgets will be used to support 2016/17 investment and the balance of £1.2m is to be rephased to 2016/17.

- **Altair Development, Altrincham** – Variance of £1.2m due to ongoing land assembly issues has resulted in re-phasing to later years.
- **Town Centre Regeneration** – A number of town centre improvement projects are now underway. The first phase of the public realm works in Altrincham is now complete. Minor rephasing, totaling £0.3m, across a number of schemes is required to cover payments now due in 2016/17.
- **Highways related** budgets totaled £11.3m with expenditure in year of £6.5m. The result of this is net re-phasing 2015/16 of £4.8m. Whilst the majority of the planned structural maintenance and integrated transport programmes were delivered as expected a number of schemes funded by, and involving, external parties have not progressed as expected. These include the Metrolink extension in Trafford Park (£3.0m), LED Replacement Programme (£0.9m) City Cycle Ambition Grant (£0.4m) and A56/West Timperley Improvements (£0.4m).
- **Parks and Public Realm** - A budget £1.0m with actual expenditure of £0.8m. Included in the investment was a range of park and play area improvements and access schemes along with improvements to the countryside infrastructure around Sale Water Park and the Trans Pennine Trail.
- **Bereavement Services** – Budget of £0.8m with re-phasing of £0.3m
 - **Additional Burial Land** - The purchase of additional burial land in Altrincham has been delayed due to the ongoing negotiations with the land owner. Work has also been undertaken to identify the required infrastructure works. As a result £0.3m has been re-phased to 2016/17.

Transformation and Resources

11. The budget for this service area is £2.9m with expenditure of £1.4m resulting in £0.9m being re-phased to 2016/17 and savings identified of £0.6m. It was reported at quarter 3 that the anticipated outturn would be £1.8m, £1.1m lower than the approved budget. The main areas of variance relate to:-

- **Major ICT projects** including the corporate Customer Relationship Management (CRM) and Electronic Data Records Management System projects. Implementation of the new CRM system has progressed well during the year and is now nearing completion and budget has been rephased to cover the outstanding costs. It is estimated that there could be significant savings of £0.6m on this budget. Confirmation will be available in the latter half of 2016/17.

Prudential Indicators

12. The Council is required to maintain these indicators which are designed to show that its capital expenditure plans are prudent, affordable and sustainable. Detailed in Appendix C are the actual capital programme related indicators agreed in February 2015, and updated in February 2016. No indicators were breached in 2015/16.

Conclusions & Recommendations

13. The report has identified the impact of the capital expenditure outturn in 2015/16. The Executive is requested to:-

- Note this summary report
- Approve the changes to the 2016/19 Programme
- Approve the additional expenditure listed in Appendix B.
- Approve the actual prudential indicators for 2015/16 as set out in Appendix C.

| Relationship to Policy Framework/Corporate Priorities | Value for Money |
|-------------------------------------------------------|-------------------------------------------------------------------------------------|
| Financial | Capital expenditure has been contained within available resources in 2015/16. |
| Legal Implications: | None arising out of this report |
| Equality/Diversity Implications | None arising out of this report |
| Sustainability Implications | None arising out of this report |
| Staffing/E-Government/Asset Management Implications | A number of improvement schemes undertaken in 2015/16 were completed. |
| Risk Management Implications | Not Applicable |
| Health and Safety Implications | A number of schemes were undertaken in 2015/16 on the grounds of health and safety. |

Other Options

There are no options in this report.

Consultation

N/A

Reasons for Recommendation

To ensure that key information on the Capital Investment Programme is noted by the Executive.

Finance Officer Clearance **NB**.....

Legal Officer Clearance **MRJ**.....

DIRECTOR'S SIGNATURE 

APPENDIX A

CAPITAL OUTTURN 2015/16

The Council spent £31.9m on capital schemes last year. A summary analysis of this by service area is shown below, together with further detail on re-profiling, acceleration, overspending and savings.

| Service Area | Budget 2015/16 £'000 | Outturn 2015/16 £'000 | Variance £'000 | ← Variance Explained By → | | | |
|-----------------------------------------------|----------------------------|-----------------------------|-------------------|---------------------------|-----------------------|--------------------------|-----------------|
| | | | | Re- Profiling £'000 | Acceleration £'000 | Add'n Expend £'000 | Saving £'000 |
| Children, Families & Wellbeing | 21,590 | 19,463 | (2,127) | (3,831) | 1,708 | 88 | (92) |
| Economic Growth, Environment & Infrastructure | 20,068 | 10,993 | (9,075) | (9,381) | | 1,252 | (946) |
| Transformation and Resources | 2,915 | 1,396 | (1,519) | (942) | 89 | 4 | (670) |
| Total | 44,573 | 31,852 | (12,721) | (14,154) | 1,797 | 1,344 | (1,708) |

Explanation of Major Variances

| Re-Profiling £14.154m | £000 | Explanation |
|-----------------------------------------------------|-------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Children, Families & Wellbeing | | |
| School Places Programme | 1,593 | During the year work has been undertaken on 16 schools to provide additional places with a budget of £14.1m. 13 are now complete, with a number having final payments due in 2016/17. |
| Schools Maintenance Schemes | 584 | Work has been undertaken on 17 schools during the year, predominantly during the summer recess. However 5 schemes have been unable to start as expected which along with retentions require re-profiling to 2016/17. |
| Schools Devolved Formula and Access schemes | 93 | Each school allocated annual budgets to be spent within 3 years as they require. Council has no control over when budgets are spent |
| Adult Social Care – Community Capacity Grant | 604 | A programme of investment has been approved including an Agile Working programme (£484k) which is due to commence in 2016/17. |
| Liquid Logic – Social Care System | 225 | Work to incorporate children’s facilities onto the system was started in the year. Some modules have not yet been fully implemented and completion has slipped into 2016/17. |
| LDD Assessment Unit – Upgrade (Shawe View, Flixton) | 100 | Review is underway with ongoing dialogue with the care provider. The review includes service improvements and the development of an acute facility in the upstairs area of the property. |
| Assistive Technology | 198 | Required to fund the wind down of the historical arrangements as we move to a new model and to fund any one off opportunities that arise, predicated to reduce long-term revenue expenditure and provide a positive return on capital invested. |
| Disabled Facilities Grants | 254 | New procedures for the payments for works has been introduced during the year which has speeded up the charges through to capital. As a result the majority of the 2015/16 budget has been spent. £0.2m is required to meet demand and therefore is to be re-phased to 2016/17. |
| Various Social Care schemes | 180 | Includes schemes for Children’s Residential Services, U5s service provision and Old Trafford Extra Care. |

| Economic Growth, Environment & Infrastructure | | |
|----------------------------------------------------------|-------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Broadheath Community Centre | 419 | The council is to utilise S.106 contributions to support the new facility. Continuing legal negotiations between the interested parties has delayed the expected start of the development. |
| Corporate Landlord schemes | 754 | A range of health & safety and public building repair schemes. The Health and Safety and Building Maintenance and Mechanical and Electrical Schemes and Projects will be phased and programmed for 2016/17 dependent on buildings future. |
| Altair Development, Altrincham | 1,217 | Relates to outstanding land compensation issues on the site. |
| Town Centres – Public Realm Improvements | 413 | A number of town centre improvement projects are now underway. The first phase of the public realm works in Altrincham is now complete. Minor rephasing, across a number of schemes is required to cover payments now due in 2016/17. |
| Cycle Initiative schemes | 536 | Delays in negotiations and agreements with funding agencies and landowners mean that schemes have not progressed as expected. |
| Integrated Transport Plan Works | 236 | A number of schemes have been delayed due to the requirement to implement Traffic Regulation Orders. |
| Metrolink extension works | 3,000 | Public enquiry has delayed programmed start. GMCA will claim contribution when outcome of enquiry completed, and this is expected to be announced in Autumn 2016. |
| Various Traffic & Transport schemes | 329 | This relates to a number of individual projects delayed due to: Value Engineering on Hale Barns; A56 Davyhulme Rd junction redesign following discussion with TfGM; Sinderland Road delayed due to works on adjacent junction. |
| A56 / West Timperley : Junction Improvements | 401 | Minor delays with the purchase of properties and statutory civil works have delayed completion. However the scheme is progressing well and is now expected to complete in early August 2016. |
| LED Replacement Programme | 885 | The start of the project was delayed due to legal action against the Council. Following the Council's successful defence of its position the replacement programme commenced in April 2016. |
| Highway Structural Maintenance | 160 | £2.4m of HSM schemes have been delivered in 2015/16 including maintenance, street |

| | | |
|---------------------------------------|-----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | lighting and bridge works. Re-profiling to 2016/17 is required to cover completion of and final payments. |
| Pay & Display Equipment | 146 | The pay and display upgrade is to be procured alongside a cashless payment option. Equipment has been ordered, waiting on delivery and installation which is due early in 2016/17. |
| Residents Parking – Cecil Road, Hale | 81 | Consultation has recently completed on the proposals. Objections have been raised to the scheme, and further consultation is to be undertaken |
| Parks & Greenspace Schemes | 207 | Attributable to a £100k S106 scheme at Fairywell Brook (access and biodiversity improvements) which was re-profiled to 16/17 in Quarter 4. The remainder is made up of Seymour Park (skate park component) contract which was let in late 15/16 and Longford Park (older children's play)which has been carried forward so that one contract can be let for more extensive play area improvement works using funding available from 2015/16 and 2016/17. |
| Additional Burial Land | 364 | Planning approval issue have delayed the completion of the purchase of additional burial land in Altrincham |
| Various minor EG&I schemes | 233 | (1) The homeowner grant scheme relies on sufficient numbers of homeowners (who meet the qualifying criteria) applying for the grant. Although several grants were awarded during 2015/16 to a value £27k, there is £35k remaining to be carried forward to 2016/17. (2) The Council use powers, including CPO, to bring empty properties back into use. A number of properties have been identified, however, due to a number of factors these schemes have been unable to start as expected during 2015/16. £100k will require re-profiling to 2016/17. |
| Transformation & Resources | | |
| Performance & Improvement schemes | 104 | Sports Frameworks grants (£74k): A new scheme is now in place with 4 grants already awarded. The balance is to be awarded in 2016/17. Libraries – Wifi provision (£26k). Due to ongoing consultation with ICT improved provision across all libraries to meet increasing demand will now be introduced in 2016/17. |
| CRM Upgrade | 245 | Implementation has progressed well during |

| | | |
|--------------------|-----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | the year and is now nearing completion and budget has been rephased to cover the outstanding costs. It is estimated that there will be significant savings of £0.6m on this budget |
| Other ICT Projects | 593 | Includes SAP upgrades and developments (£250k) and Disaster System Recover (£100k) as well as a range of smaller projects now planned for 2016/17 |

| Acceleration £1.797m | £000 | Explanation |
|-------------------------------------------|-------------|---------------------------------------------------------------------------------------------------------------------------|
| Children, Families & Wellbeing | | |
| School Places Programme | 1,698 | Brentwood School project is 6 weeks ahead of schedule. There is need to accelerate budget to finance contractor payments. |
| Free Schools Meals Programme | 10 | Work at Flixton Infants School completed and retention paid earlier than anticipated. |
| Transformation & Resources | | |
| ICT Schemes | 89 | Successful implementation of the new CRM system |

| Additional Expenditure £1.344m | £000 | Explanation |
|----------------------------------------------------------|-------------|----------------------------------------------------------------------------------------------------------------------------|
| Children, Families & Wellbeing | | |
| Schools Maintenance Programme | 43 | Minor overspends across a number schemes offset by identified savings. |
| Various schools related works | 38 | As above |
| Youth Services | 7 | As above |
| Economic Growth, Environment & Infrastructure | | |
| Partington District Centre – Land purchase | 370 | Funded by HCA capital grant |
| Section 278 agreements | 695 | Relates to highway works on residential and commercial developments undertaken by the Council and funded by the developer. |
| CCAG schemes | 83 | Relates to 2 schemes funded by TfGM grant |
| Highways Related Projects | 61 | Includes £36k Better Bus spend, and £25k for integrated transport works (covered by S.106 contribution). |
| Sustainability & Greenspace Projects | 39 | Minor overspends funded from S.106 contributions and savings on other projects |
| Various minor overspends | 8 | |

| Savings £1.708m | £000 | Explanation |
|-------------------------------------------|-------------|-----------------------------------------|
| Children, Families & Wellbeing | | |
| St. Ambrose College – Rebuild | 67 | Minor savings on this major project now |

| | | |
|----------------------------------------------------------|-----|-------------------------------------------------------------------------------------------|
| | | retentions have been paid used to offset other additional expenditure on school projects. |
| Various CFW projects | 25 | Minor savings across a number of schemes |
| Economic Growth, Environment & Infrastructure | | |
| Long Term Accommodation | 25 | |
| Highways Related Projects | 47 | CCAG grant from TfGM to cover Better Bus expenditure, agreed with the grant provider. |
| Sustainability & Greenspace Projects | 16 | Minor savings across a number of schemes |
| Corporate Landlord schemes | 758 | Identified as uncommitted and to be used to support 2016/17 investment |
| Housing / Empty property grants | 100 | As above |
| Transformation & Resources | | |
| ICT Schemes | 670 | Includes £650k relating to the successful implementation of the new CRM system |

APPENDIX C

Prudential Indicators – Actual 2015/16

The figures below show the Council's actual prudential indicators for 2015/16 compared to estimate.

| Indicator 1: CAPITAL EXPENDITURE | 2014/15 Actual £'000 | 2015/16 Original Estimate £'000 | 2015/16 Revised Estimate £'000 | 2015/16 Actual £'000 |
|---------------------------------------------|----------------------------|------------------------------------------|-----------------------------------------|----------------------------|
| Total Expenditure | 26,479 | 41,841 | 44,573 | 31,853 |

Explanation of variances are given in the Appendices A & B

| Indicator 2: CAPITAL FINANCING REQUIREMENT | 31/3/15 Actual £'000 | 31/3/16 Original Estimate £'000 | 31/3/16 Revised Estimate £'000 | 31/3/16 Actual £'000 |
|-----------------------------------------------------------|----------------------------|------------------------------------------|-----------------------------------------|----------------------------|
| General Fund | 138,239 | 138,389 | 135,431 | 134,815 |

This is the Council's underlying need to borrow for a capital purpose. The table above reflects the estimated need to borrow for capital investment i.e. the anticipated level of capital expenditure not financed from capital grants and contributions, revenue or capital receipts.

| Indicator 3: FINANCING COSTS TO NET REVENUE STREAM | 2014/15 Actual % | 2015/16 Original Estimate % | 2015/16 Revised Estimate % | 2015/16 Actual % |
|-------------------------------------------------------------------|------------------------|--------------------------------------|-------------------------------------|------------------------|
| General Fund | 7.0 | 7.3 | 6.1 | 6.0 |

This indicator shows the net borrowing costs and minimum revenue provision as a percentage of the Council's net revenue budget.

| Indicator 4: Incremental impact on Band D council tax and housing rents | 2014/15 Actual £ | 2015/16 Original Estimate £ | 2015/16 Revised Estimate £ | 2015/16 Actual £ |
|----------------------------------------------------------------------------------------|------------------------|--------------------------------------|-------------------------------------|------------------------|
| Council Tax – Band D | 0.00 | 0.00 | 0.00 | 0.00 |

The in-year borrowing requirement was less than the amount set aside to repay debt therefore there is no change to this indicator in year.

TRAFFORD BOROUGH COUNCIL

Report to: Executive 20 June 2016
Accounts & Audit Committee 28 June 2016
Council Meeting 27 July 2016

Report for: Information

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

Treasury Management Annual Performance 2015/16 Report

Summary

In accordance with the CIPFA Code of Practice, as adopted by the Council this report outlines the treasury management activities undertaken in 2015/16 and during which:

- there was full compliance with all legislative and regulatory requirements, including all treasury management prudential indicators;
- the average level of external debt and interest rate payable for 2015/16 was £95.3m and 6.02% respectively, this compares to 2014/15 when the respective figures were £96.1m & 6.07%. Interest payable for 2015/16 was in line with budget;
- the average level of investments for 2015/16 was £106.6m with a rate of return of 0.84%, for 2014/15 this was £79.3m and 0.70% respectively. Interest received in 2015/16 was £(0.3)m above budget.

Recommendations

That the Accounts & Audit Committee and Executive advise the Council:

1. of the Treasury Management activities undertaken in 2015/16;
2. that no prudential limits were breached during 2015/16;
3. that there was full compliance with both the CIPFA Code of Practice on Treasury Management and CIPFA Prudential Code for Capital Finance.

Contact person for background papers:
Graham Perkins – Technical Accountant - Extension: 4017

Background papers: None

| | |
|-------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Relationship to Policy Framework/Corporate Priorities | Value for Money |
| Financial | In 2015/16 the Council paid loan interest of £5.7m which was in line with that budgeted for and received £(0.9)m from money market investments, which was £(0.3)m above budget. |
| Legal Implications: | All actions undertaken during the year were in accordance with legislation, CLG Guidance, CIPFA Prudential Code and CIPFA Treasury Management Code of Practice. |
| Equality/Diversity Implications | Not applicable |
| Sustainability Implications | Not applicable |
| Resources Implications e.g. Staffing/ICT/Assets | Not applicable |
| Risk Management Implications | The monitoring and control of risk underpins all treasury management activities. The Council's in-house treasury management team continually monitor to ensure that the main risks associated with this function of adverse or unforeseen fluctuations in interest rates are avoided and security of capital sums are maintained at all times. |
| Health & Wellbeing Implications | Not applicable |
| Health and Safety Implications | Not applicable |

1. INTRODUCTION AND BACKGROUND

- 1.1 The Council is required by regulations issued under the Local Government Act 2003 to produce an annual treasury management review of activities and the actual prudential and treasury indicators for 2015/16. This report meets the requirements of both the CIPFA Code of Practice on Treasury Management (the Code) and the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code).
- 1.2 During 2015/16, the minimum reporting requirements were that the Accounts & Audit Committee together with the Executive and Full Council should receive the following reports:
- annual treasury strategy for the year ahead (issued February 2015);
 - mid-year update report (issued November 2015);
 - annual outturn report describing the activity undertaken (June 2016 i.e. this report).
- 1.3 The regulatory environment places responsibility on Members for the review and scrutiny of treasury management policy and activities. This report is therefore important in that respect, as it provides details of the outturn position for treasury activities and highlights compliance with the Council's policies previously approved by Members.
- 1.4 The figures in this report are based on the actual amounts borrowed and invested and as such will differ from those stated in the final accounts which are shown in compliance with International Financial Reporting Standards.
- 1.5 The report comprises of the following sections:
- Major Economic Headlines 2015/16 (Section 2);
 - Treasury Position (Section 3);
 - Borrowing Position (Section 4);
 - Minimum Revenue Provision (Section 5);
 - Investment Position (Section 6);
 - Related Treasury Issues (Section 7);
 - Prudential and Performance indicators (Section 8);
 - Appendices.

2. MAJOR ECONOMIC HEADLINES 2015/16

- 2.1 A brief summary of the main events which occurred during the year and into 2016/17 are highlighted below for reference;

General: -

- Worldwide money market investment rates continued at low levels;
- Concerns that the UK would enter a period of deflation have subsided;
- China's slowing economy continues to give cause for concern;
- Oil prices fell to their lowest levels for 13 years;
- Continuing uncertainty with Eurozone growth remain;
- Despite Greece implementing a programme of austerity cuts to meet EU demands, concerns still remain that a Greek exit from the Euro will occur;
- US economy continues to grow healthily in response to consumer demand and in December 2015, the Central bank implemented the first increase in the central rate since December 2008 of 0.25% to 0.50%;

- Japan continues to suffer disappointing growth with an annual average of 0.5% despite a huge programme of quantitative easing;
- Russia and Brazil are both in recession.

UK: -

- Market expectations for the first increase in Bank Rate moved considerably during 2015/16, starting at quarter 3 2015 but by the end of the year this had moved back to quarter 4 2016.
- Gross Domestic Product Annual Growth Rate continued to register positive growth at an average of 2.2%;
- No additional quantitative easing was undertaken by the Bank of England;
- Bank Rate ended the year unchanged for the seventh successive year at 0.5%,
- Consumer Price Index inflation grew from -0.1% in April 2015 to 0.5% by March 2016;
- Unemployment rate continued to fall from the April 2015 opening position of 5.6% to close in March 2016 at 5.1% with the position for Trafford moving from 5.4% in April 2015 to 4.0% in March 2016;
- A majority Conservative Government was elected in May 2015 and as a result of this, a referendum on the UK remaining as part of the EU is set to take place on 23 June 2016.

2.2 The actual movement in interest rates when compared to the expectations in the strategy are shown below and a more detailed analysis detailing how investment rates moved during the course of the year is provided at Appendix A;

| | 2015/16 | 1 April 2015 | 31 March 2016 | 2015/16 |
|------------------|-------------------------|---------------------|----------------------|-----------------------|
| | Forecast Average | Actual | Actual | Actual Average |
| | % | % | % | % |
| UK Bank Rate | 0.63 | 0.50 | 0.50 | 0.50 |
| Investment Rates | | | | |
| 3 month | 0.70 | 0.44 | 0.46 | 0.46 |
| 1 Year | 1.20 | 0.84 | 0.88 | 0.90 |
| Loan Rates | | | | |
| 5 Year | 2.40 | 1.90 | 1.60 | 2.00 |
| 25 Year | 3.75 | 3.15 | 3.11 | 3.35 |

3. TREASURY POSITION

- 3.1 The Council's debt and investment position is controlled by the Council's Treasury Management team to ensure that security of funds, adequate liquidity for revenue and capital activities are maintained at all times and risks connected with these activities are managed effectively.
- 3.2 Procedures and controls to achieve these objectives are well established both through Member reporting and officer activity and this was highlighted in November 2015 when the Council's Audit & Assurance Service issued its annual report on treasury management with a High Level of Assurance for the 10th consecutive year.

- 3.3 At the beginning and end of 2015/16 the Council's treasury position was as follows:

| | 31 March 2016 | | | 31 March 2015 | | |
|----------------------------------------------------------------------------|---------------|-----------------|---------------|---------------|-----------------|---------------|
| | Principal | Total | Interest Rate | Principal | Total | Interest Rate |
| DEBT | | | | | | |
| Fixed rate: | | | | | | |
| -PWLB | £47.2m | | | £39.0m | | |
| -Market | £6.0m | £53.2m | 5.84% | £5.0m | £44.0m | 6.67% |
| Variable rate: | | | | | | |
| -PWLB | £0m | | | £0m | | |
| -Market | £51.0m | £51.0m | 5.73% | £51.0m | £51.0m | 5.50% |
| Total debt | | £104.2m | 5.79% | | £95.0m | 6.05% |
| Capital Financing Requirement (to finance past capital expenditure) | | £134.8m | | | £138.2m | |
| Over/ (under) borrowing | | (£30.6m) | | | (£43.2m) | |
| INVESTMENTS | | | | | | |
| - Fixed rate | £39.3m | | | £39.9m | | |
| - Variable rate | £42.5m | | | £37.7m | | |
| Total investments | | £81.8m | 0.98% | | £77.6m | 0.71% |

Note - The above interest rates reflect the actual position as at 31 March.

- 3.4 Whilst the above table details the position as at the beginning and end of 2015/16, the average position for 2015/16 & 2014/15 was as follows:

| | 2015/16 | | 2014/15 | |
|---------------------------|-----------|---------------|-----------|---------------|
| | Principal | Interest Rate | Principal | Interest Rate |
| Average Debt | £95.3m | 6.02% | £96.1m | 6.07% |
| Average Investment | £106.6m | 0.84% | £79.3m | 0.70% |

4. BORROWING POSITION

- 4.1 The Council's underlying need to borrow for capital expenditure is termed the Capital Financing Requirement (CFR) and is a gauge of the Council's indebtedness. The CFR results from the capital activity of the Council and resources used to pay for the capital spend. It represents the 2015/16 and prior years' net or unfinanced capital expenditure which has not yet been paid for by revenue or other resources.
- 4.2 Part of the Council's treasury activities is to address the funding requirements for this borrowing need and this may be sourced through borrowing from external bodies (such as the Government, through the Public Works Loan Board [PWLB] or the money markets), or utilising temporary cash resources within the Council.
- 4.3 From the table at paragraph 3.3 it can be seen that the level of external debt increased during 2015/16 from the opening position of £95.0m to close at £104.2m as a result of the following transactions;

| Lender | Principal – (Repayment) / New | Average Interest rate | Reason |
|---------------|--------------------------------------|------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| PWLB | £(1,769,025) | 6.825% | Natural maturity |
| PWLB | £10,000,000 | 2.94% | Funds taken at low levels of interest to protect the Council's reserves & provisions and to reduce but not eradicate the under borrowing position. All associated costs were contained within the MTFP. |
| SALIX Finance | £1,000,000 | 0% | First tranche of a £3.8m loan agreement to be used on the Council's Street Lighting Replacement Programme |

- 4.4 Of the debt outstanding of £104.2m, £0.9m is administered on behalf of Greater Manchester Probation Service which leaves £103.3m in respect of the Council's own long term requirement.
- 4.5 A maturity profile of the Council's debt can be found at Appendix B & C for reference.
- 4.6 No rescheduling of the Council's existing debt was undertaken during the year as the average 1% differential between PWLB new borrowing rates and premature repayment rates made this unviable due to the high breakage costs (premium) payable.

5. MINIMUM REVENUE PROVISION

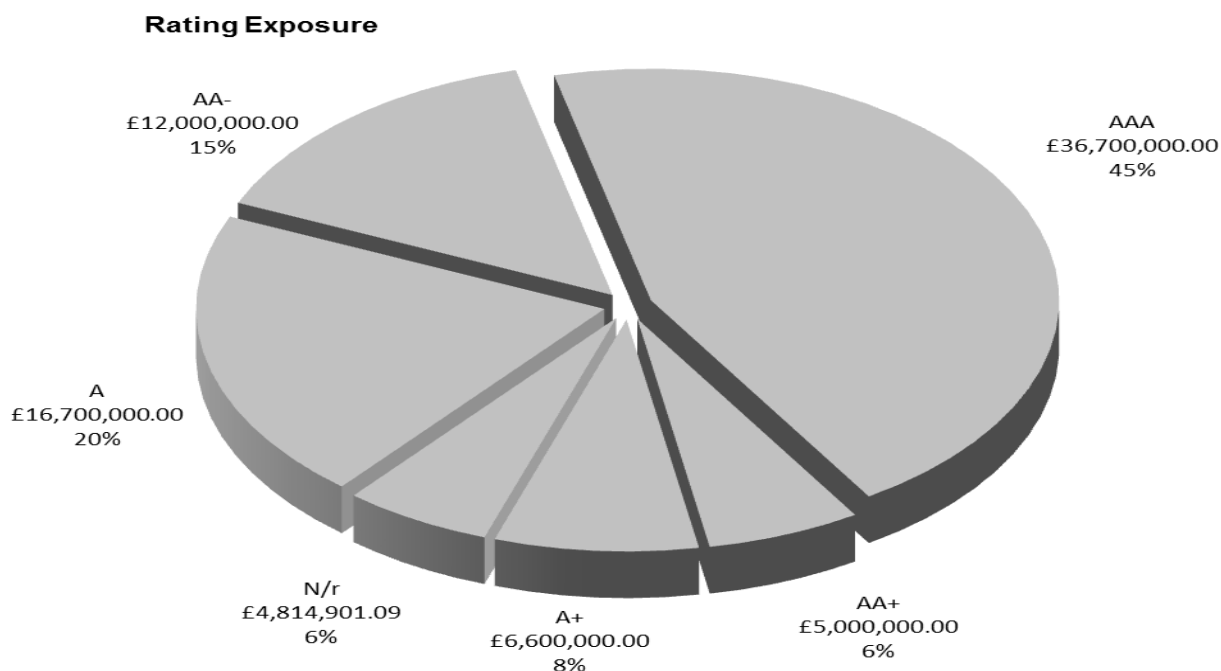
- 5.1 The Minimum Revenue Provision (MRP) is an annual charge to the revenue account for the repayment of debt incurred in respect of capital expenditure financed by borrowing.
- 5.2 During 2015/16 a review was undertaken on that element of the Council's debt incurred prior to 2008 (known as Supported Borrowing) which was charged at a rate of 4% of the Capital Financing Requirement (CFR) and therefore was never completely extinguished. Debt incurred after 2008 is charged on an equal instalment basis based on the life of the asset and was not subject to this review.
- 5.3 The basis of the review was to establish a process seeking a fairer and simpler approach for current and future council tax payers together with generating revenue savings and a report was presented and agreed by Members at the November 2015 Council meeting revising the methodology to be adopted for calculating this charge as shown below;

| Previous method | New method |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Capital expenditure incurred prior to 2008 was charged at a rate of 4% of the Capital Financing Requirement (CFR) and therefore was never completely extinguished. | Capital expenditure incurred prior to 2008 held within the CFR is to be written down over a period of 50yrs (this being the average life of the Council's assets over which they are depreciated). |

5.4 The amendments to this policy remain fully compliant with Department for Communities & Local Government (DCLG) regulations on this issue, which permits costs to be calculated evenly over the useful life of an asset and maintains a stable and prudent charge to the revenue budget.

6. INVESTMENT POSITION

6.1 The Council's investment policy is governed by DCLG guidance issued in March 2010 and which was implemented in the annual investment strategy approved by Council on 18 February 2015. This policy sets out the approach for choosing investment counterparties, and is based on credit ratings provided by the three main credit rating agencies supplemented by additional market data (such as rating outlooks, credit default swaps, bank share prices etc.). The graph below provides a breakdown of the Council's investments placed as at 31 March 2016 by long term credit rating and further information detailing the make-up of this can be found at Appendix C & D;



6.2 The in-house treasury management team manages the investments using the institutions listed in the Council's approved lending list and funds can be invested for a range of periods from overnight to 3 years dependant on cash flow requirements, duration and counterparty limits set out in the approved investment strategy, its interest rate view and the interest rates on offer. Investment activity during the year conformed to the approved strategy, and the Council had no liquidity difficulties.

6.3 The in-house team also continually monitors the markets and during the year there was very little movement in both credit ratings and interest rates highlighting the continuing movement by financial institutions to realign their balance sheets following the economic downturn.

6.4 The Council's main bank account with Barclays, is non-interest bearing and consequently if no investments were undertaken by the Council's in house treasury management team, the Council would miss the opportunity to generate a substantial amount of income.

- 6.5 Bank Rate remained throughout the year at its historic low level since March 2008, of 0.5% with market expectations as to when the first increase in rates will now occur being set for quarter 4 2016 at the earliest.
- 6.6 The Council maintained an average balance of £106.6m during 2015/16 with an investment rate of return of 0.84% being achieved through proactive investment management, generating £(0.9m) of interest.
- 6.7 Whilst the level of return achieved in 2015/16 of 0.84% was slightly below that originally budgeted for of 0.85%, it was 0.51% or £(0.5m) above the comparable performance indicator of the average 7-day London Interbank BID (LIBID) rate, of 0.36% and £(0.3)m above budget.
- 6.8 The amount of interest earned was above that originally budgeted due to the level of balances invested being higher than originally forecasted as a result of external grants & contributions being received ahead of spend requirement and re-phasing of projects within the capital programme.
- 6.9 A maturity profile of the Council's temporary investments can be found at Appendix C together with a further breakdown at Appendix D which details the historic risk of default.
- 6.10 The ability to generate a satisfactory level of return without exposing the Council to high levels of risk during the continuing climate of low interest rates remains challenging and new ways of being able to do this are constantly being sought.
- 6.11 At the July 2015 Council meeting, Members approved a report for the inclusion onto the list of approved Investment institutions and instruments to be used of The Local Authority Property Investment fund, which is managed by the Church Commissioners Local Authority.
- 6.12 This fund is only available to Local Authorities and the objective of it is to generate long-term growth in the original amount invested whilst generating returns in the form of annual dividends by investing in commercial property throughout the UK.
- 6.13 On 29 September 2015, £5m was placed into this fund for an expected minimum period of 5 years and after entry costs had been deducted of £0.3m, it enabled 1,643,872 units in the fund to be purchased which at 31 March 2016 were worth £4.8m. The annualised return this investment generated for the Council in 2015/16 was 4.85% and based on the current forecasted property growth rates, it is expected that the value of the Council's units will reach the level originally invested of £5m in 2018/19.

7. RELATED TREASURY ISSUES

- 7.1 Local Authority Mortgage Scheme – the Council participated in the national Local Authority Mortgage Scheme using the cash backed option with Lloyds bank by advancing £2m in 2012/13 at an interest rate of 4.41% and due to the success of this scheme, a further £1m was also advanced in 2013/14 at an interest rate of 2.7%, both for periods of 5 years. These are classified as being service investments, rather than a treasury management investment, and are therefore outside of the specified / non specified investment categories.

8. PRUDENTIAL AND PERFORMANCE INDICATORS

- 8.1 Within the Treasury Management Strategy for 2015/16, approval was given to the treasury management prudential & performance indicators for the period 2015/16 – 2018/19. All indicators and benchmarks set for 2015/16 were complied with and details of these are shown in Appendix E.

Other Options

This report has been produced in order to comply with Finance Procedure Rules and relevant legislation and provides an overview of the treasury management transactions undertaken during 2015/16.

Consultation


Advice has been obtained from Capita, the Council's external advisors.

Reasons for Recommendation

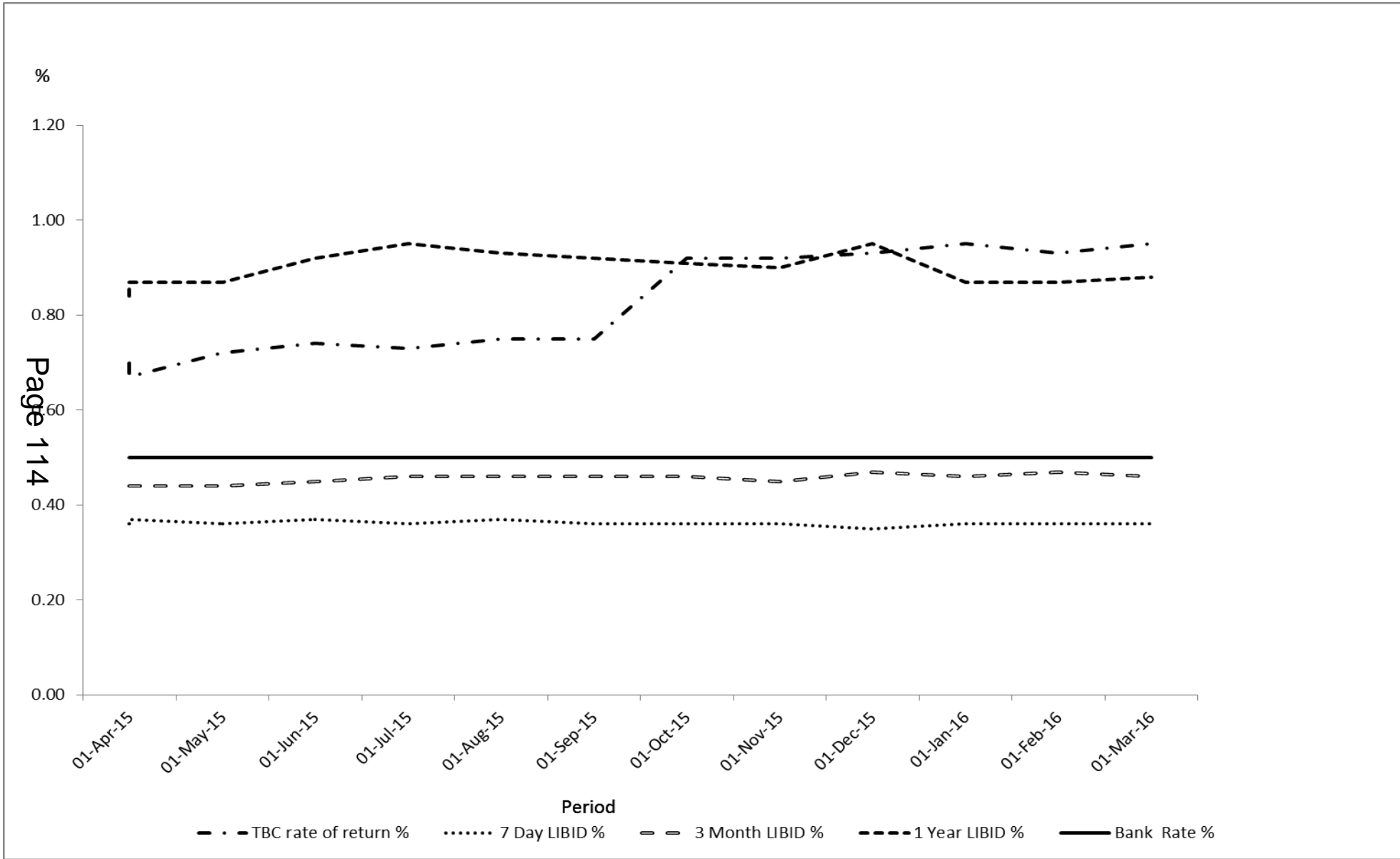
The report has been produced in order to meet the requirements of the Council's Financial Procedure Rules which incorporate the requirements of both the CIPFA Prudential Code and the CIPFA Treasury Management Code.

Finance Officer Clearance ... GB...

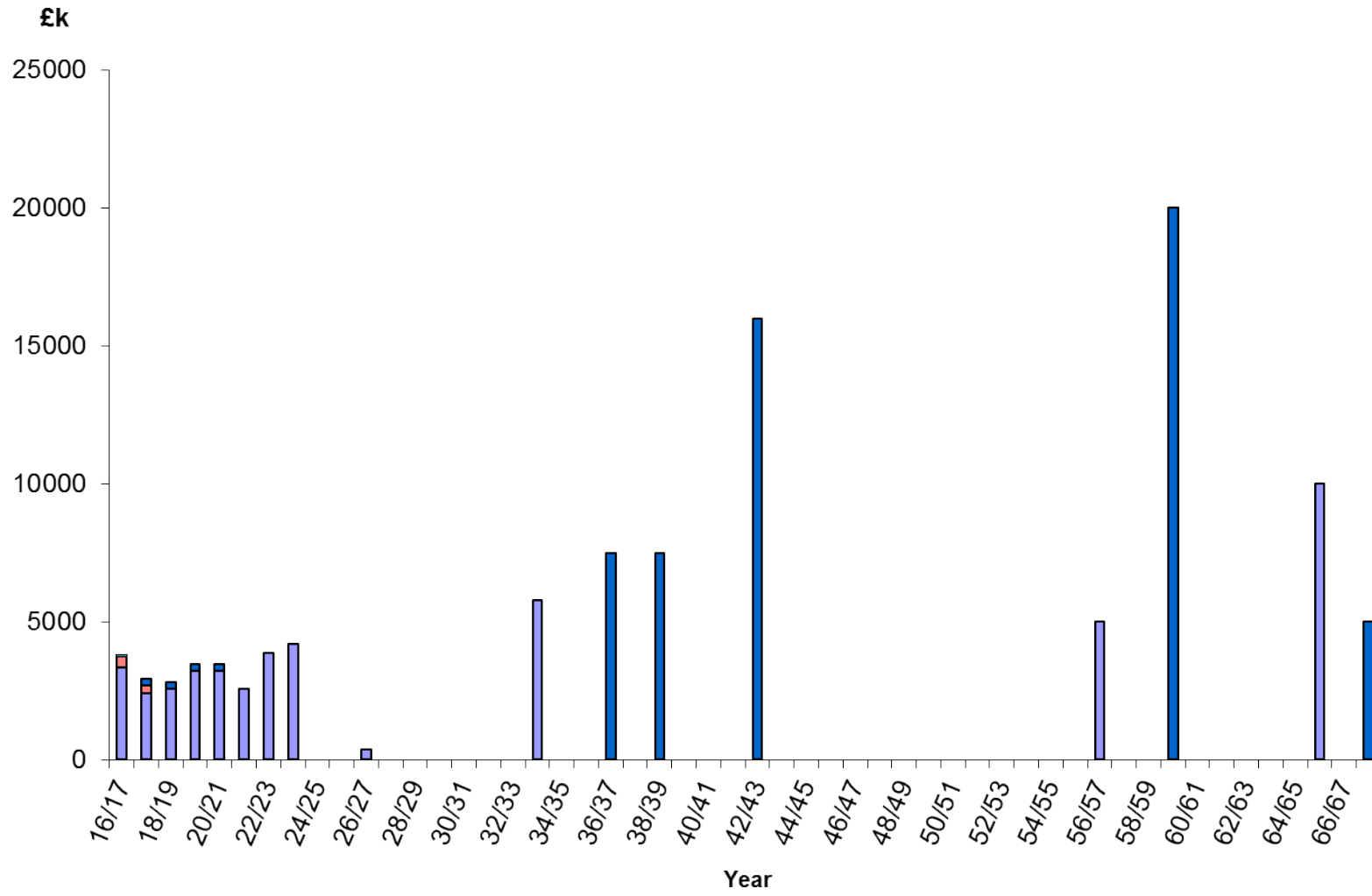
Legal Officer Clearance MRJ.....

DIRECTOR'S SIGNATURE 

Investment Interest rate movements in 2015-16



Profile of debt outstanding as at 31.03.2016



Maturity Profile

Debt portfolio:

| | 31 March 2016 Actual | 31 March 2015 Actual |
|--------------------------------|-------------------------|-------------------------|
| Under 12 months | £3.7m | £1.8m |
| 12 months and within 24 months | £2.9m | £3.7m |
| 24 months and within 5 years | £9.8m | £8.5m |
| 5 years and within 10 years | £10.6m | £13.9m |
| 10 years and above | £77.2m | £67.1m |
| Total | £104.2m | £95.0m |

Investment portfolio:

| | 31 March 2016 Actual | 31 March 2015 Actual |
|----------------|-------------------------|-------------------------|
| Instant Access | £37.7m | £37.7m |
| Up to 3 Months | £5.5m | £4.0m |
| 3 to 6 Months | £16.7m | £9.5m |
| 6 to 9 Months | £9.5m | £0.0m |
| 9 to 12 months | £7.6m | £21.4m |
| Over 1 year | £4.8m | £5.0m |
| Total | £81.8m | £77.6m |

Breakdown of Investments as at 31 March 2016

| Counterparty | Amount £ | Interest rate | Lowest Long Term Credit Rating* |
|---------------------------------------------|-------------------|---------------|---------------------------------|
| Church Commissioners Local Authority | 4,814,901 | 4.77% | Not rated |
| Close Brothers Bank | 2,500,000 | 0.90% | A |
| Close Brothers Bank | 2,500,000 | 1.05% | A |
| Federated Investors – Money Market Fund | 19,410,000 | 0.54% | AAA |
| Goldman Sachs Bank | 2,500,000 | 0.94% | A |
| Goldman Sachs Bank | 2,000,000 | 0.77% | A |
| Greater Manchester Waste Disposal Authority | 5,000,000 | 1.60% | AA+ |
| Legal & General – Money Market Fund | 2,290,000 | 0.49% | AAA |
| Lloyds Bank | 1,500,000 | 1.00% | A+ |
| Lloyds Bank | 2,100,000 | 1.05% | A+ |
| Lloyds Bank | 3,000,000 | 1.05% | A+ |
| Nationwide BS | 2,200,000 | 0.82% | A |
| Santander UK Bank | 3,000,000 | 0.69% | A |
| Santander UK Bank | 2,000,000 | 1.00% | A |
| Standard Life – Money Market fund | 15,000,000 | 0.50% | AAA |
| Total UK | 69,814,901 | 1.03% | |
| Development Bank of Singapore | 3,000,000 | 0.61% | AA- |
| National Bank of Abu Dhabi | 2,000,000 | 1.00% | AA- |
| National Bank of Abu Dhabi | 1,000,000 | 0.91% | AA- |
| National Bank of Abu Dhabi | 2,000,000 | 0.80% | AA- |
| National Bank of Abu Dhabi | 3,000,000 | 0.74% | AA- |
| Svenska Handelbanken – call account | 1,000,000 | 0.45% | AA- |
| Total Non UK | 12,000,000 | 0.75% | |
| Grand Total | 81,814,901 | 0.98% | |

Prudential Indicators for 2015/16

| Figures are for the financial year | 2015/16 Indicator set by Council | 2015/16 Actual |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|-------------------|
| <p>Authorised Borrowing Limit Maximum level of external debt, including other long term liabilities (PFI & leases) undertaken by the authority including any temporary borrowing - this is a statutory limit under Section 3(1) of the Local Government Act 2003.</p> | £146m | £110m |
| <p>Operational Boundary Calculated on a similar basis as the authorised limit but represents the expected level of external debt & other long term liabilities (PFI & leases) excluding any temporary borrowing – this is not a limit.</p> | £131m | £110m |
| <p>Upper limits on fixed interest rates (Maximum limit of net fixed interest rate exposure - debt less investment)</p> | £2.7m | £2.4m |
| <p>Upper limits on variable interest rates (Maximum limit of net variable interest rate exposure – debt less investment)</p> | £3.2m | £2.8m |
| <p>Gross debt and Capital Financing Requirement (This highlights all gross external borrowing, including PFI & leases) is prudent, for capital purposes and does not exceed the capital financing requirement. Figures reflect amount capital financing requirement which exceeds gross external borrowing).</p> | £4.4m | £24.8m |
| <p>Maturity structure of fixed rate borrowing (These gross limits are set to reduce the Council's exposure to large fixed rate sums falling due for refinancing – these are required for upper, as shown and lower limits which were set at 0%).</p> | | |
| Under 1 year (this includes the next call date for Market loans) | 70% | 53% |
| 1 year to 2 years | 25% | 3% |
| 2 years to 5 years | 25% | 9% |
| 5 years to 10 years | 25% | 10% |
| 10 years to 20 years | 25% | 6% |
| 20 years to 30 years | 25% | 0% |
| 30 years to 40 years | 25% | 0% |
| 40 years and above | 25% | 19% |
| <p>Maximum principal funds invested exceeding 364 days (including Manchester International Airport shares) - (These limits are set to reduce the need for early sale of an investment)</p> | £70m | £44.6m |

Performance Indicators for 2015/16

| Indicator | Target | Actual |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|---------------------------------|
| Security – potential default rate of the Council's investment portfolio based on default rates from the 3 main credit rating agencies – inclusion is recommended by CIPFA. | Max 0.09% | Max 0.01% |
| Liquidity – investments available within 1 week notice | £15m min. | Achieved |
| Liquidity – Weighted Average Life of investments | 6 months | 6 months at 31 March 2016 |
| Yield – Investment interest return to exceed 7 day London Interbank BID rate | 0.36% (Avg. 7 day LIBID) | 0.84% |
| Origin of investments placed - maximum investments to be directly placed with non-UK counterparties. | UK institutions 100% Non UK institutions 40% | Min 69% Max 31% |

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TRAFFORD COUNCIL

Report to: Executive
Date: 20 June 2016
Report for: Information
Report of: Executive Member for Transformation and Resources

Report Title

Annual Delivery Plan 2015/16 (Outturn) Performance Report

Summary

The attached report provides a summary of performance against the Council's Annual Delivery Plan, 2015/16.

Recommendations

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

Contact person for access to background papers and further information:

Name: Peter Forrester
Extension: 1815

Background Papers: None

| | |
|-------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|
| Relationship to Policy Framework/Corporate Priorities | The Annual Delivery Plan 2015/16 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 2015/16 and supporting management information.
- 1.2 This covers the Council's six Corporate Priorities:
 - Low Council Tax and Value For Money
 - Economic Growth and Development
 - Safe Place to Live – Fighting Crime
 - Services Focused on the Most Vulnerable People
 - Excellence in Education
 - Reshaping Trafford Council

2.0 Performance Update

- 2.1 The ADP has 41 indicators. All 41 of these are included in the report.
- 2.2 There are 26 green indicators (on target), 7 amber indicators and 8 red (below target).
- 2.3 The following indicators are rated as green (on target):
 - Percentage of Council Tax collected
 - Improve take up of online claims for Housing Benefit and Council Tax benefit
 - Reduce the level of sickness absence (Council-wide, excluding schools) (days)
 - Percentage of ground floor vacant units in town centres
 - Percentage of major planning applications processed within timescales
 - The number of housing units for full planning consents granted
 - The number of housing completions per year
 - Total Gross Value Added
 - Percentage of Trafford Residents in Employment
 - Deliver the published 2015/16 Highway Maintenance Capital Programme
 - The percentage of relevant land and highways assessed as Grade B or above (predominantly free of litter and detritus).
 - Reduce the number of repeat victims by 20% within the super-victim cohort
 - Average achievement of Customer Care PIs (Amey)
 - Maintain the position of Trafford compared to other GM areas in terms of Total Crime Rate
 - Increase community confidence in partnership working within our town centres by 5% - Urmston and Altrincham
 - To work collaboratively to reduce the number of incidents by 10% and public service resources committed to missing from care (MFC) for vulnerable young people
 - Increase the percentage of eligible population aged 40-74 offered an NHS Health Check who received an NHS Health Check in the financial year
 - Percentage of Trafford pupils educated in a Good or Outstanding school
 - Number of third sector organisations receiving intensive support
 - Percentage of Highway safety inspections carried out in full compliance with the agreed programme
 - Delivery of efficiency and other savings and maximise income opportunities

- Increase in retained Business Rate income to support 2015/16 Budget.
- Procurement savings target
- Identify savings to meet the 2016/17 gap

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

- Improve the % of household waste arisings which have been sent by the Council for recycling/composting
- Percentage of Business Rates collected
- Increase community confidence in partnership working within our town centres by 5% - Stretford
- Children in Care Long Term Placement Stability
- Percentage of pupils achieving 5 A*-C GSCE including English and Maths
- Percentage of pupils achieving Level 4 in Reading, Writing and Mathematics at Key Stage 2
- Maintain the low level of 16-18 year olds who are not in education, employment or training (NEET)

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

- Increase community confidence in partnership working within our town centres by 5% - Sale
- Value of major developments completed (based on Council tax and rateable value)
- The number of housing units started on site
- To work collaboratively to reduce the number of incidents by 10% and public service resources committed to missing from home (MFH) for vulnerable young people
- Permanent admissions of older people to Residential/ Nursing care
- Delayed Transfers of Care attributable to Adult Social Care per 100,000 pop 18+ (ASCOF 2Cii)
- Percentage of dis-advantage pupils achieving 5 A*- C GSCE including English and Maths
- To increase the number of perpetrators of domestic abuse we work with and who successfully complete the programme by 20% in order to reduce the risk of re-offending

Finance Officer Clearance
Legal Officer Clearance

NB
JLF

CORPORATE DIRECTOR'S SIGNATURE



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

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TRAFFORD COUNCIL

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

1. Purpose and scope of the report

The report provides a summary of performance against the Council’s Annual Delivery Plan (ADP) 2015/16 and supporting management information.

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.



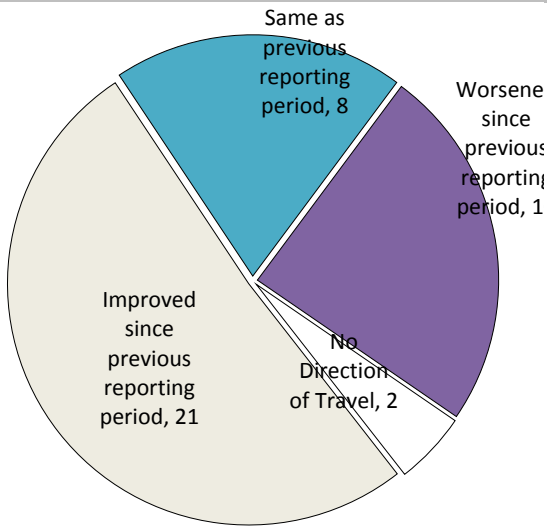
3. Performance Results

3.1 Performance Summary

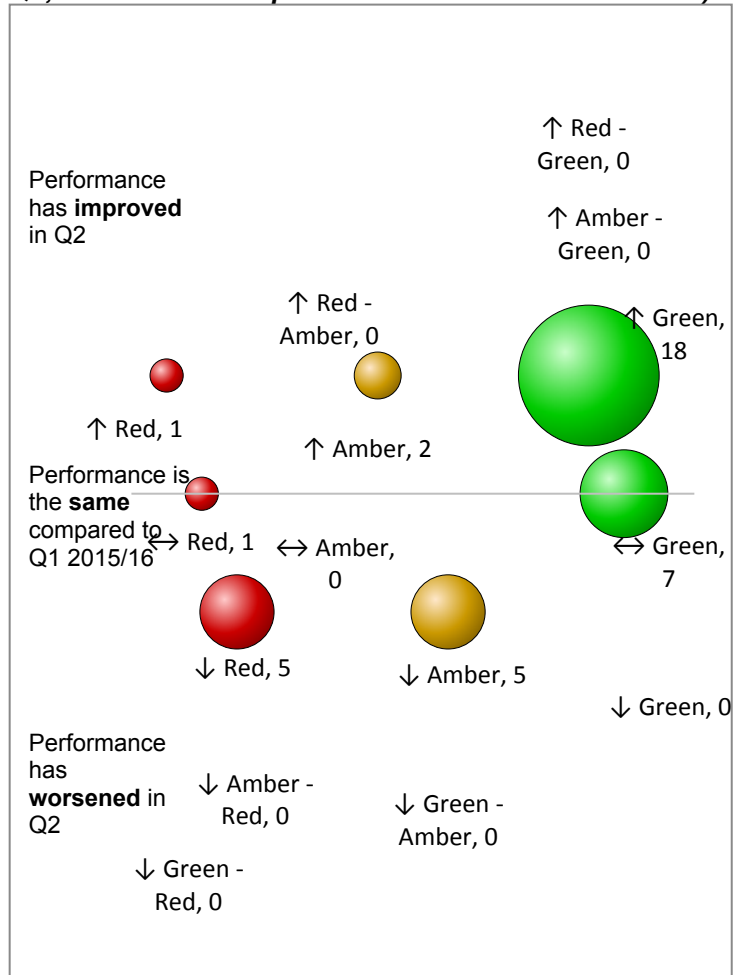
Performance Indicator RAG Status by Corporate Priority

| | | | | |
|-----------|-------------------------------------|-------|------|------|
| ADP Theme | All Indicators | G, 26 | A, 7 | R, 8 |
| | Low Council Tax and Value for Money | G, 6 | A, 2 | |
| | Economic Growth and Infrastructure | G, 11 | | R, 2 |
| | Safe Place to Live - Fighting Crime | G, 5 | A, 1 | R, 3 |
| | Health and Wellbeing | | A, 1 | R, 2 |
| | Supporting Young People | G, 1 | A, 3 | R, 1 |
| | Reshaping Trafford Council | G, 2 | | |

Direction of Travel of all Performance Indicators



Direction of Travel and RAG status (Position in relation to central line indicates direction of travel in Q2; size of bubble represents the number of indicators)



The ADP has 41 indicators and all 41 of these indicators have been reported.

There are 26 Green indicators (on target), 7 Amber and 8 Red. 18 have improved since last period, 8 have stayed the same and 10 have worsened since the last period.

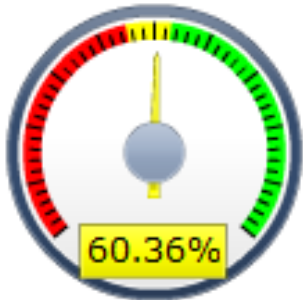
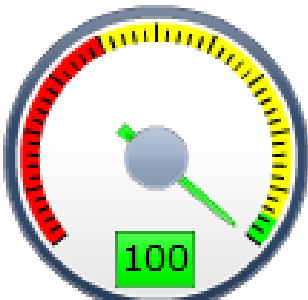
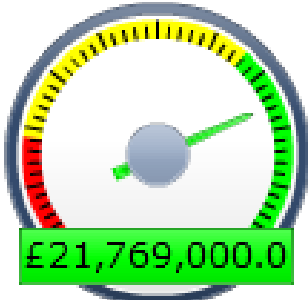
3.2 Performance Exceptions

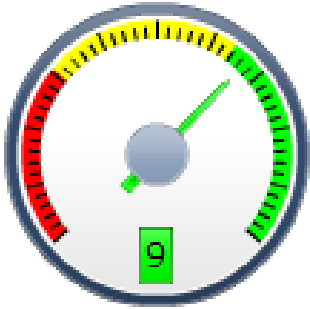
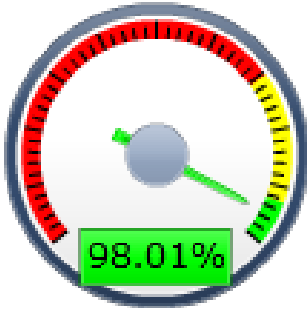
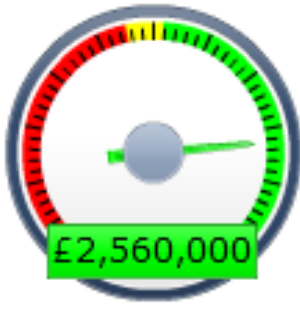
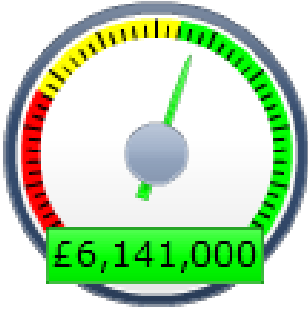
| The following indicators have a RED performance status | | | | Report Attached Y/N? |
|--------------------------------------------------------|-----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|----------------------|
| Corporate Priority | REF | DEFINITION | DOT Q4 | |
| ECONOMIC GROWTH AND INFRASTRUCTURE | | Value of major developments completed (based on Council tax and rateable value) | ↓ | Y |
| ECONOMIC GROWTH AND INFRASTRUCTURE | | The number of housing units started on site | ↑ | Y |
| SAFE PLACE TO LIVE – FIGHTING CRIME | | Increase community confidence in partnership working within our town centres by 5% from the 14/15 outturn. (Sale) | ↔ | Y |
| SAFE PLACE TO LIVE – FIGHTING CRIME | | To work collaboratively to reduce the number of incidents by 10% and public service resources committed to missing from home (MFH) for vulnerable young people. | ↓ | Y |
| HEALTH AND WELLBEING | | Permanent admissions of older people to Residential / Nursing care (ASCOF 2Aii) | ↓ | Y |
| HEALTH AND WELLBEING | | Delayed Transfers of Care attributable to Adult Social Care per 100,000 pop 18+ (ASCOF 2Cii) | ↓ | Y |
| SUPPORTING YOUNG PEOPLE | | % of disadvantaged pupils achieving 5 A*-C GCSE including English and Maths | ↓ | NA |
| SAFE PLACE TO LIVE – FIGHTING CRIME | | To increase the number of perpetrators of domestic abuse we work with and who successfully complete the programme by 20% in order to reduce the risk of re-offending | | Y |

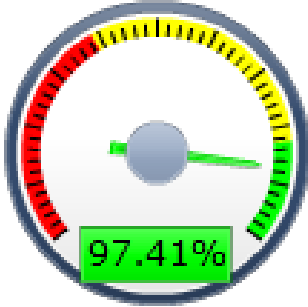
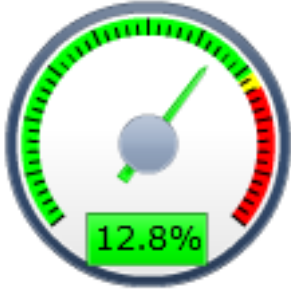
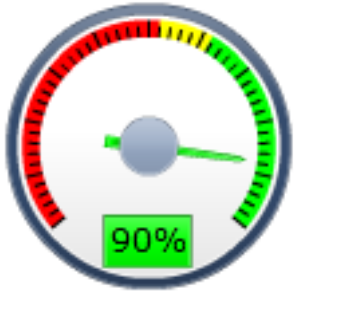
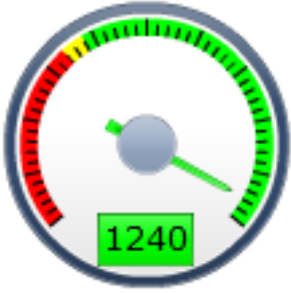
| The following indicators have an AMBER performance status at the end. | | | | Report Attached Y/N? |
|-----------------------------------------------------------------------|-----|------------------------------------------------------------------------------------------------------------------------|--------|----------------------|
| Corporate Priority | REF | DEFINITION | DOT Q4 | |
| LOW COUNCIL TAX AND VALUE FOR MONEY | | Improve the % of household waste arisings which have been sent by the Council for recycling/ composting | ↓ | Y |
| LOW COUNCIL TAX AND VALUE FOR MONEY | | Percentage of Business Rates collected | ↑ | Y |
| SAFE PLACE TO LIVE – FIGHTING CRIME | | Increase community confidence in partnership working within our town centres by 5% from the 14/15 outturn. (Stretford) | ↑ | Y |
| HEALTH AND WELLBEING | | Children in Care Long Term Stability | ↓ | Y |
| SUPPORTING YOUNG PEOPLE | | Maintain the low level of 16-18 year olds who are not in education training or employment (NEET) in Trafford | ↓ | Y |
| SUPPORTING YOUNG PEOPLE | | % of pupils achieving 5 A*-C GCSE including English and Maths | ↓ | NA |
| SUPPORTING YOUNG PEOPLE | | % of pupils achieving Level 4 in Reading Writing and Mathematics at Key Stage 2 | ↓ | NA |


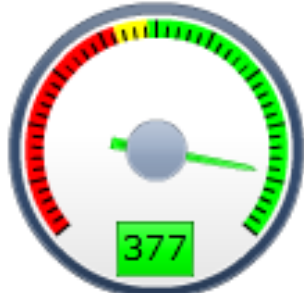
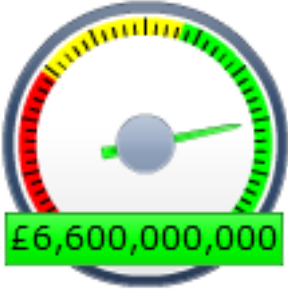

*Exception reports start on page 28


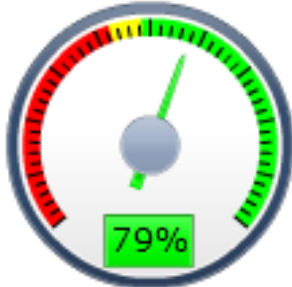
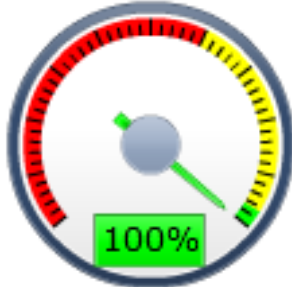
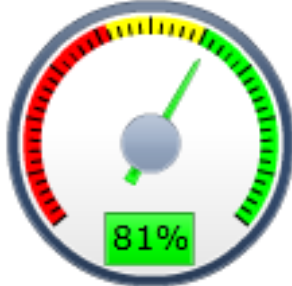
Section 4 – Performance Information

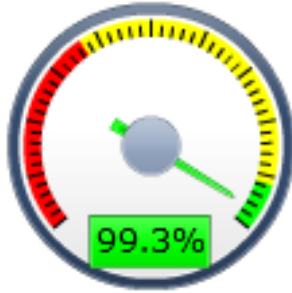
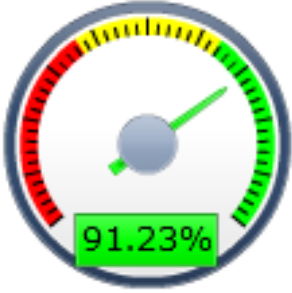
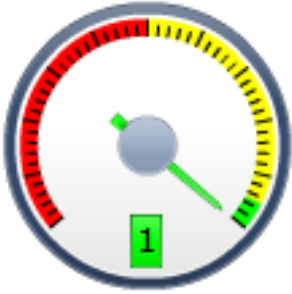
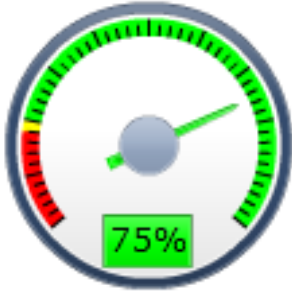
| Metric Type | Dashboard Dial | DOT |
|-------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| <p>Improve the % of household waste arisings which have been sent by the Council for recycling/ composting</p> <p>Outturn Target - >=63%</p> |  <p>A circular dashboard dial with a needle pointing to 60.36%. The dial has a red section from 0 to 63% and a green section from 63% to 100%. The needle is currently in the red section.</p> | <p>↓</p> |
| <p>Improve take up of online claims for Housing Benefit and Council Tax benefit</p> <p>Outturn Target – =100%</p> |  <p>A circular dashboard dial with a needle pointing to 100%. The dial has a red section from 0 to 100% and a green section from 100% to 100%. The needle is currently in the green section.</p> | <p>↔</p> |
| <p>Delivery of efficiency and other savings and maximise income opportunities</p> <p>Outturn Target – £21.5M</p> |  <p>A circular dashboard dial with a needle pointing to £21,769,000.0. The dial has a red section from 0 to £21.5M and a green section from £21.5M to £21,769,000.0. The needle is currently in the green section.</p> | <p>↑</p> |

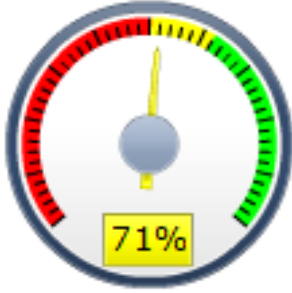
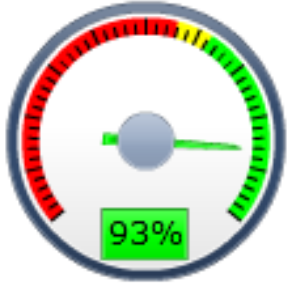
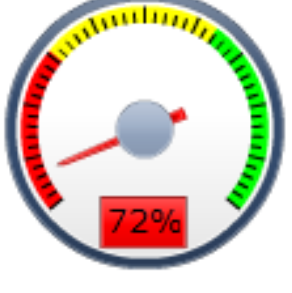
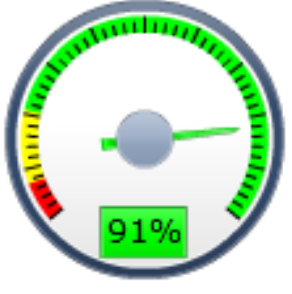
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|---------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|------------|
| <p>Reduce the level of sickness absence (Council-wide, excluding schools) (days)</p> <p>Outturn Target – 9 Days</p> |  | <p>↔</p> |
| <p>Percentage of Council Tax collected</p> <p>Outturn Target – >=98%</p> |  | <p>↑</p> |
| <p>Increase in retained Business Rate income to support 2015/16 Budget</p> <p>Outturn Target – £1.811M</p> |  | <p>↑</p> |
| <p>Procurement savings Target (STaR)</p> <p>Outturn Target – £6.141M</p> |  | <p>NEW</p> |

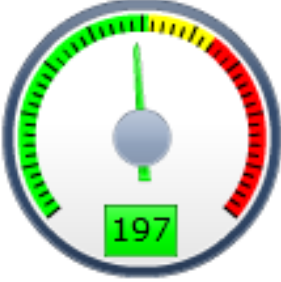

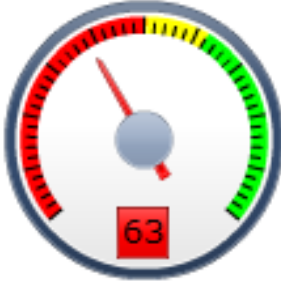
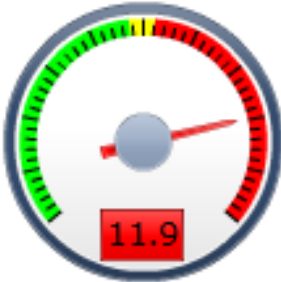
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| <p>Percentage of Business Rates collected.</p> <p>Outturn Target – >=97.5%</p> |  <p>A circular gauge with a needle pointing to 97.41%. The gauge has a red section from 0% to approximately 75%, a yellow section from 75% to 90%, and a green section from 90% to 100%. The needle is positioned in the green section, just below the 97.5% target mark.</p> | <p>↑</p> |
| <p>% of ground floor vacant units in town centres</p> <p>Outturn Target – <=15%</p> |  <p>A circular gauge with a needle pointing to 12.8%. The gauge has a green section from 0% to 15%, a yellow section from 15% to 25%, and a red section from 25% to 35%. The needle is positioned in the green section, well below the 15% target mark.</p> | <p>↑</p> |
| <p>Percentage of major planning applications processed within timescales</p> <p>Outturn Target – >=70%</p> |  <p>A circular gauge with a needle pointing to 90%. The gauge has a red section from 0% to 70%, a yellow section from 70% to 85%, and a green section from 85% to 100%. The needle is positioned in the green section, exactly at the 90% mark.</p> | <p>↑</p> |
| <p>The number of housing units for full planning consents granted</p> <p>Outturn Target – 500</p> |  <p>A circular gauge with a needle pointing to 1240. The gauge has a red section from 0 to 500, a yellow section from 500 to 1000, and a green section from 1000 to 1500. The needle is positioned in the green section, well above the 500 target mark.</p> | <p>↑</p> |

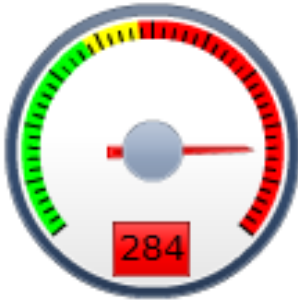
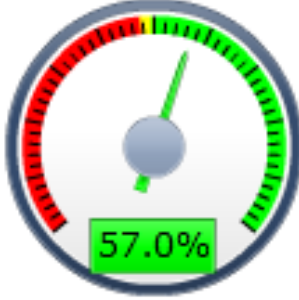
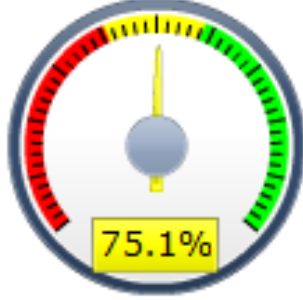
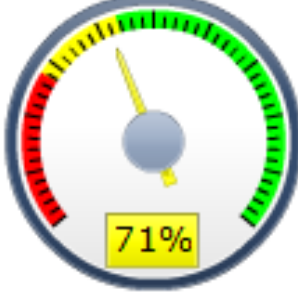
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| <p>The number of housing units started on site</p> <p>Outturn Target – 350</p> |  | <p>↑</p> |
| <p>The number of housing completions per year (gross) (Quarterly)</p> <p>Outturn Target – 300</p> |  | <p>↑</p> |
| <p>Total Gross Value Added (The total value of goods + services produced in the area)</p> <p>Outturn Target – £6.2 Billion</p> |  | <p>↑</p> |
| <p>Value of major developments obtaining planning consent (based on Council tax and rateable value)</p> <p>Outturn Target – £800K</p> |  | <p>↑</p> |

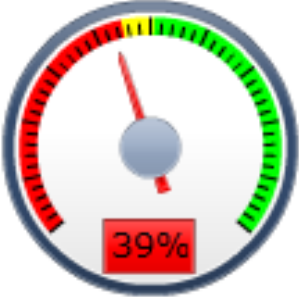
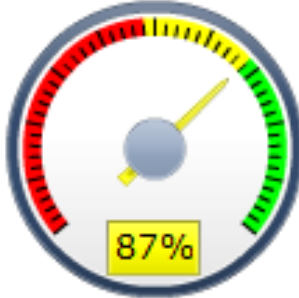
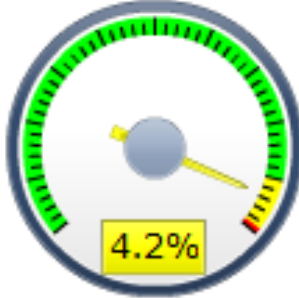
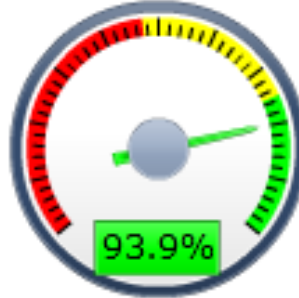
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| <p>Value of major developments completed (based on Council tax and rateable value)</p> <p>Outturn Target – £700K</p> |  <p>A circular gauge with a red needle pointing to the left. The gauge has a red section on the left and a green section on the right. Below the gauge is a red banner with the text '£509,000.00'.</p> | <p>↓</p> |
| <p>Percentage of Trafford Residents in Employment</p> <p>Outturn Target – 75%</p> |  <p>A circular gauge with a green needle pointing towards the right. The gauge has a red section on the left and a green section on the right. Below the gauge is a green box with the text '79%'.</p> | <p>↑</p> |
| <p>Deliver the published 2015/2016 Highway Maintenance Capital Programme</p> <p>Outturn Target – 100%</p> |  <p>A circular gauge with a green needle pointing to the right. The gauge has a red section on the left and a green section on the right. Below the gauge is a green box with the text '100%'.</p> | <p>↔</p> |
| <p>The percentage of relevant land and highways assessed as Grade B or above (predominantly free of litter and detritus).</p> <p>Outturn Target – 80%</p> |  <p>A circular gauge with a green needle pointing towards the right. The gauge has a red section on the left and a green section on the right. Below the gauge is a green box with the text '81%'.</p> | <p>↑</p> |

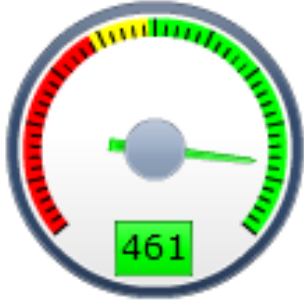
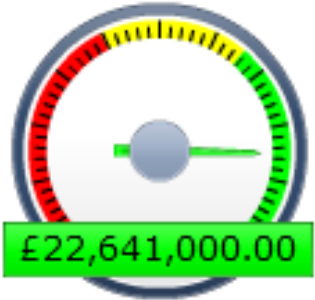
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|-------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|----------|
| <p>Percentage of Highway safety inspections carried out in full compliance with the agreed programme</p> <p>Outturn Target – 100%</p> |  | <p>↑</p> |
| <p>Average achievement of Customer Care PIs (Amey)</p> <p>Outturn Target – 90%</p> |  | <p>↔</p> |
| <p>Maintain the position of Trafford compared to other GM areas in terms of Total Crime Rate.</p> <p>Outturn Target – 1st</p> |  | <p>↔</p> |
| <p>Reduce the number of repeat victims by 20% within the super-victim cohort (43 identified super victims)</p> <p>Outturn Target – >=20%</p> |  | <p>↑</p> |

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| <p>Increase community confidence in partnership working within our town centres by 5%</p> <p>Stretford</p> <p>Outturn Target – 78%</p> |  | <p>↑</p> |
| <p>Increase community confidence in partnership working within our town centres by 5%</p> <p>Urmston</p> <p>Outturn Target – 82%</p> |  | <p>↔</p> |
| <p>Increase community confidence in partnership working within our town centres by 5%</p> <p>Sale</p> <p>Outturn Target – 90%</p> |  | <p>↔</p> |
| <p>Increase community confidence in partnership working within our town centres by 5%</p> <p>Altrincham</p> <p>Outturn Target – 61%</p> |  | <p>↔</p> |

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| <p>To work collaboratively to reduce the number of incidents by 10% and public service resources committed to missing from care (MFC) for vulnerable young people.</p> <p>Outturn Target – <230</p> |  | <p>↓</p> |
| <p>To work collaboratively to reduce the number of incidents by 10% and public service resources committed to missing from home (MFH) for vulnerable young people.</p> <p>Outturn Target – <222</p> |  | <p>↑</p> |
| <p>To increase the number of perpetrators of domestic abuse we work with and who successfully complete the programme by 20% in order to reduce the risk of re-offending</p> <p>Outturn Target – >=20%</p> |  | <p>NEW</p> |
| <p>Delayed Transfers of Care attributable to Adult Social Care per 100,000 pop 18+ (ASCOF 2Cii)</p> <p>Outturn Target – <7.9</p> |  | <p>↓</p> |

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|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| <p>Permanent admissions of older people to Residential / Nursing care (ASCOF 2Aii)</p> <p>Outturn Target – <250</p> |  <p>A circular gauge with a red needle pointing to the right. The gauge has a red section on the right and a green section on the left. A red box at the bottom displays the number 284.</p> | <p>↓</p> |
| <p>Increase the percentage of eligible population aged 40-74 offered an NHS Health Check who received an NHS Health Check in the financial year</p> <p>Outturn Target – 50%</p> |  <p>A circular gauge with a green needle pointing towards the top. The gauge has a red section on the left and a green section on the right. A green box at the bottom displays the value 57.0%.</p> | <p>↑</p> |
| <p>Children in Care Long Term Placement Stability</p> <p>Outturn Target – >=80%</p> |  <p>A circular gauge with a yellow needle pointing towards the top. The gauge has a red section on the left and a green section on the right. A yellow box at the bottom displays the value 75.1%.</p> | <p>↓</p> |
| <p>% of pupils achieving 5 A*-C GCSE including English and Maths</p> <p>Outturn Target – >=72.5%</p> |  <p>A circular gauge with a yellow needle pointing towards the top. The gauge has a red section on the left and a green section on the right. A yellow box at the bottom displays the value 71%.</p> | <p>↓</p> |

| | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| <p>% of disadvantaged pupils achieving 5 A*-C GCSE including English and Maths</p> <p>Outturn Target – >=46%</p> |  <p>A circular gauge with a red needle pointing to 39%. The gauge has a red section (0-46%), a yellow section (46-60%), and a green section (60-100%). The current value is 39%, which is in the red section.</p> | <p>↓</p> |
| <p>% of pupils achieving Level 4 in Reading Writing and Mathematics at Key Stage 2</p> <p>Outturn Target – >=88%</p> |  <p>A circular gauge with a yellow needle pointing to 87%. The gauge has a red section (0-88%), a yellow section (88-95%), and a green section (95-100%). The current value is 87%, which is in the red section.</p> | <p>↓</p> |
| <p>Maintain the low level of 16-18 year olds who are not in education, employment or training (NEET) in Trafford</p> <p>Outturn Target – <=3.97</p> |  <p>A circular gauge with a yellow needle pointing to 4.2%. The gauge has a green section (0-3.97%), a yellow section (3.97-5.5%), and a red section (5.5-10%). The current value is 4.2%, which is in the yellow section.</p> | <p>↓</p> |
| <p>Percentage of Trafford pupils educated in a Good or Outstanding school.</p> <p>Outturn Target – >=93.5%</p> |  <p>A circular gauge with a green needle pointing to 93.9%. The gauge has a red section (0-93.5%), a yellow section (93.5-95%), and a green section (95-100%). The current value is 93.9%, which is in the yellow section.</p> | <p>↑</p> |

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|--------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|----------|
| <p>Number of third sector organisations receiving intensive support</p> <p>Outturn Target – >=350</p> |  | <p>↑</p> |
| <p>Identify savings and income generating opportunities to meet the 16/17 savings gap</p> <p>Outturn Target – £21.1M</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 2015/16 we will:

Make effective use of resources;

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

Key Policy or Delivery Programmes 2015/16

- Medium term Financial Plan
- GM Municipal Waste Management Strategy

| Ref. | Definition | Freq | 14/15 Actual | 15/16 Target | 2015/16 (Out Turn) | | | |
|------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|------|--------------------|--------------|--------------------|---------|-----|--------|
| | | | | | Actual | Target | DOT | Status |
| CAG 08 | Improve the % of household waste arisings which have been sent by the Council for recycling/ composting | M | 61.9% G | 63% | 60.36% | 63% | ↓ | A |
| Please see exception report below | | | | | | | | |
| | Improve take up of online claims for Housing Benefit and Council Tax benefit | Q | 100% G | 98.5% | 100% | 100% | ↔ | G |
| Note - All claims for housing benefit and council tax are online | | | | | | | | |
| NI 179 | Delivery of efficiency and other savings and maximise income opportunities | Q | £13.8m G | £21.5m | £21.769 M | £21.5m | ↑ | G |
| BV 12i | Reduce the level of sickness absence (Council wide excluding schools) | M | 10.77 Days R | 9 days | 9 Days | 9 Days | ↔ | G |
| BV9 | Percentage of Council Tax collected | M | 97.8% G | 98% | 98.01% | 98% | ↑ | G |
| | Increase in retained Business Rate income to support 2015/16 Budget. | | £1.710M | £1.811M | £2.56M | £1.811M | ↑ | G |

| Ref. | Definition | Freq | 14/15 Actual | 15/16 Target | 2015/16 (Out Turn) | | | |
|---------------------------|----------------------------------------|------|-----------------|-----------------|--------------------|---------|-----|--------|
| | | | | | Actual | Target | DOT | Status |
| Awaiting data | | | | | | | | |
| New | Procurement savings target | | New | £6.141M | £6.141M | £6.141M | New | G |
| Awaiting data | | | | | | | | |
| | Percentage of Business Rates collected | | 97.4% | 97.5% | 97.4% | 97.5% | ▲ | A |
| Awaiting exception report | | | | | | | | |

ECONOMIC GROWTH AND INFRASTRUCTURE

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

For 2015/16 we will

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

Key Policy or Delivery Programmes 2015/16

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

| Ref. | Definition | Freq | 14/15 Actual | 15/16 Target | 2015/16 (Out Turn) | | | Status |
|------|-----------------------------------------------------------------------|------|--------------|--------------|--------------------|--------|-----|--------|
| | | | | | Actual | Target | DOT | |
| EG2 | Percentage of ground floor vacant units in town centres | Q | 15.9% | 15% | 12.8% | 15% | ↑ | G |
| | Percentage of major planning applications processed within timescales | Q | 81.8% | 70% | 90% | 70% | ↑ | G |
| | The number of housing units for full planning consents granted | Q | New | 500 | 1240 | 500 | ↑ | G |

| Ref. | Definition | Freq | 14/15 Actual | 15/16 Target | 2015/16 (Out Turn) | | | Status |
|-------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|------|---------------|--------------|--------------------|-------------|-----|--------|
| | | | | | Actual | Target | DOT | |
| | The number of housing units started on site | Q | New | 350 | 270 | 350 | ↑ | R |
| *Awaiting exception report | | | | | | | | |
| NI 154 | The number of housing completions per year | Q | 245 | 300 | 377 | 300 | ↑ | G |
| New (EG8) | Total Gross Value Added (The total value of goods + services produced in the area) | A | £6.04 billion | £6.2 billion | £6.6billion (2014) | £6.2billion | ↑ | G |
| Actual figure for 2015 is still waiting to be validated but it is projected to be above the actual figure for 2014 which was £6.6 billion | | | | | | | | |
| | Value of major developments obtaining planning consent (based on Council tax and rateable value) | A | New | £800k | £1.7M | £800k | ↑ | G |
| *Awaiting exception report | | | | | | | | |
| | Value of major developments completed (based on Council tax and rateable value) | A | New | £700k | £509k | £700k | ↓ | R |
| Please see exception report below | | | | | | | | |
| New (EG4.1) | Percentage of Trafford Residents in Employment | Q | 73.9% | 75% | 79% | 75% | ↑ | G |
| BRP02 | Deliver the published 2015/16 Highway Maintenance Capital Programme | M | 100% G | 100% | 100% | 100% | ↔ | G |
| | The percentage of relevant land and highways assessed as Grade B or above (predominantly free of litter and detritus). | Q | 78.8% A | 80% | 81% | 80% | ↑ | G |
| | Percentage of Highway safety inspections carried out in full compliance with the agreed programme | Q | 95% | 99-100% | 99.3% | 99-100% | ↑ | G |
| Awaiting exception report | | | | | | | | |
| | Average achievement of Customer Care PIs (AMEY) | Q | New | 90% | 90.3% | 90% | ↔ | G |

SAFE PLACE TO LIVE – FIGHTING CRIME

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

For 2015/16 we will

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

Key Policy or Delivery Programmes 2015/16 63%

- Crime Strategy 2015-2018 (currently being refreshed)

| Ref. | Definition | Freq | 14/15 Actual | 15/16 Target | 2015/16 | | | |
|------|------------------------------------------------------------------------------------------------------------|------|----------------------|-----------------|-----------------|-----------------|-----|--------|
| | | | | | Actual | Target | DOT | Status |
| STP1 | Maintain the position of Trafford compared to other GM areas in terms of Total Crime Rate. | Q | 1 st G | 1 st | 1 ST | 1 ST | ↔ | G |
| | Reduce the number of repeat victims by 20% within the super-victim cohort (43 identified super victims) | Q | NEW | 20% | 75% | 20% | ↑ | G |
| | Increase community confidence in partnership working within our town centres by 5% from the 14/15 outturn. | Q | Stretford 73% | Stretford 78% | 71% | 78% | ↑ | A |
| | | | Urmston 77% | Urmston 82% | 93% | 82% | ↔ | G |
| | | | Sale 85% | Sale 90% | 72% | 90% | ↔ | R |
| | | | Altrincham 56% | Altrincham 61% | 91% | 61% | ↔ | G |

Please see exception report below

| Ref. | Definition | Freq | 14/15 Actual | 15/16 Target | 2015/16 | | | Status |
|-----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|---------------------------|-----------------|---------|--------|-----|--------|
| | | | | | Actual | Target | DOT | |
| | To work collaboratively to reduce the number of incidents by 10% and public service resources committed to missing from home (MFH) and missing from care (MFC) for vulnerable young people. | Q | MFH: 247 | MFH: 222 | 252 | 222 | ↓ | R |
| | | Q | MFC: 206 | MFC: 230 | 197 | 230 | ↑ | G |
| Awaiting exception report for MFH | | | | | | | | |
| | To increase the number of perpetrators of domestic abuse we work with and who successfully complete the programme by 20% in order to reduce the risk of re-offending | Q | | 78/60 | 60/49 | 78/60 | NEW | R |
| | | | Worked/Completed 65/50 | | | | | |
| Please see exception report below | | | | | | | | |

HEALTH AND WELLBEING

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

For 2015/16 we will

CFW Transformation Programme

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

Health and Wellbeing

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

Promoting resilience and independence

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

Safeguarding vulnerable adults and children and young people

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

Close the gap for vulnerable children, families and communities

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

Market management and quality assurance

- Ensure that services are available within Trafford to meet the needs of the population by helping

to develop market capacity.

- Monitor service providers so any safeguarding issues or potential provider failure is identified at the earliest stage.

Key Policy or Delivery Programmes 2015/16

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

| Ref. | Definition | Freq | 14/15 Actual | 15/16 Target | 2015/16 | | | Status |
|-----------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|------|-----------------|-----------------|---------|--------|-----|--------|
| | | | | | Actual | Target | DOT | |
| | Delayed Transfers of Care attributable to Adult Social Care per 100,000 pop 18+ (ASCOF 2Cii) | Q | 7.9 | 7.9 | 11.9 | 7.9 | ↓ | R |
| Please see exception report below | | | | | | | | |
| | Permanent admissions of older people to Residential / Nursing care (ASCOF 2Aii) | Q | 250 | 250 | 284 | 250 | ↓ | R |
| Please see exception report below | | | | | | | | |
| | Increase the percentage of eligible population aged 40-74 offered an NHS Health Check who received an NHS Health Check in the financial year | Q | 47.8% | 50% | 57% | 50% | ↑ | G |
| | | | | | | | | |
| | Children in Care Long Term Stability | Q | 78% A | 80% | 75.1% | 80.0% | ↓ | A |
| Please see exception report below | | | | | | | | |

SUPPORTING YOUNG PEOPLE

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

For 2015/16 we will

Improve the life chances of all children and young people

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

Close the gap in educational outcomes across our vulnerable groups

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

Establish a Youth Trust

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

Key Policy or Delivery Programmes 2015 – 16

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

| Ref. | Definition | Freq | 14/15 Actual | 15/16 Target | 15/16 Q3 | 2015/16 | | | |
|-------------------------------------------------|-----------------------------------------------------------------------------|------|--------------|--------------|----------|---------|--------|-----|--------|
| | | | | | | Actual | Target | DOT | Status |
| | % of pupils achieving 5 A*-C GSCE including English and Maths | A | 72.2% G | 72.5% | N/A | 70.7% | 72.5% | ↓ | A |
| Annual target – exception report provided in Q3 | | | | | | | | | |
| | % of disadvantaged pupils achieving 5 A*-C GSCE including English and Maths | A | 47.7% A | 48% | N/A | 38.6% | 46% | ↓ | R |
| Annual target – exception report provided in Q3 | | | | | | | | | |
| | % of pupils achieving Level 4 in Reading Writing and | | 87% G | 88% | N/A | 86% | 88% | ↓ | A |

| Ref. | Definition | Freq | 14/15 Actual | 15/16 Target | 15/16 Q3 | 2015/16 | | | |
|-------------------------------------------------|--------------------------------------------------------------------------------------------------------------|------|-----------------|-----------------|-------------|---------|--------|-----|--------|
| | | | | | | Actual | Target | DOT | Status |
| | Mathematics at Key Stage 2 | | | | | | | | |
| Annual target – exception report provided in Q3 | | | | | | | | | |
| LCA 2 | Maintain the low level of 16-18 year olds who are not in education training or employment (NEET) in Trafford | M | 3.97% G | 4% | 4.13% | 4.2% | 4.0% | ↓ | A |
| Please see exception report below | | | | | | | | | |
| New | Percentage of Trafford pupils educated in a Good or Outstanding school. | A | 93.4% G | 93.4% | 93.5% | 93.9% | 93.5% | ↑ | G |

RESHAPING TRAFFORD COUNCIL

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

For 2015/16 we will

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

Greater Manchester Strategy

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

Transform Children, Families and Wellbeing to;

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

Key Policy or Delivery Programmes 2015 – 16

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

| Ref. | Definition | Freq | 14/15 Actual | 15/16 Target | 15/16 Q3 | 2015/16 | | | |
|------|------------------------------------------------------------------|------|-----------------|-----------------|-------------|--------------|--------|-----|--------|
| | | | | | | Actual | Target | DOT | Status |
| | Number of third sector organisations receiving intensive support | Q | 300 G | 350 | 144 | 461 | 350 | ↑ | G |
| | Identify savings to meet the 2016/17 gap | M | £17.45m G | £21.1m | | £22.641 m | £21.1M | ↑ | G |

5. Exception Reports

5.1 Low Council Tax and Value for Money

| | | | |
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| Theme / Priority: | Environmental Services | | |
| Indicator / Measure detail: | Improve the percentage of household waste arisings that have been sent by the Council for recycling or composting | | |
| Baseline: | | | |
| Target and timescale: | Annual target of 63% Q4 Target of 58% | Actual and timescale: | Q4 Performance 56.31% Annual Performance: 60.36% awaiting GMWDA ratification of tonnages. |
| 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 annual indicator is particularly affected by weather patterns, due to Trafford residents presenting a high volume of garden waste for composting, compared to other Local Authorities.</p> <p>Seasonal trends in garden waste typically result in lower tonnages being collected in Q3 and Q4 and the colder start to the year meant that green waste tonnages fell considerably (8.2%) in Q1 compared with 2014/15. The recycling rate is also impacted by the continuing national trend of less paper production, meaning the available weight of pulpable materials collected (blue bin) is also declining.</p> <p>The Q4 period did however see increases in all recycling material streams compared to the same period the previous year, of around 3.4%, with particular gains in co-mingled and food and garden waste over the period.</p> <p>The One Trafford Partnership introduced measures to capture more recycling, particularly over the Christmas period. The prioritisation of recycling collections over residual waste collections saw an increase of 14% in food and garden waste collected (Jan & Feb) compared to the same period the previous year however the gains experienced over the period were not able to offset previous lower performance.</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>Subject to ratification from the GMWDA the annual performance is currently 60.36%.</p> <p>There is a key financial impact if residual waste tonnages increase beyond the levy prediction submitted in November 2014 however it is worth noting that residual waste has been delivered in line with expectation.</p> | | | |
| How can we make sure things get better? | | | |

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

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

The Partnership will use this intelligence and other data captured to develop and plan campaigns aimed at increasing the amount of recycling captured for example the Partnership is considering a borough wide delivery of caddy liners and targeted campaign around garden and food waste.

From September, the Partnership will also be working in conjunction with the GMWDA to target areas with lower recycling performance, using intelligence from a variety of sources to design a targeted campaign.

The Partnership is currently shortlisting applications for a dedicated Communications manager who will lead on a number of targeted behavioural campaigns aimed at changing recycling behaviours.

Further details as to how the One Trafford Partnership will increase recycling performance will be available by the end of May and progress will be monitored quarterly through the Strategic Partnering Board meeting.

In the longer term, analysis of data including waste composition will be fundamental in determining future provision and policy around this service area, in order to continue to increase recycling performance and reduce the amount of residual.

| Theme / Priority: | | LOW COUNCIL TAX AND VALUE FOR MONEY | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|--------------------------------------------|--------|
| Indicator / Measure detail: | Percentage of Business Rates collected | | |
| Baseline: | | | |
| Target and timescale: | 97.5% | Actual and timescale: | 97.41% |
| 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 main factor contributing to the short fall is that there is a large amount of unpaid debt currently being challenged through the courts. It was highlighted in Qtr. 3 that the final court hearings would not take place in this financial year and therefore anticipated that the performance would remain below the target set for year end. It is important to point out however, that over £164m was actually collected in year which exceeds the amount collected in the previous year.</p> | | | |

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| 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. |
| The outcome of the Court hearings will determine payment of the outstanding debt. These are complex cases and the timetable for the future hearings are set by the courts. |

5.2 Economic Growth and Infrastructure

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|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|------------------------------|-------|
| Theme / Priority: | ECONOMIC GROWTH AND INFRASTRUCTURE | | |
| Indicator / Measure detail: | Value of major developments completed (based on Council tax and rateable value) | | |
| Baseline: | | | |
| Target and timescale: | £700k | Actual and timescale: | £509K |
| 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 variance has occurred due to a number of major development schemes not being complete/not rated within the financial year eg. power station. It is difficult, due to their very nature, to accurately predict completion dates of capital schemes due to the large number of variables that can affect delivery timeframes. These however have been included in the target outputs for 2016/2017.</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 variance would impact on the Council's budget however, as highlighted above, this income will be realised in 2016/2017.</p> | | | |

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| 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. |
| Monitoring processes have been tightened and a forward plan of major development schemes/residential schemes has been produced for 2016/2017. |

| | | | |
|------------------------------|----------------------------------------------------------|------------------------------|-----|
| Theme / Priority: | Increase the Level of New Residential Development | | |
| Indicator / Measure detail: | The Number of housing Units Started on Site | | |
| Baseline: | New 2015/16 Indicator | | |
| Target and timescale: | Annual Target 350 | Actual and timescale: | 270 |

| |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 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? |

This is a new indicator for 2015/16, it details that the Council has recorded 270 units starting on site during the twelve month period.

Although this activity is below the annualised target, there has been a marked increase in starts on site since the third quarter, 15 units started in Q3 compared to 118 units in Q4. This suggests that performance in relation to this indicator in 2016/17 will be sufficient to meet the overall annual target for that year.

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| What difference does this make – the implications of not meeting target? |
| <ul style="list-style-type: none"> • Impact on service users/public. • Impact on corporate priorities and plans. • Impact on service/partner priorities. • Impact on equalities, sustainability or efficiency <p>Can we move resources to support this or other priorities?</p> |

The main implication of not meeting this target is the impact on our ability to meet relevant corporate priorities and plans, especially in relation to creating housing stock required to meet local housing needs. It also impacts on the Council's regeneration aspiration, continuing inequality in access to new housing and providing new growth in sustainable locations.

Low delivery of housing also impacts on the receipt of New Homes Bonus and new Council Tax and drawing down the GM Housing Investment

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| 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. |

Improvements in data collection methods and the introduction of new indicators have been made and are contributing to the availability of more up-to-date information being available to monitor housing development in the borough.

A process of more regular site surveys has also been introduced to ensure the Council has a comprehensive understanding of the current housing situation in terms of what is in the pipeline (with planning permission) and what developments have commenced and completed.

The Council granted planning permission for a total of 1240 units in the year, 2015/16. When compared against the annualised housing land target of 578 units per annum (set in the adopted Trafford Core Strategy), this suggests that the number of sites with extant planning permissions cannot be viewed as an impediment to the delivery of new residential development

The Council continues to work with GM Place and GM Housing Fund to identify opportunities for funding of schemes, with approval already in place for two Trafford sites (both of which have planning permission) and for which site works have commenced for one. The Council also continues to work in partnership with Himor and Peel to bring forward the development of, respectively, the Carrington and Trafford Waters strategic development sites. The Strategic Growth Team will be reviewing extant planning permissions to identify impediments to delivery and to support developers to bring sites forward.

5.3 Safe Place to Live – Fighting Crime

| Theme / Priority: | SAFE PLACE TO LIVE – FIGHTING CRIME | | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|
| Indicator / Measure detail: | To increase the number of perpetrators of domestic abuse we work with and who successfully complete the programme by 20% in order to reduce the risk of re-offending | | |
| Baseline: | | | |
| Target and timescale: | 78/60 annual target | | |
| 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? | | | |
| Cases worked with are reliant on convictions in court which result in sentences referred to CRC to supervise. The number of cases referred has remained stable whilst the numbers successfully completing the programme has risen by one. | | | |
| What difference does this make – the implications of not meeting target? | | | |
| <ul style="list-style-type: none"> • Impact on service users/public. • Impact on corporate priorities and plans. • Impact on service/partner priorities. • Impact on equalities, sustainability or efficiency Can we move resources to support this or other priorities? | | | |
| None | | | |
| How can we make sure things get better? | | | |
| <ul style="list-style-type: none"> • What activities have been or will be put in place to address underperformance? Make specific reference to action plans. • When performance will be brought back on track? • Assess the need for additional resources/funding/training/investment. • Identify the source of additional resources/funding/training/investment. • Consult with other services, staff, managers, relevant Members and partners. | | | |

Safer Trafford has recognised that it has little influence over the number of DA perpetrators worked with in the criminal justice system. The new target for 16-17 has been changed to measure new work as part of a voluntary Behaviour Change programme for those who cause harm by Domestic Abuse

| | | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|------------------------------|---------------|
| Theme / Priority: | Safe place to live – FIGHTING CRIME | | |
| Indicator / Measure detail: | Increase community confidence in partnership working within our town centres by 5% | | |
| Baseline: | | | |
| Target and timescale: | Sale – 90% Q4 | Actual and timescale: | 72% Q4 |
| Why is performance at the current level? | | | |
| <ul style="list-style-type: none"> • Is any variance within expected limits? • Why has the variance occurred? • Is further information available to give a more complete picture of performance? • What performance is predicted for future periods? | | | |
| Annual outturn is on average a rise across all 4 town centres from 78% to 82% so the 5% was not quite met but direction of travel was on average good. However there are issues with certain town centres fluctuating or seeing an overall decrease. This applies to Sale where there has been a recent increase in reports of ASB. | | | |
| What difference does this make – the implications of not meeting target? | | | |
| <ul style="list-style-type: none"> • Impact on service users/public. • Impact on corporate priorities and plans. • Impact on service/partner priorities. • Impact on equalities, sustainability or efficiency | | | |
| Can we move resources to support this or other priorities? | | | |
| No implications as overall progress has been made in the right direction against the annual target | | | |
| How can we make sure things get better? | | | |
| <ul style="list-style-type: none"> • What activities have been or will be put in place to address underperformance? Make specific reference to action plans. • When performance will be brought back on track? • Assess the need for additional resources/funding/training/investment. • Identify the source of additional resources/funding/training/investment. • Consult with other services, staff, managers, relevant Members and partners. | | | |
| ASB concerns are being addressed by increased police patrols in the area and targeting the Stay Safe project around the town centre. Recently the Safer Grants scheme has funded 56 community initiatives to improve community safety and cohesion and 21 of these relate to Sale. In addition the new GMP operating model allows greater time and flexibility of police resources for problem solving which alongside of new focus for the 4 Council Community Safety Officers (one dedicated to Sale) should have an impact on community perception and confidence | | | |

| | | | |
|------------------------------------|------------------------------------------------------------------------------------|--|--|
| Theme / Priority: | SAFE PLACE TO LIVE – FIGHTING CRIME | | |
| Indicator / Measure detail: | Increase community confidence in partnership working within our town centres by 5% | | |

| | | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|------------------------------|--------|
| Baseline: | | | |
| Target and timescale: | Stretford – 78% Q4 | Actual and timescale: | 71% Q4 |
| Why is performance at the current level? | | | |
| <ul style="list-style-type: none"> • Is any variance within expected limits? • Why has the variance occurred? • Is further information available to give a more complete picture of performance? • What performance is predicted for future periods? | | | |
| Annual outturn is on average a rise across all 4 town centres from 78% to 82% so the 5% was not quite met but direction of travel was on average good. However there are issues with certain town centres fluctuating or seeing an overall decrease. This applies to Stretford. | | | |
| What difference does this make – the implications of not meeting target? | | | |
| <ul style="list-style-type: none"> • Impact on service users/public. • Impact on corporate priorities and plans. • Impact on service/partner priorities. • Impact on equalities, sustainability or efficiency Can we move resources to support this or other priorities? | | | |
| No implications as overall progress has been made in the right direction against the annual target | | | |
| How can we make sure things get better? | | | |
| <ul style="list-style-type: none"> • What activities have been or will be put in place to address underperformance? Make specific reference to action plans. • When performance will be brought back on track? • Assess the need for additional resources/funding/training/investment. • Identify the source of additional resources/funding/training/investment. • Consult with other services, staff, managers, relevant Members and partners. | | | |
| ASB concerns are being addressed by increased police patrols in the area and targeting the Stay Safe project around the Mall and local green spaces. Recently the Safer Grants scheme has funded 56 community initiatives to improve community safety and cohesion and 12 of these relate to Old Trafford and Stretford. In addition the new GMP operating model allows greater time and flexibility of police resources for problem solving which alongside of new focus for the 4 Council Community Safety Officers (one dedicated to Old Trafford and Stretford) should have an impact on community perception and confidence | | | |

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|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------|------------------------------|-----------------|
| Theme / Priority: | <u>Services for the most vulnerable people</u> | | |
| Indicator / Measure: | Missing from Home | | |
| Indicator / Measure detail: | Number of instances that children were reported as Missing from Home | | |
| Baseline: | 246 in 2014/15 | | |
| Target and timescale: | Reduction of 10% by March 16: 222 | Actual and timescale: | 252 at March 16 |
| Why is performance at the current level? | | | |
| <ul style="list-style-type: none"> • Is any variance within expected limits? • Why has the variance occurred? • Is further information available to give a more complete picture of performance? | | | |

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| <ul style="list-style-type: none"> • What performance is predicted for future periods? |
| <ul style="list-style-type: none"> • Resources put in place to respond to all missing children were not fully embedded at the beginning of the year so a small variance in performance would be expected. • Missing episodes of looked after children are reducing through work carried out by the missing from home co coordinator in Trafford children's homes. • The increased rigour of approach has not yet been reflected in performance for a full year affect. • It is also important to note that the majority of absent children are coming through as a missing from home episode, when in fact they may have only marginally missed a curfew or 'home time'. This impacts on the data. |
| <p>What difference does this make – the implications of not meeting target?</p> |
| <ul style="list-style-type: none"> • Impact on service users/public. • Impact on corporate priorities and plans. • Impact on service/partner priorities. • Impact on equalities, sustainability or efficiency <p>Can we move resources to support this or other priorities?</p> |
| <ul style="list-style-type: none"> • Every missing episode is a safeguarding issue so the risk is concerning • The impact on corporate priorities/plans is small at this stage but missing children can create a financial pressure as their behaviour may result in a placement move which can incur greater cost. • Missing data is scrutinised regularly and reported to the TSCB and Safer Trafford partnership, protecting vulnerable people committee. • The variance has therefore been noted earlier in the year and opportunities are being explored to increase the resource for children who are identified as being vulnerable at an early point through missing episodes. |
| <p>How can we make sure things get better?</p> |
| <ul style="list-style-type: none"> • What activities have been or will be put in place to address underperformance? Make specific reference to action plans. • When performance will be brought back on track? • Assess the need for additional resources/funding/training/investment. • Identify the source of additional resources/funding/training/investment. • Consult with other services, staff, managers, relevant Members and partners. |
| <ul style="list-style-type: none"> • A recently appointed missing from home co coordinator is addressing the shortfall. • Work is being undertaken with children's homes and foster carers to increase their skills in working with missing children. • Additional resources are being applied for to develop another part of the process of work with vulnerable children which will have a positive impact on missing figures and return interviews. |

5.4 Health and Wellbeing

| | | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|------------------------------|-----------------------------|
| Theme / Priority: | Preserving Educational Excellence | | |
| Indicator / Measure detail: | Children in Care Long Term Placement Stability | | |
| Baseline: | 77.9% at March 2015 | | |
| Target and timescale: | 80% at March 2016 | Actual and timescale: | 75.1% at Q4 2015/16 (March) |
| Why is performance at the current level? | | | |
| <ul style="list-style-type: none"> • Is any variance within expected limits? • Why has the variance occurred? • Is further information available to give a more complete picture of performance? • What performance is predicted for future periods? | | | |
| <p>Performance in this area continues to be very positive and is above the last published national average which is 67% and that that of our statistical neighbours at 63%</p> <p>The variance relates to a small number of children who have changed placement. These placement changes have for a percentage of children been appropriate and in keeping with the individual care plans of the child. There is an on-going challenge relating to both a national shortage of placements in secure children's homes and placements for children with complex and challenging behaviour and this has ,at times, made finding suitable and stable placements for a small cohort of complex children difficult</p> <p>It is predicted that performance is likely to remain around the mid-70's for future periods. In the long-term the figure is likely to continue to be negatively affected by the continuing predicted increase in the overall LAC population and more particularly by the increase in the numbers that make up this cohort.</p> | | | |
| What difference does this make – the implications of not meeting target? | | | |
| <ul style="list-style-type: none"> • Impact on service users/public. • Impact on corporate priorities and plans. • Impact on service/partner priorities. • Impact on equalities, sustainability or efficiency <p>Can we move resources to support this or other priorities?</p> | | | |
| <p>The outturn for this indicator continues to be very positive when compared to statistical neighbours. The provision of stable long-term placements is central to the individual success of children in care and is a key priority of Trafford's Placement strategy.</p> <p>Progress against this indicator is monitored at both the Corporate Parenting Board and at the Monthly Directors Safeguarding meeting. The provision of long term stable placements to children in care is a priority which is shared by the whole Council.</p> | | | |
| How can we make sure things get better? | | | |
| <ul style="list-style-type: none"> • What activities have been or will be put in place to address underperformance? Make specific reference to action plans. • When performance will be brought back on track? • Assess the need for additional resources/funding/training/investment. | | | |

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| <ul style="list-style-type: none"> Identify the source of additional resources/funding/training/investment. Consult with other services, staff, managers, relevant Members and partners. |
| <p>Trafford's placement strategy is continuing to be implemented.</p> <p>Plans are being developed to provide targeted and improved support to children who are fostered and present with complex and challenging behaviour. This work is integrated into the keeping families together work stream</p> <p>The national shortage of secure placement is being taken up by the Association of Directors of Children's Services (ADCS).</p> <p>The ADCS group have been progressing an approach which would involve a greater degree of co-ordination between relevant government departments in the commissioning of welfare secure beds and in Trafford we are currently participating in an exercise to model and capture national demand for such placements</p> <p>A key area of placement development activity is the recruitment of more foster carers for both older children and sibling groups. A targeted foster care recruitment campaign was launched in May and it is hoped that this will enhance Trafford's capacity to provide long term stable foster placements to this cohort of children.</p> |

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| Theme / Priority: | HEALTH AND WELLBEING | | |
| Indicator / Measure detail: | Permanent admissions of older people to Residential / Nursing care. | | |
| Baseline: | Over target at Quarter 4 (284 actual v. 250 target) and as lower is better, RAG rated as RED | | |
| Target and timescale: (lower is better) | 250 | Actual and timescale: | 284 |
| Why is performance at the current level? | | | |
| <ul style="list-style-type: none"> Is any variance within expected limits? Why has the variance occurred? Is further information available to give a more complete picture of performance? What performance is predicted for future periods? | | | |
| <p>The reason for the Quarter 4 'over' performance is partly due to a change of definition within the ASCOF framework for measuring this indicator between 2014-15 and 2015-16. This has led to higher actual relative to target than originally anticipated when setting the target for 2015/16.</p> <p>Operationally, the service is looking at the value for money aspect of placements, with some people's needs being better met in a setting with access to a higher level of support to ensure safety: this can be best met in residential or nursing care.</p> <p>Every case is scrutinised at panel and the criteria for admissions are tight. However, we have noted more cases being presented in 2015/16 that are meeting the criteria for funding with less self-funding cases.</p> <p>The 'over' performance in 2015/16 equates to a 13.6% increase in volume for this indicator relative to the annual target of 250 and this appears to be in line with the additional cases that have presented through the course of the year.</p> | | | |
| What difference does this make – the implications of not meeting target? | | | |
| <ul style="list-style-type: none"> Impact on service users/public. Impact on corporate priorities and plans. Impact on service/partner priorities. Impact on equalities, sustainability or efficiency | | | |

| |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Can we move resources to support this or other priorities? |
| There is likely to be a financial impact of this performance 'over' target but this is mitigated by the fact that after the application of robust admission criteria at panel, there is an obligation to meet the admission needs of individuals accessing this service. |
| 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. |
| Continue applying robust criteria for admission at panel and allow for the seasonal effect to work its way through the system. |

| | | | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|------------------------------|-------------|
| Theme / Priority: | HEALTH AND WELLBEING | | |
| Indicator / Measure detail: | Delayed Transfers of Care attributable to Adult Social Care per 100,000 pop 18+ (ASCOF 2Cii) | | |
| Baseline: | | | |
| Target and timescale: | <7.9 | Actual and timescale: | 11.9 |
| Why is performance at the current level? | | | |
| <ul style="list-style-type: none"> • Is any variance within expected limits? • Why has the variance occurred? • Is further information available to give a more complete picture of performance? • What performance is predicted for future periods? | | | |
| <p>There is a historical pattern of high delayed discharges from University Hospital South Manchester (UHSM) that is due to a range of complex factors. Data is currently outside of expected tolerance limits but it is not unusual or specific to Trafford as South Manchester are also experiencing increased discharges with patients from other areas, including Manchester. There are seasonal variations which also need to be accounted for.</p> <p>An upward trend in delayed discharges is being experienced nationally and Greater Manchester has also seen significant activity increases across acute hospitals this quarter, which adds to the pressure.</p> <p>The performance is attributed to a number of factors as listed below:</p> <ul style="list-style-type: none"> • Some homecare providers have insufficient provision for business continuity to cover peak periods due to recruitment difficulties. This leaves them with poor staffing levels and a limited ability to take new packages, putting further stress on an already limited workforce. We are working with providers to resolve this and have been commissioning new providers since August 2015. • The Stabilise and Make Safe (SAMS) provision has been operational from early December 2015. While it is too early to be able to gauge its direct impact on DToC, early indications have been positive. We expect this new service to have a positive impact in 2016/17 and more capacity will be created in SAMS to take more patients out of hospital quickly. • A review has shown that the flow of Trafford patients from acute settings, and expectations of future service established by clinicians in hospitals are not always appropriate or sustainable. An action plan is in place with UHSM to try and resolve this issue. • There is an ongoing lack of intermediate care beds in Trafford which is putting additional pressure on other types of care packages thus increasing delayed discharge volumes. This is recognised by Trafford CCG and the bed capacity has been increased by 15 beds. • There have been substantial challenges with recording in line with national definitions i.e. consistency of approach/interpretation being an issue across the hospitals. | | | |

Overall, the factors that result in a delayed discharge are complex and start almost at the point of admission. There is no one set of data that definitively indicates how/where the problem can be solved. Therefore there is no one definitive solution.

Significant work is underway between the council, UHSM and Trafford CCG to review the processes in place from admission onwards, including requiring the acute providers to look at their own processes as well as medical bed capacity. A full action plan is in place with UHSM and Trafford CCG, and its impact will be monitored in 2016/17.

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?

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

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

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

How can we make sure things get better?

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

- Additional capacity has been brought to the Homecare market with 5 new providers being added to the framework from December 2015. This should result in an improvement in access in future months. It is anticipated that the situation will continue to improve and will reduce the number of delayed transfers towards the target.
- Further procurement is being considered for additional capacity
- A full agreed action plan is in place as described to address findings from an earlier review re. delays in the system: the impact of this is being monitored
- A Contact Officer has commenced work at the hospital in October 2015 to help reduce the number of inappropriate referrals into the social work team within hospitals.
- There are 2 additional re-ablement staff based within the team at UHSM to improve and co-ordinate the appropriate flow of service users into the Stabilise and Make Safe service to reduce the burden on homecare.
- A dedicated SEA has been appointed to carry out the 6-week out of hospital review.
- The GM Social Care Work stream pilot involving Manchester and Stockport Social Care colleagues is working to develop an integrated cross-border model and greater peer review.
- A Head of Independence is supporting the implementation of transformation projects within operational services. One of the priorities will be to understand, review and re-design the Social care processes within the hospital SW team.
- A review of intermediate care capacity has highlighted a capacity shortage. We are working closely with the CCG on a pilot to address this.
- Education and awareness raising sessions for clinicians and other hospital staff has commenced to ensure that an informed referral process to Social Care

5.5 Supporting Young People

| | | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|------------------------------|----------------------------|
| Theme / Priority: | Preserving Educational Excellence | | |
| Indicator / Measure detail: | NEET – Not in Education, Employment or Training | | |
| Baseline: | 3.97% at March 2015 | | |
| Target and timescale: | 4.0% at March 2016 | Actual and timescale: | 4.2% at Q4 2015/16 (March) |
| Why is performance at the current level? | | | |
| <ul style="list-style-type: none"> • Is any variance within expected limits? • Why has the variance occurred? • Is further information available to give a more complete picture of performance? • What performance is predicted for future periods? | | | |
| <p>Variance is just 0.2% and as such does not represent a significant drop in performance. The 11-18 hub has secured ESF funding for a specific NEET project which will benefit Trafford young people and also increase the tracking function which will also improve the accuracy of reporting.</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> | | | |
| 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. | | | |
| <ol style="list-style-type: none"> 1. Trafford Connexions has been successful as the sub-contractor for the GM ESF NEET contract. This will provide support and a programme of regulated and non regulated learning to 268 Trafford young people who are NEET or at risk of NEET. This will enable us to increase caseload level activity with NEET young people and will have a direct influence on reducing the NEET rate in the borough. It will take approx. 6 months to see the effect of this programme on the NEET rate. 2. 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. 3. 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. | | | |



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TRAFFORD COUNCIL

Report to: Executive
Date: 20 June 2016
Report for: Decision
Report of: Chief Executive

Report Title

APPOINTMENTS MADE BY THE EXECUTIVE TO OUTSIDE, INDEPENDENT AND EXECUTIVE BODIES

Summary

To agree the appointment of representatives to those bodies whose activities relate to Executive functions.

Recommendation(s)

1. That approval be given to the appointment of representatives to those outside, independent and Executive bodies set out in the Appendix to this report.
2. That the Chief Executive be delegated authority, in consultation with the Leader of the Council and Opposition Group Leader(s) if necessary, to appoint members to any vacancy that remains or arises after the meeting and to any additional bodies to which the Executive may be required to make appointment(s).

Contact person for access to background papers and further information:

Name: Ian Cockill
Extension: 1387

Background Papers: None.

TRAFFORD BOROUGH COUNCIL

REPRESENTATIVES ON OUTSIDE, INDEPENDENT AND EXECUTIVE BODIES

PERSONS NOMINATED – 2016/17

APPOINTMENTS MADE BY THE EXECUTIVE

| Organisation | Number of Representatives Required | CON:LAB:LD | 2016/17 Nominations Councillor(s) |
|-----------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 Age UK (Trafford) | 2 | 2:0:0 | Mrs. Angela Bruer-Morris John Lamb |
| 2 Altrincham and Sale Chamber of Commerce | 1 (plus 1 Deputy) | 1:0:0 | Chris Boyes Deputy: Jonathan Coupe |
| 3 Assets of Community Value | Pool of 12 | 8:3:1 | Dylan Butt Chris Boyes Mike Cornes Mrs. Laura Evans Brian Rigby Mrs. Viv Ward Michael Whetton Michael Young Mike Cordingley Mike Freeman Tom Ross Ray Bowker |
| 4 Bollin Valley Scheme Steering Committee | 2 (plus 2 Deputies) | 2:0:0 | John Reilly Brian Shaw Deputies: Michael Young Mrs. Patricia Young |
| 5 Bridgewater Canal Trust | 1 | 1:0:0 | Rob Chilton |
| 6 Central Manchester University Hospitals NHS Foundation Trust (3 year appointment) | 1 | 1:0:0 | Paul Lally |
| 7 Citizens' Advice Trafford | 1 | 1:0:0 | Mrs. Laura Evans |
| 8 Early Years and Childcare Advisory Forum | 3 | 2:1:0 | Miss Linda Blackburn Michael Hyman Jane Baugh |
| 9 Greater Manchester Accessible Transport Ltd. – Ring and Ride Steering Group | 1 | 1:0:0 | Mrs. June Reilly |
| 10 Greater Manchester Forests Partnership | 2 Executive Member(s) for Planning and Environment | 2:0:0 | John Reilly Brian Shaw |
| 11 Greater Manchester West Mental Health NHS Foundation Trust – Council of Governors (3 year appointment) | 1 | 1:0:0 | Alan Mitchell (until June 2017) |

| Organisation | Number of Representatives Required | | 2016/17 Nominations | |
|--------------|--------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | CON:LAB:LD | Councillor(s) | |
| 12 | Groundwork, Manchester, Salford, Stockport, Tameside and Trafford | 1 local authority Nominated Trustee plus 1 Company member | 1:0:0 1:0:0 | Nathan Evans Alan Mitchell |
| 13 | Larkhill Centre Community Association – General Committee | 1 | 1:0:0 | Mrs. Laura Evans |
| 14 | Local Strategic Partnership | 2 (plus Chief Executive) | 2:0:0 | Sean Anstee John Lamb |
| 15 | Manchester Airport Consultative Committee | 3 (plus 1 Deputy) | 2:1:0 | Bernard Sharp Michael Whetton Phil Gratrix Deputy: Nathan Evans |
| 16 | Mersey Valley Joint Committee | 4 (plus 4 named Deputies) | 3:1:0 (Agreed 2:2:0) | (i) Chris Boyes (ii) Rob Chilton (iii) Phil Gratrix (iv) Mike Freeman Named Deputies (for the above) (i) Jonathan Coupe (ii) Dan Bunting (iii) Dolores O'Sullivan (iv) Dave Jarman |
| 17 | North West Cultural Consortium | 1 | 1:0:0 | Matthew Sephton |
| 18 | North West Reserve Forces and Cadets Association (NWRFCFA) | 1 | 1:0:0 | Jonathan Coupe |
| 19 | North West Sound Archive Committee Meeting | 1 | 1:0:0 | Paul Lally |
| 20 | One Trafford Partnership Board | 3 | 2:1:0 | Sean Anstee John Reilly Andrew Western |
| 21 | Parking and Traffic Regulations Outside London (PATROL) Adjudication Joint Committee / Bus Lane Adjudication Service Joint Committee | 1 (plus 1 Deputy) | 1:0:0 | John Reilly Deputy: Brian Shaw |
| 22 | Pennine Care NHS Foundation Trust Council of Governors (3 year appointment) | 1 | 1:0:0 | Michael Young (until March 2017) |
| 23 | Standing Advisory Council for Religious Education (SACRE) | 7 | 4:3:0 (Agreed 3:3:1) | Rob Chilton Michael Hyman Bernard Sharp Dolores O'Sullivan Whit Stennett Laurence Walsh Ray Bowker |

| Organisation | Number of Representatives Required | | 2016/17 Nominations |
|------------------------------------------------------------------------------|------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|
| | | CON:LAB:LD | Councillor(s) |
| 24 Sale Town Centre Partnership | 1 | 1:0:0 | Brian Rigby |
| 25 Sharon Youth Association Management Committee | 2 | 2:0:0 (Agreed 1:1:0) | Michael Hyman Ejaz Malik |
| 26 Stretford War Memorial Red Cross Public Nursing Services | 1 | 1:0:0 | Mrs. Angela Bruer-Morris |
| 27 Stockport, Trafford and Rochdale (STaR) Joint Committee | 1 (plus 1 Substitute) | 1:0:0 (Executive Member for Finance plus 1 Executive Member to be appointed as a Substitute) | Patrick Myers Substitute: Mrs. Laura Evans |
| 28 Teachers Joint Negotiating Committee (Schools) | 4 To be appointed as per the JNC Constitution | 3:1:0 (Executive Members for Education, Children's Social Services, Chairman of the Employment Cttee and the Shadow Member for Education) | Mrs. Linda Blackburn Michael Hyman Brian Rigby Jane Baugh |
| 29 Timperley Village Club - Management Committee | 1 (plus 1 Non-Elected non-voting Member) | 1:0:0 | Nathan Evans (Non-Elected Member – Mr. Andrew Iredale) |
| 30 Trafford Arts Association | 2 | 2:0:0 | Chris Boyes Jonathan Coupe |
| 31 Trafford Children and Young People's Services Strategic Partnership Board | 2 | 2:0:0 | Miss Linda Blackburn Michael Hyman |
| 32 Trafford Community Leisure Trust | 2 | 2:0:0 | Jonathan Coupe Michael Whetton |
| 33 Trafford Housing Trust Board | 3 # proxy vote at AGM | 2:1:0 | Sean Anstee # John Lamb Joanne Bennett |
| 34 Trafford Sports Council | 2 | 2:0:0 | Mike Cornes John Lamb |
| 35 Trans-Pennine Trail | 2 | 2:0:0 | Rob Chilton David Hopps |
| 36 University of Manchester – General Assembly (3 year appointment) | 1 | 1:0:0 | Dylan Butt (until July 2017) |

| Organisation | Number of Representatives Required | | 2016/17 Nominations |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|-----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | CON:LAB:LD | Councillor(s) |
| 37 University Hospital of South Manchester NHS Foundation Trust (3 year appointment) <u>*Must not be a member of a local authority's scrutiny committee covering health matters</u> | 1 | 1:0:0 | Chris Boyes (until July 2018) |
| 38 Victim Support - Trafford (Management Committee) | 1 | 1:0:0 | Mrs. Angela Bruer-Morris |
| <u>CHARITIES</u> | | | |
| 39 Ashton-on-Mersey Aid in Sickness Fund | 2 | 2:0:0 | John Lamb Brian Rigby |
| 40 The James Bradshaw Charity and the Bradshaw Educational and Richard Newton Foundations | 3 | 2:1:0 | Mrs. June Reilly Mrs. Viv Ward Mrs. Maureen Pickering (3 year appointment Until June 2017) |
| 41 Mayor's Land Charity; New Town Night School Fund; Lloyds Relief in Sickness | 3 (Need not be Elected Members) | 2:1:0 (The Mayor plus 2) | Jonathan Coupe John Holden Judith Lloyd |
| 42 Frances Del Panno Trust | As set out | | The Mayor Chief Executive & Director of Finance are ex-officio Trustees |
| 43 Sale Educational Foundation Note: The Charity requests the appointment of Members living in Sale and representing Sale wards. | 10 (Need not be Elected Members) | 6:4:0 | Mrs. Collinson Mrs. Gallimore Chris Boyes David Hopps John Holden Joanne Bennett Barry Brotherton Mike Freeman Andrew Western Mrs. D. Carter |

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**DECISIONS AGREED AT THE GREATER MANCHESTER COMBINED
AUTHORITY MEETING HELD ON FRIDAY 18 MARCH 2016
AT NUMBER ONE RIVERSIDE, ROCHDALE**

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

JOINT BOARDS AND OTHER MEMBERS IN ATTENDANCE

| | |
|-------|--------------------------|
| GMFRA | Councillor David Acton |
| GMWDA | Councillor Nigel Murphy |
| TfGMC | Councillor Andrew Fender |

OFFICERS IN ATTENDANCE

| | |
|------------------|-----------------------------------------|
| Margaret Asquith | Bolton Council |
| Mike Owen | Bury Council |
| Carol Culley | Manchester CC |
| Emma Alexander | Oldham Council |
| Steve Rumbelow | Rochdale MBC |
| Jim Taylor | Salford CC |
| Andrew Webb | Stockport MBC |
| Steven Pleasant | Tameside MBC |
| Helen Jones | Trafford Council |
| Donna Hall | Wigan Council |
| Andrew Lightfoot | GM Director of Public Service Reform |
| Mark Hughes | Manchester Growth Company |
| Simon Nokes | New Economy |
| Amy Foots | New Economy |

| | |
|-----------------|----------------------------------------------|
| Adam Allen | Office of the Police & Crime Commissioner |
| Clare Regan | Office of the GM Interim Mayor |
| Paul Argyle | GM Fire & Rescue Service |
| Ian Pilling | GM Police |
| Gareth Williams | GM Public Service Reform |
| Rachel Pykett | GM Public Service Reform |
| Jon Lamnote | TfGM |
| Dave Newton | TfGM |
| Liz Treacy | GMCA Monitoring Officer |
| Rodney Lund | Manchester CC |
| Julie Connor | Head of GMIST |
| Sylvia Welsh |) Greater Manchester |
| Kerry Bond |) Integrated Support Team |
| Rebecca Heron |) |
| Bridget Aherne | GMCA Head of Communications |
| Ross MacRae | GMCA Media Lead |

36/16 APOLOGIES

Apologies for absence were received on behalf of Councillor Sean Anstee (Trafford), Sir Howard Bernstein (Manchester), John Bland (GMWDA), Eamonn Boylan (Stockport), Theresa Grant (Trafford), Ian Hopkins (GMP), Peter O'Reilly (GMFRS), Richard Paver (Manchester), Cath Piddington (GMWDA), and Carolyn Wilkins (Oldham).

37/16 DECLARATIONS OF INTERESTS

There were no declarations of interest received.

38/16 MINUTES OF THE GMCA MEETING HELD ON 26 FEBRUARY 2016

The minutes of the GMCA meeting, that was held on 26 February 2016 were submitted.

RESOLVED/-

To approve the minutes of the GMCA meeting held on 26 February 2016 as a correct record.

39/16 FORWARD PLAN OF STRATEGIC DECISIONS OF GMCA

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

RESOLVED/-

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

**40/16 GREATER MANCHESTER LOCAL ENTERPRISE
PARTNERSHIP BOARD MINUTES – 10 MARCH 2016**

RESOLVED/-

To note the minutes of the Greater Manchester Local Enterprise Partnership Board meeting held on 10 March 2016.

**41/16 TRANSPORT FOR GREATER MANCHESTER COMMITTEE
MINUTES – 11 MARCH 2016**

RESOLVED/-

To note the minutes of the Transport for Greater Manchester Committee meeting held on 11 March 2016.

**42/16 MINUTES OF THE JOINT GMCA AND AGMA SCRUTINY
POOL MEETING – 11 MARCH 2016**

RESOLVED/-

To note the minutes of the meeting held on 11 March 2016.

43/16 GMCA GOVERNANCE REVIEW AND SCHEME

Tony Lloyd, GM Interim Mayor and Liz Treacy, GMCA Monitoring Officer introduced a report summarising the review of the functions and governance arrangements of the GMCA now that the Cities and Local Government Devolution Act has been passed, including how additional functions and arrangements would be likely to improve the exercise of statutory functions in Greater Manchester.

The report also summarises proposed consultation arrangements for approval by the GMCA as it is a legal requirement that a public consultation be undertaken in most cases where additional functions are to be conferred on the GMCA. It is proposed that the public consultation will begin on 21 March 2016 and will run for an 8 week period until 18 May 2016.

RESOLVED/-

1. To note the outcome of the Review, attached at Annex A of the report, and the draft Scheme, attached at Annex B of the report.
2. To endorse the conclusions of the Review that the making of an Order to confer on the GMCA the additional functions in the Scheme and the associated revisions to the governance arrangements would be likely to improve the exercise of statutory functions in Greater Manchester.

3. To approve and publish the scheme pursuant to section 112 of the Local Democracy, Economic Development and Construction Act 2009, as amended.
4. To approve the arrangements for public consultation on the proposals in the Scheme and to authorise that Sir Howard Bernstein, Head of Paid Service, in consultation with the Tony Lloyd, Interim Mayor, provide the Secretary of State with a summary of the consultation responses.
5. To agree that all GM Councillors are added to the list of consultees, attached at Annex C of the report.
6. To agree that details of the consultation be circulated to local authorities within Greater Manchester to enable publication on their respective websites to enable local consultation.
7. That the Monitoring Officer be requested to circulate guidance protocols in relation to the election process for the Elected Mayor.

44/16 GMCA AND ELECTED MAYOR - TRANSITION ARRANGEMENTS

Tony Lloyd, GM Interim Mayor presented a report setting out the scope of the work to put in place arrangements for the seamless transition to newly devolved arrangements for the GMCA and the directly Elected Mayor, including, a broad set of key principles to guide the work required to be undertaken, the potential priority work streams and general direction, and to help define options for structures and new arrangements. It also sets out proposals for a new integrated Chief Officer structure.

RESOLVED/-

1. To endorse the key principles and the proposed transition workstreams set out in section 2 of the report and the work required to develop analysis and options for consideration in relation to each.
2. To approve the establishment of a Leaders Task and Finish Group to oversee this work, comprising the Interim Mayor Tony Lloyd, Councillors Sean Anstee, Sue Derbyshire, Richard Leese and Peter Smith, and that this group report back on progress to the GMCA's AGM in June 2016.
3. To confirm that the following organisations and GMCA and AGMA functions should be 'in scope' for a resource review leading to options for a new integrated GMCA structure: New Economy, Public Service Reform Team, GM Core Investment Team, GM Integrated Support Team, Office of the Police and Crime Commissioner, Fire Authority, Waste Disposal Authority and Transport for Greater Manchester.

Pending the outcome of the review, any current or future significant staffing changes, reorganisations or new contractual agreements proposed by those teams / organisations falling within the scope of the review should be referred to Sir Howard Bernstein, GMCA Head of Paid Service prior to implementation.

4. To approve the proposed GMCA Chief Officer structure detailed in section 4 of the report, including the following:
 - a) A full time Head of Paid Service to be in place from 1st April 2017, with recruitment to be considered in the autumn 2016.
 - b) The GMCA Head of Paid Service and the Chief Officer Health will have joint accountability for the Greater Manchester Health and Social Care Transformation Fund and be accountable to the GMCA and the Chief Executive of NHS England (through the Financial Director of NHS England).
 - c) The existing part-time GMCA and AGMA Treasurer to become the full-time GMCA and AGMA Treasurer, with effect from 1st June 2016 on his current salary of £154,914 and existing terms and conditions. The Head of Paid Service in consultation with the Interim Mayor, authorised to determine a contract of employment.
 - d) The current Monitoring Officer to remain in place under the present arrangements, subject to a review after 12 months of operation.
 - e) The current Strategic Director of Public Service Reform to be redesignated as the Deputy Head of Paid Service, with effect from 1 June 2016, on current terms and conditions. Noting that there are no budget implications arising from the redesignation of this post.
 - f) To approve that arrangements are made for recruitment to the post of GM Director of Land and Property, at a salary of £80k-£100k (subject to market testing). The recruitment process to be overseen by the Portfolio Lead member and Chief Executive for Planning and Housing. Noting that this post will be wholly funded via central government grant as detailed in the report.
 - g) To agree that an options analysis is undertaken of possible locations for an administrative headquarters for the GMCA and Elected Mayor and reported back at the earliest opportunity.
 - h) To note that the approved 2016/17 GMCA budget included the provision of £300,000 to support GMCA transition costs. This provision is sufficient to meet the additional costs arising from the proposals.

45/16 EUROPEAN UNION (EU) REFERENDUM – POTENTIAL IMPLICATIONS FOR GREATER MANCHESTER OF THE UK LEAVING THE EU

Richard Leese, Portfolio Lead for Economic Strategy, presented a report identifying a number of issues associated with the planned “in out” referendum on 23rd June on the UK’s membership of the European Union (EU), and the possibility of a vote to leave the EU, that are of particular relevance to Greater Manchester in advance of the planned referendum, the outcome of which will have significant implications both nationally and locally.

In September 2015, Manchester City Council commissioned an economic impact study to understand the effects of EU membership on Manchester and Greater Manchester and the risks of the UK leaving the EU. Ekosgen undertook the study working closely with New Economy. Based on the outcomes of the study, the report:

- sets out the long-term benefits of European Union (EU) membership to the UK, as outlined in research to date;
- considers Greater Manchester’s current relationship with the EU across a range of subject areas, taking account of both direct transactions and the wider role that membership plays in international relations (e.g. the attraction of foreign investment due to providing a gateway to the EU); and
- identifies the risks and likely economic implications of leaving the EU for Greater Manchester.

Richard Leese outlined some of the main points and issues in the reports and also proposed that the GMCA supports and adopts a position of remaining “in” the EU. The Chair then formally put the proposal to the GMCA members for a vote.

Ten members voted for, one member voted against the proposal. The Chair then declared that the proposal had been passed.

RESOLVED/-

1. To note the analysis contained in this report and request that social issues are also included in the analysis.
2. That the GMCA supports and adopts a position of remaining “in” the EU.

46/16 BUDGET MARCH 2016 ANNOUNCEMENT

Tony Lloyd, GM Interim Mayor introduced a report which gave an overview of the additional freedoms and flexibilities awarded to Greater Manchester as

part of a further Devolution Agreement, announced as part of the 2016 Budget announcement made on 16 March 2016. In relation to business rates, he added that GM had been assured that there would be no overall loss of resources.

RESOLVED/-

To endorse the Greater Manchester Agreement: Further devolution to the Greater Manchester Combined Authority and directly-elected Mayor as attached at Annex A of the report.

47/16 GREATER MANCHESTER TRANSPORT STRATEGY 2040

Tony Lloyd, Portfolio Lead for Transport presented a report detailing a draft of the Greater Manchester Transport Strategy 2040 for consideration requesting approval for this to form the basis of public consultation, subject to any amendments agreed by Members.

In answer to a question, Tony Lloyd confirmed that the Transport Strategy would be co-aligned with the GM Spatial Framework, Low Carbon and other appropriate strategies.

RESOLVED/-

1. To approve the draft Greater Manchester Transport Strategy 2040 for consultation purposes.
2. To note that the Strategy will be accompanied by a draft 5-year Delivery Plan and request that this be submitted for approval at the earliest opportunity.
3. To agree to delegate approval of the final draft documents for consultation to Jon Lamonte, Chief Executive Officer, TfGM, and Sir Howard Bernstein, Head of the Paid Service, in consultation with the Tony Lloyd, Interim Mayor.
4. To note the intention to undertake a 12-week period of public consultation in the summer 2016, following publication of the Buses Bill.
5. To approve the use of £5 million of Earnback revenues to support scheme development/feasibility work on known GMCA priorities, including investigation of potential orbital solutions.
6. To agree that a further report be submitted following completion of the consultation, to update on the outcomes of the consultation and the implications for the Strategy.

48/16 RAIL STATIONS DEVOLUTION

Tony Lloyd, Portfolio Lead for Transport presented a report detailing progress to date and proposed next steps in relation to the Rail Stations Devolution project.

Members noted that further commercial details are provided in a separate report in the confidential part of the agenda due to the information relating to the business affairs of the applicants.

In answer to questions from members, Jon Lamonte, Chief Executive of TfGM confirmed that there would be relevant information in terms of the survey conditions of current stations and that TfGM had sufficient capacity at the current time to work on the Business Plan.

RESOLVED/-

To note the contents of the report.

49/16 GROWTH DEAL TRANSPORT - QUARTERLY UPDATE

Tony Lloyd, Portfolio Lead for Transport presented a report providing a quarterly update on the latest position in relation to the Local Growth Deal Transport Programme and to seek the endorsement of proposals in relation to the progression of Major and Minor Works Schemes.

RESOLVED/-

1. To note the current position in relation to the Growth Deal Major Schemes programme.
2. To note the current position in relation to the Growth Deal Minor Works and Additional Priorities programmes.
3. To endorse the proposal for approval of an advanced package of works on the Salford Bolton Network Improvements scheme to be delegated to the TfGM Chief Executive in conjunction with the GMCA Treasurer and relevant Chief Executives.
4. To endorse the principle of schemes being sub-grouped by Local Authority area as the basis for the apportionment of scheme savings, as set out in section 5.8 of the report.
5. To endorse the proposal for strengthened programme management / governance arrangements on the Growth Deal Minor Works programme and delegate the agreement of the detailed arrangements to senior Local Authority and TfGM officers (through the GM Transport Growth Group), as set out in sections 7.5 to 7.7 of the report.

**50/16 DAVE NEWTON, TRANSPORT STRATEGY DIRECTOR,
TFGM**

The Chair reported that this was Dave Newton's last meeting at the GMCA as he was leaving TfGM.

RESOLVED/-

To place on record thanks and appreciation to Dave Newton for the hard work and contribution he has made to TfGM and the work of the GMCA.

51/16 CLIMATE CHANGE AND LOW CARBON – SETTING THE VISION, GOALS AND TARGETS BEYOND 2020

Councillor Sue Derbyshire Portfolio, Lead for Environment presented a report outlining responses received from the Climate Change and Low Emissions Implementation Plan (2016-2020) consultation and to set out a range of options as the basis for establishing the future greenhouse gas emission reduction goals and targets for Greater Manchester on which future strategies, policies, plans and delivery actions can be based.

RESOLVED/-

1. To note the need to set a definitive goal and targets for greenhouse gas emissions beyond 2020.
2. To note the consultation feedback and proposal to integrate mitigating actions into the final Climate Change and Low Emissions Implementation Plan as detailed in section 3.4 of the report.
3. To agree the proposals presented, which suggest:
 - Methodologies for data collection and disclosure based on international city protocols
 - Different approaches to setting future targets
 - New requirements for LA operational data collection implicit in these protocols and emerging national policy
4. To agree, in principal, to establish a specific 2020+ target, and to develop a preferred approach to 2020+ target setting as an action within in the 2016-20 implementation plan; with a view to establishing an agreed target in Autumn, aligned with the development of other cross-cutting strategy proposals (e.g. GMSF, Transport Strategy).

52/16 GM INVESTMENT FUND - STATUS OF FUNDS

Councillor Kieran Quinn, Portfolio Lead for Investment Strategy and Finance presented a report providing detail on the Greater Manchester Investment Funds.

RESOLVED/-

To note the contents of this report.

53/16 GM INVESTMENT FRAMEWORK AND CONDITIONAL APPROVAL

Councillor Kieran Quinn, Portfolio Lead for Investment Strategy and Finance presented a report seeking approval for a loan to the Business Growth Hub. The loan will be made from recycled RGF monies.

Members noted that further details of the project is included as a more detailed report, considered in the confidential part of the agenda due to the information relating to the business affairs of the applicants

RESOLVED/-

1. To agree that the project funding application by the Business Growth Hub, (loan of £2,000,000) be given conditional approval.
2. To delegate authority to Richard Paver, the Combined Authority Treasurer and Liz Treacy, Combined Authority Monitoring Officer to review the due diligence information and, subject to their satisfactory review and agreement of the due diligence information and the overall detailed commercial terms of the transactions, to sign off any outstanding conditions, issue final approvals and complete any necessary related documentation in respect of the loans at 1) above.

54/16 GREATER MANCHESTER AGEING HUB AND THE CENTRE FOR AGEING BETTER

Lord Peter Smith, Portfolio Lead for Health and Wellbeing presented a report updating members on progress towards establishing a Greater Manchester Ageing Hub, including the vision and priorities for this work, and requested that the Combined Authority sign a Memorandum of Understanding with the Centre for Ageing Better to support the delivery of this work.

Tony Lloyd, Interim Mayor welcomed Lord Filkin and Anna Dixon from the Centre for Ageing Better to the meeting, and invited them to speak about the joint work between themselves and the Greater Manchester Ageing Hub.

Lord Filkin chairs the House of Lords Select Committee on Public Service and Demographic Change, which delivered the 2013 report 'Ready for Ageing'. The report highlighted the gaps and detailed how Government and society are underprepared for a future with far greater numbers of older people. In July 2013 the government responded to the report by supporting the creation of a 'What Works Centre for Ageing'. The Big Lottery Fund announced in 2013, funding for 'Fulfilling Lives: Ageing Better', a commitment to invest in programmes that improve the lives of older people. Alongside this programme it also supported the development of a Centre for Ageing Better.

The Centre for Ageing Better is an independent charitable foundation working to help everybody enjoy a good later life. With an approach based on evidence to help people age better, the Centre looks at challenges and

opportunities that everyone faces as more people live longer, focussing on change and support projects that can make a difference to later lives.

In May 2015 the GMCA and AGMA Executive Board agreed to establish a Greater Manchester Ageing Hub to bring together key partners to support a strategic and holistic approach to ageing. Lord Filkin explained that the GMCA was the first local strategic partner within the Centre.

RESOLVED/-

1. To thanks Lord Filkin and Anna Dixon for attending the meeting and for their work within GM and to endorse the vision and priorities for the Greater Manchester Ageing Hub.
2. To approve the Memorandum of Understanding between GMCA and the Centre for Ageing Better, to be signed by the Interim Mayor at the rise of the meeting.

At the rise of the meeting, Tony Lloyd Interim Mayor on behalf of the GMCA and Lord Peter Smith on behalf of the GM Health and Social Care Strategic Partnership Board signed the MOU with Lord Filkin from the Centre for Ageing Better.

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Section B - Scrutiny Arrangements for GMCA, TfGMC and TfGM

1. Introduction

- 1.1 Schedule 3 to the Operating Agreement dated 1st April 2011 and made between (1) the GMCA and (2) the Constituent Councils contains a protocol that provides a framework for carrying out joint scrutiny work of -
- (a) The AGMA Executive Board;
 - (b) The GMCA;
 - (c) TfGMC; and
 - (d) TfGM
- 1.2 The key provisions of this Scrutiny Protocol in relation to the GMCA, TfGMC and TfGM are set out for information below.
- 1.3 The Scrutiny Protocol will be reviewed annually to ensure that it remains relevant.
- 1.4 References in these Arrangements to major and strategic decisions of the TfGMC taken in accordance with the delegations set out in Part 3 Section B II of this Constitution include major and strategic decisions taken by sub-committees of TfGMC in accordance with such delegations.

2. Objectives of scrutiny of the GMCA, TfGMC and TfGM

- 2.1 These arrangements have been established to act as a focus for the scrutiny and challenge of the GMCA, the TfGMC and the TfGM, and for investigating matters of strategic importance to residents within the combined administrative area covered by the Constituent Councils.
- 2.2 The role of these arrangements will include:-
- (a) monitoring:-
 - (i) the decisions of the GMCA; and
 - (ii) major and strategic decisions of the TfGMC which are taken by the TfGMC in accordance with the delegations set out in Part 3 Section B II of this Constitution;
 and to make recommendations for improvement and/or change;
 - (b) investigating matters of strategic importance to residents of the Constituent Councils and reporting with recommendations to the GMCA or the TfGMC as appropriate;

- (c) reviewing the performance of the GMCA against objectives within the Greater Manchester Strategy;
- (d) facilitating the exchange of information about the work of the GMCA and the TfGMC and to share information and outcomes from reviews;
- (e) The role of these arrangements in relation to the TfGM will include:
 - (i) monitoring the TfGM's delivery of transport services against the Local Transport Plan and to make recommendations for improvement and/or changes;
 - (ii) obtaining explanations from the TfGM regarding its delivery of transport services.
- (f) The terms of reference for these scrutiny arrangements and the work programme in relation to scrutiny of the GMCA and the TfGMC will be subject to an annual review.

3. Operation of Scrutiny Arrangements for GMCA, TfGMC and TfGM

- 3.1 A pool of elected members (the "Scrutiny Pool") will be established which will comprise of 3 councillors from each of the Constituent Councils. Appointees to the Scrutiny Pool must not be members of the Executive Board, the GMCA (including substitute members) or the TfGMC. Both sexes must be represented within the 3 elected members from each of the Constituent Councils.
- 3.2 Appointments to the Scrutiny Pool by the Constituent Councils will be made in accordance with the principles of political balance set out in Section 15(5) of the LGHA 1989.
- 3.3 Any elected member appointed to the Scrutiny Pool under these scrutiny arrangements who is also appointed to any Committee or Sub Committee of the GMCA cannot participate in the operation of the scrutiny arrangements on any issues which were taken at any meeting of the GMCA or any Committee or Sub Committee of the GMCA at which they were present.
- 3.4 The term of office for members of the Scrutiny Pool will be one year from the date of the annual council meeting of the Constituent Council that appoints them to the Scrutiny Pool unless:-
 - (a) they cease to be an elected member of the Constituent Council that appointed them;
 - (b) they wish to no longer participate in these arrangements; or
 - (c) the Secretary to AGMA is advised by any of the Constituent Councils that it wishes to change one or more of its appointees to the Scrutiny Pool in accordance with paragraphs 3.1-3.3 of this Clause 3.

- 3.5 Non-voting members may be co-opted to participate in these arrangements from all or any of the associated authorities or from other organisations as the Scrutiny Pool members may decide.

4. Meetings of Scrutiny Pool Members

- 4.1 The members appointed to the Scrutiny Pool under Clause 3 above will hold at least one joint annual meeting and may convene additional joint meetings in accordance with these arrangements.
- 4.2 At the annual joint meeting the Scrutiny Pool members will:
- (a) elect a Chair and Vice Chair. The Chair and Vice Chair must come from different political groups.
 - (b) determine the areas of review and scrutiny that they wish to pursue during the ensuing 12 months.
 - (c) agree to establish Scrutiny Panels from amongst their number in order to carry out agreed areas of review and scrutiny.
- 4.3 The quorum for this annual meeting and any other joint meetings held under this Clause 4 will be 10, and must include representatives of at least 7 of the Constituent Councils.
- 4.4 The principle of decision making at any such joint meeting shall be that, wherever possible decisions will be made by agreement, without the need for a vote. If a vote is necessary it will be a simple majority of those present and the Chair will not have a casting vote.
- 4.5 The venue for each annual meeting and any other joint meetings held under this Clause 4 will be decided by the Chair and notified to Constituent Councils for inclusion on their Council web sites.
- 4.6 Notice of the annual meeting and any other joint meetings held under this Clause 4 will be sent to each Scrutiny Panel member in accordance with the requirements of the Local Government Act 1972.
- 4.7 The Chair will approve the agenda for each annual meeting and any other joint meetings held under this Clause 4; however, any member of the Scrutiny Panel will be entitled to require an item to be placed on the agenda for the meeting.
- 4.8 Subject to paragraphs 4.1-4.7 of this Clause 4, meetings will proceed in accordance with the Rules of Procedure set out at Schedule 3 to the AGMA Operating Agreement.

5. Call in of decisions

5.1 Call in of decisions of GMCA and TfGMC

- (a) Members of the Scrutiny Pool appointed under this Protocol will have the power to call in:-
- (i) any decision of the GMCA;
 - (ii) any major or strategic decision of the TfGMC which is taken by the TfGMC in accordance with the delegations set out in Part 3 Section B II of this Constitution.

5.2 Publication of Notice of Decisions

- (a) When:-
- (i) a decision is made by the GMCA; or
 - (ii) a major or strategic decision is made by the TfGMC in accordance with the delegations set out in Part 3, Section B II of this Constitution;

the decision shall be published, including where possible by electronic means, and shall be available from the normally within 2 days of being made. It shall be the responsibility of the Secretary to send electronic copies of the records of all such decisions to all members of the Scrutiny Pool within the same timescale.

- (b) The notices referred to at subparagraph 5.2(a) above will bear the date on which they are published and will specify that the decision will come into force, and may then be implemented, as from 4.00 pm on the fifth day after the day on which the decision was published, unless 5 members of the Scrutiny Pool object to it and call it in.

5.3 Call-in of decisions of the GMCA, and the TfGMC

- (a) During the "Call-in" period specified at subparagraph 5.2(b) above the Secretary shall:-
- (i) call-in a decision of the GMCA for scrutiny by a joint meeting of Scrutiny Pool members if so requested by any five members from the Scrutiny Pool, and shall then notify members of the GMCA of the call-in. The Secretary shall call a joint meeting of Scrutiny Pool members on such date as he/she may determine, where possible after consultation with the Chair of the Scrutiny Pool, and in any case within 2 weeks of the decision to call-in;

(ii) call in a major or strategic decision made by the TfGMC in accordance with the delegations set out in Part 3, Section B II of this Constitution for scrutiny by a joint meeting of Scrutiny Pool members if so requested by any five members from the Scrutiny Pool, and shall then notify members of the TfGMC of the call-in. The Secretary shall call a joint meeting of Scrutiny Pool members on such date as he/she may determine, where possible after consultation with the Chair of the Scrutiny Pool, and in any case within 2 weeks of the decision to call-in.

(b) If, having considered:-

- (i) a decision made by the GMCA; or
- (ii) a major or strategic decision made by the TfGMC in accordance with the delegations set out in Part 3, Section B II of this Constitution

the joint meeting of Scrutiny Pool members is still concerned about it, then it may refer it back to the GMCA or the TfGMC (as appropriate) for reconsideration, setting out in writing the nature of its concerns. If a decision is referred by a joint meeting of Scrutiny Pool members to the GMCA or the TfGMC (as appropriate), then the GMCA or the TfGMC (as appropriate) will reconsider the decision before adopting a final decision.

(c) If, following an objection to:-

- (i) a decision of the GMCA; or
- (ii) a major or strategic decision made by the TfGMC in accordance with the delegations set out in Part 3, Section B II of this Constitution;

the joint meeting of Scrutiny Pool members does not refer it back to the GMCA or the TfGMC (as appropriate) for reconsideration, the decision shall take effect on the date of the joint meeting of Scrutiny Pool members.

(d) The call-in procedure set out above, shall not apply where:-

- (i) the decision being taken by the GMCA; or
- (ii) the major or strategic decision made by the TfGMC in accordance with the delegations set out in Part 3, Section B II of this Constitution ;

is urgent.

(e) For the purposes of subparagraph 5.4(d) above a decision will be urgent if any delay likely to be caused by the call-in process would seriously prejudice the interests of the GMCA, the

Constituent Councils, or the residents and/or businesses of Greater Manchester. The record of the decision and the notice by which it is made public shall state whether in the opinion of the decision making body, (having considered the advice of the Head of Paid Service and/or the Monitoring Officer and/or the Treasurer) the decision is an urgent one, and therefore not subject to call-in. The GMCA or the TfGMC (as appropriate) must agree both that the decision proposed is reasonable in all the circumstances and to it being treated as a matter of urgency.

6. Key principles for the operation of the scrutiny arrangements

- 6.1 The Constituent Councils will work together to maximise the exchange of information and views, to minimize bureaucracy and make best use of the time of members and officers of other bodies or agencies.
- 6.2 Members of the Scrutiny Pool will, when considering reviews, determine whether the issue is more appropriately dealt with by one of the Constituent Councils or elsewhere and will not duplicate the work of existing bodies or agencies.
- 6.3 Subject to prior consultation, the Constituent Councils will respond positively to requests for information, or for the attendance of a member or officer at any meetings set up under these arrangements.
- 6.4 While it is ultimately for each Constituent Council to decide who it considers the most appropriate person(s) to speak on its behalf at any meetings set up under these arrangements consideration will be given to meeting specific requests.
- 6.5 Dates and times for officer and member attendance at any meetings set up under these arrangements should be by agreement.
- 6.6 Members appointed under these arrangements may request the attendance of officers employed by the Constituent Councils to answer questions and give evidence at any meetings set up under these arrangements. All such requests must be made via the Chief Executive of the relevant Constituent Council. If any request is declined by the Chief Executive, he/she must state the reasons for so doing.
- 6.7 When considering any matter in respect of which a Scrutiny Panel member appointed under these arrangements is subject to a party whip the member must declare the existence of the whip and the nature of it before the commencement of any deliberations on the matter. The declaration, and the detail of the whipping arrangements, shall be recorded in the minutes of the meeting.

7. Scrutiny Panels

- 7.1 The annual meeting of members of the Scrutiny Pool will establish Scrutiny Panels to undertake agreed scrutiny reviews. Membership of the Scrutiny Panels will be determined at the annual meeting and the principle of political balance from across Scrutiny Pool members must be applied when membership is agreed.
- 7.2 Scrutiny Panels established by this Clause 7 shall include representatives from at least 7 of the Constituent Councils. Each Scrutiny Panel shall appoint a Chair and Vice Chair from amongst its members. Unless unanimously agreed by all members appointed to any Scrutiny Panel, the Chair and Vice Chair of each Scrutiny Panel must come from different political groups.
- 7.3 Scrutiny Panels established under this Protocol must be appointed to carry out specific scrutiny tasks and be time limited. Their continuation will be subject to confirmation at each annual meeting of the Scrutiny Pool members. Any Scrutiny Panel continuing for more than two years must be subject to confirmation by the Executive Board and/or the GMCA as appropriate.
- 7.4 The Executive Board and/or the GMCA may also, if they choose, request that a Scrutiny Panel drawn from amongst members appointed under Clause 3 of this Protocol be appointed to examine a specific issue in more detail and report back its findings to the Executive Board and/or the GMCA as appropriate.

8. Reviews and recommendations

- 8.1 The process of joint scrutiny will be an open and transparent process designed to engage the Constituent Councils, their residents and other stakeholders.
- 8.2 Meetings will be held in public unless the meeting decides to convene in private in order to discuss confidential or exempt information, in accordance with the relevant provisions of the LGA 1972 or LGA 2000.
- 8.3 The terms of reference, timescale and outline of any review will be agreed by Scrutiny Pool members appointed at their annual meeting.
- 8.4 Different approaches to scrutiny reviews may be taken in each case but members will seek to act in an inclusive manner and will take evidence from a wide range of opinion. The Scrutiny Pool will make specific efforts to engage with hard to reach groups.
- 8.5 The primary objective of any Scrutiny Panel established under these arrangements will be to reach consensus on its recommendations, but

where a minimum number of 2 members express an alternative to the majority view, they will be permitted to produce a minority report.

- 8.6 Voting if needed will be by a show of hands and a simple majority will be required to approve any recommendation.

9. Budget and Administration

- 9.1 The annual meeting of Scrutiny Pool members will prepare a budget to cover the costs of operating these arrangements in the forthcoming year and will submit this to the Executive Board and to the GMCA for agreement.

- 9.2 Contributions to the costs of the joint scrutiny arrangements shall be determined by apportioning the costs in such proportions as the Constituent Councils unanimously agree or, in default of such agreement, in proportion to the total resident population at the Relevant Date of the area of each Constituent Council as estimated by the Registrar General.

- 9.3 The budget will be required to meet all officer support to the joint scrutiny arrangements, including research support.

- 9.4 The decisions and recommendations of any Scrutiny Panels set up under these arrangements will be communicated to the Executive Board and/or the GMCA and/or the TfGMC and/or the TfGM as appropriate, other Scrutiny Pool members and Constituent Councils as soon as possible after resolution by those appointed to any such Scrutiny Panel.

10. Support and advice to scrutiny arrangements

- 10.1 Members appointed to any Scrutiny Panel under these arrangements may ask individuals or groups to assist it on a review by review basis and may ask independent professionals for advice during the course of reviews. Such individuals or groups will not be able to vote.

- 10.2 Members appointed to any Scrutiny Panel under these arrangements may invite any other person to attend their meetings to answer questions or give evidence; however attendance by such persons cannot be mandatory.

11. Linking Sub-Regional Scrutiny with Local Scrutiny

- 11.1 The Scrutiny Officer of each Constituent Council will ensure that the work programmes and minutes relating to the work carried out by the Scrutiny Pool in scrutinising the Executive Board, GMCA, TfGMC and

TfGM are circulated appropriately within their own Constituent Council's scrutiny arrangements.

- 11.2 Each Constituent Council will nominate one of the 3 members of that Constituent Council who have been appointed to the Scrutiny Pool in accordance with paragraph 3.1 of this Protocol to act as that Constituent Council's "AGMA Scrutiny Link". The AGMA Scrutiny Link will be responsible for reporting back to their own Constituent Council on the scrutiny work carried out by the Scrutiny Pool in relation to the Executive Board, GMCA, TfGMC and TfGM. The AGMA Scrutiny Link will also be responsible for reporting to the Scrutiny Pool any issues identified locally by their own Constituent Council which may warrant scrutiny at a sub-regional level. The nomination of an AGMA Scrutiny Link and the way in which this role will be performed will be determined by each Constituent Council.

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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