

# Public Document Pack



## TRAFFORD COUNCIL

### AGENDA PAPERS FOR SCRUTINY COMMITTEE MEETING

Date: Wednesday, 15 November 2017

Time: 6.30 p.m.

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

<b>A G E N D A</b>	<b>PART I</b>	<b>Pages</b>
1.	<b>ATTENDANCES</b>  To note attendances, including Officers, and any apologies for absence.	
2.	<b>MINUTES</b>  To receive and, if so determined, to agree as a correct record the Minutes of the meeting held on 19 September, 2017.	1 - 4
3.	<b>DECLARATIONS OF INTEREST</b>  Members to give notice of any interest and the nature of that interest relating to any item on the agenda in accordance with the adopted Code of Conduct.	
4.	<b>2018/19 BUDGET PRESENTATION</b>  To receive a presentation of the Leader of the Council.	To Follow
5.	<b>MANAGEMENT OF THE NEW GREEN WASTE FEE AND SYSTEM - UPDATE ON IMPLEMENTATION</b>  To receive a report of the Executive Member for Highways, Parks and Environmental Services.	5 - 8
6.	<b>ANNUAL DELIVERY PLAN 2017/18 - Q1 PERFORMANCE REPORT</b>  To receive a report of the Executive Member for Corporate Resources.	9 - 48

**7. REPORT ON COMPLAINTS DETERMINED BY THE LOCAL GOVERNMENT OMBUDSMAN 2016/17**

To receive a report of the Executive Member for Corporate Resources. 49 - 54

**8. SCRUTINY COMMITTEE WORK PROGRAMME 2017/18**

To receive a report of the Chairman of the Scrutiny Committee. 55 - 58

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

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

**THERESA GRANT**

Chief Executive

Membership of the Committee

Councillors M. Young (Chairman), M. Cordingley (Vice-Chairman), R. Bowker, C. Boyes, K. Carter, Mrs. P. Dixon, J. Holden, M. Hyman, A. Mitchell, D. Western, A.M. Whyte and J. Harding (ex-Officio).

Co-opted Members for Education Matters Only: Sister P. Goodstadt and S. Kahn.

Further Information

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

Chris Gaffey, Democratic & Scrutiny Officer

Tel: 0161 912 2019

Email: [chris.gaffey@trafford.gov.uk](mailto:chris.gaffey@trafford.gov.uk)

This agenda was issued on **Tuesday, 7 November 2017** by the Legal and Democratic Services Section, Trafford Council, Trafford Town Hall, Talbot Road, Stretford M32 0TH.

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

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

## SCRUTINY COMMITTEE

19 SEPTEMBER 2017

### PRESENT

Councillor M. Young (in the Chair).

Councillors M. Cordingley (Vice-Chairman), R. Bowker, K. Carter, Mrs. P. Dixon, J. Holden, M. Hyman, A. Mitchell, D. Western, and A. M. Whyte.

#### Also Present

Councillor Myers	Executive Member for Financial Services
Councillor Whetton	Executive Member for Children's Services
Ms Sadia Khan	Co-Opted Member for Education Matters Only

#### In attendance

Graeme Bentley	Head of Financial Management
Anna Lomas	Strategic Lead for Children in Care
Cathy Rooney	Director of Safeguarding and Professional Development
Andrew Rennie	Corporate Lead, Property & Investment
Peter Forrester	Head of Governance
Alexander Murray	Democratic and Scrutiny Officer

### APOLOGIES

Apologies for absence were received from Councillors C. Boyes and J. Harding.

### 13. MINUTES

RESOLVED: That the minutes of the meeting 5 July be agreed as an accurate record and signed by the Chairman.

### 14. DECLARATIONS OF INTEREST

No declarations of interest were made by members.

### 15. 2018/19 BUDGET SCRUTINY PROCESS, CAPITAL INVESTMENT STRATEGY AND DRAFT MEDIUM TERM FINANCIAL PLAN (MTFP).

The Executive Member for Corporate Resources went through the presentation that had been distributed with the agenda. The presentation covered the 2018/19 Budget scrutiny process, the draft MTFP, and the Capital Investment Strategy. The Head of Financial Management (HFM) also gave a detailed description of the MTFP position. The HFM went through each element and explained what it related to in terms of the functions of the Council. The presentation showed that the financial gap was predicted to increase by £13m in 2018/19 which was why the Council were exploring alternative options such as the capital investment fund.

Following the presentation, the Committee were given the opportunity to ask questions. One member of the Committee raised concerns about increased parking charges as they felt that the public were unlikely to be accepting of them.

The Executive Member for Corporate Resources agreed that the public were likely to have concerns at the increases. However, the Council felt that the services the additional money would fund were more significant to residents than the costs of parking.

The Chairman queried a number of the financial assumptions that had been made and the HFM explained how they had been formulated. The Chairman thanked the HFM for his answers and stated a number of factors that could have an effect upon the figures.

RESOLVED: That the update be noted.

## **16. OUT OF BOROUGH CHILD PLACEMENTS**

The Director of Safeguarding and Professional Development (DSPD) and the Strategic Lead for Children in Care (SLCIC) presented a report on out of borough child placements which provided the Committee with information they had requested. In addition to the report, they had prepared a presentation for the Committee which they went through at the meeting. The presentation covered the profile of placements, the cost and budget of placements, how placements were monitored, how the Council would increase in house foster care provision and other work being done to reduce external placements.

The Committee were informed that the Council's main goal was to increase the number of in house foster care placements rather than depending upon external agencies. Part of the strategy involved creating a formal policy for the process by which a foster carer could apply for funding to make improvements to their home allowing them to take on more foster children. Another way that the Council was looking to increase the number of foster carers was by raising the rate that Trafford paid them so that it was more competitive with the rates offered by agencies and other authorities.

The SLCIC told Members that there was a national KPI around the number of placements that a child should have. Trafford continually strived to achieve this KPI and minimise disruption in a foster child's life by only moving them when necessary and the SLCIC detailed how Trafford supported those children that required transitions. The DSPD explained that in some difficult cases children cannot be placed with other children even though a foster carer is signed up to work with more children to ensure the stability of those placements.

The Executive Member for Children's Services noted that during the financial year there had been an increase in funding to match the demographic increase. Because the service is demand based it could fluctuate unpredictably and so the increase may not be adequate if there were a sudden increase in need. The Council hoped to increase the strength of in house services to offer children a range of options and provide greater stability and reduce the impact of additional demand.

The Committee thanked the DSPD and the SLCIC for an excellent presentation and requested that it be sent to all Members of the Committee after the meeting.

Committee members then posed a series of questions including what was the expected impact of the increased rate paid to foster carers, how many high security placements Trafford was funding, and the number of residential homes available within the borough. The DSPD, SLCIC and Executive Member for Children's Services provided detailed responses to the Committee's questions and the Members were satisfied by the answers given.

RESOLVED:

- 1) That the update be noted.
- 2) That the presentation be sent to the members of the Committee after the meeting.

## **17. HIGH RISE CLADDING UPDATE**

The Director of Growth and Regulatory Services (DGRS) presented an update to the report delivered at the previous meeting following the tragedy at Grenfell Tower. The DGRS informed the Committee that there were a low number of high rise buildings within Trafford and only a few of those had any cladding. Trafford have offered the use of testing facilities to all organisations which have cladding on their buildings. Trafford were working with the other Greater Manchester (GM) Authorities around measures to help prevent the occurrence of a tragedy like Grenfell and the GM response to the government inquiry.

The Chairman of the Committee asked the DGRS what was being done to inform residents who lived in buildings that were at risk. The DGRS responded that the organisations linked with at risk buildings were being very proactive. Another Member of the Committee asked whether the Council could be liable for any changes required to buildings which it had sold due to potential changes brought about by the Grenfell Tower inquiry. The DGRS informed Members that the Council could not be held liable for any changes required to bring a building in line with regulations which had come into law after the property had been sold.

The Executive Member for Children's Services informed the Committee of the changes that had been made across GM in reaction to Grenfell Tower. The changes included the opening of new training facilities in Bury which enabled firefighters to train in a high rise environment. However, there were only 20 inspectors across GM Fires and Rescue Service (GMFRS) area of operations compared to 55 previously. GMFRS were doing all they could to increase the number of inspectors back to previous levels.

RESOLVED:

- 1) That the update be noted.
- 2) That a further update come to the Committee before the end of the Municipal year.

## **18. SCRUTINY COMMITTEE WORK PROGRAMME 2017/18**

RESOLVED: That the work programme be noted.

**19. EXCLUSION RESOLUTION**

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

**20. CAPITAL INVESTMENT FUND**

The Corporate Lead for Property & Investment (CLPI) gave a brief overview of the Capital investment Strategy to the Committee. The Committee were informed that the work in this area was still in the early stages as it had been agreed in July 2017. Since its inception, a summary investment strategy had been created and additions had been made to the Council’s capital programme. The next stage of the programme was to produce a more detailed strategy that would go to the Executive meeting in September.

RESOLVED: That the update be noted

**21. REAL ESTATE INVESTMENT STRATEGY**

The Committee asked a number of questions about the investment strategy and the Council’s approach.

RESOLVED:

- 1) That the update be noted.
- 2) That a further update be brought to the Committee in 6 Months’ time.

The meeting commenced at 6.30 pm and finished at 8.20 pm

## TRAFFORD COUNCIL

**Report to:** Scrutiny Committee  
**Date:** 15 November 2017  
**Report for:** Information  
**Report of:** Executive Member for Highways, Parks and Environmental Services

### Report Title

#### **Management of New Green Waste Fee and System – Update on Implementation**

### Summary

Following the executive meeting on the 23 January 2017 a report was presented by the Scrutiny Committee Chairman, setting out their comments and findings from the review of the Executive's draft budget proposals for 2017/18. These proposals included an introduction of a charge to residents for the collection of garden waste.

A further Executive meeting held on 22 February 2017 set out a formal response, which included a commitment to develop an implementation plan prior to the implementation of changes to the collection of garden waste and the proposals for changes were then agreed.

A further update has been requested by the Scrutiny Committee on the overall implementation and success of the scheme which commenced on 1 June 2017.

### Recommendation(s)

To note the overall success of the introduction the new garden waste service and the overall achievement of the associated benefits.

To note the future improvements required to further develop the service and transition the remaining associated activities to the One Trafford Partnership.

To seek the continued support of Members in the development of the behavioural changes required for the continued success Trafford has in improving recycling rates and the take up the garden waste service.

To note there are further savings proposed for 2018/19 in respect of the higher than anticipated take-up.

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

Name: Paul Helsby – Interim Director One Trafford Partnership  
Telephone Number: 07739 856664

## **1. BACKGROUND**

- 1.1 The Council introduced changes to its garden waste collection services on 5 June 2017 which included the introduction of a charge for services that were previously provided at no cost to residents.
- 1.2 The key driver for the introduction of a charge was to sustain a valued, but non statutory service, whilst recognising that not all residents need or use this service, so the costs should be borne by those who do. The garden waste subscription service is optional, and residents pay according to the number of green bins they require. The Council is legally entitled to make a charge for the collection of garden waste and the net saving arising from this change in policy were projected to be £430K in 2017/18.
- 1.3 To complement the change to the garden waste collection service the Council further proposed to subsidise home compost bins from April 2017. For residents that have chosen not to subscribe to the service they are able to exchange their green bin for a green caddy free of charge, which encourages continued recycling of food waste.
- 1.4 The original assumptions made to forecast the savings were as follows:-
  - 22,500 subscribers in Year 1 and a further 3,750 subscribers in Year 2
  - 2,000 additional bins by Year 3
  - 82% of customers would opt to subscribe on line to qualify for the £5 discount

## **2 IMPLEMENTATION**

- 2.1 The scheme has been successful with gross income of £1.6m, exceeding the original target of £0.8m.
- 2.2 Subscriptions are almost double the original forecast with 43,500 households opting to subscribe to the service. In addition, 2,500 second permits and 900 subsidised compost bins have been purchased.
- 2.3 The preferred method for sign up has been on-line, with 90% of subscriptions exceeding the forecasted assumption.
- 2.4 Since April 2017, over 3,200 green caddies have been delivered to residents as an alternative to the green bin, which is a positive step to achieving recycling targets.
- 2.5 Whilst the take up has been very positive the unexpected volume has brought some challenges through the implementation. Whilst it has been successful overall there has been a number of improvements identified and issues that require further improvement work over the coming months in preparation next year's renewal and sign up. These are summarised as follows;



- 2.5.1 It was originally anticipated that the One Trafford Partnership would undertake all associated administration activity and the business case allowed for the costs of a dedicated project manager and an administrative assistant. Due to the tight timescales for implementation and the subsequent recruitment required for these posts, the Council decided to undertake this activity for an interim period.
- 2.5.2 There were challenges with the management of calls and payments for the service via the One Trafford Partnership contact centre due to some minor issues with the online payment form. The Council's Access Trafford contact centre supported this with the provision of an "overflow" facility to take payments where these issues occurred.
- 2.5.3 There has been a small number of complaints (circa 200) received from residents on a number of issues including, the overall quality of the permit, objections to the introduction of the charge, responsibility for clearing leaf fall from trees on Council land, and the unfairness of the online discount.
- 2.5.4 The on-line payment process had higher than expected payment failure rates with some residents reporting that it was difficult to navigate, which are similar to issues being experienced by other Local Authorities who we have benchmarked against.
- 2.5.5 There remain some residual challenges associated with the performance data across the waste service, which is impacting on the ability to target the key messages agreed to support the wider behavioural changes needed to improve recycling rates.

### **3 NEXT STEPS**

- 3.1 The project team required to implement the changes has been established and is now working on key areas of improvement.
- 3.2 To address the lessons learned through the implementation period there are a number of activities required as follows:-
- 3.2.1 Engagement with suppliers for the subscriber packs has commenced and proceeding on the basis of having pre-populated addresses on the stickers, including a unique barcode which will realise further efficiencies associated with the administration of the scheme.
- 3.2.2 The posts required by the One Trafford Partnership to support with the management of the scheme will be advertised with an anticipated start date in early January 2018.
- 3.2.3 Following recruitment to these posts, the administration of the scheme will be transferred to the One Trafford Partnership, which will remove the burden from the Council's existing resources and provide a clear line of accountability.

- 3.2.4 The Council is currently in the process of developing the Customer Relationship Management system which includes the ability to take payments directly on-line
- 3.2.5 The One Trafford Partnership will continue to engage with waste operatives to improve the overall service and actively reduce any associated complaints.
- 3.2.6 Joint activities associated with the required behavioural change will continue and includes a series of workshops throughout the winter and spring periods on “composting” which will focus on encouraging residents to compost their garden waste.
- 3.2.7 The One Trafford Partnership have made a commitment to implement mobile technology across the waste service, which will support more robust performance monitoring arrangements and enhanced management information data.

#### **4. CONCLUSION**

Overall the roll out has been successful and has significantly exceeded the financial forecast due to significant uptake by residents. This surplus has been used to further benefit Trafford residents by investing it in additional highway network upgrades.

Many of the challenges were as a result of this increased demand above the predicted levels and this learning is being taken forward to improve the service in the future.

## TRAFFORD COUNCIL

**Report to:** Executive  
**Date:** 25 September 2017  
**Report for:** Information  
**Report of:** Executive Member for Corporate Resources

### Report Title

**Annual Delivery Plan 2017/18 (First Quarter) Performance Report**

### Summary

The attached report provides a summary of performance against the Council's Annual Delivery Plan, 2017/18. The report covers the period 1<sup>st</sup> April to 30<sup>th</sup> June 2017.

### Recommendations

1. That Executive notes the contents of the Annual Delivery Plan First Quarter Performance Report.
2. That an additional annual indicator reporting on the level of inward investment into Trafford be included under the housing and economic growth theme.

### 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 2017/18 Quarter 1 Performance report summarises the Council's performance in relation to the Council's Corporate Priorities.
Financial	Not Applicable
Legal Implications:	None
Equality/Diversity Implications	None
Sustainability Implications	None
Staffing/E-Government/Asset Management Implications	None
Risk Management Implications	None
Health and Safety Implications	Not applicable

## 1.0 Background

- 1.1 The report provides a summary of performance against the Council's Annual Delivery Plan Annual Delivery Plan 2017/18, and supporting management information, for the period 1<sup>st</sup> April to 30<sup>th</sup> June 2017.
- 1.2 The Council's Annual Delivery Plan reports key Performance Indicators against the Vision for Trafford 2031 outcomes established for each of the 6 Borough-wide Interventions:
  - Mersey Valley becomes a significant visitor attraction that connects the North to the South of the Borough
  - Creating a national beacon for sports, leisure and activity for all, making Trafford a destination of choice
  - Accelerate housing and economic growth so everybody benefits
  - Co-designing and co-producing services to enable people, communities and businesses to work together, help themselves and each other
  - Building Strong Communities
  - Optimising technology to improve lives and productivity

## 2.0 Performance Update

- 2.1 The ADP has 49 indicators: 28 of these have been reported in the first quarter, 20 are indicators reported annually, and one has no Q1 data available until October (see section 2.7 below).
- 2.2 Overall, performance in meeting targets remains good. There are 18 green indicators (on target), 3 amber and 5 red indicators (below target). Two new indicators have no target for Q1, and therefore no RAG status or direction of travel (see section 2.6 below).
- 2.3 The following indicators are rated as green (on target):
  - The percentage of relevant land and highways assessed as Grade B or above (Predominantly free of litter, leaves and refuse, apart from small items such as cigarette ends, ring pulls, stone chippings etc.)
  - Percentage of Highway safety inspections carried out in full compliance with the agreed programme
  - Trafford is the Safest Place in GM
  - Growth in retained business rates and related S31 grants
  - Percentage of Council Tax collected
  - Percentage of ground floor vacant units in town centres
  - Admissions to Residential or Nursing Care for Older People during the year per 100,000 population
  - The proportion of older people (aged 65 and over) who were still at home 91 days after discharge
  - Children who are "looked after" rate per 10,000
  - Number of NHS Health Checks delivered to the eligible population aged 40-74
  - Number of Locality Networking Events held per locality per year
  - Number of third sector organisations receiving intensive support

- Number of new volunteers recruited through Thrive portal and volunteer infrastructure service
- No. of Be Responsible events in relation to environmental responsibility (litter, dog fouling, fly-tipping, etc.)
- Improve the % of household waste arisings which have been sent by the Council for recycling/composting
- Percentage of Trafford pupils educated in a Good or Outstanding school
- Reduction in the number of Working Age Benefit Claimants
- Increase in online transactions

2.4 The following are 10% below target (amber) and exception reports have been produced.

- Percentage of major planning applications processed within timescales
- Reduction in the proportion of children made subject to a Child Protection Plan for a second or subsequent time
- Maintain the low level of 16-17 year olds who are not in education training or employment (NEET) in Trafford

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

- The number of housing units granted complete planning consent
- The number of housing completions
- Delayed Transfers of Care attributable to Adult Social Care per 100,000 pop 18+
- % of repeat referrals to children's social care
- Reduce the level of sickness absence (Council wide excluding schools)

2.6 Two indicators are new and therefore have no RAG status or Direction of Travel:

- Percentage of tender exercises resulting in Social Value KPIs
- Through the Trafford Pledge increase the number of people into employment

2.7 The following indicator cannot be reported, as no data is available for first quarter, until 18<sup>th</sup> October 2017:

- Increase the Percentage of Trafford Residents in Employment

### 3.0 New Indicator

3.1 It is proposed that a new indicator be added to the annual delivery plan and reported on annually. The indicator will be under the housing and economic growth theme and will measure the level of inward investment into Trafford. It will be an annual indicator and no target will be set for this year.

**Finance Officer Clearance**                      *(type in initials) NB*  
**Legal Officer Clearance**                      *(type in initials) DA*



**CORPORATE DIRECTOR'S SIGNATURE**

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



# TRAFFORD COUNCIL

**ANNUAL DELIVERY PLAN 2017/18  
Performance Report Quarter 1**

# 1. Purpose and scope of the report

The report provides a summary of performance against the Council’s Annual Delivery Plan (ADP) 2017/18 at the end of Quarter 1 (April to June) and supporting management information.

The Council’s Annual Delivery Plan reports key Performance Indicators against the Vision for Trafford 2031 outcomes established for each of the 6 Borough-wide Interventions.

- Mersey Valley becomes a significant visitor attraction that connects the North to the South of the Borough
- Creating a national beacon for sports, leisure and activity for all, making Trafford a destination of choice
- Accelerate housing and economic growth so everybody benefits
- Co-designing and co-producing services to enable people, communities and businesses to work together, help themselves and each other
- Building Strong Communities
- Optimising technology to improve lives and productivity

Initial work has been carried to assess how these interventions could be applied proportionately to the places that make up Trafford to deliver the vision and reduce inequalities whilst retaining each area’s unique character. This will mean involving communities and bringing them closer together and working with businesses, particularly in relation to investment. Currently there are no performance measures relating to the first intervention – the Mersey Valley becoming a significant visitor attraction.

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 Vision 2031 indicators, where actual or expected performance is red or amber an Exception Report is included in the commentary (Section 5).

## 2. Performance Key

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

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





### 3. Performance Results

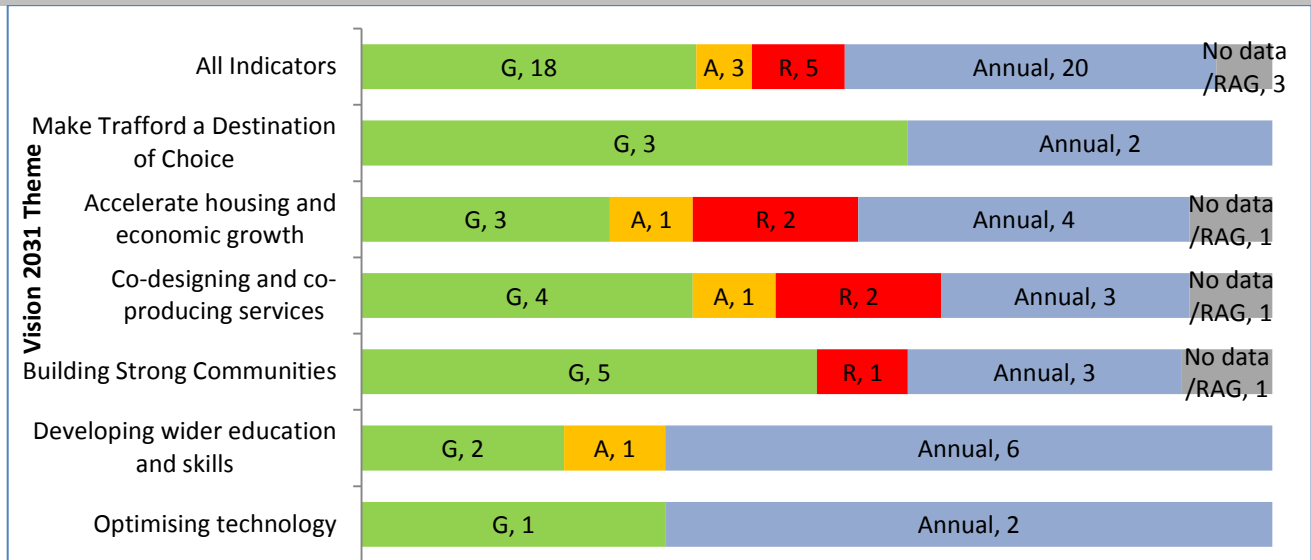
#### 3.1 Performance Summary Dashboard

The table below shows a summary of all performance indicators. The RAG column shows both the RAG status and direction of travel compared to the previous reporting period. A tick appears in the final column if an [Exception Report](#) is attached (page 20 onwards).

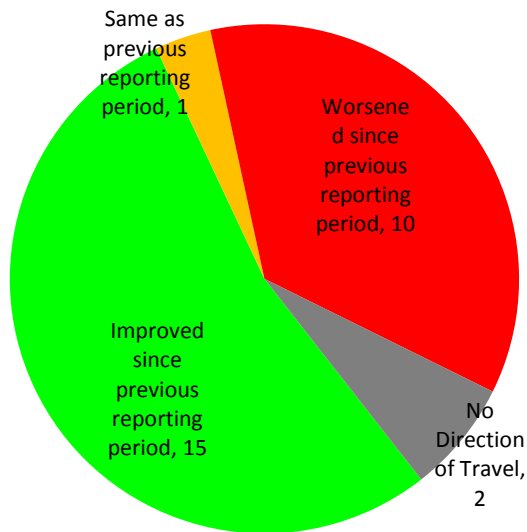
		DEFINITION	Target	Actual	RAG	ER
Vision 2031 Theme	Make Trafford a Destination of Choice	The percentage of relevant land and highways assessed as Grade B or above	83%	88%	↑	
		Percentage of Highway safety inspections carried out in full compliance with the agreed programme	100%	97%	↓	
		Trafford is the Safest Place in GM	1	1	↔	
	Accelerate housing and economic growth	Growth in retained business rates and related S31 grants (£m)	6	6	↑	
		Percentage of Council Tax collected	30.45%	30.52%	↑	
		Percentage of ground floor vacant units in town centres	10%	9.6%	↑	
		Percentage of major planning applications processed within timescales	96%	94%	↓	✓
		The number of housing units granted complete planning consent	250	143	↓	✓
		The number of housing completions	100	50	↓	✓
	Co-designing and co-producing services	Admissions to Residential or Nursing Care for Older People during the year per 100,000 population (ASCOF 2Aii)	150	106	↑	
		The proportion of older people (aged 65 and over) who were still at home 91 days after discharge (ASCOF 2Bi)	87%	87.9%	↑	
		Reduction in the proportion of children made subject to a Child Protection Plan for a second or subsequent time	23%	24.3%	↓	✓
		Delayed Transfers of Care attributable to Adult Social Care per 100,000 pop 18+ (ASCOF 2Cii)	10	13.95	↑	✓
		% of repeat referrals to children's social care	23%	27.5%	↓	✓
		Children who are "looked after" rate per 10,000	71	70	↑	
		Number of NHS Health Checks delivered to the eligible population aged 40-74.	1500	1563	↑	
		Percentage of tender exercises resulting in Social Value KPIs	N/A	31%	↓	
	Building Strong Communities	No of Locality Networking Events held	4	4	↓	
		Number of third sector organisations receiving intensive support	15	16	↓	
		Number of new volunteers recruited through Thrive portal and volunteer infrastructure service	38	91	↑	
		Through the Trafford Pledge increase the number of people into employment	N/A	26	↓	
		No. of Be Responsible events in relation to environmental responsibility (litter, dog fouling, fly-tipping, etc.)	23	41	↑	
		Improve the % of household waste arisings which have been sent by the Council for recycling/composting	59.5%	62.8%	↑	
		Reduce the level of sickness absence (Council wide) (Days)	8.5	10.16	↑	✓
	Developing wider education and skills	% of Trafford pupils educated in a Good or Outstanding school.	94%	95.7%	↑	
		Reduction in the number of Working Age Benefit Claimants	13,346	13,140	↑	
		Maintain the low level of 16-17 year olds who are not in education training or employment (NEET), plus unknown, in Trafford	5.5%	5.9%	↓	✓
Optimising technology	Increase in online transactions	5%	5%	↓		

### 3.2 Performance Summary Charts

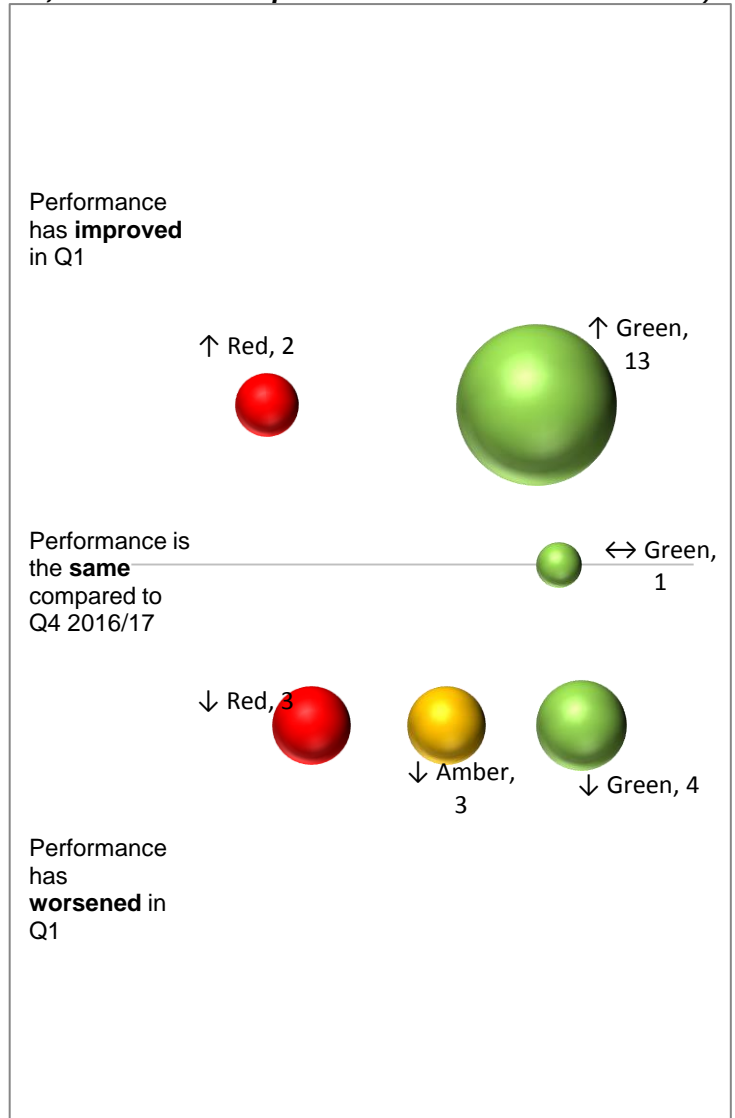
#### Performance Indicator RAG Status by Vision 2031 Theme



#### Direction of Travel of all Performance Indicators



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



The ADP has 49 indicators: 28 have been reported in Q1, 20 are indicators reported annually, and 1 has no Q1 data available until October.

There are 18 Green indicators (on target), 3 Amber and 5 Red. Two new indicators have no target for Q1, and therefore no RAG status or direction of travel.

15 have improved since last period (previous quarter, or 2016/17 out-turn), 1 has stayed the same and 10 have worsened since the last reporting period.

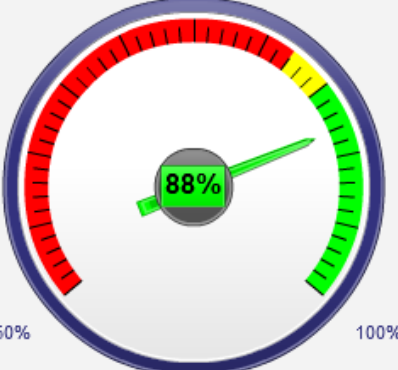
## Section 4 – Performance Information

### Creating a national beacon for sports, leisure and activity for all - make Trafford a Destination of Choice

#### Percentage of adults undertaking less than 30 minutes of moderate intensity physical activity each week

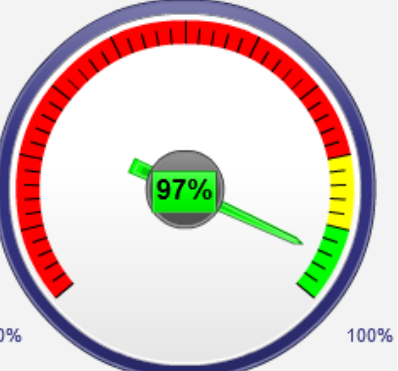
	Current Performance			
	Actual	Target	DOT	Status
	Reported Annually			
	16/17 Actual	17/18 Target	Previous	Frequency
25.5% (2014/15)	23.9%		A	

#### The percentage of relevant land and highways assessed as Grade B or above (Predominantly free of litter, leaves and refuse, apart from small items such as cigarette ends, ring pulls, stone chippings etc.)

	Current Performance			
	Actual	Target	DOT	Status
	88%	83%	↑	G
	16/17 Actual	17/18 Target	Previous	Frequency
83.1%	83%	83.1%	Q	

One Trafford Partnership indicator

#### Percentage of Highway safety inspections carried out in full compliance with the agreed programme

	Current Performance			
	Actual	Target	DOT	Status
	97%	100%	↓	G
	16/17 Actual	17/18 Target	Previous	Frequency
98.3%	100%	98.3%	Q	

One Trafford Partnership indicator

**Creating a national beacon for sports, leisure and activity for all - make Trafford a Destination of Choice**

<b>Trafford is the Safest Place in GM</b>				
	<b>Current Performance</b>			
	<b>Actual</b>	<b>Target</b>	<b>DOT</b>	<b>Status</b>
	1st	1st	↔	G
	<b>16/17 Actual</b>	<b>17/18 Target</b>	<b>Previous</b>	<b>Frequency</b>
	1st	1st	1st	M

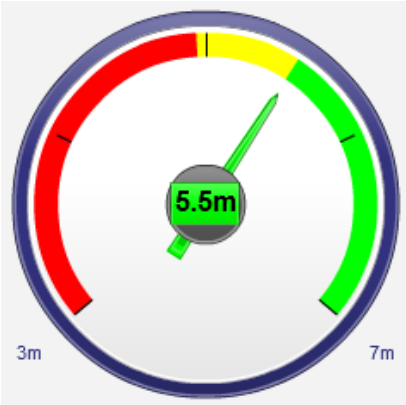
<b>Increase visitor numbers to Sale Waterside Art Centre by 5%</b>				
	<b>Current Performance</b>			
	<b>Actual</b>	<b>Target</b>	<b>DOT</b>	<b>Status</b>
	<b>Reported Annually</b>			
	<b>16/17 Actual</b>	<b>17/18 Target</b>	<b>Previous</b>	<b>Frequency</b>
	108,000	113,400	108,000	A

## Accelerate housing and economic growth

<b>Total Gross Value Added (The total value of goods + services produced in the area)</b>				
	Current Performance			
	Actual	Target	DOT	Status
	Reported Annually			
	16/17 Actual	17/18 Target	Previous	Frequency
	£6.9	£7.4	£6.9	A

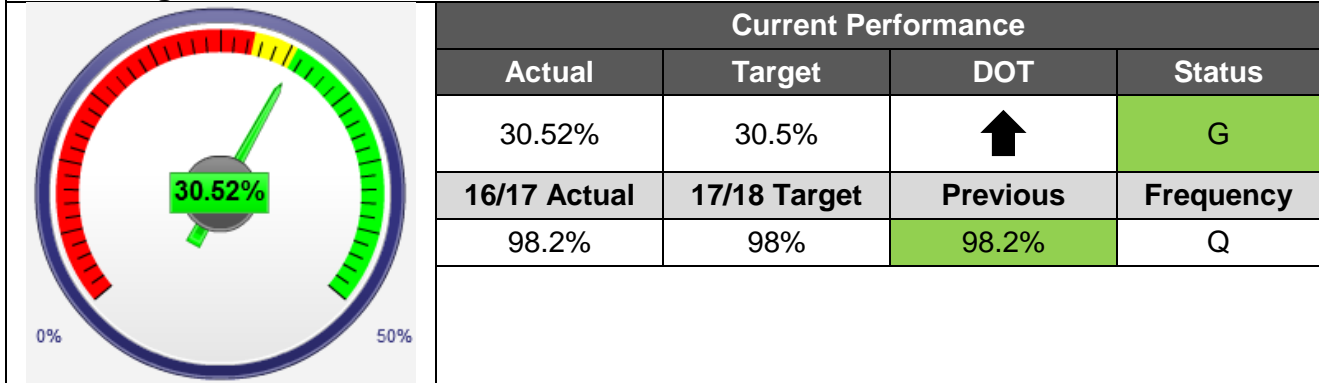
<b>Number of new business starts</b>				
	Current Performance			
	Actual	Target	DOT	Status
	Reported Annually			
	16/17 Actual	17/18 Target	Previous	Frequency
		300		A

<b>Increase the Percentage of Trafford Residents in Employment</b>				
	Current Performance			
	Actual	Target	DOT	Status
	Data not available until 2 <sup>nd</sup> Quarter			
	16/17 Actual	17/18 Target	Previous	Frequency
	80%	82%	80%	Q
Q1 Data not released until 18 <sup>th</sup> October 2017				

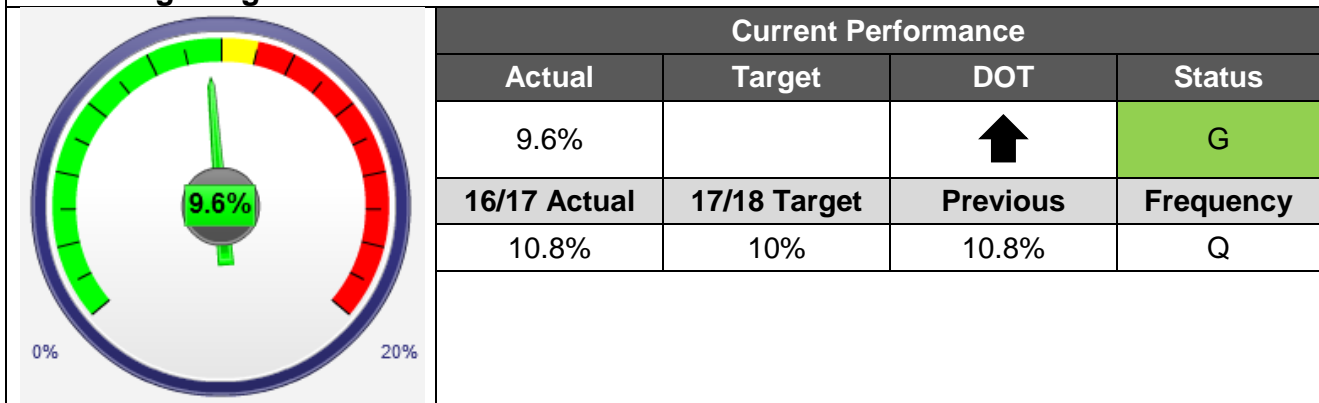
<b>Growth in retained business rates and related S31 grants (£ Millions)</b>				
	Current Performance			
	Actual	Target	DOT	Status
	16/17 Actual	17/18 Target	Previous	Frequency
	5.5	5.5	↑	G
	3.13	5.5	3.13	Q
<p>The 2017/18 budget included anticipated growth in retained business rates and related S31 grants of £5.46m and at this stage it is still anticipated that this will be achieved in year. However, there still remains significant risk from an increase in business rate appeals but until a more detailed understanding is reached with the Valuation Office Agency on existing appeals, no further increase in the appeals provision over that already assumed in the budget has been made.</p>				

## Accelerate housing and economic growth

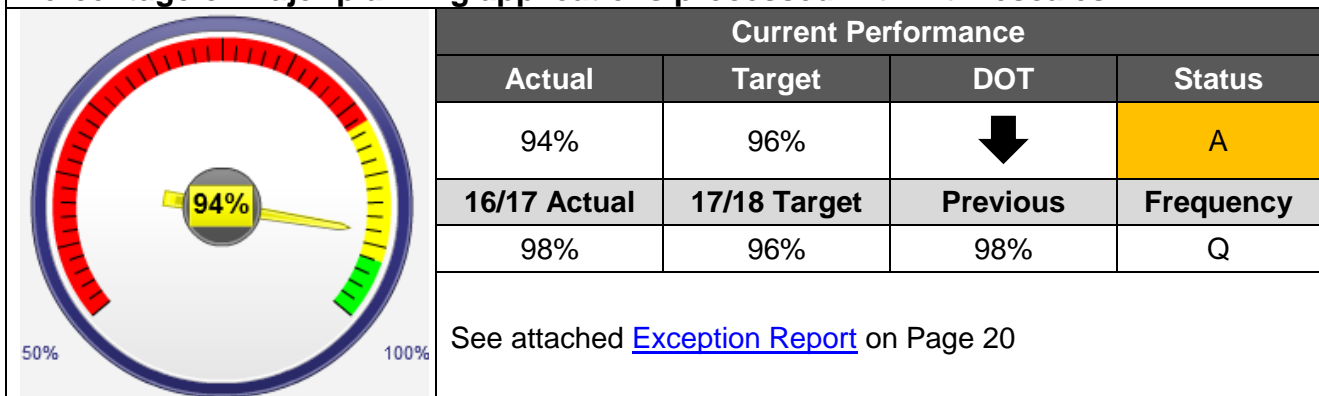
### Percentage of Council Tax collected



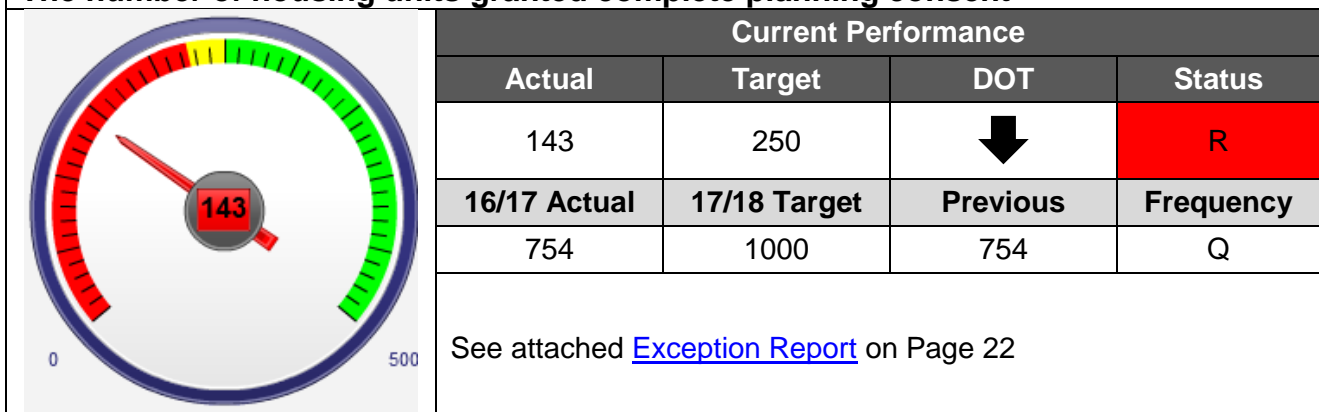
### Percentage of ground floor vacant units in town centres



### Percentage of major planning applications processed within timescales

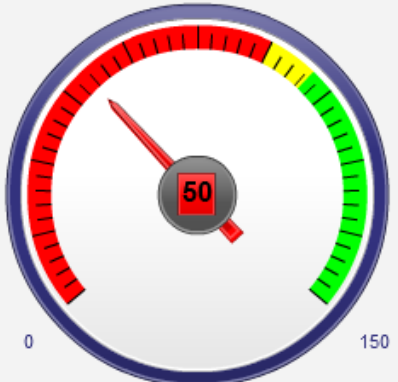


### The number of housing units granted complete planning consent



## Accelerate housing and economic growth

### The number of housing completions

	Current Performance			
	Actual	Target	DOT	Status
	50	100	↓	R
	16/17 Actual	17/18 Target	Previous	Frequency
	176	400	176	Q
See attached <a href="#">Exception Report</a> on Page 23				

### The percentage of food establishments within Trafford which are 'broadly compliant with food law'

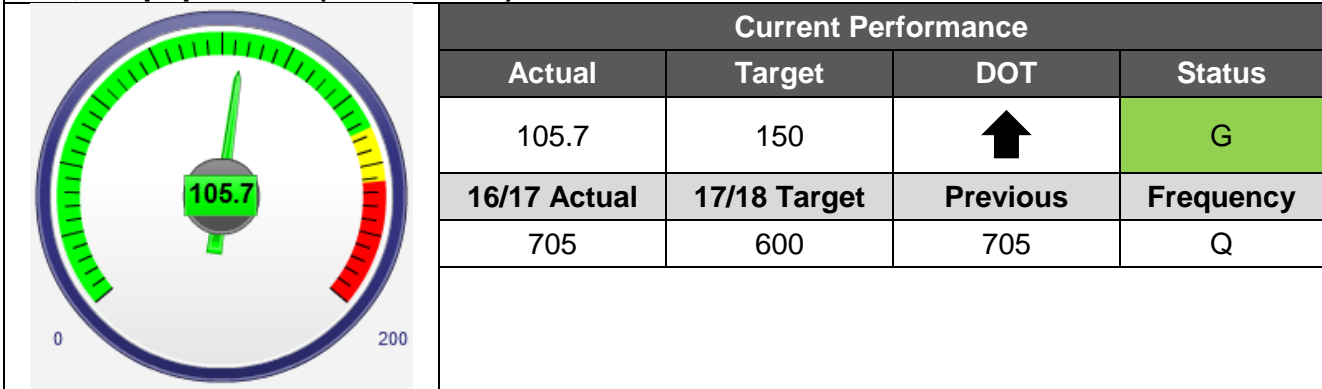
	Current Performance			
	Actual	Target	DOT	Status
	Reported Annually			
	16/17 Actual	17/18 Target	Previous	Frequency
	86%	87%	86%	A

### To maintain effective real time air quality monitoring, across the Borough, at three permanent sites that are part of the GM air quality (NO2) monitoring network.

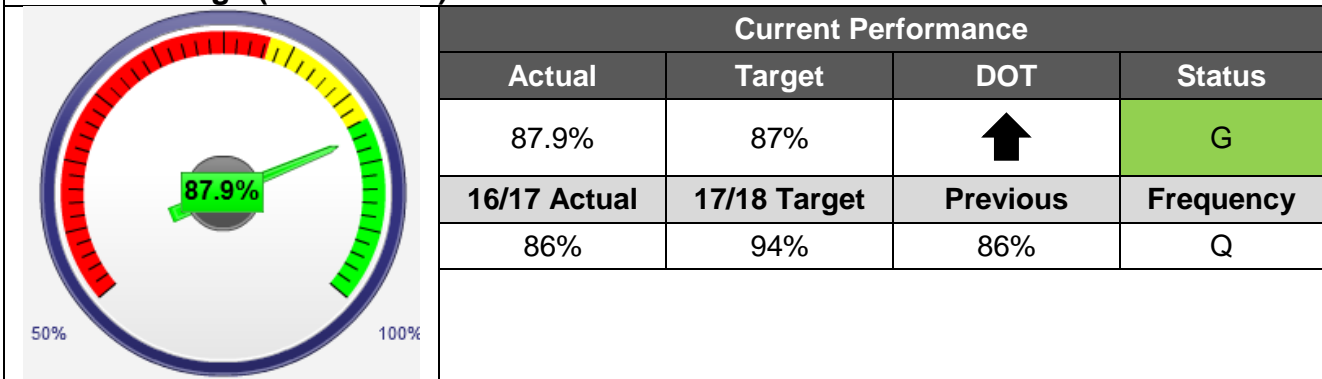
	Current Performance			
	Actual	Target	DOT	Status
	Reported Annually			
	16/17 Actual	17/18 Target	Previous	Frequency
		80%		A

**Co-designing and co-producing services to enable people, communities and businesses to work together, help themselves and each other**

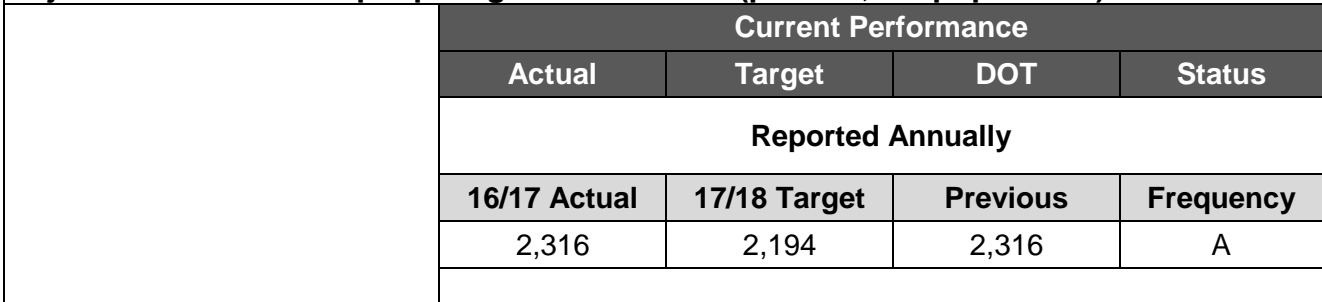
**Admissions to Residential or Nursing Care for Older People during the year per 100,000 population (ASCOF 2Aii)**



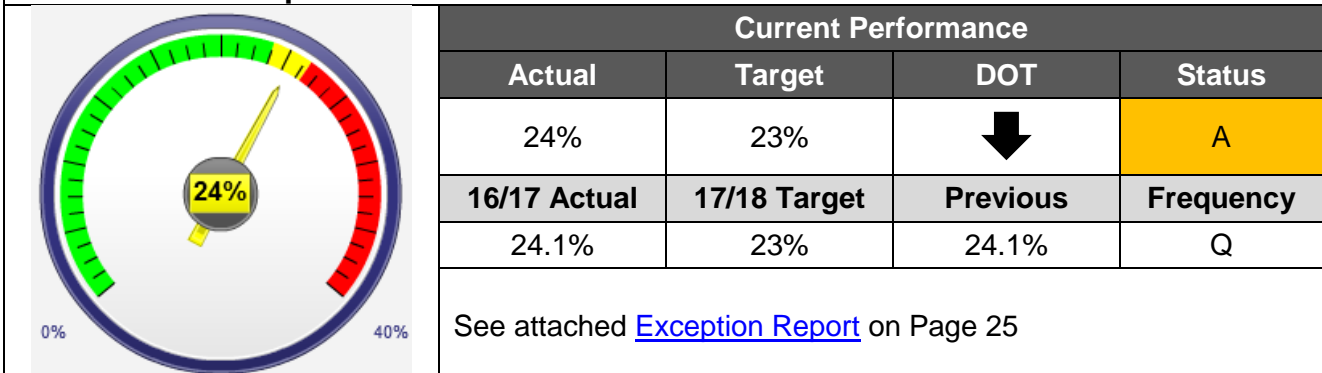
**The proportion of older people (aged 65 and over) who were still at home 91 days after discharge (ASCOF 2Bi)**



**Injuries due to falls in people aged 65 and over (per 100,000 population)**



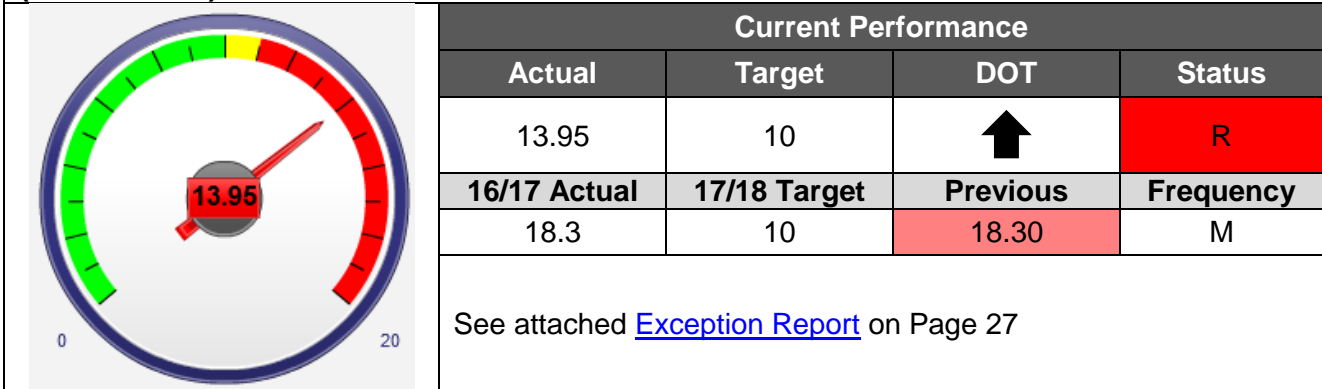
**Reduction in the proportion of children made subject to a Child Protection Plan for a second or subsequent time**



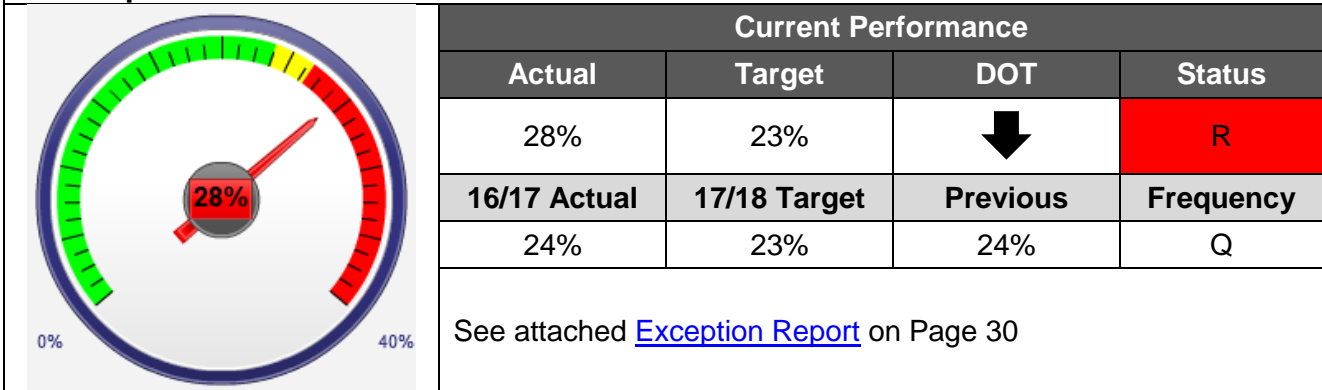


**Co-designing and co-producing services to enable people, communities and businesses to work together, help themselves and each other**

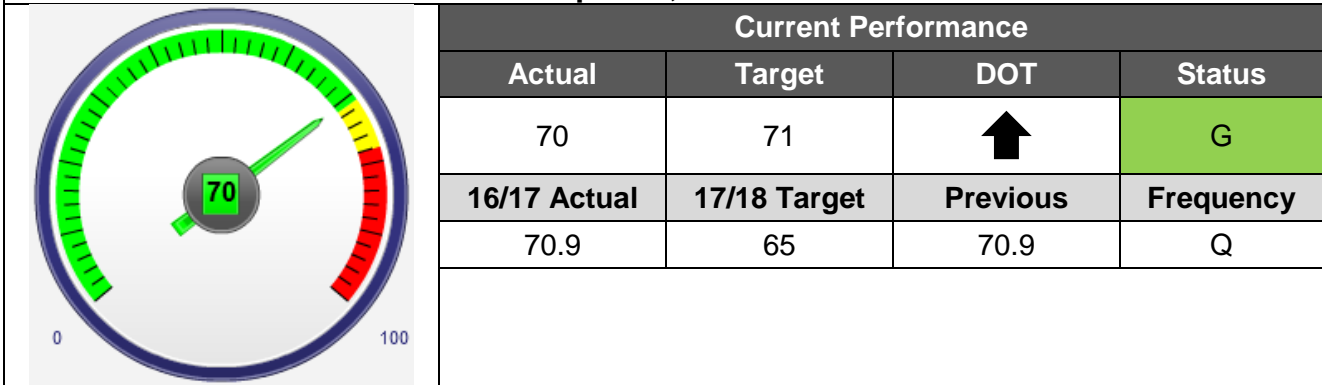
**Delayed Transfers of Care attributable to Adult Social Care per 100,000 pop 18+ (ASCOF 2Cii)**



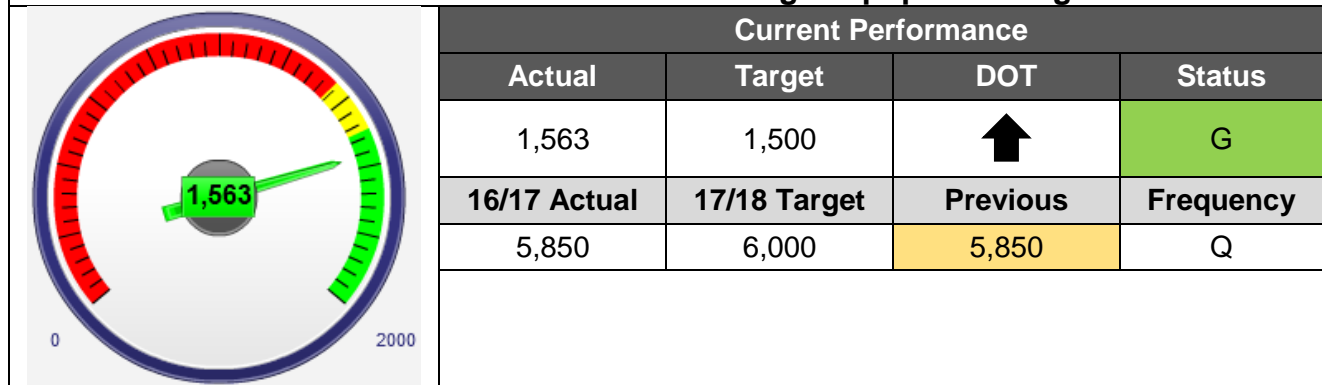
**% of repeat referrals to children's social care**



**Children who are "looked after" rate per 10,000**



**Number of NHS Health Checks delivered to the eligible population aged 40-74**



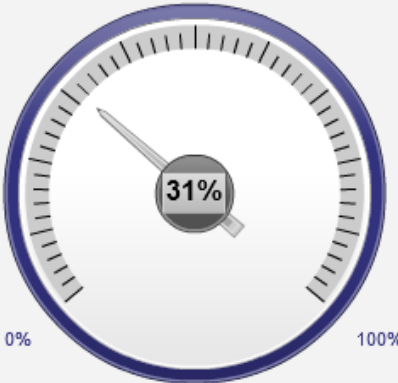
**Co-designing and co-producing services to enable people, communities and businesses to work together, help themselves and each other**

**Reduce the number of repeat demand incidents at addresses or locations by 20% that are linked to:**

- Domestic Abuse;
- Missing from Home / Care;
- Alcohol or Substance Misuse

	Current Performance			
	Actual	Target	DOT	Status
	Reported Annually			
	16/17 Actual	17/18 Target	Previous	Frequency
DA 300 MFC 40% ASB 445	DA 270 MFC 30% ASB 400		A	

**Percentage of tender exercises resulting in Social Value KPIs**

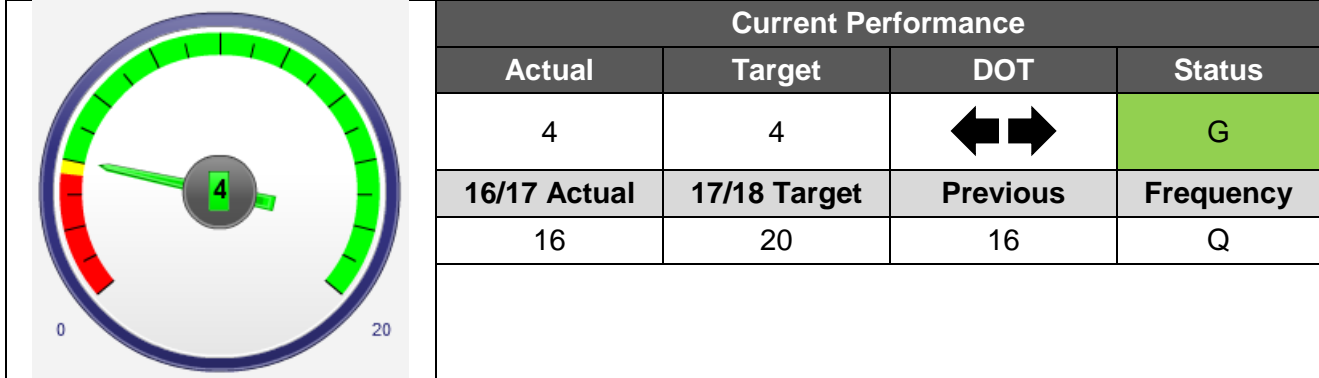
	Current Performance			
	Actual	Target	DOT	Status
	31%	TBC	↓	No target set
	16/17 Actual	17/18 Target	Previous	Frequency
52%	TBC	52%	A	
<ul style="list-style-type: none"> <li>• 16 local employment opportunities (valued circa £200k based on minimum wage)</li> <li>• 14 apprenticeships and training opportunities (valued circa £95k based on minimum wage)</li> </ul>				

**Percentage of income generating targets that are linked to savings that are achieved**

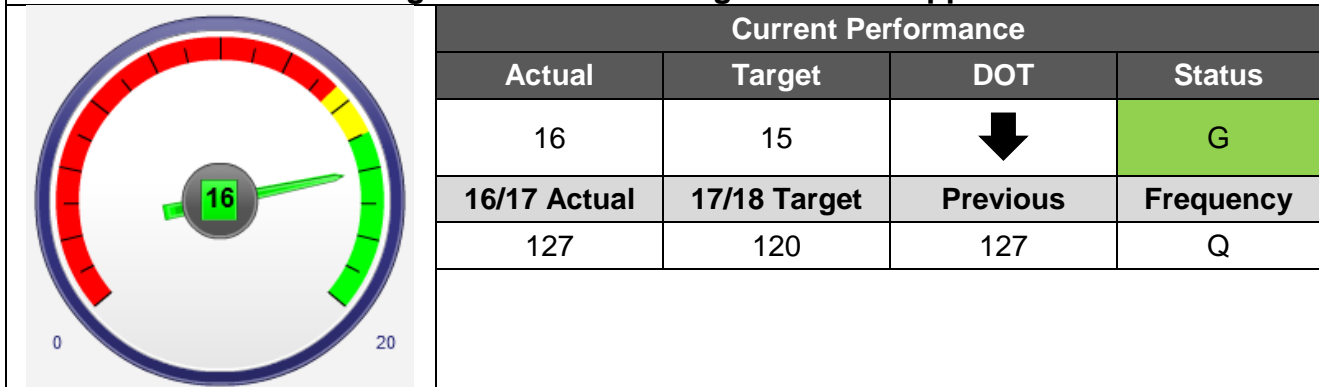
	Current Performance			
	Actual	Target	DOT	Status
	Reported Annually			
	16/17 Actual	17/18 Target	Previous	Frequency
100%	100%	100%	A	

## Building Strong Communities

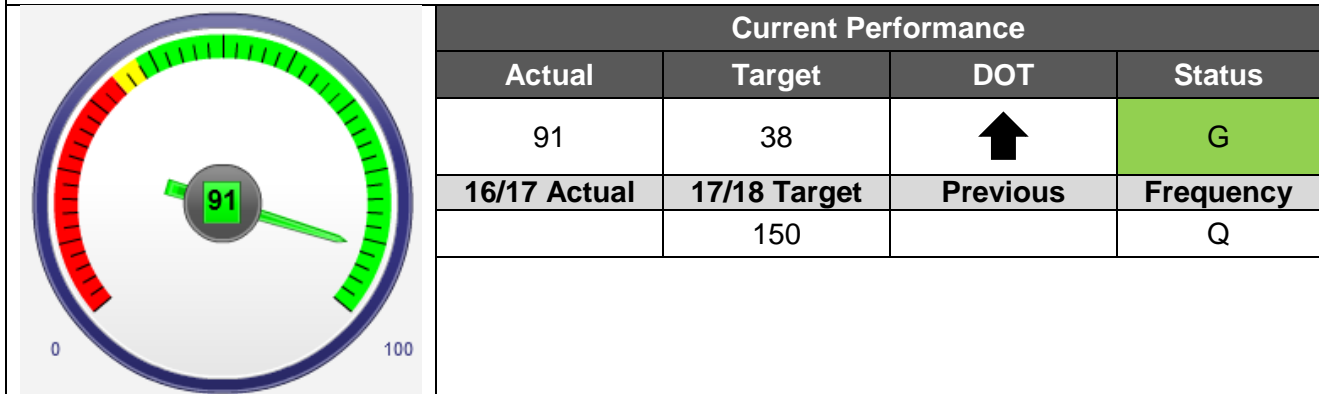
### Number of Locality Networking Events held per locality per year



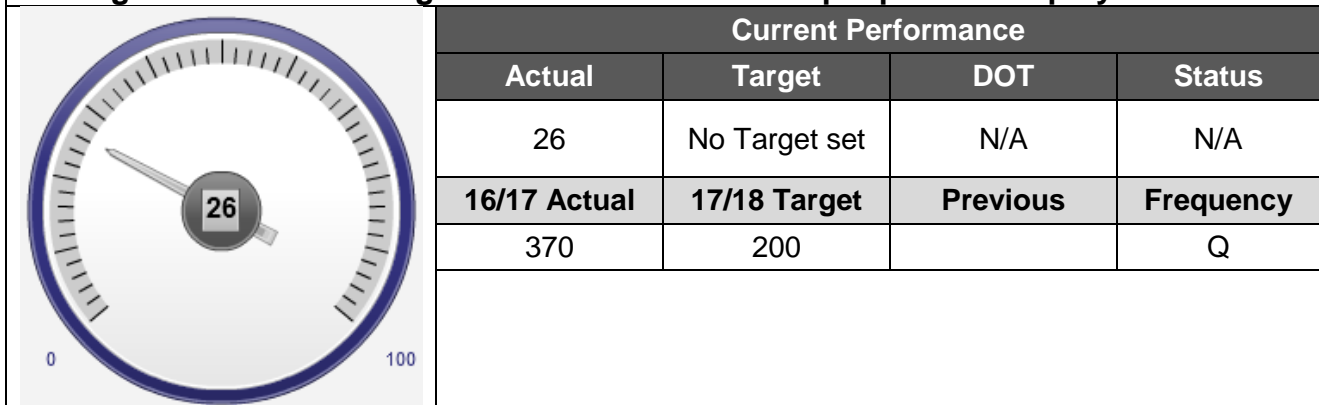
### Number of third sector organisations receiving intensive support



### Number of new volunteers recruited through Thrive portal and volunteer infrastructure service



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



## Building Strong Communities

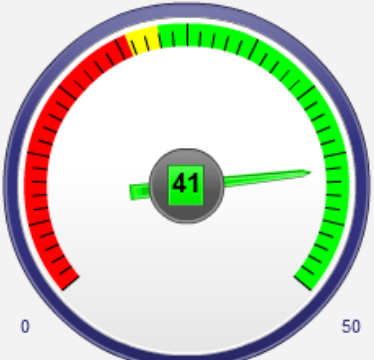
### Under 75 mortality rate from liver disease (per 100,000 population)

	Current Performance			
	Actual	Target	DOT	Status
	Reported Annually			
	16/17 Actual	17/18 Target	Previous	Frequency
22.1	21	22.1	A	

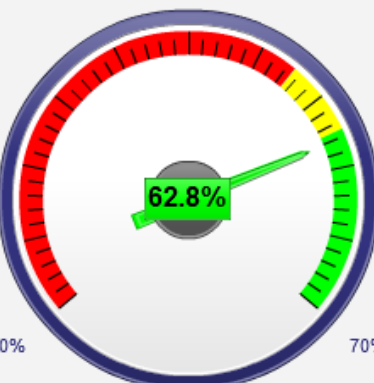
### Smoking Prevalence in adults in routine and manual occupations

	Current Performance			
	Actual	Target	DOT	Status
	Reported Annually			
	16/17 Actual	17/18 Target	Previous	Frequency
29.3%	27.7%	29.3%	A	

### No. of Be Responsible events in relation to environmental responsibility (litter, dog fouling, fly-tipping, etc.)

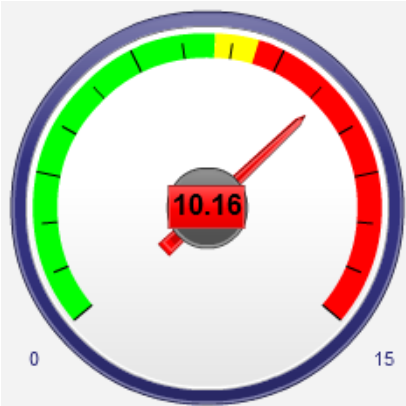
	Current Performance			
	Actual	Target	DOT	Status
	41	23	↑	G
	16/17 Actual	17/18 Target	Previous	Frequency
	90		Q	

### Improve the % of household waste arisings which have been sent by the Council for recycling/composting

	Current Performance			
	Actual	Target	DOT	Status
	62.8%	59.5%	↑	G
	16/17 Actual	17/18 Target	Previous	Frequency
61.0%	59.5%	61.0%	Q	
<b>One Trafford Partnership indicator</b>				

## Building Strong Communities

### Reduce the level of sickness absence (Council wide excluding schools) (Days)

	Current Performance			
	Actual	Target	DOT	Status
	10.16	8.5	↑	R
	16/17 Actual	17/18 Target	Previous	Frequency
	10.24	8.5	10.24	Q
<p>See attached <a href="#">Exception Report</a> on Page 32 for Quarter 1 performance.</p> <p>The sickness absence to the end of August is 10.07 days, which is still red, but marginally better than Q1 performance. The actions within the Exception Report are ongoing.</p>				

### Reduce the gender pay gap (Council wide excluding schools)

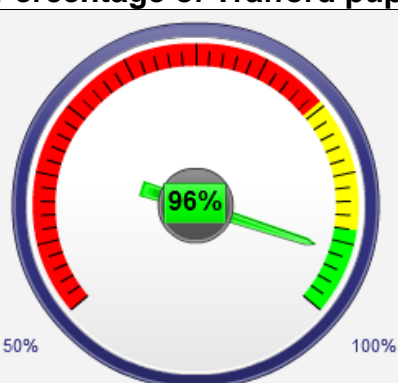
	Current Performance			
	Actual	Target	DOT	Status
	Reported Annually			
	16/17 Actual	17/18 Target	Previous	Frequency
	12.56%	10%	12.56%	A

## Developing a Wider Education and Skills Offer That Better Connects People to Jobs

Proportion of children achieving a 'Good Level of Development' ('School Readiness') at Early Years Foundation Stage				
	Current Performance			
	Actual	Target	DOT	Status
	Reported Annually			
	16/17 Actual	17/18 Target	Previous	Frequency
	73.8%	74%	73.8%	A

Proportion of pupils at Key Stage 2 achieving excepted levels in Reading, Writing and Mathematics				
	Current Performance			
	Actual	Target	DOT	Status
	Reported Annually			
	16/17 Actual	17/18 Target	Previous	Frequency
	66%	70%	66%	A

Key Stage 4: Average Attainment 8 (A8) score				
	Current Performance			
	Actual	Target	DOT	Status
	Reported Annually			
	16/17 Actual	17/18 Target	Previous	Frequency
	56.7	57	56.7	A

Percentage of Trafford pupils educated in a Good or Outstanding school				
	Current Performance			
	Actual	Target	DOT	Status
	16/17 Actual	17/18 Target	Previous	Frequency
	96%	94%	↑	G
	94%	95%	94%	Q

## Developing a Wider Education and Skills Offer That Better Connects People to Jobs

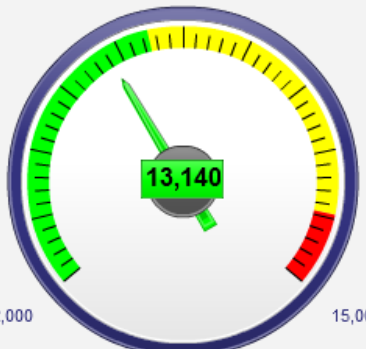
### Proportion of 'Disadvantaged' pupils at Key Stage 2 achieving expected standard in Reading/Writing/Maths

	Current Performance			
	Actual	Target	DOT	Status
	Reported Annually			
	16/17 Actual	17/18 Target	Previous	Frequency
	44%	44%	44%	A

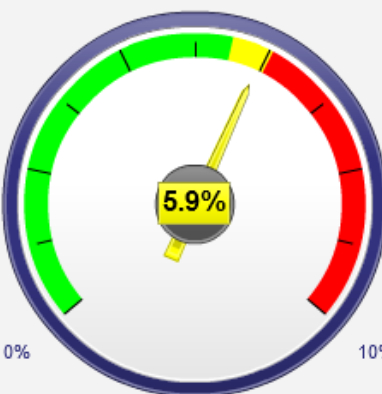
### Key Stage 4: Average Attainment 8 score for 'Disadvantaged' pupils

	Current Performance			
	Actual	Target	DOT	Status
	Reported Annually			
	16/17 Actual	17/18 Target	Previous	Frequency
	43.6	45	43.6	A

### Reduction in the number of Working Age Benefit Claimants

	Current Performance			
	Actual	Target	DOT	Status
	13,140	13,346	↑	G
	16/17 Actual	17/18 Target	Previous	Frequency
	13,515	12,840	13,515	Q

### Maintain the low level of 16-17 year olds who are not in education training or employment (NEET) in Trafford

	Current Performance			
	Actual	Target	DOT	Status
	5.9%	5.5%	↓	A
	16/17 Actual	17/18 Target	Previous	Frequency
	5.59%	5.5%	5.59%	M

See attached [Exception Report](#) on Page 34

## Developing a Wider Education and Skills Offer That Better Connects People to Jobs

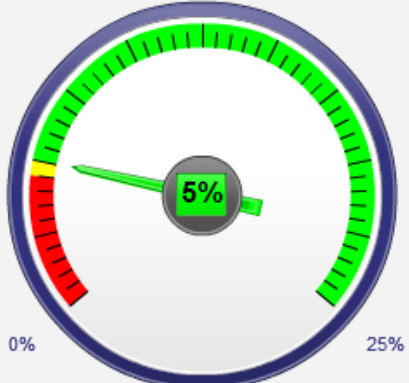
### Increased no. of Apprenticeships

	Current Performance			
	Actual	Target	DOT	Status
	Reported Annually			
	16/17 Actual	17/18 Target	Previous	Frequency
	19	123	19	A



## Optimising technology to improve lives and productivity

### Increase in online transactions

	Current Performance			
	Actual	Target	DOT	Status
	5%	5%	↓	G
	16/17 Actual	17/18 Target	Previous	Frequency
	20%	20%	20%	Q

### Reduction in printing costs from 2016/17 baseline

	Current Performance			
	Actual	Target	DOT	Status
	Reported Annually			
	16/17 Actual	17/18 Target	Previous	Frequency
		5%		A

### Reduction in postage costs from 2016/17 baseline

	Current Performance			
	Actual	Target	DOT	Status
	Reported Annually			
	16/17 Actual	17/18 Target	Previous	Frequency
		5%		A

## 5. Exception Reports

### 5.1 Accelerate housing and economic growth

<b>Theme / Priority:</b>	<b>Accelerate Housing &amp; Economic Growth</b>		
Indicator / Measure detail:	Percentage of major planning applications processed within timescales.		
Baseline:			
<b>Target and timescale:</b>	96% 2017-18	<b>Actual and timescale:</b>	94% Q1 2017-18
<b>Why is performance at the current level?</b>			
<ul style="list-style-type: none"> <li>• Is any variance within expected limits?</li> <li>• Why has the variance occurred?</li> <li>• Is further information available to give a more complete picture of performance?</li> <li>• What performance is predicted for future periods?</li> </ul>			
<p>The number of major applications submitted to and determined by the Council every quarter is a small number. There were 18 such applications determined in Q1. 17 of these were determined within timescales. Therefore the determination of a single planning application outside of timescales has led to performance dropping below target.</p> <p>The application that was not determined within timescales was for a residential development of ten dwellings. The delay to determination was specifically as a result of the cancellation of an 'ordinary' Planning Committee in April 2017 to enable the consideration of the Carrington planning applications following their deferral at the specially convened March meeting.</p> <p>It is anticipated that as the number of applications determined increases, performance will remain on track as single applications have less impact on any variance in performance.</p>			
<b>What difference does this make – the implications of not meeting target?</b>			
<ul style="list-style-type: none"> <li>• Impact on service users/public.</li> <li>• Impact on corporate priorities and plans.</li> <li>• Impact on service/partner priorities.</li> <li>• Impact on equalities, sustainability or efficiency</li> </ul> <p>Can we move resources to support this or other priorities?</p>			
<p>It is unlikely that the determination of a single planning application outside of timescales, where Members overturned an officer recommendation to approve and the application was consequently refused, would have any wider impact.</p> <p>It is important, however, to maintain performance on major applications to ensure a continuing pipeline of schemes coming forward to support economic growth and investment in the Borough.</p>			
<b>How can we make sure things get better?</b>			
<ul style="list-style-type: none"> <li>• What activities have been or will be put in place to address underperformance? Make specific reference to action plans.</li> <li>• When performance will be brought back on track?</li> <li>• Assess the need for additional resources/funding/training/investment.</li> <li>• Identify the source of additional resources/funding/training/investment.</li> </ul>			

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

The Planning and Development Service continues to focus resource in its Major Developments Team, seek opportunities for developer funding through Planning Performance Agreements to maintain this resource and review process and procedure. These measures assist in maintaining performance on major applications.

It is unlikely that the specific circumstances which caused delay to this application (i.e. the cancellation of a Planning Committee) will arise again.

<b>Theme / Priority:</b>	<b>Accelerate Housing &amp; Economic Growth</b>		
Indicator / Measure detail:	The number of housing units granted complete planning consent.		
Baseline:			
<b>Target and timescale:</b>	2017-18 1000 Quarterly target 250	<b>Actual and timescale:</b>	143 Q1 2017-18
<b>Why is performance at the current level?</b>			
<ul style="list-style-type: none"> <li>• Is any variance within expected limits?</li> <li>• Why has the variance occurred?</li> <li>• Is further information available to give a more complete picture of performance?</li> <li>• What performance is predicted for future periods?</li> </ul>			
<p>There are currently a number of major planning applications for residential development which are expected to be determined shortly as they have a resolution to grant planning permission from Planning Committee but await the completion of a legal agreement to secure developer contributions in order to issue the planning permission. These equate to approximately 1100 units.</p> <p>Looking forward there are number of other sites across the Borough where full applications are expected to be submitted and determined within this financial year. Although the number of complete permissions granted in Q1 was lower than the target, the quarterly figure is not in this case representative of progress towards this annual target. The future pipeline of determinations demonstrates that the Council is on track to meet the overall annual target.</p>			
<b>What difference does this make – the implications of not meeting target?</b>			
<ul style="list-style-type: none"> <li>• Impact on service users/public.</li> <li>• Impact on corporate priorities and plans.</li> <li>• Impact on service/partner priorities.</li> <li>• Impact on equalities, sustainability or efficiency</li> </ul> <p>Can we move resources to support this or other priorities?</p>			
<p>Housing growth is a corporate priority and new homes are needed to support growth ambitions at a local and regional level and meet identified local housing needs. In order to deliver these new homes there needs to be a supply of sites which have full planning consent in place to enable development to commence. Low levels of planning permission granted on an annual basis will in time become a barrier to continued housing growth.</p>			
<b>How can we make sure things get better?</b>			
<ul style="list-style-type: none"> <li>• What activities have been or will be put in place to address underperformance? Make specific reference to action plans.</li> <li>• When performance will be brought back on track?</li> <li>• Assess the need for additional resources/funding/training/investment.</li> <li>• Identify the source of additional resources/funding/training/investment.</li> <li>• Consult with other services, staff, managers, relevant Members and partners.</li> </ul>			
<p>The Planning and Development Service continues to focus resource in its Major Developments Team, seek opportunities for developer funding through Planning Performance Agreements to maintain this resource and review process and procedure. These measures assist in bringing forward major residential consents quickly and enable a continued pipeline of housing consents.</p>			

<b>Theme / Priority:</b>	<b>Accelerate Housing &amp; Economic Growth</b>		
Indicator / Measure detail:	The number of housing completions per year (gross) (Quarterly)		
Baseline:			
<b>Target and timescale:</b>	Annual Target 400 Q1 Target 100	<b>Actual and timescale:</b>	Q1 Actual- 50
<b>Why is performance at the current level?</b>			
<ul style="list-style-type: none"> <li>• Is any variance within expected limits?</li> <li>• Why has the variance occurred?</li> <li>• Is further information available to give a more complete picture of performance?</li> <li>• What performance is predicted for future periods?</li> </ul>			
The quarter 1 target of 100 housing completions has not been met however there is a pipeline of sites coming on-stream and it is anticipated that c100 units will be completed by the end of Qtr 2 (based on information received from developers).			
<b>What difference does this make – the implications of not meeting target?</b>			
<ul style="list-style-type: none"> <li>• Impact on service users/public.</li> <li>• Impact on corporate priorities and plans.</li> <li>• Impact on service/partner priorities.</li> <li>• Impact on equalities, sustainability or efficiency</li> <li>• Can we move resources to support this or other priorities?</li> </ul>			
<p>Housing growth is a corporate priority and new homes are needed to support growth ambitions at a local and regional level. New homes are also required to meet identified local housing needs across the borough, ensuring that Trafford has the homes which residents need and aspire to and continues to be an attractive place to live.</p> <p>The delivery of new homes provides the Council with income from additional Council Tax revenue and New Homes Bonus, paid direct by central government. This income plays an important part in the Council's future funding strategy and can be used to support the delivery of Council services to benefit the residents and businesses in the Borough.</p>			
<b>How can we make sure things get better?</b>			
<ul style="list-style-type: none"> <li>• What activities have been or will be put in place to address underperformance? Make specific reference to action plans.</li> <li>• When performance will be brought back on track?</li> <li>• Assess the need for additional resources/funding/training/investment.</li> <li>• Identify the source of additional resources/funding/training/investment.</li> <li>• Consult with other services, staff, managers, relevant Members and partners.</li> </ul>			
<p>The Trafford Economic and Housing Growth Framework sets out clear strategic activities and interventions to support the Council's economic and housing growth ambitions. The Framework outlines interventions on ensuring an appropriate supply of sites with full planning consent and measures to support and facilitate these developments commencing and new homes physically being delivered. The Council's Housing Strategy has also been commissioned that will set and outline the strategic housing priorities in the borough, and the practical measures required to achieve them, over a 5yr period.</p> <p>The Strategic Growth Service monitors the progress of housing sites in the borough through a 'tracker' that is used to identify stalled developments so that support can be offered to kick-start them, and links can be made with regional/national funding streams, such as the Housing Investment Fund.</p>			

Housing growth is now a primary focus of the Trafford Strategic Housing Partnership. Through the Partnership, action plans have been developed that include themes around land supply and delivery, to ensure that Registered Housing Providers are better placed to maximise opportunities for development and bring forward sites and develop a future pipeline.

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

## 5.2 Co-designing and co-producing services to enable people, communities and businesses to work together, help themselves and each other

<b>Theme / Priority:</b>	<b>Co-designing and co-producing services to enable people, communities and businesses to work together, help themselves and each other</b>		
Indicator / Measure:	Reduction in the proportion of the current Child Protection cohort that are subject of a Child Protection plan for a second or subsequent time		
Baseline:	<b>24.1% March 2017</b>		
<b>Target and timescale:</b>	20% at March 18	<b>Actual and timescale:</b>	24.3% at Q1 (June) 2017/2018
<b>Why is performance at the current level?</b>			
<ul style="list-style-type: none"> <li>• Is any variance within expected limits?</li> <li>• Why has the variance occurred?</li> <li>• Is further information available to give a more complete picture of performance?</li> <li>• What performance is predicted for future periods?</li> </ul>			
<p>The proportion of the cohort with a second / subsequent CP Plan remains similar to that seen at Q1 last year. Due to the significant reductions in the numbers of children and young people that are the subject of a CP Plan during the latter part of 2016/17, however, this means that the actual number children within this cohort has reduced from 75 to 60.</p> <p>We will continue to strive to reach the target of 20%.</p>			
<b>What difference does this make – the implications of not meeting target?</b>			
<ul style="list-style-type: none"> <li>• Impact on service users/public.</li> <li>• Impact on corporate priorities and plans.</li> <li>• Impact on service/partner priorities.</li> <li>• Impact on equalities, sustainability or efficiency</li> </ul> <p>Can we move resources to support this or other priorities?</p>			
<p>The impact on service users (children and their families) is that they are potentially being supported at a more intense and intrusive level than they require. It can also be confusing for families to “bounce around” the thresholds of intervention (e.g. from child protection to child in need and back into child protection) and this can at times make sustaining positive working relationships more difficult.</p> <p>The most appropriate corporate priority is “Services focussed on the most vulnerable people”. Whilst we should be reassured that we are protecting the most vulnerable children in Trafford we need to be confident that we are working at the most appropriate level and that our families are not becoming overly reliant on statutory services.</p> <p>In terms of “Reshaping Trafford Council”, please see section below.</p> <p>Working with families at CP level is time and resource-consuming and therefore costly to Trafford Council and our partner agencies. We need to ensure in future that when CP plans are ended there is a robust multi agency child in need plan in place to lessen the risk of future child protection concerns. The number of re-plans suggests that the current system is not working in the most effective and efficient manner.</p>			
<b>How can we make sure things get better?</b>			

- 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.

A great deal of effort and energy is currently being directed towards addressing this issue and rebalancing our system.

In introducing a new model of practice, we aim to change the culture of referrals and escalation to rebalance the number of young people requiring social care services. A review of existing cases will be undertaken to de-escalate young people currently in child protection with support where possible. The CIN and CP offer will be reviewed to provide asset-based support at the earliest possible level, and provide a service between the Early Help and CIC thresholds to assist stepping young people down from high levels of support, and to act as a firewall against unnecessary escalations. This will be supported by the newly created high-intensity short-term Edge of Care (Family Focus) service.

Child Protection figures have reached the target of a reduction to 249 this year, (from a high of 352 in October 2016 and 283 in April 2016) - the target now is to maintain this level and seek incremental improvement in coming months.



<b>Theme / Priority:</b>	<b>Co-designing and co-producing services to enable people, communities and businesses to work together, help themselves and each other</b>		
Indicator / Measure detail:	Delayed Transfers of Care attributable to Adult Social Care per 100,000 pop 18+ (ASCOF 2Cii) (Target is <7.9 anyone time)		
Baseline:			
<b>Target and timescale:</b>	<b>10.0</b>	<b>Actual and timescale:</b>	<b>13.95</b>
<b>Why is performance at the current level?</b>			
<ul style="list-style-type: none"> <li>• Is any variance within expected limits?</li> <li>• Why has the variance occurred?</li> <li>• Is further information available to give a more complete picture of performance?</li> <li>• What performance is predicted for future periods?</li> </ul>			
<p>At the end of Quarter 1 2017, the DToC figure was <b>13.95</b> which represents a slight improvement on the 2016/17 year-end figure of <b>14.8</b>. However, Trafford is under-performing relative to the year-end target of 10.</p> <p>There continues to be a high volume of delayed discharges from University Hospital South Manchester (UHSM) that is due to a range of factors including the following:</p> <p>Some homecare providers having insufficient provision for business continuity to cover peak periods due to recruitment difficulties. We are working with providers to resolve this and have been commissioning new providers.</p> <p>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 was recently increased to address this.</p> <p>There have been substantial challenges with recording in line with national definitions i.e. consistency of approach/interpretation being an issue across the hospitals.</p> <p>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.</p>			
<b>What difference does this make – the implications of not meeting target?</b>			
<ul style="list-style-type: none"> <li>• Impact on service users/public.</li> <li>• Impact on corporate priorities and plans.</li> <li>• Impact on service/partner priorities.</li> <li>• Impact on equalities, sustainability or efficiency</li> </ul> <p>Can we move resources to support this or other priorities?</p>			
<p>The implications of not meeting the target include:</p> <ul style="list-style-type: none"> <li>• Patients remaining in hospital longer than necessary and this may impact on their independence and recovery.</li> <li>• The council will incur a financial cost for Social Services attributable delays.</li> <li>• 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.</li> <li>• The acute providers' ability to maintain NHS targets may be compromised</li> </ul>			

- The reputation of the organisation is affected negatively

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

### **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.

Below are details of initiatives aimed at helping expedite timely discharges and minimise DTOC levels:

### **UHSM funded Social Workers (2)**

The UHSM funded social work posts has created additional capacity which has been invaluable given the high workload within the integrated health and social care team at UHSM and without which additional delays would have been inevitable.

### **Rapid Discharge Beds**

Commissioned in partnership with Trafford CCG to expedite discharges. For eligible patients, the process for accessing these beds has enabled an efficient pathway from discharge to placement. These are monitored by the Strategic Lead for Hospital Discharges at UHSM and reported to the CCG.

### **CHC**

Improvements and clarity in the CHC application and screening processes for Trafford staff has resulted in workload benefits for the social care team and reduced the number of likely delays for the CCG at MDT by ensuring the required evidence is available at the time of application.

### **Nursing Needs Assessment**

Where a nursing need has been identified these are now completed at the social workers request and the CHC screen is completed prior to the agreed date of discharge.

### **Flexible Nursing Cover**

Nursing cover has been amended to cover from 8am – 5pm (instead of 4pm) to help expedite later discharges. An audit is ongoing to identify essential work and establish workload levels post 4pm.

### **Market Capacity**

This remains one of the primary reasons for delay with work ongoing with both Home Care and Residential/Nursing providers to increase capacity at both local and Greater Manchester levels.

In addition the SAMS service is currently being assessed with a view to expanding the service and Trafford commissioners now also have a presence on site to help expedite

discharges, especially those that are proving difficult to find placements and/or packages of care.

### **CEC Pilot**

The community Enhanced Care team pilot placed CEC urgent and community enhanced teams at UHSM in ED and AMU to screen patients presenting at the hospital and establish whether the CEC service could provide the care they needed in the community, rather than progressing to a hospital admission.

Whilst the above measures have generally proved a success, weekend discharges continue to prove a challenge and options to facilitate weekend discharges with providers will be considered during future contract discussions. The increased demand on services (especially the seasonal winter pressures) and shortages in the provider market continue to have an adverse impact on the level of Trafford DTOC's at UHSM, (as they have nationally).

Theme / Priority:	<b>Co-designing and co-producing services to enable people, communities and businesses to work together, help themselves and each other</b>		
Indicator / Measure:	Reduction in the proportion of referrals that are repeat referrals (within 12 months of a previous)		
Baseline:	<b>23.7% March 2017</b>		
<b>Target and timescale:</b>	23% at March 18	<b>Actual and timescale:</b>	27.5% at Q1 (June) 2017/2018
<b>Why is performance at the current level?</b>			
<ul style="list-style-type: none"> <li>• Is any variance within expected limits?</li> <li>• Why has the variance occurred?</li> <li>• Is further information available to give a more complete picture of performance?</li> <li>• What performance is predicted for future periods?</li> </ul>			
<p>This can be a volatile measure month-on-month. To end of Q1 number of re-referrals is actually 29% lower than at same point last year, but the number of referrals is down by 25% compared to last year.</p> <p>The number of referrals is likely to be a recording issue with MARAT CSAs not progressing “contacts” received to the “referral” stage when required. There is no risk associated with this, and it has no impact on the quality of the work, but it obviously gives an inaccurate picture of the complexity of the cases being dealt with as well as affecting referral numbers.</p> <p>Corrective action has been taken to address this issue and consequently the number of referrals recorded has risen since July. This should have a direct impact on the number of re-referrals as a proportion of the total (indeed the figure reported at the end of August 2017 indicates that the rate had reduced to 22% for the year).</p>			
<b>What difference does this make – the implications of not meeting target?</b>			
<ul style="list-style-type: none"> <li>• Impact on service users/public.</li> <li>• Impact on corporate priorities and plans.</li> <li>• Impact on service/partner priorities.</li> <li>• Impact on equalities, sustainability or efficiency</li> </ul> <p>Can we move resources to support this or other priorities?</p>			
<p>Re-referrals would generally be viewed as a negative – the impact on families would potentially be some confusion about why concerns were repeatedly being sent into social care and not being addressed at the first attempt.</p> <p>In terms of impact on the service and our partners, there is clearly resource issue if a family’s circumstances are being reviewed repeatedly by a number of agencies.</p> <p>The most appropriate corporate priority is “Services focussed on the most vulnerable people”. We need to be reassured that we are giving the right advice to potentially vulnerable families requiring additional support at the first point of contact. Re-referrals suggest that this has not been the case for the families involved.</p>			
<b>How can we make sure things get better?</b>			
<ul style="list-style-type: none"> <li>• What activities have been or will be put in place to address underperformance? Make specific reference to action plans.</li> </ul>			

- 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.

A great deal of effort and energy is currently being directed towards addressing this issue and rebalancing our system to ensure as far as possible we are giving the most appropriate response when referrals are made to our children's social care Front Door.

The recently submitted Transformation bid includes the introduction of a new model of practice, within which we aim to change the culture of referrals and escalation to rebalance the number of young people requiring social care services.

Key to this will be the review and mapping of the Early Help offer, forming part of the wider scoping of the Early Help project. The initial work is around gaining clarity of definition of Early Help across partners and gaining greater buy-in of the assessment and intervention process, improve monitoring and governance. Greater confidence in the Early Help offer should lead to a reduction in referrals (and re-referrals) into children's social care and more robust multi-agency responses should those referrals be felt necessary.

### 5.3 Building Strong Communities

Theme / Priority:		Building Strong Communities	
Indicator / Measure detail:	Reduce the level of sickness absence (Council-wide, excluding schools) (days)		
Baseline:			
Target and timescale:	8.5 days	Actual and timescale:	10.16 days
<b>Why is performance at the current level?</b>			
<ul style="list-style-type: none"> <li>• Is any variance within expected limits?</li> <li>• Why has the variance occurred?</li> <li>• Is further information available to give a more complete picture of performance?</li> <li>• What performance is predicted for future periods?</li> </ul>			
<p>For a number of years, the Council set a target of 9 days absence, per employee per annum. At the end of 2015/16, this target was achieved. In order to drive further improvement in this area, a stretch target of 8.5 days was set for 2016/17. There was further improvement at the end of Q1, where the sickness absence and levels decreased to 8.9 days. However, during Q2, there was an increase in absence levels which rose to an average of 9.5 days per employee per annum. This was attributed to a small increase in long term absence cases, which had a significant impact on the overall performance figure. This trend continued and in Q4 the sickness absence and levels increased to 10.5 days per employee per annum. This was again attributable to an increase in long term absence cases as well as an increase in short term absence cases in an area of the workforce that had been subject to organisational change. In addition to the Health &amp; Wellbeing strategy that was developed to improve attendance in 2016/17, HR Business Partners worked closely with managers in hotspot areas to develop bespoke strategies to tackle increasing absence levels. An additional HR resource was also put in place to support managers. This work continues and HR are working with key leaders from CFW leading on an intervention project to review resourcing, wellbeing and talent in CFW. The aim is to improve attendance, reduce agency spend, improve staff retention and wellbeing and optimise the use of apprenticeships. The 2017/18 sickness absence target remains at 8.50 per employee per annum and Q1 has shown a small reduction in absence levels to an average of 10.16 days per employee per annum. These strategies are slowly having an effect on sickness absence levels and will be closely monitored over the coming months.</p>			
<b>What difference does this make – the implications of not meeting target?</b>			
<ul style="list-style-type: none"> <li>• Impact on service users/public.</li> <li>• Impact on corporate priorities and plans.</li> <li>• Impact on service/partner priorities.</li> <li>• Impact on equalities, sustainability or efficiency</li> </ul> <p>Can we move resources to support this or other priorities?</p>			
<p>If sickness absence levels are high, then this has a significant impact on service delivery and costs at a time when the Council has to manage with limited resources. High absence levels also carry the indirect cost of increased workload pressure on colleagues of absent staff.</p>			
<b>How can we make sure things get better?</b>			
<ul style="list-style-type: none"> <li>• What activities have been or will be put in place to address underperformance? Make specific reference to action plans.</li> <li>• When performance will be brought back on track?</li> </ul>			

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

An action plan to improve attendance across the Council has been incorporated into the Health and Wellbeing Strategy which is being delivered across the Council. This strategy is continuously reviewed and a Steering Group has been established to ensure the plan is focused and delivers tangible improvements. A pro-active approach is in place to improving a number of key areas to support attendance levels such as the prevention of illness and injury. moving and handling training, access to training and support for mental health conditions, access to staff benefits such as reduced rates for leisure activities. It also focuses on improving staff morale through reward and recognition initiatives e.g. Celebrating Success, Staff Awards, the implementation of a succession planning strategy; there is also a focus on continuing to drive forward improvements to our policies and processes e.g. refreshing the Improving Attendance Policy, improving management information on sickness absence and updating the approach to stress and the management of mental health conditions. In addition refresher Attendance Management training sessions are being delivered for all service managers. We continue to monitor sickness absence at all levels throughout the organisation from an individual level via return to work interviews through to the involvement of Elected Members at Member Challenge sessions.

## 5.4 Developing a Wider Education and Skills Offer That Better Connects People to Jobs

<b>Theme / Priority:</b>	<b>Developing a Wider Education and Skills Offer That Better Connects People to Jobs</b>		
Indicator / Measure detail:	Maintain the low level of 16-17 year olds who are NEET plus unknown in Trafford		
Baseline:	No baseline Q1 – New measure		
<b>Target and timescale:</b>	5.5% Target end Q1	<b>Actual and timescale:</b>	5.9% Actual Q1
<b>Why is performance at the current level?</b>			
<ul style="list-style-type: none"> <li>• Is any variance within expected limits?</li> <li>• Why has the variance occurred?</li> <li>• Is further information available to give a more complete picture of performance?</li> <li>• What performance is predicted for future periods?</li> </ul>			
<p>Performance is within 10% tolerance of new target. As there is no previous baseline for this performance indicator, the target was based on previous data sources and recent performance. The current performance is in line with rising seasonal NEET changes in Trafford and across other LA areas and it may be that the target should have been a little higher to adjust for the seasonal trend. From Q3 there will be a full years data to provide a revised baseline and targets will be more realistic as a result. Improved performance in reducing the number of young people with an unknown destination has continued but at a slower pace than before. This is because young people who can be easily contacted via phone, email, Facebook etc. have already responded and others will require higher resource interventions e.g. home visits.</p>			
<b>What difference does this make – the implications of not meeting target?</b>			
<ul style="list-style-type: none"> <li>• Impact on service users/public.</li> <li>• Impact on corporate priorities and plans.</li> <li>• Impact on service/partner priorities.</li> <li>• Impact on equalities, sustainability or efficiency</li> </ul> <p>Can we move resources to support this or other priorities?</p>			
<p>Increased numbers of NEET young people have a detrimental effect on the local economy and have wider societal costs. 16 and 17 year olds who are NEET will not be meeting their duty to remain in learning and the LA has to ensure they are provided with a suitable offer.</p> <p>For young people who are unknown it may be that they are participating but it may also be that they have moved away and/or are not participating in learning. In order to engage them in positive activities and employment it is important to confirm an up to date destination. Better tracking can have a positive impact on the LAs RPA (in learning) rates.</p>			
<b>How can we make sure things get better?</b>			
<ul style="list-style-type: none"> <li>• What activities have been or will be put in place to address underperformance? Make specific reference to action plans.</li> <li>• When performance will be brought back on track?</li> <li>• Assess the need for additional resources/funding/training/investment.</li> <li>• Identify the source of additional resources/funding/training/investment.</li> <li>• Consult with other services, staff, managers, relevant Members and partners.</li> </ul>			



A number of activities are being undertaken to improve NEET and Unknown performance including:

1. NEET delivery redesign – An evaluation has taken place in order to better target NEET hotspots in Trafford to ensure better targeting of NEET young people. 4 wards have been identified to receive NEET caseload support; Bucklow St Martin; Gorse Hill; Stretford; Longford. This new support is targeted at the 4 wards with the highest number of NEET young people. In addition Connexions staff will double the number of NEET drop in sessions from 1 to 2 per week at Stretford library due to higher NEET rates in the surrounding wards.
2. ESF NEET project – An additional member of agency staff will be supporting delivery of the project from July 31<sup>st</sup> 2017 in order to increase the numbers in “re-engagement provision” which will reduce the number in the NEET category.
3. Tracking – To reduce the numbers of unknown young people, Connexions staff will be conducting enhanced tracking activities, including home visiting, over the summer holiday period.

This page is intentionally left blank

## TRAFFORD COUNCIL

Report to: Executive  
 Date: 25 September 2017  
 Report for: Information  
 Report of: Executive Member for Corporate Resources

### Report Title

**Report on Complaints Determined by the Local Government Ombudsman 2016/17**

### Summary

**There is a statutory duty to report to Members on adverse outcomes of complaints formally investigated by the Local Government Ombudsman. This report sets out the background to this duty, and provides Members with a summary of complaints determined in 2016/17.**

### Recommendation(s)

**That the content of the report be noted.**

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

Name: J.M.J. Maloney  
 Extension: 4298

Background Papers: None.

### *Implications:*

Relationship to Policy Framework/Corporate Priorities	<i>Complaint outcomes are potentially relevant across the range of Council policies.</i>
Financial	<i>None directly arising from this information report.</i>
Legal Implications:	<i>None directly arising from this information report.</i>
Equality/Diversity Implications	<i>None directly arising from this information report.</i>
Sustainability Implications	<i>None directly arising from this information report.</i>
Resource Implications e.g. Staffing / ICT / Assets	<i>None directly arising from this information report.</i>
Risk Management Implications	<i>None directly arising from this information report.</i>
Health & Wellbeing Implications	<i>None directly arising from this information report.</i>
Health and Safety Implications	<i>None directly arising from this information report.</i>

## **Background**

### **1. Complaints to the Local Government Ombudsman**

Services provided by the Council and agencies working on its behalf are subject to the jurisdiction of the Local Government Ombudsman, who is empowered to investigate complaints of maladministration and / or injustice in relation to the delivery of those services.

Ordinarily the Ombudsman will only investigate complaints which have completed progress through all stages of the Council's Corporate or Statutory complaints procedures. The Ombudsman also operates, for the majority of complaints, a 2-stage assessment process, whereby complaints are only referred for investigation where, on the face of it, it appears that this could be warranted.

It follows from this that the population of complaints actually referred by the Ombudsman for detailed investigation is comparatively small, and will tend to involve the most long-running and intractable issues; there is thus a significant likelihood that any complaint subject to detailed investigation will be upheld.

### **2. The Requirement to Report to Members**

There are two distinct circumstances where reports on Ombudsman complaints are required to Members.

- In rare, and generally particularly serious, cases where the Ombudsman has formally issued a "Public Interest" report, LGA '74 s. 30(1) provides that a report must be made to Members.
- There is a broader requirement, under LGHA '89, to advise Members of any findings of "maladministration", whether under a Public Interest report or a more usual Decision Statement.

### **3. Change in Ombudsman Complaint Classification / Need to Report**

It is many years since the Ombudsman issued a Public Interest report in relation to Trafford. Generally this would only be in the most serious cases of what was deemed to be "maladministration", and in all likelihood where significant injustice to the complainant, arising from that maladministration, had also been identified.

More recently, the Ombudsman amended its classification / definition system, to refer primarily to a binary distinction of complaints as being "Upheld" or "Not Upheld". Crucially, however, any complaint now deemed to be upheld is classed as "Maladministration", however trivial the identified fault, and whether or not any injustice arose to the complainant as a result of that fault. As a result of this descriptive change, the Council now receives comparatively regular findings of "Maladministration". Another consequence of the use of this term to define the finding in these cases is that it also triggers the statutory requirement under LGHA '89 to report on "Maladministration" findings to Members.

Whilst there has been no substantive change in the complaints environment or the Council's performance, this additional reporting requirement has arisen essentially from a change in the Ombudsman's terminology.

#### **4. Complaints 2016/17**

For the purposes of this report, the complaints included are those recorded in the Ombudsman's Annual Letter for 2016/17 as having been formally determined within that municipal year.

Annexe A provides for Members' information an anonymised summary of cases where complaints have been upheld, and thus, under the current classification, deemed to involve "maladministration". Details are included of service area, subject of the complaint, and outcome following the Ombudsman's investigation.

Of the 27 complaints formally investigated, 14 (52%) were upheld. It should be noted that owing to the length of investigation several of these related to ongoing complaints primarily handled in the previous year. (In the previous year 60% were upheld; though the small population and timing issues make it difficult to draw any secure conclusions from this.) Of the 14 complaints upheld in 2016/17, 2 involved no remedial action at all; and 4 more involved no direct financial penalty. This suggests that, whilst some administrative fault had been identified, it had comparatively minor if any adverse impact on the complainant. In a number of cases, where "Injustice" has been identified, this has been relatively trivial (minor service failure, inadequate communication, etc.), with correspondingly minor remedies proposed (or indeed no remedy, as any injustice had already been rectified). In 2 cases the Ombudsman agreed that recommended payments could be netted off associated charges owed by the complainants. In general, any more significant impacts resulted not from direct payments recommended, but from complainants being accorded greater access to services and / or protected from recovery of charges which might otherwise have been due. In relation to the small number of complaints which could be considered to be more serious and involving more significant remedies, in none of these cases has the Ombudsman sought to issue a "Public Interest Report". This suggests that in the Ombudsman's terms these are not amongst the most concerning complaints they encounter.

#### **Other Options**

None: there is a duty for these findings to be reported to Members.

#### **Reasons for Recommendation**

To satisfy a statutory duty in ensuring that Members are informed of the outcome of Ombudsman investigations.

**Finance Officer Clearance** *(type in initials)* **NB**

**Legal Officer Clearance** *(type in initials)* **JLF**

#### **CORPORATE DIRECTOR'S SIGNATURE**



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

**OMBUDSMAN DECISIONS 2016/17 – UPHELD COMPLAINTS**

Refs.	Notes	Directorate	Description	Outcome
<b><u>UPHELD:</u></b>				
14019826	13.4.16	CFWB	Failure to provide suitable education.	Small compensation payments to affected parents and child. (Recommendation to make apology withdrawn by LGO.)
15002412	19.4.16	CFWB	Failure clearly to identify a care home without a top-up fee.	Finding of maladministration but no injustice; no consequent actions to be taken.
14019553	25.4.16	CFWB	Delays / inadequacies in implementing SEN statement following Tribunal decision.	Payments recommended for educational benefit and distress / time / trouble; with review of other procedural issues to be undertaken.
15008807	26.4.16	CFWB	Failure properly to consider home to school transport application / appeal.	Apology; fresh appeal to be held; and Council's policy to be reviewed to ensure clarity.
15020323	4.7.16	EGEI	Failure to impose a planning condition, leading to overlooking.	Council to arrange appropriate tree planting in mitigation. (Alternative resolution then proposed by complainant and agreed by Council.)
15001482	6.7.16	CFWB	Delays in converting learning disability assessment into EHC Plan; & consequent impact on education.	Apology; & payments in support of education, and time and trouble in pursuing the complaint.
15015337	21.7.16	CFWB	Failure to send regular invoices in relation to top-up payments for care services.	Apology; & payment in respect of distress and anxiety (though this to be offset against complainant's existing care debt).

16006630	6.9.16	EGEI	Service failure in relation to assisted collection.	Upheld; but no further action taken since Council had already taken satisfactory steps to remedy the position.
15013600	29.9.16	CFWB / T&R	Accuracy of record-keeping / notifications in respect of social care charges.	Provision of updated records; apology; & time and trouble payment. (NOTE - Significant post-decision discussions with LGO, & agreement that payment be netted off outstanding debts.)
15018837	1.12.16	CFWB	Errors in the making of SEN provision.	Upheld. Alternative school placement agreed; modest payments agreed to complainant and child for time & trouble and for educational benefit.
15014352	16.1.17	CFWB	Failure to ensure appropriate IMCA support in contesting DOL case.	Apology, & time and trouble payment.
16003197	31.1.17	EGEI	Failure to respond properly to correspondence and fault in Committee report.	Apology and advice to service officers. (No financial settlement and no implications for Planning decision.)
16005922	27.2.17	CFWB / T&R	Failure properly to assess contributions to homecare, and consequent recovery implications.	Apology; waiver of outstanding disputed recovery sum and minor time & trouble payment.
16009165	16.3.17	CFWB	Failure to communicate adequately in respect of appropriate safeguarding action taken.	Apology in respect of failure in communication.

This page is intentionally left blank



## TRAFFORD COUNCIL

**Report to:** Scrutiny Committee  
**Date:** 15 November 2017  
**Report for:** Information  
**Report of:** Chairman of the Scrutiny Committee

### Report Title

Scrutiny Committee Work Programme 2017/18

### Purpose

This report sets out the Scrutiny Committee work programme for the 2017/18 municipal year.

### Recommendations

That the work programme be noted.

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

Name: Chris Gaffey, Democratic & Scrutiny Officer.

Phone: x2019

## Scrutiny Committee Work Programme – 2017/18

Date of Meeting	Topic
5 July, 2017.	<ul style="list-style-type: none"> <li>• 2017/18 Scrutiny Committee Work Programme</li> <li>• Executive’s Response to the Task &amp; Finish Group Review into the Education, Health &amp; Care Plan (EHCP) Process in Trafford</li> <li>• Executive’s Response to the Task and Finish Group Review of the Joint Venture Contract between Trafford Council and Amey</li> <li>• ADP Report (2016/17 Quarter Four)</li> <li>• Discussion on the 2018/19 Budget Scrutiny Process</li> <li>• Fire Safety within Trafford</li> <li>• Crisis Management Capability</li> </ul>
19 September, 2017.	<ul style="list-style-type: none"> <li>• 2018/19 Budget Scrutiny Process – Presentation on Plans for the Consultation</li> <li>• Draft MTFP</li> <li>• Out of Borough Child Placements</li> <li>• High Rise Cladding Update</li> <li>• Capital Investment Strategy</li> </ul>
15 November, 2017.	<ul style="list-style-type: none"> <li>• 2018/19 Budget Presentation by the Leader of the Council</li> <li>• Management of New Green Waste Fee and System – Update on Implementation</li> <li>• ADP Report (2017/18 Quarter One)</li> <li>• 2016/17 Ombudsman Report</li> </ul>
10 January, 2018.	<ul style="list-style-type: none"> <li>• 2018/19 Budget Scrutiny Report to the Executive</li> <li>• Sickness Absence – CFW Exercise Results</li> <li>• Update on the Task and Finish Group Review of the Joint Venture Contract between Trafford Council and Amey</li> <li>• ADP Report (2017/18 Quarter Two)</li> <li>• Pedestrian Crossings and Traffic Management</li> </ul>
14 March, 2018.	<ul style="list-style-type: none"> <li>• Executive Response to the 2018/19 Budget Scrutiny Report</li> <li>• Physical Activity GP Referral Scheme Update</li> <li>• ADP Report (2017/18 Quarter Three)</li> <li>• Community Panels and Investments Under the New Trafford Housing Trust Arrangements</li> <li>• High Rise Cladding Update</li> </ul>

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

Task & Finish Group

<b>Item</b>	<b>Information</b>
Review of the Council's CRM System	- The group have held an initial meeting to discuss the scope of the review and a follow up meeting will take place on the evening of 7 November 2017.
Scrutiny of the SLAs Offered to Schools	- The group have held an initial meeting to discuss the scope of the review. They are currently at the stage of gathering data. Follow up meetings are to be scheduled with the relevant Officers to be invited to attend.

This page is intentionally left blank