

# Public Document Pack



## TRAFFORD COUNCIL

### AGENDA PAPERS FOR SCRUTINY COMMITTEE MEETING

Date: Wednesday, 14 March 2018

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 10 January 2018.	1 - 6
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>ANNUAL DELIVERY PLAN 2017/18 - Q3 PERFORMANCE REPORT</b>	
	To note a joint report of the Executive Member for Corporate Resources and the Corporate Director Transformation and Resources.	7 - 52
5.	<b>EXECUTIVE'S RESPONSE TO SCRUTINY COMMITTEE'S RECOMMENDATIONS TO THE BUDGET PROPOSALS FOR 2018/19</b>	
	To receive a joint report of the Executive Member for Corporate Resources and the Chief Finance Officer.	53 - 56
6.	<b>LEISURE STRATEGY UPDATE</b>	
	To receive a report of the Executive Member for Communities and Partnerships.	57 - 62

7. **SOCIAL INVESTMENT FRAMEWORK - TRAFFORD HOUSING TRUST**  
To receive a joint report of the Social Investment Manager, Trafford Housing Trust, and the Deputy Chief Executive, Trafford Housing Trust. To Follow
8. **HIGH RISE CLADDING UPDATE**  
To receive a report of the Director of Growth and Regulatory Services. To Follow
9. **UPDATE ON THE TASK AND FINISH GROUP REVIEW OF THE JOINT VENTURE CONTRACT BETWEEN TRAFFORD COUNCIL AND AMEY**  
To receive a report of the Director of One Trafford Partnership. 63 - 66
10. **SCRUTINY COMMITTEE TASK & FINISH GROUP REVIEW OF THE COUNCIL'S SCRUTINY FUNCTION**  
To consider a report of the Scrutiny Committee Task & Finish Group setup to conduct a review of the Council's Scrutiny Function. 67 - 78
11. **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.

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, 6 March 2018** by the Legal and Democratic Services Section, Trafford Council, Trafford Town Hall, Talbot Road, Stretford M32 0TH.

## **Scrutiny Committee - Wednesday, 14 March 2018**

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## SCRUTINY COMMITTEE

10 JANUARY 2018

### PRESENT

Councillor M. Young (in the Chair).

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

Note: Cllr M. Cordingley Chaired the first part of the meeting, covering items 1 to 4 and the first part of item 5, with Cllr M. Young assuming the Chairmanship on his arrival at 18:47.

### Also Present

Cllr J. Reilly - Executive Members for Highways, Parks & Environmental Services

Cllr B. Shaw - Deputy Executive Members for Highways, Parks & Environmental Services

### In attendance

J. Colbert - Corporate Director Children, Families and Wellbeing

J. Hyde - Corporate Director Transformation and Resources

M. Wise - Director One Trafford Partnership

P. Helsby - Interim Director One Trafford Partnership

D. Lucas - Head of HR Business Partnering

D. Findley - Highways Manager

S. Tilby - Traffic and Road Safety Manager

C. Gaffey - Democratic & Scrutiny Officer

### APOLOGIES

Apologies for absence were received from Councillors Mrs. P. Dixon and J. Harding.

### 31. MINUTES

RESOLVED: That the minutes of the meetings held on 15 November 2017 and 28 November 2017, be agreed as a correct record and signed by the Chairman.

### 32. DECLARATIONS OF INTEREST

Cllr Mike Cordingley declared an interest in relation to item 7 on the agenda, in view of his status as a member of the Transport for Greater Manchester Committee.

### 33. BUDGET SCRUTINY REPORT TO EXECUTIVE

The Scrutiny Committee's Review of the Executive's Draft Budget Proposals for 2018-19 was presented for information. The report and its recommendations would be considered at the Executive meeting scheduled for 29 January 2018, and a formal response would be expected in due course.

It was noted that since the report's publication, the provisional Local Government Finance Settlement announcement had been made. The Executive would be asked to take this into consideration when providing their formal response, highlighting any proposed changes as a result of the announcement.

RESOLVED: That the report be noted.

### **34. SICKNESS ABSENCE REPORT**

The Committee received a report of the Corporate Director, Transformation and Resources, providing an update on absence levels and wellbeing activity in the Council. The report also provided a summary of the review of workforce health and wellbeing in the Children, Families and Wellbeing Directorate. The Committee were advised that the Employment Committee received regular updates on sickness absence.

For a number of years, the Council had set a sickness absence target of 9 days absence per employee, per annum. Members were advised that at the end of 2015/16, this target was achieved, and to drive further improvement, a stretch target of 8.5 days was set for the following year. It was acknowledged that the target was not currently being achieved. However, Trafford's performance was about the average over AGMA as demonstrated by the benchmarking table in section 2.2 of the report. Members asked whether the direction of travel for the AGMA Authorities' performance could be reflected in the regular reports taken to the Employment Committee.

The Committee discussed the Authority's action plan to combat the impact of flu on the workforce, and whether international epidemics had an effect on sickness absence in general. It was noted that Trafford offered flu jabs to all staff, including social care staff, however the most common reasons for sickness absence was stress / mental health, and muscular / skeletal issues. The Authority kept in regular contact with staff on long term sickness absence, with assistance offered whenever possible, including access to physiotherapy and counselling. Members were also advised of a nurse led pilot scheme being considered in partnership with Pennine Care, where nurses could potentially call staff to give the appropriate sickness advice over the phone as opposed to the staff member having to visit a GP, which wasn't always necessary.

Members discussed the effect of sickness absence on other members of staff, and the measures in place to maintain staff wellbeing when workloads were increased due to staff absences. Members were assured that HR processes were in place to ensure that no service was left without sufficient cover, with temporary staff employed if required to ensure services were being adequately delivered.

The Committee discussed the importance of adopting measures to help combat stress, and Officers advised of the mindfulness work that the Authority regularly undertook, including yoga and other drop in sessions.

RESOLVED: That the report be noted.

**35. SCRUTINY COMMITTEE'S TASK & FINISH GROUP REVIEW OF THE COUNCIL'S CRM SYSTEM**

The Committee received a report of the Task and Finish Group setup to conduct a review of the Council's CRM system. Since the report's publication, the Chairman of the Group had been informed of further delays to the scheduled implementation of some of the new CRM functions. When presenting the report to the Executive at their meeting on 29 January 2018, the Chairman would request that the latest delays be addressed. The Executive's formal response should confirm the cause of the delays, any lessons learnt, as well as provide an updated timeline.

RESOLVED: That the report and its recommendations be endorsed by the Committee for referral to the Executive.

**36. PEDESTRIAN CROSSINGS AND TRAFFIC MANAGEMENT**

The Committee received a report of the Executive Member for Highways, Parks and Environmental Services detailing the process undertaken to consider the introduction of Pedestrian Crossings within Trafford. The report identified the key stages of the process, as well as providing information on funding and the involvement with TfGM in introducing Signal Controlled Crossings within the Borough.

Members thanked the Executive Member and attending Officers for an informative report. The Committee discussed many aspects of the report, including the challenges faced with reducing pollution and increasing pedestrian footfall. Members discussed the costs associated with different types of crossings, and it was noted that the Highways Team only reviewed crossings when a specific deficiency or issue had been reported. The Committee also discussed the effects of the 'school run' and how parents might be encouraged to take their children to school on foot or via public transport.

Issues at Davyhulme Park and the crossing of Edge Lane / Chester Road were raised by Members. The Highways Team agreed to look into the issue at Davyhulme Park, but advised that talks with TfGM were already scheduled to discuss the Edge Lane / Chester Road crossing. When discussing the crossing with TfGM previously, Trafford were advised that the crossing was consistent with national policy. However, it was hoped that these discussions could lead to further improvements. Members also discussed the light timings for some crossings, and the Highways Manager agreed to raise some of the Members' concerns at the TfGM workshop he would be attending later in the month.

Some Members felt that the Authority's approach to pedestrian crossing and traffic management was inconsistent with the Public Health service's recently published report, which aimed to encourage residents to become more active. Members felt that the Pedestrian Crossing policy should be more aligned with Public Health, and should be actively aiming to encourage more pedestrians. It was suggested that the Highways Team and the Interim Director of Public Health be formally introduced to discuss the possible alignment of strategies.

**Scrutiny Committee**  
**10 January 2018**

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Some Members requested that a further update on Traffic Management be considered for the 2018/19 Scrutiny Committee work programme. It was felt that future national policies would have an emphasis on increasing pedestrian footfall and reducing vehicular traffic, and this would be an opportunity for the Authority to consider how it might tackle this at an early stage.

RESOLVED:

- 1) That the report be noted.
- 2) That consideration be given to having a coordinated policy on Traffic Management and Public Health.

**37. CLG COMMITTEE: PUBLICATION OF OVERVIEW AND SCRUTINY IN LOCAL GOVERNMENT REPORT**

The Committee received the Communities and Local Government Committee's First Report of Session 2017-19 on the effectiveness of local authority overview and scrutiny committees, along with the associated press release. The report included a list of recommended changes to Scrutiny guidelines for Local Authorities.

Members discussed the Council's current Scrutiny processes and how these arrangements might be improved. The Committee discussed whether Scrutiny could be more effective by scheduling more meetings and dedicating additional resources to the service, and discussions took place on the type and quality of information provided to Scrutiny in advance of meetings. Some Members also felt that raising Scrutiny's profile at Full Council meetings would be beneficial.

It was agreed that a Task & Finish Group would be set up to review the report and its recommendations, with a view to producing a Trafford specific report and accompanying recommendations on how the Authority's Scrutiny processes could be improved. The Group would aim to produce the report in time for the Scrutiny Committee meeting on 14 March 2018 for endorsement, before presenting this to full Council on 21 March 2018. Councillors Michael Young, Mike Cordingley, John Holden and Karina Carter registered their interest in participating in the review.

RESOLVED:

- 1) That the report be noted.
- 2) That a Task & Finish Group be setup to conduct a review of the Scrutiny process in Trafford.

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

The Committee received a report of the Chairman of the Scrutiny Committee detailing the Scrutiny Committee's work programme for the remainder of the 2017/18 municipal year.



**Scrutiny Committee**  
**10 January 2018**

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Members requested that an update be provided following the Task & Finish Group review into the Council's EHCP process. The Democratic & Scrutiny Officer advised that a written update had been produced by the services recently, and would recirculate this to Members of the Task & Finish Group for their information.

RESOLVED: That the report be noted.

The meeting commenced at 6.34 pm and finished at 7.55 pm

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## TRAFFORD COUNCIL

**Report to:** Executive  
**Date:** 26<sup>th</sup> February 2018  
**Report for:** Information  
**Report of:** Executive Member for Corporate Resources / Corporate Director Transformation and Resources

### Report Title

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

### Summary

The attached draft report provides a summary of performance against the Council's Annual Delivery Plan, 2017/18. The report covers the period 1<sup>st</sup> October to 31<sup>st</sup> December 2017.

### Recommendations

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

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

Name: Peter Forrester  
Extension: 1815

Background Papers: None

Relationship to Policy Framework/Corporate Priorities	The Annual Delivery Plan 2017/18 Quarter 3 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> October to 31<sup>st</sup> December 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: 33 of these have been reported in the third quarter, including 5 annual indicators. There are a further 15 indicators reported annually at the end of fourth quarter.
- 2.2 Overall, performance in meeting targets remains good. There are 18 green indicators (on target), 6 amber and 6 red indicators (below target). Four new indicators have no target for Q3, 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):
  - 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 ground floor vacant units in town centres
  - Percentage of major planning applications processed within timescales
  - The number of housing units granted complete planning consent
  - The number of housing completions
  - Admissions to Residential or Nursing Care for Older People during the year per 100,000 population
  - % of repeat referrals to children's social care
  - 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 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
- Proportion of pupils at Key Stage 2 achieving expected levels in: Reading, Writing and Maths.
- Proportion of 'Disadvantaged' pupils at Key Stage 2 achieving expected standard in Reading/Writing/Maths
- Maintain the low level of 16-17 year olds who are not in education training or employment (NEET) in Trafford
- Increase in online transactions

2.4 The following are 10% below target (amber) and exception reports have been produced for all indicators:

- 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.) – performance of this indicator is still being verified by the One Trafford Partnership
- Percentage of Council Tax collected
- Children who are "looked after" rate per 10,000
- Proportion of children achieving a 'Good Level of Development' ('School Readiness') at Early Years Foundation Stage
- Key Stage 4: Average Attainment 8 (A8) score
- Percentage of Trafford pupils educated in a Good or Outstanding school

2.5 The following are more than 10% below target (red) and exception reports have been produced for all indicators::

- The proportion of older people (aged 65 and over) who were still at home 91 days after discharge
- Reduction in the proportion of children made subject to a Child Protection Plan for a second or subsequent time
- Delayed Transfers of Care attributable to Adult Social Care per 100,000 pop 18+
- Number of third sector organisations receiving intensive support
- Reduce the level of sickness absence (Council wide excluding schools)
- KS4: Average Attainment 8 score for 'Disadvantaged' pupils

2.6 Three indicators are new and therefore have no RAG status:

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

2.7 The following indicator has been discontinued, as the Department of Work and Pensions has stopped producing data:

- Reduction in the number of Working Age Benefit Claimants

**Finance Officer Clearance**  
**Legal Officer Clearance**

*(type in initials) NB*  
*(type in initials) JLF*

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



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



# TRAFFORD COUNCIL

## ANNUAL DELIVERY PLAN 2017/18 Performance Report Quarter 3

## 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 3 (October to December) 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 Performance meets or exceeds the target</b>	↑	<b>Performance has improved compared with the previous period</b>
<b>A Performance is within the agreed % of the target</b>	↔	<b>Performance is the same compared with the previous period</b>
<b>R Performance is more than the agreed % of the target</b>	↓	<b>Performance has worsened compared with the previous period</b>

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

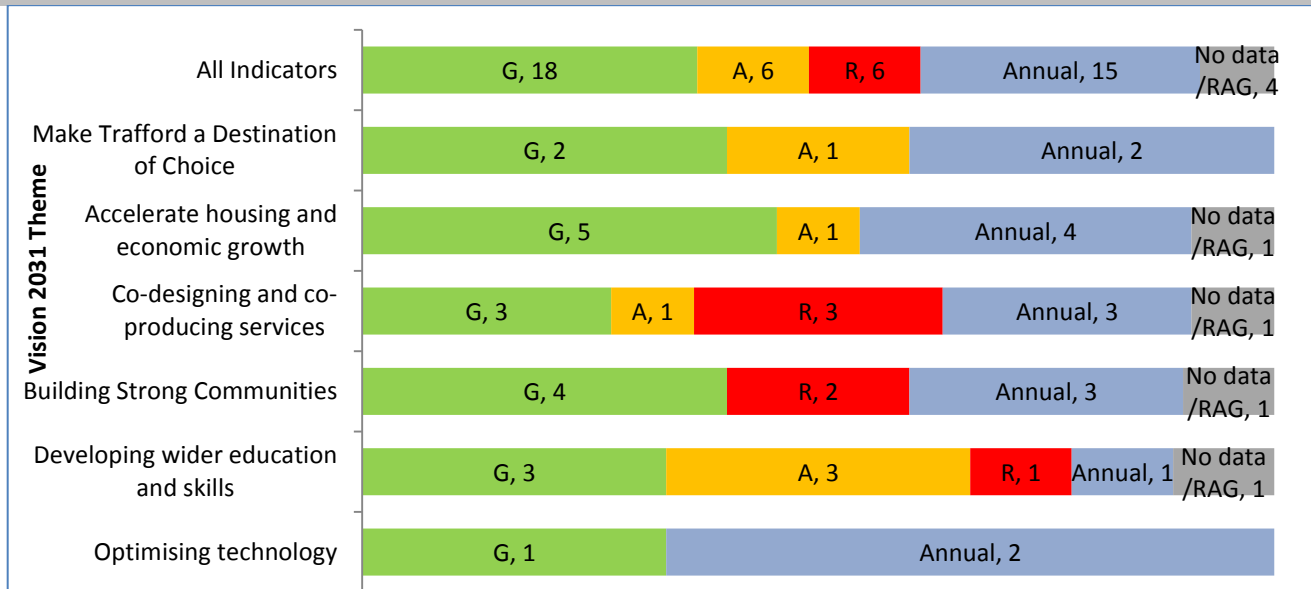
The table below shows a summary of all performance indicators. The RAG column shows both the RAG status and direction of travel compared to the previous reporting period. A tick appears in the final column if an [Exception Report](#) is attached (page 21 onwards).

		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	85%	83.8%	↓	✓	
		Percentage of Highway safety inspections carried out in full compliance with the agreed programme	95%	96.6%	↓		
		Trafford is the Safest Place in GM	1	1	↔		
	Accelerate housing and economic growth	Increase the percentage of Trafford Residents in Employment			77.8%	↓	
		Growth in retained business rates and related S31 grants (£ Millions)	5.5	5.5	↔		
		Percentage of Council Tax collected	86.44%	86.28%	↓	✓	
		Percentage of ground floor vacant units in town centres	10%	8.3%	↑		
		% of major planning applications processed within timescales	96%	96%	↑		
		The number of housing units granted complete planning consent	750	2,261	↑		
		The number of housing completions	210	310	↑		
	Co-designing and co-producing services	Admissions to Residential or Nursing Care for Older People during the year per 100,000 population (ASCOF 2Aii)	480	471	↑		
		The proportion of older people (aged 65 and over) who were still at home 91 days after discharge (ASCOF 2Bi)	94%	81.5%	↓	✓	
		Reduction in the proportion of children made subject to a Child Protection Plan for a second or subsequent time	21%	24.5%	↓	✓	
		Delayed Transfers of Care attributable to Adult Social Care per 100,000 pop 18+ (ASCOF 2Cii)	10	13.3	↓	✓	
		% of repeat referrals to children's social care	23%	21.9%	↓		
		Children who are "looked after" rate per 10,000	68	69.3	↔	✓	
		Number of NHS Health Checks delivered to the eligible population aged 40-74.	4,500	4,897	↑		
		Percentage of tender exercises resulting in Social Value KPIs		26%	↔		
	Building Strong Communities	No of Locality Networking Events held	4	4	↓		
		Number of third sector organisations receiving intensive support	35	27	↑	✓	
		Number of new volunteers recruited through Thrive portal and volunteer infrastructure service	38	51	↓		
		Through the Trafford Pledge increase the number of people into employment		46	↓		
		No. of Be Responsible events in relation to environmental responsibility (litter, dog fouling, fly-tipping, etc.)	68	161	↑		
		Improve the % of household waste arisings which have been sent by the Council for recycling/composting	59.5%	60.9%	↓		
		Reduce the level of sickness absence (Council wide excluding schools) (Days)	8.5	10.49	↓	✓	
	Developing wider education and skills	Proportion of children achieving a 'Good Level of Development' ('School Readiness') at Early Years Foundation Stage	74%	73.5%	↓	✓	
		Proportion of pupils at Key Stage 2 achieving expected levels in: Reading, Writing and Maths.	70%	71.6%	↑		
		Key Stage 4: Average Attainment 8 (A8) score	57	55.3	↓	✓	
% of Trafford pupils educated in a Good or Outstanding school.		95%	93.8%	↑	✓		

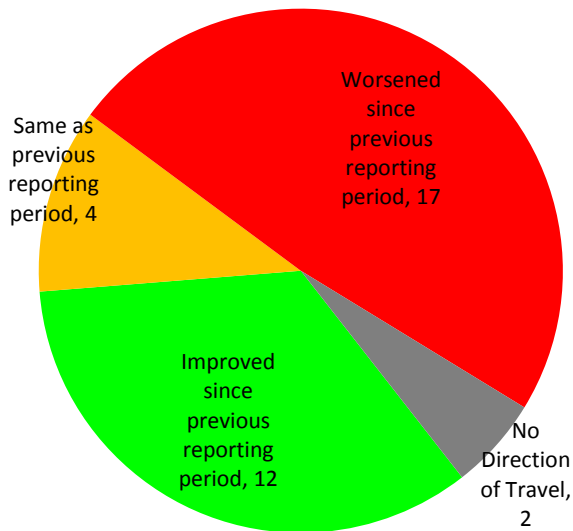
		Proportion of 'Disadvantaged' pupils at Key Stage 2 achieving expected standard in Reading/Writing/Maths	44%	52.1%	↑	
		KS4: Average Attainment 8 score for 'Disadvantaged' pupils	45	39.4	↓	✓
		Maintain the low level of 16-17 year olds who are not in education training or employment (NEET), plus unknown, in Trafford	6.72%	6.7%	↓	
	Optimising technology	Increase in online transactions	15%	15%	↔	

### 3.2 Performance Summary Charts

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



#### Direction of Travel of all Performance Indicators

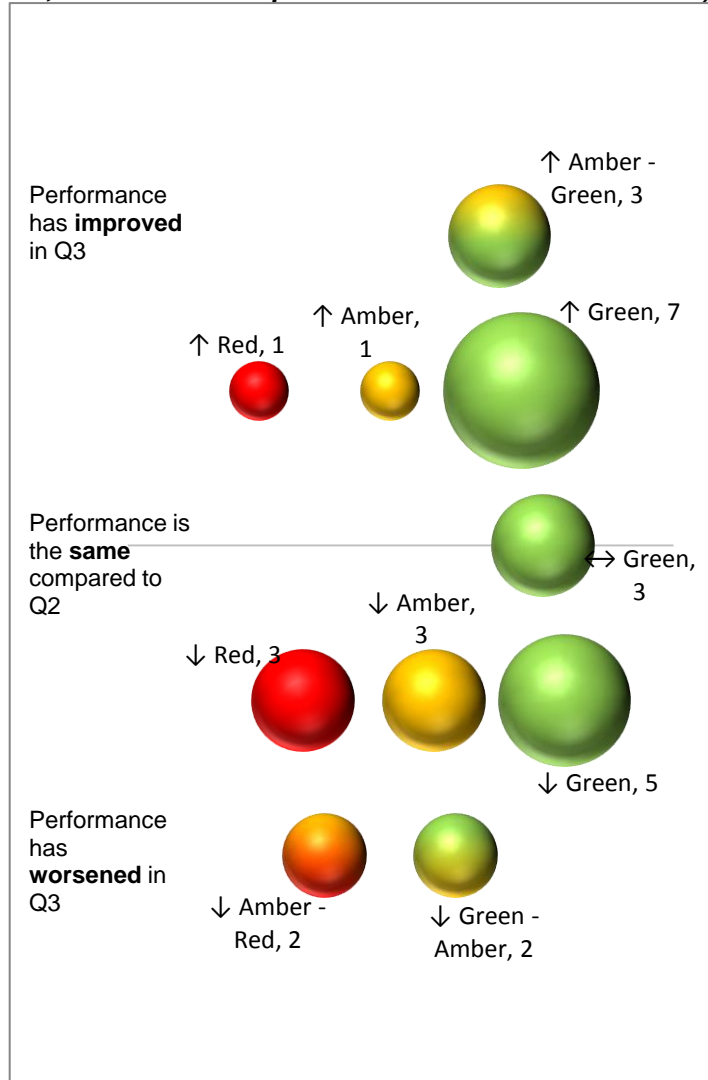


The ADP has 49 indicators: 33 have been reported to date in Q3 and 15 are indicators reported annually. One indicator has been discontinued.

There are 18 Green indicators (on target), 6 Amber and 6 Red. Three indicators have no target, and therefore no RAG status.

12 have improved since the previous quarter, 4 has stayed the same and 17 have worsened since the last reporting period.

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



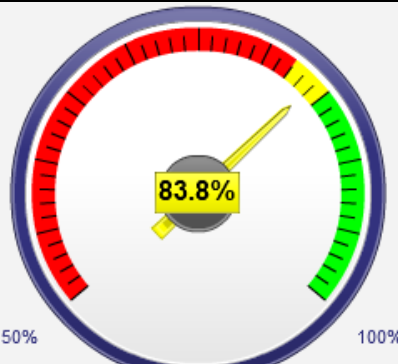
## Section 4 – Performance Information

### 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

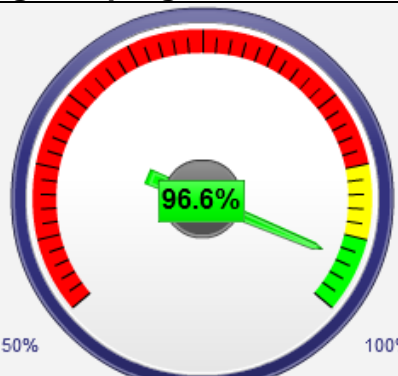
	Current Performance			
	Actual	Target	DOT	Status
	Reported Annually			
	16/17 Actual	17/18 Target	Previous	Frequency
25.5% (2014/15)	23.9%		A	

#### 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
	83.8%*	85%	↓	A
	16/17 Actual	17/18 Target	Previous	Frequency
83.1%	83%	87.5%	Q	

**One Trafford Partnership indicator**  
See attached [Exception Report](#) on Page 21

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

	Current Performance			
	Actual	Target	DOT	Status
	96.6%*	100% Performance Deduction 95%	↓	G
	16/17 Actual	17/18 Target	Previous	Frequency
98.3%	100%	98%	Q	

**One Trafford Partnership indicator**  
\* Performance score subject to verification

**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

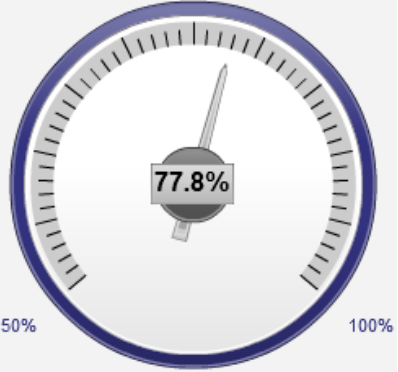
<b>Increase visitor numbers to Sale Waterside Art Centre by 5%</b>				
	<b>Current Performance</b>			
	<b>Actual</b>	<b>Target</b>	<b>DOT</b>	<b>Status</b>
	<b>Reported Annually</b>			
	<b>16/17 Actual</b>	<b>17/18 Target</b>	<b>Previous</b>	<b>Frequency</b>
	108,000	113,400	108,000	A

## Accelerate housing and economic growth

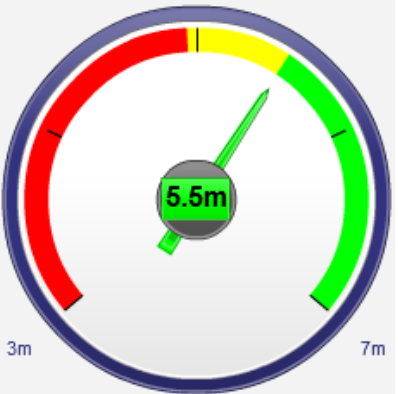
<b>Total Gross Value Added (<i>The total value of goods + services produced in the area</i>)</b>				
	<b>Current Performance</b>			
	<b>Actual</b>	<b>Target</b>	<b>DOT</b>	<b>Status</b>
	<b>Reported Annually</b>			
	<b>16/17 Actual</b>	<b>17/18 Target</b>	<b>Previous</b>	<b>Frequency</b>
	£6.9	£7.4	£6.9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

<b>Number of new business starts</b>				
	<b>Current Performance</b>			
	<b>Actual</b>	<b>Target</b>	<b>DOT</b>	<b>Status</b>
	15	Reported annually	N/A	No Target set
	<b>16/17 Actual</b>	<b>17/18 Target</b>	<b>Previous</b>	<b>Frequency</b>
		300	N/A	A

Business Start Up Advisor commenced post Nov 17

<b>Increase the Percentage of Trafford Residents in Employment</b>				
	<b>Current Performance</b>			
	<b>Actual</b>	<b>Target</b>	<b>DOT</b>	<b>Status</b>
	77.8%	TBC	↓	No Target set
	<b>16/17 Actual</b>	<b>17/18 Target</b>	<b>Previous</b>	<b>Frequency</b>
	80%	82%	78.4%	Q

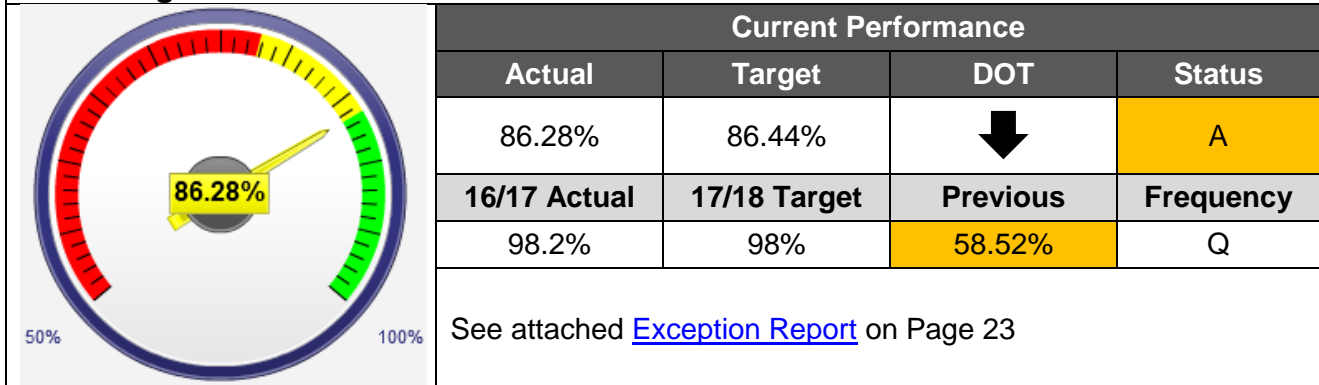
Latest data reported for October 2016 – September 2017

<b>Growth in retained business rates and related S31 grants (£ Millions)</b>				
	<b>Current Performance</b>			
	<b>Actual</b>	<b>Target</b>	<b>DOT</b>	<b>Status</b>
	£5.5m	£5.5m	↔	G
	<b>16/17 Actual</b>	<b>17/18 Target</b>	<b>Previous</b>	<b>Frequency</b>
	£5.5m	£5.5m	£5.5m	Q

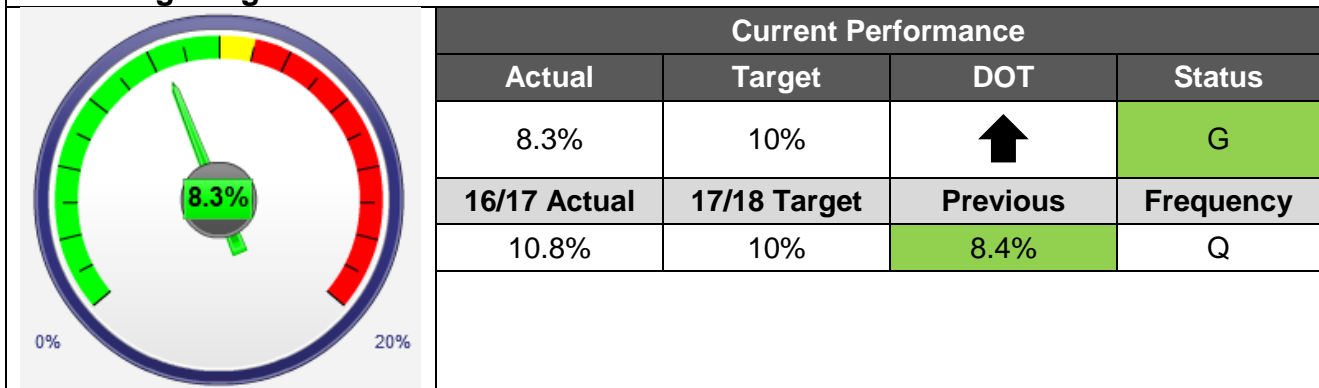
Further detail is available in Section 14 of the Period 9 Budget Monitoring Report.

## Accelerate housing and economic growth

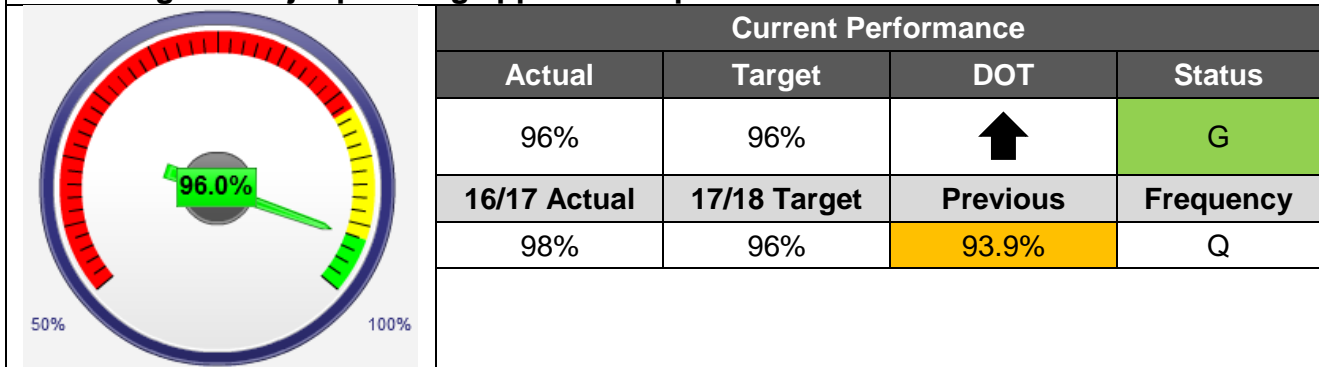
### Percentage of Council Tax collected



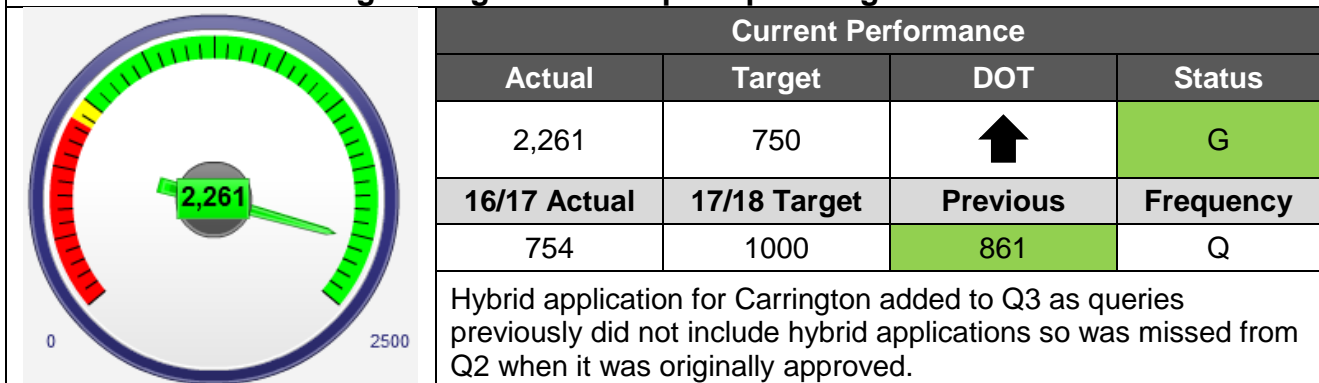
### Percentage of ground floor vacant units in town centres



### Percentage of major planning applications processed within timescales

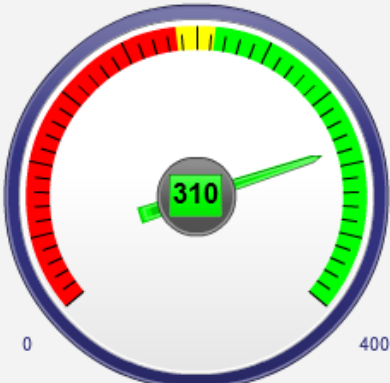


### The number of housing units granted complete planning consent



## Accelerate housing and economic growth

### The number of housing completions

	Current Performance			
	Actual	Target	DOT	Status
	310	210	↑	G
	16/17 Actual	17/18 Target	Previous	Frequency
	176	400	113	Q
<p>197 housing units completed in Q3 – there is an expectation that there will be a large number of completions in 4<sup>th</sup> quarter. The quarterly targets were adjusted in Q2, to reflect the seasonal variations and historical trends of this indicator.</p>				

### 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

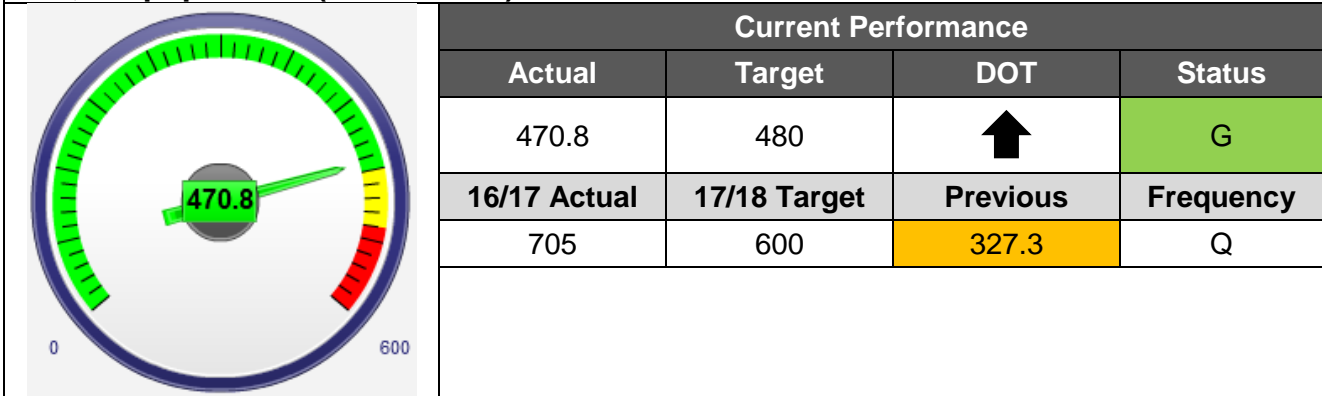
### To maintain effective real time air quality monitoring, across the Borough, at three permanent sites that are part of the GM air quality (NO2) monitoring network.

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

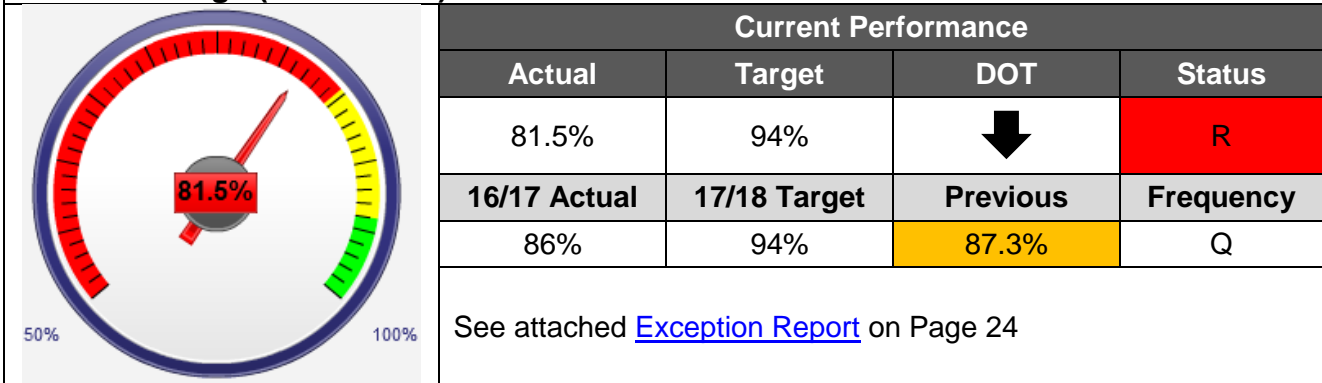


**Co-designing and co-producing services to enable people, communities and businesses to work together, help themselves and each other**

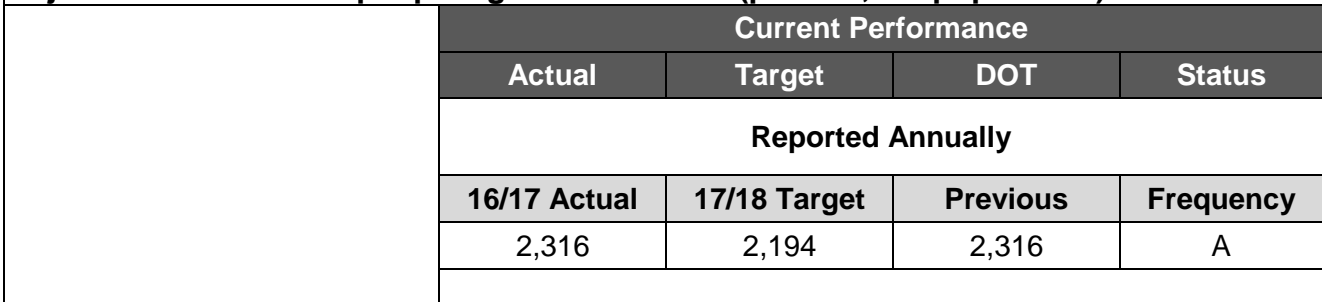
**Admissions to Residential or Nursing Care for Older People during the year per 100,000 population (ASCOF 2Aii)**



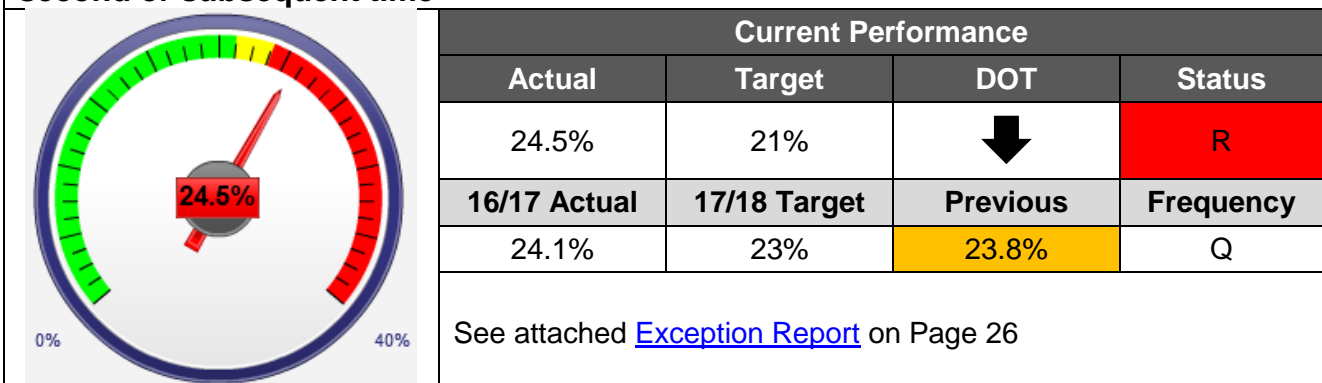
**The proportion of older people (aged 65 and over) who were still at home 91 days after discharge (ASCOF 2Bi)**



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

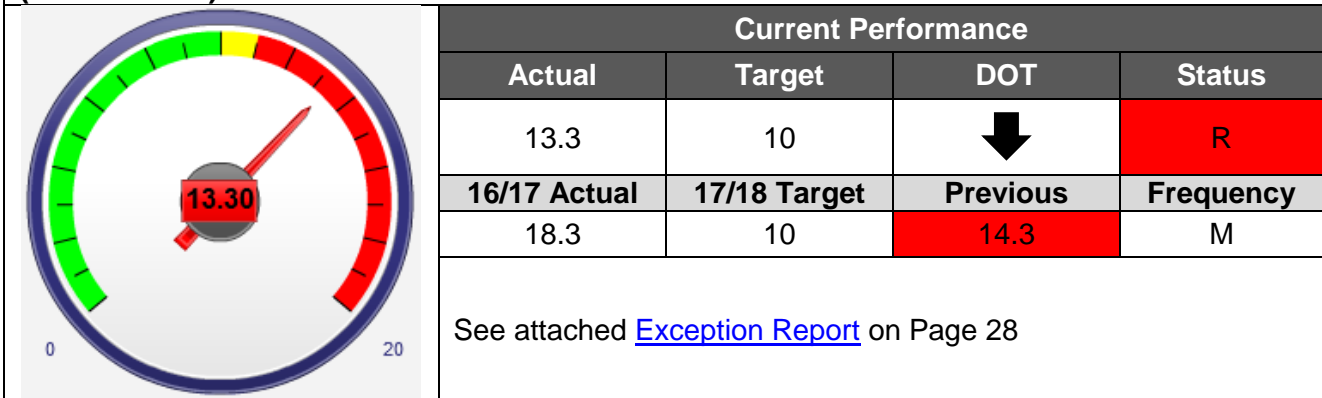


**Reduction in the proportion of children made subject to a Child Protection Plan for a second or subsequent time**

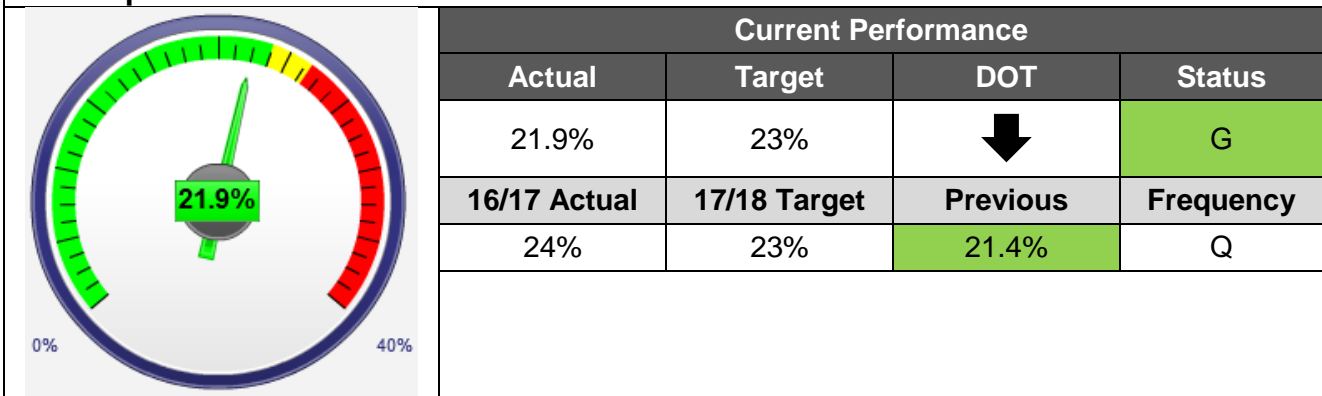


**Co-designing and co-producing services to enable people, communities and businesses to work together, help themselves and each other**

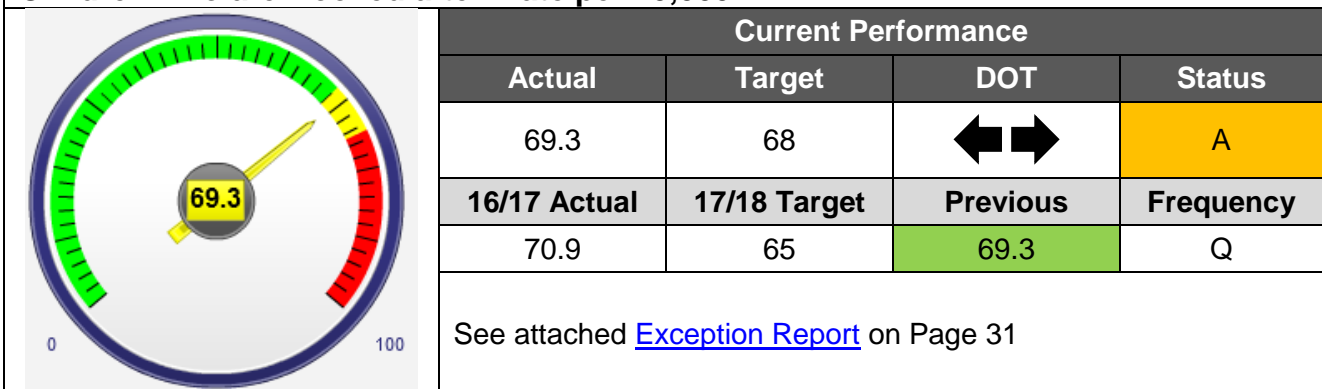
**Delayed Transfers of Care attributable to Adult Social Care per 100,000 pop 18+ (ASCOF 2Cii)**



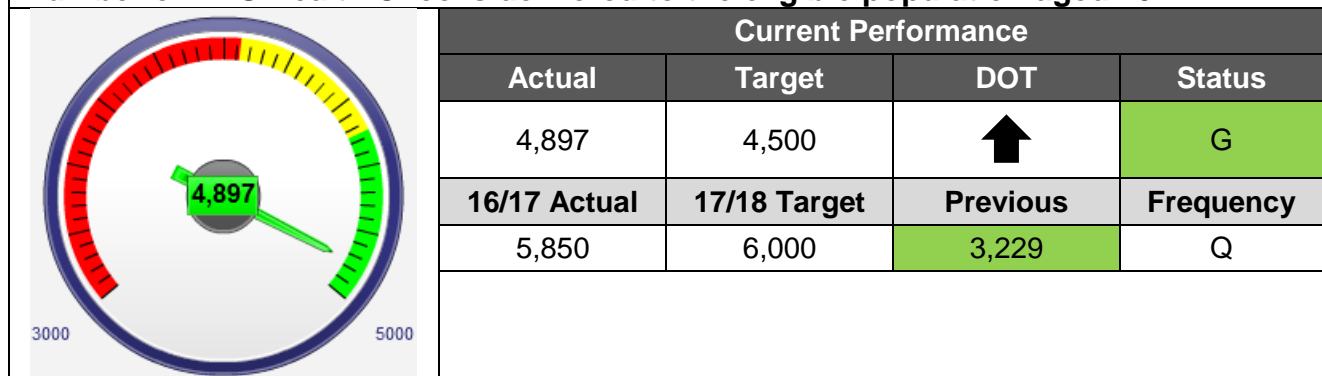
**% of repeat referrals to children's social care**



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



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



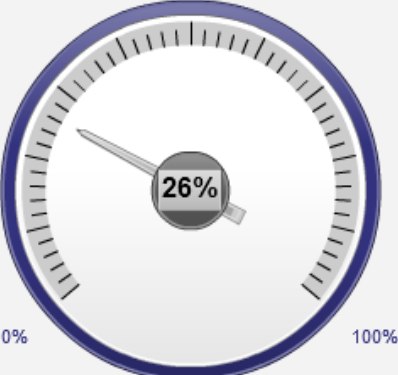
**Co-designing and co-producing services to enable people, communities and businesses to work together, help themselves and each other**

**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
	<b>Reported Annually</b>			
	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**

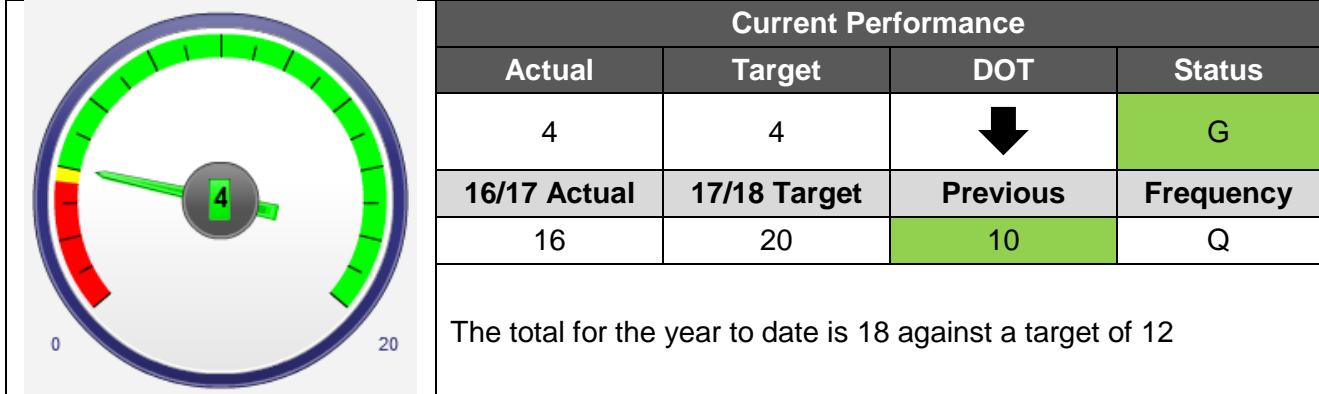
	Current Performance			
	Actual	Target	DOT	Status
	26%	TBC		No target set
	16/17 Actual	17/18 Target	Previous	Frequency
52%	TBC	26%	Q	

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

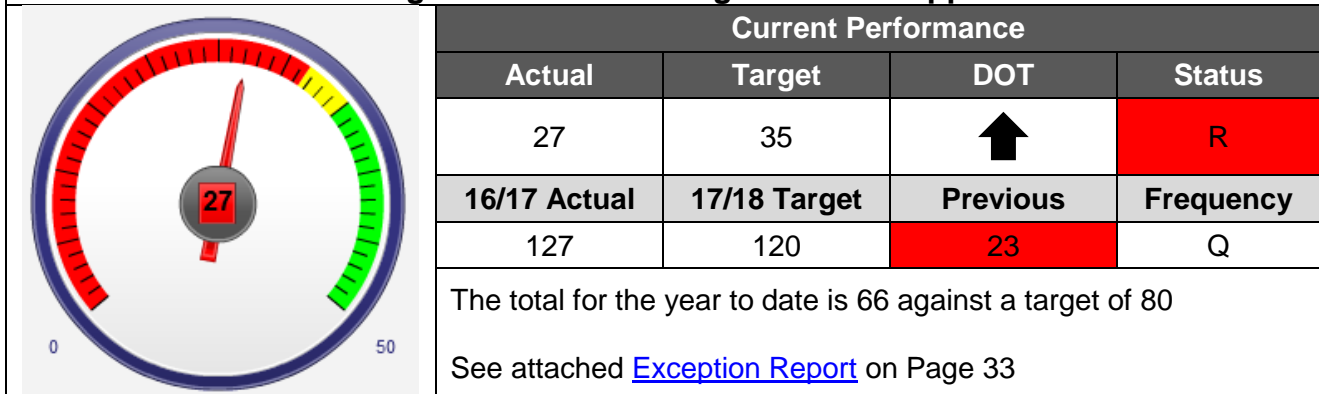
	Current Performance			
	Actual	Target	DOT	Status
	<b>Reported Annually</b>			
	16/17 Actual	17/18 Target	Previous	Frequency
100%	100%	100%	A	

## Building Strong Communities

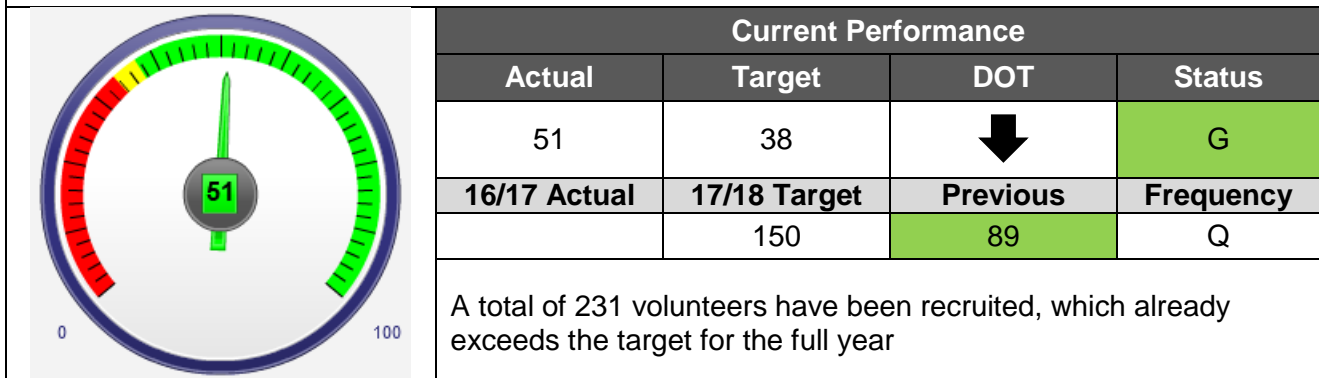
### Number of Locality Networking Events held per locality per year



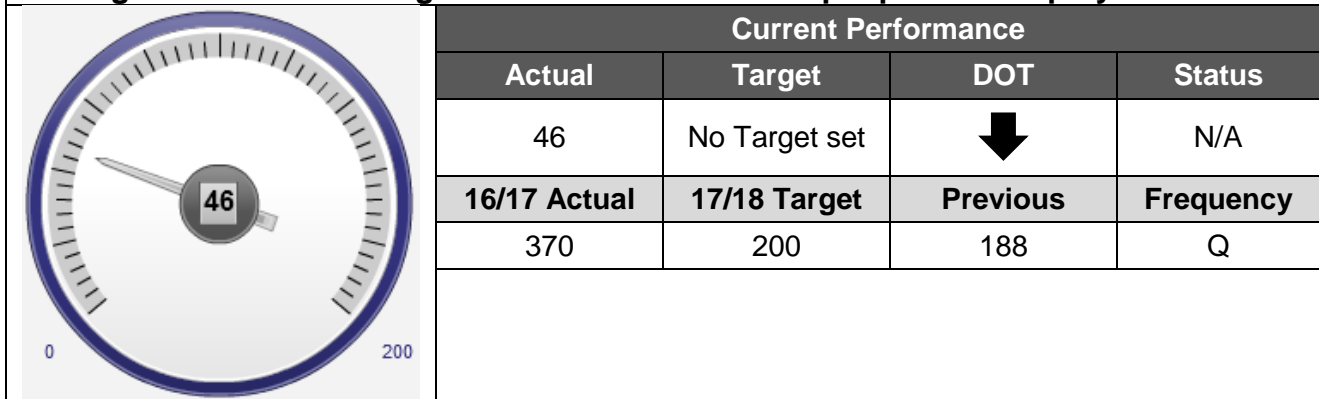
### Number of third sector organisations receiving intensive support



### 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

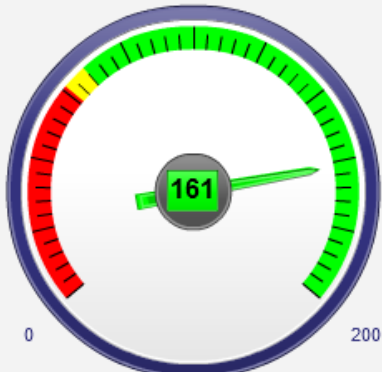
### Under 75 mortality rate from liver disease (per 100,000 population)

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

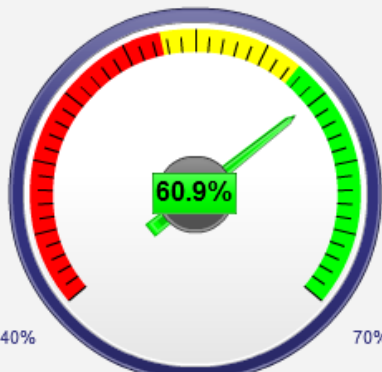
### Smoking Prevalence in adults in routine and manual occupations

	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
	161	68	↑	G
	16/17 Actual	17/18 Target	Previous	Frequency
	90	94	Q	

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

	Current Performance			
	Actual	Target	DOT	Status
	60.9%	59.5%	↓	G
	16/17 Actual	17/18 Target	Previous	Frequency
61.0%	59.5%	62.5%	Q	

One Trafford Partnership indicator

## Building Strong Communities

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

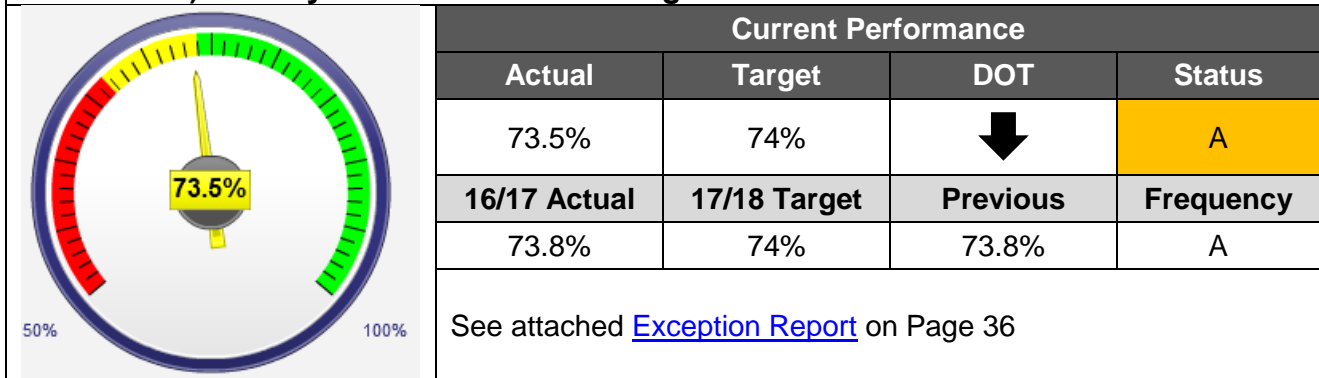
	Current Performance			
	Actual	Target	DOT	Status
	10.49	8.5	↓	R
	16/17 Actual	17/18 Target	Previous	Frequency
	10.24	8.5	10.18	Q
See attached <a href="#">Exception Report</a> on Page 34				

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

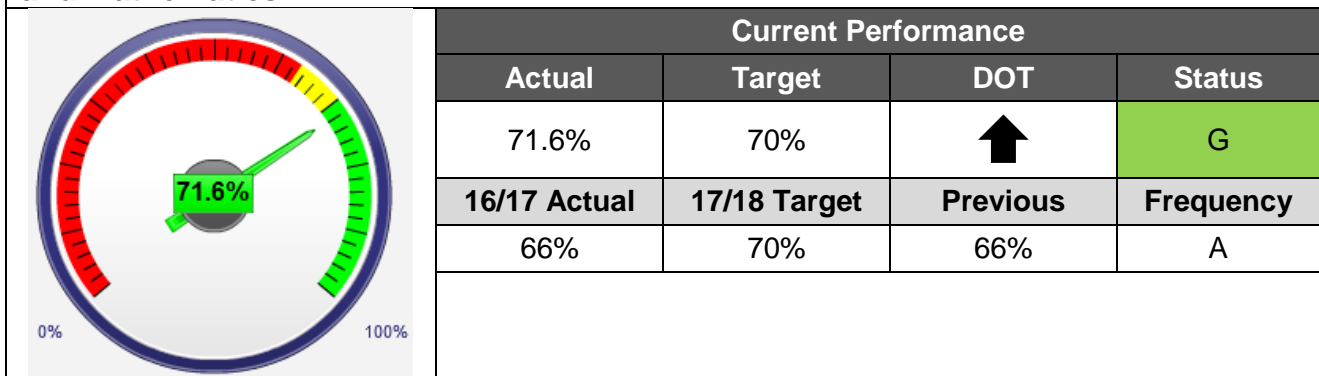
	Current Performance			
	Actual	Target	DOT	Status
	Reported Annually			
	16/17 Actual	17/18 Target	Previous	Frequency
	12.56%	10%	12.56%	A

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

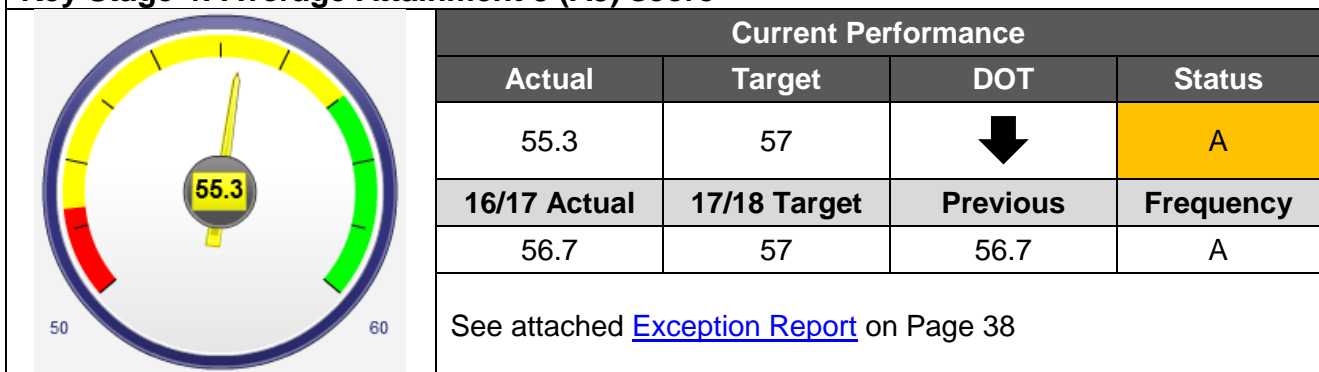
### Proportion of children achieving a 'Good Level of Development' ('School Readiness') at Early Years Foundation Stage



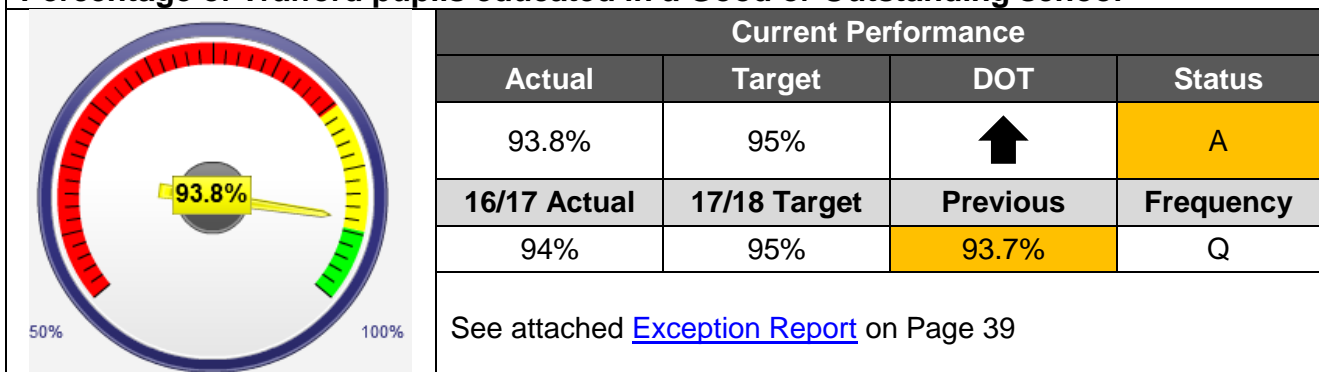
### Proportion of pupils at Key Stage 2 achieving excepted levels in Reading, Writing and Mathematics



### Key Stage 4: Average Attainment 8 (A8) score

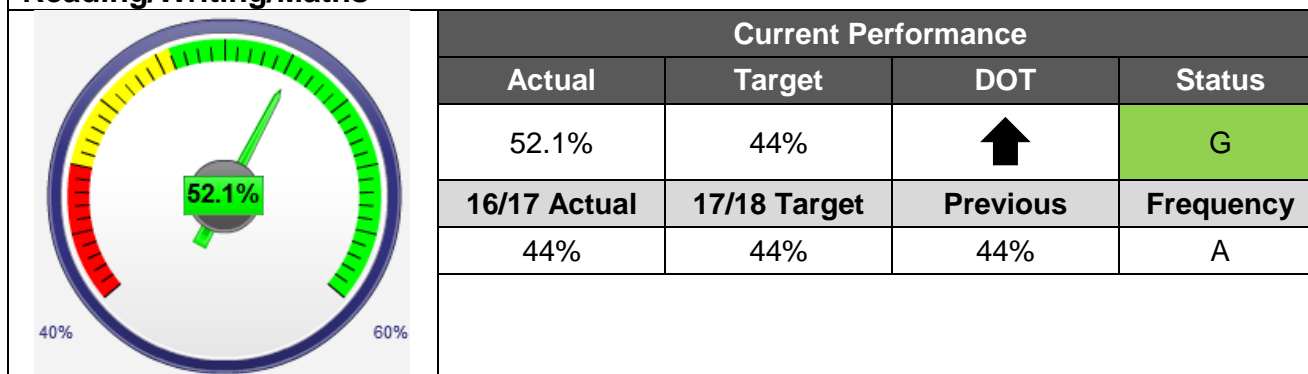


### Percentage of Trafford pupils educated in a Good or Outstanding school

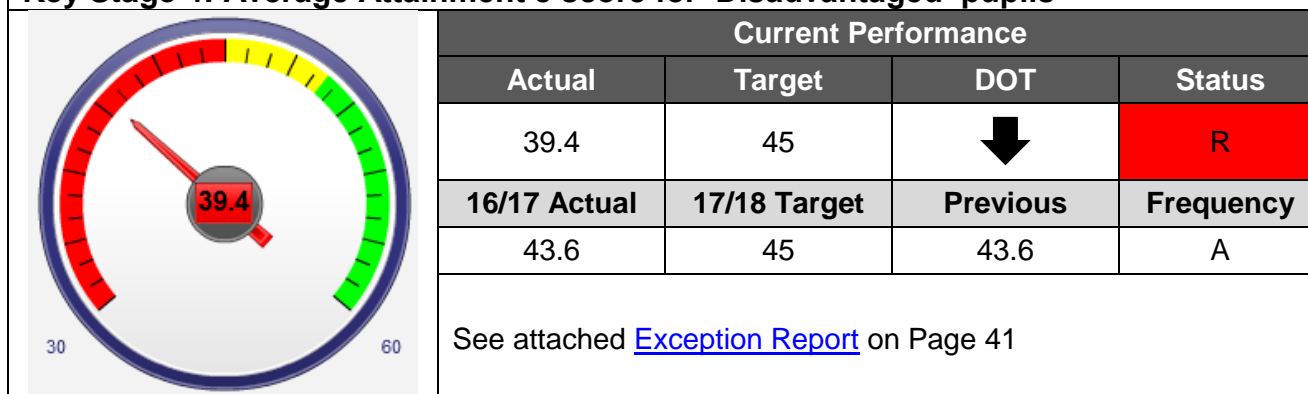


## Developing a Wider Education and Skills Offer That Better Connects People to Jobs

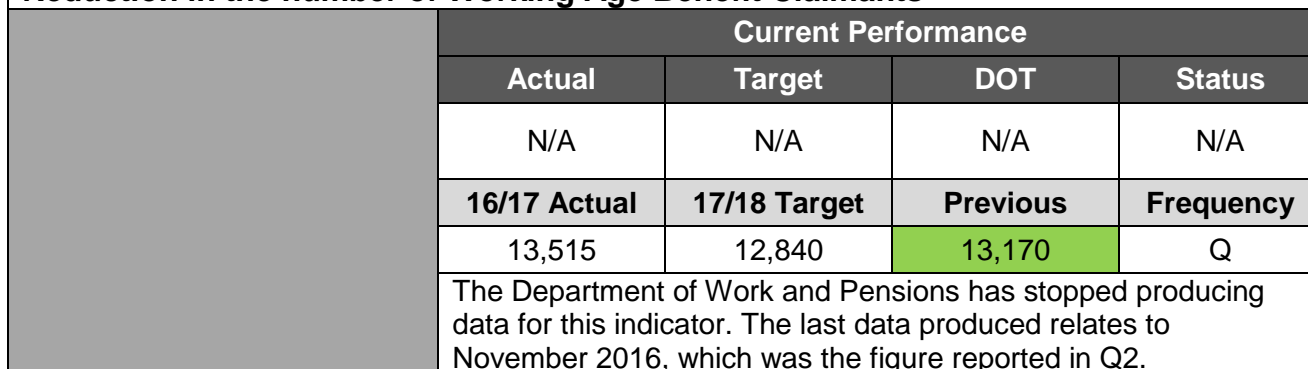
### Proportion of 'Disadvantaged' pupils at Key Stage 2 achieving expected standard in Reading/Writing/Maths



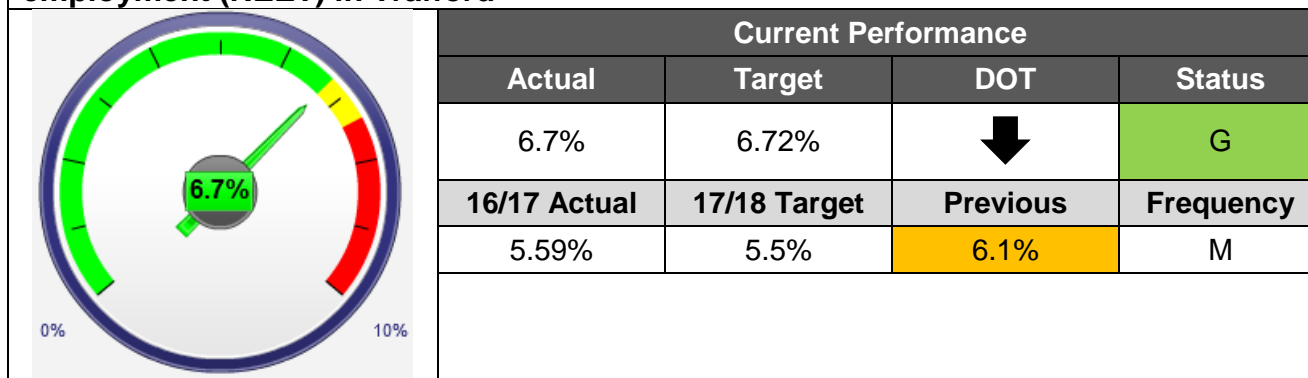
### Key Stage 4: Average Attainment 8 score for 'Disadvantaged' pupils



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



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





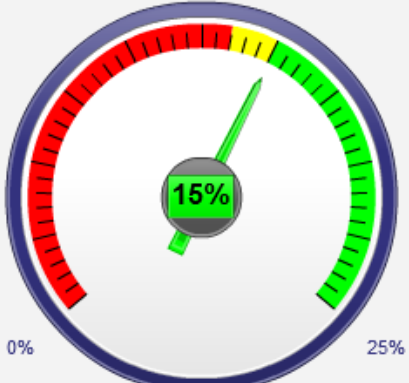
## Developing a Wider Education and Skills Offer That Better Connects People to Jobs

### 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
	15%	15%	↔	G
	16/17 Actual	17/18 Target	Previous	Frequency
	20%	20%	10%	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 Creating a national beacon for sports, leisure and activity for all - make Trafford a Destination of Choice

<b>Theme / Priority:</b>	<b>Creating a national beacon for sports, leisure and activity for all - make Trafford a Destination of Choice</b>		
Indicator / Measure detail:	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.)		
Baseline:			
<b>Target and timescale:</b>	SMART target - <b>85%</b> Minimum acceptable standard – <b>82%</b>	<b>Actual and timescale:</b>	<b>83.8%</b> December performance figure
<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 One Trafford Partnership Client team has been carrying out extensive validation of all the Key Performance Indicators within the AMEY contract. In order to provide a robust, independent assessment of cleanliness across all Wards in the Borough, Trafford commissioned Keep Britain Tidy to carry out a full Local Environmental Quality Survey of the Borough.</p> <p>The survey was concluded in October, and this is the performance that has been reported at the end of 3<sup>rd</sup> quarter. Performance is marginally below the SMART target of 85%, but the results will be used to inform improvements to Street Cleansing operations.</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>Cleanliness of the local environment is generally one of residents' highest priorities for the delivery of Council services. Increasing complaints about standards of cleanliness can have a significant negative impact on the image of the One Trafford Partnership.</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 One Trafford Partnership is embarking on an extensive Improvement programme from December, which includes deep cleansing operations in all Wards, and around gateways</p>			

into the Borough. This may have a positive impact on results for this key performance indicator as early as January.

Keep Britain Tidy have carried out an additional survey at the end of January, and results will be available in mid-February, and we will be able to assess the impact of the Improvement Plan.

Operations and Client Officers are meeting weekly, to discuss cleansing schedules, with the aim of driving improvements to standards.

We have also engaged Keep Britain Tidy to provide independent advice on the Improvement Plan. The Partnership intends to commission KBT to carry out further independent surveys during 2018, to inform this indicator, and provide further training for operational staff to carry out surveys.

## 5.2 Accelerate housing and economic growth

<b>Theme / Priority:</b>	<b>Accelerate Housing &amp; Economic Growth</b>		
Indicator / Measure detail:	Percentage of Council Tax collected		
Baseline:			
<b>Target and timescale:</b>	86.44% - 2017/18 Q3	<b>Actual and timescale:</b>	86.28% - 2017/18 Q3
<b>Why is performance at the current level?</b>			
<ul style="list-style-type: none"> <li>• Is any variance within expected limits?</li> <li>• Why has the variance occurred?</li> <li>• Is further information available to give a more complete picture of performance?</li> <li>• What performance is predicted for future periods?</li> </ul>			
<p>The variance is expected as the Council Tax team have undertaken a proactive exercise contacting occupiers of properties which were showing on the system as empty. This has led to an increase in Council Tax raised but not yet due to be paid. The prediction for future performance is that this will be collected before the end of the financial year.</p> <p>There has also been an increase in the number of residents who have opted to pay over 12 monthly instalments which wasn't forecasted when setting the quarter targets. This will be collected by year end and therefore will not affect 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>			
None, as the annual target set is still expected to be achieved.			
<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>			
Performance will be met and additional Council Tax raised through the proactive work in place. During target setting for next year we will try to forecast the 12 monthly instalment impact.			

### 5.3 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 detail:	The proportion of older people (aged 65 and over) who were still at home 91 days after discharge (ASCOF 2Bi)		
Baseline:			
<b>Target and timescale:</b>	<b>94%</b>	<b>Actual and timescale:</b>	<b>81.5%</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 3 2017/18, the proportion of older people (aged 65 and over) who were still at home 91 days after discharge was <b>81.5%</b> which means we are under-performing relative to the target for the quarter of <b>94%</b>.</p> <p>Performance against this indicator has been steady at between 86.1% and 87.9% over the last 3 quarters and in 5 of the last 7 quarters before this one.</p> <p>The drop in performance is due to an increase in deaths and admissions to hospital this quarter. There have not been huge variations (4 and 3 respectively) but when coupled with the low numbers in the cohort for this indicator, it reduces the outturn by 8%.</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 a client is still at home it means they have not been readmitted to hospital, they have not been admitted to residential or nursing care and they have not passed away. As such it is a positive thing for clients to still be at home 91 days following discharge to reablement.</p> <p>Keeping clients at home also reduces demand at hospitals which could assist with DTOC and means less admissions to residential and nursing homes. This in turn impacts on clients outcomes and is generally less costly to the council than the alternatives.</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>			

Performance against this indicator is unlikely to change dramatically over the year and I would expect it to remain below the target of 94% to year end.

Help at home and SAMS services are already briefed with reableing people and while our performance in this area has dropped to below our comparator (83.3%) and national average (83.7), we are optimistic that performance will return to the normal levels which we have seen consistently over the last 2 years.

This indicator is usually a quarterly indicator but we will continue to monitor performance on a monthly basis from now until the end of the year.

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 detail:	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>	24.9% at Q3 (Dec) 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 has slightly deteriorated – by 0.5% since Q1 – but still falls short of the Q2 target.</p> <p>We will continue to strive to reach the target of 20%. It is likely that in significantly reducing the overall number of CP plans in the last year (by over 100) we have increased the potential for a proportion of these children re-entering the system. It is worthy of note that 30% of CP plans starting in year are re-plans which raises questions about the appropriateness of the decision to de-plan and whether we have reduced the number of CP plans too quickly.</p> <p>We would hope to see a more settled and balanced picture in coming months when some of the changes currently being introduced (for example introduction of the Family Focus team, development of the Early Help panel) begin to take effect.</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>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>			



### **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.

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

Trafford's Transformation bid includes ambitious targets for the reduction of CP numbers overall. 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>13.3</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 November 2017/18 (last available figures), the DToC figure was <b>13.3</b> which represents a slight improvement on the Q2 figure of <b>14.3</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> <li>• The reputation of the organisation is affected negatively</li> </ul>			

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.

### **LA Monitoring and Reporting Implemented**

DTOC's are now also monitored daily by Trafford Council and revised internal reporting structures have been implemented.

### **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 detail:	Children who are 'Looked After', rate per 10,000		
Baseline:	<b>70 at March 2017</b>		
<b>Target and timescale:</b>	68 at December 2017 65 at March 2018	<b>Actual and timescale:</b>	69.3 at Q3 (Dec) 2017
<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 current rate of 69.3 equates to 381 children in the care of the Local Authority as at the end of December 2017. The measure has been at +/- 3% of the current levels for the whole calendar year.</p> <p>There is a target to reduce the number of Looked After children to 352 by the end of March, or a rate of 65. There were eight admissions to care in December, 94 in year to date compared to 114 by the end of December last year: an 18% reduction. The number recorded as discharged from care in the month was 12, 96 year-to-date, compared to 58 last year, a 65% increase. This data demonstrates the significant cultural and practice change that has been achieved in the last 12 months.</p> <p>It is important to note that regionally there has been an increase in the numbers and rates of children care in many areas and so the relative stability we have been able to achieve in contrary to this wider trend.</p> <p>Significant progress has been made with regards to tracking and reshaping our focus on legal permanence. There are quarterly SGO and Placement with Parents tracking panels which scrutinise the purpose of plans and drive legal permanence. There is a monthly Permanence Panel which provides additional oversight of permanence planning for children during assessment and care planning processes. This enables plans to be driven forward and potential barriers to be overcome with the sharing of information. There have been 20 SGO's so far this year, two in December. This compares to three, four and seven in previous three years. A further cohort of SGO's will be made in the next two months for cases which have already been filed in court.</p> <p>This work has been supported by the Review and Improvement team. Recruitment to this team has been fully completed during recent weeks. This increased capacity will enable further progress to be made on SGO conversions.</p> <p>We have placed 14 children for adoption this year to date. There were just three adoptions made in the year 2016-17. We continue to promote adoption for our younger children who are not able to remain with birth parents. This focus on adoption is now well embedded in the culture of the service and the implications for care planning are carefully considered as soon as cases reach our front door at MARAT. This has taken some time to embed and I anticipate that this will result in sustained progress in this area.</p> <p>There are significant challenges to manage with courts who have made disproportionately high numbers of care orders for young children to be placed with parents. Whilst we do not have control over the court process, we are ensuring that we present robust and comprehensive assessments to court to evidence our proposed plans for adoption.</p>			

We are using a restorative approach with our Keeping Family Together focus including edge of care support from the Family Focus team, use of Family Group Conferences and a greater scrutiny of admissions to care

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

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

Can we move resources to support this or other priorities?

Whilst it continues to be the aspiration and intent to meet this target and continue reductions in numbers in future years this must be weighed against the duty to keep children safe from harm. We have made good progress in discharging some care orders but there are some parents who need a further period of support in order to evidence sustained changed.

The service is focused on driving safe plans for legal permanence by using strengths based approach to SGO's to enable children to move out of the care system. The majority of these cases will still require financial support and so there will be continued cost implications for the service in paying SGO allowances, however savings will be achieved by enabling the service to focus on cases with higher levels of complex needs.

Resources have already been relocated to support this work using the Review and Improvement team.

**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.

Fostering recruitment activity will continue to focus on increasing the cohort of Fostering Plus carers to support the work of the Family Focus team. In the first five months of the scheme, the service has recruited three carers leaving capacity for three more. Specific targeted recruitment of experienced fosters will continue to promote the support offer for these carers. We have one foster carer household in the process of transferring to this scheme which will increase the cohort to four by the end of February 2018. The scheme is anticipated to be at full capacity by October 2018. This will strengthen our offer to children and families on the edge of care.

A SGO focus group is driving an action plan to develop the SGO offer in Trafford to ensure this is an attractive, safe and supportive package which will enable carers to feel confident in pursuing this legal permanence.

Casual assessors are used to increase capacity to undertake assessments.

The monthly Children's Programme Board provides additional scrutiny of our work in the areas of early help, CIN, child protection and children in care.

## 5.4 Building Strong Communities

Theme / Priority:		Building Strong Communities	
Indicator / Measure detail:	Number of third sector organisations receiving intensive support		
Baseline:	127 2016-17		
<b>Target and timescale:</b>	120 - 2017-18 Q3 Target - 35	<b>Actual and timescale:</b>	Q3 Actual - 27
<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 service is delivered by Thrive Trafford, for which Pulse Regeneration are the provider. Providing intensive support to third sector organisations is only one element of a contract that also sees Thrive support Trafford's third, public and private sectors with volunteering, business engagement, social value and raising the influence of the third sector in strategic decision.</p> <p>Provision of intensive support to third sector organisations was slightly above target for Q1 but below in Q2 and Q3. This is as a result of the agreed delivery plan with Thrive Trafford changing focus, with less emphasis on one-to-one support and more on bringing third sector organisations together for collaboration with other third, public or private sector organisations. This change in focus took place after the Annual Delivery Plan targets were set.</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> <li>• Can we move resources to support this or other priorities?</li> </ul>			
<p>This has minimal impact on the third sector or wider community, as Thrive continue to offer intensive support to any third sector organisation that contacts them. It continues to be a core element of their contract with the council and this quarter 27 groups have benefitted.</p> <p>Organisations are also benefiting from more opportunities to collaborate with each other and agencies, brought about in the enhanced work Thrive are inputting into this, as well as providing on-to-on intensive support.</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>We are happy with the overall delivery of the Thrive contract by Pulse Regeneration. It is delivering well across a number of areas, strengthening the third sector and supporting the public and private sector. Robust quarterly monitoring reports are received and meetings held with the provider at frequent intervals.</p>			

<b>Theme / Priority:</b>	<b>Building Strong Communities</b>		
Indicator / Measure detail:	Reduce the level of sickness absence (Council-wide, excluding schools) (days)		
Baseline:			
<b>Target and timescale:</b>	8.5 days	<b>Actual and timescale:</b>	10.49 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>The 2017/18 sickness absence target remains at 8.50 per employee per annum and Q1 showed a small reduction in absence levels to an average of 10.16 days per employee per annum. During Q2 the levels fluctuated and resulted in 10.18 days per employee per annum. Q3 figures show a small increase at 10.49 days per employee per annum, which is due to seasonal factors.</p> <p>On recent benchmarking information, for the year ending 31<sup>st</sup> March 2017, Trafford's absence level of 10.5 days represented the average number of days lost across AGMA and we were ranked fifth out of the 10 local authorities</p> <p>Both long term and short term absences continue to be closely monitored. Three Attendance Management workshops have been delivered since October which were well attended by managers, and positive feedback has been received. These interactive sessions give managers the opportunity to discuss their cases with HR professionals and peers at a practical level and work through positive solutions to achieve the best outcomes. An in-depth review of CFW has been undertaken after being highlighted in the Workforce Update Dashboard and a series of recommendations to help support improvements in sickness levels within CFW have been made. This will now inform an action plan which will be implemented and 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> <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>			



As part of the wider Health and Well-being strategy, health & well-being events continue to be rolled out across the Authority, including Health and Wellbeing Days, where staff come together and have access to a range of health checks, fun activities, advice and information. We have also delivered a range of local activities for staff including mindfulness sessions, yoga, guide dog interaction, Zumba and a range of team sports – football, netball and rounders. A staff led lunchtime running club has been established for runners of all abilities. This group provides an opportunity for individuals to get fitter, whilst socialising with peers.

Wellbeing Champions have also been identified, bringing together staff who have volunteered to support peers and promote wellbeing initiatives across services. Their meetings provide a forum for them to discuss the role of the champions, update on wellbeing interventions and feedback ideas for the direction of the Wellbeing Strategy. Out of these sessions, the idea for the Carers' Support network was established and this staff group is now successfully up and running.

A five week mental health awareness training programme is currently being delivered. This programme will help support both managers and employees to understand mental health issues, specifically focusing on Basic Mental Fitness, Stress Management Techniques, Using Resilience to Manage Setbacks and Work Life Balance.

In addition, the Attendance Management policy will be reviewed by Human Resources working closely together with managers and unions to improve absence management.

## 5.5 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:	Proportion of children achieving a 'Good Level of Development' ('School Readiness') at Early Years Foundation Stage		
Baseline:	73.8% Summer 2016		
<b>Target and timescale:</b>	74% at Summer 2017	<b>Actual and timescale:</b>	73.5% Summer 2017
<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 difference from the target is not statistically significant. Of more significance is the fact that achievement at this level in Trafford has plateaued over the last three years remaining at this standard. However, standards remain above national and the highest in the North West. Predictions for performance going forward should be maintained and show improvements.</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>Due to the very small difference between the actual and target, the impact is minimal.</p> <p>However, the profile of school readiness is being maintained with a drive to work more effectively across services to ensure improved outcomes, particularly for the more vulnerable.</p> <p>The lack of funding available to provide more targeted support impacts on pace of service delivery to improve outcomes.</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>			
<ul style="list-style-type: none"> <li>• Comprehensive learning and development programme for early years providers based on an annual training needs assessment which brings together a provider audit, key themes from Ofsted inspection reports, EYFS Profile data, changes to regulation and other key priorities identified through multiagency consultation.</li> <li>• Childminders can access a programme tailored specifically to their needs in</li> </ul>			

addition to the main offer.

- Quality supplement in the early years funding formula to incentivise PVI settings to recruit a graduate leader to help drive up quality of provision.
- All funded PVI providers receive an annual visit covering safeguarding; personal development, behaviour and welfare; CPD training; learning and development; outcomes for children; leadership and management.
- Childminder visits targeted based on their Ofsted judgement, whether they have funded children and time since their last inspection.
- Intensive support for providers judged RI with a joint action plan devised and implemented in partnership with the provider immediately after inspection. Additional support visits are scheduled based on the level of need, alongside signposting to the CPD training programme and in-house training opportunities.
- All early years PVI settings have access to telephone and email support for specific queries.
- Continued scrutiny of EYFS data to with schools and providers to ensure the profile of ensuring strong outcomes is maintained.
- The implementation of the Early Years Board's action plan will endeavour to ensure earlier interventions take place to deliver improved outcomes for vulnerable pupils and in targeted areas. This crosses a range of services.
- Targeted training to address gaps in attainment at EYFS for all Early Years settings.
- The implementation of the 8 Stage Model.
- Robust systems of moderation to quality assure assessment outcomes.

<b>Theme / Priority:</b>	<b>Developing a Wider Education and Skills Offer That Better Connects People to Jobs</b>		
Indicator / Measure detail:	Key Stage 4: Average Attainment 8 (A8) score		
Baseline:	56.7 Summer 2016		
<b>Target and timescale:</b>	57 at Summer 2017	<b>Actual and timescale:</b>	55.3 Summer 2017
<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>Not statistically significant and due purely to changes in grade values. Reduction in Trafford is not on the scale seen in the vast majority of other authorities, by more than 4 points in all comparator groups.</p> <p>Trafford has second highest A8 score in country.</p>			
<b>What difference does this make – the implications of not meeting target?</b>			
<ul style="list-style-type: none"> <li>• Impact on service users/public.</li> <li>• Impact on corporate priorities and plans.</li> <li>• Impact on service/partner priorities.</li> <li>• Impact on equalities, sustainability or efficiency</li> </ul> <p>Can we move resources to support this or other priorities?</p>			
<p>No impact: the results maintain the very high outcomes previously seen and are above National, northwest and statistical neighbours.</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>Performance is above the National picture/trend. Schools continue to review the curriculum offer to ensure pupils access the right curriculum, which impacts on the A8 calculation as only academic subjects can be used in some elements of the calculation.</p>			

<b>Theme / Priority:</b>	<b>Developing a Wider Education and Skills Offer That Better Connects People to Jobs</b>		
Indicator / Measure detail:	% of Trafford pupils educated in a Good or Outstanding school.		
Baseline:	93.9% at March 2017		
<b>Target and timescale:</b>	95% at March 2018	<b>Actual and timescale:</b>	93.8% at Q3 (Dec 17)
<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 has been little change to the percentage of good and outstanding schools and 93.7% remains well above national standards and Trafford remains the top performing Local Authority in the North West. One primary school achieved outstanding under the new framework in summer last year.</p> <p>The 2 schools in special measures will not be reinspected until they have entered a MAT and so there will be no change seen in this financial year.</p> <p>1 secondary school also moved from Good to Requires Improvement, although Leadership and Management was deemed “Good” and the school is set to be good at the next inspection. However, this will take 2 years to show an improvement in data, so is unlikely to be reflected by March 2018.</p> <p>The new Ofsted Framework means that the rates of conversion to Outstanding will slow down as there will be no immediate conversion to a Section 5 Inspection to attain this judgement. This will now take place within 2 years of the Section 8 Inspection.</p> <p>The percentage of Outstanding schools in Trafford remains very high at 53.4% which is one of the highest in the country and future predictions show no further decline in outcomes with an improving picture.</p> <p>It must be noted that the current Inspection Framework is a much more challenging framework to be inspected under.</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>			
<ul style="list-style-type: none"> <li>• Schools who are less than good have seen a drop in pupil numbers which have impacted on budget planning and an inevitable financial squeeze. These schools also experience turbulence in staffing with additional support required from HR and the potential for recruitment difficulties. For the two schools in Special Measures, any deficit budget will have to be picked up by the LA once the Sponsor Trust has taken over. <ul style="list-style-type: none"> <li>➢ The “Improving Schools Together Framework” outlines the process for the monitoring of the performance of all Trafford schools.</li> <li>➢ The local authority carries out a desktop analysis of performance of all schools</li> </ul> </li> </ul>			

based on outcomes. Additional information is provided by a range of local authority officers to ensure our local intelligence of the schools is robust. This has been made more rigorous to ensure there are no surprises regarding Ofsted outcomes and we will be alerted to any difficulties earlier.

- Due to having to operate within a zero-funded model, allocating support to schools is a challenge, requiring the school to buy the brokered support.
- Sourcing effective support can be challenge as NLEs and Teaching Schools can be limited in terms of the time they can offer.

### **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.

- A more rigorous approach to the annual evaluation visit to all schools has been implemented to ensure swift and early intervention to any schools at risk of being less than good.
- Interim Executive Boards in place to hold schools and leadership to account and oversee the transfer to the academy trusts.
- Robust action plans in place, which are monitored by the local authority to ensure rapid improvements to ensure a “Good” outcome at the next inspection.
- The local authority “Improving Schools Together Framework” details the specific requirements of schools when placed on the Schools Causing Concern list.
- Local authority leads meetings with the leadership of schools, including Governors, to monitor the pace of progress and impact of brokered support.
- Additional resources to support schools are accessed through Teaching Schools and National Leads of Education.
- The primary targeted fund is currently used to support brokered support for category schools but this is not available to secondary schools.

<b>Theme / Priority:</b>	<b>Developing a Wider Education and Skills Offer That Better Connects People to Jobs</b>		
Indicator / Measure detail:	KS4: Average Attainment 8 score for 'Disadvantaged' pupils		
Baseline:	43.6 at Summer 2016		
<b>Target and timescale:</b>	45 at Summer 2017	<b>Actual and timescale:</b>	39.4 Summer 17
<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>As with the overall score, the A8 score for Disadvantaged pupils has reduced from last year. This is in no small part, if not totally, due to the changes in grade values for this measure</p> <p>National (State-funded) is currently being reported as 36.6 (unvalidated), down from 41.1</p> <p>With the National trend down by 4.5 points, Trafford has seen a similar decrease (4.1 points).</p> <p>Deeper analysis reveals that the decrease is more significant for boys. Nationally the decrease was 4.7 points, in Trafford 6.2, whereas for girls the decrease Nationally was 4.2 and in Trafford 1.8.</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>Data for the authority include all mainstream and special school. Due to the curriculum offer, appropriate to the cohorts in these schools, A8 figures in these schools are significantly lower than in mainstream school. Only 2 mainstream schools have A8 figures for disadvantaged boys below that of the National figure for the comparator group. This compares with 4 mainstream schools having A8 figures for disadvantaged girls below the National figure for the compactor group. There is a gender imbalance in the Special sector that has a significant impact on the overall boys figure.</p> <p>It is important to look at the underlying data at individual settings, but also to consider the Progress8 figure for the cohorts.</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>			

Annual conversations with individual schools are probing into the data with schools so that gaps are identified earlier specific to the cohort and interventions put into place at the earliest opportunity.

The group of 5 secondary schools continue to collaborate on diminishing the difference, with an agreed focus this year on metacognition. Schools are aware of the need to address the gap earlier in the pupils secondary career, so Y8 are the target year group.

Funding remains a challenge, both in funding projects, but also in supporting the staff to engage in the project. A bid for a small sum of money from the Greater Manchester Learning Partnership was successful (£2500) and is being used to fund the project.

Further schools identified with a developing gap and work will start with this second group during the academic year, using the experiences of the established group where possible to minimise costs.



**TRAFFORD BOROUGH COUNCIL**

**Report to:** Executive  
**Date:** 21 February 2018  
**Report for:** Decision  
**Report of:** Executive Member for Corporate Resources and the Chief Finance Officer

**Report Title**

**Executive’s Response to Scrutiny Committee’s Recommendations to the Budget Proposals for 2018/19**

**Summary**

At the Executive meeting on the 29 January 2018 a report was presented by the Scrutiny Committee chair, setting out their comments and findings from the review of the Executive’s draft budget proposals for 2018/19.

The Executive values the contribution that the Scrutiny Committee makes to the budget process and is committed to working with Scrutiny Committee during the forthcoming year as part of their planned work programme.

This report contains a detailed response to each of the points raised by the Scrutiny Committee in their report.

**Recommendation(s)**

That the Executive’s response to Scrutiny be approved.

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

Name: Nikki Bishop  
 Extension: 4884

Background Papers: None

Relationship to Policy Framework/Corporate Priorities	The Scrutiny review of the budget is a requirement of the budget policy framework. It is relevant to all corporate priorities.
Financial	All financial implications are contained in the body of the report.
Legal Implications:	The Scrutiny review of the budget is a requirement of the Council’s constitution.
Equality/Diversity Implications	There are none arising from this report.
Sustainability Implications	There are none arising from this report.
Resource Implications e.g. Staffing	There are none arising from this report.

/ ICT / Assets	
Risk Management Implications	There are none arising from this report.
Health and Wellbeing Implications	There are none arising from this report.
Health and Safety Implications	There are none arising from this report.

**Other Options**

Not Applicable

**Consultation**

The report is in response to the consultation carried out by the Scrutiny Committee.

**Reasons for Recommendation**

The report is in response to the consultation carried out by the Scrutiny Committee.

**Key Decision**

This is a key decision currently on the Forward Plan: No

**Finance Officer Clearance** .....GB .....

**Legal Officer Clearance** .....TR.. .....

**CORPORATE DIRECTOR'S SIGNATURE**

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

**BUDGET SCRUTINY ACTION PLAN**

<b>Issue</b>	<b>Scrutiny Recommendation</b>	<b>Executive Response</b>
<b>Budget Scrutiny Process</b> – Scrutiny Members will again review the Budget Scrutiny process to ensure it is working as effectively and efficiently as possible.	Scrutiny will be reviewing the Budget Scrutiny process ahead of next year and will provide the Executive with their recommendations once the review has been undertaken. Members request that any information and presentations be provided in advance of the meeting in future.	The Executive thanks the Scrutiny Committee and will consider the recommendations once received.  Where possible presentations will be provided ahead of the meetings in future.
<b>£6m amber risks -</b> Members are concerned about the level of risks rated as amber as part of the proposals.	Scrutiny would like regular updates on the progress made against these risks throughout the 2018/19 municipal year.	The Executive note this position. A number of savings measures have been classed as amber at this stage, particularly if they require some

		<p>management action or where external factors could impact on the level of savings forecast.</p> <p>A full robustness review has been undertaken of the savings measures included in the final budget proposals for 2018/19 and the savings required to balance the budget are deemed prudent.</p> <p>Updates on the progress against these savings targets can be provided during the year 2018/19 as requested.</p>
<p><b>Adult Social Care –</b> Members are concerned by the pressures on the Adult Social Care sector.</p>	<p>Health Scrutiny will be closely monitoring Adult Social Care as part of its 2018/19 work programme.</p>	<p>The Executive note this position.</p> <p>The updated proposals for 2018/19 have taken the increasing demands on our social care services into consideration and a further investment of £3.4m has been included in these proposals, since the draft budget stage.</p>
<p><b>Budget Reserves –</b> Scrutiny are concerned by the diminishing amount of reserves held by the Council.</p>	<p>Scrutiny would like assurances that the Executive are aware of the diminishing reserves and would welcome information on any contingency plans considered.</p>	<p>The level of earmarked and general reserves is at a relatively low level and caution is placed on using them on a one-off basis to support the budget.</p> <p>An amount of £1.6m has been applied from the Budget Support Reserve to help balance the 2018/19 budget, leaving a balance on the reserve of £2.2m for later years.</p> <p>The Executive continue to look at measures to bolster reserve levels and in recent years underspending on the overall revenue budget has been transferred to this</p>

		<p>Budget Support reserve.</p> <p>Other reserves have been created for example, by adjusting the profile of debt repayments and these are now planned to be used to generate additional revenue streams to support the budget.</p> <p>Business rates, whilst proving to be a significant source of funding, are inherently risky particularly due to the volatility caused by appeals. Separate provisions are maintained to cover the cost of successful appeals.</p> <p>In addition one-off benefits, for example from the business rate growth pilot have been transferred to a new earmarked reserve to help with future funding volatility, particularly from 2020/21 when we expect a national reset of the system.</p>
<p><b>Investment Income -</b> Members are concerned that the assumptions made as part of the investments will not materialise as expected, which could leave a budget deficit.</p>	<p>Scrutiny will be monitoring the returns on investment and will invite the Executive to provide the Committees with periodic updates.</p>	<p>The Executive note this position. The Investment Strategy is closely monitored and will ensure that decisions are taken to ensure investments are proportionate and that due regard is given to the security and liquidity of future investments.</p> <p>Periodic updates on the Investment Strategy can be provided to Scrutiny during 2018/19.</p>

## TRAFFORD COUNCIL

**Report to:** Overview and Scrutiny Committee  
**Date:** 14 March 2018  
**Report of:** The Executive Member, Communities and Partnerships

**Report Title:**

**Progress Update – Leisure Strategy Update**

### Summary

This report provides an update on progress so far with the Leisure Strategy as fundamental pillar of the Vision for 2031 and how it enables greater levels of physical activity. It covers progress on:

- Physical Activity Strategy
- Playing Pitch Strategy
- Leisure Centre Investment
- Trafford Leisure’s Physical Activity Referral Scheme

### Recommendation(s)

For formation.

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

Name: Joanne Hyde  
Extension: 4009

#### **1 Background Papers:**

- 1.1 Progress Update – Physical Activity Vision – Council Scrutiny Meeting, 22 March 2017

#### **2 Introduction;**

- 2.1 In November 2016 the Council’s Executive approved a strategy focused on reducing health inequalities across Trafford focusing on a number of key areas aimed at increasing physical activity to improve the health and wellbeing of all Trafford residents;

- Investment in Trafford’s leisure centre assets

- The creation of Trafford's Playing Pitch Strategy
- The future of Trafford Leisure CiC Ltd
- Behaviour change

### 3 Trafford Moving: Sports and Physical Activity Strategy 2018-2025

- 3.1 Following the conclusion of Trafford's Sport and Physical Activity Strategy 2013-2017 a broader vision was developed for sport and physical activity in Trafford which reflected significant changes in the way Leisure is delivered in the borough and the recognition that physical activity is a critical wider determinant of health and wellbeing.
- 3.2 The Vision has been translated into Trafford Moving: Sports and Physical Activity Strategy 2018-2025.
- 3.3 The most recent Active Lives Survey indicated that 24.3% (43,000 residents) of Trafford's population is 'inactive'. Inactive is defined as 30 minutes of activity or less per week and also includes those that don't do any activity.
- 3.4 The emerging Sports and Physical Activity Strategy sets out how Trafford Sports & Physical Activity Partnership will tackle the issues associated with inactivity through specific interventions and encouraging behaviour change. The aim is to make Trafford the most active borough in the UK by 2031 to ensure that all our residents in Trafford are moving more, every day.
- 3.5 The table below shows levels of activity for Trafford compared to Greater Manchester and England. This will be updated on an annual basis.

Area	Inactive, <i>less than 30 mins a week</i>	Fairly Active, <i>30-149 mins a week</i>	Active, <i>150+mins a week</i>
Trafford	24.3%	12.2%	63.5%
Greater Manchester	27.7%	12.9%	59.6%
England	25.6%	13.8%	60.6%

- 3.6 The above outcomes will be achieved through interventions aligned to the Trafford Health and Wellbeing Strategy: 2016-19 specifically priority 2: (Reducing physical inactivity) which tackles issues across the life-course: aligned to the following areas Start Well, Live Well and Age Well. All of which underpins the vision for Trafford the place in 2031, with 'nobody held back and nobody left behind'.
- 3.7 The Strategy's aims and outcomes will be delivered through an implementation framework. This is structured around the GM Common Standards – Physical Activity, developed in-line with GM Moving and the GM Health and Social Care Partnership.
- 3.8 The strategy is set to be launched on the weekend on the 6<sup>th</sup>, 7<sup>th</sup> & 8<sup>th</sup> April culminating in the Greater Manchester Marathon.

### 4. Leisure Centre Investment Strategy

4.1 The Leisure strategy encompasses the Council's commitment to invest in the key leisure centres;

- Urmston
- Stretford
- Altrincham
- Sale

**4.1.1 Urmston:** The refurbishment of Urmston Leisure Centre was approved at Planning Committee in February and will commence in April 2018 with completion due in December 2018. The centre will remain in operation during the refurbishment with a temporary entrance and some activities transferred to George H Carnall Leisure Centre on a temporary basis. As recently announced there are now proposals for George H Carnall to be developed as a health and wellbeing hub with affordable 'key working' housing and become the new home of Manchester Giants with a 2000 seat arena. George H Carnall Leisure Centre will remain in full operation whilst the refurbishment of Urmston Leisure Centre is completed.

**4.1.2 Stretford:** The original intention in the strategy was to refurbish the existing centre, however the opportunities created by UA92 means that there will be enough demand to build an all new facility. This means that the local community will have full access to the existing facilities whilst the new centre is built. The exact location is still to be determined but will be within the Civic Quarter and determined through the development of the Civic Quarter Masterplan, which also includes delivering the UA92 Campus.

**4.1.3 Altrincham:** A new leisure centre will be built in the existing location that complements the existing proposals for the Altair development. Work has commenced on detailed designs and the business case, which will be brought forward for approval.

**4.1.4 Sale:** Sale Leisure Centre is currently being appraised with a view to bring a detailed business case forward. There remains a ring-fenced contribution of £1m towards Sale Leisure Centre from the operating surpluses of Trafford Community Leisure Trust.

**4.1.5 Turn Moss:** Detailed proposals have been submitted to the Local Planning Authority to improve Turn Moss providing a range of facilities that benefit the wider community, including a trim trail to promote physical activity, a new 3G football pitch, community café and enhance changing facilities to encourage and promote women's and children's football. Salford City Football Club, as an anchor tenant with a long-term lease provides a level of revenue that has made this investment possible, but also pledges a community activities programme that will also encourage greater levels of physical activity and engagement with schools, groups and the local community.

## 5 Playing Pitch Strategy

5.1 Trafford Council commissioned Knight, Kavanagh & Page to undertake the development and consultation of the Council's Playing Pitch Strategy in

conjunction with the specific requirements of Sport England. The process included an assessment of the quality of pitches used for sport throughout the borough as well as the supply and demand analysis. The resultant Playing Pitch Strategy was formally adopted by the Council's Executive.

- 5.2 The Strategy was accompanied by an action plan, which sets out key objectives to maintain appropriate supply and pitch quality for future generations. Delivering this action plan is the responsibility of the Playing Pitch Strategy Working Group, which has begun meeting with the National Governing Bodies of sport to identify opportunities to improve and invest in Trafford playing pitches to safeguard them for the future.
- 5.3 One of the key strands here is supporting the 175 clubs and associations that thrive in Trafford, recognising the voluntary nature of the key people involved and helping them to sustain long term benefits, open wider engagement in sport and physical activity and help to improve health and wellbeing outcomes for the Trafford communities they serve.

## **6 Trafford Leisure's Physical Activity Referral Scheme**

- 6.1 The Physical Activity Referral scheme was launched in November 2016. The program has proved to very popular and is now receiving on average 100 referrals a month from GPs. 70% of the individuals referred go on to undertake the 8 week program specifically designed by Trafford Leisure's specialist Living Well team based on the GP referral.
- 6.2 Following the completion of the program c50% of those referred are going on to take out a full membership with Trafford Leisure. The program has received welcome support from GP's across Trafford. Trafford Leisure has subsequently invested in a software system to support this program which tracks and manages referrals and will also provide valuable data that will be capable of analysis to measure impact. Below is a case study of one of the participants.
- 6.3 How Physical Activity helped **Patricia Henderson** with her recovery  
<https://www.youtube.com/watch?v=qUYm6lr44HQ>

## **7 Trafford Leisure**

- 7.1 Trafford Leisure has now been operating without subsidy for two years. There has been considerable investment in the development of products and services that make a significant contribution to health and wellbeing such as the GP referral scheme. With these foundations in place and investment in to the physical buildings, starting with Urmston, the company can remain a long-term viable organisation that will be best placed to make a major contribution to the health and social care system.

## **8 Consultation**

- 8.1 Consultation with all the main sports governing bodies has been completed independently through the production of the Playing Pitch Strategy. Significant consultation was undertaken in the planning and development of the designs



for Urmston Leisure Centre and detailed in the following link  
<http://yournewurmston.co.uk/>

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

#### **Reasons for Recommendation(s)**

This report is for information only.

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## TRAFFORD COUNCIL

**Report to:** Scrutiny Committee  
**Date:** 14 March 2018  
**Report for:** Consideration  
**Report of:** Director of One Trafford Partnership

### Report Title

Update on the progress made on 4 key recommendations arising from the Task and Finish Group Review of the Joint Venture Contract between Trafford Council and AMEY.

### Summary

At its meeting held on 22 March 2017, Scrutiny Committee approved 4 key recommendations for improvements identified by the task and finish group subject to further consideration and approval by the Executive.

Executive considered the recommendations approved by Scrutiny Committee at its meeting held on 26 June 2017, and suggested a number of additional changes which were incorporated into development plans.

This report provides an update on progress made on the 4 key recommendations approved by the above committees.

### Recommendation(s)

To note the progress made on the agreed areas for improvement as follows:- .

1. Member Communications Strategy
2. Quarterly Performance Reporting to Executive
3. Improved management arrangements to support leaf clearance programs
4. CRM Improvements

Contact person for access to background papers and further information:

Name: Melissa Wise – Director One Trafford Partnership  
Telephone Number: 07966440625

## 1 BACKGROUND

At its meeting held on 22 March 2017, the Scrutiny Committee task and finish group identified 4 key recommendations arising from a detailed review of the partnership contract with a focus on contract specifications and communications.

Scrutiny Committee then referred the recommendations to Executive at a meeting held on 26<sup>th</sup> June 2017. The Executive accepted all recommendations and noted that a further Task and Finish Group would be established to further explore the recommendation's set out in section 4 of the report (Customer Relationship Management System) to explore the feasibility and timescales for those improvements to take place.

A further report was then provided by Scrutiny to the Executive at its meeting held on 29<sup>th</sup> January 2018 and that report should be noted in conjunction with this update.

## **2. PROGRESS AGAINST 4 KEY RECCOMENDATIONS**

### **2.1 Recommendation 1 – Communication Proposals**

All proposals and changes requested by the Scrutiny and Executive Committees have now been incorporated and Members are now receiving a regular monthly update. Feedback from Members has been very positive and there have been no additional requests to incorporate any further content in these updates.

In addition to the monthly member update, all Members were kept informed of progress with the additional “winter clean” programme by daily updates during the period 1 December 2017 to end of January 2018 with more recent daily updates focusing on other ad hoc activity e.g. gritting programmes which have also been very well received.

A revised communication plan was introduced in November 2017 for the management of highways investment programme and was named “Keeping you Moving”. This saw the introduction of bespoke updates at a ward level for Members to ensure they were kept aware of works that were scheduled in their ward with a 1 week lead time prior to the works commencing. These updates include any changes to the originally agreed dates and these will continue to be provided until the full completion of highways investment works which is currently on track to end on 31 March 2018. Further detail of the “Keeping You Moving” Communications Strategy is attached at **Appendix 1** for information.

Work will continue on the development of comprehensive communication plans as we move into a new contractual year and will be aligned to the wide range of cyclical maintenance programmes in place. This will include publication of the intended plans on the Council's internet so that both residents and Members have visibility of the works that are scheduled across key delivery areas and will be able to filter this at a ward level. This new way of working will support a reduction in calls made to the contact centre by residents for works that are already part of an agreed programme of works.

### **2.2 Performance Reporting**

The Annual Delivery Plan (ADP) includes a number of headline performance indicators for the One Trafford Partnership which are reported through to the Executive. These are:

- The percentage of relevant land and highways assessed as Grade B or above;
- Percentage of highway inspections carried out in full compliance with the agreed programme
- Improve the % of household waste arising which have been sent by the Council for recycling/composting

The ADP for 2018/19 is currently being developed and appropriate performance measures to be included in this will be considered.

In addition, further work is being done to test and validate performance across the wider suite of One Trafford Partnership KPIs for the current year, to address concerns raised by Members and residents. It is expected that this work will continue until full validation of the remaining Annual KPI's have been concluded at the end of the financial year.

It is therefore proposed that a further report is presented to Executive as a Part II report in the summer which provides the following key information:-

- Agreed performance results for the period 1 March 2017 to 31 March 2018
- Any performance deductions agreed for the same period
- Agreed changes to the current performance framework and the intended benefits
- Timetable for quarterly reporting to Executive for the new financial year including the first quarterly report.
- Where performance is reported below the minimum targets set, proposed improvement plans will be included in the supporting narrative.

### 2.3 Smarter Working – Leaf Clearance Programmes

The recommendations made by the scrutiny task and finish group were adopted by AMEY and resulted in all leafing programmes being successfully completed last year.

Learning from the smarter working has now been incorporated into this year's cyclical maintenance programmes and full visibility of timescales for commencement and completion of the leafing programme together with the supporting resident/community engagement strategies will be included in the monthly update to Members ahead of the commencement date.

It should also be noted that the learning from this programme has also been incorporated into a number of other key delivery areas e.g. highways maintenance programs for gully cleansing. All cyclical programme of work for this year will include any associated risks to delivery and proposed mitigations to support more robust monitoring and ensure that programmes are delivered in accordance with agreed plans.

### 2.4 Customer Relationship Management (CRM) Improvements

As reported in section 1 of this report, a task and finish group was established to review the recommendations made in the previous report of Scrutiny and a further more detailed report was provided to the Executive on 29 January 2018.

The Executive have asked for regular updating of performance against a number of recommendations set out in that report and this will now become the forum for reporting the associated progress and timescales for improvements.

It should however be noted that as part of the contract transformation priorities the One Trafford Partnership have established a Joint ICT working group which meets regularly and the recommended improvements together with a number of additional enhancements have been agreed. When the changes are ready for “go live” Members will be updated on the changes and any communication for users will be appended to those updates.

### **3. SUMMARY**

Scrutiny Committee is asked to note the progress made in delivering the recommended improvements.

In addition, Scrutiny Committee is asked to note the proposal to provide a further detailed report on Performance to Executive in the summer following full validation of annual key performance indicators.

## TRAFFORD COUNCIL

**Report to:** Scrutiny Committee  
**Date:** 14 March 2018  
**Report for:** Approval  
**Report of:** Scrutiny Committee Task & Finish Group: Review of the Council's Scrutiny Function

### Report Title

Scrutiny Committee Task & Finish Group Review of the Council's Scrutiny Function.

### Purpose

Following the publication of the Communities and Local Government Committee's First Report of Session 2017-19 on the Effectiveness of Local Authority Overview and Scrutiny Committees, Trafford's Scrutiny Committee committed to conducting a local review of the Authority's Scrutiny arrangements. A Task and Finish group was formed to review the published report and its recommendations, with a view to applying this to improve Scrutiny within the Council. Whilst the DCLG report explicitly stated that it was focused only upon Overview and Scrutiny; Trafford's Scrutiny Committee feel that many of the recommendations within this report are equally relevant to the Trafford Health Scrutiny Committee.

### Recommendations

That the recommendations set out below be endorsed by the Scrutiny Committee for referral to the Executive:

Recommendation 1 – That the Member Development Steering Group create a Scrutiny Member Induction, Training and Engagement Programme, and that Scrutiny Members are encouraged to take advantage of this.

Recommendation 2 – That the role of Statutory Scrutiny Officer be highlighted in the Council's Constitution along with the other main designated Council Officers (the Head of Paid Service, Monitoring Officer and the Statutory Chief Finance Officer).

Recommendation 3 – That the annual Scrutiny report includes a review of the Council's Scrutiny process, assessing how it has performed over the year and identifying any areas of weakness that require improvement and the work carried out by the Statutory Scrutiny Officer to rectify them.

Recommendation 4 – That a regular Scrutiny report replaces the verbal update on the full Council agenda, confirming the work of Scrutiny over the period, including any formal recommendations made by Scrutiny to the Executive (where applicable) and the Executive's formal response(s) to these

recommendations.

Recommendation 5 – That the Scrutiny Chairs and Vice Chairs work with Democratic Services to create a more clearly defined programme for Scrutiny's expected activities over a municipal year.

Recommendation 6 – That the Executive acknowledges that Scrutiny has an automatic 'need to know' status, and supports its request that it be provided with the appropriate information in a timely fashion when this is requested.

Recommendation 7 – That the Council support Scrutiny's request that all items considered at Scrutiny Committee meetings be presented in the form of a written report and that the report contains performance data to show current performance and trends, unless stated otherwise.

Recommendation 8 – That Trafford's representatives on the GMCA Scrutiny Committees provide periodic updates to Trafford's Scrutiny Committee on any relevant information.

Recommendation 9 – That the Scrutiny Chairs meet with the Leader at the beginning of the municipal year to discuss any emerging issues / topics that the Committees may want to consider.

Recommendation 10 – That an annual review of the resources required to support Scrutiny be conducted by the Statutory Scrutiny Officer, and included as part of the annual report to Council.

Recommendation 11 – That a budget be made available to Scrutiny for the hiring of external experts when necessary.

Recommendation 12 – That Trafford commits to webcasting its Scrutiny meetings to increase Scrutiny's visibility to Trafford residents and boost public engagement.

Recommendation 13 – That Trafford's dedicated Scrutiny Twitter profile be better utilised, providing followers of the account with information regarding Scrutiny Committee meetings and reviews.

Contact person for access to background papers and further information:

Name: Chris Gaffey

Extension: 2019

Background Papers: None



## **1. Background**

Following the publication of the Communities and Local Government Committee's First Report of Session 2017-19 on the Effectiveness of Local Authority Overview and Scrutiny Committees, Trafford's Scrutiny Committee resolved to conduct a local review of the Authority's Scrutiny arrangements. A Task and Finish group was formed to review the published report, with a view to improve Scrutiny within the Council in line with the Select Committee's recommendations.

The DCLG report is currently with the Government and a formal response to the report's recommendations is expected in due course. Scrutiny is aware that the Government may not accept all the recommendations in the report and any which are accepted would mainly constitute a change to the guidance provided to Local Authorities (which the Council is not legally obliged to adopt). However, it is felt that the recommendations in the current DCLG report raise legitimate questions on how Trafford can improve its Scrutiny at a local level.

The full report and its recommendations can be found in Trafford's Scrutiny Committee [meeting agenda](#) for 10 January 2018 (agenda item 8).

## **2. Review Approach**

Following the consideration of the DCLG report at the Scrutiny Committee meeting on 10 January 2018, a Task and Finish group was formed to review the published report and its recommendations. Members held a number of meetings to discuss the issues raised in the DCLG report which culminated in this report and its recommendations.

The Committee asks that Council considers this report and agrees to adopt its recommendations.

## **3. Membership of the Scrutiny Task and Finish Group**

The review was carried out by

Councillors: M. Young, Carter, Cordingley, and Harding.

## **4. Current Scrutiny Arrangements in Trafford**

Trafford currently operates two Scrutiny Committees: the Scrutiny Committee, and the Health Scrutiny Committee. Both hold approximately five to six Committee meetings each municipal year, as well as forming Task and Finish Groups outside of the usual Committee meetings to focus on specific topics as agreed by the Committee(s).

The Centre for Public Scrutiny (CfPS) defines the four principles of good scrutiny as:

- Provides a constructive "critical friend" challenge;
- Amplifies the voices and concerns of the public;
- Is led by independent people who take responsibility for their role;
- Drives improvement in public services.

Members feel that the Committees adhere to these principles to some extent, but that the Scrutiny function is not fulfilling its duties as well as it could. The comments and recommendations set out in section 5 of the report aim to remedy some of these issues, and put a process in place to ensure the Council continually improves its Scrutiny arrangements.

## **5. Proposed Improvements**

### 5.1 Member Training and Engagement

Member engagement is of the utmost importance for effective Scrutiny, and to ensure Scrutiny Members have all the necessary skills and support, the Committee feel that a dedicated training programme / schedule for Scrutiny Members would be beneficial. Training is currently offered on an ad-hoc basis, but the Committee feel that a dedicated, annual programme would provide Scrutiny Members with the required skills and confidence to conduct effective Scrutiny, benefiting the Committee, the Council, and its residents as a whole.

Paragraph 76 of the DCLG report states:

*“It is incumbent upon councils to ensure that scrutiny members have enough prior subject knowledge to prevent meetings becoming information exchanges at the expense of thorough scrutiny. Listening and questioning skills are essential, as well as the capacity to constructively critique the executive rather than following party lines.”*

It is clear that the DCLG feels that training is important; however the report also raises concerns around the training offered, stating also in paragraph 76:

*“... we are not satisfied that the training provided by the LGA and its partners always meets the needs of scrutiny councillors, and call on the Department to put monitoring systems in place and consider whether the support to committees needs to be reviewed and refreshed. We invite the Department to write to us in a year’s time detailing its assessment of the value for money of its investment in the LGA and on the wider effectiveness of local authority scrutiny committees.”*

With the above in mind, the Scrutiny Committee still feels that its Members would benefit from a dedicated training programme. However, the Committee will keep a close eye on developments to the training courses on offer following the Government’s response to the DCLG report’s recommendations.

**Recommendation 1 – That the Member Development Steering Group create a Scrutiny Member Induction, Training and Engagement Programme, and that Scrutiny Members are encouraged to take advantage of this.**

### 5.2 Parity of Esteem

The DCLG report raises the notion that the Scrutiny function should have ‘parity of esteem’ with the Executive, and should be considered as important a function as the Executive itself. Page 3 of the report reads:

*“... in many authorities, there is no parity of esteem between the executive and scrutiny functions, with a common perception among both members and officers being that the former is more important than the latter. We argue that this relationship should be more balanced and that in order to do so, scrutiny should have a greater independence from the executive. One way that this can be achieved is to change the lines of accountability, with scrutiny committees reporting to Full Council meetings, rather than the executive.”*

Although Scrutiny feels that it does have independence from the Executive, it is felt that the ‘parity of esteem’ itself needs to be improved in Trafford. This would allow Scrutiny to have a more prominent and effective position within the Council, ensuring that Scrutiny can adequately act as the Executive’s ‘critical friend’ and provide even more valuable input to the decision making process.

One suggestion made in the DCLG report is that the Statutory Scrutiny Officer should have the adequate seniority and profile to raise Scrutiny issues at a corporate level. Section 65 of the report reads:

*“We recommend that the Government extend the requirement of a Statutory Scrutiny Officer to all councils and specify that the post-holder should have a seniority and profile of equivalence to the council’s corporate management team. To give greater prominence to the role, Statutory Scrutiny Officers should also be required to make regular reports to Full Council on the state of scrutiny, explicitly identifying any areas of weakness that require improvement and the work carried out by the Statutory Scrutiny Officer to rectify them.”*

In Trafford’s Constitution, the Head of Governance is listed as the Statutory Scrutiny Officer; however, it is not listed with the other main designated Council Officers. The Committee feels that amending this would reflect the Statutory Scrutiny Officer’s seniority and importance.

Scrutiny currently provides an annual report to full Council advising of the Committees’ work over the year. Going forward, the Committee recommends that this report includes a review of the Scrutiny process, assessing how it has performed over the year and identifying any areas of weakness that require improvement and the work carried out by the Statutory Scrutiny Officer to rectify them.

**Recommendation 2 – That the role of Statutory Scrutiny Officer be highlighted in the Council’s Constitution along with the other main designated Council Officers (the Head of Paid Service, Monitoring Officer and the Statutory Chief Finance Officer).**

**Recommendation 3 – That the annual Scrutiny report includes a review of the Council’s Scrutiny process, assessing how it has performed over the year and identifying any areas of weakness that require improvement and the work carried out by the Statutory Scrutiny Officer to rectify them.**

The Committee feels that Scrutiny’s current profile and visibility within the Council could be further improved. Aside from the annual reports Members only receive a short verbal update at full Council meetings on a bimonthly basis. The Committee feels that all Members should be more apprised of the work of Scrutiny and propose that a short written report be presented at full Council meetings.

Paragraph 23 of the DCLG report states:

*“To reflect scrutiny’s independent voice and role as a voice for the community, we believe that scrutiny committees should report to Full Council rather than the executive and call on the Government to make this clear in revised and reissued guidance. When scrutiny committees publish formal recommendations and conclusions, these should be considered by a meeting of the Full Council, with the executive response reported to a subsequent Full Council within two months.”*

The Committee agree with this point that Scrutiny should report directly to full Council in order to reflect their independent role. As mentioned earlier in the report the Committee currently provides regular updates to full council but the Committee feels that the work of Scrutiny requires a more prominent position within full Council meetings.

**Recommendation 4 – That a regular Scrutiny report replaces the verbal update on the full Council agenda, confirming the work of Scrutiny over the period, including any formal recommendations made by Scrutiny to the Executive (where applicable) and the Executive’s formal response(s) to these recommendations.**

### 5.3 Scrutiny Programme and Schedule

Scrutiny’s current processes and arrangements are relatively fluid, with work programmes discussed and agreed at the beginning of the municipal year and topics added throughout the year as the Committees see fit. Scrutiny feel that a more formal process and schedule is required, including processes for adding items to the work programme, the introduction of overview reports, and building in a formal reporting process to the wider Council as mentioned in section 5.2 of the report.

Consideration will be given to creating a pro-forma to allow Scrutiny Members to submit requests for items to be added to the work programme, with specific criteria in place to determine whether the request(s) would be accepted. This would give the work programme a larger input from the Committee Membership, increase Member engagement, and be a more democratic system for creating the work programme. However, the Chairman and Vice Chairman of the Committee would continue to have the final say on the work programme. It has also been suggested that the Committee include a standing annual item at the first meeting of each municipal year, reviewing the Council’s annual objectives, as well as its performance during the previous year.

The Group also recommends that an annual Scrutiny review be conducted to ensure that the Scrutiny processes remain relevant and up to date, thereby allowing the Committee to assess its requirements on a regular basis. It is suggested that this be included as part of the Annual Scrutiny Report to Council, and should include performance information in relation to Scrutiny.

**Recommendation 5 – That the Scrutiny Chairs and Vice Chairs work with Democratic Services to create a more clearly defined programme for Scrutiny’s expected activities over a municipal year.**

## 5.4 Reporting to the Scrutiny Committee / Access to Information

Effective Scrutiny requires access to good quality and complete information. Scrutiny acknowledges that for the most part they receive good quality, informative and accurate reports, and thank the Executive and Council Officers for their hard work in producing these. However, it is felt that some improvements could be made surrounding reports to the Committee and access to certain information.

As stated in section 37 of the DCLG report:

*“Scrutiny committees that are seeking information should never need to be ‘determined’ to view information held by its own authority.”*

And section 41 of the DCLG report reads:

*“Councils should be reminded that there should always be an assumption of transparency wherever possible, and that councillors scrutinising services need access to all financial and performance information held by the authority.”*

Scrutiny Members feel that, on a small number of occasions, they have been unable to access the information they require for the reason that the information is commercially sensitive. But on the whole, they receive good quality, timely information.

Section 42 of the DCLG report states:

*“We do not believe that there should be any restrictions on scrutiny members’ access to information based on commercial sensitivity issues. Limiting rights of access to items already under consideration for scrutiny limits committees’ ability to identify issues that might warrant further investigation in future, and reinforces scrutiny’s subservience to the executive. Current legislation effectively requires scrutiny councillors to establish that they have a ‘need to know’ in order to access confidential or exempt information, with many councils interpreting this as not automatically including scrutiny committees. We believe that scrutiny committees should be seen as having an automatic need to know, and that the Government should make this clear through revised guidance.”*

And the above links into section 90 of the DCLG report, which reads:

*“Scrutiny committees must be able to monitor and scrutinise the services provided to residents. This includes services provided by public bodies and those provided by commercial organisations. Committees should be able to access information and require attendance at meetings from service providers and we call on DCLG to take steps to ensure this happens. We support the CfPS proposal that committees must be able to ‘follow the council pound’ and have the power to oversee all taxpayer-funded services.”*

With the changing landscape of Local Government, and the increased working with private and partner organisations, the Local Authority’s Scrutiny function needs to be considered in this context.

Following a Task and Finish Group review into the Joint Venture Contract between Trafford Council and Amey conducted during the 2016/17 municipal year, Scrutiny made recommendations on how to improve transparency and communication with Members on the contract's performance. It was agreed that a report on the contract's performance would be presented to the Executive on a quarterly basis, which Scrutiny Members would have access to. Scrutiny is disappointed that since the Executive's formal response agreeing to this on 26 June 2017, this report has still not materialised. This is one of a small number of examples where Scrutiny Members feel they have not received the information requested.

**Recommendation 6 – That the Executive acknowledges that Scrutiny has an automatic 'need to know' status, and supports its request that it be provided with the appropriate information in a timely fashion when this is requested.**

Scrutiny also feels that, on occasion, the quality of the reports brought to Committee meetings has not been adequate. This has been particularly true of the Health Scrutiny Committee, which regularly receives presentations as opposed to written reports. This often turns Committee meetings into 'learning sessions' for Members, with the presentations not including the required quantitative information and data for adequate and robust Scrutiny.

Since the start of the current municipal year, updates to the Health Scrutiny Committee have been provided in the following formats:

<b>Meeting</b>	<b>Reports</b>	<b>Presentations</b>	<b>Verbal update</b>
27 June 2017	1	4	
12 September 2017	2	4	
31 October 2017	4	1	
12 December 2017	2	8	
23 January 2018	3	3	1
<b>Total</b>	<b>12</b>	<b>20</b>	<b>1</b>

As the table above demonstrates, almost 64% of the updates to the Health Scrutiny Committee were not in a report format. Although it is acknowledged that on some occasions a presentation might be suitable, it does not usually allow for the appropriate level of scrutiny and consideration by Members in advance. Presentations usually result in 'information exchanges' or 'learning sessions', but this is not the purpose of scrutiny. The Group feels that substantive reports should be provided as default, including all the relevant data to allow Members to perform adequate Scrutiny.

The recent CQC inspection on Delayed Transfers of Care suggested that Health Scrutiny Committee needs to be provided with better quality data so that it can fulfil its challenge function more effectively.

This is also true of the Budget Scrutiny process, which usually involves the Committee receiving a presentation on the day of the sessions. This does not give Members the required time to prepare and usually results in Scrutiny being unable to ask the in depth questions that good, robust scrutiny requires.

**Recommendation 7 – That the Council support Scrutiny's request that all items considered at Committee meetings be presented in the form of a written report**

**and that the report contains performance data to show current performance and trends, unless stated otherwise.**

Another aspect considered by the Group is Scrutiny within the wider Greater Manchester Combined Authority (GMCA) context. Trafford has 4 representatives (and 1 substitute) over the 3 Scrutiny Committees operated by the GMCA. The Group feels that Trafford's Scrutiny Members would benefit from more knowledge about what is happening in a regional context, and request that Trafford's representatives provide an update on relevant information from each of the GMCA Scrutiny Committees.

**Recommendation 8 – That Trafford's representatives on the GMCA Scrutiny Committees provide periodic updates to Trafford's Scrutiny Committee on any relevant information.**

### 5.5 Scrutiny's Role in Decision Making

The Committee feels that Scrutiny's current role in the decision making process is not prominent enough, with many decisions being initially made without Scrutiny's input. Recent examples of this would be the Council's planned integration with the Trafford Clinical Commissioning Group, the UA92 Proposals, and the work of the Investment Management Board, where Scrutiny has had little or no input prior to the initial decisions being made. Scrutiny appreciates that they will have the opportunity to provide their input following the announcement of these changes, however it is felt that the Committee's input should be sought at an earlier stage of the process.

**Recommendation 9 – That the Scrutiny Chairs meet with the Leader at the beginning of the municipal year to discuss any emerging issues / topics that the Committees may want to consider.**

### 5.6 Resources (Including the use of External Experts)

The Select Committee referred to the lack of resources for the Scrutiny function in many Councils. Trafford's Scrutiny Committees are currently supported by two Scrutiny Officers who dedicate circa 0.5FTE each of their capacity to support the two separate Committees. Scrutiny feels that additional resources may be required to improve Scrutiny's effectiveness, but acknowledge that this would only be necessary with increased Member engagement and an increased workload.

It is suggested that as part of the annual Scrutiny review mentioned in section 5.2 of the report, resources will be considered based on the work generated by Scrutiny Members during the previous year. If the view is taken that additional resources are required, it would be raised as part of this review.

**Recommendation 10 – That an annual review of the resources required to support Scrutiny be conducted by the Statutory Scrutiny Officer, and included as part of the annual report to Council.**

Another resource which is often overlooked is the use of external experts. Scrutiny feels that the Committees do not utilise any external experts, and feels that this should be done more regularly where appropriate to help assist Scrutiny with its work.

Section 44 of the DCLG report reads:

*“We are concerned that too many committees are overly reliant upon the testimonies of council officers, and that they do not make wider use of external witnesses. Very few councils have the resources to provide independent support to both the executive and scrutiny, and in light of the uneven balance between the two functions discussed earlier, most resources are prioritised upon the executive. This means that officers working in a service department are supporting executive members to develop and implement decisions, and the same officers are then supporting scrutiny committees as they seek to understand the impact of decisions and performance of departments. Whilst departmental officers may be able to distinguish the two roles and cater their support accordingly, we are concerned that too few councils are hearing alternative perspectives.”*

Followed by section 45:

*“We note that few committees make regular use of external experts and call on councils to seek to engage local academics, and encourage universities to play a greater role in local scrutiny.”*

The Group feels that seeking alternative perspectives where appropriate would allow for more balanced and effective Scrutiny. The use of external experts would require additional resources, and the Committee feels that a dedicated budget for this should be made available. As mentioned in section 5.2 of this report, the DCLG report refers to parity of esteem, and Scrutiny should have access to the required resources to perform its duties effectively.

**Recommendation 11 – That a budget be made available to Scrutiny for the use of external experts when necessary.**

### 5.7 Public Engagement

Scrutiny acknowledges that engagement with the public is currently very low, with the vast majority of Committee meetings having no members of the public in attendance. It is not always easy for members of the public to travel to the Town Hall, so providing an option for the public to view meetings online would improve transparency and boost public engagement.

Trafford Council already has a dedicated Trafford Scrutiny Twitter profile, however this has been underutilised. Members feel that some relatively simple changes could improve public engagement with Scrutiny.

Paragraph 82 of the DCLG report reads:

*“The Government should promote the role of the public in scrutiny in revised and reissued guidance to authorities, and encourage council leaderships to allocate sufficient resources to enable it to happen. Councils should also take note of the issues discussed elsewhere in this report regarding raising the profile and prominence of the scrutiny process, and in so doing encourage more members of the public to participate in local scrutiny. Consideration also needs to be given to the role of digital engagement, and we believe that local*



*authorities should commit time and resources to effective digital engagement strategies.”*

**Recommendation 12 – That Trafford commits to webcasting its Scrutiny meetings to increase Scrutiny’s visibility to Trafford residents and boost public engagement.**

**Recommendation 13 – That Trafford’s dedicated Scrutiny Twitter profile be better utilised, providing followers of the account with information regarding Scrutiny Committee meetings and reviews.**

## **6. Summary**

Members acknowledge that Local Authority Scrutiny arrangements are determined by each Council individually. However, Members feel that Government guidance is in place to assist shape these arrangements and any central recommendations as part of the guidance should be adopted where possible.

The Task and Finish Group Members feel that Scrutiny in Trafford is currently performing to an adequate standard. However, adopting the recommendations set out in the report would allow for better and more robust Scrutiny, as well as providing a platform to allow the Council to continually improve its Scrutiny arrangements.

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