



**TRAFFORD
COUNCIL**

**AGENDA PAPERS FOR
EXECUTIVE MEETING**

Date: Monday, 26 February 2018

Time: 6.00 p.m.

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

A G E N D A	PART I	Pages
1. ATTENDANCES		
To note attendances, including officers, and any apologies for absence.		
2. DECLARATIONS OF INTEREST		
Members to give notice of any interest and the nature of that interest relating to any item on the agenda in accordance with the adopted Code of Conduct.		
3. MINUTES		1 - 6
To receive and, if so determined, to approve as a correct record the Minutes of the meeting held on 29 th January 2018.		
4. MATTERS FROM COUNCIL OR OVERVIEW AND SCRUTINY COMMITTEES (IF ANY)		
To consider any matters referred by the Council or by the Overview and Scrutiny Committees.		
5. PROPOSED COMPULSORY PURCHASE ORDER, CHARLTON HOUSE		7 - 16
To consider a report of the Executive Member for Housing and Strategic Planning. NOTE: A related report is to be considered in Part II of this agenda. (Item 10 refers.)		

6. ANNUAL DELIVERY PLAN 2017/18 (THIRD QUARTER) PERFORMANCE REPORT 17 - 62

To consider a report of the Executive Member for Corporate Resources.

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

To receive and note the following:

- (a) GMCA Decisions 26.1.18 63 - 70
- (b) AGMA Decisions 26.1.18 71 - 74

8. URGENT BUSINESS (IF ANY)

Any other item or items which by reason of:-

- (a) Regulation 11 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, the Chairman of the meeting, with the agreement of the relevant Overview and Scrutiny Committee Chairman, is of the opinion should be considered at this meeting as a matter of urgency as it relates to a key decision; or
- (b) special circumstances (to be specified) the Chairman of the meeting is of the opinion should be considered at this meeting as a matter of urgency.

9. EXCLUSION RESOLUTION

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

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

PART II

10. PROPOSED COMPULSORY PURCHASE ORDER, CHARLTON HOUSE 75 - 80

To consider a report of the Executive Member for Housing and Strategic Planning.

NOTE: A related report is to be considered in Part I of this agenda. (Item 5 refers.)

THERESA GRANT
Chief Executive

COUNCILLOR SEAN ANSTEE
Leader of the Council

Membership of the Committee

Councillors S.B. Anstee (Chairman), A.P. Williams (Vice-Chairman), S.K. Anstee, Mrs. L. Evans, D. Hopps, J. Lamb, P. Myers, B. Shaw and M. Whetton

Further Information

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

Jo Maloney, 0161 912 4298

Email: joseph.maloney@trafford.gov.uk

This agenda was issued on Thursday 15th February 2018 by the Legal and Democratic Services Section, Trafford Council, Trafford Town Hall, Talbot Road, Stretford M32 0TH.

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EXECUTIVE

29 JANUARY 2018

PRESENT

Leader of the Council (Councillor Sean Anstee)(in the Chair),
Executive Member for Investment (Councillor A. Williams),
Executive Member for Adult Social Care (Councillor Stephen Anstee),
Executive Member for Children and Families (Councillor M. Whetton),
Executive Member for Communities and Partnerships (Councillor L. Evans),
Executive Member for Corporate Resources (Councillor P. Myers),
Executive Member for Health and Wellbeing (Councillor J. Lamb),
Executive Member for Housing and Strategic Planning (Councillor D. Hopps).

Also present: Councillors Adshead, Baugh, Blackburn, Bowker, Brotherton (part only), Carter, Cordingley, Fishwick, Hynes, Lloyd, Procter, Ross, Shaw, Taylor, Walsh, A. Western and M. Young.

In attendance:

Chief Executive (Ms. T. Grant),
Corporate Director, Transformation and Resources (Ms. J. Hyde),
Corporate Director, Children, Families and Wellbeing (Ms. J. Colbert),
Corporate Director, Economic Growth, Environment and Infrastructure (Ms. S. Pearson),
Director of Legal and Democratic Services (Ms. J. Le Fevre),
Chief Finance Officer (Ms. N. Bishop),
Director of Growth and Regulatory Services (Mr. R. Roe),
Head of Communications (Ms. A. Schorah),
Principal Solicitor (Ms. D. Adcock),
Democratic and Scrutiny Officer (Mr. J.M.J. Maloney).

APOLOGIES

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

171. DECLARATIONS OF INTEREST

No declarations were made by Executive Members.

172. MINUTES

RESOLVED – That the Minutes of the Meeting held on 27th November 2017 be approved as a correct record.

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

The Executive received and gave initial consideration to two Scrutiny reports, as set out in more detail below.

174. OVERVIEW AND SCRUTINY REVIEW OF THE EXECUTIVE'S DRAFT BUDGET PROPOSALS FOR 2018-19

Councillor Michael Young, as Chairman of Scrutiny Committee, presented the Scrutiny Review of the Executive's draft budget proposals for 2018-19, noting some concern regarding a number of risk classifications associated with the proposals. On behalf of the Executive, the Leader confirmed that a formal response would be made to the report as the Executive brought forward its updated budget proposals.

RESOLVED -

- (1) That the content of the report be noted.
- (2) That a formal response be made to Scrutiny when the Executive brings forward its final budget proposals in February 2018.

175. SCRUTINY COMMITTEE TASK & FINISH GROUP REVIEW OF THE COUNCIL'S CUSTOMER RELATIONSHIP MANAGER (CRM) SYSTEM

Councillors Michael Young and Cordingley, as Chairman and Vice-Chairman respectively of Scrutiny Committee, presented the Scrutiny Review of the Council's Customer Relationship Management (CRM) system. Some concern was particularly highlighted regarding the timescale envisaged to address problems identified, and the impact on operational issues such as the effective capturing of customer feedback. In response, the Leader acknowledged that it was in the Council's interests to maintain effective communications with its customers, and indicated that a formal response would be promptly made to the report's recommendations.

RESOLVED -

- (1) That the content of the report be noted.
- (2) That the Executive Member for Corporate Services be requested to produce a formal response to the report and its recommendations.

176. TRAFFORD ECONOMIC AND HOUSING GROWTH FRAMEWORK

The Executive Member for Housing and Strategic Planning submitted a report presenting for approval the Trafford Economic and Housing Growth Framework, intended to set the strategic priorities for growth in the borough, the actual measures required to deliver them, and providing for a cost benefit analysis to identify the overall impact of the measures over a five year period. It identified the key growth interventions required to help maximise economic and housing growth in Trafford; a number of key performance indicators for each intervention; and a summary of the financial benefits to Trafford based on a cost-benefit analysis model. Coupled with the Trafford Vision 2031, Corporate Objectives and the wider GM strategic arena, it formed a comprehensive approach to delivering future growth to benefit Trafford's residents and businesses. An opportunity was provided for Members to raise questions in respect of the report's content.

RESOLVED - That the Trafford Economic and Housing Growth Framework be approved.

177. REFRESHED STRETFORD MASTERPLAN

The Executive Member for Housing and Strategic Planning submitted a report which presented for approval the refreshed Stretford Masterplan, which was to provide the strategic framework for the delivery of the emerging opportunities for the town centre and wider Stretford area, identifying areas for future development and the key actions required to deliver major investment and regeneration. The Executive Member advised the Executive of key issues which had arisen during the course of the consultation, and consequent amendments which were now proposed to the Masterplan. An opportunity was provided for Members to raise questions on the report's content, and it was noted that there would be an opportunity for more detailed discussion at the meeting of Council on 31st January 2018.

RESOLVED -

- (1) That the findings of the public consultation on the draft Refreshed Stretford Masterplan be noted.
- (2) That the recommended approach to continued engagement be approved.
- (3) That the Refreshed Stretford Masterplan be approved.

178. OUTCOME AND APPROVAL PROCESS OF JOINT PROCUREMENT WITH SALFORD CITY COUNCIL FOR CONTRACTS FOR PARKING ENFORCEMENT AND ANCILLARY SERVICES

The Executive Member for Housing and Strategic Planning submitted a report which set out details of the reasons for procuring a contract for parking enforcement and ancillary services, an outline of the EU Tender process undertaken jointly with Salford City Council, the outcome of the selection process, and the proposal to award the contract for the delivery of parking enforcement and ancillary services to the winning bidder. (A supplementary report was considered in Part II of this agenda. Minute 183 below refers.)

RESOLVED -

- (1) That the content of the report be noted.
- (2) That the proposal to award the contract for the provision of parking enforcement and ancillary services to the preferred bidder, identified in the Part II report, be approved.

179. TRAFFORD COUNCIL AND NHS TRAFFORD CLINICAL COMMISSIONING GROUP INTEGRATION : UPDATE ON FEEDBACK FROM THE CONSULTATION AND ENGAGEMENT PROCESS

The Executive Member for Health and wellbeing submitted a report which focussed on seeking approval to bring Trafford Council and NHS Trafford Clinical Commissioning Group services together under a single Executive structure led by the Chief Executive who will assume the Accountable Officer role following NHS England approvals. Approval was sought to move to the next phase of integration which included appointments to posts in the Executive structure, further alignment of functions and a period of financial due diligence to be undertaken following the appointment of the joint Chief Finance Officer. An opportunity was provided for Members to ask questions on the report's content. These focused on a query to the proposed Accountable Officer, to which she responded, on the nature of the challenges posed by integration, and the potential financial issues arising from the linking of budgets. The Executive Member and Leader of the Council drew attention to paragraph 3.6 of the report, which set out the intention to undertake a period of due diligence; and it was noted that further updates would be referred to the Executive, as appropriate.

RESOLVED -

- (1) That the Executive Structure set out in the report be approved.
- (2) That it be noted that that, subject to NHS approvals and the agreement of Council, it is proposed that Trafford Council Chief Executive will be appointed to the Accountable Officer for NHS Trafford Clinical Commissioning Group.

Executive (29.1.18)

- (3) That agreement be given to the next steps for further alignment of functions within Trafford Council and NHS Trafford Clinical Commissioning Group as set out in the report, including the appointment of a Joint Chief Finance Officer operating across the two organisations.
- (4) That the requirement be noted for a period of assurance in relation to financial resilience of both organisations, to be carried out by the Accountable Officer and Joint Chief Finance Officer after the implementation of the Executive structure whilst moving forward with the integration.
- (5) That it be noted that a further report will be brought back to Executive in the summer to update on progression of these proposals.

180. BUDGET MONITORING 2017/18 - PERIOD 8 (APRIL TO NOVEMBER 2017)

The Executive Member for Corporate Resources and Chief Finance Officer submitted a report which informed Members of the current 2017/18 forecast outturn figures relating to both Revenue and Capital budgets. It also summarised the latest forecast position for Council Tax and Business Rates within the Collection Fund. An opportunity was provided for Members to ask questions on the report's content. These concentrated on variances within the Adults and Children's services area, particularly in deflection from care, the Higher Needs Block and implications for the Dedicated Schools Grant, and on interpretation of variances within the EGEI Directorate. On the latter, the Executive Member agreed that further consideration would be given to clarifying the presentation of this information.

RESOLVED -

- (1) That the forecast revenue budget underspend of £216k be noted.
- (2) That the estimated benefit be noted of up to £5.1m to be received from the 2017/18 GM 100% Business Rates Retention Pilot, as a result of a new benefit sharing agreement. This would be transferred to a new earmarked reserve to fund the 2018/19 budget.
- (3) That the Executive note the interim dividend received from Manchester Airport investment of £1.784m most of which is being used to fund an extra £1.4m investment in the highways infrastructure in 17/18.
- (4) That the changes be noted to the Capital Programme as detailed in paragraph 18 to the report, which includes the extra highways investment referred to above.

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

The Executive received for information details of Key Decisions to be taken by the GMCA from January 2018 onwards, and of decisions taken by the GMCA and AGMA on 24/11/17.

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

182. EXCLUSION RESOLUTION

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

183. OUTCOME AND APPROVAL PROCESS OF JOINT PROCUREMENT WITH SALFORD CITY COUNCIL FOR CONTRACTS FOR PARKING ENFORCEMENT AND ANCILLARY SERVICES

The Executive Member for Housing and Strategic Planning submitted a report which set out details of the reasons for procuring a contract for parking enforcement and ancillary services, an outline of the EU Tender process undertaken jointly with Salford City Council, the outcome of the selection process, and the proposal to award the contract for the delivery of parking enforcement and ancillary services to the winning bidder. An associated report was considered in Part I of this agenda (Minute 178 above refers), and Members were now advised of the details of the evaluation process and the identity of the successful bidder. Details of any formal decisions taken in relation to this item are set out at Minute 178 above.

The meeting commenced at 6.30 p.m. and finished at 7.32 p.m.

TRAFFORD COUNCIL

Report to: Executive
Date: 26 February 2018
Report for: Decision
Report of: Executive Member for Housing and Strategic Planning

Report Title

Proposed Compulsory Purchase Order, Charlton House

Summary

The report sets out proposals for the delivery of the first phase of student accommodation in Stretford to support the opening of University Academy 92 (UA92). The report seeks approval to the use of compulsory purchase powers to support the delivery of the proposals if required.

Recommendation(s)

It is recommended that the Executive:

- 1.1 Provides in principle support for the making of a compulsory purchase order under section 226 of the Town and Country Planning Act 1990 and section 13 of the Local Government (Miscellaneous Provisions) Act 1976 to enable the redevelopment and regeneration of the site shown edged red on the plan in Appendix One.
- 1.2 Delegates authority to the Director of Growth and Regulatory Services in consultation with the Director of Legal and Democratic Services to take all steps necessary to enable a compulsory purchase order to be made including but not limited to:
 - (a) the carrying out of land referencing including without limitation the service of notices under section 16 of the Local Government (Miscellaneous Provisions) Act 1976 and/or section 5A of the Acquisition of Land Act 1981;
 - (b) the entry onto the Land and other land for the purpose of carrying out surveys pursuant to section 15 of the Local Government (Miscellaneous Provisions) Act 1976;
 - (c) the preparation of a draft statement of reasons;

- (d) the preparation of a draft Order and Order Schedule; and
- (e) the preparation of notices to owners, lessees and occupiers, site notices and any other notices required to be served and/or advertised in accordance with the Acquisition of Land Act 1981 should the Executive authorise the making of a compulsory purchase order.

1.3 Delegates authority to the Director of Growth and Regulatory Services to negotiate for the voluntary acquisition of land and rights over land needed to enable the Scheme to be delivered in advance of confirmation of a CPO, as if such CPO had been confirmed.

1.4 Delegates authority to the Director of Growth and Regulatory Services in consultation with the Director of Legal and Democratic Services to consider alternatives to the use of compulsory purchase powers.

1.5 Notes that before a compulsory purchase order is made a further detailed report will be drafted seeking authority for the making of an Order and that such a report will need to address a number of issues including:

- (a) that the compulsory acquisition is necessary to facilitate the carrying out of development, redevelopment or improvement on, or in relation to, the land being acquired;
- (b) that the Scheme complies with planning policy and the Refreshed Stretford Masterplan (2018);
- (c) that there is a compelling case in the public interest for the land to be acquired which outweighs the interference with the human rights of those with an interest in the land affected;
- (d) that the Scheme will contribute to the promotion or improvement of the economic and/or social and/or environmental well-being of the local area;
- (e) that the Scheme is viable and that there is a reasonable prospect that the Scheme can be implemented within a reasonable timescale;
- (f) that agreements have been entered into with a private sector partner that provides for the delivery of the Scheme and indemnifies the Council in respect of its costs of making the order, seeking its confirmation and compensation payments to affected owners, lessees, occupiers and any other potential claimants;
- (g) that there are no physical or legal impediments to the Scheme proceeding;
- (h) that all reasonable steps have been taken to acquire land and rights

over land needed to deliver the Scheme by negotiation and voluntary agreement;

- (i) that alternatives to the use of compulsory purchase powers have been considered; and
- (j) that the compulsory acquisition would not infringe the Council's equality duty.

Contact person for access to background papers and further information:

Name: Richard Roe, Director of Growth and Regulatory Services
Mike Reed, Strategic Growth Manager

Extension: x 4265
x 4924

Appendix One: Charlton House, Site Plan

Background Papers:
None

Implications:

Relationship to Policy Framework/Corporate Priorities	The delivery of UA92 will contribute to the Council's vision for "no one held back, no one left behind" and the Corporate priorities for economic growth and development, excellence in education and low Council Tax and value for money.
Financial	<p>The cost of land acquisition, stamp duty land tax and associated fees will be incorporated into the developing business plan for the delivery of student accommodation which will be the subject of a further report to the Executive.</p> <p>Any voluntary acquisitions will be financed from the Investment Fund budget within the existing capital programme and subject to an appropriate business case to be agreed with the Chief Finance Officer.</p>
Legal Implications:	It will be necessary to complete the various documents referred to within the body of the report.
Equality/Diversity Implications	None as a consequence of this report.
Sustainability Implications	The Council has completed an independent Economic Impact assessment of the UA92 proposals which set out the outcomes that will be achieved. The Refreshed Stretford Masterplan contains a series of sustainability principles that new development should be in accordance with.
Resource Implications e.g. Staffing / ICT / Assets	Existing resources have been identified to support the delivery of the project and related activity across all the partners.
Risk Management Implications	The delivery of the project is supported by a risk plan setting out the key risks to delivery and proposed mitigation measures.
Health & Wellbeing Implications	None as a consequence of this report.
Health and Safety Implications	None as a consequence of this report.

1.0 Background

- 1.1 The Council's Refreshed Stretford Masterplan was approved by the Executive in January 2018 following a ten week public consultation. It sets a bold vision for the future of Stretford:

'To transform Stretford Town Centre and the wider Stretford area into a prosperous and vibrant place with attractive communities and a wide range of facilities throughout the day and evening that realises the full potential of existing assets'.

- 1.2 The establishment of a new University (UA92) in Stretford will provide a catalyst for significant further investment and deliver a high profile iconic higher education facility. The UA92 Campus Quarter will be established on the site of the former Kellogg's office on Brian Statham Way and support the delivery of significant economic benefits to the Stretford area, creating new jobs and attracting a diverse mix of students from across the UK and internationally. This will provide a step change in the regeneration of the Stretford area.
- 1.3 Integral to the vision for UA92 and regeneration of Stretford is the development of new, high quality, purpose built student accommodation. It is critical to the success of UA92, as it forms an essential part of the student offer, and will also play an important role in minimising any potential implications for the local housing market.
- 1.4 The redevelopment of Stretford to deliver UA92 requires comprehensive large scale development and land assembly to regenerate the area and deliver the step change required to ensure it becomes a successful new higher education facility. The regeneration of Stretford will also enable the delivery of other development opportunities, identified in the Stretford Masterplan, creating further economic and housing growth. The significant economic, social and community benefits that will be delivered through these regeneration proposals are set out in the Refreshed Stretford Masterplan.
- 1.5 In October 2017 the Executive approved in principle the use of CPO powers to enable the development of student accommodation associated with UA92. This identified nine plots of land in Stretford Town Centre for the delivery of circa 1,700 beds of student accommodation to be brought forward in phases from September 2019. Following public consultation feedback on the draft Refreshed Stretford Masterplan the proposals for student accommodation in the Town Centre are being revised to deliver a lower density scheme of a scale more appropriate to its surroundings. Therefore an alternative site is required to deliver a first phase of student accommodation in September 2019 to support the opening of UA92 and house the year one intake.
- 1.6 This report sets out the proposals for the first phase of student accommodation, how this will be delivered, and seeks approval for the potential use of compulsory purchase powers if land cannot be acquired through agreement.

2.0 Student Accommodation Phase 1 Scheme

- 2.1 The projected number of students attending UA92 is predicted to be 650 at year one (September 2019), increasing to a maximum roll of 6,500 by 2028. The Council is committed to ensuring that a minimum of a third of students are accommodated in new, purpose built accommodation.

- 2.2 It is proposed to develop the first phase of student accommodation at the Charlton House site, situated 300 metres from the new UA92 Campus Quarter on the former Kellogg's office site. Development at this location will bring a prominent gateway site and vacant office block back into an active use and support a positive contribution to the A56 streetscape. The development will not only generate jobs during the construction period, but will also support local employment directly in the new facilities and generate additional spend in the local area.
- 2.3 The proposed phase 1 scheme subject to this report will deliver circa 140 beds of student accommodation to support UA92 in year one. An indicative layout is attached as Appendix 2. The Council is actively pursuing alternative options to provide the additional 160 beds required for 2019. Further masterplanning work will be undertaken on the Lacy Street site to take account of consultation feedback received to date and identify a proposed scheme for future phases of student accommodation alongside key worker housing in Stretford Town Centre, opening in phases from September 2020.

3.0 Existing Uses and Negotiations to Date

- 3.1 The phase one student accommodation development site encompasses the vacant Charlton House eight storey office block and associated surface car parking. The property also includes an empty plot with the potential for redevelopment for student accommodation for phase two in 2020.
- 3.2 The Council has previously engaged directly with the land owners of the Charlton House site to seek to acquire it by agreement. JLL have now been appointed to open formal negotiations for acquisition by agreement in advance of any potential CPO. At the point of publication of this report an offer has been made for Charlton House, which is being considered by the owners.

4.0 Development Programme

- 4.1 The Council has entered into discussions with a potential preferred delivery partner to bring forward the development of student accommodation. A full business case in relation to the proposed arrangements is being developed which will be independently reviewed for the Council by CBRE, our investment advisers. The Council is also securing legal advice in relation to the procurement position in relation to the proposed arrangements.
- 4.2 It is proposed to bring forward a full planning application for the Charlton House site to convert the existing building into the first phase of student accommodation.

5.0 Relevant Planning Policy

- 5.1 The Executive approved the Refreshed Stretford Masterplan, which identified the Charlton House site for new residential or commercial development, in January 2018. The Refreshed Stretford Masterplan is a non-statutory planning guidance document to inform the development of planning policy, guide investment and development, and provide clear advice to people wanting to develop in the area. It will be used by the Council as a material consideration when determining applications for planning permission and other related matters.
- 5.2 The Charlton House site is identified as important gateway (E8) along the Gorse Hill/Old Trafford section of the A56 in the adopted A56 Supplementary Planning

Document (SPD) (March 2007). The A56 SPD sets out how the Council will enable improvements on this important sub-regional route that runs the full length of the Borough, and passes immediately in front of the Charlton House site. The SPD states that new development on such sites should consider:

- Views and vistas: development should seek to protect and frame existing views and landmark features should be created on corner sites along the A56.
- Gateways: development at identified 'gateways' should provide higher quality and more distinctive architecture. Higher density and taller buildings may be appropriate.
- Scale and massing: within town centre boundaries and at identified gateway sites buildings of a larger scale and mass may be appropriate.

5.3 In December 2017 the Council made an Article 4 Direction to enable it to limit residential properties in Trafford being turned into Houses of Multiple Occupation (HMO's) and protect existing residential properties. An associated Supplementary Planning Document (SPD) is currently being prepared which, if adopted, would be a material consideration when determining planning applications for changes of use to HMOs and to provide the policy basis on which applications may be refused.

6.0 CPO Indemnity Agreement

6.1 The Council is intending to develop the student accommodation with a development partner. Where the Council is pursuing a CPO on behalf of a developer, the Council would seek an Indemnity Agreement to cover any costs incurred in securing the CPO. In this case it is proposed that the Council will be jointly developing and will be self-indemnifying, alongside the proposed partner.

6.2 The projected land acquisition costs are set out in the associated Part II report.

7.0 Indicative timeline for the CPO process

7.1 The table below provides indicative timescales in relation to the CPO process:

Report to Executive	26 February 2017
Commence land referencing	February 2018
Prepare drafting Statement of Reasons (SoR)	February 2018
Questionnaire to be sent out	February 2018
Report to Executive seeking formal authority to promote a CPO	March 2018
Submit Order, advertise and send out formal notices to interested parties within Order lands	May 2018

7.2 It is considered that Section 226 (1) of the Town and Country Planning Act 1990 would be the most appropriate power to be used to compulsorily acquire the site.

8.0 Conclusion

- 8.1 The Refreshed Stretford Masterplan provides the framework for regeneration and UA92 is the catalyst that provides a step change in its delivery.
- 8.2 The full regeneration benefits of the development of UA92 for Stretford can only be achieved if there is certainty about the delivery of a comprehensive, well designed scheme that provides the appropriate level of high quality and dedicated student accommodation. Therefore a first phase of student accommodation is required by September 2019. The proposed development must be of the highest quality in order to match the aspirations of the Council, its partners and the community of Stretford, and be a catalyst for change.

9.0 Other Options

- 9.1 The Council could choose not to use CPO powers to deliver the regeneration of this site, requiring land to be assembled through agreement. This could significantly delay the development if agreement cannot be reached, preventing the delivery of student accommodation and impacting on the timescales to open UA92 and deliver its associated regeneration benefits.

10.0 Consultation

- 10.1 The Council undertook a formal ten week public consultation on the draft Refreshed Stretford Masterplan from 10 October 2017. The Refreshed Stretford Masterplan was updated to reflect the feedback received and approved by the Council Executive in January 2018. Development proposals, as set out in this report, will be subject to planning permission, and will be consulted on in the usual way.

Reasons for Recommendation

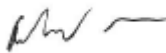
The Executive is asked to approve in principle the use of CPO powers to enable the development of the first phase of student accommodation associated with UA92 at the Charlton House site and to deliver regeneration in Stretford.

Key Decision Yes

If Key Decision, has 28-day notice been given? No.

Finance Officer Clearance NB.....
 Legal Officer Clearance JLF.....

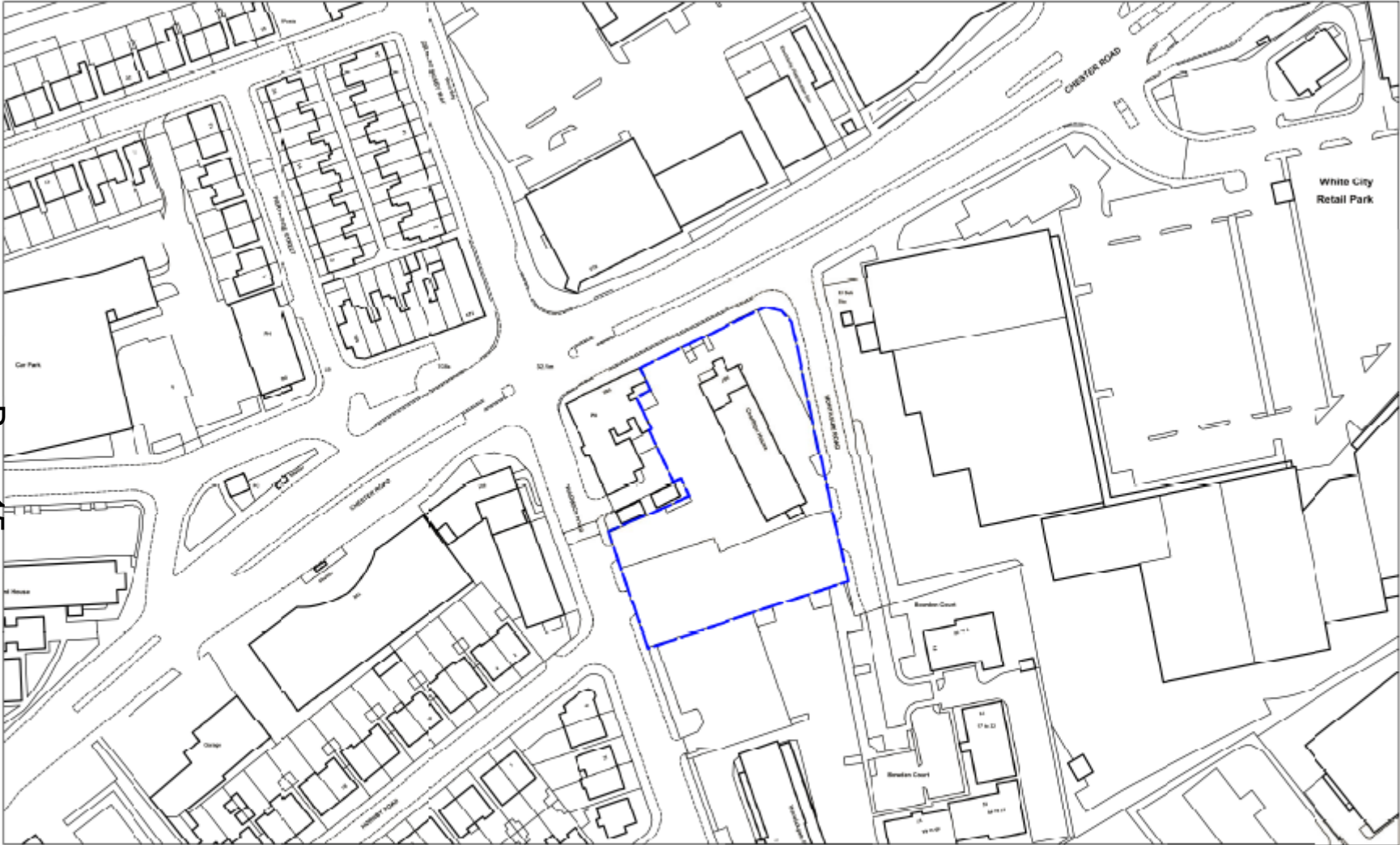
DIRECTOR’S SIGNATURE



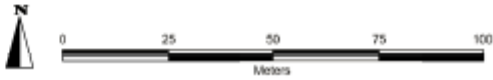
To confirm that the Financial and Legal Implications have been considered and the Executive Member has cleared the report.

Appendix A: Site Plan

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Key
[Blue dashed box] Charlan House + Adjoining land



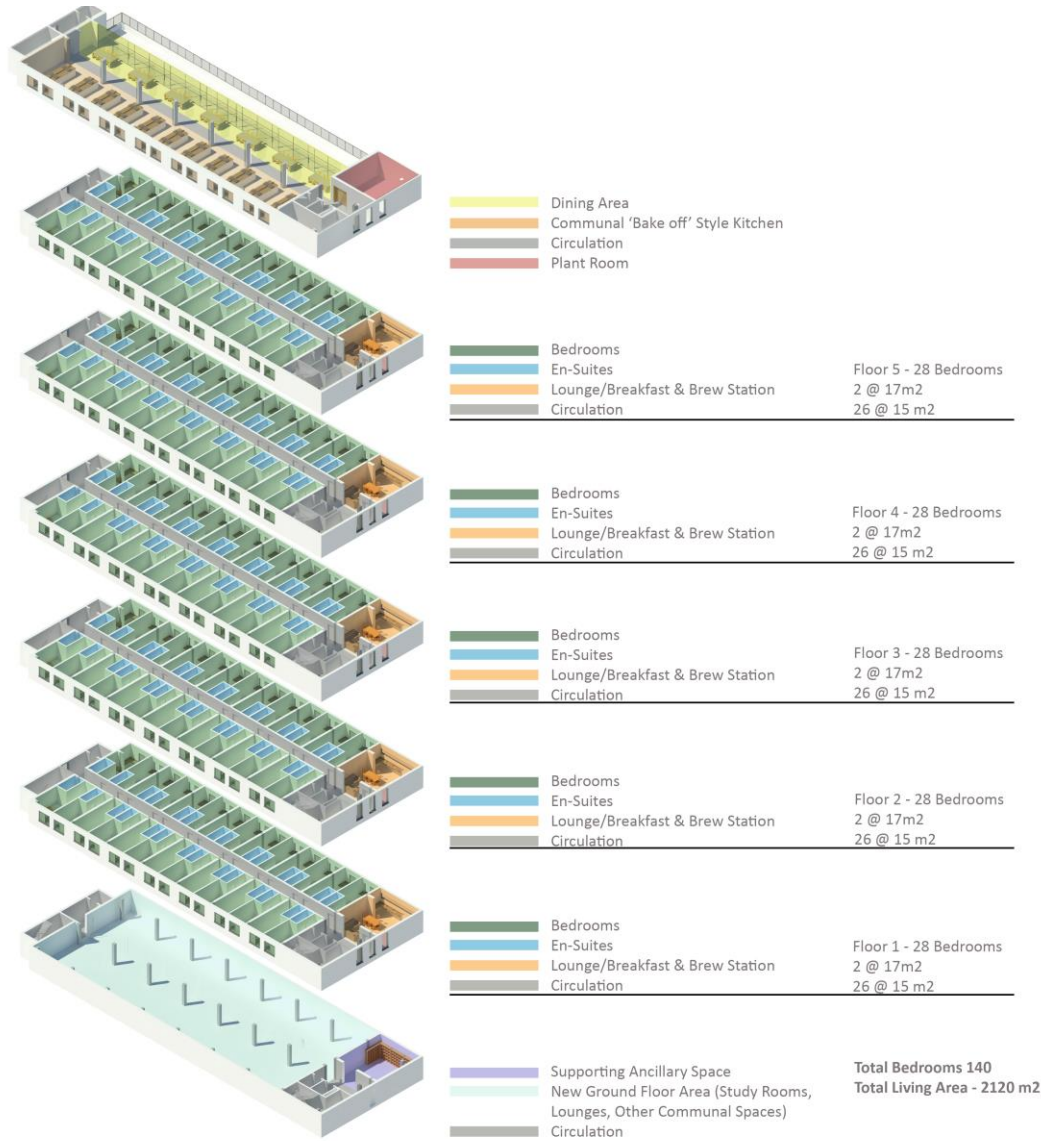
Scale: 1:1,000

Author: Richard Muskett
Contact: GIS@Trafford.gov.uk
Scale: 1:1000 @ A3
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Ordnance Survey 100023172.



Appendix B: Indicative Layout

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University Academy 92 | Stretford, Greater Manchester



TRAFFORD COUNCIL

Report to: Executive
Date: 26th 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 1st October to 31st 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 1st October to 31st 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

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

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



3. Performance Results

3.1 Performance Summary Dashboard

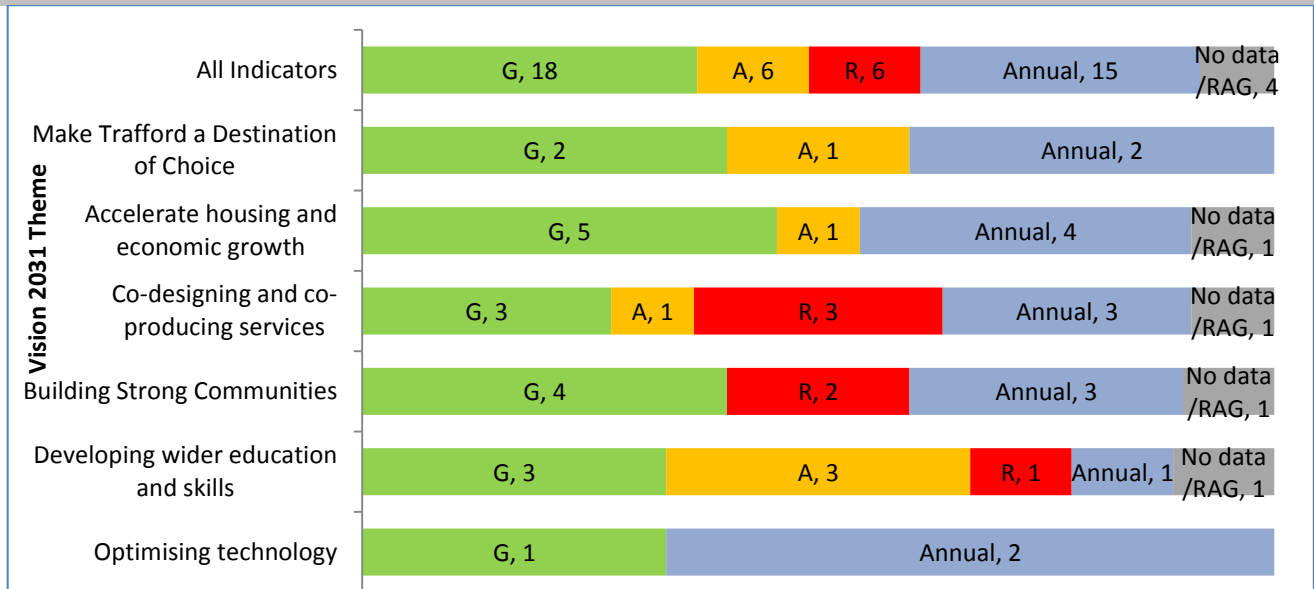
The table below shows a summary of all performance indicators. The RAG column shows both the RAG status and direction of travel compared to the previous reporting period. A tick appears in the final column if an [Exception Report](#) is attached (page 21 onwards).

		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%	↑	✓	

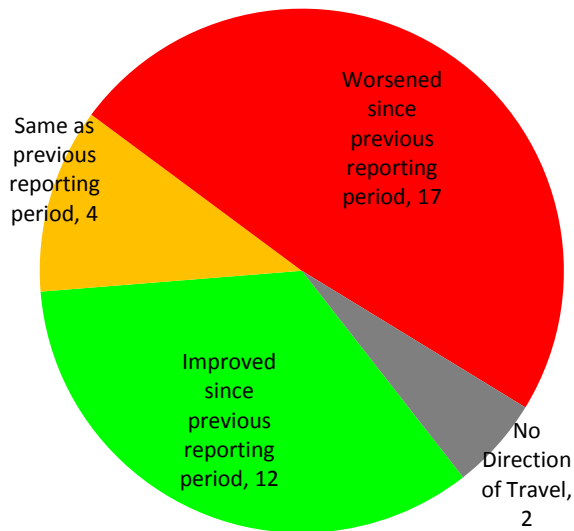
		Proportion of 'Disadvantaged' pupils at Key Stage 2 achieving expected standard in Reading/Writing/Maths	44%	52.1%	↑	
		KS4: Average Attainment 8 score for 'Disadvantaged' pupils	45	39.4	↓	✓
		Maintain the low level of 16-17 year olds who are not in education training or employment (NEET), plus unknown,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

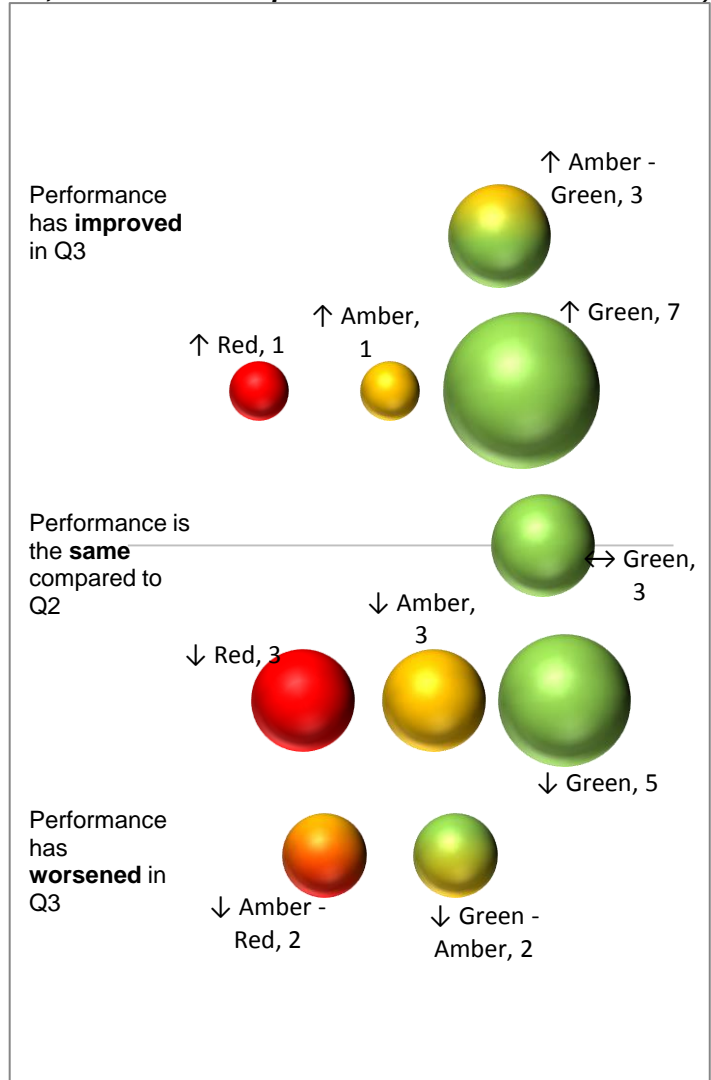


The ADP has 49 indicators: 33 have been reported to date in Q3 and 15 are indicators reported annually. One indicator has been discontinued.

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)



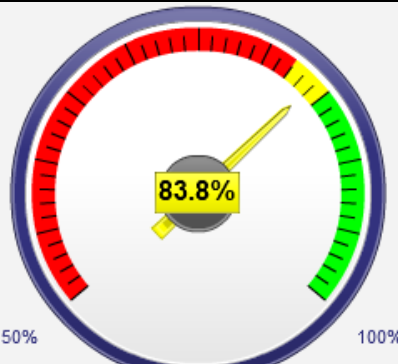
Section 4 – Performance Information

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

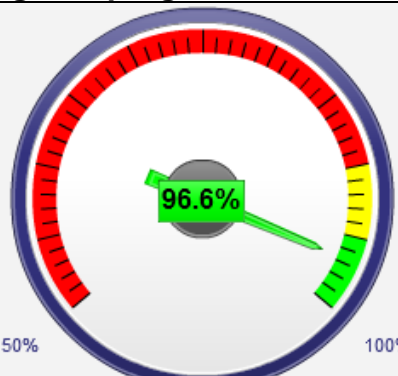
	Current Performance			
	Actual	Target	DOT	Status
	Reported Annually			
	16/17 Actual	17/18 Target	Previous	Frequency
25.5% (2014/15)	23.9%		A	

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

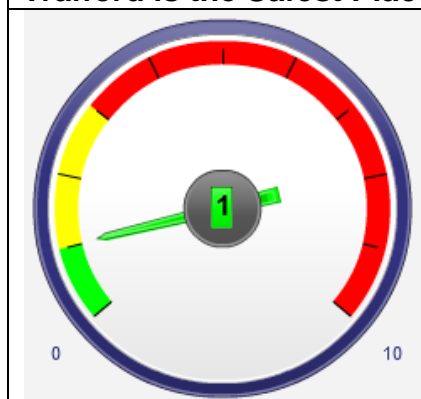
Percentage of Highway safety inspections carried out in full compliance with the agreed programme

	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

Trafford is the Safest Place in GM



Current Performance			
Actual	Target	DOT	Status
1st	1st	↔	G
16/17 Actual	17/18 Target	Previous	Frequency
1st	1st	1st	M

Increase visitor numbers to Sale Waterside Art Centre by 5%

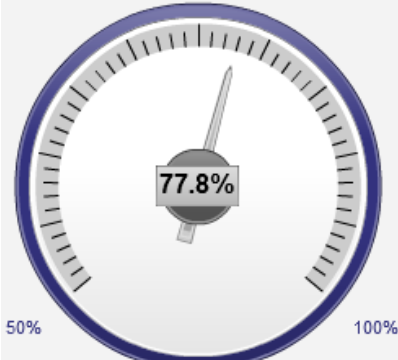
Current Performance			
Actual	Target	DOT	Status
Reported Annually			
16/17 Actual	17/18 Target	Previous	Frequency
108,000	113,400	108,000	A

Accelerate housing and economic growth

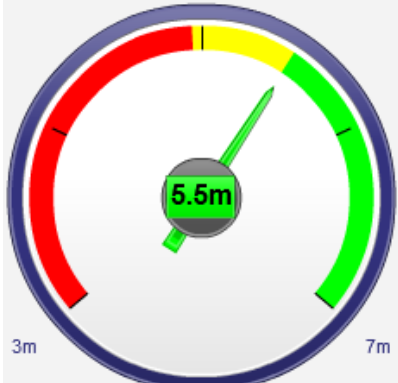
Total Gross Value Added (<i>The total value of goods + services produced in the area</i>)				
	Current Performance			
	Actual	Target	DOT	Status
	Reported Annually			
	16/17 Actual	17/18 Target	Previous	Frequency
	£6.9	£7.4	£6.9	A

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

Business Start Up Advisor commenced post Nov 17

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

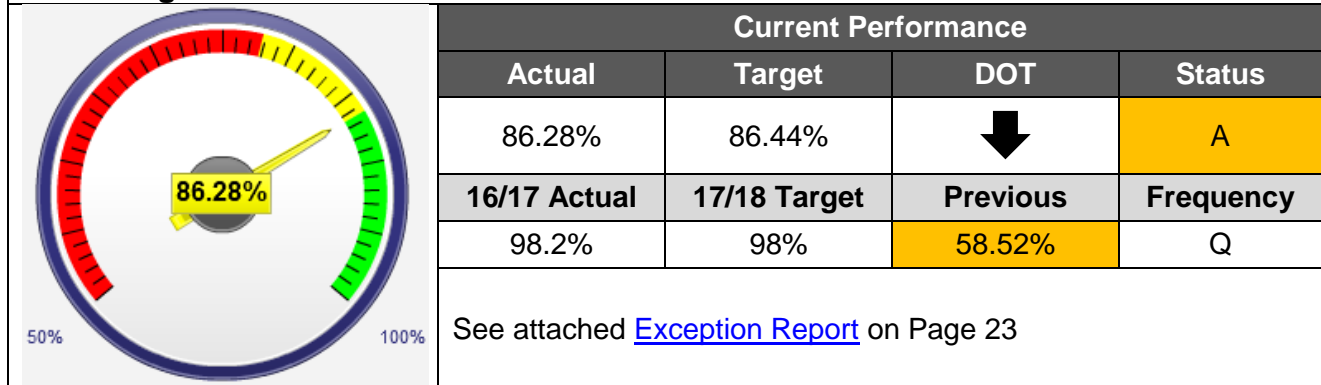
Latest data reported for October 2016 – September 2017

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

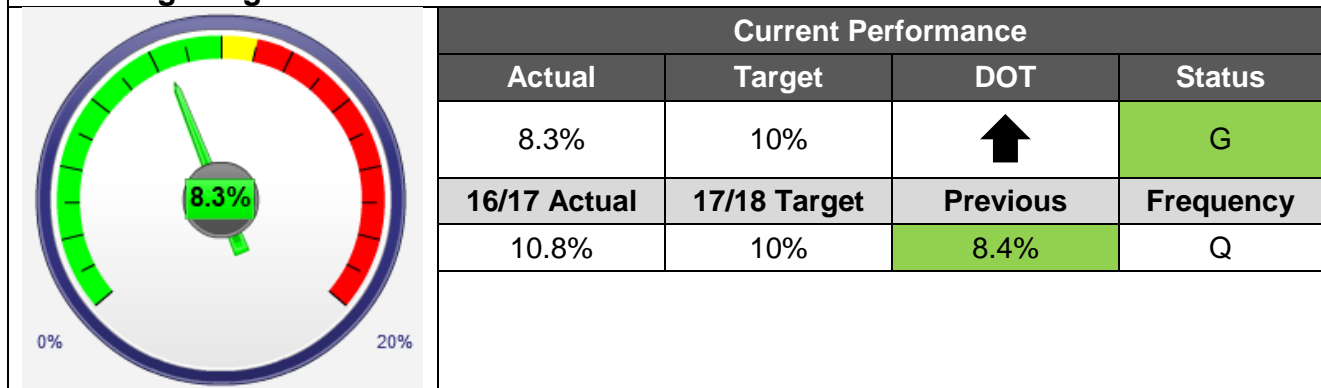
Further detail is available in Section 14 of the Period 9 Budget Monitoring Report.

Accelerate housing and economic growth

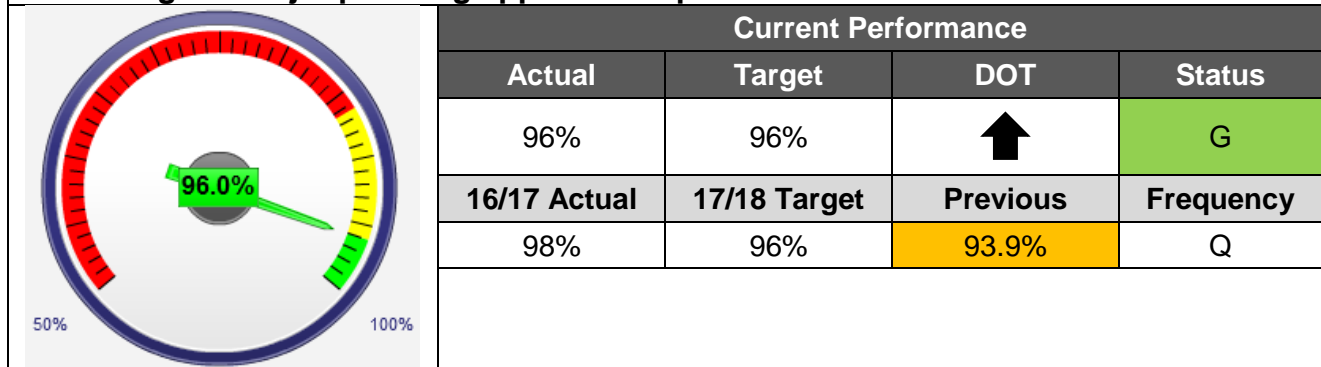
Percentage of Council Tax collected



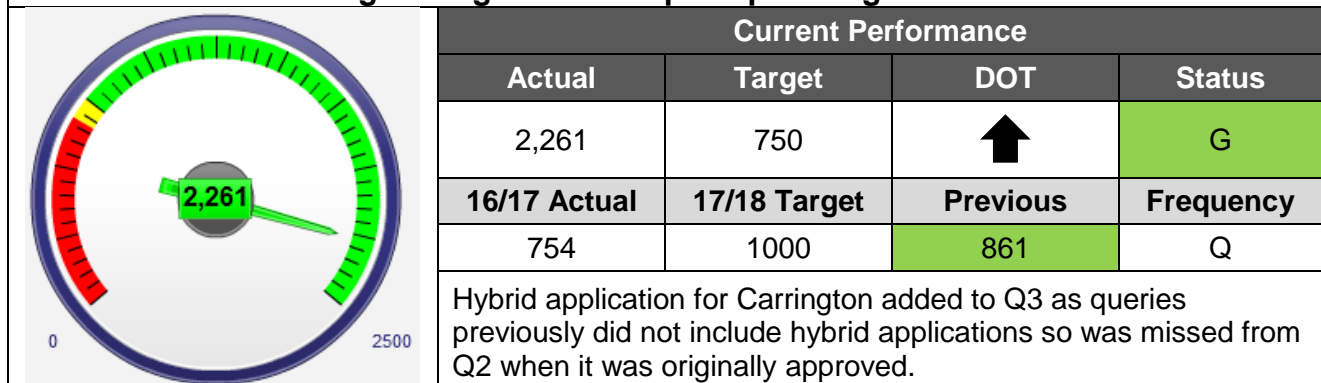
Percentage of ground floor vacant units in town centres



Percentage of major planning applications processed within timescales

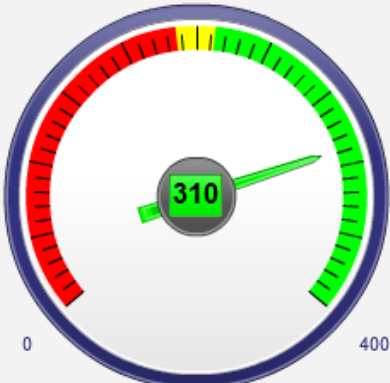


The number of housing units granted complete planning consent



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 4th 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'

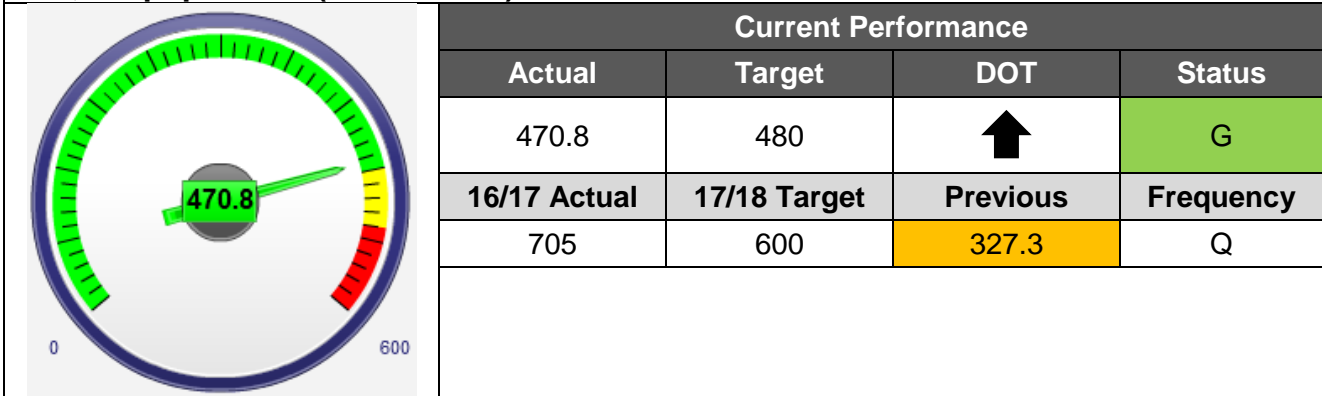
	Current Performance			
	Actual	Target	DOT	Status
	Reported Annually			
	16/17 Actual	17/18 Target	Previous	Frequency
	86%	87%	86%	A

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.

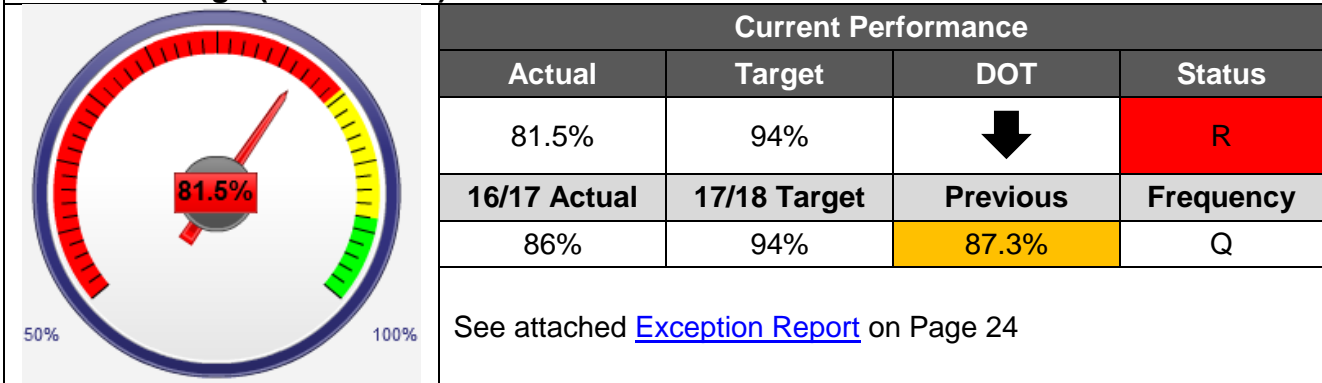
	Current Performance			
	Actual	Target	DOT	Status
	Reported Annually			
	16/17 Actual	17/18 Target	Previous	Frequency
		80%		A

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

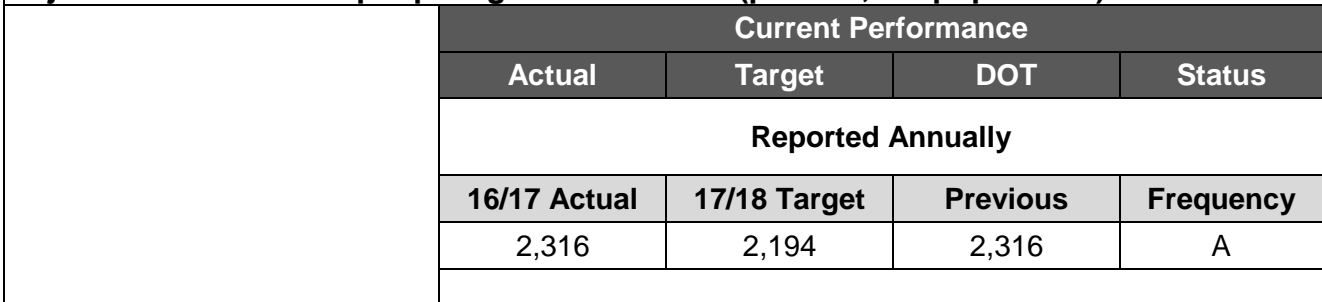
Admissions to Residential or Nursing Care for Older People during the year per 100,000 population (ASCOF 2Aii)



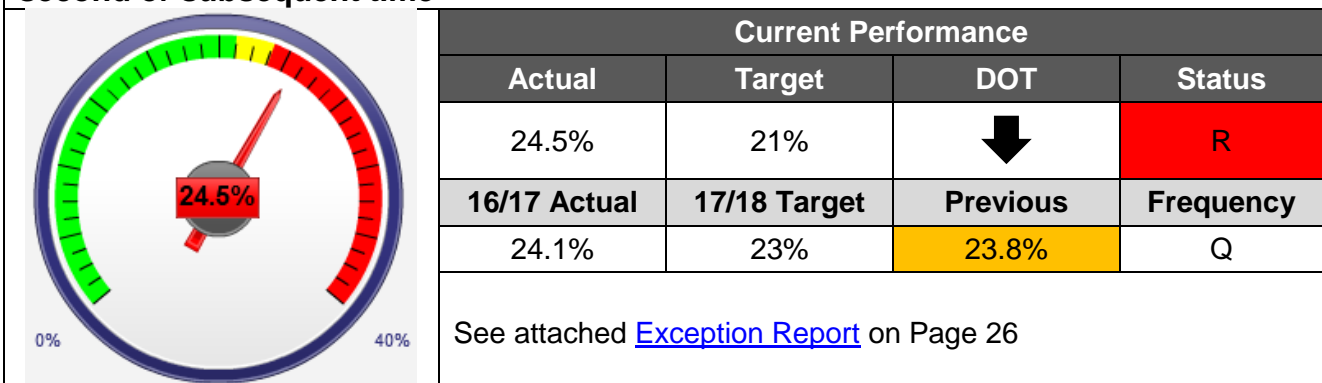
The proportion of older people (aged 65 and over) who were still at home 91 days after discharge (ASCOF 2Bi)



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

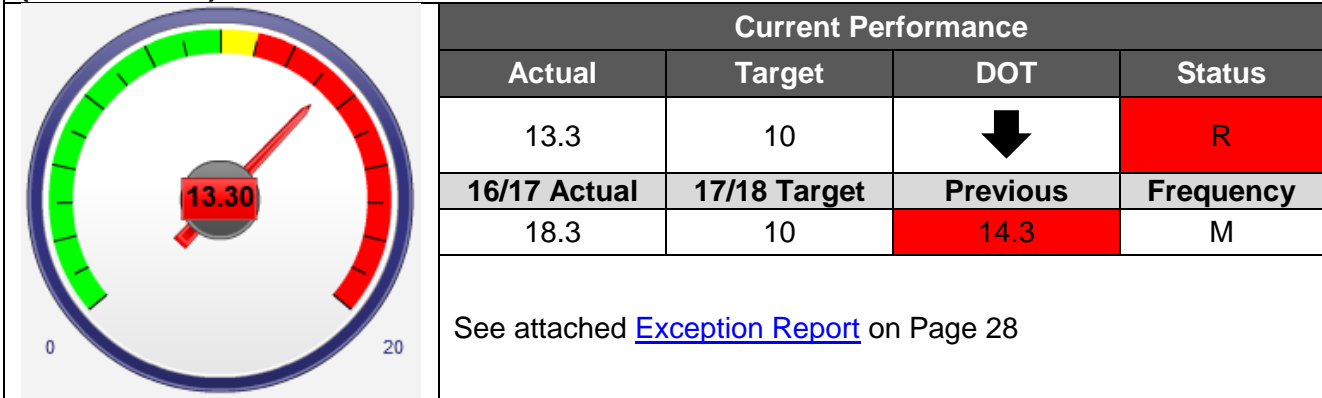


Reduction in the proportion of children made subject to a Child Protection Plan for a second or subsequent time

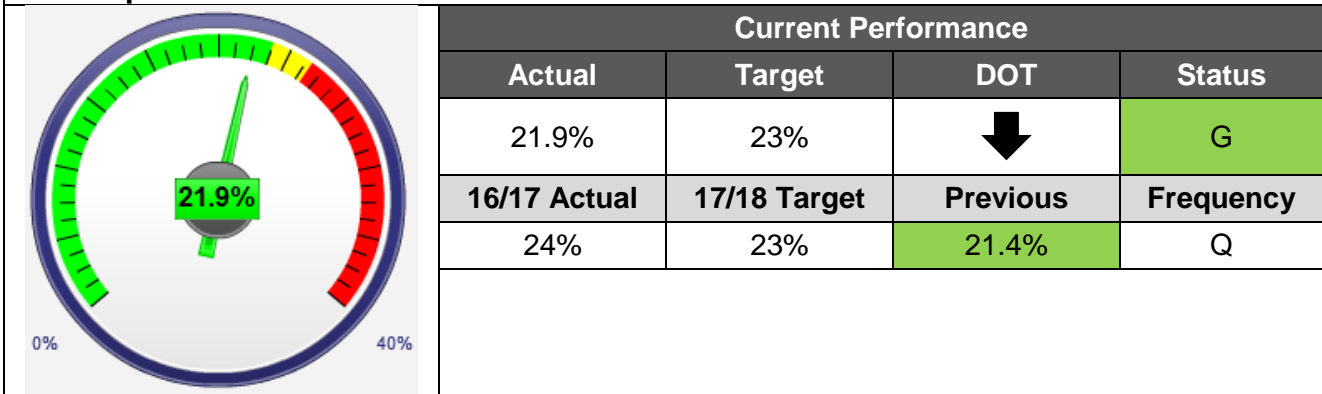


Co-designing and co-producing services to enable people, communities and businesses to work together, help themselves and each other

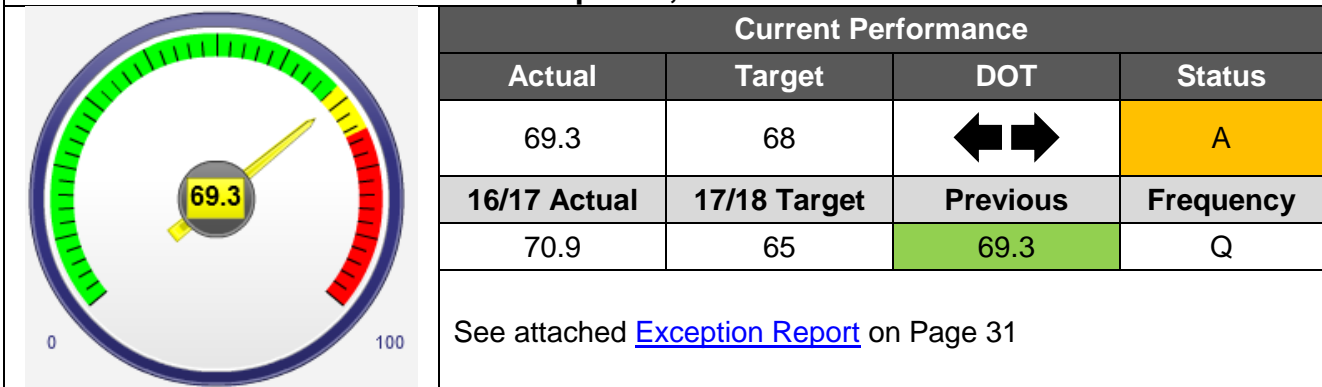
Delayed Transfers of Care attributable to Adult Social Care per 100,000 pop 18+ (ASCOF 2Cii)



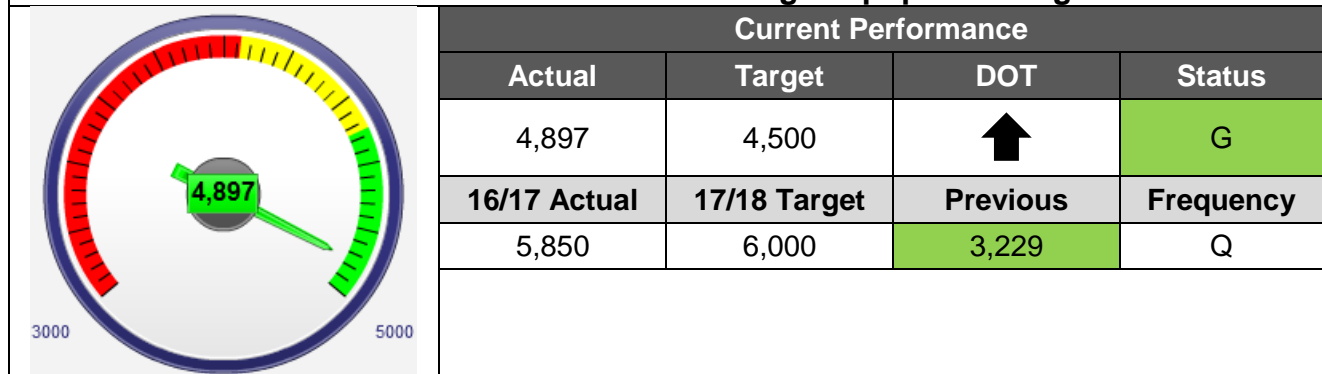
% of repeat referrals to children's social care



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



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



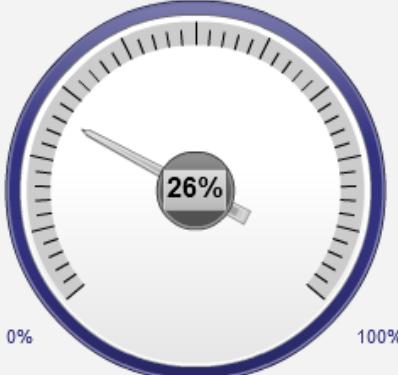
Co-designing and co-producing services to enable people, communities and businesses to work together, help themselves and each other

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

Percentage of tender exercises resulting in Social Value KPIs

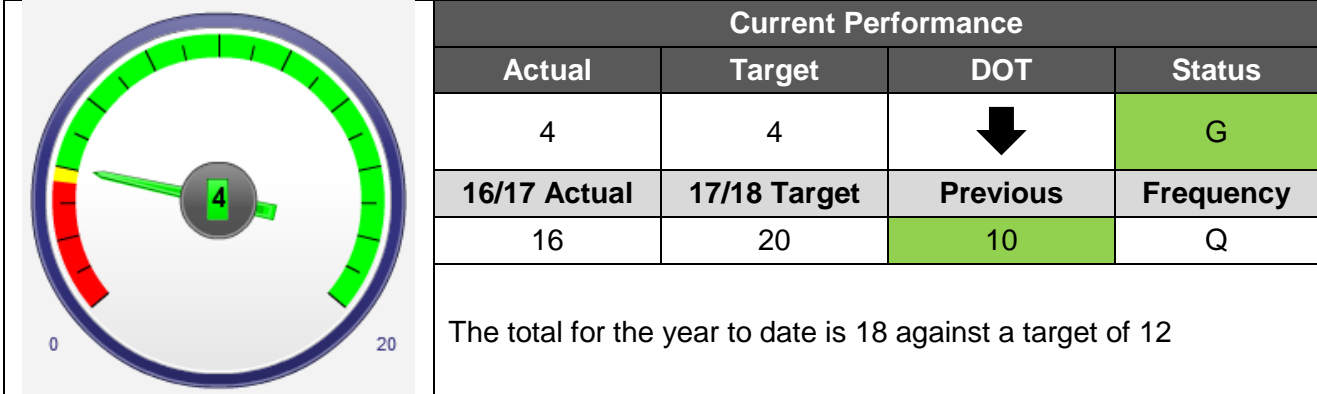
	Current Performance			
	Actual	Target	DOT	Status
	26%	TBC		No target set
	16/17 Actual	17/18 Target	Previous	Frequency
52%	TBC	26%	Q	

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

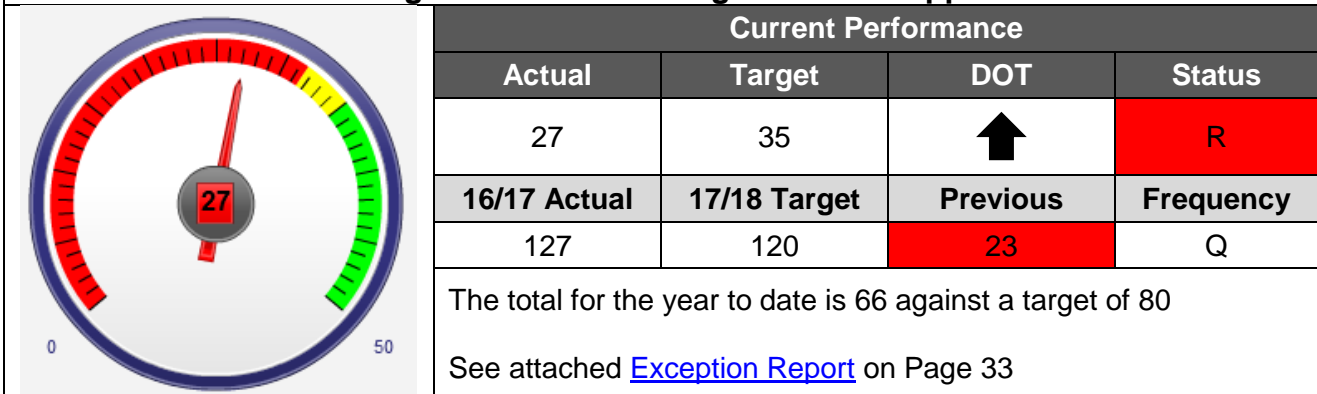
	Current Performance			
	Actual	Target	DOT	Status
	Reported Annually			
	16/17 Actual	17/18 Target	Previous	Frequency
100%	100%	100%	A	

Building Strong Communities

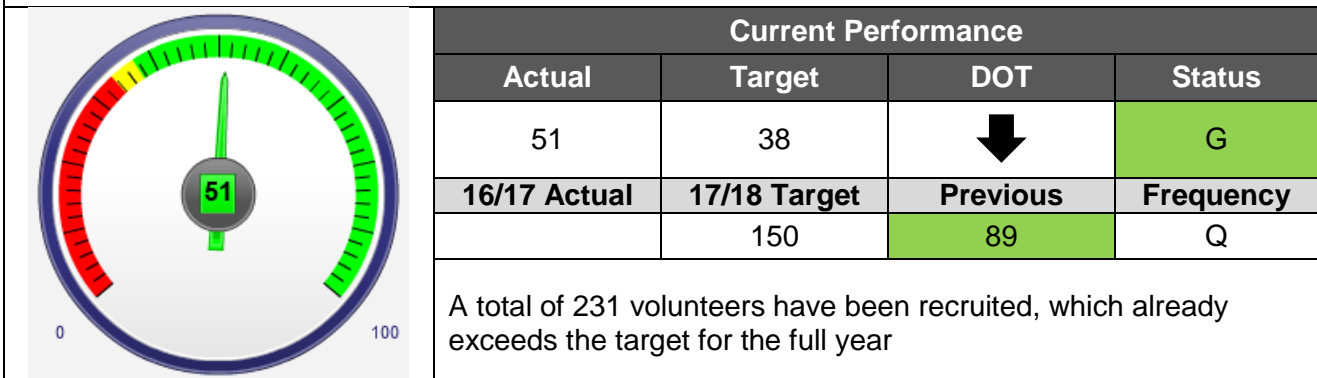
Number of Locality Networking Events held per locality per year



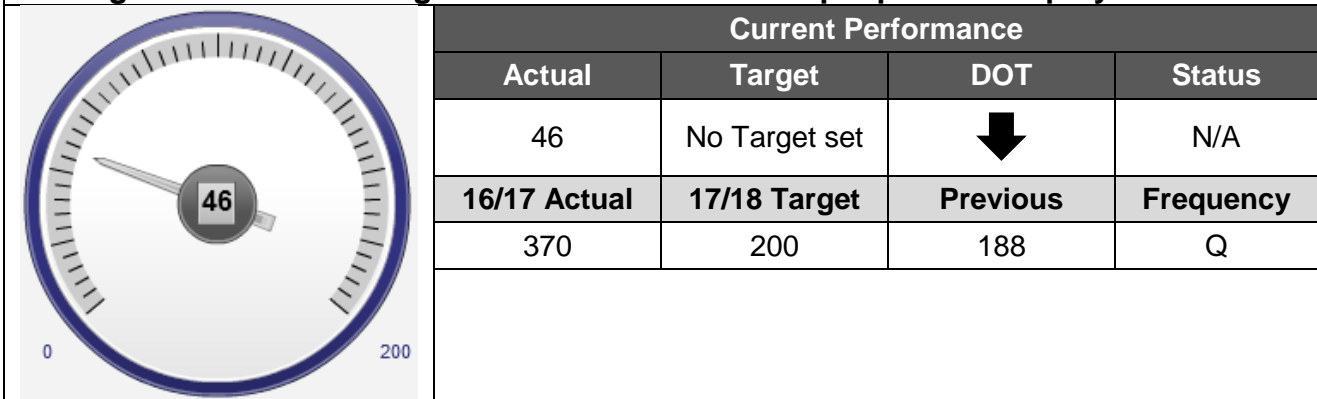
Number of third sector organisations receiving intensive support



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



Through the Trafford Pledge increase the number of people into employment



Building Strong Communities

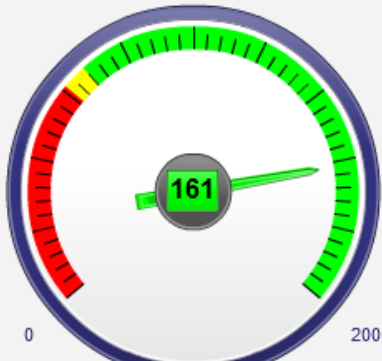
Under 75 mortality rate from liver disease (per 100,000 population)

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

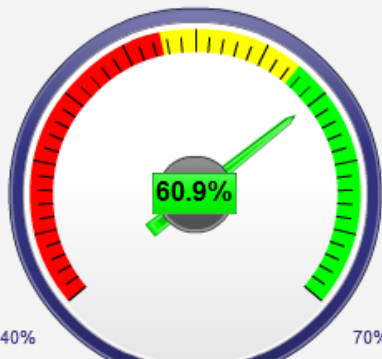
Smoking Prevalence in adults in routine and manual occupations

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

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

	Current Performance			
	Actual	Target	DOT	Status
	161	68	↑	G
	16/17 Actual	17/18 Target	Previous	Frequency
	90	94	Q	

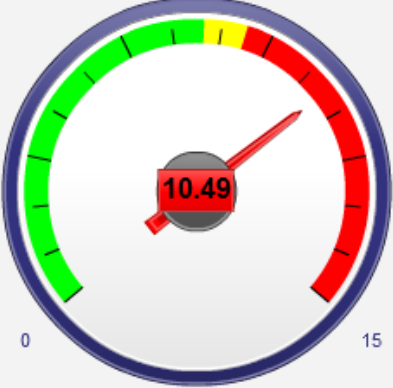
Improve the % of household waste arisings which have been sent by the Council for recycling/composting

	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)

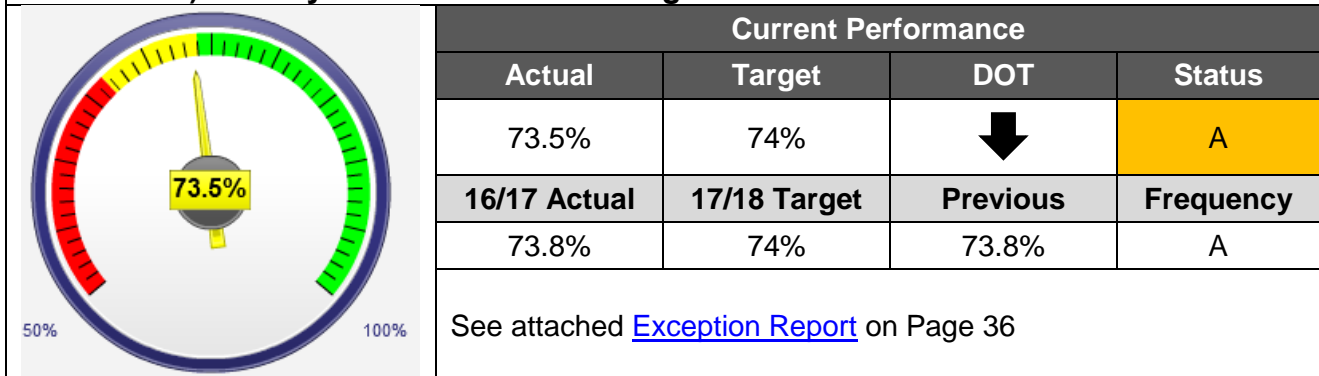
	Current Performance			
	Actual	Target	DOT	Status
	10.49	8.5	↓	R
	16/17 Actual	17/18 Target	Previous	Frequency
	10.24	8.5	10.18	Q
See attached Exception Report on Page 34				

Reduce the gender pay gap (Council wide excluding schools)

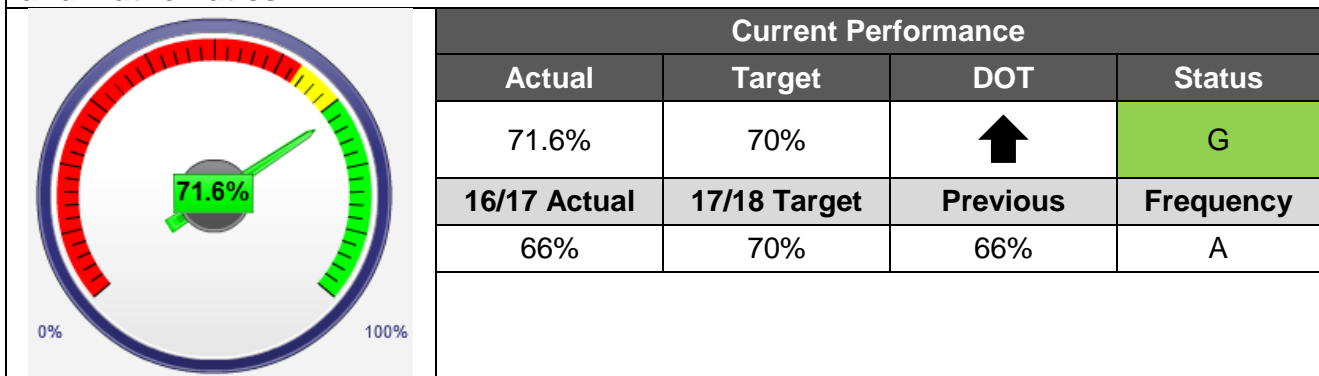
	Current Performance			
	Actual	Target	DOT	Status
	Reported Annually			
	16/17 Actual	17/18 Target	Previous	Frequency
	12.56%	10%	12.56%	A

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

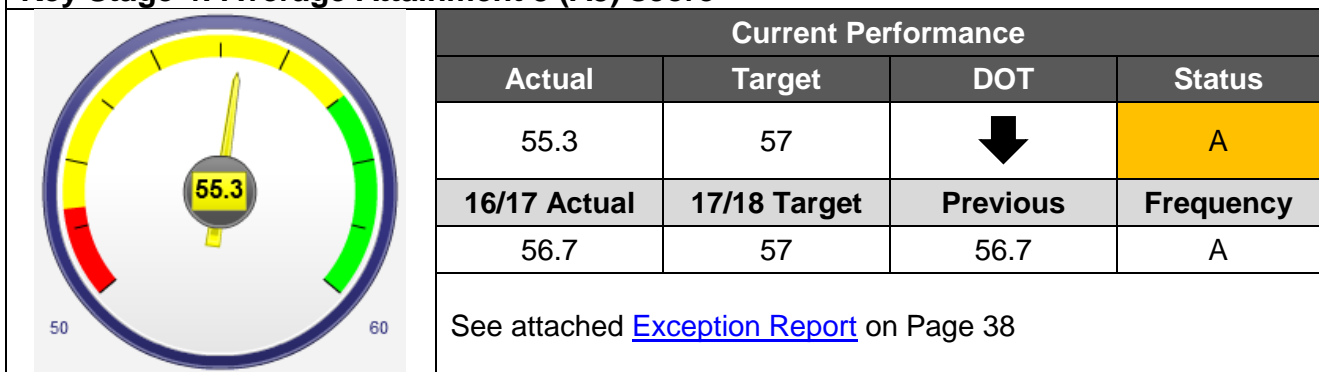
Proportion of children achieving a 'Good Level of Development' ('School Readiness') at Early Years Foundation Stage



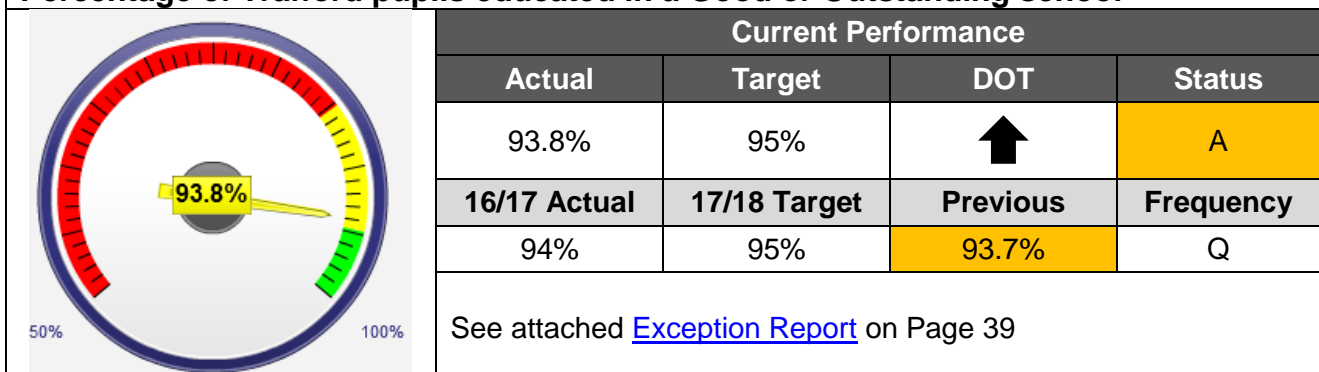
Proportion of pupils at Key Stage 2 achieving excepted levels in Reading, Writing and Mathematics



Key Stage 4: Average Attainment 8 (A8) score

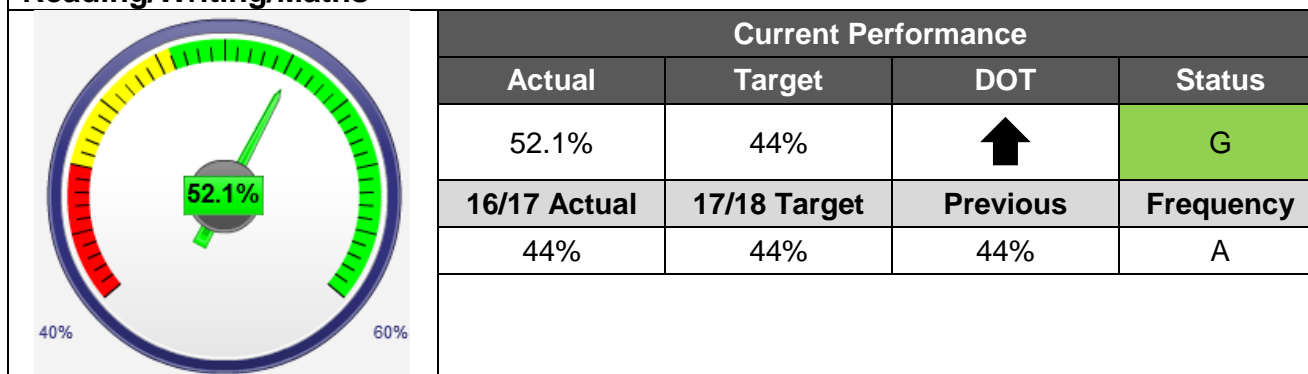


Percentage of Trafford pupils educated in a Good or Outstanding school

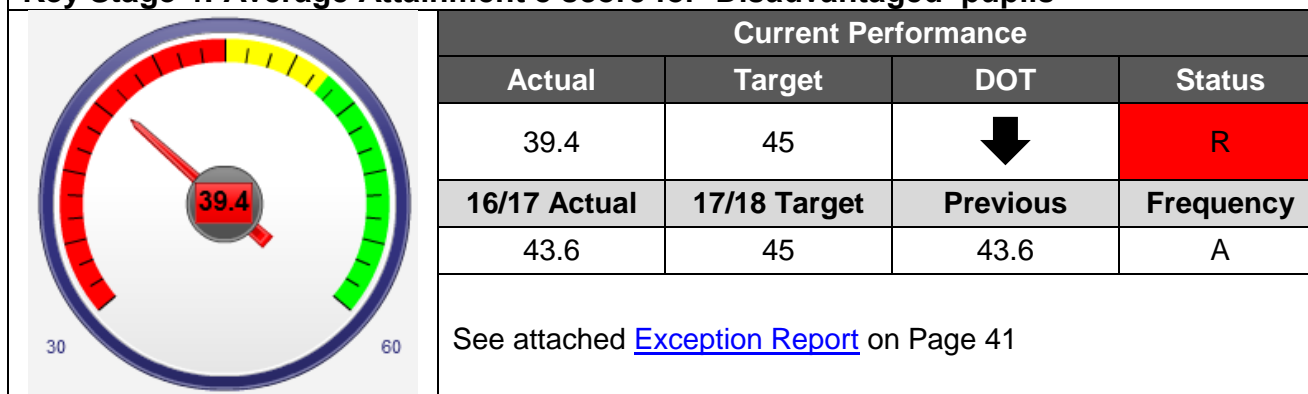


Developing a Wider Education and Skills Offer That Better Connects People to Jobs

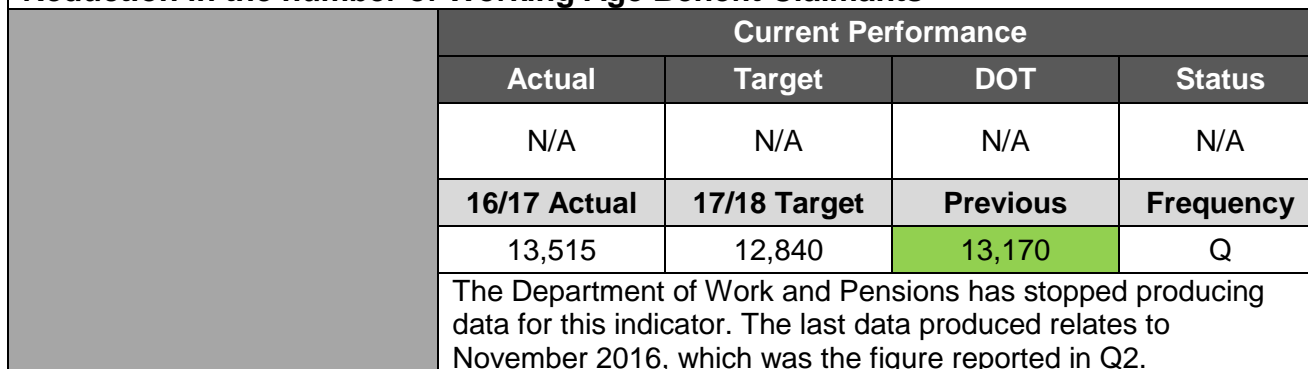
Proportion of 'Disadvantaged' pupils at Key Stage 2 achieving expected standard in Reading/Writing/Maths



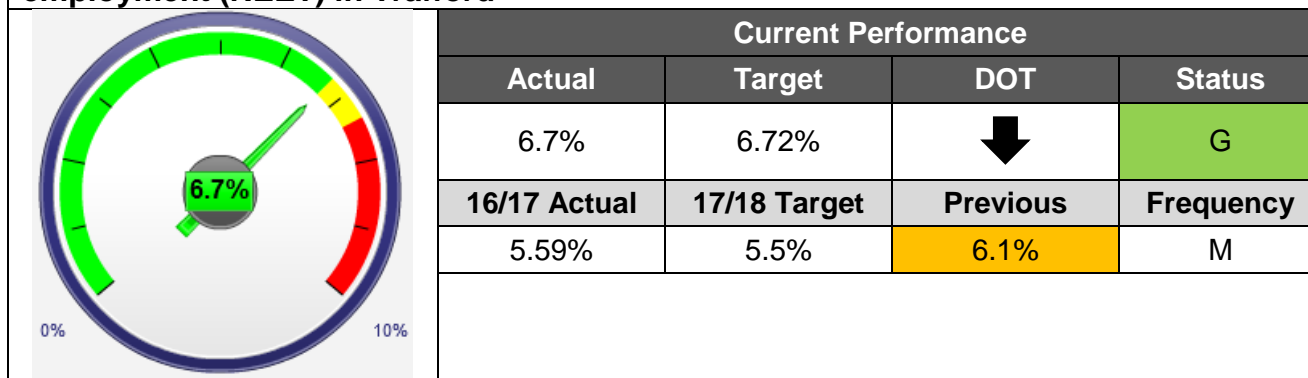
Key Stage 4: Average Attainment 8 score for 'Disadvantaged' pupils



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



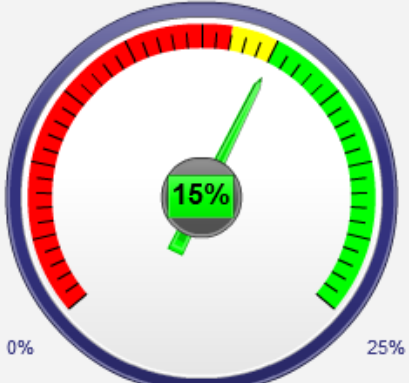
Developing a Wider Education and Skills Offer That Better Connects People to Jobs

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

Theme / Priority:	Creating a national beacon for sports, leisure and activity for all - make Trafford a Destination of Choice		
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:			
Target and timescale:	SMART target - 85% Minimum acceptable standard – 82%	Actual and timescale:	83.8% December performance figure
Why is performance at the current level?			
<ul style="list-style-type: none"> • Is any variance within expected limits? • Why has the variance occurred? • Is further information available to give a more complete picture of performance? • What performance is predicted for future periods? 			
<p>The 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 3rd quarter. Performance is marginally below the SMART target of 85%, but the results will be used to inform improvements to Street Cleansing operations.</p>			
What difference does this make – the implications of not meeting target?			
<ul style="list-style-type: none"> • Impact on service users/public. • Impact on corporate priorities and plans. • Impact on service/partner priorities. • Impact on equalities, sustainability or efficiency <p>Can we move resources to support this or other priorities?</p>			
<p>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>			
How can we make sure things get better?			
<ul style="list-style-type: none"> • What activities have been or will be put in place to address underperformance? Make specific reference to action plans. • When performance will be brought back on track? • Assess the need for additional resources/funding/training/investment. • Identify the source of additional resources/funding/training/investment. • Consult with other services, staff, managers, relevant Members and partners. 			
<p>The 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

Theme / Priority:	Accelerate Housing & Economic Growth		
Indicator / Measure detail:	Percentage of Council Tax collected		
Baseline:			
Target and timescale:	86.44% - 2017/18 Q3	Actual and timescale:	86.28% - 2017/18 Q3
Why is performance at the current level?			
<ul style="list-style-type: none"> • Is any variance within expected limits? • Why has the variance occurred? • Is further information available to give a more complete picture of performance? • What performance is predicted for future periods? 			
<p>The variance 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>			
What difference does this make – the implications of not meeting target?			
<ul style="list-style-type: none"> • Impact on service users/public. • Impact on corporate priorities and plans. • Impact on service/partner priorities. • Impact on equalities, sustainability or efficiency <p>Can we move resources to support this or other priorities?</p>			
None, as the annual target set is still expected to be achieved.			
How can we make sure things get better?			
<ul style="list-style-type: none"> • What activities have been or will be put in place to address underperformance? Make specific reference to action plans. • When performance will be brought back on track? • Assess the need for additional resources/funding/training/investment. • Identify the source of additional resources/funding/training/investment. • Consult with other services, staff, managers, relevant Members and partners. 			
Performance 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

Theme / Priority:	Co-designing and co-producing services to enable people, communities and businesses to work together, help themselves and each other		
Indicator / Measure detail:	The proportion of older people (aged 65 and over) who were still at home 91 days after discharge (ASCOF 2Bi)		
Baseline:			
Target and timescale:	94%	Actual and timescale:	81.5%
Why is performance at the current level?			
<ul style="list-style-type: none"> • Is any variance within expected limits? • Why has the variance occurred? • Is further information available to give a more complete picture of performance? • What performance is predicted for future periods? 			
<p>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 81.5% which means we are under-performing relative to the target for the quarter of 94%.</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>			
What difference does this make – the implications of not meeting target?			
<ul style="list-style-type: none"> • Impact on service users/public. • Impact on corporate priorities and plans. • Impact on service/partner priorities. • Impact on equalities, sustainability or efficiency <p>Can we move resources to support this or other priorities?</p>			
<p>If 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>			
How can we make sure things get better?			
<ul style="list-style-type: none"> • What activities have been or will be put in place to address underperformance? Make specific reference to action plans. • When performance will be brought back on track? • Assess the need for additional resources/funding/training/investment. • Identify the source of additional resources/funding/training/investment. • Consult with other services, staff, managers, relevant Members and partners. 			

Performance 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:	Co-designing and co-producing services to enable people, communities and businesses to work together, help themselves and each other		
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:	24.1% March 2017		
Target and timescale:	20% at March 18	Actual and timescale:	24.9% at Q3 (Dec) 2017/2018
Why is performance at the current level?			
<ul style="list-style-type: none"> • Is any variance within expected limits? • Why has the variance occurred? • Is further information available to give a more complete picture of performance? • What performance is predicted for future periods? 			
<p>The 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>			
What difference does this make – the implications of not meeting target?			
<ul style="list-style-type: none"> • Impact on service users/public. • Impact on corporate priorities and plans. • Impact on service/partner priorities. • Impact on equalities, sustainability or efficiency <p>Can we move resources to support this or other priorities?</p>			
<p>The 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.

Theme / Priority:	Co-designing and co-producing services to enable people, communities and businesses to work together, help themselves and each other		
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:			
Target and timescale:	10.0	Actual and timescale:	13.3
Why is performance at the current level?			
<ul style="list-style-type: none"> • Is any variance within expected limits? • Why has the variance occurred? • Is further information available to give a more complete picture of performance? • What performance is predicted for future periods? 			
<p>At the end of November 2017/18 (last available figures), the DToC figure was 13.3 which represents a slight improvement on the Q2 figure of 14.3. 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>			
What difference does this make – the implications of not meeting target?			
<ul style="list-style-type: none"> • Impact on service users/public. • Impact on corporate priorities and plans. • Impact on service/partner priorities. • Impact on equalities, sustainability or efficiency <p>Can we move resources to support this or other priorities?</p>			
<p>The implications of not meeting the target include:</p> <ul style="list-style-type: none"> • Patients remaining in hospital longer than necessary and this may impact on their independence and recovery. • The council will incur a financial cost for Social Services attributable delays. • The delays contribute to pressures on bed availability during this period although it should be noted that the hospital have also reduced the bed availability over the last 12 months. • The acute providers' ability to maintain NHS targets may be compromised • The reputation of the organisation is affected negatively 			

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

How can we make sure things get better?

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

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

UHSM funded Social Workers (2)

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

Rapid Discharge Beds

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

CHC

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

Nursing Needs Assessment

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

Flexible Nursing Cover

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

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:	Co-designing and co-producing services to enable people, communities and businesses to work together, help themselves and each other		
Indicator / Measure detail:	Children who are 'Looked After', rate per 10,000		
Baseline:	70 at March 2017		
Target and timescale:	68 at December 2017 65 at March 2018	Actual and timescale:	69.3 at Q3 (Dec) 2017
Why is performance at the current level?			
<ul style="list-style-type: none"> • Is any variance within expected limits? • Why has the variance occurred? • Is further information available to give a more complete picture of performance? • What performance is predicted for future periods? 			
<p>The 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		
Target and timescale:	120 - 2017-18 Q3 Target - 35	Actual and timescale:	Q3 Actual - 27
Why is performance at the current level?			
<ul style="list-style-type: none"> • Is any variance within expected limits? • Why has the variance occurred? • Is further information available to give a more complete picture of performance? • What performance is predicted for future periods? 			
<p>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>			
What difference does this make – the implications of not meeting target?			
<ul style="list-style-type: none"> • Impact on service users/public. • Impact on corporate priorities and plans. • Impact on service/partner priorities. • Impact on equalities, sustainability or efficiency • Can we move resources to support this or other priorities? 			
<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>			
How can we make sure things get better?			
<ul style="list-style-type: none"> • What activities have been or will be put in place to address underperformance? Make specific reference to action plans. • When performance will be brought back on track? • Assess the need for additional resources/funding/training/investment. • Identify the source of additional resources/funding/training/investment. • Consult with other services, staff, managers, relevant Members and partners. 			
<p>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>			

Theme / Priority:	Building Strong Communities		
Indicator / Measure detail:	Reduce the level of sickness absence (Council-wide, excluding schools) (days)		
Baseline:			
Target and timescale:	8.5 days	Actual and timescale:	10.49 days
Why is performance at the current level?			
<ul style="list-style-type: none"> • Is any variance within expected limits? • Why has the variance occurred? • Is further information available to give a more complete picture of performance? • What performance is predicted for future periods? 			
<p>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 31st 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>			
What difference does this make – the implications of not meeting target?			
<ul style="list-style-type: none"> • Impact on service users/public. • Impact on corporate priorities and plans. • Impact on service/partner priorities. • Impact on equalities, sustainability or efficiency <p>Can we move resources to support this or other priorities?</p>			
<p>If sickness absence levels are high, then this has a significant impact on service delivery and costs at a time when the Council has to manage with limited resources. High absence levels also carry the indirect cost of increased workload pressure on colleagues of absent staff.</p>			
How can we make sure things get better?			
<ul style="list-style-type: none"> • What activities have been or will be put in place to address underperformance? Make specific reference to action plans. • When performance will be brought back on track? • Assess the need for additional resources/funding/training/investment. • Identify the source of additional resources/funding/training/investment. • Consult with other services, staff, managers, relevant Members and partners. 			

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

Theme / Priority:	Developing a Wider Education and Skills Offer That Better Connects People to Jobs		
Indicator / Measure detail:	Proportion of children achieving a 'Good Level of Development' ('School Readiness') at Early Years Foundation Stage		
Baseline:	73.8% Summer 2016		
Target and timescale:	74% at Summer 2017	Actual and timescale:	73.5% Summer 2017
Why is performance at the current level?			
<ul style="list-style-type: none"> • Is any variance within expected limits? • Why has the variance occurred? • Is further information available to give a more complete picture of performance? • What performance is predicted for future periods? 			
<p>The 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>			
What difference does this make – the implications of not meeting target?			
<ul style="list-style-type: none"> • Impact on service users/public. • Impact on corporate priorities and plans. • Impact on service/partner priorities. • Impact on equalities, sustainability or efficiency <p>Can we move resources to support this or other priorities?</p>			
<p>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>			
How can we make sure things get better?			
<ul style="list-style-type: none"> • What activities have been or will be put in place to address underperformance? Make specific reference to action plans. • When performance will be brought back on track? • Assess the need for additional resources/funding/training/investment. • Identify the source of additional resources/funding/training/investment. • Consult with other services, staff, managers, relevant Members and partners. 			
<ul style="list-style-type: none"> • 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. • Childminders can access a programme tailored specifically to their needs in 			

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.

Theme / Priority:	Developing a Wider Education and Skills Offer That Better Connects People to Jobs		
Indicator / Measure detail:	Key Stage 4: Average Attainment 8 (A8) score		
Baseline:	56.7 Summer 2016		
Target and timescale:	57 at Summer 2017	Actual and timescale:	55.3 Summer 2017
Why is performance at the current level?			
<ul style="list-style-type: none"> • Is any variance within expected limits? • Why has the variance occurred? • Is further information available to give a more complete picture of performance? • What performance is predicted for future periods? 			
<p>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>			
What difference does this make – the implications of not meeting target?			
<ul style="list-style-type: none"> • Impact on service users/public. • Impact on corporate priorities and plans. • Impact on service/partner priorities. • Impact on equalities, sustainability or efficiency <p>Can we move resources to support this or other priorities?</p>			
<p>No impact: the results maintain the very high outcomes previously seen and are above National, northwest and statistical neighbours.</p>			
How can we make sure things get better?			
<ul style="list-style-type: none"> • What activities have been or will be put in place to address underperformance? Make specific reference to action plans. • When performance will be brought back on track? • Assess the need for additional resources/funding/training/investment. • Identify the source of additional resources/funding/training/investment. • Consult with other services, staff, managers, relevant Members and partners. 			
<p>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>			

Theme / Priority:	Developing a Wider Education and Skills Offer That Better Connects People to Jobs		
Indicator / Measure detail:	% of Trafford pupils educated in a Good or Outstanding school.		
Baseline:	93.9% at March 2017		
Target and timescale:	95% at March 2018	Actual and timescale:	93.8% at Q3 (Dec 17)
Why is performance at the current level?			
<ul style="list-style-type: none"> • Is any variance within expected limits? • Why has the variance occurred? • Is further information available to give a more complete picture of performance? • What performance is predicted for future periods? 			
<p>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>			
What difference does this make – the implications of not meeting target?			
<ul style="list-style-type: none"> • Impact on service users/public. • Impact on corporate priorities and plans. • Impact on service/partner priorities. • Impact on equalities, sustainability or efficiency <p>Can we move resources to support this or other priorities?</p>			
<ul style="list-style-type: none"> • 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"> ➢ The “Improving Schools Together Framework” outlines the process for the monitoring of the performance of all Trafford schools. ➢ The local authority carries out a desktop analysis of performance of all schools 			

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.

Theme / Priority:	Developing a Wider Education and Skills Offer That Better Connects People to Jobs		
Indicator / Measure detail:	KS4: Average Attainment 8 score for 'Disadvantaged' pupils		
Baseline:	43.6 at Summer 2016		
Target and timescale:	45 at Summer 2017	Actual and timescale:	39.4 Summer 17
Why is performance at the current level?			
<ul style="list-style-type: none"> • Is any variance within expected limits? • Why has the variance occurred? • Is further information available to give a more complete picture of performance? • What performance is predicted for future periods? 			
<p>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>			
What difference does this make – the implications of not meeting target?			
<ul style="list-style-type: none"> • Impact on service users/public. • Impact on corporate priorities and plans. • Impact on service/partner priorities. • Impact on equalities, sustainability or efficiency <p>Can we move resources to support this or other priorities?</p>			
<p>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>			
How can we make sure things get better?			
<ul style="list-style-type: none"> • What activities have been or will be put in place to address underperformance? Make specific reference to action plans. • When performance will be brought back on track? • Assess the need for additional resources/funding/training/investment. • Identify the source of additional resources/funding/training/investment. • Consult with other services, staff, managers, relevant Members and partners. 			

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.

KEY DECISIONS NOTICE: GMCA – 26 JANUARY 2018

PRESENT:

Greater Manchester Mayor	Andy Burnham
Deputy Mayor (Police and Crime)	Baroness Beverley Hughes
Bolton Council	Councillor Linda Thomas
Bury Council	Councillor Rishi Shori
Manchester CC	Councillor Richard Leese, (Deputy Mayor)
Oldham Council	Councillor Jean Stretton
Rochdale BC	Councillor Allen Brett
Salford CC	Councillor John Merry
Stockport MBC	Councillor Alex Ganotis
Tameside MBC	Councillor John Taylor
Trafford Council	Councillor Sean Anstee
Wigan Council	Councillor Peter Smith

OTHER MEMBERS IN ATTENDANCE:

Fire Committee, Chair	Councillor David Acton
GMWDA, Chair	Councillor Nigel Murphy
Bolton	Councillor Anne-Marie Watters
Bury	Councillor Jane Black
Bury	Councillor Andrea Simpson
Manchester	Councillor Angelicki Stogia
Stockport	Councillor Wendy Wild
Tameside	Councillor Lynn Travis
Tameside	Councillor Brenda Warrington
Trafford	Councillor Dylan Butt
Trafford	Councillor Laura Evans
Wigan	Councillor Jennifer Bullen

OFFICERS IN ATTENDANCE:

GMCA Chief Executive	Eamonn Boylan
GMCA – Deputy Chief Executive	Andrew Lightfoot
GMCA – Monitoring Officer	Liz Treacy
GMCA – Treasurer	Richard Paver
Office of the GM Mayor	Kevin Lee
Bolton	Tony Oakman
Bury	Pat Jones Greenhalgh
Manchester	Joanne Roney
Oldham	Helen Lockwood
Rochdale	Steve Rumbelow

Salford
Stockport
Tameside
Trafford
Wigan
TfGM
TfGM
Manchester Growth Co
GMCA
GMCA
GMCA
GMCA

Jim Taylor
Pam Smith
Steve Pleasant
Theresa Grant
Donna Hall
Simon Warburton
Steve Warrener
Mark Hughes
Simon Nokes
Julie Connor
Lindsay Dunn
Nicola Ward

APOLOGIES:

Oldham
Salford
GMFRS
GMHSC Partnership
TfGM

Carolyn Wilkins
Paul Dennett
Dawn Docx
Jon Rouse
Jon Lamonte

Agenda Item No.

6b. GMCA OVERVIEW AND SCRUTINY – CORPORATE ISSUES AND REFORM MINUTES

1. That the appointment of Cllr Debbie Newall (Bolton) to the Corporate Issues and Reform Overview and Scrutiny Committee be approved.

9a. GMCA MAYORAL GENERAL BUDGET OVERVIEW

1. That the GMCA notes the process for considering the proposals submitted by the Mayor for his General Budget, precept and capital budget.
2. That it be noted that that final information underpinning the calculation of the Mayoral General budget and precept is not available for the meeting and that a further budget meeting has been arranged for 20 February 2018 to give consideration to the final proposals ahead of the Mayor formally determining his budget and precept in time for District Councils to start setting their Council Tax levels.
3. That the Chief Constable be invited to the March meeting of the GMCA to set out his plans for the utilisation of the 2018/19 precept in relation to policing.

9b. GMCA MAYORAL GENERAL BUDGET 2018/19

1. That the proposal presented by the Mayor to set an overall Mayoral General Precept of £68.95 (Band D) comprising of £59.95 for functions previously covered by the Fire and Rescue Authority precept (no change) and £9.00 for other Mayoral General functions be approved in principle and the detailed budget calculations which support that level of precept be noted.
2. That it be noted that the proposal for the Mayoral General Precept for 2018/19 is the start of a 2-3 year strategy for setting the Mayoral precept baseline which will be adjusted in future years as further Mayoral functions are granted.
3. That the proposal to allow £11.5 million of Earnback grant to be used to support GMCA costs relating to bus reform be noted.
4. That the following items be noted:
 - i. detailed budget proposed for the Fire and Rescue Service
 - ii. the use of the reserves, to support the revenue and capital budgets and the assessment by the Treasurer that the reserves as at March 2019 are adequate
 - iii. the proposed capital programme and proposals for funding
 - iv. the 2019-20 medium term financial position which reflects the final year of the 4 year funding settlement set by Central Government
5. That the detailed budget proposals for other Mayoral functions be noted.
6. That the GMCA does not wish to submit any written comments to the Mayor in line with the legal process and timetable described in this report.
7. That it be noted that the draft budget does not include all the required statutory calculations under the Local Government Finance Act 1992, since various relevant information has not yet been provided to the Mayor by the Government and some billing authorities, including full information relating to the revenue support grant, tax bases, collection funds and various business rate information.
8. That it be recommended that the Mayor notifies the GMCA of the revised statutory calculations by no later than 15 February 2018 with a view to the GMCA making its final determination at a meeting on the 20 February 2018.

9c. REVENUE TRANSPORT BUDGET 2018/19

1. That the issues affecting the 2018/19 transport budgets as detailed in the report be noted.
2. That the proposal for the introduction of an annual charge of £12 for access to the

Local Concessionary Scheme be not approved.

3. That the consultation process which has been undertaken by officers with the Transport Levy Scrutiny Panel be noted; the proposals recommended by Scrutiny as set out in this report, other than the proposal noted at recommendation 2 above, be agreed. That it be noted that the proposal is now for a total levy for 2018/19 of £196.373 million, plus a one-off adjustment of £87.98 million in relation to a refund from districts of transport reserves which were refunded to them in 2017/18, less a reduction of £3.9 million in relation to the costs to be met from the Mayoral General budget to take the levy to be charged to £280.453 million.
4. That the GMCA budget relating to transport functions funded through the levy as set out in the report and amended in line with recommendation 2, for 2018/19 be approved.
5. That it be noted that the planned increases of around 1.8% and 1.57% with respect to the Greater Manchester Transport Fund will be deferred.
6. That the Transport Levy on the district councils in 2018/19 of £280.453 million as detailed above, apportioned on the basis of mid year population as at June 2016 be approved.
7. That the use of £11.5 million of Earnback revenue grant for use on GMCA transport functions be approved.
8. That the use of reserves in 2018/19 as detailed in section 5 be approved.
9. That the position on reserves as identified in the report be noted and approved.

9d. GMCA ECONOMIC DEVELOPMENT AND REVENUE BUDGET 2018/19

1. That the budget relating to the GMCA Economic Development and Regeneration functions in 2018/19 as set out in section 2 of this report be approved.
2. That the District Contributions of £8.848 million as set out in section 3 of this report be approved.
3. That authority be delegated to the Chief Executive in consultation with the Portfolio Leader for Health and Social Care to determine the appropriate grant to the Greater Manchester Health and Social Care Partnership of up to £0.6 million.
4. That the increases to the level of funding to MIDAS £0.2 million and Marketing Manchester £0.35 million, subject to confirmation that these additional sums are matched by private sector contributions be approved.

5. That it be noted that £4.9 million of Business Rates Income is to be retained by District Councils and shared on a pro-rata population basis.

9e. GMCA CAPITAL PROGRAMME 2018-19

1. That the revisions to the capital budget as set out in Appendix A and detailed within the report be agreed.
2. That the updated 2017/18 capital forecast compared to the previous 2017/18 capital forecast be noted.
3. That the capital programme budget for 2018/19 and the forward commitments as detailed in the report and in Appendix A be approved.
4. That it be noted that that the capital programme will be financed from a mixture of grants (including from DfT), external contributions and long term borrowings.
5. That it be noted that provision has been made in the revenue budget for the associated financing costs of borrowing.
6. That it be noted that that the capital programme will continue to be reviewed, with any new schemes which have not yet received specific approval added into the programme at a later date once approval has been sought.
7. That it be noted that a revised capital programme and Treasury Management Strategy (including prudential indicators), will need to be submitted once the Greater Manchester Waste Disposal Authority joins the GMCA on the 1 April 2018.
8. That a report on the current patronage and planned purchase of additional trams for Metrolink be brought to a future meeting of the GMCA.

10. BREXIT MONITOR

That the Brexit Monitor for January 2018 be noted.

11. INDUSTRIAL STRATEGY UPDATE

1. That the approach outlined to developing the Greater Manchester Local Industrial Strategy be noted in particular that the approach does not separate our growth priorities from our people priorities. In addition that 'infrastructure' should not just include hardware it should also include other enabling infrastructure such as childcare as being key to supporting business growth, particularly SMEs.
2. That the contents of the industrial strategy white paper of relevance to Greater Manchester be noted.

12. GREEN SUMMIT

That arrangements for the planned Green Summit to be held on 21 March be noted and that local authorities and key stakeholders be encouraged to participate.

13. TOWN CENTRE CHALLENGE UPDATE

1. That the issues set out in Sections 2 and 3 of this report and the town centres which have so far been put forward as part of the challenge be noted.
2. That it be noted that Manchester's nomination needs correction to reflect that they have a coherent approach to improving all of their local district centres, all of their centres being of equal importance and priority. It is within this context that they would want to work with the Mayor and GMCA to see if they can assist further.
3. That it be noted that Oldham Town Centre is Oldham's current strategic priority and they would seek a meeting with the Mayor to see if any of his new powers can assist to deliver their plans.

14. COMMISSIONING WORKING WELL (WORK AND HEALTH PROGRAMME)

1. That the outcome of the Working Well (Work & Health Programme) procurement process and the winning bidder's delivery model be noted.
2. That the appreciation for Local Authority and partner support in the procurement process be noted.
3. That the Social Value outcomes associated with the contract be noted.
4. That the importance of Local Authorities and local governance to successful delivery and agree to support the implementation process through Local Integration Boards be noted.

15. SALFORD, BOLTON NETWORK IMPROVEMENT PROGRAMME

1. That full approval be granted for the Salford Bolton Network Improvements - Bolton Delivery Package 4 (Farnworth) scheme; and grant release of funding of £1.676 million from the Local Growth Deal to enable delivery of the works; and
2. That the release of further funding of £0.192 million to facilitate TfGM project and programme management activities associated with the enabling, development and delivery of the Bolton and Salford SBNI packages be granted.

16. INTERMEDIATE BODY STATUS FOR GREATER MANCHESTER - DELEGATIONS

That it be agreed to delegate the responsibility for ratification of GMCA Intermediate Body decisions on the strategic fit of ERDF applications based upon the recommendations of the GM ESIF Sub-Committee to the Chief Executive of GMCA in consultation with the Greater Manchester Mayor.

18. EXCLUSION OF PRESS AND PUBLIC

That, under section 100 (A) (4) of the Local Government Act 1972 the press and public be excluded from the meeting for the following items on business on the grounds that this involves the likely disclosure of exempt information, as set out in paragraph 3, Part 1, Schedule 12A of the Local Government Act 1972 and that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

PART B

19. GM CULTURAL AND SOCIAL IMPACT FUND RECOMMENDATIONS

1. That it be agreed that the budget for the GMCA Cultural and Social Impact Fund should be allocated at a level to fund the balanced portfolio including existing S48 organisations and the highest scoring applicants for the GMCA Cultural Fund detailed within this report.
2. That it be agreed that GMCVO should be funded to the level they were funded under Section 48 and this funding should be taken from the GMCA Cultural and Social Impact Fund.
3. That it be noted that the conclusion of the equality impact assessment on the GMCA Cultural and Social Impact Fund
4. That it be agreed that the portfolio and programme management costs should be found from within the GMCA Cultural and Social Impact Fund budget.
5. That it be agreed that this report is made public within two months of this meeting.

20. GMCA FULL FIBRE CHALLENGE FUND PROPOSAL

1. That it be agreed to submit a bid for funding under the DCMS Local Full Fibre Network Challenge Fund under Wave Two.
2. That the GM Digital Infrastructure Implementation Plan which sets the framework to create the best possible environment for market investment in digital infrastructure be approved.

3. That the development of a co-ordinated approach across GM to the development of standardised wayleaves, supportive planning policy, consistent regulation and a “one dig” approach, in order to encourage market investment in digital fibre infrastructure, reporting back to GMCA in early summer 2018 be supported.

17 & 21. GREATER MANCHESTER INVESTMENT FRAMEWORK AND CONDITIONAL PROJECT APPROVAL

1. That the funding application by Calamity Island Limited (investment of £210k) be given conditional approval and progress to due diligence.
2. That it be agreed to delegate authority to the Combined Authority Treasurer and Combined Authority Monitoring Officer to review the due diligence information and, subject to their satisfactory review and agreement of the due diligence information and overall detailed commercial terms of the transactions, to sign off any outstanding conditions, issue final approvals and complete any necessary related documentation in respect of the loan at recommendation 1 above.
3. That the funding application by GPL Group Ltd (investment of up to £1,500k) be agreed in principle and progress to due diligence.
4. That it be agreed to delegate authority to the Combined Authority Treasurer and Combined Authority Monitoring Officer to review the due diligence information in consultation with the Mayor and Deputy Mayor of the GMCA and, subject to their satisfactory review and agreement of the due diligence information and overall detailed commercial terms of the transactions, to sign off any outstanding conditions, issue final approvals and complete any necessary related documentation in respect of the loan at recommendation 2 above.

A link to the full agenda and papers can be found here:

https://www.greatermanchester-ca.gov.uk/meetings/meeting/477/greater_manchester_combined_authority

This decision notice was issued on **30 January 2018** on behalf of Eamonn Boylan, Secretary to the Greater Manchester Combined Authority, Churchgate House, 56 Oxford Street, Manchester M1 6EU

ASSOCIATION OF GREATER MANCHESTER AUTHORITIES

KEY DECISIONS: AGMA – 26 JANUARY 2018

PRESENT:

Greater Manchester Mayor	Andy Burnham
Deputy Mayor (Police and Crime)	Baroness Beverley Hughes
Bolton	Councillor Linda Thomas
Bury	Councillor Rishi Shori
Manchester	Councillor Richard Leese, (Deputy Mayor)
Oldham	Councillor Jean Stretton
Rochdale	Councillor Allen Brett
Salford	Councillor John Merry
Stockport	Councillor Alex Ganotis
Tameside	Councillor John Taylor
Trafford	Councillor Sean Anstee
Wigan	Councillor Peter Smith

OTHER MEMBERS IN ATTENDANCE:

Fire Committee, Chair	Councillor David Acton
GMWDA, Chair	Councillor Nigel Murphy
Bolton	Councillor Anne-Marie Watters
Bury	Councillor Jane Black
Bury	Councillor Andrea Simpson
Manchester	Councillor Angelicki Stogia
Stockport	Councillor Wendy Wild
Tameside	Councillor Lynn Travis
Tameside	Councillor Brenda Warrington
Trafford	Councillor Dylan Butt
Trafford	Councillor Laura Evans
Wigan	Councillor Jennifer Bullen

OFFICERS IN ATTENDANCE:

GMCA Chief Executive	Eamonn Boylan
GMCA – Deputy Chief Executive	Andrew Lightfoot
GMCA – Monitoring Officer	Liz Treacy
GMCA – Treasurer	Richard Paver
Office of the GM Mayor	Kevin Lee
Bolton	Tony Oakman
Bury	Pat Jones Greenhalgh
Manchester	Joanne Roney
Oldham	Helen Lockwood
Rochdale	Steve Rumbelow
Salford	Jim Taylor
Stockport	Pam Smith

Tameside	Steven Pleasant
Tameside	Sandra Stewart
Trafford	Theresa Grant
Wigan	Donna Hall
TfGM	Simon Warburton
TfGM	Steve Warrener
Manchester Growth Co	Mark Hughes
GMCA	Julie Connor
GMCA	Lindsay Dunn
GMCA	Simon Nokes
GMCA	Nicola Ward

APOLOGIES:

Oldham	Carolyn Wilkins
Salford	Paul Dennett
GMFRS	Dawn Docx
GMHSC Partnership	Jon Rouse
TfGM	Jon Lamonte
GMP	Ian Hopkins

Agenda Item No.

5. AGMA BUDGET 2018/19

1. That the budget relating to AGMA functions in 2018/19 as set out in section 3 of this report be approved.
2. That the adjustment to the district charge to reflect the waste levy adjustment as detailed in section 4 of the report be approved.
3. That the charges to the GM District Councils in support of the AGMA functions for 2018/19 of £0.764 million as set out in Appendix 1 to this report, noting that this excludes items billed directly from lead districts be approved.
4. That the position and approve the use of reserves in 2018/19 as detailed in the report, most notably section 5 of the report be noted.

6. GREATER MANCHESTER WASTE DISPOSAL AUTHORITY (GMWDA) BUDGET AND LEVY 2018/19 AND BEYOND

1. That the proposals to have a zero headline increase for the levy requirement for 2018/19 (excluding the Transport adjustment) be noted.
2. That the steps being taken to reduce future year's levy burdens through the delivery of further cost reductions in the Operating Contracts be noted.

A link to the full agenda and papers can be found here:

https://www.greatermanchester-ca.gov.uk/meetings/meeting/500/agma_executive_board

This decision notice was issued on **31 January 2018** on behalf of Eamonn Boylan, Secretary to the Greater Manchester Combined Authority, Churchgate House, 56 Oxford Street, Manchester M1 6EU

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

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