



**TRAFFORD
COUNCIL**

**AGENDA PAPERS FOR
SCRUTINY COMMITTEE MEETING**

Date: Wednesday, 4 July 2018

Time: 6.30 p.m.

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

A G E N D A	PART I	Pages
1. ATTENDANCES		
To note attendances, including Officers, and any apologies for absence.		
2. CHAIR AND VICE-CHAIR OF THE COMMITTEE 2018/19		
To note that Council has appointed Councillors David Acton and Chris Boyes as Chair and Vice-Chair of the Scrutiny Committee respectively, for the Municipal Year 2018/19.		
3. MEMBERSHIP OF THE COMMITTEE 2018/19		
To note the Membership of this Committee for the Municipal Year 2018/19, as determined at the Annual Meeting of the Council held on 23 May 2018.		1 - 2
4. TERMS OF REFERENCE FOR THE COMMITTEE 2018/19		
To note the Committee's Terms of Reference as agreed at the Annual Meeting of the Council held on 23 May 2018.		3 - 6
5. MINUTES		
To receive and, if so determined, to agree as a correct record the Minutes of the meeting held on 14 March 2018.		7 - 14

6. 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.

7. EXECUTIVE RESPONSE TO SCRUTINY COMMITTEE'S TASK AND FINISH GROUP REVIEW OF THE COUNCIL'S SCRUTINY FUNCTION

Further to the submission of the Task & Finish Group's recommendations to the Executive on 19 March 2018, the attached response has been formulated and is to be presented to the Committee by the Executive Member for Constitutional Reform and Resident Engagement.

15 - 18

8. PUBLIC ENGAGEMENT WITH SCRUTINY

Discussion item with the Executive Member for Constitutional Reform and Resident Engagement.

9. GREATER MANCHESTER STRATEGY IMPLEMENTATION PLAN AND PERFORMANCE DASHBOARD

To consider a report of the Greater Manchester Combined Authority, that was also presented to the Executive Meeting on 25 June 2018.

19 - 38

10. ANNUAL DELIVERY PLAN 2017/18 - Q4 OUTTURN REPORT

To receive a report of the Executive Member for Constitutional Reform and Resident Engagement presented to the Executive Meeting on 25 June 2018.

39 - 86

11. SCRUTINY COMMITTEE WORK PROGRAMME 2018/19

To consider a report of the Chair of Overview and Scrutiny Committee.

87 - 90

12. URGENT BUSINESS (IF ANY)

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

THERESA GRANT
Chief Executive

Scrutiny Committee - Wednesday, 4 July 2018

Membership of the Committee

Councillors D. Acton (Chairman), C. Boyes (Vice-Chairman), R. Bowker, J. Coupe, J. Holden, A. New, B. Shaw, S. Taylor, S. Thomas, A.J. Williams, M. Young, R. Chilton (ex-Officio) and D. Western (ex-Officio).

Further Information

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

Chris Gaffey, Democratic & Scrutiny Officer,
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This agenda was issued on **Tuesday, 26 June 2018** by the Legal and Democratic Services Section, Trafford Council, Trafford Town Hall, Talbot Road, Stretford M32 0TH.

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TRAFFORD COUNCIL

MEMBERSHIP OF COMMITTEES 2018/19

Notes on Membership:

(1) The Scrutiny Committee shall have a membership of 11, or, where this does not achieve the political balance required under the Local Government and Housing Act 1989, whatever figure is necessary to reflect the proportional representation of political groups.

(2) The Scrutiny Committee shall be chaired by a Councillor who is a member of the largest political group on the Council. The person appointed as Vice-Chair shall not be a member of the same political group as the person appointed as Chair.

(3) The Chairs of both the Health Scrutiny Committee and the Children and Young People's Scrutiny Committee shall be appointed as ex-officio Members of the Scrutiny Committee.

COMMITTEE		NO. OF MEMBERS	
SCRUTINY COMMITTEE		11	
		(plus the Chair of Health Scrutiny Committee and the Chair of Children and Young People's Scrutiny Committee as ex-officio Non-Voting Members)	
LABOUR GROUP	CONSERVATIVE GROUP	LIBERAL DEMOCRAT GROUP	GREEN PARTY GROUP
Councillors:	Councillors:	Councillors:	Councillors:
David Acton CH Adele New Sophie Taylor Simon Thomas Aidan Williams	Chris Boyes V-CH Jonathan Coupe John Holden Brian Shaw Michael Young	Ray Bowker	-
TOTAL	5	1	0

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SCRUTINY COMMITTEE

Terms of Reference

1. To act as the Council's Overview and Scrutiny Committee and Crime and Disorder Committee for the purposes of all relevant legislation including, but not limited to, the Local Government Act 2000 (as amended), and Police and Justice Act 2006.
2. The Committee will also be responsible for the review and scrutiny of decisions made or actions taken in connection with the provision, planning and management of education in the borough of Trafford and, in particular, all of the functions of the Council as an education authority under the Education Acts, School Standards and Framework Act 1998 and all other relevant legislation in force from time to time. Co-opted Members will be appointed to discuss education matters and will attend the Scrutiny Committee when they consider education matters.

General Role

3. Subject to statutory provision, to review and scrutinise decisions made or actions taken in connection with the discharge by the Council of its functions and by relevant partner authorities.
4. In relation to the above functions:
 - a) to make reports and/or recommendations to the full Council, Executive of the Council, any joint committee or any relevant partner authority as appropriate
 - b) to consider any matter affecting the area or its inhabitants
5. In relation to any function within the remit of this Committee:-
 - a) as set out in (b) below to exercise the power to call in, for reconsideration, executive decisions made but not yet implemented set out in Section 21(3) of the Local Government Act 2000.
 - b) The call-in of an executive decision is to be exercised as follows:-
 - i) the decision must not have been designated as urgent by the decision taker
 - ii) the request to call in a decision must be made within 5 working days of the decision being published
 - iii) any 3 members of an overview and scrutiny committee or select committee can ask the Chairman of this Committee or, in his/her absence, the Vice-Chairman to call in an executive decision

- iv) in deciding whether or not to approve the request to call in a decision, the Chairman or Vice-chairman may consult the Vice-Chairman and the chairmen of the Select Committees as appropriate
 - v) if the Chairman, or Vice-Chairman as appropriate, approve the call in of a decision the request to call in the decision must be made to the Chief Executive within the timescale set out in (ii) above
 - vi) the Chairman may decide, after consulting as appropriate, to call in a decision whether or not a request under (iii) has been received.
6. To put in place and maintain a system to ensure that referrals from overview and scrutiny to the Executive, either by way of report or for reconsideration, are managed efficiently and do not exceed the limits set out in the Constitution.
 7. At the request of the Executive, to make decisions about the priority of referrals made in the event of reports to the Executive exceeding limits in the Constitution, or if the volume of such reports creates difficulty for the management of executive business or jeopardises the efficient running of Council business.
 8. To report annually to full Council on its workings, set out their plans for future work programmes and amended working methods if appropriate.

Specific functions

9. Maintain a strategic overview of progress towards the achievement of the ambitions and priorities within Trafford's Sustainable Community Strategy.
10. Identify the Committee's strategic priorities and determine the Overview and Scrutiny work programme to facilitate constructive evidence based critical-friend challenge to policy makers and service providers within the resources available.
11. Assist and advise the Council in the continued development of the Overview and Scrutiny function within Trafford.
12. Receive, consider and action as appropriate requests:
 - a) from the Executive in relation to particular issues; and
 - b) on any matters properly referred to the Committee
13. Identify areas requiring in-depth review and allocate these to an appropriate Topic Group. The Committee in consultation with the leader of the relevant Topic Group will set the terms of reference, scope and time frame for the review by the Topic Group.

14. In relation to the terms of reference of the Committee it may:

- a) assist the Council and the Executive in the development of its budget and policy framework by in-depth analysis of policy issues;
- b) review and scrutinise the decisions made by and performance of the Executive and/or committees and Council officers both in relation to individual decisions and over time;
- c) review and scrutinise the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas;
- d) review and scrutinise the performance of other public bodies in the area and invite reports from them by requesting them to address the overview and scrutiny committee and local people about their activities and performance;
- e) conduct research, community and other consultation as it deems appropriate in the analysis of policy issues and possible options;
- f) question and gather evidence from any other person with their consent.
- g) consider and implement mechanisms to encourage and enhance community participation in the development of policy options;
- h) question members of the Executive and/or committees, senior officers of the Council and representatives of relevant partner authorities on relevant issues and proposals affecting the area and about decisions and performance;
- i) liaise with other external organisations operating in the area, whether national, regional or local, to ensure that the interests of local people are enhanced by collaborative working; and
- j) undertake any other activity that assists the Committee in carrying out its functions.

Delegation

15. The Scrutiny Committee shall have all delegated power to exercise the power and duties assigned to them in their terms of reference.

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SCRUTINY COMMITTEE

14 MARCH 2018

PRESENT

Councillor M. Young (in the Chair).

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

Also Present

Cllr Mrs. L. Evans - Executive Member for Communities & Partnerships
Cllr D. Hopps - Executive Member for Housing and Strategic Planning
Cllr B. Shaw - Executive Member for Highways, Parks & Environmental Services

In attendance

J. Le Fevre - Director of Legal & Democratic Services
N. Bishop - Chief Finance Officer
M. Wise - Director One Trafford Partnership
P. Helsby - Director, Trafford Leisure CIC
P. Forrester - Head of Governance
I. Veitch - Head of Regulatory Services
J. Cherrett - Chief Operating Officer, Trafford Leisure CIC
T. Wilde - Social Investment Manager, Trafford Housing Trust
C. Gaffey - Democratic & Scrutiny Officer

39. MINUTES

RESOLVED: That the minutes of the meeting held on 10 January 2018, be agreed as a correct record and signed by the Chairman.

40. DECLARATIONS OF INTEREST

No declarations of interest were made by Members of the Committee.

41. ANNUAL DELIVERY PLAN 2017/18 - Q3 PERFORMANCE REPORT

The Committee received a report of the Executive Member for Corporate Resources providing a summary of performance against the Council's Annual Delivery Plan (ADP), 2017/18. The report covered the period 1st October to 31st December 2017, and was presented by the Chief Finance Officer.

Members discussed the 'Safest Place to Live' indicator and whether this was sufficient in demonstrating whether performance was improving locally over time. The Executive Member for Communities and Partnerships agreed that this was an important issue to get right, and that consideration was being given to how this indicator could be more effectively reported. The Vice-Chairman advised that safety in Trafford may be considered as part of the Scrutiny Committee work programme for the coming municipal year, looking at anti-social behaviour and the work of the Youth Trust.

RESOLVED: That the report be noted.

42. EXECUTIVE'S RESPONSE TO SCRUTINY COMMITTEE'S RECOMMENDATIONS TO THE BUDGET PROPOSALS FOR 2018/19

The Committee received a joint report of the Executive Member for Corporate Resources and the Chief Finance Officer providing the Executive's formal response to the Scrutiny Committee's recommendations in relation to the 2018/19 Draft Budget Proposals.

The Chairman thanked the Executive for the response to the Committee's report and looked forward to updates against the report's recommendations during the 2018/19 municipal year. In relation to the Committee's request for information in advance of the Budget Scrutiny sessions, the Chairman noted that the Executive's response stated that this would be done 'when possible'. The Chairman advised that, due to the complexity and amount of detail within the budget, advance information would be essential to allow the Committee the required time to analyse the data and prepare accordingly. The Committee would therefore expect this information be provided in advance of the Budget Scrutiny sessions later this year.

RESOLVED: That the report be noted.

43. LEISURE STRATEGY UPDATE

The Committee received a report of the Executive Member, Communities and Partnerships providing an update on the Leisure Strategy's progress as a fundamental pillar of the Vision for 2031. The report covered progress on: the Physical Activity Strategy; the Playing Pitch Strategy; Leisure Centre Investment; and Trafford Leisure's Physical Activity Referral Scheme.

The Committee were shown a video of a successful case study of the GP referral scheme to accompany the report. It was noted that the scheme had been designed to be scalable in relation to demand, and that the scheme could be administered in parks and other green spaces, as well as in leisure centres. Trafford Leisure CIC were currently developing other products for the referral of different groups. It was noted that the scheme was a demand led model funded by Trafford Leisure CIC, and had a conversion rate of 64% of referrals continuing with the prescribed physical activity after their referral.

The Committee discussed the Playing Pitch Strategy and whether the proposed pitches could be used in winter. Members were advised that the Leisure Trust CIC were currently working with the Parklife Football Hubs Programme, developed by Sport England and the Football Association, to ensure that the most was made of the playing pitches in the borough.

Concerns were raised regarding the delay in the building of Altrincham Leisure Centre, which had been agreed in principle several years ago. The Committee were assured that the development would be going ahead and that funding for this had been ring-fenced. The Leisure Strategy was also focused on ongoing improvements at other facilities in the borough, but work on the Altrincham site would get underway as soon as practicably possible.

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The Committee discussed the proposed development on the George H. Carnell site, recently announced at a meeting of full Council. Some Members questioned the decision to announce this at full Council before any consultation had been undertaken with local residents, and that Members required more information on the proposals. Members were advised that the details of the proposals were currently being finalised, and that further discussions would take place following this work. The Executive Member for Communities and Partnerships felt that the proposals should be welcomed. A new sporting team in the Manchester Giants would be located in Trafford, and the proposals would offer improved facilities in the area, outreach programmes, as well as new housing.

Members discussed the proposals at Turn Moss. Members advised that many residents did not feel that the proposals would deliver the community activity programme mentioned in the report. Members were advised that the land would be leased to Salford City Football Club. The Executive Member for Communities and Partnerships advised that the proposals would make the otherwise mostly unplayable pitches into usable facilities for local residents, and that a number of residents were in favour of the proposals. Members were advised that the planning application in relation to Turn Moss was currently in progress, and Members could find the three accompanying benefit statements on the Council's planning portal. There was a commitment to develop the final detail of the proposals with the community following the planning application, and many discussions were ongoing with local groups on how they wanted the land to be used. Members were also advised of the community benefits detailed in the report, and how this would align with the Council's Vision 2031 objectives.

The Vice Chairman suggested that the Leisure Trust widen its brief and should be an integral stakeholder for aspects other than just leisure facilities. For example they should be consulted on road changes which might stop people being so active in certain areas. It was also felt that more challenging targets should be set, especially in relation to the percentage of the population engaging in over 30 minutes for moderate exercise a week. The Vice Chairman felt that the Leisure and Playing Pitch Strategies alone might not be enough to achieve this, and that wider consideration of all aspects in relation to health and wellbeing was required. Members were reminded that Vision 2031 covered a large number of aspects in relation to health and wellbeing, including walking, cycling, the use of outside playing areas, and was not confined to the use of leisure centres, and looked at how people see how they want to get healthier, especially within the context of Trafford's aging population.

Members commented on the difficulty in finding formal information in relation to Vision 2031. It was noted that the Vision itself had not been published whilst it was still in development, and this would be launched following its finalisation. Care had been given to ensure full engagement with residents and stakeholders before the Vision and the outcomes it wished to achieve were agreed and published. Some Committee members raised their concerns that the Vision had been used to inform a number of recent reports, including the budget, but that this was not a formal document in the public domain. The Chairman agreed that it was important for this information to be made public, and looked forward to its publication in due course.

The Vice Chairman raised his concerns with the consultation process for the Stretford Masterplan, which included the proposals for Turn Moss, and felt that some aspects of the proposals, many of which were positive, were lost in discussions about more controversial aspects of the proposals. The Executive Member for Communities and Partnerships disagreed with the Vice Chairman's assessment, and felt that the consultation had been thorough and robust, highlighting the number of public meetings held and the amount of feedback received. The Vice Chairman advised that he would be putting the Council's consultation processes forward as an item for Scrutiny to consider in the coming municipal year.

The Committee discussed the Leisure Strategy's official launch, as mentioned in the report. It was noted that the Strategy would be launched over three days from Friday 3 April to Sunday 5 April 2018. The Friday would be an event to engage with stakeholders held at Lancashire County Cricket Club, and would be an opportunity to talk about Vision 2031 and how stakeholders and partners could get involved with helping the Council achieve the Vision's objectives. Saturday 4 April would be focused on engaging with the community, giving residents the opportunity to take part in activities at multiple areas across the borough. The 2018 Manchester Marathon would take place on Sunday 5 April. The three day event would be a celebration and an opportunity to get residents active, and would be advertised via many different channels, including contacting resident through Trafford's sports and physical activity partnership databases and social media.

RESOLVED: That the report be noted.

44. SOCIAL INVESTMENT FRAMEWORK - TRAFFORD HOUSING TRUST

The Committee received a report of the Social Investment Manager, Trafford Housing Trust, outlining the arrangements for Trafford Housing Trust's Social Investment Framework as well as an update on spend to date. It was noted that the current projected social dividend would be in the region of £2m per year, and that £10m of this would be ring-fenced for Trafford over the next 10 years. The Executive Member for Communities and Partnerships questioned this figure, as it was her understanding that 70% of the funds would be ring-fenced for Trafford. The Social Investment Manager agreed to look into this and get back to the Committee to confirm.

Members discussed the Social Investment Board and how its membership was selected. An application process was followed, with the best candidates selected to ensure that a balance of different members with varying skillsets were appointed. Although the majority of Board members were Trafford residents, Members were advised that geography was not a marker in the appointment process. Board Members were encouraged to make decisions based on the evidence of each application, and where Board members resided should not affect the decision making process. It was noted that all virtual Board members lived or worked in Trafford.

In relation to transparency, Members were advised that information on the Social Investment Board, including information on all investments, were published online,

and could be found on the websites listed on page 1 of the supplementary agenda. The website also included information on the progress of approved schemes, and work was ongoing to enhance this to provide even more detail.

The Committee asked questions in relation to any unallocated funds at the end of each financial year. It was expected to take two years to achieve the spending objective of £2m per financial year, and any funds committed by the end of the current financial year would carry over to the following year's budget. However, this might not be possible on a continuous basis. It was noted that the Social Investment Fund was advertised and promoted in a variety of ways, including targeted Facebook posts aimed at Trafford residents, to ensure members of the public and stakeholders were aware of it.

The Chairman requested that a further update be provided to the Committee in future.

RESOLVED: That the report be noted.

45. HIGH RISE CLADDING UPDATE

The Committee received a report of the Director of Growth and Regulatory Services, presented by the Executive Member for Housing and Strategic Planning, providing a further update on the current position in Trafford in relation to fire safety in high rise housing following the tragic events at Grenfell Tower. It was noted that the remedial work required on the tower blocks identified as having ACM cladding was scheduled for completion by autumn 2018, with temporary measures in place in the interim.

The Chairman thanked the Executive Member for the report and advised it was important that the Committee continued to receive updates on this matter.

RESOLVED: That the report be noted.

46. UPDATE ON THE TASK AND FINISH GROUP REVIEW OF THE JOINT VENTURE CONTRACT BETWEEN TRAFFORD COUNCIL AND AMEY

The Committee received a report of the Director of One Trafford Partnership, presented by the Executive Member for Highways, Parks and Environmental Services, providing an update on the progress made on 4 key recommendations arising from the Task and Finish Group Review of the Joint Venture Contract between Trafford Council and Amey.

The Chairman raised his concerns that the report had been requested for earlier Scrutiny meetings but had been delayed to the current meeting. Referring to recommendation 3 in the report, the Committee were disappointed that no reports detailing performance against the KPIs had been provided to the Executive, a request which was agreed by the Executive in June 2017. The failure to implement this recommendation, coupled with concerns raised by residents, was causing a great deal of disquiet with Members of the Committee. Members were advised that the 2016/17 KPI performance report was in the public domain and was available

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on the Council's website. The 2017/18 performance details were yet to be published, as a significant amount of work was ongoing around the contract's performance. Members were advised that this report would be agreed and published at the end of the current financial year.

Members advised that they continued to receive complaints from residents, with many citing instances of reports being logged as 'complete' when this was not the case, and the lack of performance information available made it difficult for Ward Councillors to report back to their residents. The Committee felt that they were not receiving good quality information in relation to the contract.

The Executive Member for Highways, Parks and Environmental Services advised that many improvements were ongoing, with new technology currently being implemented to help map missed bin collections, as well as a new CRM implementation scheduled for 19 March. The Executive Member felt that information in relation to these changes were being communicated to Members. However, the Executive Member would be happy to look into what more could be included in updates to Members, as well as looking at expanding the information provided to the public even further.

Members requested that the Committee be provided with quarterly updates on Amey's performance, including information on complaints, so that they could assess the contract's performance and identify any trends. The Executive Member for Highways, Parks and Environmental Services agreed to look into this and get back to the Committee.

Members were advised that invitations to visit the facility at Tatton House would be circulated to all Members in the week commencing 19 March 2018.

The Committee noted the report, and would await the 2017/18 performance reports, as well as the first quarterly report for 2018/19, early in the next municipal year.

RESOLVED: That the report be noted.

47. SCRUTINY COMMITTEE TASK & FINISH GROUP REVIEW OF THE COUNCIL'S SCRUTINY FUNCTION

The Committee received a report of the Scrutiny Committee Task & Finish Group formed to conduct a review of the Council's Scrutiny Function. The item of urgent business raised under item 11 on the agenda (see minute 48) was considered in conjunction with this report.

It was noted that the Government's response to the original DCLG report and its recommendations had recently been published, but this did not fundamentally affect the Committee's report and its recommendations. The Government response confirmed that current guidance would be revised, but scrutiny arrangements would largely continue to be determined locally.

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Members of the Task and Finish Group thanked the Chairman for the opportunity to conduct this review.

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

48. URGENT BUSINESS (IF ANY)

(a) Government Response to the Communities and Local Government Committee First Report of Session 2017-19 on the Effectiveness of Local Authority Overview and Scrutiny Committees

[The Chairman agreed to accept this item as a matter of urgent business to allow a timely update on the situation to Board members]

The Committee received the Government's response to the Communities and Local Government Committee First Report of Session 2017-19 on the Effectiveness of Local Authority Overview and Scrutiny Committees, which was considered in conjunction with item 10 on the agenda (see minute 47).

RESOLVED: That the report be noted.

The meeting commenced at 6.30 pm and finished at 8.13 pm

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Executive Response to the Scrutiny Committee's Task and Finish Group Review of the Council's Scrutiny Function

Scrutiny Recommendation	Executive Response
<p>Recommendation 1 – That the Member Development Steering Group create a Scrutiny Member Induction, Training and Engagement Programme, and that Scrutiny Members are encouraged to take advantage of this.</p>	<p>Accept the recommendation.</p>
<p>Recommendation 2 – That the role of Statutory Scrutiny Officer be highlighted in the Council's Constitution along with the other main designated Council Officers (the Head of Paid Service, Monitoring Officer and the Statutory Chief Finance Officer).</p>	<p>Do not accept the recommendation. The role is included in the Constitution and it is clear who the Statutory Scrutiny Officer is. There are other statutory roles set out in the Constitution including the Director of Adults, Director of Children's and Director of Public Health. The three roles set out are the ones with statutory protections and it is not appropriate to include this role in this</p>
<p>Recommendation 3 – That the annual Scrutiny report includes a review of the Council's Scrutiny process, assessing how it has performed over the year and identifying any areas of weakness that require improvement and the work carried out by the Statutory Scrutiny Officer to rectify them.</p>	<p>Accept the recommendation. The Scrutiny Committees will be asked to consider this and this will be included in the Annual Scrutiny report.</p>
<p>Recommendation 4 – That a regular Scrutiny report replaces the verbal update on the full Council agenda, confirming the work of Scrutiny over the period, including any formal recommendations made by Scrutiny to the Executive (where applicable) and the Executive's formal response(s) to these recommendations.</p>	<p>Accept the recommendation</p>

<p>Recommendation 5 – That the Scrutiny Chairs and Vice Chairs work with Democratic Services to create a more clearly defined programme for Scrutiny’s expected activities over a municipal year.</p>	<p>Accept the recommendation.</p>
<p>Recommendation 6 – That the Executive acknowledges that Scrutiny has an automatic ‘need to know’ status, and supports its request that it be provided with the appropriate information in a timely fashion when this is requested.</p>	<p>Accept the recommendation</p>
<p>Recommendation 7 – That the Council support Scrutiny’s request that all items considered at Scrutiny Committee meetings be presented in the form of a written report and that the report contains performance data to show current performance and trends, unless stated otherwise.</p>	<p>Accept the recommendation. This will require a change in approach in some cases as presentations are used. Performance information will also need to be provided which is a significant change for some Officers.</p>
<p>Recommendation 8 – That Trafford’s representatives on the GMCA Scrutiny Committees provide periodic updates to Trafford’s Scrutiny Committee on any relevant information.</p>	<p>Accept the recommendation</p>
<p>Recommendation 9 – That the Scrutiny Chairs meet with the Leader at the beginning of the municipal year to discuss any emerging issues / topics that the Committees may want to consider.</p>	<p>Accept the recommendation</p>

Recommendation 10 – That an annual review of the resources required to support Scrutiny be conducted by the Statutory Scrutiny Officer, and included as part of the annual report to Council.	Accept the recommendation
Recommendation 11 – That a budget be made available to Scrutiny for the hiring of external experts when necessary.	This will need to be considered as part of the annual budget making process.
Recommendation 12 – That Trafford commits to webcasting its Scrutiny meetings to increase Scrutiny’s visibility to Trafford residents and boost public engagement.	Accept the recommendation
Recommendation 13 – That Trafford’s dedicated Scrutiny Twitter profile be better utilised, providing followers of the account with information regarding Scrutiny Committee meetings and reviews.	Accept the recommendation

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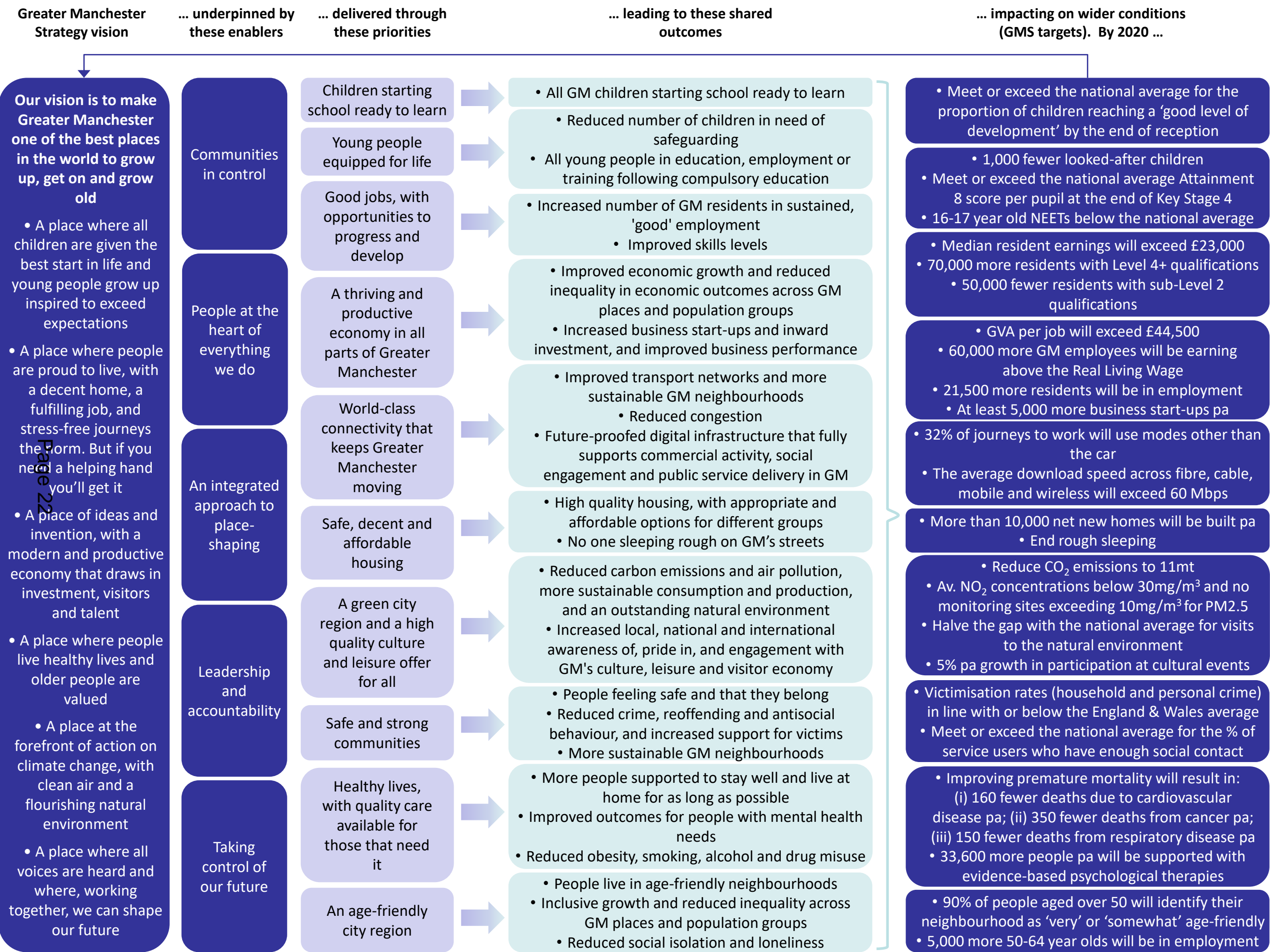
Greater Manchester Strategy: first performance report

April 2018

Performance report

- This version of the dashboard provides the first assessment of performance against headline GMS targets compared to the baseline position
 - where new data have been released, RAG ratings for the headline indicators report on progress towards the 2020 targets, assessing whether we are on track against projected trajectory
 - where the baseline data have not yet been updated, the RAG ratings for the headline indicators are based on comparison with the national average. A similar approach has been adopted for the RAG ratings for the secondary indicators, which do not have targets associated with them (see the key on slide 5)
 - the ‘Context and challenges’ narrative has been populated for the ten priorities, commenting on performance and drawing out insight and intelligence to inform ongoing decision-making and activity
- In light of significant consultation with GM governance, locality and partner agency representatives and policy leads, the following further changes have been made ...
 - Priority 2: moving Key Stage 2 attainment from a ‘supporting indicator’ to a ‘headline indicator’, changing the approach to reporting GCSE attainment, and removing the previous anti-social behaviour supporting indicator
 - Priority 3 and 4: moving supporting indicators on unemployment and out-of-work benefits from Priority 4 to Priority 3, and incorporating new supporting indicators on employment rates for ethnic minority groups and people with disabilities under Priority 4
 - Priority 5: revising the air quality measures and targets
 - Priority 9: introducing a new supporting indicator on CQC ratings of GM adult social care locations
 - noting caveats in the priority slides where the indicator / data are less robust than we would like
 - providing details of the sources for the data in the annexed slides
- Next steps
 - develop the scope of the proposed ‘State of GM’ report, and work with the University of Manchester’s Inclusive Growth Analysis Unit to consider options for distributional analysis to underpin performance reporting
 - explore the potential to develop an online, public-facing version of the performance dashboard
 - continue to develop the dashboard as an iterative tool, incorporating new indicators and data if they become available and add value







Outcomes framework



Performance Dashboard

April 2018 performance report

All figures are accurate as of 30th March 2018

Key	
Performance	Direction of Travel
 Matching or exceeding ambition	 Improving
 Below ambition (within 10%)	 Declining
 Significantly below ambition (more than 10%)	 Unchanged

Unless otherwise stated, RAG ratings for headline indicators are based on a comparison to the expected target position, whilst sub-indicators are based on a comparison to the England average.

WAP = working-age population (16-64)

Priority 1 - Children starting school ready to learn

GMS targets

By 2020, we will meet or exceed the national average for the proportion of children reaching a 'good level of development' by the end of reception **A** ↑

By 2020, 70 fewer very small babies will be born every year, narrowing the gap with the projected national average for the number of low birth weight, at-term births **G** ↑

By 2020, all early years settings will be rated 'good' or 'outstanding' by OFSTED, an increase from 90% in 2016 **G** ↑

67.5%

of children in GM had reached a 'good level of development' by the end of reception, as of 2017

Proportion of children who are school ready at aged 5 (2017) and percentage point change on the previous year

Bolton	66.1	1.5
Bury	68.7	-0.2
Manchester	66.2	2.5
Oldham	63.7	3.2
Rochdale	63.8	0.5
Salford	67.6	2.3
Stockport	71.6	2.0
Tameside	66.0	3.0
Trafford	73.0	-0.8
Wigan	69.3	2.3
GM	67.5	1.8
England	70.7	1.4

2.1 percentage points behind the expected target trajectory
1.8 percentage points higher than 2016

3.0% (973)

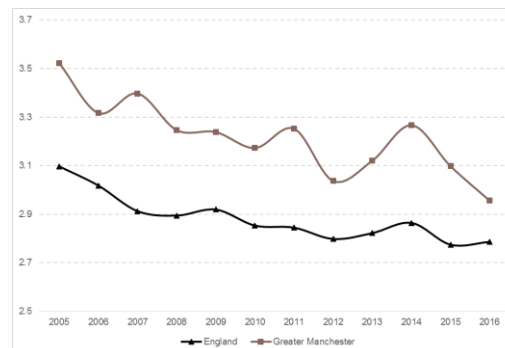
of live births at term were low birth weight (<2500g) in 2016

Proportion of at term births that were low birth weight (<2500g) in 2016

Bolton	2.9
Bury	2.4
Manchester	3.3
Oldham	3.7
Rochdale	3.3
Salford	2.8
Stockport	2.0
Tameside	3.2
Trafford	2.2
Wigan	2.9
GM	3.0
England	2.8

0.1 percentage points behind the expected target trajectory

0.1 percentage points (16) fewer than 2015



92.5%

of early years settings were rated as 'good' or 'outstanding' as of August 2017

5.0 percentage points higher than August 2016

0.1 percentage points ahead of the expected target trajectory

Percentage of inspected providers rated as Good or Outstanding as of August 2017, and percentage point change since August 2016

Bolton	95.9%	2.1
Bury	92.9%	7.2
Manchester	85.0%	3.3
Oldham	91.4%	9.4
Rochdale	92.1%	2.0
Salford	91.5%	4.8
Stockport	96.9%	4.4
Tameside	93.5%	8.3
Trafford	96.1%	6.0
Wigan	90.5%	3.2
GM	92.5%	5.0
England	93.7%	2.7

Supporting indicators

As of Q3 2017/18, **12.3%** of GM mothers were known to be smokers at the time of delivery, down **1.0 percentage points** compared to the same quarter in the previous year



1.7 percentage points above the England average

The rate of dental extractions with decay as the primary diagnosis amongst GM

0-4 year olds was **33 per 10,000** in 2015-16, a reduction of **3 per 10,000** compared to the previous year



43% higher than the England average

Context and challenges

- Greater Manchester has seen an improvement in school readiness since 2012/13, from 47% to 67.5% in 2017. But the gap with the national average has persisted, closing only very marginally in recent years. Every GM district has improved, but at varying rates. Each district will need to continue to improve significantly if GM is collectively to ensure that every child is 'school ready' by age 5.
- GM has had an Early Years Delivery Model in place since 2012, but implementation has been patchy and under threat from continued austerity.
- GM lags significantly on some key early years indicators which predict poor future outcomes, with one of the highest smoking in pregnancy rates in the country and oral health that is significantly worse than the national average. However, other parts of the UK have demonstrated that significant improvements can be delivered, and these areas are being prioritised in the Greater Manchester Population Health Plan, including programmes to reduce smoking in pregnancy and improve infant oral health.
- Improved early years outcomes are a fundamental foundation for achieving each of the aims within the Greater Manchester Strategy. To do this, following the School Readiness Summit last year, we are developing a comprehensive school readiness plan for GM to deliver the investment and implementation of reforms required to drive improvements in school readiness in every part of GM.

Priority 2 – Young people equipped for life

GMS targets

By 2020, there will be 1,000 fewer **looked after children** in GM, a reduction of more than 20% on 2016 levels

A ↓

By 2020, the proportion of GM **Key Stage 2 pupils** achieving the expected level of achievement in reading, writing and maths (RWM) will continue to meet or exceed the England average

G ↑

Note: new headline indicator and target

By 2020, we will meet or exceed the national average Attainment 8 score per pupil at the end of Key Stage 4, with all districts demonstrating significant progress in closing the attainment gap across their schools

A

Note: this indicator replaces the no longer reported 5+ A-C GCSEs measure. Comparator data cannot be quoted due to methodological changes*

By 2020, the number of 16-17 year olds who are **NEET (not in education, employment or training)** will be below the national average in all GM districts, as will the number whose activity is not known to the local authority

R ↑

By 2020, the number of **unemployed 16-19 year olds** will have fallen from 13,300 in 2016 to 12,000, a reduction of 10% over the period

R ↓

As of March 2017, there were **5,245 looked after children** in GM, **up by 135** compared to March 2016

8.5% behind the target trajectory

Rate per 10,000 children <18

	2016	2017	Change
Bolton	85	87	2.4%
Bury	72	82	13.9%
Manchester	107	97	-9.3%
Oldham	72	84	16.7%
Rochdale	95	89	-6.3%
Salford	103	95	-7.8%
Stockport	47	53	12.8%
Tameside	87	105	20.7%
Trafford	61	70	14.8%
Wigan	72	66	-8.3%
GM	82	84	1.6%
England	60	62	3.3%

62% of GM Key Stage 2 pupils achieved the expected level of attainment (RWM) in 2017, **up from 55%** in 2016

Equal to the England average

	2016	2017	Change
Bolton	56	61	8.9%
Bury	55	63	14.5%
Manchester	52	60	15.4%
Oldham	47	57	21.3%
Rochdale	51	56	9.8%
Salford	57	61	7.0%
Stockport	58	64	10.3%
Tameside	55	60	9.1%
Trafford	66	72	9.1%
Wigan	57	66	15.8%
GM	55	62	12.4%
England (state schools)	54	62	14.8%

The average Attainment 8 score for GM Key Stage 4 pupils in 2016/17* was **45.5**

0.9 below the average score for the state-funded sector in England

Significant attainment gap within districts, with high proportions of schools below the national average score

	Attainment 8 (A8) score	% of mainstream schools below A8 England average
Bolton	43.7	61%
Bury	46.0	38%
Manchester	43.4	60%
Oldham	43.6	75%
Rochdale	42.5	67%
Salford	41.7	73%
Stockport	48.2	23%
Tameside	44.8	50%
Trafford	55.6	37%
Wigan	46.2	61%
GM	45.5	55%
England (state schools)	46.4	

** Note: revised data, not yet finalised Excludes new schools not yet reporting A8 data*

3.3% of 16-17 year olds in GM were NEET (not in education, employment or training) as of December 2016

0.5 percentage points above the England average

The activity of a further **3.6%** of 16-17 year olds was unknown, **0.4 percentage points** above the England average

	% of 16-17 year olds		
	NEET	Not known	Total
Bolton	2.6%	4.3%	6.8%
Bury	3.7%	0.2%	3.9%
Manchester	2.9%	6.5%	9.4%
Oldham	4.9%	2.3%	7.1%
Rochdale	3.8%	2.9%	6.7%
Salford	5.9%	1.3%	7.3%
Stockport	2.1%	0.7%	2.8%
Tameside	4.2%	3.7%	7.9%
Trafford	2.2%	3.9%	6.1%
Wigan	2.5%	5.8%	8.3%
GM	3.3%	3.6%	6.9%
England	2.8%	3.2%	6.0%

26.8% (15,300) of 16-19 year olds in GM were unemployed in the year to September 2017, **up from 22.1%** (11,700) for the previous year

4.0 percentage points behind the target trajectory

29.5% for males **23.5%** for females

Supporting indicators

15,859 bed days for children and young people aged under 18 in CAMHS tier 4 wards in the year to March 2017. This equates to 252 per 10,000 children <18, below the England average of 334

G

Note: comparable 2015/16 data are not available

The average Progress 8 score for GM Key Stage 4 pupils in 2016/17 was **-0.11**, indicating that pupils made 0.11 of a grade less progress than the national all schools average

R

Note: revised data, not yet finalised. Comparator data cannot be quoted due to methodological changes

36.3% of 10-11 year old children in GM were overweight or obese as of 2016/17, above the England average of 34.2%

An increase of **0.5 percentage points** since 2015/16

A ↓

Context and challenges

- The above indicators will be reviewed in light of the developing GM life readiness workstream, to ensure they enable progress to be tracked across all relevant areas. This may also have implications for measures under the other priorities, particularly Priority 3. We are developing 'life readiness' indicators (by autumn), which should help to identify the number of young people in GM not life ready and therefore more likely to be at risk of becoming NEET. A life readiness programme of work is being developed to support young people to succeed.
- The number of looked after children (LAC) has increased after two consecutive years of reductions, although the increase was below that for England as a whole. Nearly half of the GM increase was accounted for by LAC who were unaccompanied asylum-seeking children. The GMS Implementation Plan will include a consistent GM Edge of Care offer to improve risk management and reduce demand, although it will take time before the impact of such initiatives becomes felt.
- Educational performance is varied and has fluctuated over recent years, with relatively strong performance at Key Stage 2, but Key Stage 4 outcomes more reflective of underperformance in early years' outcomes. Therefore, focus is required on the transition from primary into secondary education achievement.
- Youth unemployment has risen and will be a challenging target to meet by 2020. The Life Readiness work and the youth specific elements of the Work & Health programme will help support young people and reduce youth unemployment in future.
- Significant mental health investment will support achievement of GM's ambition that no child who needs mental health support will be turned away.

Priority 3 – Good jobs, with opportunities for people to progress and develop

GMS targets

By 2020, **median resident earnings** (all employees) will exceed £23,000, up from £21,585 in 2016 **G** ↑

Median earnings of GM residents (all employees) were **£22,030** per annum in 2017

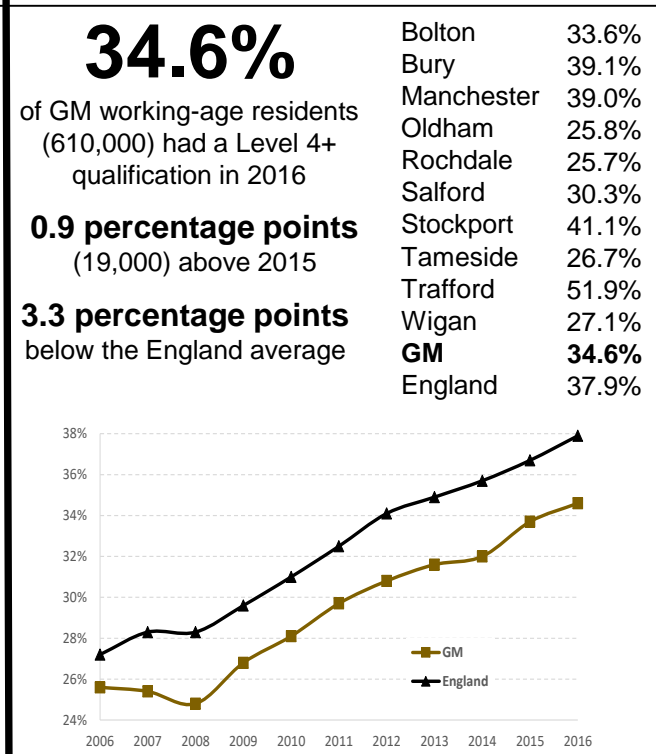
0.5% ahead of the target trajectory

£1,713 below the England median of £23,743

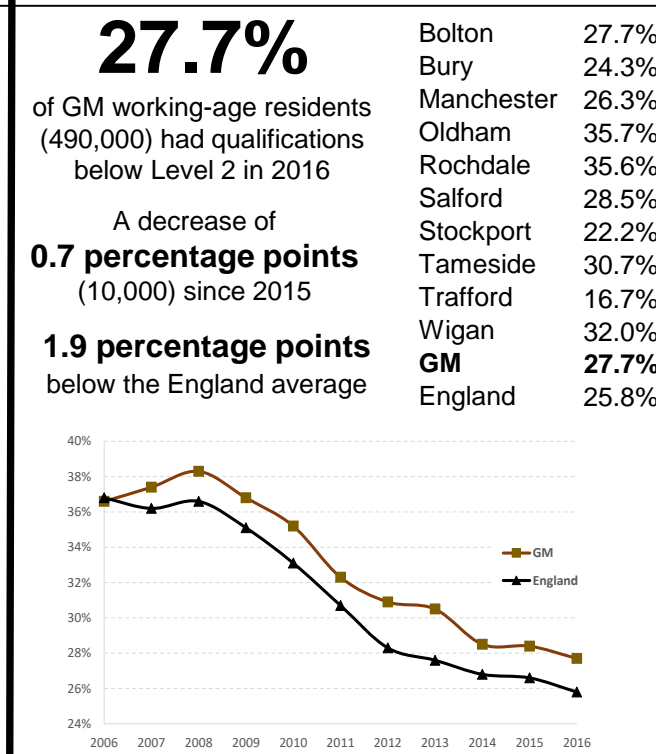
£445 higher than in 2016 (at current prices)

	2017 median wage	% change from 2016
Bolton	£20,445	0.5%
Bury	£23,770	0.1%
Manchester	£20,554	2.2%
Oldham	£20,400	2.0%
Rochdale	£20,355	-1.3%
Salford	£21,791	1.5%
Stockport	£24,192	4.4%
Tameside	£20,495	2.3%
Trafford	£26,154	-1.8%
Wigan	£22,207	2.0%
GM	£22,030	2.1%
England	£23,743	1.7%

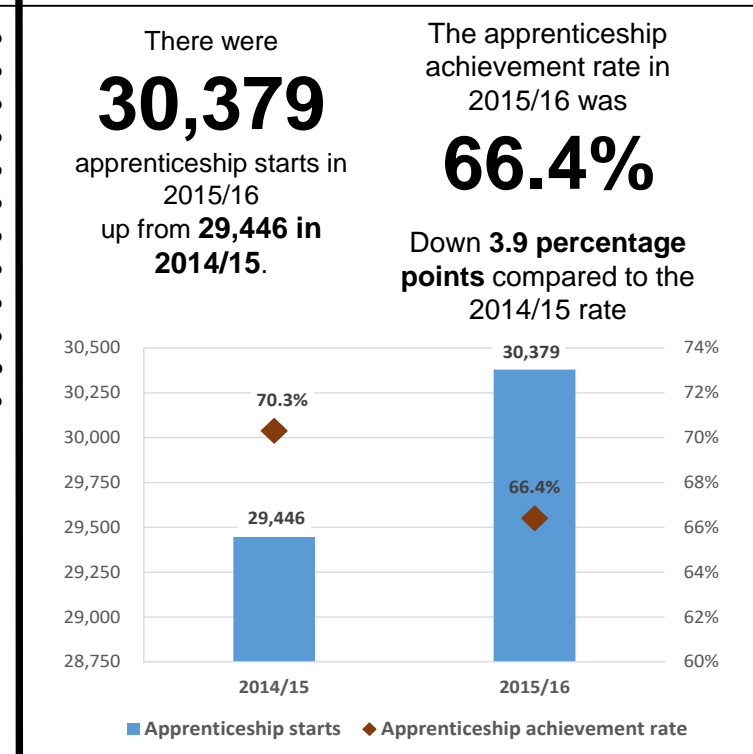
By 2020, there will be 70,000 more GM working-age residents with **Level 4+ (degree level or equivalent) qualifications**, an increase from 34.6% of the working-age population in 2016 to 38.3% **A** ↑



By 2020, there will be at least 50,000 fewer GM working-age residents with **qualifications below Level 2**, a reduction from 27.7% of the working-age population in 2016 to 24.6% **A** ↑



By 2020, more than 40,000 GM residents per annum will **start an apprenticeship**, and the **achievement rate** for apprenticeship programmes will reach 75%. This compares to 30,379 apprenticeship starts in 2015/16, and an achievement rate of 66.4% **A** ↔



Supporting indicators

18.0% of working age residents in GM had a Level 3 qualification as their highest level of qualification in December 2016, above the England average of 17.4% **G** ↑

5.9% of GM working-age residents were unemployed in September 2017, **above the England average of 4.7%**, down from **7.4%** in June 2016 **R** ↑

2.8% of GM working-age residents were claiming unemployment benefits* in February 2018, **above the England average of 2.0%** and slightly above the November 2016 rate of 2.6% **R** ↓

* Job Seekers Allowance and unemployed Universal Credit claimants

Context and challenges

- Whilst GM skills levels have been improving since 2004, relative performance remains poor. There are skills gaps and shortages across our key sectors, particularly at higher technical and technician levels, where there is a mismatch between skills supply and demand. The publicly funded post-16 skills system is characterised by a high volume of lower level skills and a low volume of higher level skills, the reverse of what is needed. Provision of information, advice and guidance (IAG) is fragmented, and vocational pathways for 16-19 year olds / young adults need improvement.
- The foundations for poor educational attainment are set early, with a lack of 'school readiness' and poor GCSE performance. The implications are that the further education system, and in particular the Adult Education Budget, is substantially absorbed with 'second-chance' provision. In response, we are reviewing adult skills investment and delivery, and targeting specific labour market outcomes for learners. We are also working closely with providers to encourage more Level 4 provision and dynamic careers education and IAG in schools. Apprenticeship activity includes the GM public sector apprenticeship and apprenticeship strategy, and preparing and piloting the introduction of new T levels.
- Unemployment remains a challenge. Policies such as Working Well have been successful and are being developed through the new Working Well Early Help and Work & Health programmes. Further devolved powers and flexibilities could give GM more potential to reduce unemployment in the future.
- The future GM Industrial Strategy will set out GM's plans and future devolution opportunities.

Priority 4 – A thriving and productive economy in all parts of Greater Manchester

GMS targets

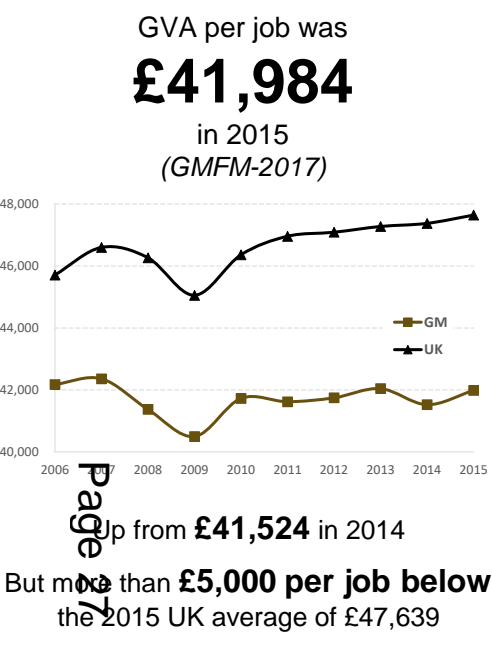
By 2020, **GVA per job** will exceed £44,500, up from £41,984 in 2015 **R** ↑

By 2020, 60,000 more GM employees will be **earning above the Real Living Wage**, an increase from 75.6% of employee jobs in 2016 to 80% **G** ↑

By 2020, 21,500 more **GM residents will be in employment**, relative to a 2016 baseline of 1,273,000 **G** ↑

By 2020, there will be at least 5,000 more **business start-ups** pa compared to 2015 levels, an increase from 90 start-ups per 10,000 GM working-age residents to 117 or more **G** ↑

By 2020, **GVA generated from foreign direct investment (FDI) job creation** will be £310m, up from £290m in 2016/17 **A** ↔



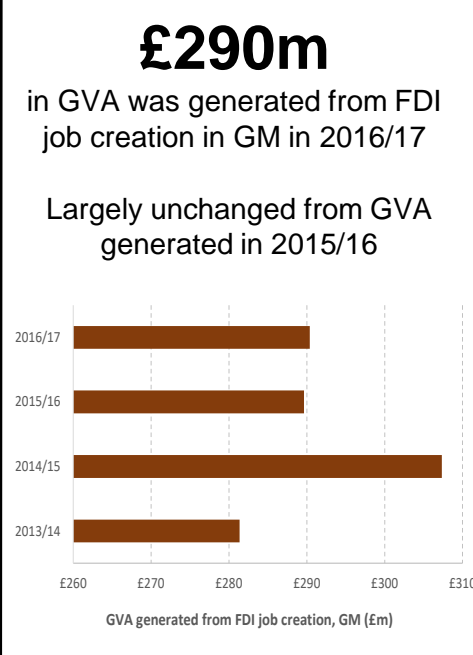
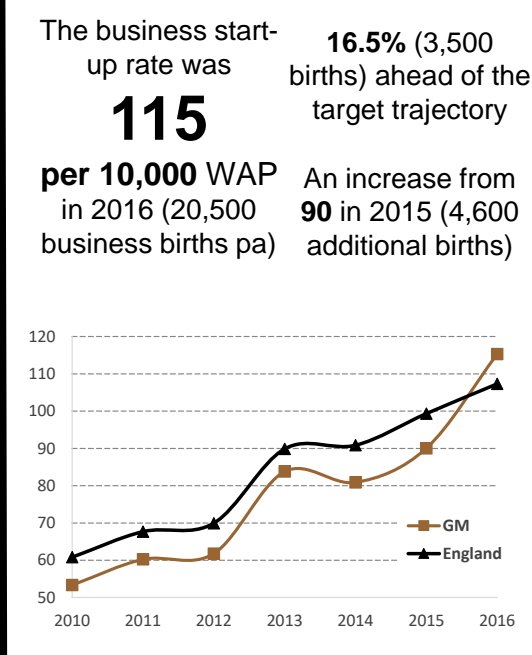
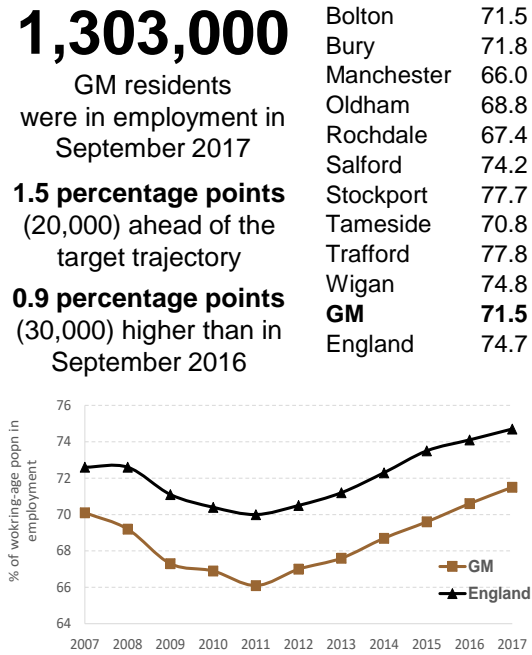
78.2% of employee jobs (>18) working in GM (880,000) were earning above the Real Living Wage* in 2017

5.7% (50,000) ahead of the target trajectory

2.6 percentage points (60,000) higher than in 2016

	2016	2017
Bolton	76.5%	75.5%
Bury	71.0%	74.1%
Manchester	82.0%	84.8%
Oldham	68.5%	70.7%
Rochdale	68.1%	71.3%
Salford	78.5%	84.1%
Stockport	75.1%	74.3%
Tameside	71.0%	74.3%
Trafford	72.7%	74.7%
Wigan	67.9%	71.1%
GM	75.6%	78.2%
England	76.80%	78.0%

* As defined by the Living Wage Foundation



Supporting indicators

The employment rate for working age residents in GM from ethnic minority groups was **58.4%** in the year to September 2017, **below the England average of 64.5%**, down from **59.8%** in the previous year **A** ↓

The employment rate for working age residents in GM with a disability* was **47.0%** in the year to June 2017, **below the England average of 52.9%**, up from **44.8%** in the previous year **R** ↑

* Equality Act core or work-limiting disabled

There were **631** enterprises per 10,000 working age residents in GM in 2016, **below the England average of 717**, up from **578** in 2015 **R** ↑

Context and challenges

- Despite increasing in absolute terms, GM's GVA per head of the resident population (a measure of the productivity of a place) has consistently been below 90% of the UK average over the last decade. GM's total 'output' gap with the national average currently stands at £10bn. That is, if GVA per head in GM were the same as the national average, GM's economy would be a fifth larger.
- GM is on track to meet Real Living Wage targets, but distribution, particularly at the lower pay end, is key. We recognise the need to reduce the number of people on less than the real living wage as well as increasing the overall number above it.
- Positive recent progress is evident on business start-ups, with the challenge of maintaining that and supporting increasingly high value start-ups. GM will focus its business support activities on supporting and growing our high-value sectors, and driving productivity in our high employment sectors.
- There are considerable differences in performance across GM and distributional analysis will examine the impact of this on communities and population in terms of driving a thriving economy in all parts of GM. We need to address the low employment rate for people from ethnic minority groups or with disabilities if we are to achieve our inclusive economy ambitions; on both measures we lag the national average. Whilst the overall employment rate and that for people with a disability increased over the last year, it decreased for people from ethnic minority groups.
- The Town Centre Challenge is part of our response and driving growth across GM will be central to our local industrial strategy.

Priority 5 – World-class connectivity that keeps Greater Manchester moving

GMS targets

<p>By 2020, the proportion of journeys to work by modes other than the car will have reached 32%, up from 29% in 2015</p> <p>A ↔</p>	<p>By 2020, 90% of journeys by road during the morning peak period will be completed within the typical journey time, up from 88.5% in March 2017</p> <p>G ↓</p>	<p>By 2020, annual average roadside NO₂ concentrations across the GM monitoring network will be below 30mg per m³, down from 39mg per m³ in 2016</p> <p>A ↔</p> <p>By 2020, no GM monitoring sites will exceed 10mg per m³ for PM2.5, down from 3 out of 4 sites exceeding in 2016</p> <p>A ↔</p>	<p>By 2020, the average download speed across fibre, cable, mobile and wireless will exceed 60 Mbps, compared to a Q4 2017 baseline of 32 Mbps</p> <p>G ↑</p>																																							
<p>29% of people used modes of transport other than the car to travel to work in 2016</p> <p>0.6 percentage points behind the target position</p> <p>Unchanged from 2015</p>	<p>89.9% of GM highway network journeys were completed within the “typical journey time” in Q2 2017/18</p> <p>1.2 percentage points ahead of the target position</p> <p>A decrease of 0.3 percentage points on the same quarter in the previous year</p>	<p>39.2 mg per m³ annual average roadside NO₂ concentrations across the GM monitoring network in 2016</p> <p>Unchanged from 2015</p> <p>75% of GM monitoring sites exceeded 10mg per m³ for PM2.5 in 2016</p> <p>Unchanged from 2015</p> <p><i>Note: the original GMS indicators and targets have been replaced with these new measures, due to issues with the methodology / baseline data. The current RAG ratings are based on comparison with the previous year, as the latest reported position is the target baseline</i></p>	<p>31.9 Mbps average download speed as of Q4 2017</p> <p>2.5 Mbps above the England average</p> <p>4.5 Mbps higher than in Q4 2016</p> <p>Average download speed by local authority (Mbps) as of Q4 2017 and Mbps change from Q4 2016</p> <table border="1"> <thead> <tr> <th>Local Authority</th> <th>Q4 2017 (Mbps)</th> <th>Change from Q4 2016 (Mbps)</th> </tr> </thead> <tbody> <tr><td>Bolton</td><td>34.2</td><td>3.4</td></tr> <tr><td>Bury</td><td>27.6</td><td>3.6</td></tr> <tr><td>Manchester</td><td>31.4</td><td>5.8</td></tr> <tr><td>Oldham</td><td>31.7</td><td>4.9</td></tr> <tr><td>Rochdale</td><td>25.7</td><td>1.9</td></tr> <tr><td>Salford</td><td>32.9</td><td>2.2</td></tr> <tr><td>Stockport</td><td>34.3</td><td>3.2</td></tr> <tr><td>Tameside</td><td>26.8</td><td>3.3</td></tr> <tr><td>Trafford</td><td>33.6</td><td>5.2</td></tr> <tr><td>Wigan</td><td>36.5</td><td>8.4</td></tr> <tr><td>GM</td><td>31.9</td><td>4.5</td></tr> <tr><td>England</td><td>29.4</td><td>4.8</td></tr> </tbody> </table>	Local Authority	Q4 2017 (Mbps)	Change from Q4 2016 (Mbps)	Bolton	34.2	3.4	Bury	27.6	3.6	Manchester	31.4	5.8	Oldham	31.7	4.9	Rochdale	25.7	1.9	Salford	32.9	2.2	Stockport	34.3	3.2	Tameside	26.8	3.3	Trafford	33.6	5.2	Wigan	36.5	8.4	GM	31.9	4.5	England	29.4	4.8
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[RAG ratings for the transport indicators below are based on a comparison to the previous year's performance]

Supporting indicators

<p>39.2% of all GM journeys were made by walking, cycling or public transport between 2014-16</p> <p>1.3 percentage points higher than 2013-15</p> <p>G ↑</p>	<p>84.7% of GM residents had Level 4 or above accessibility to the public transport network at peak times, as of February 2017</p> <p>An increase of 1.3 percentage points on the previous year</p> <p>G ↑</p>	<p>56.3% of short journeys (under 2km) in GM were completed by walking or by cycling in 2014-16</p> <p>An increase of 0.1 percentage points since 2013-15</p> <p>G ↑</p>	<p>77.9% of GM residents had all five basic digital skills in November 2016</p> <p>An increase of 2 percentage points since November 2014</p> <p>1 percentage point below the UK average</p> <p>A ↑</p>
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Context and challenges

- GMCA and local authority investment in transport services and infrastructure, including cycling and walking, has supported modest performance gains. Further investment and bus service reform should deliver a more integrated network, further improving connectivity.
- Tackling poor air quality is a key GM priority, requiring significant national as well as local intervention. Measures agreed in the GM Low Emission Strategy and the Air Quality Action Plan, published in December 2016, are now being delivered. GM local authorities, working with TfGM, are also undertaking a detailed feasibility study as part of development of the GM Clean Air Plan, which seeks to address any exceedances anticipated beyond 2020.
- The Digital Strategy sets out that GM, like the rest of the UK, is well behind its international competitor cities in terms of full fibre to the premises (FTTP) connectivity – this is critical to establishing the kind of data-intensive activities that are necessary for a truly world-leading digital city-region. In terms of mobile internet, Wi-Fi provision remains patchy in public places. With regard to digital inclusion, nearly a quarter of GM residents do not possess the five basic digital skills, and we need to focus on getting people online and ensuring they have the digital skills they need for life and work. The Digital Strategy prioritises both areas, including a successful bid to the Department for Digital, Culture, Media & Sport (DCMS) for a £24.8m contribution to a full fibre programme for GM, and a focus on digital skills development across all age groups.

Priority 6 – Safe, decent and affordable housing

GMS targets

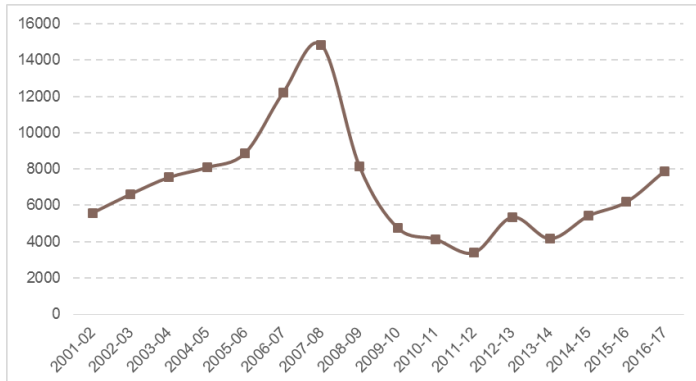
By 2020, more than 10,000 **net additional dwellings** will be built per annum, up from 6,190 in 2015/16



7,892 net new additional dwellings in GM in 2016/17

940 dwellings ahead of the target trajectory

A further 1,706 **new dwellings** compared to 2015-16



Number of net additional dwellings, 2016/17, and change compared to 2015/16

Bolton	437	-75
Bury	368	33
Manchester	1,792	35
Oldham	326	66
Rochdale	315	7
Salford	2,482	1,384
Stockport	660	337
Tameside	365	-228
Trafford	330	-31
Wigan	817	178
GM	7,892	1,706
England	217,345	27,700

End **rough sleeping** by 2020, from an estimated 189 rough sleepers in 2016

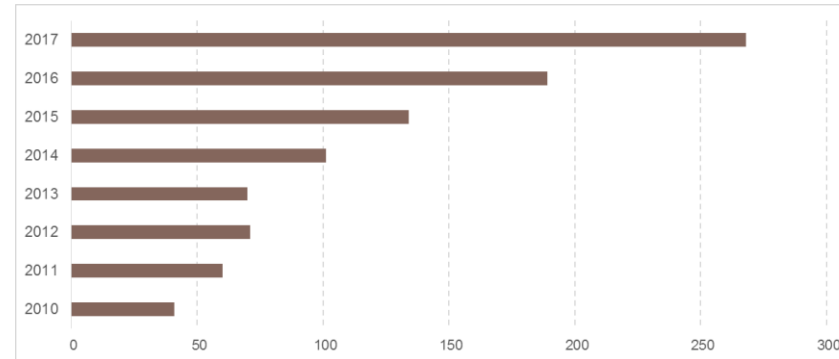


An estimated **268** rough sleepers in GM in 2017, or 0.23 per 1,000 households

Rate per 1,000 households

Above the England average of **0.20** per 1,000 households, with individual districts (particularly Manchester and Salford) significantly above

Up from **189** in 2016



Bolton	0.14
Bury	0.12
Manchester	0.42
Oldham	0.02
Rochdale	0.09
Salford	0.44
Stockport	0.08
Tameside	0.44
Trafford	0.05
Wigan	0.21
GM	0.23
England	0.20

Supporting indicators

In 2017, the ratio of lower quartile house prices to median incomes in GM was **4.2**, compared to the England average of **5.0**

Affordability in GM declined slightly compared to 2016, when the ratio was **4.0**



In 2015/16, **0.9%** of GM housing stock (11,150 properties) had been empty for over 6 months, compared to **0.8%** for England as a whole

A **decrease of 723 properties** since 2014/15



In Q3 2017, positive action was successful in preventing or relieving homelessness in **4,685** cases, a rate of **3.9** per 1,000 households, compared to **2.2** for England as a whole

Up on the previous year by **483 cases**



In November 2017, there were **240,300** people in receipt of housing benefit or households in receipt of the housing element of Universal Credit, a rate of **86** per 1,000 of the population, compared to **71.6** nationally.

The gap between GM and the national average closed by 6% when compared to November 2016



In 2016, **93.5%** of GM residents stated that they “liked the neighbourhood” they live in, compared to **94.9%** nationally, an increase of **1.0 percentage point** from 2013

[This indicator is drawn from responses to Understanding Society, the UK Household Longitudinal Survey. Scoping is underway surrounding the possibility of gathering more timely data using responses to a bespoke GM survey, which would incorporate recognised language from the LGA in relation to resident's opinions of their local area]



Context and challenges

- The Greater Manchester Spatial Framework (GMSF) is looking to accommodate land for 100,000 new jobs and provide around 200,000 new homes in GM over the next 18 years, or around 11,000 new homes a year. A significant increase in house building will be required.
- Significant public and private investment is required. We have agreed a housing deal with Government, with the aim of refocusing housing investment and increasing our collective capacity to enable development of brownfield land and areas with lower land values, in order to provide the right housing in the right places at costs GM residents can afford.
- Homelessness and rough sleeping is a significant and growing problem, increasing by 42% in the last year, and exacerbated by changes in the benefits system, more insecure employment and housing provision. GM has launched a new strategy to tackle the problem, developed by the GM Homelessness Network, focusing on reduction, respite, recovery and reconnection. Nearly £9m of additional funding has been secured to provide housing and support to rough sleepers, with a further £3.8m anticipated to support homelessness reduction. The amount of winter accommodation for rough sleepers increased significantly this year, but not all of this provision is permanent.
- Data on rough sleeping and homelessness are not particularly robust, with real rough sleeping figures hard to identify and homelessness a much wider problem. Work is being undertaken to improve methodologies, and to develop an approach to track the amount of available accommodation and understand how this relates to the number of rough sleepers at a particular point in time.

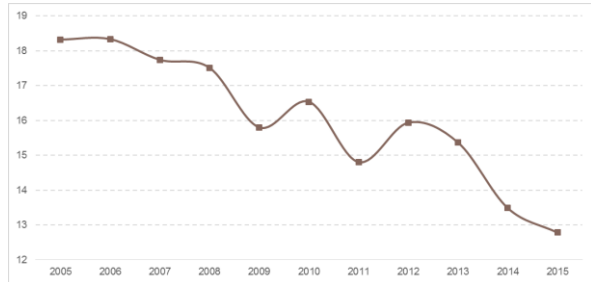
Priority 7 – A green city region and a high quality culture and leisure offer for all

GMS targets

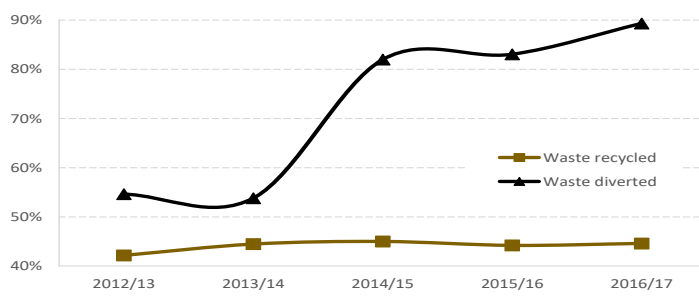
By 2020, GM will have reduced CO₂ emissions to 11mt, down from 13.6mt in 2014 **G** ↑

By 2020, 50% of waste in GM will be recycled and 90% diverted, up from 46.7% and 88% respectively in 2016/17 **G** ↑

12.8mt
of CO₂ emissions in 2015, or 4.64t per capita
A reduction of **0.7mt** since 2014
0.4mt ahead of the target trajectory of 13.2mt



46.7%
of waste recycled in 2016/17
An increase of **2.5 percentage points** on the previous year



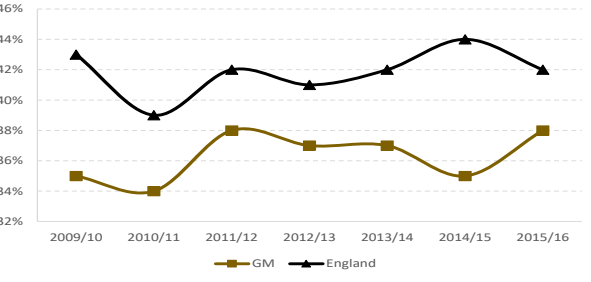
88%
of waste diverted in 2016/17
An increase of **5 percentage points** on the previous year

By 2020, we will have halved the gap with the national average for the proportion of GM residents reporting that they visited the natural environment at least once during the previous seven days **A** ↑

By 2020, participation at cultural events and venues will be growing by at least 5% pa **G** ↑

By 2020, the GM visitor economy will be valued at £8.8bn, up from £7.9bn in 2015 **G** ↑

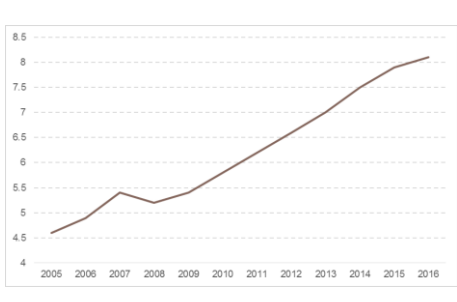
38%
of GM residents reported that they had visited the natural environment at least once during the previous seven days in 2015-16*
** Looking to replace this with a more robust measure, potentially sourced from a new GM residents' survey*



An increase of **3 percentage points** compared to 2014-15, but **below the 2015-16 England average of 42%**

3.1m
engagements by GM residents with cultural organisations supported by AGMA in 2016/17*
6.6% increase on 2015/16 levels
** This measure only covers participation in cultural provision by AGMA-funded organisations, and counts frequent attenders multiple times. It is likely to be replaced by a new measure developed under the Great Place initiative or through a new GM residents' survey*

£8.1bn
generated by the visitor economy in 2016
An increase of **£0.2bn since 2015**



Supporting indicators

79.4% of GM residents reported that they had high or very high life satisfaction in 2016/17
2.3 percentage points below the England average, **0.6 percentage points** above the GM 2016 position **A** ↑

94,000 FTE jobs supported by Greater Manchester's tourism industry in 2016
100 more FTEs than in 2015 **A** ↑

£810m generated by the conference and business events sector in 2015
Down 2% compared to 2013 **G** ↓

GM was ranked **24th** in the Anholt Brand Index in 2017
Up from 27th in 2015 **G** ↑

88.8% of GM lodgements had an energy efficiency rating of D or above (EPC/DEC) in Q4 2017
5.2 percentage point above the England average
11.3 percentage points higher than Q4 2016 **G** ↑

29,880 renewable electricity generation installations in GM in December 2017, with a combined capacity of 126,152 kW.
21,299 kW higher than in June 2017,
47.7% lower per household than the England average. **R** ↑

920 accredited renewable heat incentives in December 2017 with a combined capacity (non-domestic only) of 51.5 MW.
Largely unchanged from September 2017,
62.3% lower per household than the England average **R** ↔

Context and challenges

- Performance is on track for both CO₂ and recycling targets. Much of the carbon reduction reported is due to national measures, decarbonisation of the grid, and warmer weather, which reduces the need for heating. We are now looking at the longer term ambitions, including through the March 2018 Green Summit.
- GM still falls significantly behind the national average for local renewable energy production. The reduced level of Feed-in Tariff has reduced uptake of photovoltaic nationally – greater local stimulus and promotion is required.
- Although reported life satisfaction in GM has increased, it is significantly below the UK position, and there is considerable variance across GM districts.
- The key challenge for the visitor economy is to maintain growth in day and staying visits. Business visits in particular have seen little recent growth. We need to remain competitive, increase our profile and introduce new product. Recruitment and retention of staff is an issue, and will be further exacerbated by Brexit.
- We are developing a new approach to assessing the value of engagement with culture through the *Great Place* initiative. There is significant variance in levels of engagement across the conurbation, and better understanding this and targeting of resource to achieve greater parity and a more inclusive GM will be a future focus.

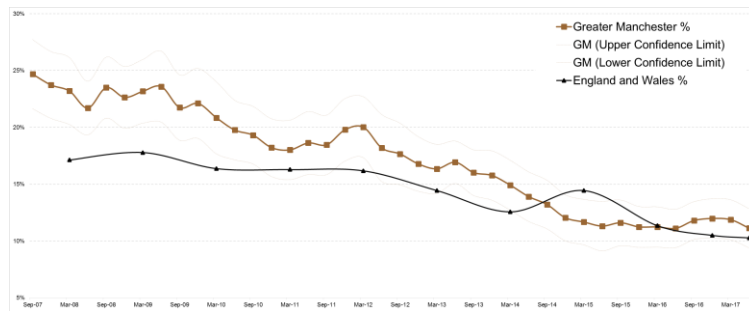
Priority 8 – Safer and Stronger Communities

GMS targets

In 2016, 11.8% of GM households said they had been a victim of household crime in the past 12 months. 3.9% of GM residents had experienced personal crime. Over the period to 2020, victimisation rates will be in line with or below the England & Wales average

11.1% of GM respondents said they had experienced household crime in the year to June 2017, **0.8 percentage points** higher than the most recent national figure

Largely unchanged from June 2016

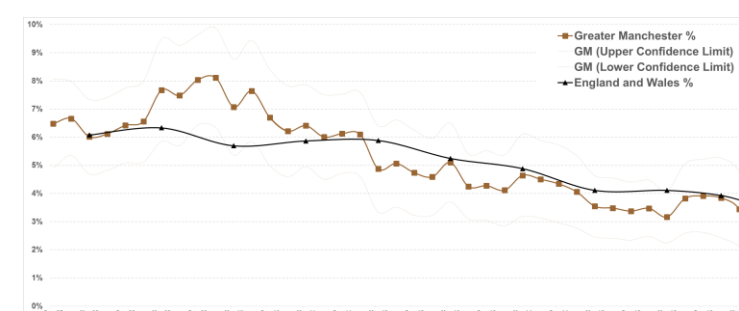


Household

Household Crime: vandalism; domestic burglary; vehicle-related theft; bicycle theft and other household theft. Respondents are asked whether anyone currently residing in the household has experienced any incidents within the last 12 months.

2.1% of GM respondents said they had experienced personal crime in the year to June 2017, **1.5 percentage points** lower than the most recent national figure

1.7 percentage points lower than June 2016



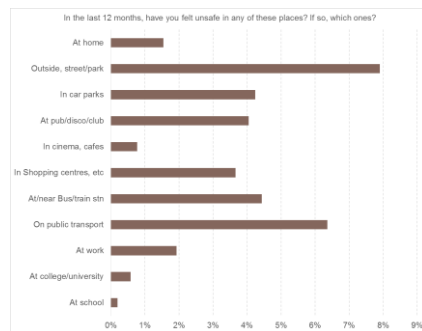
Personal

Personal Crime: theft from the person; snatch theft; stealth theft; other theft of personal property; all Crime Survey for England and Wales (CSEW) violence; wounding; assault with minor injury; assault with no injury and robbery. Personal crimes only relate to the respondent's own personal experience, not that of other people in their household.



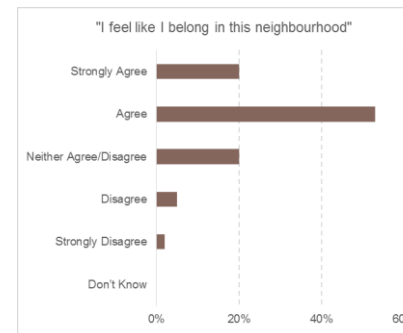
19% of GM respondents reported feeling 'unsafe' in a public location sometime in the past 12 months as of 2015-16

4 percentage points below the national average



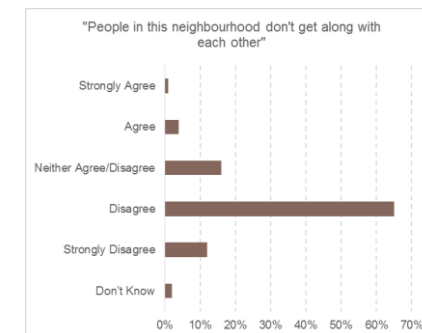
73% of GM respondents agreed or strongly agreed with the statement that 'I feel like I belong to this neighbourhood' in 2014-15

3 percentage points above the national average



5% of GM respondents agreed or strongly agreed with the statement that 'people in this neighbourhood don't get along with each other' in 2014-15

0.9 percentage points below the national average



[The above headline indicators will be reviewed as part of a wider process to develop the GM Police and Crime Plan (PCP) outcomes framework, to ensure the final suite of measures is balanced and reflective of the breadth of the 'Safe and Strong' business area. The three final measures above – sourced from Understanding Society, the UK Household Longitudinal Survey – are indicative of potential indicators which could be derived from a recurring, pan-GM residents' survey. Targets for these three indicators will be considered as part of the PCP outcomes framework development process; currently, their RAG ratings are based on a comparison with the national average]

Supporting indicators

[The suite of sub-indicators will be finalised in order to ensure consistency with the latest version of the PCP and its underlying outcomes framework (under development). The PCP outcomes framework is likely to include both qualitative & quantitative measures of success and its fit with GMS will be considered in due course]

Context and challenges

- The available indicators suggest that GM is broadly on track to meet our targets. The PCP outcomes framework will have a sharper focus not just on victims but on repeat victimisation and vulnerability, which will be reflected in the final indicator suite for this priority. The finalised indicators will also reflect work requested by the Deputy Mayor for Police and Crime to implement a new survey to gauge resident experiences of safer and stronger communities.
- Local interventions to reduce reoffending are producing positive results; for example, women offenders and intensive community orders for 18-25 year olds.
- The refresh of the Justice Devolution Memorandum of Understanding is under discussion, with an initial focus on women, youth justice, and victims.

Priority 9 – Healthy lives, with quality care available for those that need it

GMS targets

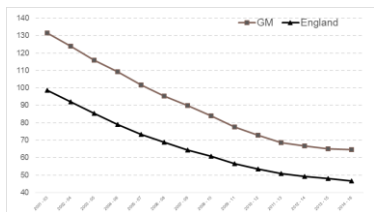
By 2020, improving premature mortality due to cardiovascular disease will result in 160 fewer deaths per annum



64.7 premature deaths per 100,000 in 2014-16

18.0 per 100,000 above the England average

0.5 per 100,000 fewer than in 2013-15



Bolton	61.0
Bury	60.6
Manchester	94.9
Oldham	77.3
Rochdale	71.4
Salford	69.7
Stockport	39.9
Tameside	71.8
Trafford	41.5
Wigan	60.5
GM	64.7
England	46.7

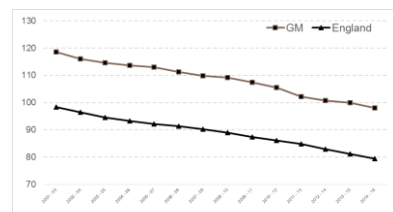
By 2020, improving premature mortality from cancer will result in 350 fewer deaths per annum



98.0 premature deaths per 100,000 in 2014-16

18.6 per 100,000 above the England average

2 per 100,000 fewer than in 2013-15



Bolton	93.5
Bury	87.3
Manchester	128.6
Oldham	102.7
Rochdale	102.5
Salford	109.4
Stockport	82.5
Tameside	97.9
Trafford	81.9
Wigan	92.4
GM	98.0
England	79.4

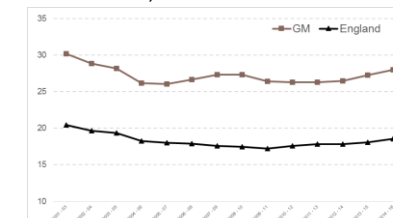
By 2020, improving premature mortality from respiratory disease will result in 150 fewer deaths per annum



28.0 premature deaths per 100,000 in 2014-16

9.4 per 100,000 above the England average

0.75 per 100,000 more than in 2013-15



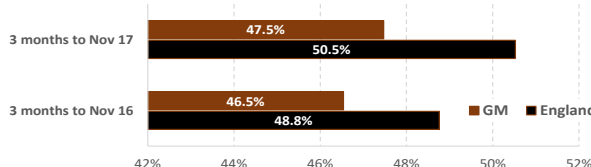
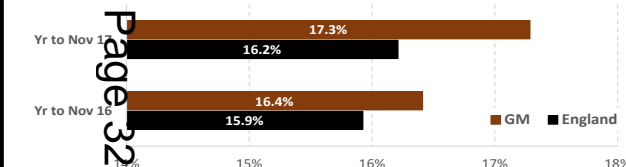
Bolton	26.7
Bury	21.6
Manchester	46.7
Oldham	26.7
Rochdale	30.1
Salford	37.4
Stockport	18.6
Tameside	27.7
Trafford	21.0
Wigan	23.3
GM	28.0
England	18.6

By 2020, access to evidence-based psychological therapies will reach 25% of the population in need, helping a further 33,600 people each year compared to current levels of provision



17.3% of people in GM who had depression and/or anxiety disorders entered treatment for IAPT in the year to November 2017, **0.5 percentage points** ahead of the 2017/18 target trajectory of 16.8%, and **up from 16.4% in the previous year**

47.5% of people in GM completing IAPT treatment moved to recovery in the three months to November 2017, **below the England average of 50.5%**, but **up from 46.5% in the three months to November 2016**



By 2020, 72.5% of GM residents will be active or fairly active, compared to 71% in 2016. This equates to more than 75,000 more people 'moving' by 2020



72.3% of GM adults (16+) were 'active' or 'fairly active' as of November 2017

An increase of **0.8 percentage points** from November 2016

2.1 percentage points lower than the England average

[Note: unlike the target, these baseline data refer solely to over-16 activity levels. Physical activity levels for <16 year olds will be incorporated on publication of the 'Children's Active Lives' survey in April 2019]

	Active	Fairly Active	Inactive
Bolton	56.7%	14.2%	29.1%
Bury	62.2%	11.4%	26.4%
Manchester	60.6%	13.1%	26.3%
Oldham	61.6%	11.9%	26.5%
Rochdale	53.9%	11.7%	34.5%
Salford	57.5%	11.4%	31.1%
Stockport	64.8%	12.1%	23.1%
Tameside	57.8%	11.8%	30.5%
Trafford	60.2%	12.6%	27.2%
Wigan	57.2%	10.2%	32.6%
GM	61.4%	10.9%	27.7%
England	62.1%	12.4%	25.6%

Supporting indicators

As of 2014-16, female healthy life expectancy was **60.6**, 3.3 years below the national average



Male healthy life expectancy was **59.4**, 3.9 years below the national average



In 2016, **18.4%** of GM adult residents were smokers



2.9 percentage points above the England average

1.6 percentage points lower than 2015

The rate of hospital admissions with **alcohol-related conditions** was 679 per 100,000 of the population in 2016/17



6.8% higher than the England average

3.9% below 2015/16 levels

72.4% of adult social care locations in GM were rated as 'good' or 'outstanding' in March 2018



8.5 percentage points below the England average

Note: comparable trend data are not available

24.9% of adults in GM were **obese** (BMI >30) in 2016



0.5 percentage points above the England average

0.5 percentage points higher than 2015

In 2015, one year cancer survival rates in GM were **71.2%**



1.1 percentage points below the England average

0.9 percentage points higher than 2014

21.8% of GM residents reported high levels of anxiety in 2016/17



2.0 percentage points above the England average

1.8 percentage points higher than the 2015/16 position

Context and challenges

- GM Health and Social Care Partnership is entering Year 3 of delivery of the five-year strategic plan, *Taking Charge*. The Partnership has recently undertaken a major review of the entire health and social care transformation programme, in order to prioritise delivery activity from April 2018 onwards.
- We will continue delivery of major transformation programmes, including on Population Health, Mental Health, Cancer, Urgent and Emergency Care, Tobacco Control, Adult Social Care, Primary Care and Dementia – which will all impact on improving the performance of individual areas highlighted in this report.
- The major structural changes in respect of the advent of ten Local Care Organisations (LCOs) and Single Commissioning Functions will accelerate the pace of this change – and are being backed by investment from the Transformation Fund.
- A key part of our plans is to ensure financial sustainability across the GM health and social care system. We have performed strongly on this since the devolution settlement, but it will remain a significant challenge for the duration of *Taking Charge*.

Priority 10 – An age-friendly Greater Manchester

GMS indicators

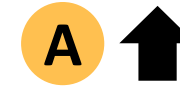
By 2020, 90% of people aged over 50 in GM will identify their neighbourhood as 'very' or 'somewhat' age-friendly, compared to 80% in 2017



By 2020, 5,000 more 50-64 year olds will be in employment, relative to a June 2016 baseline of 316,000



In 2015/16, there were 10,426 hospital admissions due to falls amongst GM residents aged over 65. By 2020, we will have reduced this to fewer than 9,700 falls pa



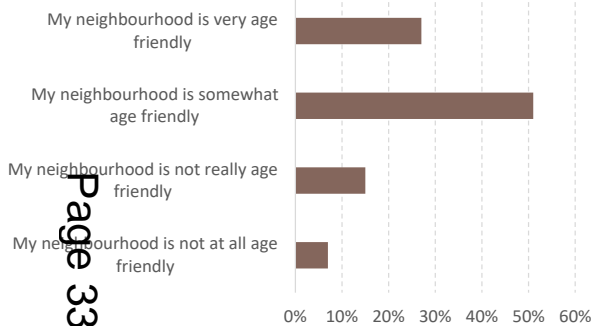
By 2020, we will meet or exceed the national average for the proportion of adult social care users who have as much social contact as they would like



78% of people aged over 50

in eight GM localities identified their neighbourhood as 'very' or 'somewhat' age-friendly, as reported by the Ambition for Ageing programme in December 2017

4 percentage points behind the target trajectory, and slightly lower than in July 2017 (80%)

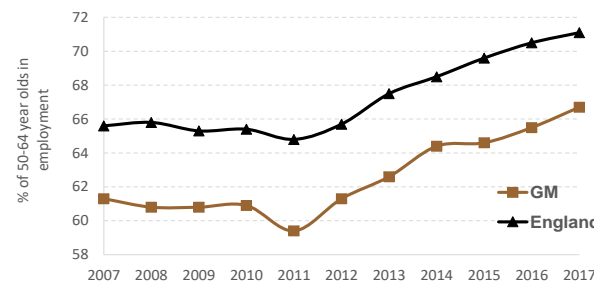


66.7%

of 50-64 year old GM residents (327,000) were in employment in September 2017

2.4% (8,000) ahead of the target trajectory at September 2017

Up from 65.5% (315,000) for the year to September 2016



September 2017

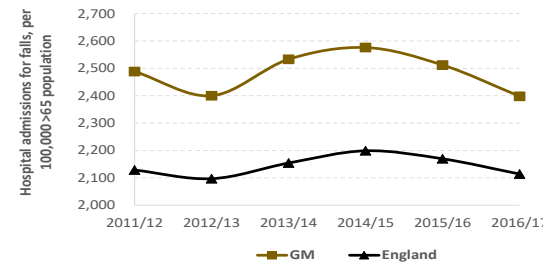
Bolton	65.2
Bury	65.5
Manchester	59.0
Oldham	68.4
Rochdale	60.7
Salford	67.1
Stockport	75.5
Tameside	66.5
Trafford	71.2
Wigan	69.3
GM	66.7
England	71.1

2,398

hospital admissions for falls per 10,000 GM residents aged >65 in 2016/17 (10,096 in total)

3.1% behind the target trajectory

Down from 2,512 in 2015/16



Admissions per 10,000 >65 year olds, 2016/17

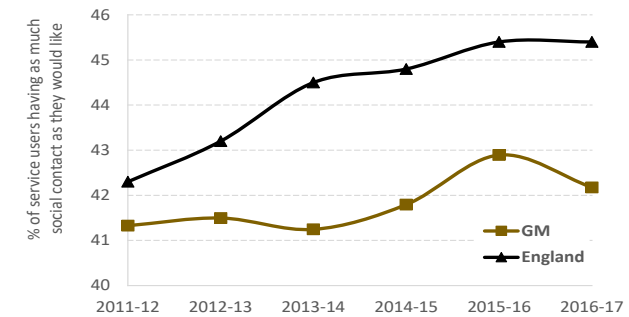
Bolton	1,904
Bury	1,784
Manchester	2,540
Oldham	2,478
Rochdale	2,126
Salford	2,942
Stockport	2,546
Tameside	2,143
Trafford	2,421
Wigan	2,820
GM	2,398
England	2,114

42.2% of

adult social care service users had as much social contact as they would like in 2016/17*

4.0 percentage points behind the target trajectory

Down from 42.9% in 2015/16



* Looking to replace this with a measure that is representative of older people more broadly and the extent to which they feel socially isolated, potentially sourced from a new GM residents' survey

Supporting indicators

In 2016/17, there were **820** admissions to residential and nursing care per 100,000 GM residents aged >65, up from 735 in 2015/16, and significantly above the 2016/17 England average (611 per 100,000)



42.3% of deaths in GM during the year to September 2017 occurred at the person's usual place of residence, very slightly above the figure for the previous year (42.0%), and below the England average for the year to September 2017 (46.4%)



Note that quoted data are provisional

Context and challenges

- Current performance across the range of age-friendly indicators demonstrates significant challenges in a number of areas. Perceptions of the extent to which GM neighbourhoods are age-friendly lag our target expectations, and despite recent improvement, employment rates for 50-64 year olds are significantly below the national average.
- Health and social care outcomes are also relatively poor compared to the national position, with a higher proportion of older people being admitted to hospital due to falls, and a higher rate of admissions to residential and nursing care. Activities such as Working Well (Early Help) and health and social care transformation will go some way to addressing these trends.
- GM is seeking to address the challenges of an ageing population with a positive vision of ageing, embracing longer life and the opportunities it brings both socially and individually. A GM Age Friendly Strategy has been developed, which will deliver the strategic vision of GM becoming the first age-friendly city region in the UK. GM will be a global centre of excellence for ageing, pioneering new research, technology and solutions across the whole range of ageing issues, and increasing economic participation amongst the over-50s. A set of outcome measures will be developed in order to assess progress against Age Friendly Strategy ambitions, and the above indicators will then be reviewed to ensure alignment.

Annex: data sources

Priority	Indicator	Source
Priority 1 - Children starting school ready to learn	1.1 Proportion of Children Achieving a "Good Level of Development" (EYFS Profile)	Early years foundation stage profile results: 2016 to 2017, ONS
	1.2 Low Birth Weight (<2500g) Live Births at Term	PHE Fingertips, 2.01
	1.3 Early Years Settings Rated "Good" or "Outstanding" by OFSTED at most recent inspection	Childcare providers and inspections as at 31 August 2017, Table 7, DfE
	1.0.1 Mothers Smoking at the Time of Delivery	Statistics on Women's Smoking Status at Time of Delivery, England, NHS Digital
	1.0.2 0-4 Year Old Dental Extractions with Decay as the Primary Diagnosis	PHE dental health, extractions data
Priority 2 - Young people equipped for life	2.1 Looked after Children (number, and rate per 10,000 children <18)	Children looked after in England including adoption: 2016 to 2017 (SFR 50/2017)
	2.2 Attainment at the end of Key Stage 2 in reading, writing and mathematics	National curriculum assessments at key stage 2, 2017 (revised) (SFR69/2017)
	2.3 Average Attainment 8 score per pupil, at the end of Key Stage 4	GCSE and equivalent results in England 2016/17 (revised) (SFR01/2018)
	2.4 16-17 year olds who are NEET (not in education, employment or training)	Proportion of 16-17 year olds recorded as NEET or whose activity is not known, end 2016
	2.5 Proportion of 16-19 year olds in employment	Annual Population Survey, NOMIS
	2.0.1 Bed days for children and young people aged under 18 in CAMHS tier 4 wards	Mental Health Five Year Forward View Dashboard Q4 2016/17
	2.0.2 Average Progress 8 score per pupil, at the end of Key Stage 4	GCSE and equivalent results in England 2016/17 (revised) (SFR01/2018)
	2.0.3 Proportion of 10-11 year old children who are overweight or obese	PHE Fingertips - Overview of Child Health
Priority 3 - Good jobs, with opportunities for people to progress and develop	3.1 Median resident earnings, all employees	Annual Survey of Hours and Earnings, NOMIS
	3.2 Proportion of working-age residents with Level 4 qualifications	Annual Population Survey, NOMIS
	3.3 Proportion of working-age residents with qualifications below Level 2	Annual Population Survey, NOMIS
	3.4 Apprenticeship starts and achievement rate	SFA datacube (not publicly available)
	3.0.1 Proportion of working-age residents with Level 3 qualifications	Annual Population Survey, NOMIS
	3.0.2 Proportion of the working-age population who are unemployed	Annual Population Survey, NOMIS
	3.0.3 Claimant rate, unemployment benefits	Claimant Count, NOMIS

Priority	Indicator	Source
Priority 4 - A thriving and productive economy in all parts of Greater Manchester	4.1 GVA per job	GM Accelerated Growth Scenario (AGS) 2017
	4.2 Proportion of employee jobs earning above the Real Living Wage	Annual Survey of Hours and Earnings - ONS user-requested data
	4.3 Proportion of working-age population in employment	Annual Population Survey, NOMIS
	4.4 Number of business start-ups per 10,000 working-age population	Business Demography 2016 (and NOMIS mid-year population estimates)
	4.5 GVA generated from foreign direct investment (FDI) job creation	Data sourced directly from MIDAS
	4.0.1 Proportion of working-age population from ethnic minority groups in employment	Annual Population Survey, NOMIS
	4.0.2 Proportion of working-age population with a disability in employment	Annual Population Survey, NOMIS
	4.0.3 Number of enterprises per 10,000 working-age population	Business Demography 2016 (and NOMIS mid-year population estimates)
Priority 5 - World-class connectivity that keeps Greater Manchester moving	5.1 Journeys to Work	Data sourced directly from Transport for Greater Manchester (TfGM).
	5.2 Journey Time Reliability	
	5.3 Air Quality	
	5.4 Digital Infrastructure	Local broadband information, Think Broadband
	5.0.1 All Journeys by Non-Car Modes	Data sourced directly from Transport for Greater Manchester (TfGM).
	5.0.2 Public Transport Accessibility	
	5.0.3 Short Journeys by Cycling or Walking	
	5.0.4 Digital Inclusion	
Priority 6 - Safe, decent and affordable housing	6.1 Net additional dwellings	Live tables on housing supply: net additional dwellings, Table 122, MHCLG
	6.2 Street count and rough sleeping estimates	Rough sleeping in England, MHCLG
	6.0.1a Lower quartile house prices to average incomes - Prices	Lower quartile price paid for administrative geographies - HPSSA Dataset 15, Table 1a & 4a, ONS
	6.0.1b Lower quartile house prices to average incomes - Median Income	Annual Survey Hours & Earnings, NOMIS - Resident Median Earnings
	6.0.2a Empty housing stock - Empty Dwellings	Live tables on dwelling stock, Table 615, MHCLG
	6.0.2b Empty housing stock - All Stock	Live tables on dwelling stock, Table 100, MHCLG
	6.0.3 Positive action to prevent or relieve homelessness	Live tables on homelessness, Table 792 & 792a, MHCLG
	6.0.4 Housing benefit and universal credit housing component	Stat Xplore
	6.0.5 Resident satisfaction with local community	Understanding Society - The UK Longitudinal Household Study

Priority	Indicator	Source
Priority 7 - A green city region and a high quality culture and leisure offer for all	7.1 CO2 Emissions	UK local authority and regional carbon dioxide emissions national statistics: 2005-2015
	7.2 Waste Recycled and Diverted	Data sourced from Greater Manchester Waste Disposal Authority (GMWDA)
	7.3 Residents Visiting Natural Environment	Monitor of Engagement with the Natural Environment (MENE), Natural England
	7.4 Participation in Cultural Events	Data sourced from Association of Greater Manchester Authorities (AGMA)
	7.5 Visitor Economy	Greater Manchester's Tourism Economic Activity Monitor, STEAM, 2016
	7.0.1 Life Satisfaction	Personal well-being estimates, ONS
	7.0.2 FTE Jobs Supported by the Tourisms Industry	Greater Manchester's Tourism Economic Activity Monitor, STEAM, 2016
	7.0.3 Conference & Business Events	Conference Value & Volume 2016, Marketing Manchester
	7.0.4 Anholt Brand Index	Anholt Brand Index
	7.0.5 Energy Efficiency	Live tables on Energy Performance of Buildings Certificates, Tables LA1 & DEC1, BEIS
	7.0.6a Renewable Energy Generation - Electricity	Sub-regional Feed-in Tariffs statistics, BEIS
7.0.6b Renewable Energy Generation - Heat	Renewable Heat Incentive statistics	
Priority 8 - Safer and stronger communities Page 37	8.1 Household crime	Data sourced from the Crime Survey for England & Wales at force level
	8.2 Personal crime	
	8.0.1 Unsafe in a public location	
	8.0.2 Neighbourhood belonging	Understanding Society - The UK Longitudinal Household Study
	8.0.3 People in this neighbourhood don't get along	
Priority 9 - Healthy lives, with quality care for those who need it	9.1 Premature mortality due to cardiovascular disease	PHE Fingertips - 4.04ii
	9.2 Premature mortality due to cancer	PHE Fingertips - 4.05ii
	9.3 Premature mortality due to respiratory disease	PHE Fingertips - 4.07ii
	9.4 Access to evidence-based psychological therapies	Five year forward view dashboard, NHS England
	9.5 Physical activity	Active Lives Survey, Sport England
	9.0.1 Healthy life expectancy	PHE Fingertips - 0.1i & 01ii
	9.0.2 Smoking prevalence	PHE Fingertips - Smoking prevalence in adults (APS)
	9.0.3 Alcohol-related hospital admissions	PHE Fingertips - 10.01
	9.0.4 Adult social care locations rated "Good" or "Outstanding" by the CQC	Care Quality Commission, Care Directory
	9.0.5 Levels of obesity (BMI >30)	Active Lives Survey, Sport England
	9.0.6 One year cancer survival rates	Index of cancer survival for Clinical Commissioning Groups in England, ONS
9.0.7 High levels of anxiety	Personal well-being estimates, ONS	

Priority	Indicator	Source
Priority 10 - An age-friendly Greater Manchester	10.1 Proportion of people >50 identifying their neighbourhood as 'very' or 'somewhat' age-friendly	Ambition for Ageing programme data
	10.2 Proportion of 50-64 year olds in employment	Annual Population Survey, NOMIS
	10.3 Number of falls per 10,000 residents >65	PHE Fingertips - Public Health Profiles
	10.4 Proportion of adult social care users who have as much social contact as they would like	NHS Digital, Measures from the Adult Social Care Outcomes Framework (ASCOF), England 2016-17
	10.0.1 Number of admissions to residential and nursing care per 100,000 people >65	NHS Digital, Measures from the Adult Social Care Outcomes Framework (ASCOF), England 2016-17
	10.0.2 Proportion of deaths in usual place of residence	Rolling Annual death registrations by place of occurrence, England,

TRAFFORD COUNCIL

Report to: Executive
Date: 25th June 2018
Report for: Information
Report of: Executive Member for Constitutional Reform and Resident Engagement

Report Title

Annual Delivery Plan 2017/18 (Fourth 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 January to 31st March 2018.

Recommendations

That Executive notes the contents of the draft Annual Delivery Plan Fourth 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 4 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 January to 31st March 2018.
- 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: 47 have been reported in Q4. One indicator has been reported to the end of 3rd quarter. One indicator has been discontinued.
- 2.2 Overall, performance in meeting targets remains good. There are 27 Green indicators (on target), 10 Amber and 8 Red. Three indicators have no target, and therefore no RAG status (see section 2.6 below).
- 2.3 The following indicators are rated as green (on target):
 - Percentage of adults undertaking less than 30 minutes of moderate intensity physical activity each week
 - Percentage of Highway safety inspections carried out in full compliance with the agreed programme
 - Trafford is the Safest Place in GM
 - Increase visitor numbers to Sale Waterside Art Centre by 5%
 - Growth in retained business rates and related S31 grants
 - Percentage of Council Tax collected
 - Percentage of ground floor vacant units in town centres
 - The number of housing units granted complete planning consent
 - The number of housing completions
 - The percentage of food establishments within Trafford which are 'broadly compliant' with food law
 - To maintain effective real time air quality monitoring, across the Borough
 - Admissions to Residential or Nursing Care for Older People during the year per 100,000 population
 - % of repeat referrals to children's social care
 - Reduce the number of repeat demand incidents at addresses or locations by 20%:
 - Domestic Abuse

- Missing from home/Missing from Care (reduction in young people missing 3 or more times in calendar year)
- Anti-Social Behaviour
- 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
- Through the Trafford Pledge increase the number of people into employment
- Under 75 mortality rate from liver disease (per 100,000 population)
- No. of Be Responsible events in relation to environmental responsibility (litter, dog fouling, fly-tipping, etc.)
- 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
- Increased no. of Apprenticeships
- Increase in online transactions
- Reduction in printing costs from 2016/17 baseline
- Reduction in postage costs from 2015/16 baseline

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

- Total Gross Value Added (The total value of goods + services produced in the area)
- Increase the percentage of Trafford Residents in Employment
- Percentage of major planning applications processed within timescales
- The proportion of older people (aged 65 and over) who were still at home 91 days after discharge
- Children who are "looked after" rate per 10,000
- Smoking Prevalence in adults in routine and manual occupations
- Improve the % of household waste arisings which have been sent by the Council for recycling/composting
- 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 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.)
- 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

- Delayed Transfers of Care attributable to Adult Social Care per 100,000 pop 18+
- Percentage of income generating targets that are linked to savings that are achieved
- 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:

- Number of new business starts
- Percentage of tender exercises resulting in Social Value KPIs
- Reduce the gender pay gap (Council wide excluding schools)

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 *NB*
Legal Officer Clearance *JLF*



CORPORATE DIRECTOR'S SIGNATURE

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



TRAFFORD COUNCIL

**ANNUAL DELIVERY PLAN 2017/18
Year-end Performance Report (Quarter 4)**

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 year-end, for all Quarter 4 (January to March 2018) and annual performance indicators, 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	Percentage of adults undertaking less than 30 minutes of moderate intensity physical activity each week	23.9%	21.7%	↑	
		The percentage of relevant land and highways assessed as Grade B or above	85%	81.1%	↓	✓
		Percentage of Highway safety inspections carried out in full compliance with the agreed programme	95%	98%	↑	
		Trafford is the Safest Place in GM	1	1	↔	
		Increase visitor numbers to Sale Waterside Art Centre by 5% (,000 visitors)	113.4	115.4	↑	
	Accelerate housing and economic growth	Total Gross Value Added (£ Billions)	7.4	7.1	↑	✓
		Number of new business starts		35	↑	
		Increase the percentage of Trafford Residents in Employment	82%	77.9%	↑	✓
		Growth in retained business rates and related S31 grants (£ Millions)	£5.5m	£6.5m	↑	
		Percentage of Council Tax collected	98.1%	98.1%	↓	
		Percentage of ground floor vacant units in town centres	10%	9.4%	↓	
		% of major planning applications processed within timescales	96%	95%	↓	✓
		The number of housing units granted complete planning consent	1,000	2,743	↓	
		The number of housing completions	400	513	↓	
		The percentage of food establishments within Trafford which are 'broadly compliant' with food law.	87%	89%	↑	
	To maintain effective real time air quality monitoring, across the Borough.	80%	99%	↓		
	Co-designing and co-producing services	Admissions to Residential or Nursing Care for Older People during the year per 100,000 population (ASCOF 2Aii)	600	574	↑	
		The proportion of older people (aged 65 and over) who were still at home 91 days after discharge (ASCOF 2Bi)	94%	86.5%	↑	✓
		Injuries due to falls in people aged 65 and over (per 100,000 population)	2,194	2,421	↓	✓
		Reduction in the proportion of children made subject to a Child Protection Plan for a second or subsequent time	20%	29.0%	↓	✓
		Delayed Transfers of Care attributable to Adult Social Care per 100,000 pop 18+ (ASCOF 2Cii)	10	13.4	↓	✓
		% of repeat referrals to children's social care	23%	22.3%	↓	
		Children who are "looked after" rate per 10,000	65	70.0	↓	✓
		Reduce the number of repeat demand incidents at addresses or locations by 20% (combination of 3 indicators below)			↑	
		Domestic Abuse	270	155	↑	
		Missing from home/Missing from Care (reduction in young people missing 3 or more times in calendar year)	30%	52%	↑	
		Anti-Social Behaviour	400	354	↑	
Number of NHS Health Checks delivered to the eligible population aged 40-74.		6,000	6,757	↓		
Percentage of tender exercises resulting in Social Value KPIs (Q3)		40%	↑			
Percentage of income generating targets that are linked to savings that are achieved	100%	86.9%	↓	N/A		

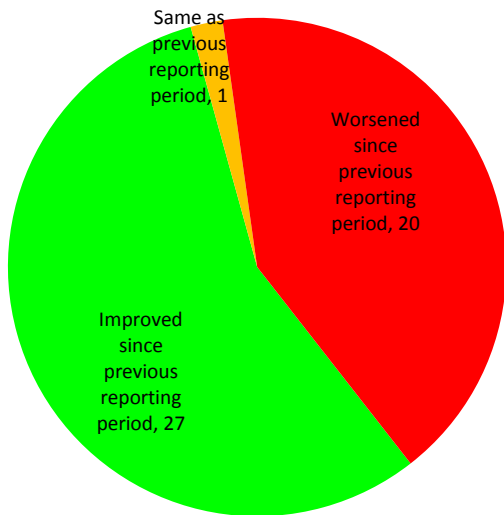
DEFINITION		Target	Actual	RAG	ER
Building Strong Communities	No of Locality Networking Events held	20	20	↓	
	Number of third sector organisations receiving intensive support	120	106	↑	✓
	Number of new volunteers recruited through Thrive portal and volunteer infrastructure service	150	273	↑	
	Through the Trafford Pledge increase the number of people into employment	200	417	↑	
	Under 75 mortality rate from liver disease (per 100,000 population)	21.0	20.2	↑	
	Smoking Prevalence in adults in routine and manual occupations	27.7%	27.8%	↑	✓
	No. of Be Responsible events in relation to environmental responsibility (litter, dog fouling, fly-tipping, etc.)	90	226	↑	
	Improve the % of household waste arisings which have been sent by the Council for recycling/composting	59.5%	58.6%	↓	✓
	Reduce the level of sickness absence (Council wide excluding schools) (Days)	8.5	10.71	↓	✓
	Reduce the gender pay gap (Council wide excluding schools)		10.7%	↑	
Developing wider education and skills	Proportion of children achieving a 'Good Level of Development' ('School Readiness') at Early Years Foundation Stage	74%	73.5%	↓	Q3
	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	↓	Q3
	% of Trafford pupils educated in a Good or Outstanding school.	95%	93.8%	↓	Q3
	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	↓	Q3
	Reduction in the number of Working Age Benefit Claimants	12,840	N/A		
	Maintain the low level of 16-17 year olds who are not in education training or employment (NEET), plus unknown, in Trafford	5.59%	5.0%	↑	
	Increased no. of Apprenticeships	123	82	↑	
Optimising technology	Increase in online transactions	20%	20%	↔	
	Reduction in printing costs from 2016/17 baseline	5%	17%	↑	
	Reduction in postage costs from 2015/16 baseline	5%	25%	↑	

3.2 Performance Summary Charts

Performance Indicator RAG Status by Vision 2031 Theme



Direction of Travel of all Performance Indicators

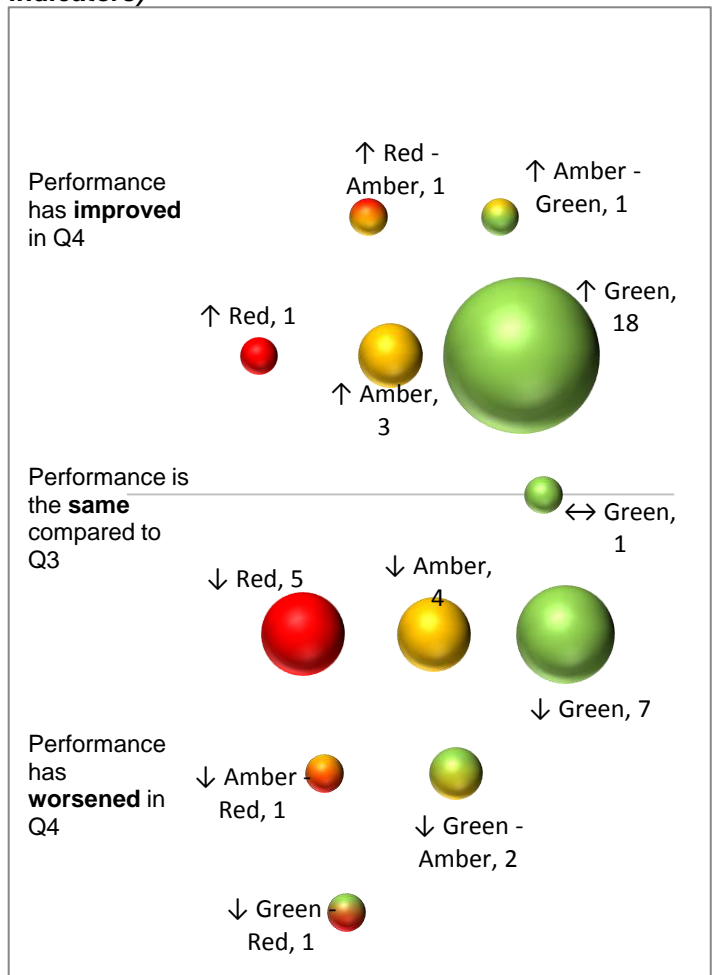


The ADP has 49 indicators: 47 have been reported in Q4. 1 indicator has been reported to the end of 3rd quarter. One indicator has been discontinued.

There are 27 Green indicators (on target), 10 Amber and 8 Red. Three indicators have no target, and therefore no RAG status.

27 have improved since the previous reporting period, 1 has stayed the same and 20 have worsened since the last reporting period.

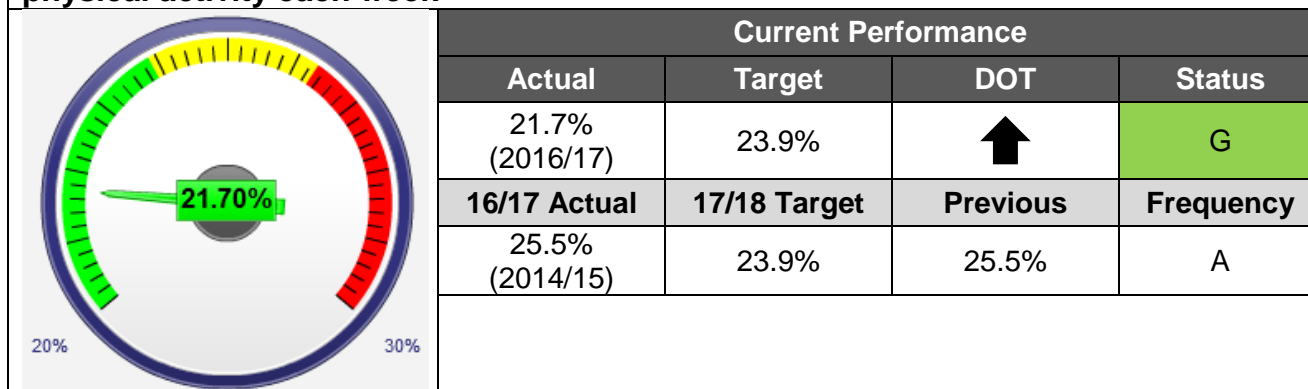
Direction of Travel and RAG status (Position in relation to central line indicates direction of travel in Q4; size of bubble represents the number of indicators)



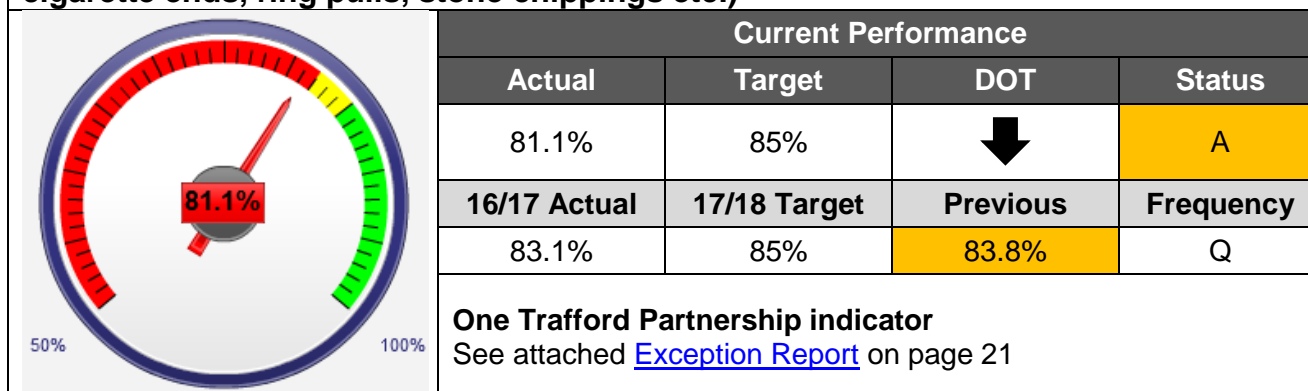
Section 4 – Performance Information

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

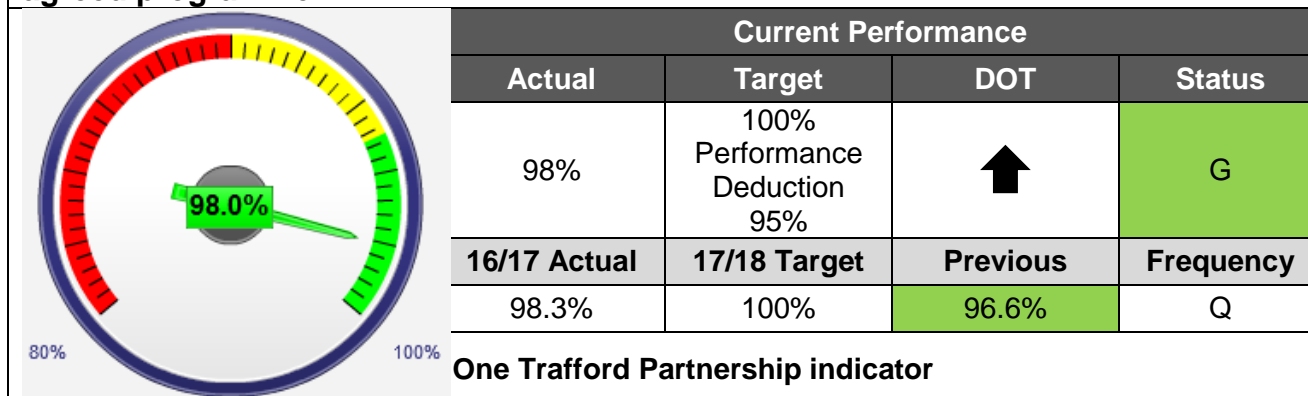
Percentage of adults undertaking less than 30 minutes of moderate intensity physical activity each week



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

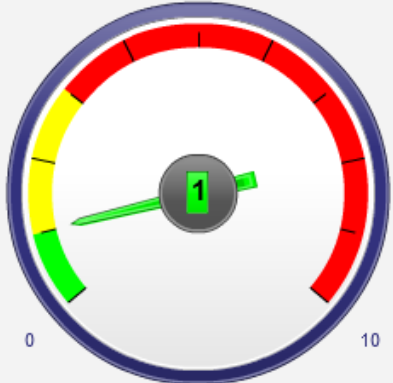


Percentage of Highway safety inspections carried out in full compliance with the agreed programme



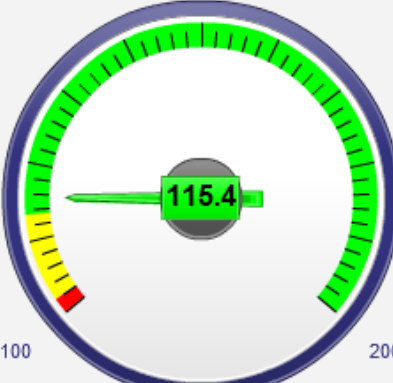
Creating a national beacon for sports, leisure and activity for all - make Trafford a Destination of Choice

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

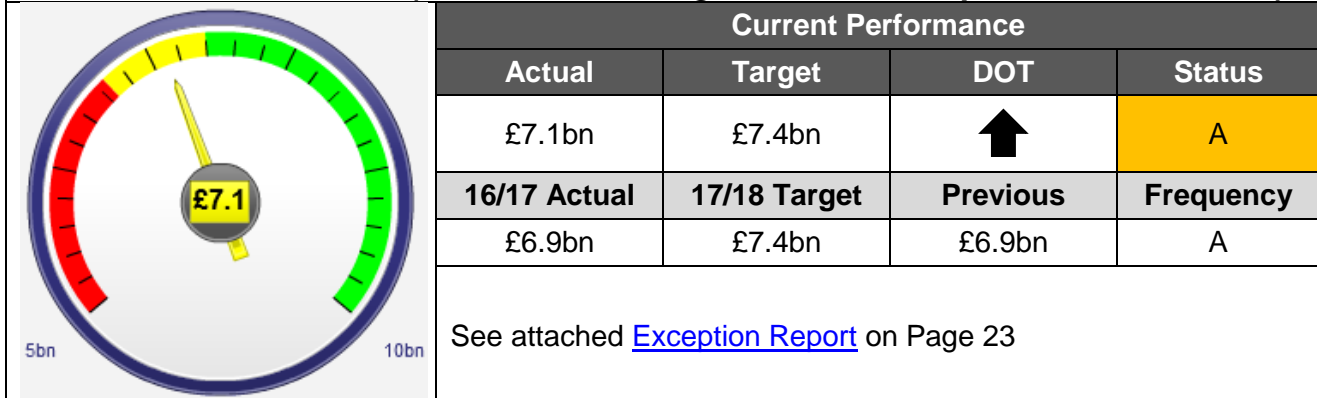
Increase visitor numbers to Sale Waterside Art Centre by 5%



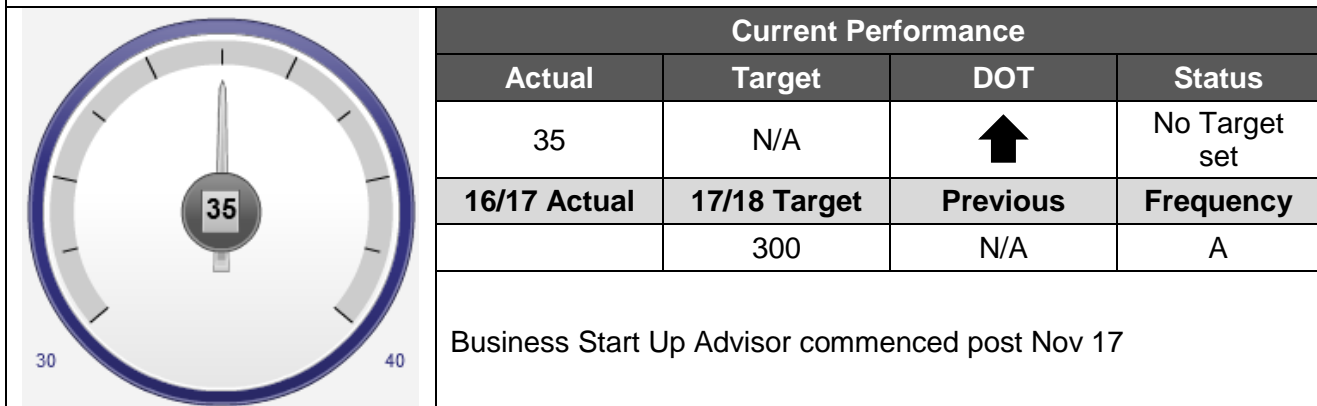
Current Performance			
Actual	Target	DOT	Status
115,400	113,400	↑	G
16/17 Actual	17/18 Target	Previous	Frequency
108,000	113,400	108,000	A

Accelerate housing and economic growth

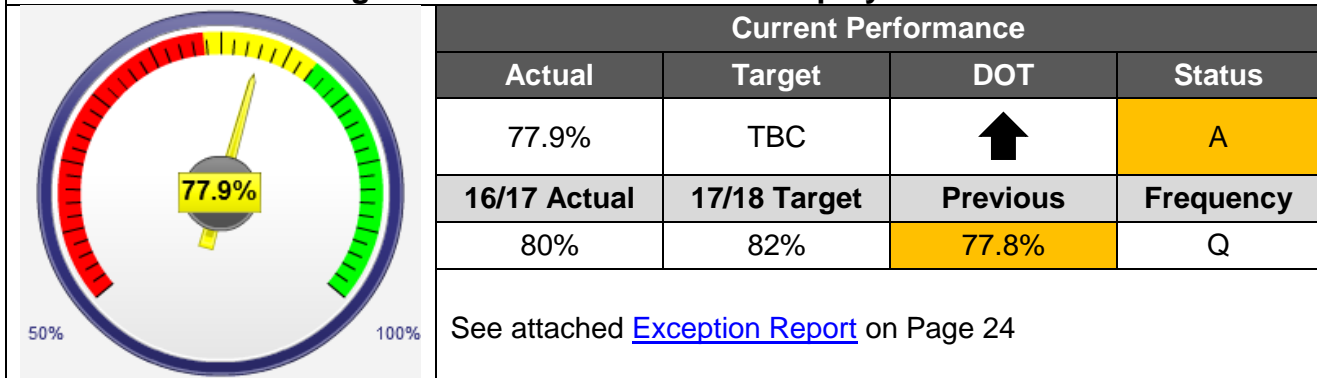
Total Gross Value Added (*The total value of goods + services produced in the area*)



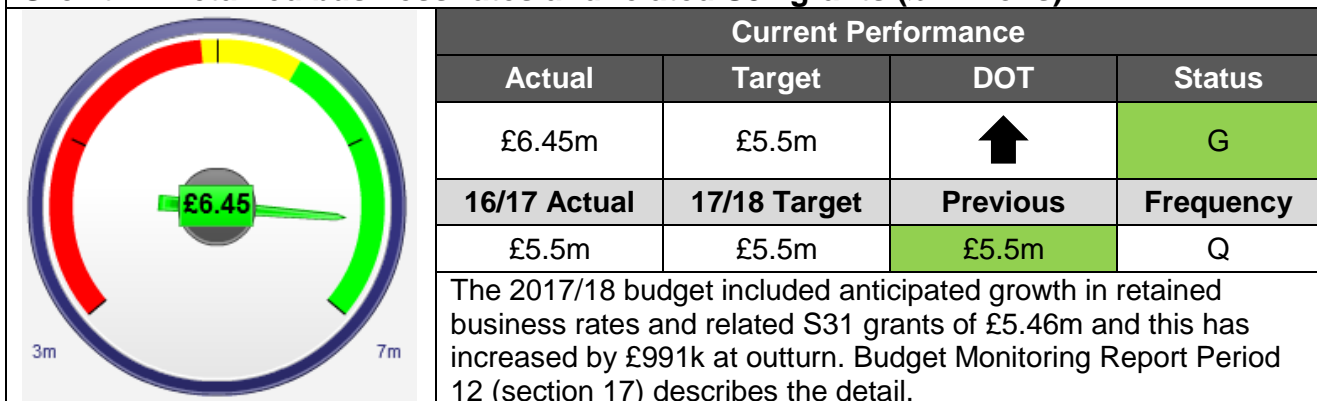
Number of new business starts



Increase the Percentage of Trafford Residents in Employment

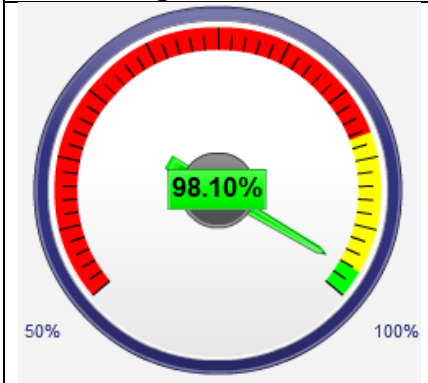


Growth in retained business rates and related S31 grants (£ Millions)



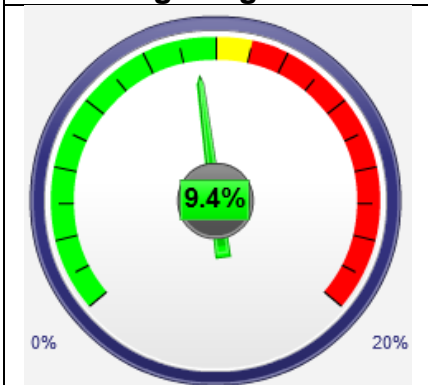
Accelerate housing and economic growth

Percentage of Council Tax collected



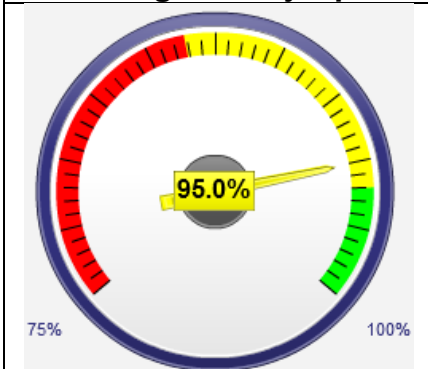
Current Performance			
Actual	Target	DOT	Status
98.1%	98%	↑	G
16/17 Actual	17/18 Target	Previous	Frequency
98.2%	98%	86.28%	Q

Percentage of ground floor vacant units in town centres



Current Performance			
Actual	Target	DOT	Status
9.4%	10%	↓	G
16/17 Actual	17/18 Target	Previous	Frequency
10.8%	10%	8.3%	Q

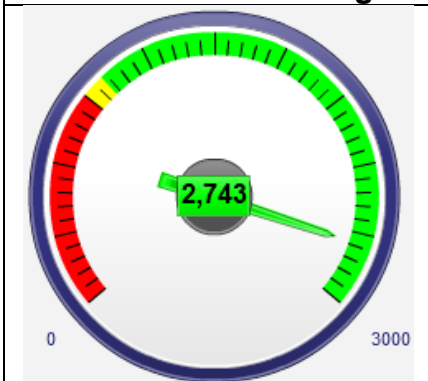
Percentage of major planning applications processed within timescales



Current Performance			
Actual	Target	DOT	Status
95%	96%	↓	A
16/17 Actual	17/18 Target	Previous	Frequency
98%	96%	96%	Q

See attached [Exception Report](#) on Page 25

The number of housing units granted complete planning consent

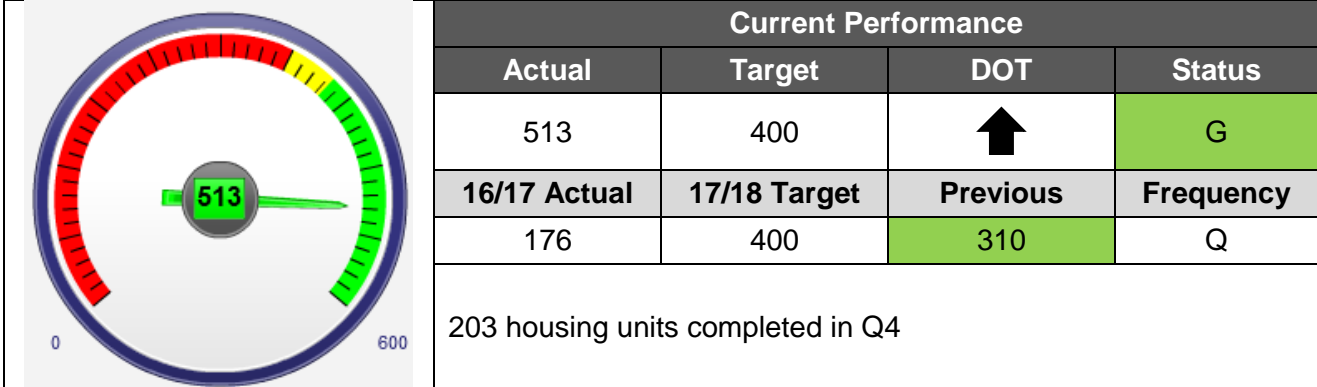


Current Performance			
Actual	Target	DOT	Status
2,743	1,000	↑	G
16/17 Actual	17/18 Target	Previous	Frequency
754	1000	2,261	Q

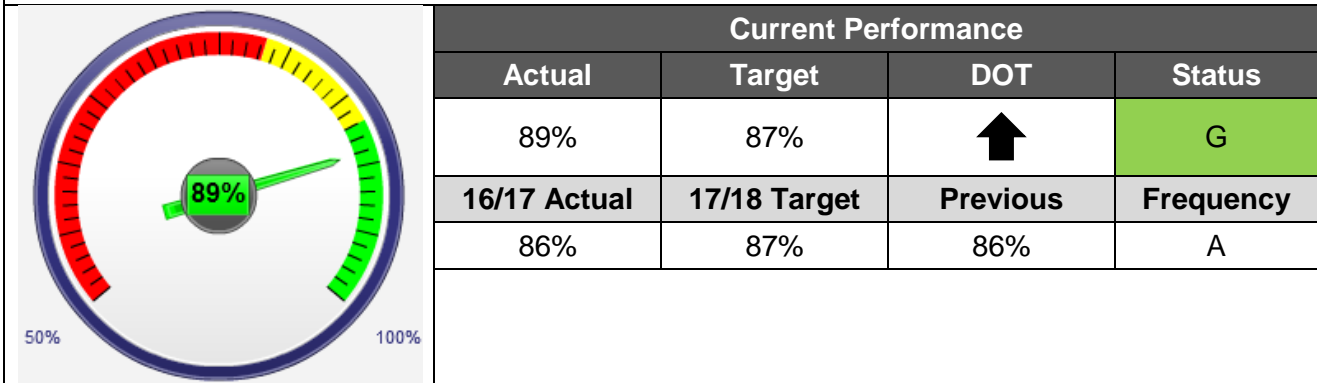
Hybrid application for Carrington added to Q3 as queries previously did not include hybrid applications so was missed from Q2 when it was originally approved.

Accelerate housing and economic growth

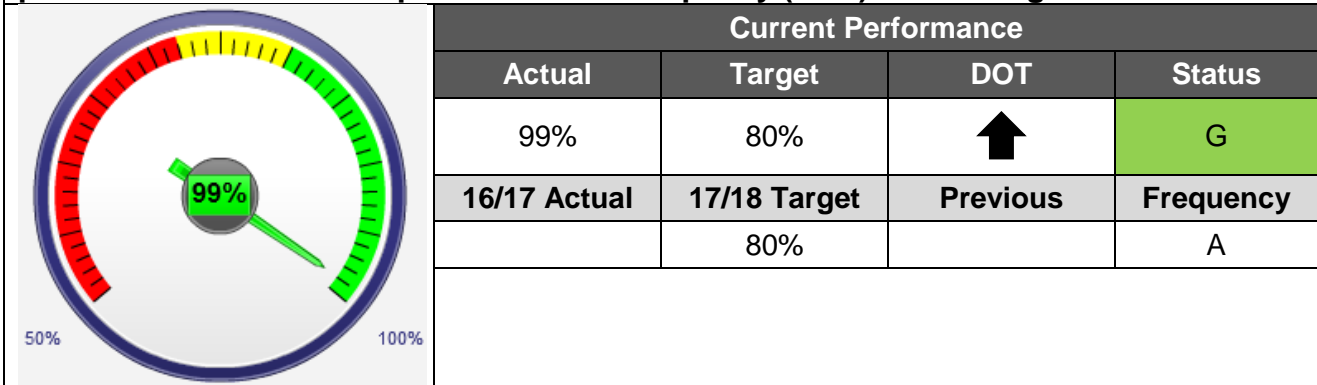
The number of housing completions



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

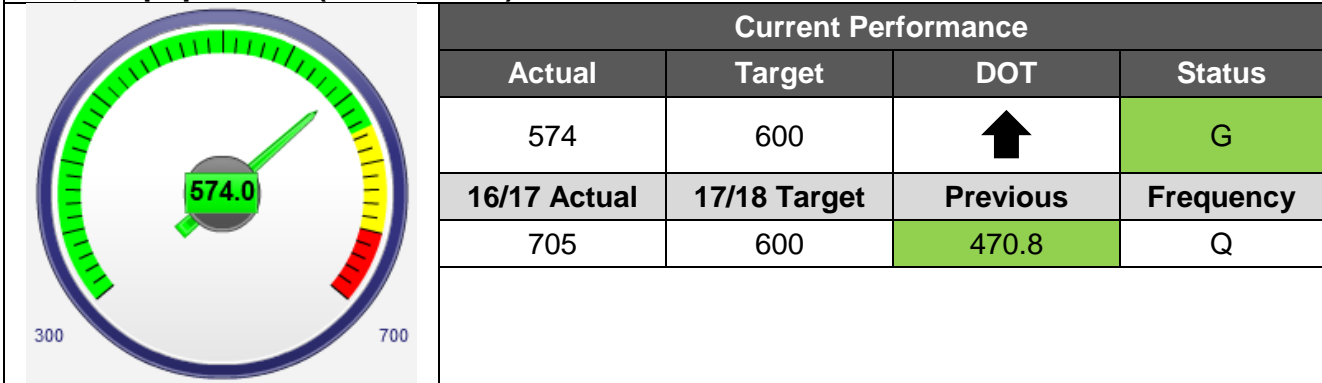


To maintain effective real time air quality monitoring, across the Borough, at three permanent sites that are part of the GM air quality (NO2) monitoring network.

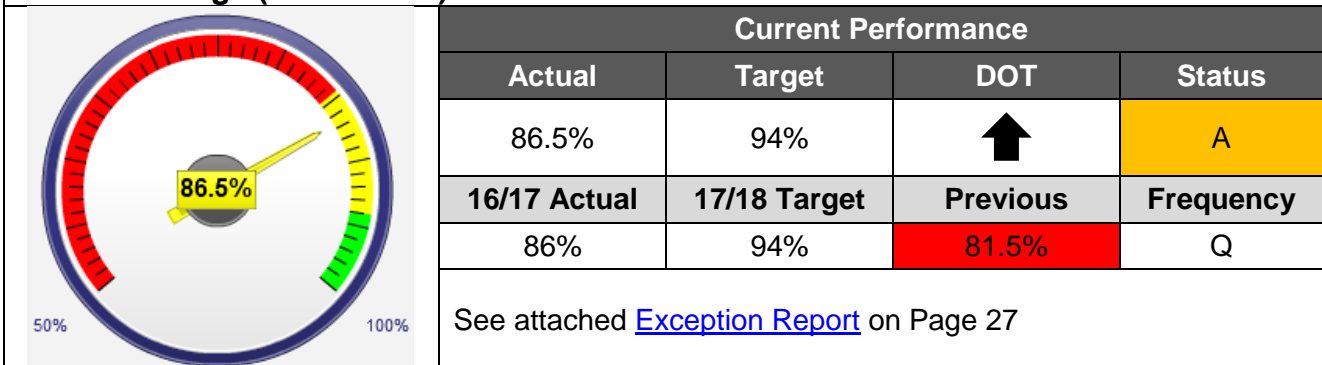


Co-designing and co-producing services to enable people, communities and businesses to work together, help themselves and each other

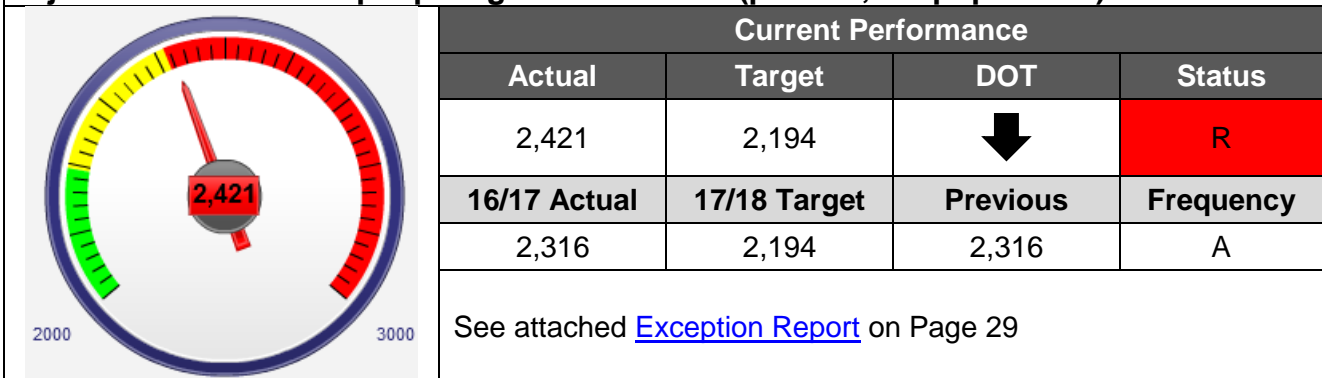
Admissions to Residential or Nursing Care for Older People during the year per 100,000 population (ASCOF 2Aii)



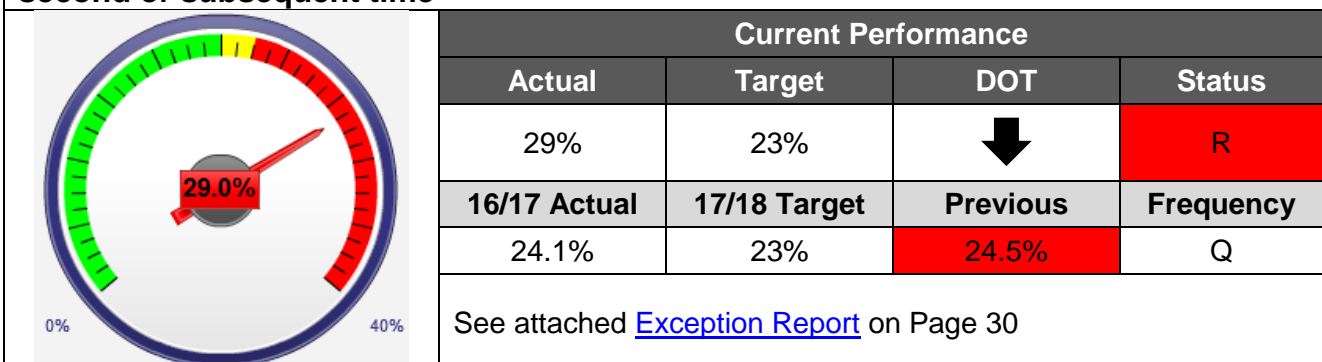
The proportion of older people (aged 65 and over) who were still at home 91 days after discharge (ASCOF 2Bi)



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

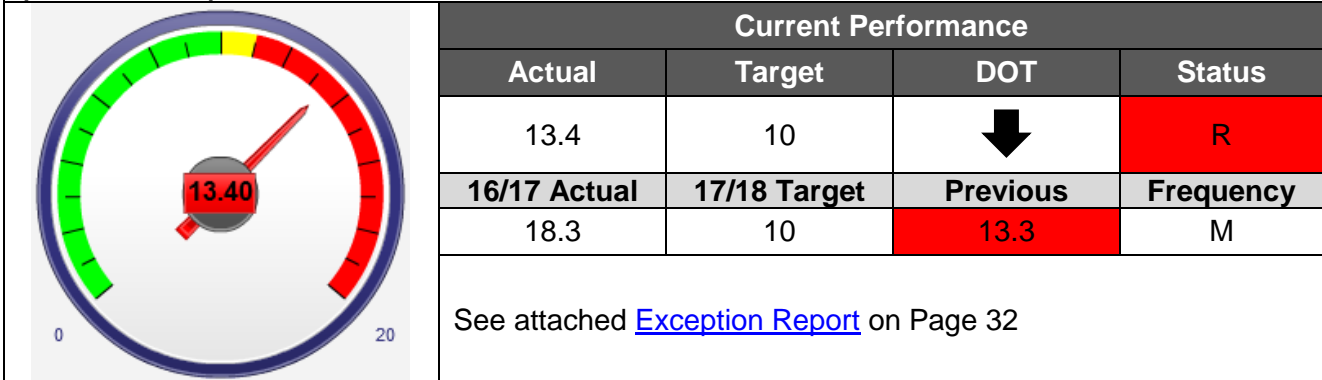


Reduction in the proportion of children made subject to a Child Protection Plan for a second or subsequent time

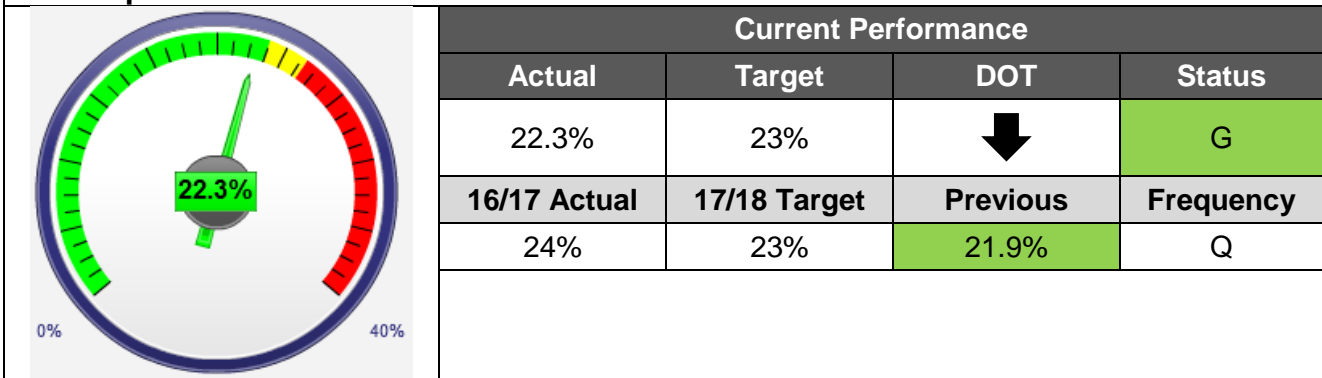


Co-designing and co-producing services to enable people, communities and businesses to work together, help themselves and each other

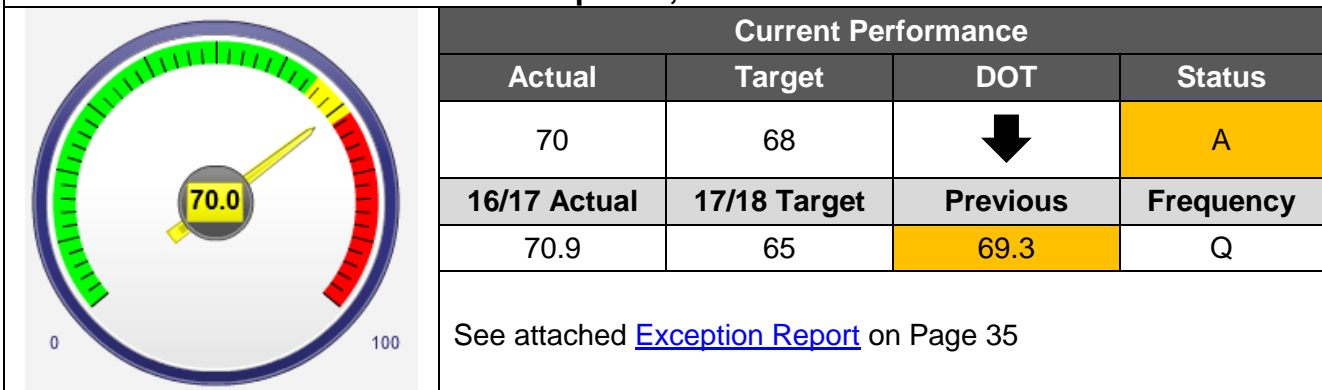
Delayed Transfers of Care attributable to Adult Social Care per 100,000 pop 18+ (ASCOF 2Cii)



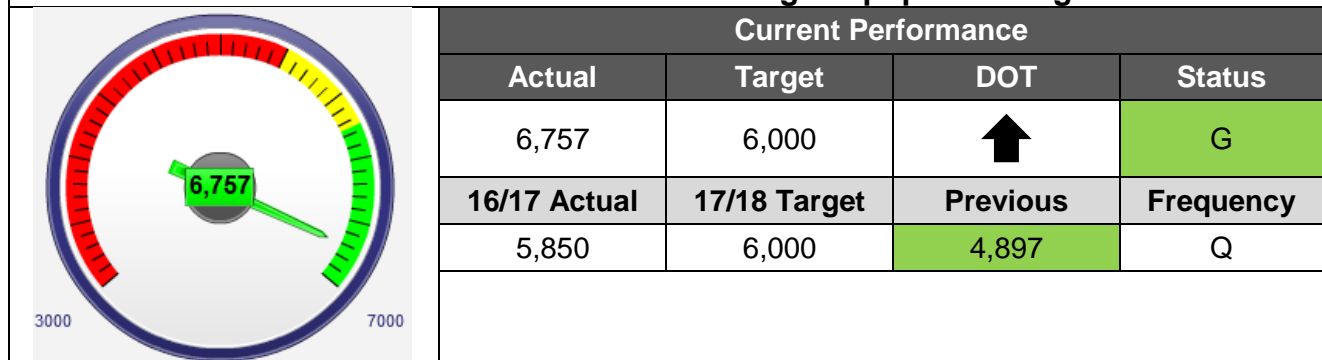
% of repeat referrals to children's social care



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



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



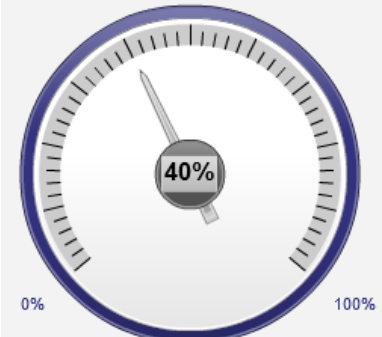
Co-designing and co-producing services to enable people, communities and businesses to work together, help themselves and each other

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

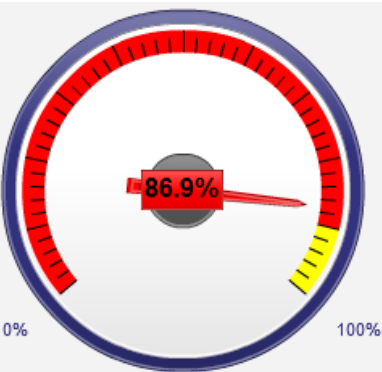
- Domestic Abuse;
- Missing from Home / Care;
- Alcohol or Substance Misuse

	Current Performance			
	Actual	Target	DOT	Status
	DA 155 MFC 52% ASB 354	DA 270 MFC 30% ASB 400	↑	G
	16/17 Actual	17/18 Target	Previous	Frequency
	DA 300 MFC 40% ASB 445	DA 270 MFC 30% ASB 400		A
Awaiting data from GMP for Domestic Abuse incidents				

Percentage of tender exercises resulting in Social Value KPIs

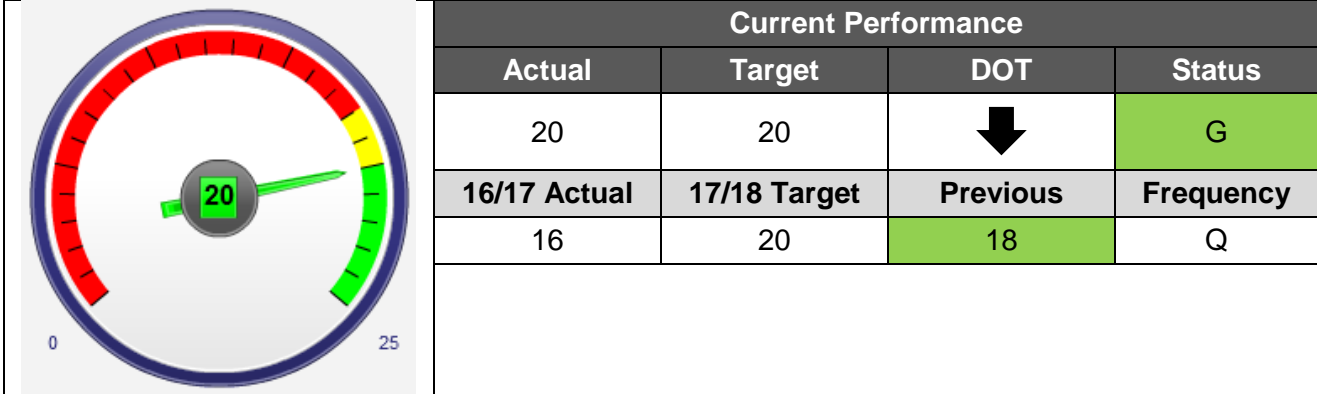
	Current Performance			
	Actual	Target	DOT	Status
	40% Q3	TBC	↑	No target set
	16/17 Actual	17/18 Target	Previous	Frequency
	52%	TBC	26%	Q
Q3 figure ratified on 9th May 2018 at Joint Committee and Q4 will go to Joint Committee on 12th June.				

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

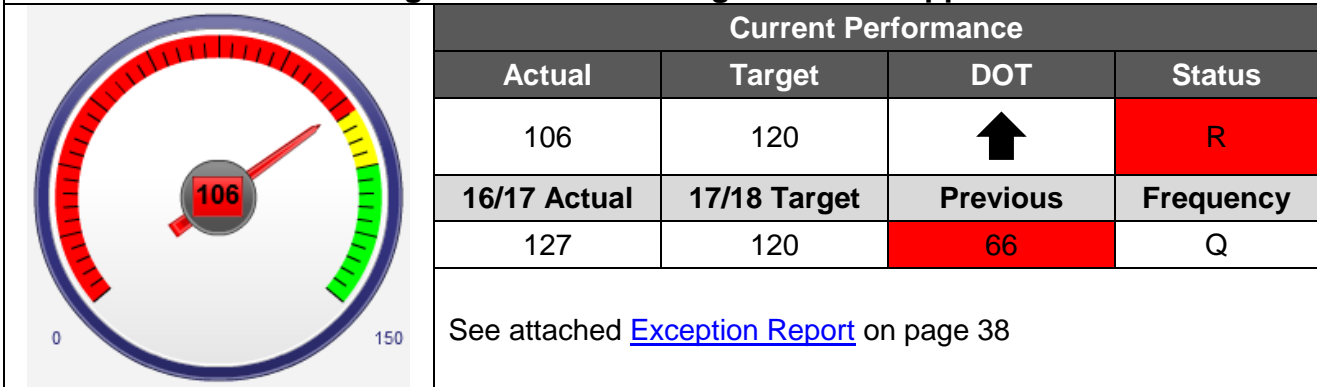
	Current Performance			
	Actual	Target	DOT	Status
	86.9%	100%	↓	R
	16/17 Actual	17/18 Target	Previous	Frequency
	100%	100%	100%	A
The draft forecast outturn shows that £14.716m (86.9%) of the savings target will be achieved leaving a shortfall of £2.219m. Full details of the savings achieved are included in the 17 May 2018 Transformation Programme Board Report.				

Building Strong Communities

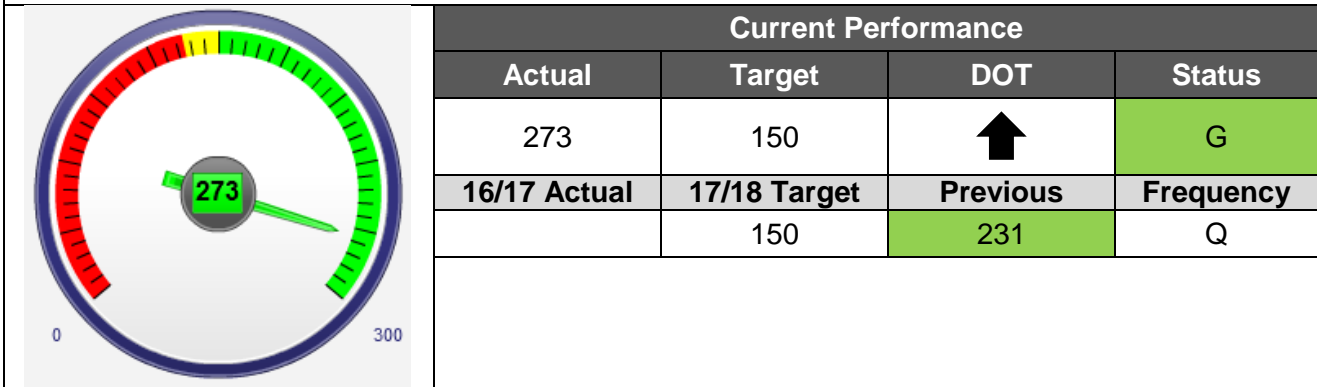
Number of Locality Networking Events held per locality per year



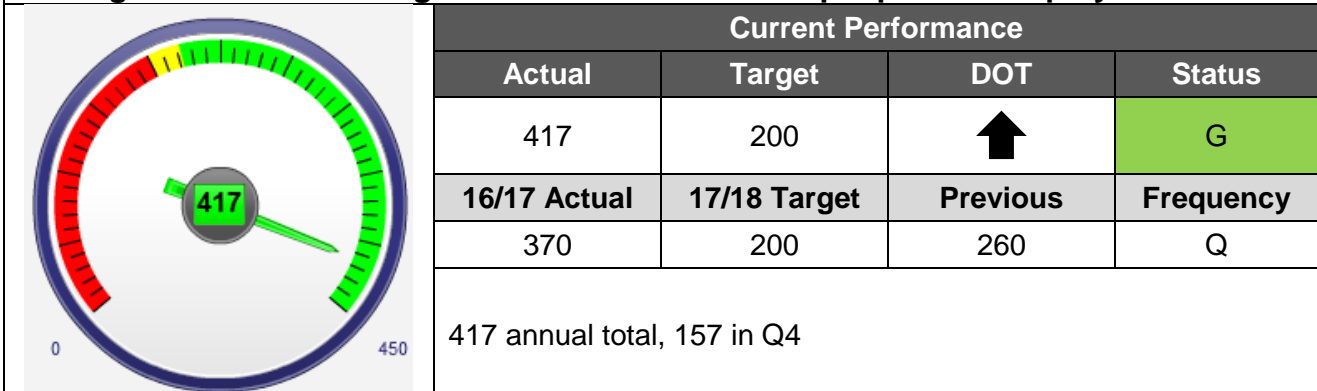
Number of third sector organisations receiving intensive support



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

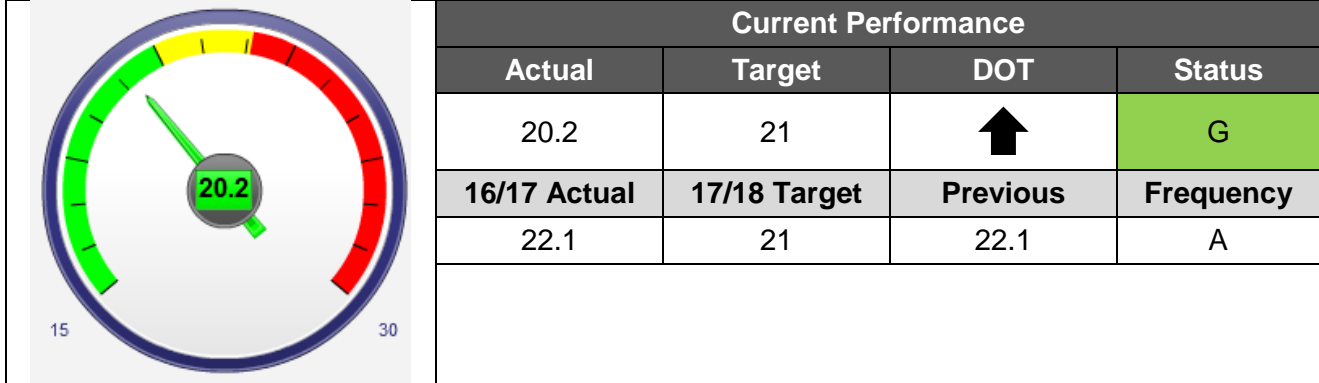


Through the Trafford Pledge increase the number of people into employment

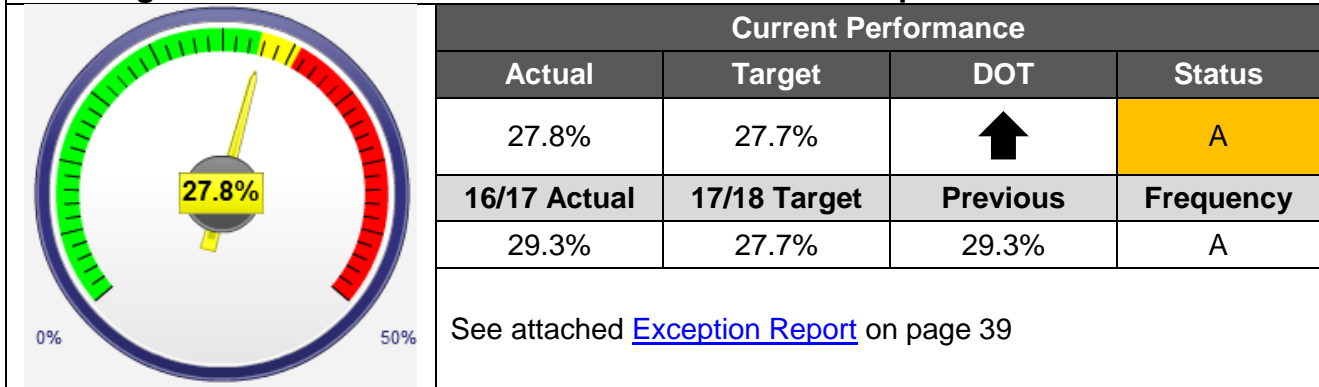


Building Strong Communities

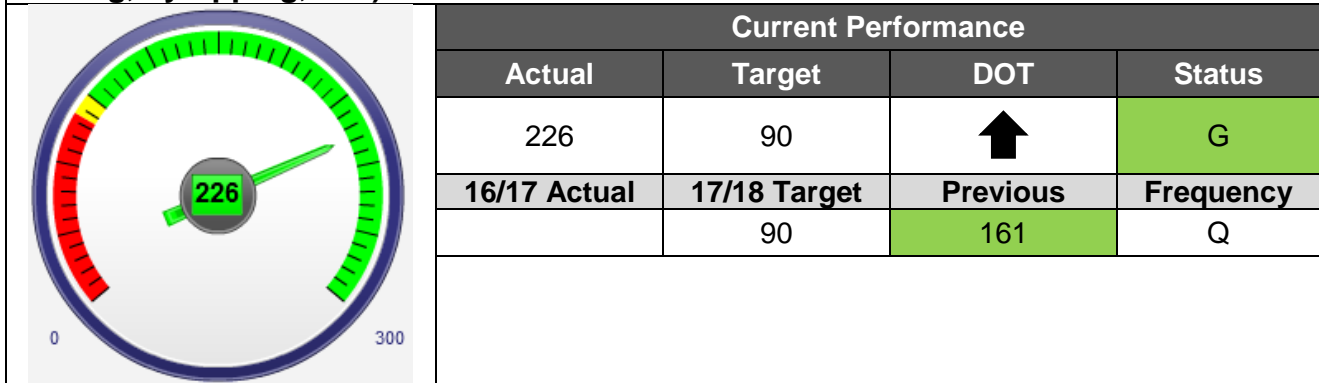
Under 75 mortality rate from liver disease (per 100,000 population)



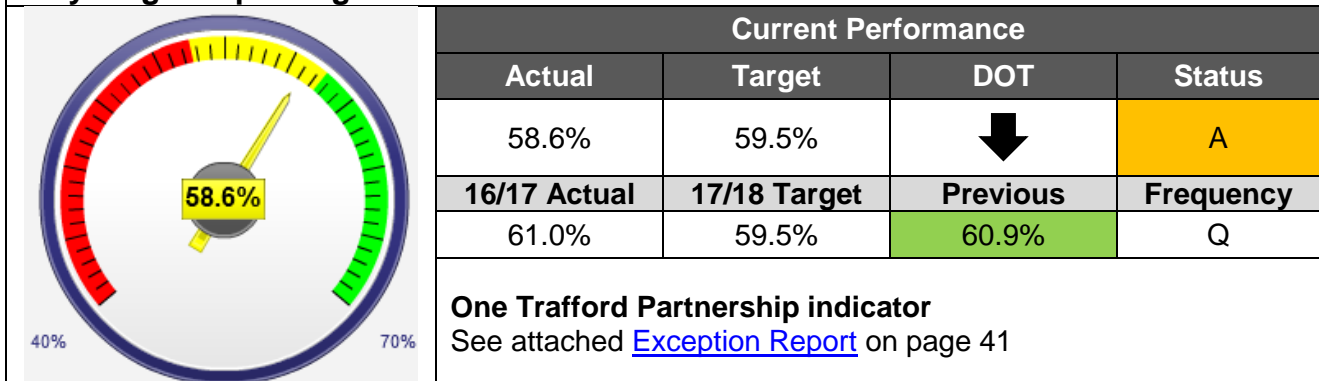
Smoking Prevalence in adults in routine and manual occupations



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



Building Strong Communities

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

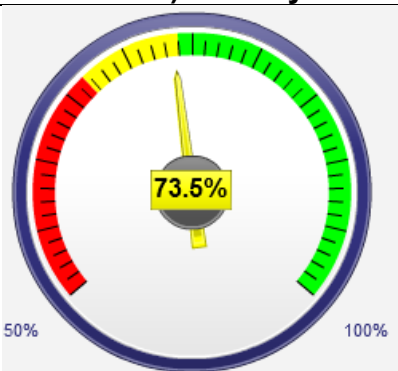
	Current Performance			
	Actual	Target	DOT	Status
	10.71	8.5	↓	R
	16/17 Actual	17/18 Target	Previous	Frequency
	10.24	8.5	10.49	Q
See attached Exception Report on page 43				

Reduce the gender pay gap (Council wide excluding schools)

	Current Performance			
	Actual	Target	DOT	Status
	10.7% (mean) 17% (median)	N/A	↑	No target set
	16/17 Actual	17/18 Target	Previous	Frequency
	12.56%	N/A	12.56%	A
<p>Trafford Council has a mean gender pay gap of 10.7% and a median gender pay gap of 17.0% as at 31st March 2017. The overall UK gender pay gap in 2017 was 17.4% mean and 18.4% median (the Office for National Statistics).</p> <p>The main reason is occupational segregation: our workforce is predominantly female and we have a disproportionate number of roles on our lower pay bands that tend to be undertaken by women. We previously had large groups of men on lower paid bands in environmental services. However these roles are no longer undertaken by Council employees.</p> <p>The workforce adjusted figures show a significantly smaller gap at 2.86% (mean) and 10.44% (median).</p>				

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

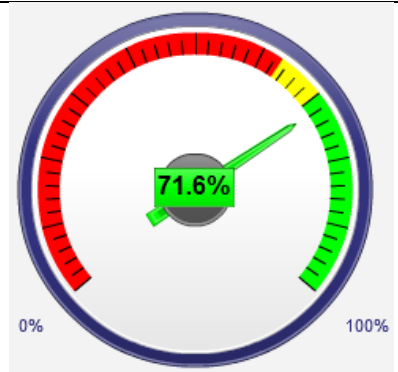
Proportion of children achieving a 'Good Level of Development' ('School Readiness') at Early Years Foundation Stage



Current Performance			
Actual	Target	DOT	Status
73.5%	74%	↓	A
16/17 Actual	17/18 Target	Previous	Frequency
73.8%	74%	73.8%	A

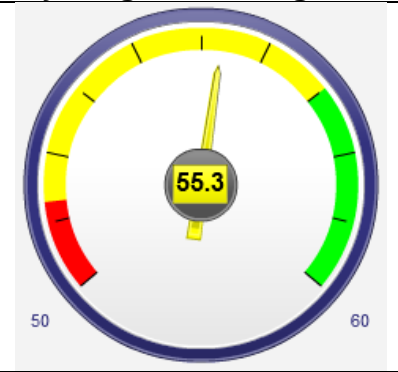
Annual indicator - [Exception Report](#) produced in Q3

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



Current Performance			
Actual	Target	DOT	Status
71.6%	70%	↑	G
16/17 Actual	17/18 Target	Previous	Frequency
66%	70%	66%	A

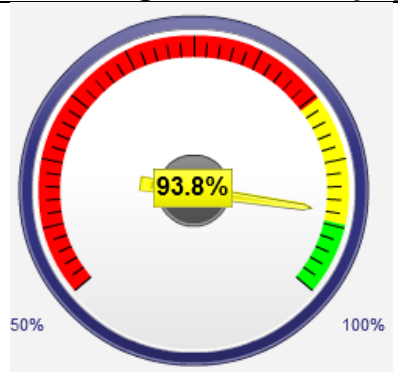
Key Stage 4: Average Attainment 8 (A8) score



Current Performance			
Actual	Target	DOT	Status
55.3	57	↓	A
16/17 Actual	17/18 Target	Previous	Frequency
56.7	57	56.7	A

Annual indicator - [Exception Report](#) produced in Q3

Percentage of Trafford pupils educated in a Good or Outstanding school

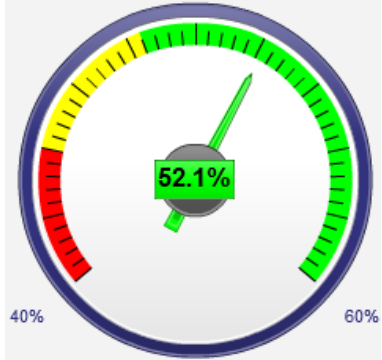


Current Performance			
Actual	Target	DOT	Status
93.8%	95%	↑	A
16/17 Actual	17/18 Target	Previous	Frequency
94%	95%	93.7%	Q

Annual indicator - [Exception Report](#) produced in Q3

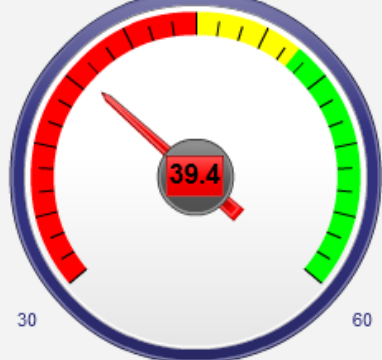
Developing a Wider Education and Skills Offer That Better Connects People to Jobs

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



Current Performance			
Actual	Target	DOT	Status
52.1%	44%	↑	G
16/17 Actual	17/18 Target	Previous	Frequency
44%	44%	44%	A

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



Current Performance			
Actual	Target	DOT	Status
39.4	45	↓	R
16/17 Actual	17/18 Target	Previous	Frequency
43.6	45	43.6	A

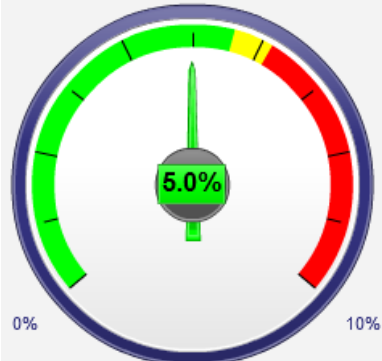
Annual indicator - [Exception Report](#) produced in Q3

Reduction in the number of Working Age Benefit Claimants

Current Performance			
Actual	Target	DOT	Status
N/A	N/A	N/A	N/A
16/17 Actual	17/18 Target	Previous	Frequency
13,515	12,840	13,170	Q

The Department of Work and Pensions has stopped producing data for this indicator. The last data produced relates to November 2016, which was the figure reported in Q2.

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



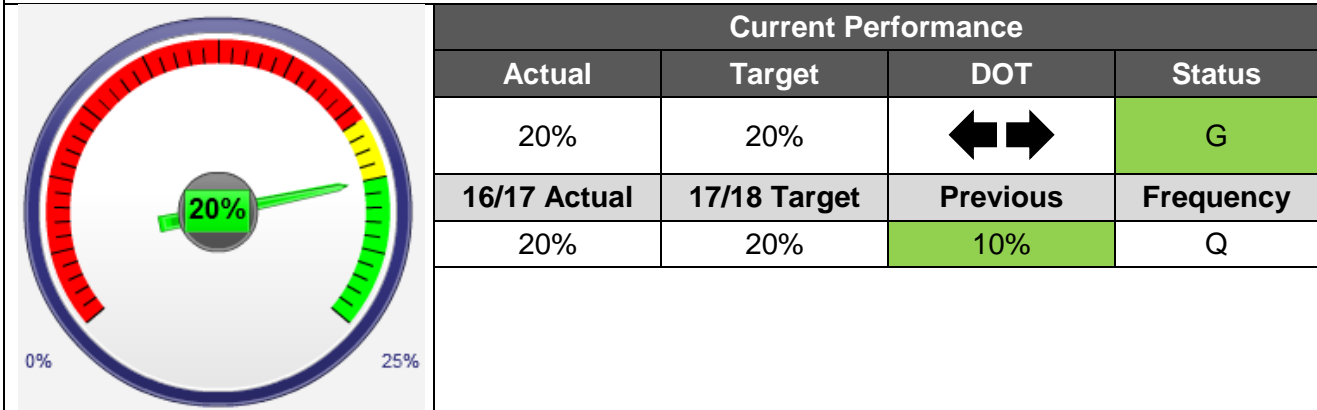
Current Performance			
Actual	Target	DOT	Status
5.0%	5.59%	↑	G
16/17 Actual	17/18 Target	Previous	Frequency
5.59%	5.5%	6.7%	M

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

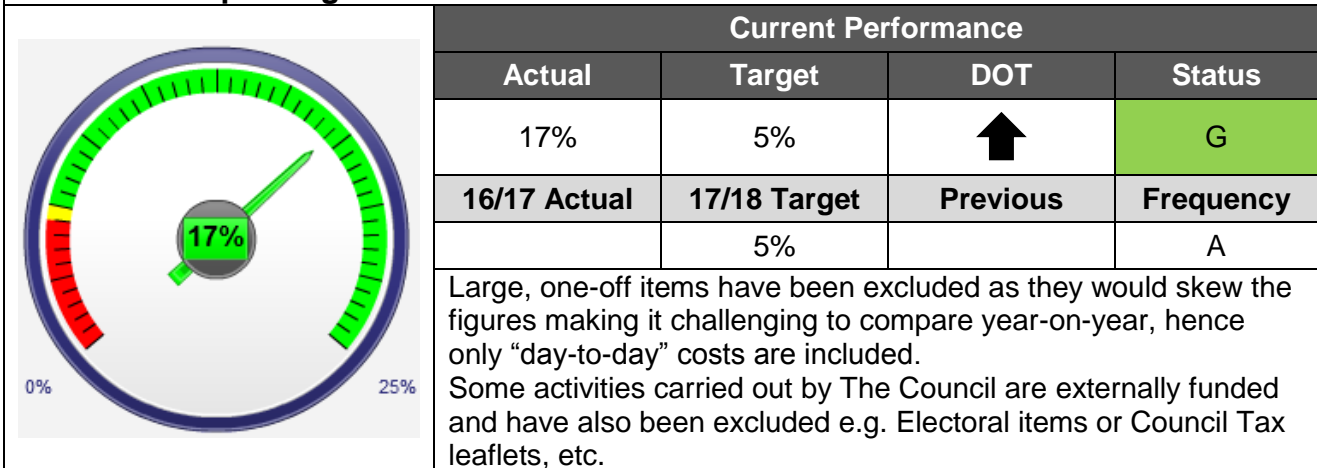
Increased no. of Apprenticeships				
	Current Performance			
	Actual	Target	DOT	Status
	82	123	↑	G
	16/17 Actual	17/18 Target	Previous	Frequency
	19	123 (by 2020/21)	19	A
<p>The target is to employ 2.3% of all staff as Apprentices, over the period April 2017 – March 2021, and to date we have achieved 2/3 of this target. We are confident that we will meet the 20/21 target over the next year.</p>				

Optimising technology to improve lives and productivity

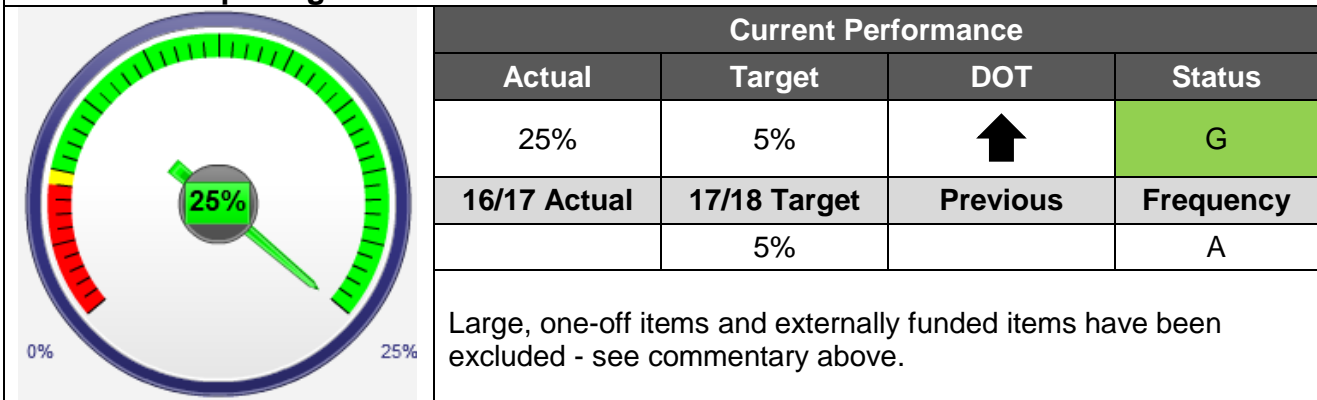
Increase in online transactions



Reduction in printing costs from 2016/17 baseline



Reduction in postage costs from 2015/16 baseline



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:	81.1%
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 reported score is for 1100 surveys carried out by KBT between July and February. Results from surveys carried out in late January showed a slight deterioration from the score reported at the end of 3rd Quarter.</p> <p>Performance is below the minimum acceptable standard of 82%, as set out in the One Trafford Partnership contract, and deductions have been implemented according to the payment mechanism of the contract.</p> <p>KBT have presented results and recommendations to Senior Managers from both Trafford and Amey, and this information will be used to deliver improvements to cleansing.</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.

The One Trafford Partnership embarked on an extensive Improvement programme in December, which includes revising cleansing schedules; deep cleansing operations in all Wards, and around gateways into the Borough; and weekly meetings between Operations and Client Officers, 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.

The Environmental Improvement Team has established the Kingdom project, to tackle the problems of litter and fly-tipping, through education and enforcement

5.2 Accelerate housing and economic growth

Theme / Priority:	Accelerate Housing & Economic Growth		
Indicator / Measure detail:	Total Gross Value Added (The total value of goods and services produced in the area) (£ Billions)		
Baseline:	£6.9bn		
Target and timescale:	£7.4bn April 2017-March 2018	Actual and timescale:	£7.1bn April 2017-March 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? 			
<ul style="list-style-type: none"> • This data is extracted from the Greater Manchester Forecasting Model which consists of the analysis of a national dataset (measures include, employment, capital returns, business demography). • The final outturn target is therefore subject to change - affected by wider changes in the Borough and UK economy which are not within our control. The short term is likely to be challenging. • Despite corporate sectors showing a strong financial position, firms are likely to postpone capital investment due to Brexit related uncertainty. • The North West economy is slowing and is expected to slow further. Growth prospects are down for all regions. GVA in GM is set to see predicted growth by 1.7% per annum. 			
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"> • Residents have less money to spend locally. • A drop in GVA also affects the provision of local investment and the provision of local employment opportunities. • The impact of a weaker pound will be a key issue adding to inflationary pressures as the labour market softens leading to slower income and spending growth. 			
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"> • The fastest growing Local Authorities (Trafford is one of the leaders) are characterised by having positive demographics (ie; residents with good levels of education), favourable industrial structure (high concentration of business services/low exposure to public services and low value manufacturing) which attracts in commuters. • Trafford remains a growth leader for the region. 			

Theme / Priority:	Accelerate Housing & Economic Growth		
Indicator / Measure detail:	Increase the percentage of Trafford Residents in Employment		
Baseline:	79.8%		
Target and timescale:	82% April 2017-March 2018	Actual and timescale:	77.9% April 2017-March 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? 			
<ul style="list-style-type: none"> • The variance is within a 2% tolerance limit. There have been fluctuations in the data by -2% and +2% as a regular feature over the past two years. • The closure of larger multiple chain shops combined with fluctuations in seasonal casual/short term employment can create and diminish employment opportunities on offer in Trafford in a short period of time. • This is a nationally produced dataset – which we will expect will continue at the same tolerance levels going forward. The data also only counts those aged 16-64 and does not count residents in employment who may be older than this date range. It also includes some residents who are on government funded supported training. 			
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"> • The data is within a small tolerance level which can be improved and affected by local programmes. 			
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"> • The Strategic Growth Team has implemented projects to ameliorate the decreases in employment opportunities. • Businesses who have signed up to the Trafford Pledge initiative have created 417 jobs. • The 7 Businesses who have received Trafford Town Centre Loans have created 53.5 Full Time Jobs. • A joint project between the Strategic Growth Team and GM Business Growth Hub has supported the start-up of 50 new businesses (creating a further 50 jobs currently and more in the future). 			

Theme / Priority:	Accelerate Housing & Economic Growth		
Indicator / Measure detail:	Percentage of major planning applications processed within timescales.		
Baseline:			
Target and timescale:	96% 2017-18	Actual and timescale:	95% Q1 – Q4 (cumulative) 2017-18
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 number of major applications submitted to and determined by the Council every year is a relatively small number in absolute terms albeit they are resource intensive to process. There were 62 such applications determined in 2017-18. 59 of these were determined within timescales. Therefore the target is very sensitive and determination of three planning applications outside of timescales has led to performance dropping below target.</p> <p>The applications that were not determined within timescales were 1) for a residential development of ten dwellings; 2) extensions to a school and 3) new commercial units in Trafford Park. The delay to determination of 1) was specifically as a result of the cancellation of an 'ordinary' Planning Committee in April 2017 to enable the consideration of the Carrington planning applications following their deferral at the specially convened March meeting. The delay to determination of 2) was as the proposals attracted a large number of objections from the community and required a number of iterations, delaying a determination at Planning Committee. The delay to determination of 3) was to enable additional highways information to be submitted to ensure no harm to highway safety arose from the proposals.</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>It is unlikely that the specific circumstances which caused delay to the residential application (i.e. the cancellation of a Planning Committee) will arise again. The delay to the determination of the school application has not delayed the delivery of the scheme, which began construction in accordance with the project timetable. Work has not yet begun on the delivery of the commercial application but it is not understood that this is as a result of the planning process.</p> <p>It is important, however, to maintain performance on major applications to ensure a continuing pipeline of schemes coming forward to support economic growth and investment in the Borough.</p>			
How can we make sure things get better?			
<ul style="list-style-type: none"> • What activities have been or will be put in place to address underperformance? Make specific reference to action plans. • When performance will be brought back on track? 			

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

The Planning and Development Service continues to focus resource in its Major Developments Team, seek opportunities for developer funding through Planning Performance Agreements to maintain this resource and review process and procedure. There is also an intention to utilise the 20% uplift in planning application fees to increase capacity in the Service. These measures assist in maintaining performance on major applications.

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:	86.5%
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 4 2017/18, the proportion of older people (aged 65 and over) who were still at home 91 days after discharge was 86.5% 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 4 quarters and in 6 of the last 8 quarters before this one.</p> <p>This indicator is above the northwest average of 83.8% and improved on the previous quarter figure of 81.6%. So on balance the effect on performance has been positive and as we develop out discharge to assess model this should improve further.</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.

We are supporting more people to return home and reducing the number of admissions into residential and nursing care. We are also seeing more people return home for end of life care. All of this is positive news as it improves people's lives and maintains their independence for longer. It is likely that this will have an impact on this measure however, as this cohort of clients are more likely to be admitted back into hospital or pass away within the following 91 days.

Help at Home and SAMS services are already briefed with reableing people and our performance in this area has dropped to below our comparator (83.8%) and national average (83.7).

Discharge to assess beds may be the reason we have improved performance against this indicator. Clients may only be discharged home when they are medically fit for discharge which means a clinical decision has been made that the patient is ready to transfer. This is from a medical perspective only and is usually made by the consultant or team that the patient is under.

Patients are not always ready for discharge however as social care assessments may need to take place and services may need to be commissioned. The longer a patient stays in hospital the longer they take to become reabled and the greater their long term need for social care is on average. So getting patients out of hospital sooner and starting rehabilitation work with them will achieve better outcomes for them in the long term. The discharge to assess model will help achieve this and the better the outcomes for service users, the more of them will be at home after 91 days. Therefore we hope to see further improvement in this indicator in future reports.

Theme / Priority:	Co-designing and co-producing services		
Indicator / Measure detail:	Injuries due to falls in people aged 65 and over (per 100,000 population)		
Baseline:	2,194		
Target and timescale:	To reduce by t207 in 2018/19	Actual and timescale:	2,421
Why is performance at the current level?			
<ul style="list-style-type: none"> • Is any variance within expected limits? • Why has the variance occurred? • Is further information available to give a more complete picture of performance? • What performance is predicted for future periods? 			
<p>Performance has deteriorated in Trafford.</p> <p>This will in part be due to an ageing population, as falls risk increases with age, and in part due to a need to more effectively identify and manage higher risk individuals.</p> <p>We do have (slowly) increasing numbers of people aged 80+ in the borough, and therefore without effective interventions we would expect the number of injurious falls to increase (as the older someone is the more likely a fall is to cause an injury)</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>Falls in older people are a major cause of hospitalisation and of reduced independence, often leading to care home admission. This is directly against the policies, plans and priorities of all partners in Trafford.</p> <p>Reducing falls will make major savings to the health and social care economy.</p> <p>The return on investment from falls interventions is high</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>Reducing falls is a major strand of GM and Trafford transformation work.</p> <p>The CCG is now leading a piece of work to develop more effective falls pathways and a simpler, more effective service reaching a higher proportion of the population in a timely manner.</p> <p>We need to be able to respond more quickly to falls causing no or minor injury, as these can be a sign of an injurious fall to follow.</p> <p>We need to look at our fracture liaison offer and impact of this.</p> <p>We have opportunities with the implementation of the GP frailty index to identify and intervene earlier with higher risk fallers.</p>			

Theme / Priority:	Co-designing and co-producing services		
Indicator / Measure:			
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:	29.0% at Q4 (March 18) 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 deteriorated in each quarter this year and has not met 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 have been 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. That said, the proportion of plans starting within 2 years of a previous plan ending is 19%.</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> <p>We are in the process of introducing a Restorative approach to practice across Trafford, including Restorative child protection conferences. There is evidence that this way of working leads to lower numbers of CP plans through a strength and asset based inclusive approach.</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>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>			

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.

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.

We have also recently convened a meeting of strategic and operational managers and Independent Reviewing Officers to look specifically at this issue. Themes and priorities were identified and a working group has been established to develop an action plan.

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:	13.5
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 November 2017/18 (last available figures), the DToC figure was 13.5 which represents a slight improvement on the Q2 figure of 14.7. However, Trafford is under-performing relative to the year-end target of 10.</p> <p>It is worth noting however that this is an average figure over a period of 12 months so is slow to show our improvement against DTOC, which has been considerable. Average delays per day attributed to social care fell 67.3% in the last figures reported by NHS England from 41.0 in 2016/17 to 13.4 in 2017/18. That means we have seen an average reduction of 47.8% month on month since November when compared to the same time last year. This is remarkable, particularly considering the time of year it has been achieved in. If we continue to improve at an average rate of 47.8%, the outturn for this indicator will be below target in for Q2 2018/19.</p> <p>There does however continue to be a relatively high volume of delayed discharges from all hospital settings when compared to our comparators, especially at South. A transfer of care plan has been developed and implemented with partners to reduce the overall DTOC across Trafford. Targets have been set for each project supporting the reduction in delays.</p> <p>In conjunction with the CCG a 36 bed Intermediate care unit has been running at Ascot house in partnership between the Council, the CCG and Pennine Care complemented by 9 Discharge to assess beds.</p> <p>Trafford has opened an Urgent care control room at Meadway health centre alongside the Boroughs out of hour's services including Community enhanced care service, Emergency Duty team, Out of hours District nursing service, and clinical Triage. The consolidation of the services has provided greater oversight of the use of resources and maximised the use of beds. The delayed transfers of care are reducing across health and social care , but the increased assessment capacity is seeing high numbers of people being referred and ultimately logged as delays in the shorter stay cohort, resulting in an increase in numbers</p> <p>Additional homecare providers has been procured to cover peak periods reducing the number of people waiting home care from 90 Christmas 2016 to 19 Christmas 2017. Further work is under way with Greater Manchester to develop a new home care framework in collaboration with other GM LA's.</p> <p>Significant work has been completed between the Council, Wythenshawe Hospital, Salford royal, TGH 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</p>			

medical bed capacity. This has supported Trafford's decision to move towards a Discharge to Assess model. This has included procuring 38 D2A beds across Trafford and procuring an additional Stabilize and Make safe service. The reconfiguration of the Councils Reablement service to form a wraparound service (Care at Home) linked to Ascot house Community Enhance care and MRI has significantly improved the flow of people through these resources.

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?

The implications of not meeting the target include:

- 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:

Integrated Discharge team manager - South Manchester site

The new Integrated Discharge manager is in place at South Manchester working with Manchester and Trafford. The new manager commenced 8th January. Agreement has been reached to create an estates plan to collocate the new team which went live on 16th April 2018.

The service is developing an electronic patient tracker which will connect to the Urgent care control room in Trafford.

Discharge to Assess Beds

A new pathway of care has been developed in line with the Greater Manchester Discharge to assess standards. 38 D2A beds have been commissioned in partnership with Trafford CCG to expedite discharges and test the new pathways. For eligible patients, the process for accessing these beds has enabled an efficient pathway from discharge to their long term destination. These are monitored by the Strategic Lead for Urgent Care.

Improvements and clarity in the CHC application and screening processes for Trafford staff has resulted in workload benefits for the social care team and health teams, moving the screening to community settings and reducing 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 within 24 hours and the CHC screen is completed in the Community setting.

District Nurse Liaison /Flexible Nursing Cover

Nursing cover has been amended to cover other hospital sites and follow at 2 weeks post discharge.

Urgent care control room

DTOC's are now also monitored daily by the urgent care control room (Pennine Care and Trafford Council) and matched to the available resources within the community services. .

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. The D2A beds include EMI and General nursing beds and are being used to test the step down options.

In addition the SAMS service has been expanded to support the new D2A pathways.

CEC/Ascot House

The community Enhanced Care team and Ascot House has been aligned to Care at home service supporting step down each morning to ensure use of the service is maximised.

Theme / Priority:	Co-designing and co-producing services to enable people, communities and businesses to work together, help themselves and each other		
Indicator / Measure:			
Indicator / Measure detail:	Children who are 'Looked After', rate per 10,000		
Baseline:	70 at March 2017		
Target and timescale:	65 at March 2018	Actual and timescale:	69.6 at Q4, March 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 rate of 70.4 equates to 383 children in the care of the Local Authority as at the end of March 2018. The number of Looked After Children has now been at +/- 3% of 380 for 15 months.</p> <p>There was a target to reduce the number of Looked After children to 352 by the end of March, or a rate of 65. Despite the fact that the number of cases discharged from care – 136 - in the year is 90% higher than that seen last year, the number of admissions to care in year is very similar to that seen last year: 140 compared to 138. The consequence of this is that there was a very small year-on-year increase in the number of Looked After Children 'as at' 31st March. That said, the data with regard to discharges from care 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, certainly regionally, and so the relative stability we have been able to achieve is 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 28 SGO's this year. This compares to three, four and seven in previous three years. A further cohort of six SGO's will be made in the next two months for cases which have already been filed in court. There are a further six SGO's which are being pursued as part of care proceedings which may conclude by the end of June.</p> <p>This work has been supported by the Review and Improvement team through close tracking of progress on permanence plans, work to promote cultural change and a review of the SGO support offer and documentation and by providing some additional capacity to complete assessments.</p> <p>12 adoptions have been completed this year. 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</p>			

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.

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.

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 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 Q4 Target - 40	Actual and timescale:	106 – 2017/18 Q4 Actual - 40
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> <p>In Q4, 40 third sector organisations received intensive support, which met the target for the quarter.</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:	Smoking Prevalence in adults in routine and manual occupations		
Baseline:	27.7%		
Target and timescale:	Target is 21% by 2021	Actual and timescale:	27.8%
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 variation from baseline is not significant but the performance is particularly poor when compared to smoking rates in the general population in Trafford, which is now less than 13%.</p> <p>We do not currently have any specialist stop smoking services in Trafford, and these will be required if we are to make the difference in our higher risk populations. We also need to be working to make smoking socially unacceptable in all social groups; to ensure that young people are protected from tobacco, that homes are smoke free and that we take every opportunity to reduce smoking rates (eg through interventions with people with mental health problems, or through 'stop before the op' programmes.</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>Smoking remains the largest cause of preventable death in the UK. 50% of smokers will die of a smoking related disease. Smokers die younger and have more episodes of illness than those that do not smoke.. It causes many diseases and exacerbates others.</p> <p>There is a strong link between smoking and inequality, with lower income groups disproportionately likely to smoke, and these differences are a major driver of inequalities in healthy life expectancy. Smoking is an intensely socially mediated habit, and the more people around you that smoke, the more likely you are to smoke. The return on investment from smoking cessation is extremely strong, we should be investing in this area to save elsewhere.</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 need to take both a universal and a targeted approach. We need to continue to make it unattractive for people to smoke through environmental and workplace policies, controls on sales, education and enforcement.</p> <p>All services should be able to Make Every Contact Count and offer brief interventions to reduce smoking rates.</p> <p>We are also developing a targeted stop smoking offer for higher risk smokers (eg</p>			

pregnant women, people with serious mental illnesses, people with chronic conditions such as COPD; people waiting for operations).
Some funding is available through the Public Health funding but this should be supplemented by training for staff on brief interventions and for supporting our own staff to quit.
We also need to fund enforcement on sales restrictions and education in schools

Theme / Priority:	Building Strong Communities		
Indicator / Measure detail:	Improve the percentage of household waste arisings that have been sent by the Council for recycling or composting		
Baseline:			
Target and timescale:	59.5%	Actual and timescale:	Q4 Performance 58.6%
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 annual indicator is measured on a cumulative basis with recycling with fluctuations seen on a monthly basis due to seasonal variation of waste streams collected.</p> <p>In 2017 the Council implemented a charge for garden waste collections. This service has been successful with higher numbers of subscribers than forecast, however the amount of bio-waste collected in the green bin has reduced from 30,985t in 16/17 to 24,809t 17/18.</p> <p>The One Trafford Partnership has seen overall reductions in all of the recyclable waste streams in 17/18. The amount of commingled waste collected in the black bins has reduced by 158.61 tonnes. This variation is small relative to the total amount of waste collected in the black bin and is consistent with evidence from other local authorities with established recycling services who see a small decline in recycling collected as services become established.</p> <p>There has been a continuing national trend of less paper collected for recycling with the Local Authority Collected Waste Statistics – England published in December 2016 showing a decline in overall Paper tonnages from 2011 onwards. The partnership has experienced a drop in collected paper/card of 630.48 tonnes in 17/18. The One Trafford Partnership introduced measures within the year to maximise the collection of paper/card tonnages e.g. additional Christmas collections of paper/card but still saw an overall decline in this material stream.</p> <p>In the waste composition analysis commissioned by the Partnership in June 2016 it was identified that only around 8% of material collected in the sample of grey bins could have been recycled in the blue bins, whilst almost 23% could have been recycled in the green bin.</p> <p>The Partnership therefore targeted its resources and key messages on diverting waste stream from the grey bin to the green bin and overall the stream saw an increase in the tonnage collected.</p> <p>Increases in contamination rates experienced at the MRF for all Greater Manchester Authorities have also had a negative impact on recycling performance of Trafford as the rate is shared between all authorities, the MRF reject rate averaged 18% in 17/18.</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>			

The main impact on the recycling rate has been the changes to garden waste service. The partnership has promoted home composting as an alternative to using the garden waste collection service and has invested £20,000 annually to subsidise home compost bins.

The garden waste that is taken to the household waste recycling centres by residents who do not want to pay for the service can be treated in a more environmentally friendly way as it is not mixed with food waste. (an aerobic process called “Windrow composting” instead of an anaerobic process called in-vessel composting). It also produces a higher grade of compost that has a greater range of uses.

How can we make sure things get better?

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

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

The Partnership continues to offer a discounted rate for home compost bins, last year almost 1,000 were sold at the discounted rate.

In 18/19 there are two main campaigns to engage with residents to reduce the waste that they put into their grey refuse bin and increase the amount of waste collected for recycling.

Food for thought - a long term behaviour change campaign to normalise recycling behaviours and discourage all food waste from entering the residual waste stream

Right Stuff Right Bin - a long term behaviour change campaign to normalise recycling behaviours and discourage all recyclables from entering the residual waste stream

In 18/19 there will also be a targeted approach to engaging with flats with communal bins stores to encourage them to recycle their waste and also present their waste in the correct container.

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:	10.7
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 remained 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 and at Q4, the level remained consistent at 10.71.</p> <p>On recent benchmarking information, for the year ending 31st March 2017, the average days lost across AGMA was 10.63. Trafford's absence level was 10.5 days lost and we were ranked fourth out of the 10 local authorities. This is an improvement on last year's result when we came 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 following issues highlighted by the analysis contained in the Workforce Update Dashboard. A series of recommendations to help support improvements in sickness levels within CFW have been made and an action plan is in place to monitor improvements 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 was also delivered. This programme supported 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 is currently being reviewed by Human Resources working closely together with managers and unions to improve absence management.

TRAFFORD COUNCIL

Report to: Scrutiny Committee
Date: 4 July 2018
Report for: Information
Report of: Chair of the Scrutiny Committee

Report Title

Scrutiny Committee Work Programme 2018/19

Purpose

This report sets out the Scrutiny Committee work programme for the 2018/19 municipal year.

Recommendations

That the work programme be noted.

Contact person for access to background papers and further information:

Name: Chris Gaffey, Democratic & Scrutiny Officer.

Phone: x2019

Scrutiny Committee Work Programme – 2018/19

At a recent meeting between the Chair and Vice-Chair of the Scrutiny Committee, the following work programme was drafted for the coming municipal year. The later meetings are light to allow for flexibility if / when other topics are brought to the Committee's attention.

Date of Meeting	Topic
4 July, 2018.	<ul style="list-style-type: none">• Executive's Response to the Task & Finish Group Review of the Council's CRM System• Executive's Response to the Task & Finish Group Review of the Council's Scrutiny Processes• ADP Report (2017/18 Quarter Four)• Two Year Greater Manchester Strategy Implementation Plan and Current Performance Dashboard
3 October, 2018.	<ul style="list-style-type: none">• 2019/20 Budget Presentation by the Leader of the Council Including the Draft Medium Term Financial Plan and Plans for the Consultation Process• High Rise Cladding• Progress against the financial risks Identified as part of the 2018/19 Budget Scrutiny process• 2017/18 Ombudsman Report• Investment Strategy
4/6 December, 2018	<ul style="list-style-type: none">• Budget Scrutiny Sessions
9 January, 2019.	<ul style="list-style-type: none">• 2019/20 Budget Scrutiny Report• Traffic Regulation Orders
13 March, 2019.	<ul style="list-style-type: none">• Executive Response to the 2019/20 Budget Scrutiny Report• Social Investment Framework – Trafford Housing Trust

Items to be assigned

- 2018/19 ADP
- Processes for enforcing planning requirements and conditions on planning, enforcement of limits on licensing.
- Policing of parking restrictions.
- The state of homelessness in Trafford.
- Process by which One Trafford deal with requests to deal with highway repairs, road traffic collision repairs and parking restrictions and traffic calming.

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

The work programme will be continually reviewed with topics added throughout the year as required.

Task & Finish Group Topics

Item	Status
Review of the Council's Joint Venture Contract with Amey	Initial planning meeting held on 13 June 2018
Affordable Housing in Trafford	Not Started
Trafford's Consultation Processes	Not Started
Review of the Council's Budget Scrutiny Process (as raised in the 2018/19 Budget Scrutiny report)	Not Started
Ensuring Trafford is the 'Safest Place to Live' in conjunction with the Trafford Youth Trust	Not Started

Recommendation Tracker

Future work programme reports will aim to track the progress of Task & Finish Group recommendations accepted by the Executive and monitor the implementation of improvement actions.

Key Decisions / Items of Information

Throughout the year notice of Key Decisions published since the last meeting of the Scrutiny Committee and other items of interest to Members will be documented in the work programme report.

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