



TRAFFORD COUNCIL

AGENDA PAPERS FOR SCRUTINY COMMITTEE

Date: Wednesday, 15 January 2020

Time: 6.30 p.m.

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

A G E N D A	PART I	Pages
1. ATTENDANCES		
To note attendances, including Officers, and any apologies for absence.		
2. MINUTES		1 - 6
To receive and, if so determined, to agree as a correct record the Minutes of the meeting held on 13 November 2019.		
3. 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.		
4. QUESTIONS FROM THE PUBLIC		
A maximum of 15 minutes will be allocated to public questions submitted in writing to Democratic Services (democratic.services@trafford.gov.uk) by 4 p.m. on the working day prior to the meeting. Questions must be relevant to the remit of the Committee and will be submitted at the meeting in the order in which they were received.		
5. CORPORATE PLAN QUARTER 2 PERFORMANCE REPORT		7 - 28
To receive a report from the Executive Member for Public Safety, Governance, and Reform.		

6. **2018/19 OMBUDSMAN REPORT** 29 - 34

To receive a report from the Executive Member for Public Safety, Governance, and Reform.

7. **2019/20 BUDGET SCRUTINY REPORT** 35 - 44

To receive a report from the Chair of the Committee.

8. **OVERVIEW REPORT** 45 - 58

To receive a report from the Chair of the Committee.

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

Any other item or items which, by reason of special circumstances (to be specified), the Chair of the meeting is of the opinion should be considered at this meeting as a matter of urgency.

10. **EXCLUSION RESOLUTION (REMAINING ITEMS)**

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

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

PART II

11. **HIGH RISE CLADDING UPDATE**

To consider an update from representatives of Trafford Housing Trust.

Note the content of this update is expected to contain exempt information as defined by Local Government Act 1972, Schedule 12A, paragraph 3 as amended by The Local Government (Access to Information) (Variation) Order 2006, and is therefore not for publication.

SARA TODD
Chief Executive

Scrutiny Committee - Wednesday, 15 January 2020

Membership of the Committee

Councillors D. Acton (Chair), J. Lamb (Vice-Chair), J. Holden, B. Shaw, R. Thompson, A.J. Williams, B.G. Winstanley, A.M. Whyte, Dr. K. Barclay (ex-Officio), D. Western (ex-Officio) and J.D. Newgrosh.

Further Information

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

Alexander Murray, Governance Officer,
Tel: 0161 912 4250
Email: alexander.murray@trafford.gov.uk

This agenda was issued on **Tuesday, 07 January 2020** by the Legal and Democratic Services Section, Trafford Council, Trafford Town Hall; Talbot Road, Stretford, Manchester, M32 0TH.

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SCRUTINY COMMITTEE

13 NOVEMBER 2019

PRESENT

Councillor D. Acton (in the Chair).

Councillors J. Holden, R. Thompson, A.J. Williams, B.G. Winstanley, Dr. K. Barclay (ex-Officio) and J.D. Newgrosh

In attendance

Nikki Bishop	Corporate Director of Finance and Systems
Graeme Bentley	Deputy Director of Finance
Faye Jackson	Social Investment Fund Manager
Alexander Murray	Governance Officer

Also Present

Councillor T. Ross - Executive Member for Finance and Investment

APOLOGIES

Apologies for absence were received from Councillors J. Lamb, B. Shaw, A.M. Whyte and D. Western.

18. MINUTES

RESOLVED: That the minutes of the meeting held 3 July 2019 be agreed by the Committee as an accurate record and signed by the Chairmen.

19. DECLARATIONS OF INTEREST

No additional declarations of interest were made.

20. QUESTIONS FROM THE PUBLIC

No questions were received.

21. TRAFFORD HOUSING TRUST SOCIAL INVESTMENT FUND

The Social Investment Fund Manager from Trafford Housing Trust (THT) gave a brief overview of the report which had been circulated with the agenda. The Committee were informed that the social investment fund had been launched by THT in 2015. Since its inception the fund had been used to support 908 projects totalling £1.7 million and an additional £300,000 had come from the fund for other investments. THT had been working hard since the fund began to reduce the management fees which they had managed to reduce down to around 10%.

A large portion the funds that had been used were in the South of the Borough with less being awarded in the North, West, and more deprived areas. THT were aware of this issue were trying to encourage more applications in these areas.

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There were plans to invest a further £50,000 in children's activities during the year which would help the fund reach £1.8m invested during the year. The target for the fund was to invest £2,000,000 so they were nearly running at target levels after three years.

The Committee were informed that THT had been purchased by LNQ which would result in a large number of properties being developed in the North West as well as more money being invested in the area. Part of the purchase agreement ensured that THT's plans for the area would not change in the foreseeable future.

Following the overview Councillors were given the opportunity to ask questions. One Member asked why so little funding was going to the North and West of the Borough. The Social Investment Fund Manager responded that this was partly due to the level of proactivity in the area compared to other areas. This was also down to groups being based in the South but then delivering projects across the whole of the borough. The Committee Member stated that they felt that the low level of applications may be due to the lack of established groups in the more deprived areas of Trafford. The Member stated that they had looked at the application process and had found it quite arduous. The Social Investment Fund Manager replied that this was a new process and that THT were looking for feedback on how to improve the application process. A redesign of the large application form had recently been completed and video applications were now available for small grants. The Social Investment Fund Manager welcomed the Councillors feedback and asked that they send any comments after the meeting.

The Member then noted that Trafford had a Communities and Partnerships team and asked how much those staff linked up with those from THT. The Social Investment Fund Manager answered that there was a good working relationship in place with Trafford and that THT had mapped their structure on Trafford's neighbourhood model.

Another Member of the Committee asked how residents were to contact THT's community mentors. The Social Investment Fund Manager told the Committee that as this was a community role residents did not contact them rather they went out into the community to find those who normally did not engage.

A Committee Member enquired as to how THT set their priorities for the fund and whether they reviewed them in light of changing demographics. The Social Investment Fund Manager responded that the priorities were originally set by looking at national research by the Joseph Rowntree foundation on how to tackle poverty and inequality. As the fund worked with organisations and residents in Trafford and learnt more about the community they used that local knowledge within the continuous process of re-evaluating their priorities to ensure they were focused to deliver change.

The Chair asked whether LNQ were a non for profit organisation. The Social Investment Fund Manager confirmed that LNQ were a housing Trust similar to THT and that they also had an academy and a foundation which they used to invest in communities. Committee Members raised concerns about the size of LNQ compared to THT and that the combined organisation would be more

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focused upon London than the North West. The Social Investment Fund Manager assured the Committee that THT would continue as they had planned to for the next five years and during that time they would continue to grow and focus on Trafford.

RESOLVED:

- 1) That the report be noted.
- 2) That the Social Investment Manager be thanked for attending the meeting.

22. BUDGET PRESENTATION

The Executive Member for Finance and Investment delivered the presentation which had been circulated with the agenda to the Committee. They drew attention to the large levels of spend in adult and children's services and the fact that a significant proportion of those services were demand led services which were high risk as demand could increase unexpectedly.

The Committee were informed that the Council no longer received any money from central government as over the last 10 years that money had reduced to the point where it was no longer part of the budget. The Committee were then shown a slide which depicted how the Council had made savings over the last ten years in order to meet the funding gap. The Executive Member then described to the Committee how the Council was planning to address the gap in next year's budget. The Committee were also informed that the fair funding review, which was a national reset of business rates, had been delayed and so would not be an issue for this budget although it was expected to impact the Council in the years to come.

The Council was on target to achieve the majority of their savings targets for 2019/20 and the presentation included a breakdown of where they were being achieved. The Executive Member gave a brief overview of the Council's investment portfolio to the Committee and the rates of return that the Council was expecting to see. The Executive Member then discussed the remaining gap and how the Council was planning to tackle it.

Following presentation the Committee asked a series of questions relating to various aspects of the budget. One Member asked about the impact of the reduction of government funding on the Council and was told by the Corporate Director of Finance and Systems that when the Council signed up to the 100% business rates retention pilot that took over from the government funding. The Executive Member added that this made the Council more vulnerable to economic changes which had been seen in previous years where a number of large businesses had been closed for refurbishment.

The Chair noted that the fair funding review had been pushed back again and asked how this was calculated. The Corporate Director of Finance and Systems showed the funding pie chart and explained that in the fair funding regime all business rate growth is taken and redistributed across the Country. The Corporate Director added that as Trafford had gained more than most of the

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Country in business rates and so the Council would suffer more when the rates were reset.

A Member of the Committee asked what the status of the Council's reserves was. The Executive Member responded that the Council was still operating with low level of reserves and that about £600,000 would be used in order to cover gaps in funding for the 2020/21 budget. The Executive Member added that the reserves would be listed within the Councils budget documentation. The Chair requested the reserve information to come to the Budget Scrutiny Sessions in December.

Another Member asked whether the money that the Council borrowed as part of the investment portfolio was on a fixed rate for the term of the loan. The Corporate Director of Finance and Systems confirmed that the investments were on a fixed rate and that the government had increased the rate which had impacted the Council's purchases in Stretford and Altrincham. The Chair stated that Scrutiny wanted to look into the work of the investment fund to ensure that the Council was making secure investments and minimising potential risks. The Chair then requested that a presentation on the fund be given to the committee at a future meeting as a start to scrutinising the fund.

RESOLVED:

- 1) That the presentation be noted.
- 2) That the Executive Member for Finance and the Corporate Director of Finance and Systems be thanked for attending the meeting.
- 3) That a presentation on the Council's Investment Management fund be given to the Committee at a future date.

23. 2019/20 CORPORATE PLAN Q1 PERFORMANCE REPORT

The Chair presented the report to the Committee and gave Members the opportunity to raise any questions by none were made.

RESOLVED: That the report be noted.

24. TASK AND FINISH GROUP HIGH RISE CLADDING REPLACEMENT

The Chair gave a brief overview of the report to the Committee and highlighted that the work to replace the cladding had started and was due to be completed by April in 2020. A Member of the Committee objected to recommendation 2 of the report as they believed that the reasons given within the report for the delay of the work was not adequate. The Member asked that this remain an item on the Committee's agendas until the work finished.

The Chair then drew the Committee's attention to the section of the report which related to the implementation of sprinklers within Trafford Housing Trusts buildings. A report was due to go to the THT Board in January which gave the Committee an opportunity to write a letter to THT to endorse their implementation within their buildings in the borough. A Member asked whether the implementation of sprinklers and whether it could affect buildings current fire safety procedures. The Chair responded that sprinklers were the gold standard in terms of fire safety.

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RESOLVED:

- 1) That the recommendations be agreed by the Committee
- 2) That High Rise Cladding to remain on the Committee's agenda until the cladding replacement is completed.

25. OVERVIEW REPORT

The Chair briefly went over the report with the Committee. The Chair drew Members attention to the update on the Committee's task and finish groups. He informed the Committee that a report provided by an external consultant had gone to the Executive in relation to the One Trafford Partnership and had been decided that further work needed to be done before the Executive could reach a conclusion. Councillor Winstanley gave the Committee a brief update on the progress of the Disability Access task and finish group. The Committee were told that the group were still aiming to complete their work by the end of the municipal year.

RESIOLVED: That the report be noted.

The meeting commenced at 6.35 pm and finished at 8.02 pm

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TRAFFORD COUNCIL

Report to: Overview and Scrutiny Committee
Date: 15 January 2020
Report for: Information
Report of: Executive Member for Public Safety, Governance and Reform

Report Title

Corporate Plan 2019/20 Quarter 2 Report

Summary

The attached report provides a summary of performance against the Council's Corporate Plan, 2019/20. The report covers the period 1st July to 30th September 2019.

Recommendation(s)

That Scrutiny notes the contents of the Corporate Plan Second Quarter Report.

Contact person for access to background papers and further information:

Name: Dianne Geary
Extension: 1821

Background Papers: None

Background

- 1.1 The report provides a summary of performance against the Council's Corporate Plan 2019/20 and supporting management information, for the period 1st July to 30th September 2019.
- 1.2 The Council's Corporate Plan reports key performance indicators and activity against the corporate priorities:
 - Building Quality, Affordable and Social Housing
 - Health and Wellbeing
 - Successful and Thriving Places
 - Children and Young People
 - Pride in Our Area
 - Green and Connected
 - Targeted Support
 - Corporate Services
- 1.3 Regular performance monitoring ensures that Executive and the Corporate Leadership Team can take necessary action to keep performance on track and aligned to the priorities.

2.0 Performance Update

- 2.1 Each priority has a summary of activity for quarter 2 – these activities are a combination of qualitative and quantitative activity. The output for each quarter depends on the deliverables that are achieved for that quarter. As several of the key performance indicators are annual the end of year report will be a larger set.
- 2.2 The Quarter 2 report was approved by Executive on 6 January 2020. There was one query in the body of the report relating to an increase in complaints from Quarter 1 to Quarter 2. This was primarily due to an increase in missed green bin collections due to driver shortages during the summer period.
- 2.3 The key performance indicators for each priority and the quarter 2 outturn:

		DEFINITION	Target	Actual Q2	RAG	Q or A
Corporate Plan	Building Quality and Affordable Housing	The number of housing completions	600A	167 Q2 609A	↑	Q
		The number of affordable housing completions	100A	42 Q2 69A	↑	Q
	Health and Wellbeing	The percentage of the eligible population (age 40-74) who received a NHS Health Check	2.5%	1.7%	↓	Q
	Successful and Thriving Places	Through the Trafford Pledge increase the number of people into employment	100A	77 Q2	↑	Q
		Increase the number of people who engage with libraries	912,891A 228,222Q	235,801 Q2	↑	Q
	Children and Young People	Maintain the low level of 16-	2.75%	2.63%	↓	Q

DEFINITION		Target	Actual Q2	RAG	Q or A
	17 year olds who are not in education training or employment (NEET) in Trafford				
	Children who are "looked after" rate per 10,000	73	71.7	↓	Q
Pride in Our Area	Percentage of household waste which has been collected for recycling	57.3%	60.9%	↑	Q
Green and Connected	Number of green flag awards achieved in Trafford	10	11	↑	A
Targeted Support	Admissions to Residential or Nursing Care for Older People during the year per 100,000 population (ASCOF 2Aii)	600A 348Q	317	↑	Q
	Delayed Transfers of Care attributable to Adult Social Care per 100,000 pop 18+ (ASCOF 2Cii)	5.0	5.8	↑	Q
	Increase the number of people prevented from becoming homeless	400A 100Q	113	↑	Q
Central Services	% of major planning applications processed within timescales	90%	92%	↑	Q
	Percentage of Council Tax collected	98.1%	57.8%	↑	Q
	Enquires shifted to online	10,000	18,223	↑	Q

3.0 Exception Report

For any indicator off target with a red or amber status an exception report has been prepared to outline why performance is below target and what action is in place to improve performance. For Quarter 2 2019, there are two indicators with an amber status, as outlined in Appendix 1.

Finance Officer Clearance NB.....
Legal Officer Clearance DS.....

A handwritten signature in black ink, appearing to be 'S. P. O.' followed by a flourish.

CORPORATE DIRECTOR'S SIGNATURE

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

Appendix 1: Exception Reports

Theme / Priority:	Health and Wellbeing		
Indicator / Measure detail:	The percentage of the eligible population (age 40-74) who received a NHS Health Check		
Baseline:			
Target and timescale:	2.5%	Actual and timescale:	1.7% Q2
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>1,181 received a health check giving percentage of the eligible population who received a Health Check of 1.7% (compared to 1.6% in Q1).</p> <p>Percentage of the eligible population offered a Health Check was 3.1% (number=2,171). This is down slightly from 4.1% in Q1. Target = 5%</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>By not delivering more health checks, less of the population can be informed of their cardiovascular risk and take action to reduce their risk of cardiovascular disease and other diseases which cause premature death in Trafford.</p> <p>The NHS Health checks programme is a mandatory service for local authorities.</p> <p>By picking up risk factors and disease earlier, both the NHS and social care can save resources downstream. Also this can reduce premature mortality and a healthier working age population which in turn supports the local economy.</p> <p>It is particularly important to deliver the NHS Health Check programme in areas of social deprivation where the risk factors for and the prevalence of disease is likely to be higher.</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>Public Health are working with GP practices to increase the number of health checks that are undertaken in the borough. While we do encourage the practices to spread their health check offer evenly throughout the year, we do see fluctuations in offer and uptake.</p> <p>Health Checks training events have been held at a GP learning event and Practice Nurse meeting. One more training event has been paid for that will be held in the new year. We are working with Voice of BME to promote the increase of uptake of health checks in the North of the borough.</p> <p>Participating in the GM Health Checks work is part of the GM partnership work and we are looking at learning from this on the most effective models for targeting this work and increasing uptake in our highest risk populations.</p>			

Theme / Priority:	Corporate Priority: Targeted Support		
Indicator / Measure detail:	Delayed Transfers of Care attributable to Adult Social Care per 100,000 pop 18+ (ASCOF 2Cii)		
Baseline:	8.1 at the end of 18/19		
Target and timescale:	5	Actual and timescale:	5.8 (Q2)
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>Although delayed transfers of care (DTC) attributable to Adult Social Care is currently underperforming; the performance has improved significantly from 18/19 where in the same time frame, the performance was 11.3 compared to the 5.8 – it has nearly halved. Performance for Q1 was 5.9 so there has been a slight improvement in Q2. The main reasons for the delays are sourcing provision for a residential or nursing home particularly where people require complex care.</p> <p>Patient choice while not the highest reason, does contribute markedly to the overall DTC performance in Trafford. Each Hospital Trust has a Patient Choice policy and enforcing this policy remains the responsibility of the respective Trust.</p> <p>There continues to be a high volume of delayed discharges from South Manchester (Wythenshawe) that is due to a range of factors including the following:</p> <p>Historically (2017), some homecare providers were having insufficient provision for business continuity to cover peak periods due to recruitment difficulties. We have been working closely with providers over the last 18 months to resolve this and have been commissioning new providers. Home care letting is monitored twice daily to ensure that referrals for packages of care are processed across from the Integrated Discharge Teams (IDT's) to the home care brokerage teams. Most home care is now being sourced within 2-3 days.</p> <p>There are 36 intermediate care beds in Trafford which is complimented by 29 Discharge to Assess beds. Additional discharge to assess beds have been purchased to support winter pressures. There are also 5 supported living flats that can also be utilised at Limelight.</p> <p>The next phase of work has an agreed target for March 2020 which equates to 3.3% of the bed base in each hospital. This equates to 16 delays for Trafford across all hospitals. At the time of writing this report (18/12/19) our DTC across all four hospital sites are;</p> <p>Salford Royal Foundation Trust (SRFT) - 1 Trafford General Hospital - 2 Wythenshawe Hospital - 13 acute/3 non acute MRI - 6</p>			
What difference does this make – the implications of not meeting target?			
<ul style="list-style-type: none"> • Impact on service users/public. • Impact on corporate priorities and plans. • Impact on service/partner priorities. • Impact on equalities, sustainability or efficiency <p>Can we move resources to support this or other priorities?</p>			
<p>The implications of not meeting the target include:</p> <ul style="list-style-type: none"> • Patients remaining in hospital longer than necessary and this may impact on their independence and recovery. • The delays contribute to pressures on bed availability. • 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 support 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.

Trafford published a Winter Plan document on 01/12/19. The purpose of this plan is to provide assurance about community health and social care preparedness to address seasonal winter pressures that could further impact on the delayed transfers of care. Below are some of the initiatives in place:

- **SAMS in-Reach:** Trafford will have dedicated SAMS reablement providers at Wythenshawe and Salford Royal, conducting joint SAMS assessments with IDTs in each site. Each provider will also have the capability to complete simultaneous home assessments and to collect small items of equipment to support safer discharge. This will speed up the assessment process, reduce inappropriate referrals and also speeds up the brokerage process for reablement packages. NB: this is a new service offer and will depend on integrated working with discharge teams in each site.
- **Ownfone Pilot:** Trafford Council has developed an additional service offer, in partnership with Trafford Housing Trust Telecare service and British Red Cross Assisted Discharge Service. People who are suitable for discharge but require some low level support will be offered a free SIM based pendant alarm, which can be immediately activated, and an emergency key safe to support telecare operatives to complete welfare checks, alongside informal support from British Red Cross. NB: this is a pilot and therefore cannot be relied on to meet excessive demand for services.
- **British Red Cross Assisted Discharge Service:** Trafford has commissioned a dedicated service for Trafford residents in Trafford General Hospital and Wythenshawe, to provide informal, low level and flexible support to people who can be discharged but lack confidence or require welfare checks to ensure they are safe.
- **Homecare Visits in Hospital:** British Red Cross will provide additional, targeted welfare checks, for people who are in receipt of homecare and are admitted to hospital. British Red Cross will ensure the individual has personal items they require whilst in hospital and will also liaise with homecare providers and health and social care professionals to maximise the likelihood that they can be discharged with support from their existing care provider. It is envisaged that this will reduce length of stay for people in receipt of homecare. NB: this is a pilot and cannot therefore be relied upon to meet excessive demand
- **Telecare and assistive Technology:** Trafford Housing Trust will be hosting a series of open events and information stands at Trafford General Hospital and Wythenshawe over the winter, to promote telecare as a support option to help people leave hospital safely. This will include promotional activity with integrated discharge team and professionals, family members and carers and with Trafford residents who are in hospital and could benefit from telecare support or assistive technology.
- **Home for Holidays Campaign:** This campaign ensures that all requests for long term 24 hour care placements are managed centrally by the Urgent Care Control Room (UCCR). These anonymised referrals are then disseminated to all Greater Manchester providers. This enables Social Care officers to spend increased time assessing the needs of more people to improve patient flow and further enables the market to respond quickly to the needs of our residents. The pilot commenced late November and has been well received by Social Care staff and providers alike. Additionally, the

initial data supports that this approach is more efficient and effective. A formal evaluation will commence in February 2020.

- Further extend the **discharge to assess beds** across Trafford within a more **flexible IMC model**. Six new discharge to assess beds have been commissioned and commence on the 23rd Dec 19.
- Best Bed is at Home communication campaign is being launched by GM and is aligned to Trafford's 'Home for Holidays' Campaign. This is also supported in the guidance issued nationally to professionals – **'Why not home? – Why not today?'**



TRAFFORD
COUNCIL



CORPORATE PLAN

QUARTER 2 PERFORMANCE

JULY TO SEPT 2019

FOREWORD BY THE LEADER

Much has happened this summer in Trafford – all of it with the aim of improving the lives of residents in Trafford.

At Lancashire Cricket Club, the Cricket World Cup and Ashes Test ensured the eyes of the sporting world were on us. Having two world class sporting venues in our borough is such a boost. Sporting heroes are a real inspiration and can help drive our own desires to live well. Having fans flock to Trafford on a regular basis also means we are able to showcase what we have to offer. To that end, we are looking to develop our Civic Quarter and ensure we maximise fans' match-going experience.

In September, University Academy 92 (UA92) opened its doors to students for the first time. This new university is a great example of working in partnership to help make Trafford a great place. The new campus is conveniently located and forms part of our exciting Civic Quarter redevelopment plans.

One thing we have been working

on is ensuring money spent by Councils on services remains within the borough. Therefore I was delighted that £87m of contracts was delivered to Trafford businesses by the Council. That means money we spend on delivering services and meeting the needs of our residents ends up in the hands of the borough's businesses and their local workforce. This can create a virtuous spiral and is just another way of how we are working together to benefit our residents, communities and businesses in Trafford.

This report shows how well we are doing as a Council in meeting the needs of all. There is much we have achieved but also more we need to do. We will continue working hard to deliver our promise of building the best future for everyone in Trafford.



Councillor Andrew Western
Leader of Trafford Council

FOREWORD BY THE CHIEF EXEC

Hello and welcome to our review of the second quarter of our Corporate Plan performance.

Our Corporate Plan sets out our ambitions for our residents, communities and businesses in Trafford. Our aim is to work together to build the best future for all our communities and everyone in Trafford. That means better services, better opportunities, better health, better homes, better connectivity, better town centres, better opportunities for children and young people – and more.

A key highlight is that we have already exceeded the annual target in terms of housing completions. This is important in a number of ways. We want to ensure that everyone who wants to live in Trafford has the chance to do so because we have amazing communities, great schools, an award-winning town centre, excellent transport links and thriving businesses. We also want people wishing to remain or move to Trafford

to be able to choose affordable homes.

I am delighted that the use of our libraries continues to rise. Since we became the first local authority to remove fines, our libraries have gone from strength to strength. They are welcoming places that foster a love of reading.

Please be assured that there will be no resting on laurels. I am determined that our Council will continue to aim high. It's no less than our residents, communities and businesses deserve.

I will continue to go around the borough to meet with people, listen to their ideas and concerns and then drive the Council forward to deliver on our vision for our borough.



Sara Todd
Chief Executive of Trafford Council

THE PRIORITIES AND OUTCOMES FOR TRAFFORD

The Council has identified seven strategic priorities that we believe are key to enabling Trafford residents, businesses and staff to thrive. Our priorities set out our aspirations for our people, place and communities, and how they can affect and improve their daily lives.

Our people are our greatest resource. Through engagement with our staff we will create an environment for staff to grow and develop life-long skills and see the benefit of their contribution to the borough. We want to be an employer of choice.

These priorities are not just for the Council but for the whole community and have been shared with members of the Trafford Partnerships. In order to make the difference we want to make, we will need to work closely and effectively with partners, residents, businesses and communities to make this a success.

Our corporate plan describes the Council's overall approach and outlines the Trafford vision.

OUR PRIORITIES



Building Quality, Affordable and Social Housing

Trafford has a choice of quality homes that people can afford



Health and Wellbeing

Trafford has improved health and wellbeing, and reduced health inequalities



Successful and Thriving Places

Trafford has successful and thriving town centres and communities



Children and Young People

All children and young people in Trafford will have a fair start



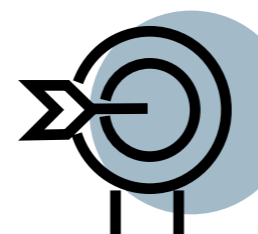
Pride in Our Area

People in Trafford will take pride in their local area



Green and Connected

Trafford will maximise its green spaces, transport and digital connectivity



Targeted Support

People in Trafford will get support when they need it most

HIGHLIGHTS – KEY PERFORMANCE INDICATORS



Building Quality and Affordable Housing

The number of housing completions:

Annual: 600
Q2: 167
Cumulative to Q2: 609

The number of affordable housing completions:

Annual: 100
Q1: 27
Cumulative to Q2: 42



Successful and Thriving Places

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

Annual: 100
Cumulative to Q2: 77

Increase the number of people who engage with libraries by 5%:

Target: 228,222
Actual: 235,801



Children and Young People

Children who are 'looked after' (rate per 10,000)

Target: 73
Actual: 71.7

Maintain the low level of 16-17 year olds who are not in education, training or employment:

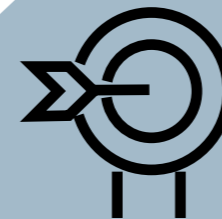
Target: 2.75%
Actual: 2.63%



Pride in Our Area

Percentage of total tonnage of household waste which has been collected for recycling.

Target: 57.3%
Actual: 60.9%



Targeted Support

Admissions to Residential or Nursing Care for Older People during the year per 100,000 population

Target: 348
Actual: 317

Delayed Transfers of Care attributable to Adult Social Care per 100,000 pop 18+

Target: 5.0
Actual: 5.8

Increase the number of people prevented from becoming homeless

Target: 100
Actual: 113



Central Services

% of major planning applications processed within timescales

Target: 90%
Actual: 92%

Percentage of Council Tax collected

Target: 50%
Actual: 57.8%

Enquiries shifted to online

Target: 10,000
Actual: 18,223



Health & Wellbeing

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

Target: 2.5%
Actual: 1.7%



Green and Connected

Number of green flag awards achieved in Trafford

Target: 10
Actual: 11

Priority 1:

Building quality, affordable and social housing



We want...

- to enable people to live well at home
- people to be able to afford to live in the area
- fair and inclusive and quality housing for all
- our children to be able to continue living in Trafford
- to create homes, not just housing

Our track record so far...

Increased overall number of properties

Number of **housing completions**:

Annual target **600**. Achieved in Q2 **167**. Cumulative total **609**.

Number of **affordable homes** completed:

Annual target **100**. Achieved in Q2 **42**. Cumulative total **69**.

Trafford Affordable Housing Fund has been allocated to Trafford Housing Trust to provide **30 social rent apartments** in Altrincham which has been approved.

A total of **92%** of major planning applications were processed within the timescales.

Proposals out for **consultation** include Our Housing Strategy for Older People.

Priority 2:

Trafford has improved health and wellbeing, and reduced health inequalities



We want...

- everyone to live well and be active for as long possible
- good health services for everyone and to reduce the inequalities in health and other outcomes
- fair and accessible services
- our towns to be accessible to all regardless of age or limitation
- people to experience excellent end of life care
- to improve people's work-life balance and family life

Our track record so far...

good Gym launched – a programme to **boost fitness and fight loneliness.**

Tobacco Control: Five primary schools in areas of greatest need recruited for our Smoke Free School Gates pilot.

A six-month pilot to offer free e-cigarettes as part of stop smoking support has helped **285 residents** to quit smoking, with the vast majority of those who quit being manual workers and in other high risk groups (Sick, Disabled and Unemployed).

Health checks: 1,092 health checks delivered in Q1 2019/20. The percentage of the eligible population (age 40-74) who received a Health Check: Target **2.5%** by 2021/22 Q2: **1.7%**.

Healthy Lifestyles: Investment of **£150,000** secured from Trafford Housing Trust to address health inequalities.

Consultation on the **Age Well Plan** has begun.

The first meeting of the **Suicide Prevention Partnership** has been held, led by elected members. An e-learning package on suicide prevention which is mandatory for all Council staff, has been launched.

Priority 3:

Trafford has successful and thriving town centres and communities



We want...

- to further develop our strong economy
- to continue to create jobs and opportunities for people
- Trafford to be a key destination for business
- people to be able to make a difference in their neighbourhoods
- a strong, dynamic and diverse voluntary sector
- to create inclusive, thriving places where people want to learn, live and work and relax

Our track record so far...

The Council was given the **Covenant Gold Award** for our commitment to the Armed Forces.

Small Business Loan Fund: This was launched by the Council in August, with two loans given during Q2. The Council is continuing to promote the fund via events, partners and social media.

Trafford Pledge is an initiative where employers commit to supporting local people into employment. **58 jobs** created through the pledge **in Q2**.

There has been an increased take up of **Apprenticeships** – 11 new in Q2 to a total of **205**.

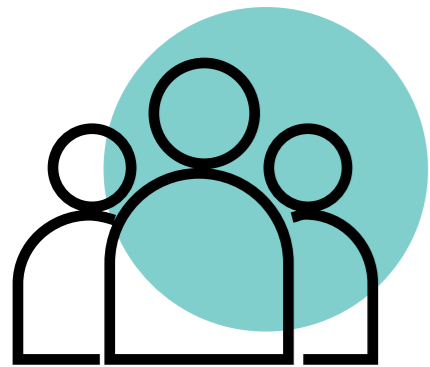
Pride events were held in Sale Waterside for the first time in Trafford to celebrate identity and LGBTQ+ life in Trafford.

UA92 – the higher education establishment developed by Lancaster University and former Manchester United legends – was launched. The campus sits in a key location within the Civic Quarter.

The Star Procurement service delivered contracts with the Council worth **£87m** for businesses within the borough.

Priority 4:

Ensuring a fair start for all children and young people



We want...

- to enable all children and young people to thrive and achieve their full potential
- our children and young people to be valued and equipped with skills for employment and life
- our children and young people to have the best start in life
- our children and young people to be safe in their homes and communities

Our track record so far...

Trafford published an **Improvement Plan** and an independently chaired Improvement Board has been set up as a response to the Ofsted inspection.

The Safeguarding Partnership launched the new **Levels of Need** document.

Trafford's in-house Children's Home was inspected in September by Ofsted and was rated **'Good'** overall with two Outstanding areas.

A new **Youth Engagement Service** was launched in August.

A newly commissioned provision for **care leavers** aged 16 and over is now fully occupied.

All **Children in Care** are now placed in a 'Good' or 'Outstanding' Ofsted rated placement (fostering or residential).

Trafford Autism and Social Communication Pathway phase 2 was launched which should result in a **smooth diagnosis** journey for children.

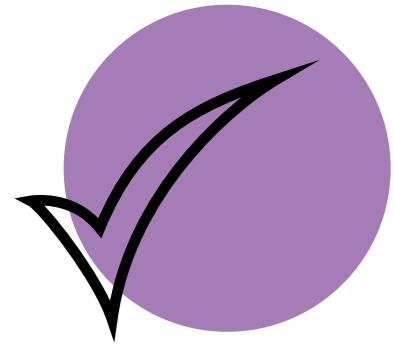
Trafford Sunrise delivers **therapeutic support** for 5 - 12 year olds as well as parent workshops. A total of 84 children were referred into the service this quarter, which is an increase of 17% on Quarter 2 the previous year.

*The proportion of pupils achieving **3 A-Levels** at AAB is 35.5%, which is 2nd best in the country. The proportion of pupils achieving grades 9 - 4 in both English and maths is 80%, which is the **best in the country.**

*these are provisional results

Priority 5:

Creating pride in our local area



We want...

- people to take pride in their local areas
- people to feel safe and secure in their homes and communities
- people to respect and take responsibility for their local environment
- to encourage and enable people to be more environmentally friendly in their daily lives

Our track record so far...

There were 57 **Be Responsible** events in Q2, including Love Parks Week and Trafford Live in July, and Recycle Week in September.

The **Conscience Project** (litter and public urination in the vicinity of Old Trafford football ground) was nominated as a finalist for Best Community Safety Initiative at the APSE Awards in September.

Keep Britain Tidy surveyed in six Wards in Q2, with an overall score of **87.7%** (above B grade) for litter and detritus.

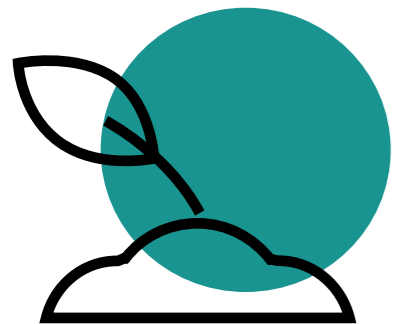
100% of scheduled **highway safety inspections** were completed in August and September.

Highway Maintenance Capital Programme – 41 schemes have been completed in Q1 & Q2, which means the programme is ahead of schedule and should enable completion of the majority of the 19/20 Capital programme by Q3.

The **Let's Tidy Trafford Together** was launched in July. There were events in three of the town centres in September, in partnership with McDonalds.

Priority 6:

Maximising our green spaces, transport and digital connectivity



We want...

- to encourage people to use our green spaces and be more active
- to make it easier to move around the borough
- to help people that are less digitally able to get on line
- to maximise the use of technology to transform the way we deliver services in all that we do
- to improve our transport links across the borough
- to reduce the impacts of climate change in Trafford

Our track record so far...

The Council's Digital Eagles are developing a **data-sharing** process between Council departments that makes it easier for businesses and residents, while still maintaining data security.

The first version of the draft **Digital Strategy** is complete and engagement has begun with residents, businesses and partners.

Q2 recycling rate – 60.9%. The launch of the **Right Stuff Right Bin** campaign should have a positive impact on recycling rates throughout the rest of the financial year.

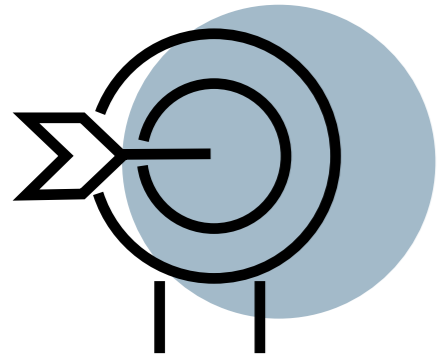
The **Recycling Team** has visited more 3,400 properties and engaged with more than 1,300 residents. This is to encourage recycling and inform residents about the new refuse collection rounds.

The **volume** of single use plastics has reduced with 10 product lines being removed in this quarter.



Priority 7:

Supporting our residents
when they need it most



We want...

- to help people to access the right support at the times in their lives when they most need it
- to promote and encourage independence
- to provide clear options to support people with more complex needs
- our excellent public service workforce in Trafford to work together to support people to live as best they can

Our track record so far...

Homelessness Strategy approved: Target 400 annual, 236 households prevented from becoming homeless up to Q2. Nine providers have been commissioned to carry out the **Homecare Transformation Programme**, and have agreed to work towards the ethical care charter. This charter aims to improve homecare for the vulnerable people they are responsible for.

Our **Information and Advice Strategy** is now in draft.

We supported 57 individuals in the **A Bed Every Night** scheme to tackle rough sleeping in Greater Manchester.

There has been a steady rise in the number of people accessing assistive technology. Target: 1,500 Cumulative to Q2: **1,259.**

September saw the launch to Trafford's **Intergenerational Partnership**, linking old and young in the community. This has seen 15 Trafford primary schools link with 15 residential care homes across Trafford. It is hoped the scheme will enable people living in care homes become more involved in their local community and feel better about themselves while the children will benefit from relationships with older people they meet.

There has been a **18% improvement** in Trafford's residential and nursing sector in the last 12 months. We have also achieved our first overall outstanding provider from the CQC.

Central Services



We want...

- to ensure Trafford Council workforce have the right skills, values and behaviours
- to maintain tight control of finances
- to deliver a high level of customer service
- to maintain statutory responsibilities

Our track record so far...

Prepare the budget for 2020/21 financial year.

We are continuing to embed our people values **EPIC** in everything we do.

FOI timeliness figures - 87% were responded to in time. The target is 90%.

Council Tax collected = 57.8%

Turnover: 2.40% in comparison to Q1 figure of **2.07%**.

Overall **Sickness** absence (% time lost) remains the same as in Q1 at **3.35%**.

Complaints: Q1 Total **1,098**. Q2 Total **1,333**.

Social media: Twitter followers up by **469**. Facebook up by **540**.

127 interactions with the media, including **49** press releases. Of these interactions **92** were deemed positive. Value of the publicity: **£179,660k**.

Contact centre: There has been an increase in online requests which is in line with our plan to increase online activity. In Q2 we received **18,223** requests online. The contact centre also handled **55,399** calls.

Working together to build the best future for all our communities/ everyone in Trafford

Contact our **Marketing and Communications Team** for more details

Tel: 0161 912 4080

Email: communications@trafford.gov.uk

Web: www.trafford.gov.uk

Twitter: @traffordcouncil

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TRAFFORD COUNCIL

Report to: Overview and Scrutiny Committee
Date: 15 January 2020
Report for: Information
Report of: Executive Member for Public Safety, Governance and Reform

Report Title

Report on Complaints Determined by the Local Government & Social Care Ombudsman 2018/19

Summary

There is a statutory duty to report to Members on adverse outcomes of complaints formally investigated by the Local Government & Social Care Ombudsman. This report sets out the background to this duty, and provides Members with a summary of complaints determined in 2018/19.

Recommendation(s)

That the content of the report be noted.

Contact person for access to background papers and further information:

Name: J.M.J. Maloney
Extension: 4298
Background Papers: None.

Background

1. Complaints to the Local Government & Social Care Ombudsman

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

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

It follows from this that the population of complaints actually referred by the Ombudsman for detailed investigation is comparatively small, and will tend to involve the most long-running and intractable issues.

2. The Requirement to Report to Members

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

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

3. Change in Ombudsman Complaint Classification / Need to Report

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

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

This means that whilst there has been no substantive change in the complaints environment or the Council's performance, this change in the Ombudsman's terminology has meant that the requirement for reporting is now triggered by more cases and at a lower level than would previously have been the case .

4. Complaints 2018/19

For the purposes of this report, the complaints included are those recorded in the Ombudsman's Annual Letter for 2018/19 as having been formally determined within that municipal year.

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

Of the 20 complaints categorised by the Ombudsman as having been upheld, a number, owing to the length of investigation process, relate to issues arising and primarily handled in the previous year. (The small population and timing issues make it difficult to draw any secure statistical conclusions from year to year.)

Of the 20 upheld complaints during the year, in four cases no further action was deemed necessary by the Ombudsman, because they had already been satisfactorily addressed. One case resulted in a finding of "Maladministration but No Injustice", again because adequate action had already been taken. Three further cases involved either simply an apology, or an apology with a non-financial action to be taken by the Council.

This leaves 12 cases which involved some element of financial remedy, usually accompanied by an apology and / or proposals for amendment to / review of decision-making processes or systems. The financial remedy could take the form of an actual payment (sometimes nominal, in respect of time and trouble / inconvenience), waiver of liability for fees / charges, a review of a previous assessment decision, or, in a very small number of cases, a more substantial payment intended to reflect the degree of hardship deemed to have occurred through the Council's actions.

In no case has the Ombudsman sought to issue a Public Interest Report. (Historically, any finding of Maladministration Causing Injustice would probably have led to the issuing of such a report.) This suggests that in the Ombudsman's terms these are not amongst the most concerning complaints they encounter.

There is however no cause for complacency in such a reflection. In each case where such a finding is made the matter is reviewed to ensure that we learn from previous mistakes and that we look to improve our performance across the Council where the lessons learned would have implications for other service areas, not just the service(s) complained against.

Other Options

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

Reasons for Recommendation

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

OMBUDSMAN DECISIONS 2018/19 – UPHELD COMPLAINTS**2018/19**

Upheld Date	Area	Description	Outcome
26.4.18	Adult Social Care (Care Home's arrangements)	Fault in the way Council handled complaint regarding the home's failure to take sufficient care of resident's belongings.	Apology and £200 payment for time and trouble; and the Council to seek to influence the home in implementing specific recommendations regarding the home's internal procedures.
18.5.18	Refuse Collection	Fault in provision of an assisted waste collection.	Payment of £150 in respect of time and trouble. Council had already implemented monitoring regime.
25.5.18	Refuse Collection	Fault in emptying green bin.	Finding of Maladministration but no injustice. No remedy required, as Council had already taken satisfactory action.
25.6.18	Adult Social Care (Top up fees)	Failures in arrangements for top-up fees and identifying affordable placement.	Waiver of outstanding fees and issuing of further guidance to staff.
9.7.18	Children's Social Care	Fault in investigation of a child protection intervention.	Payment of £1,000 in respect of distress, and supply to the Ombudsman of updated guidance and standards.
16.7.18	Education / S.E.N.	Failure to ensure receipt of provision set out in EHC Plan.	Payment of £500 in respect of time, trouble and distress; payment of £1,500 to assist in relation to educational development. Council to review to ensure no other similar cases.
23.7.18	Licensing (Private Hire)	Faults in dealing with a Private Hire licence application.	Refund of fees paid, readmission to system with backdated date and waiver of fees in respect of current requirements.
20.8.18	Adult Social Care (Transition)	Delay in completion of adult care assessment during transition to adult care.	Time and trouble payment of £200. (Noted that impact of delay ameliorated by ongoing support from Children's Services.)

6.9.18	Revenues / Benefits	Complaint regarding Council Tax error.	*Formal finding: "Closed after initial enquiries – no further action." (Fair response already provided.)
3.10.18	Children's Social Care	Delay in investigating in relation to safeguarding allegations.	Apology.
12.11.18	Highways / Planning	Requirement for payment for streetworks incorrectly issued as Planning notification had omitted standard notification of need for licence.	Costs waived and enhancement of notification procedures.
29.11.18	Environment / Fly-tipping	Delay in dealing with service request, poor communication and poor complaint handling.	Apology and review of complaint management system.
10.1.19	Discretionary Housing Payment	Complaint regarding handling of Discretionary Housing Payment application	*Formal finding: "Closed after initial enquiries – no further action." (Satisfactory remedy already provided.)
16.1.19	Adult Social Care / Disabled Adaptations	Delay in completion of a grant application process	Significant payments to take account of the impact on complainant and family during the period of delay as calculated by the Ombudsman.
6.3.19	Waste Collection (assisted)	Failure to return waste bins to designated point.	No further action – complaint already remedied.
7.3.19	Waste Collection	Inadequacies in waste collection service.	Apology.
7.3.19	Adult Care Charges / Recovery	Inadequate adherence to statutory guidance on deprivation of capital.	Reconsideration of decision and enhancement of decision communications.
8.3.19	Adult Social Care / Disabled Adaptations	Delay in processing a grant application and complaint handling	Apology, payment to acknowledge distress / uncertainty, amendment to process and review of progress on backlog.
19.3.19	Waste Collection	Inadequate handling of complaint arising from interaction with waste operatives.	Apology and token payment of £100.
28.3.19	Waste Collection	Failure to return waste bins to designated point.	No further action – complaint already remedied.

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TRAFFORD COUNCIL

Report to: Scrutiny Committee
Date: 9 January 2019
Report for: Consideration
Report of: Scrutiny Committee Chairman
Report Title

OVERVIEW AND SCRUTINY REVIEW OF THE EXECUTIVE'S DRAFT BUDGET PROPOSALS FOR 2020-2021

Summary

The Executive's Draft Budget Proposals for 2020/21 were agreed at its meeting held on 14 October 2019. The Executive Member for Finance and Investment gave a presentation to the Scrutiny Committee on 13 November 2019 setting out the proposals.

Two Budget Scrutiny Working Group sessions were then held on 3 December 2018 and 5 December 2019 with the relevant Executive Members and Senior Officers in attendance to provide background information on the proposals and to answer Scrutiny Members' questions.

This report reflects the outcome of those discussions and summarises areas for the Executive's further consideration in developing its final proposals and response.

Members welcome the balanced budget proposals for 2020/21 and they are satisfied with the Council's plans for the year. However, during the sessions a number of areas were identified where Scrutiny would like further information and assurance. These areas were;

- **Investment Management Strategy**
- **Council Reserves**
- **Breaking Down Silos**
- **Service Transformation**
- **Accommodation**
- **Early Intervention and Prevention**
- **Commissioning**
- **Demand Led Services**

Scrutiny Members have identified these areas for follow up as part of its work planning

for 2020/21.

Recommendation(s)

That the Scrutiny Committee endorse the Budget Scrutiny Report for referral to the Executive for their consideration at their meeting on 27 January 2020.

Contact person for access to background papers and further information:

Name: Alexander Murray, Governance Officer Ext: 4250

BUDGET SCRUTINY REPORT - 2019/20

Foreword by the Chair of Scrutiny Committee

We welcome the opportunity for Scrutiny Members to review and comment on the budget proposals at an early stage. On behalf of Scrutiny Members, we would like to thank the Executive, Corporate Leadership Team and the Scrutiny, Health Scrutiny and Children and Young People's Scrutiny Members for their patience and contribution to the process.

Members acknowledged that the Council continues to work within an increasingly challenging financial climate, and the focus of Scrutiny input has been on the robustness and deliverability of the current proposals in the light of experience of budget savings already made in previous years, and the potential impact on communities and service users.

We hope that our Budget Scrutiny will contribute to the decision making process and in ensuring that robust processes are in place to manage changes. We have identified areas where we feel that there are risks and we look forward to receiving details of how the Executive will address these. We will be following up a number of areas in our work programmes for the next municipal year.

Councillor David Acton

Chair, Scrutiny Committee.

December 2019

Background

The Chair of the Scrutiny Committee decided that due to the limited amount of time and resources available, as a result of the election in December, that the Budget Scrutiny Sessions would focus on four key areas of the budget only. The first session looked at the Place Directorate, including the Investment Management Strategy, and a detailed breakdown of the Council's reserves. Originally the Chair had requested that the Capital Budget be covered in this session but as this part of the budget was not yet ready it was agreed that this would be picked up by the Committee later in the municipal year. The Second Session was to consist of Adult and Children's Directorates. In the Second Session the Councillors asked a number of questions relating to the funding to schools however there was not much detail available as this information had not been requested. The Corporate Director of Finance and Systems informed the Group that this information could be provided after the meeting if required.

It was requested that for each area four slides be provided with a breakdown by department, the changes from the previous year, and significant challenges highlighted to the Committee. The presentation was produced and circulated to Councillors along with a spreadsheet containing a breakdown of the Council's reserves by the 29th November which gave Members time to review the documents prior to the meetings.

Key Messages

Over the Course of the two sessions there were a number of key themes, detailed below, which emerged as being of particular interest to Scrutiny Members.

Investment Management Strategy

Scrutiny Members wanted to understand the investment strategy and the role that it played in the Council's business. The Corporate Director of Place explained to the group the type of investments the Council made, what the Council gained from such investments, the risks to the Council from the investments, where the money came from, and how the Council found their investment opportunities. Following the overview Scrutiny Members asked many questions about the current investments and about other ways in which the council could invest. The Councillors found the overview provided very informative but felt that they still had much more to learn about this process before they would be able to scrutinise it in depth. The Councillors requested that training be provided for Scrutiny Members and that, following the training, the Investment management board come to the Scrutiny Committee every six months.

Council's reserves

Scrutiny was also interested in the position of the Council reserves. This was a concern that had been carried forward from the previous year's budget scrutiny

sessions where the low levels of reserves that the Council operated with was one of the main issues identified by the Committee. Scrutiny had been provided with a full list of reserves and the Deputy Director of Finance provided a short overview followed by a question and answer session. The Councillors were made aware that the Council was still operating with a low level of reserves in comparison to other Councils but that the burn rate of the reserves was also low when compared to other Councils with the Council having been able to replenish some reserves during the previous year. Scrutiny was also informed that due to the delay in the business rates reset until 2021/22 Officers continued to hold reserves to mitigate the risks posed to the Council.

While Scrutiny found the information provided, the overview, and responses given by the Deputy Director of Finance useful they felt they only scratched the surface of this area. Members requested that they have a session focused purely upon the reserves in order that they can gain a better understanding of them.

Transforming Services

In Session two there was a lot of discussion around the need to transform the way that services are delivered in order to be able to meet the increasing demand and complexities while keeping costs low. The Corporate Director of Adult Services and the Interim Corporate Director of Children's services both mentioned in their presentations about how keeping older people in their homes and children with their families were both cost effective and preferable for the individuals.

Scrutiny was informed that the challenges that the Council face within social care cannot be tackled by those teams alone. An example of this being the need for new care provision in the borough and how the Council's social care and planning teams could work together to influence developers to provide the right facilities within the area. A Member identified the Council's work on creating a local plan as a key area for cross working between the Adult's, Children's, and Place Directorates.

At the meeting there was recognition from Executive Members and all of the senior officers that a whole system approach was required to deliver services and realise benefits appropriately. Scrutiny welcomes this approach and would like to be kept up to date with the Council's plans to break down barriers between teams in the Council and other organisations.

Scrutiny recognise that while work to break down silos has been carried out in the area Special Educational Needs and Disabilities (SEND) provision was highlighted, as an area where silos needed to be broken down. Scrutiny recognises that the Council needed to work closely with partners including schools and health services who also support SEND children in order to meet their needs. Scrutiny welcomes the Council's decision to commission a review on SEND provision to be conducted by the Local Government Association (LGA) during the next year. This area is of particular interest to the Children and Young People's Scrutiny Committee and

Scrutiny ask that the Executive and Officers work closely with the Committee in this area.

Scrutiny recognises the need for continued transformation within the Council in order to continue to provide services to residents in difficult financial times. Scrutiny asks that the Council's Transformation plans for each area be brought to the relevant Scrutiny Committee in the 2020/21 municipal year.

Accommodation

The difficulties caused by a lack of adequate accommodation both in Adult's and Children's services were apparent from the discussions at the meeting. Scrutiny welcomed the candour of the Executive when discussing these issues during the sessions. However, this issue is of concern to Scrutiny as the costs of out of borough placements and the risks associated with using unregulated housing need to be addressed. Although the number of children in out of borough placements was low they represented a large cost to the Council and were often not the best solution for user and their family. Scrutiny were told that the Council was looking at a number of potential plans to provide more accommodation within the borough and Scrutiny Supports these plans and requests that the Executive move forward with them as soon as possible.

Scrutiny was also informed that due to numbers Trafford was not in a position to provide some high level forms of support. This provision was instead going to be provided at a Greater Manchester level with GMCA looking to develop more high level provision soon. Scrutiny asks that the Health Scrutiny Committee be kept informed on the development of this provision.

Early Intervention and Prevention

Scrutiny noted that there was a need to increase the role that early intervention and prevention played within the system to decrease future demand across Adult's and Children's Services. Members welcome that the Council have started to invest in the Front Door and Early Help services and that research is being conducted to find the best way to invest further in this area. Scrutiny asks that the outcomes of the research and the Council's proposals for investment be reported to the Children's Scrutiny Committee when available.

The Chair raised concerns about how the Council were planning to capture the savings which preventative services delivered. The Executive Member for Health and Wellbeing and Equalities informed the group that the Council were looking at ways to capture these savings. The Corporate Director for Adults Services added that she had been working with the Director of Public Health to identify areas of preventative work where the benefits would be more immediate and easier to measure. Scrutiny asks to receive the Council's benefits realisation plans for preventative services.

Home to School Transport

Scrutiny noted that there had been an increase in demand for home to school transport and that the Council were reviewing the eligibility criteria and the vehicles that were being used for the service. This raised concern as a Scrutiny Member had been contacted by a resident who had issues with the service. At the Meeting Members were told there were rare occasions where issues had arisen relating to the number of passenger assistants. Scrutiny asks that a report on this service which includes an update on proposed changes within the service be delivered to the Scrutiny Committee in the 2020/21 Municipal year.

Commissioning

During the meeting there was a lot of discussion around the Council's Commissioning team including what services they provided and whether the Council could make savings in this area if they were to deliver a service in-house. The Corporate Directors for Children's and Adult's services gave a brief explanation of commissioning and the function of the service however; Scrutiny felt that a dedicated session for Members of the Council's Scrutiny Committees was needed to develop their understanding of Commissioning, which would enable Scrutiny Members to see if the Council could reduce costs while improving services.

Demand Lead Services

Scrutiny continues to be concerned with the Council's position regarding demand led services. While Scrutiny understand that the Council's forecasts are based upon the best information available to them there remains the possibility that an unexpected surge in demand could have a large impact upon the Council's budget and further deplete the Council's reserves. Scrutiny asks that they receive regular updates throughout the year as to the actual compared to the projected demand to provide assurance as to the robustness of the Council's forecasting.

BUDGET SCRUTINY ACTION PLAN

Area	Scrutiny Recommendation	Executive Response
<p>Investment management Strategy – Members feel that as this is such a key part of the Council’s budget plans for the foreseeable future that it should be closely monitored by Scrutiny</p>	<p>Scrutiny asks that its Members receive training on the Investment Management Strategy.</p> <p>Scrutiny requests updates on the Investment Management Strategy every 6 months.</p>	
<p>Council Reserves - The Committee are concerned that the Council continues to operate with a comparatively low level of reserves and feel that Scrutiny need assurance that the Council’s position is robust.</p>	<p>Scrutiny request to have a dedicated session with Officers to discuss the Councils reserves in detail so that they have a full understanding of the Council’s position.</p>	
<p>Service Transformation – Scrutiny support the Council’s position that services need to stop working in silos. Scrutiny wants to be kept updated as to the Council’s progress in this area to ensure that change is delivered.</p>	<p>Scrutiny recommends that the Executive Members for Adults and Children’s Services and Senior officers be involved in the creation of the Council’s Local Plan.</p> <p>Scrutiny asks that the councils transformation plans be brought to the relevant Scrutiny Committee.</p> <p>Scrutiny asks that the Executive works closely with the Children and Young People’s Scrutiny Committee around the development of the Council’s SEND Service</p>	
<p>Accommodation – Scrutiny is concerned that the provision of accommodation within the borough is not currently sufficient to meet demand.</p>	<p>Scrutiny recommends that the Executive prioritise the development of additional provision within the borough.</p> <p>Scrutiny asks that the Executive</p>	

<p>Scrutiny welcomes the Executives plans to address this issue and support them in moving forward with these developments.</p> <p>Scrutiny also welcomes and supports the development of high level provision at the GM Level.</p>	<p>provide regular updates on the development of this provision.</p> <p>Scrutiny requests that the Health Scrutiny Committee receive regular updates on the development of the high level facilities by GMCA.</p>	
<p>Early Intervention and Prevention – Scrutiny is concerned at the level of the Council’s services in this area. Scrutiny welcomes the investment in Children’s services and the Executives plans to continue this increased investment. Scrutiny also welcomes the ongoing work in Adults services, especially public health, in preventative services.</p> <p>Scrutiny wants to ensure that the benefits from the preventative work are captured and so would like to be informed of the methods used by the Council.</p>	<p>Scrutiny asks that the Executive update the Children and young people’s Scrutiny Committee on the plans to improve the Council’s early intervention and prevention services.</p> <p>Scrutiny asks that the Health Scrutiny Committee receive updates on the impact of the Council’s Cancer screening and immunisation programmes</p> <p>Scrutiny requests an update on the benefit realisation methods used by the Council for preventative services.</p>	
<p>Home to School Transport – Scrutiny are concerned with the number of issues within this service as it provides support to some of Trafford’s most vulnerable residents.</p>	<p>Scrutiny asks that a report on this service and the planned developments be provided to the Children and Young People’s Scrutiny Committee.</p>	
<p>Commissioning – Scrutiny recognises that commissioning is a large aspect of the services the Council delivers and feel that Scrutiny Members need to fully understand the service to be able to carry out their role.</p>	<p>Scrutiny would like for all Scrutiny Committee Members to receive training to enable them to see if the Council could reduce costs while improving services.</p>	
<p>Demand Led Services – Scrutiny continue to be concerned regarding the Council’s</p>	<p>Scrutiny requests regular performance updates on</p>	

<p>vulnerability to sudden increases in demand. Scrutiny would like to receive additional assurance that the Council's projections are sufficiently robust.</p>	<p>demand led services.</p>	
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TRAFFORD COUNCIL

Report to: Scrutiny Committee
Date: 15 January 2020
Report for: Information
Report of: Chair of the Scrutiny Committee

Report Title

Overview Report

Purpose

This report provides information on the following:

- Work Programme
- Task & Finish Groups
- Recommendation Tracker
- Greater Manchester Scrutiny Committee Meeting Updates

Recommendations

That the report be noted.

Contact person for access to background papers and further information:

Name: Alexander Murray, Democratic and Scrutiny Officer.
Phone: x4250

1. Work Programme

Wednesday 3 July 2019 – 6:30pm, Committee Rooms 2 & 3 Trafford Town Hall				
<i>Report submission deadline – midday Tuesday 25 June 2019</i>				
Item	Information	Executive Member(s)	Lead Officer(s)	Comments
Fire Safety in High Rise Tower Blocks	To receive a further update on safety in high rise tower blocks in Trafford.	Councillor Wright - Executive Member for Housing and Regeneration	Richard Roe	The Committee received an update on this topic at their meeting in October 2018. It was agreed that a further report be brought to a future meeting to provide an update on progress.
Presentation by GMFRS on Retrofitting Sprinklers	To receive a presentation on the options available for retrofitting sprinkler systems in buildings	Councillor Wright - Executive Member for Housing and Regeneration	N/A	At the Scrutiny Committee meeting on 3 October 2018, the Chair requested that Greater Manchester Fire and Rescue Service (GMFRS) provide a presentation to the Committee on how retrofitting sprinkler systems in buildings could be done. The Chair will contact the relevant people to schedule this.
Annual Scrutiny Report	To receive the annual report of the Statutory Scrutiny Officer on the work of all three Scrutiny Committees during the 2018/19 municipal year.	N/A	Statutory Scrutiny Officer	The Annual Scrutiny Report comes to the Committee for Comment and sign off prior to being submitted at full Council in July 2019.
Work Programme	The Committee are to discuss and agree the proposed work programme for the 2019/20 municipal year. Members have the opportunity to	N/A - Report of the Scrutiny Committee Chairman	Alexander Murray	

	propose any items of business to be added to the Committee's Work programme.			
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Wednesday 13 November 2019 – 6:30pm, Committee Rooms 2 & 3 Trafford Town Hall

Report submission deadline – midday on Tuesday 5 November 2019

Item	Information	Executive Member(s)	Lead Officer(s)	Comments
2020/21 Budget Gap and Assumptions / Progress against the financial risks Identified as part of the 2019/20 Budget Scrutiny process	An update on the 2020/21 Budget Gap and the assumptions behind this to be provided to the Committee. As part of the 2019/20 Budget Scrutiny process, the Committee were provided a list of the proposed savings / income generation and the risks associated with achieving these. The Committee would like an update on progress against these.	Cllr Tom Ross - Finance	Nikki Bishop	
2020/21 Budget Presentation by the Leader of the Council	The Committee will receive the 2019/20 draft budget proposals, accompanied by a presentation to be delivered by the Leader of the Council.	Cllr A Western – Leader of the Council Cllr M Cordingley - Finance	Nikki Bishop	The presentation (considered in conjunction with the update on the Investment Strategy) was presented to the Committee. The Chair and Vice-Chair would confirm the arrangements for the Budget Scrutiny sessions scheduled for 4 and 6 December 2018 in due course.

2019/20 Corporate Plan	To receive the Corporate Plan Q1 Performance report	Executive Member for Constitutional Reform and Resident Engagement	Jane Le Fevre	
Social Investment Framework – Trafford Housing Trust	A report providing a further update on the arrangements for Trafford Housing Trust's Social Investment Framework.	N/A	THT Social Investment Fund Manager	Following an update at the Scrutiny Committee meeting in March 2018, it was agreed that a further update be brought to the Committee to provide a progress update.
High rise cladding task and finish group report	A report of the Task and finish group which looked into the replacement of cladding on high rise tower blocks within Trafford	N/A - Report of the Scrutiny Committee Chairman	Alexander Murray	
Overview Report	An overview report including information on the Scrutiny work programme, task and finish group topics, Executive decisions, and a recommendation tracker.	N/A - Report of the Scrutiny Committee Chairman	Alexander Murray	

Budget Scrutiny

There are two Budget Scrutiny sessions scheduled for the 3 and 5 December 2019. Discussions at these sessions, along with the presentation scheduled to be delivered at the Committee's meeting 3 October 2019 meeting will help formulate the Scrutiny Committee's Budget Scrutiny report to the Executive (To be presented to Scrutiny at the 15 January 2020 meeting).

Wednesday 15 January 2020 – 6:30pm, Committee Rooms 2 & 3 Trafford Town Hall <i>Report submission deadline – midday on Tuesday 7 January 2020</i>				
Item	Information	Executive Member(s)	Lead Officer(s)	Comments
2019/20 Budget Scrutiny Report	A report produced by the Scrutiny Committee providing its recommendations on the 2020/21 Budget Proposals.	N/A – Report of the Scrutiny Committee	Jane Le Fevre	
Corporate Plan Quarter 2 Performance Report	To receive the second quarter corporate plan performance report.	Cllr Freeman – Public Safety, Governance, and Reform	Sara Saleh	
High Rise Cladding update	Following meeting 13 November this is to be a standing item until the Cladding replacement is completed		Ian Wallace and Tony McMahon	
2018/19 Ombudsman Report	The Committee receives the annual report on Ombudsman complaints for information.	Cllr Freeman – Public Safety, Governance, and Reform	Jane Le Fevre	
Overview Report	An overview report including information on the Scrutiny work programme, task and finish group topics, Executive decisions, and a recommendation tracker.	N/A	Jane Le Fevre	
Wednesday 13 March 2019 – 6:30pm, Committee Rooms 2 & 3 Trafford Town Hall <i>Report submission deadline – midday on Tuesday 5 March 2019</i>				
Item	Information	Executive Member(s)	Lead Officer(s)	Comments
Executive Response to the 2019/20 Budget Scrutiny Report	A report providing a response to the recommendations made by the Scrutiny Committee as part of the	Cllr T. Ross – Finance and Investment	Nikki Bishop	

	2019/20 Budget Scrutiny process.			
TRO List and Prioritisation Process	To receive an exhaustive list of all TROs ongoing. To receive a report detailing the process by which TROs are added to the list and how they are prioritised. The Committee would also like to receive information explaining how often the list is reviewed and what actions are taken regarding low priority TROs which will not be fulfilled.	Councillor Adshead - Executive Member Environment, Clean Air, and Climate Change.		
Further update on the Implementation of the CRM Services Programme	To receive a report providing an update on the implementation of the CRM Service Programme.	Executive Member for Constitutional Reform and Resident Engagement	Jane Le Fevre	At the meeting in October 2018, the Committee received the Executive's response to the Task & Finish Group review conducted by the Committee. It was agreed that a further update on implementation be brought to a future meeting of the Committee.
High Rise Cladding update	Following meeting 13 November this is to be a standing item until the Cladding replacement is completed		Ian Wallace and Tony McMahon	
Overview Report	An overview report including information on the Scrutiny work programme, task and finish group topics, Executive decisions, and a recommendation tracker.	N/A	Jane Le Fevre	

Items to be scheduled				
Item	Information	Executive Member(s)	Lead Officer(s)	Comments

2. Task & Finish Groups

Topic	Information	Members	Status
Affordable Housing in Trafford	This has been identified as a possible area of focus for a Task & Finish Group review.	Cllrs A. Williams (Chair), D. Acton, R. Thompson	A meeting of the group is scheduled for 13 January 2020 and the Chair of the group will provide an update at the Scrutiny Committee meeting 15 January 2020.
Climate Emergency	A motion was agreed at the full Council meeting on 28 November 2018, which committed the Council to declare a Climate Emergency. A new Task & Finish Group would be established to develop a carbon budget and set a challenging target date for carbon neutrality in Trafford.	Councillors Acton (Chair), Boyes, Brophy, Carey, Coggins, Jerrome, Longden, Shaw, and Slater.	A report was presented to the Executive in September 2019. The report along with the Executive response will be delivered to full Council.
High Rise Cladding replacement	A spotlight task and finish group formed to meet with THT officers following the Committee meeting in July. The group was specifically established to look at the cladding replacement schedule and why it had been delayed.	Councillor Acton (Chair), Winstanley, and Williams	The Chair of the group met with Officers from THT and GMFRS and the results of the meeting went into a report submitted to the Scrutiny Committee meeting 13 November 2019
Disability Access	Proposed by Councillor Winstanley and agreed by the	Councillors Winstanley (Chair), Acton, Akinola, Lloyd, Haddad,	There have been two meetings and following the second meeting two

	Committee at their meeting July 2019.	Holden, Lamb, Minnis, Shirley Procter, Welton, Williams	Trafford residents have agreed to be co-opted onto the group. The next meeting will be early in 2020.
One Trafford Partnership	The Committee have agreed to conduct a Task & Finish Group review of the One Trafford Partnership.	Cllrs Acton (Chair), Bowker, Boyes, Coupe, Longden, Shaw, Thomas and Williams.	Following the Committee's report the Executive Commissioned a consultant to look at the contract and possible actions. The Executive received a report in October 2019

3. Recommendation Tracker

There are no formal Scrutiny Committee recommendations awaiting an Executive response.

Scrutiny Recommendation	Executive Response
<p>One Trafford Partnership Recommendation 1 - That the Executive conduct an assessment of the feasibility of the following 3 options;</p> <ol style="list-style-type: none"> 1. Consider alternative models of service delivery, including the development of an In-House Service model, with a view to ending the contract with Amey. 2. Review the contract with Amey with a clear intent that there should be a wholesale reshaping of the contract and partnership between Amey and the Council. 3. Continue the Amey Contract and seek significant improvements to the delivery of existing services. <p>If it is determined that all options are feasible then option 1 is the preferred option of the Scrutiny Committee.</p> <p>Recommendation 2 – That an update be provided to Scrutiny once the Executive has considered the report. Executive consideration is ongoing</p>	<p>Executive consideration is ongoing</p>
<p>Recommendation 2 – That an update be provided to Scrutiny once the Executive has considered the report.</p> <ol style="list-style-type: none"> 1. That a Committee be established to coordinate the Council’s work relating to Climate Emergency. 	<p>Recommendations presented to Executive 30 September 2019. Executive response to be delivered to Council.</p>

2. That the Committee complete activity one through four with the support of external experts and partners.
3. That the Committee have executive membership as well as lead officers from Public Health, Licensing, Procurement, Amey, Highways, Planning, and any other key areas identified.
4. That there be a lead Executive member dedicated to the Climate Emergency.
5. That a dedicated officer role, reporting to the Corporate Director of Place, be created to drive the Climate Emergency Agenda forward.
6. That the Committee will oversee the action plan and monitor Trafford's performance against carbon reduction targets.
7. That the Councils Carbon Budget be published annually alongside the Financial Budget.
8. That an additional Scrutiny Committee or Sub Committee be established with the sole purpose of Scrutinising the Council and their partners in relation to the Climate Emergency.
9. That Climate Emergency Implications and sustainability be listed as an area to be considered in reports and that the guidance to officers be updated to bring it in line with the Council's current targets as per appendix 1.
10. That Climate Emergency be added to the Corporate Plan an additional priority forming part of the annual report and performance monitoring.

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| <p>11. That the Council roll out Carbon literacy training across the workforce and Councillors.</p> <p>12. That Climate Emergency champions be recognised within the organisation.</p> <p>13. That a comprehensive Communication and Engagement Strategy be developed and considers the following methods;</p> <ul style="list-style-type: none">• Dedicated Climate Emergency Section of the Council's Website• Wide distribution of the Public Health Annual Plan• Internal communications (sections on the intranet)• Have Climate Emergency resources available at Council Buildings• Hold Climate Emergency events or sessions at libraries• Hold Climate Emergency challenge among Trafford schools• Support of existing Climate Emergency VCSE groups within Trafford• Utilising Citizens Juries (Dr Malcolm Oswald)• Support the creation of a citizen's assembly• Community energy projects• Advertise and champion the resources created by Greater Manchester on tackling Climate Emergency <p>14. That the Executive consider the 33 Actions for Local Authorities laid out by Friends of the Earth and implement as many as possible.</p> <p>15. That the Executive consider immediate implementation of the following actions as quick wins;</p> <ul style="list-style-type: none">• Buy Green Energy• Adjust the Council Social Value weighting in procurement so that reducing carbon footprint, planting trees etc. are counted as elements of social value | |
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<ul style="list-style-type: none"> • Increase number of EV Charging points in Trafford • Stop promoting measures that increase greenhouse gasses • Install food waste collection bins in all Council buildings (including in kitchens for employees) <p>16. That the Executive ask officers to complete the Trafford position column of appendix 2.</p>	

4. Greater Manchester Scrutiny Committee Updates

Greater Manchester Corporate Issues & Reform Overview and Scrutiny Committee – Councillor Ann Duffield, Councillor Dave Morgan

[19 November 2019,](#)

Greater Manchester Economy, Business Growth and Skills Overview and Scrutiny Committee – Councilor Barry Brotherton,

[8 November 2019](#)

Greater Manchester Housing Planning and Environment Overview and Scrutiny – Kevin Procter

[14 November 2019](#)

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