



AGENDA PAPERS FOR EXECUTIVE MEETING

Date: Monday, 23 November 2020

Time: 4.00 p.m.

Place: Virtual meeting

PLEASE NOTE: A link to the virtual meeting can be found below:
<https://www.youtube.com/channel/UCjwblOW5x0NSe38sgFU8bKq>

AGENDA	PART I	Pages
1. ATTENDANCES		
To note attendances, including officers, and any apologies for absence.		
2. QUESTIONS FROM MEMBERS OF 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 items appearing on the agenda and will be submitted in the order in which they were received.		
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. MINUTES		1 - 14
To receive and, if so determined, to approve as a correct record the Minutes of the following meetings:		
Executive Meeting 22/6/20, suspended and resumed on 30/6/20; Executive Meeting 26/10/20.		

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

To consider any matters referred by the Council or by the Overview and Scrutiny Committees.

- (a) **INTERIM PANDEMIC SCRUTINY COMMITTEE REPORT** 15 - 18
To consider a report of the Chair of the Pandemic Scrutiny Committee.

6. PLAYING PITCH STRATEGY: LONG TERM SECURITY OF TENURE PROCESS 19 - 30

To consider a report of the Executive Member for Culture and Leisure.

7. HIGHWAYS, TRANSPORTATION, ENVIRONMENT AND CONSULTANCY SERVICES (HTEC20) - UPDATE AND PROPOSED NEXT STEPS 31 - 38

To consider a report of the Executive Member for Environment, Air Quality and Climate Change.

NOTE: A related report is to be considered in Part II of this agenda.

8. BUDGET MONITORING 2020/21 - PERIOD 6 (APRIL TO SEPTEMBER 2020) 39 - 68

To consider a report of the Executive Member for Finance and Investment and the Corporate Director of Finance and Systems.

9. CORPORATE PLAN 2020/21 QUARTER 2 69 - 92

To consider a report of the Executive Member for Public Safety, Governance and Reform.

10. URGENT BUSINESS (IF ANY)

Any other item or items which by reason of:-

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

11. EXCLUSION RESOLUTION

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

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

PART II

12. HIGHWAYS, TRANSPORTATION, ENVIRONMENT AND CONSULTANCY SERVICES (HTEC20) - UPDATE AND PROPOSED NEXT STEPS 93 - 102

To consider a report of the Executive Member for Environment, Air Quality and Climate Change.

NOTE: A related report is to be considered in Part I of this agenda.

SARA TODD
Chief Executive

COUNCILLOR ANDREW WESTERN
Leader of the Council

Membership of the Committee

Councillors A. Western (Chair), C. Hynes (Deputy Leader), S. Adshead, M. Freeman, J. Harding, E. Patel, T. Ross, J. Slater, G. Whitham and J.A. Wright.

Further Information

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

Jo Maloney, Governance Officer
Email: joseph.maloney@trafford.gov.uk

This agenda was issued on Thursday 12th November 2020 by the Legal and Democratic Services Section, Trafford Council, Trafford Town Hall, Talbot Road, Stretford M32 0TH.

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VIRTUAL MEETING OF EXECUTIVE

22 JUNE 2020 (INTERRUPTED), AND RESUMED MEETING 30 JUNE 2020

22 JUNE:

EXECUTIVE MEMBERS PARTICIPATING

Leader of the Council (Councillor A. Western)(in the Chair),
Executive Member for Children's Social Care (Councillor C. Hynes),
Executive Member for Adult Social Care (Councillor J. Harding),
Executive Member for Communities and Partnerships (Councillor G. Whitham),
Executive Member for Culture and Leisure (Councillor E. Patel),
Executive Member for Environment, Air Quality and Climate Change (Councillor S. Adshead),
Executive Member for Finance and Investment (Councillor T. Ross),
Executive Member for Health, Wellbeing and Equalities (Councillor J. Slater),
Executive Member for Housing and Regeneration (Councillor J. Wright).

Also virtually participating: Councillors Acton, Anstee, Dr. Barclay, Blackburn, Boyes, Butt, Coggins, Cordingley, Evans, Haddad, Jerrome, Lamb, Mitchell, Morgan, Myers, New, Newgrosh, Thompson, Welton, Williams and Young.

Officers virtually in attendance:

Corporate Director, Place (Mr. R. Roe),
Corporate Director, Governance and Community Strategy (Ms. J. Le Fevre),
Corporate Director, Adult Services (Ms. D. Eaton),
Deputy Director of Finance (Mr. G. Bentley),
Governance Officer (Mr. J.M.J. Maloney),
Governance Officer (Mr. A. Murray).

APOLOGIES

Apologies for absence were received from Councillor M. Freeman.

30 JUNE:

EXECUTIVE MEMBERS PARTICIPATING

Leader of the Council (Councillor A. Western)(in the Chair),
Executive Member for Children's Social Care (Councillor C. Hynes),
Executive Member for Adult Social Care (Councillor J. Harding),
Executive Member for Communities and Partnerships (Councillor G. Whitham),
Executive Member for Culture and Leisure (Councillor E. Patel),
Executive Member for Environment, Air Quality and Climate Change (Councillor S. Adshead),
Executive Member for Finance and Investment (Councillor T. Ross),
Executive Member for Housing and Regeneration (Councillor J. Wright),
Executive Member for Public Safety, Governance and Reform (Councillor M. Freeman).

Also virtually participating: Councillors Dr. Barclay, Boyes, Butt, Coggins, Cordingley, Evans, Haddad, Holden, Jerrome, Lamb, Mitchell, Morgan, Myers, Thompson, Williams, Winstanley and Young.

Officers virtually in attendance:

Chief Executive (Ms. S. Todd),
Corporate Director, Place (Mr. R. Roe),
Corporate Director, Governance and Community Strategy (Ms. J. Le Fevre),
Director of Public Health (Ms. E. Roaf),
Deputy Director of Finance (Mr. G. Bentley),
Governance Officer (Mr. J.M.J. Maloney),
Governance Officer (Mr. A. Murray).

APOLOGIES

Apologies for absence were received from Councillor J. Slater.

132. QUESTIONS FROM MEMBERS OF THE PUBLIC

It was reported that no questions had been received for referral to the current meeting.

133. DECLARATIONS OF INTEREST

No declarations were made by Executive Members.

134. MINUTES

RESOLVED – That the Minutes of the Budget Meeting on 19/2/20, Meetings on 24/2/20 and 16/3/20, and Special Meeting on 24/4/20 be approved as correct records.

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

As Chair of the Scrutiny Committee, Councillor Acton provided an update on the work of the Pandemic Scrutiny Committee, which had been established in response to the current health emergency. Key features of interest to the Committee had included: the “Test / Track / Trace” system; impact on BAME communities; temporary amendments to the provisions of the Care Act; mental health implications; issues relating to school re-opening; and the impacts on vulnerable children. Thanks were accorded to Executive Members and to the Director of Public Health for their assistance with the Committee’s enquiries. It was noted that the next meeting would focus on impacts on the budget and the local economy; and that Members were keen in due course to review and assess the effectiveness of, and lessons learned from, measures put in place locally.

RESOLVED – That the content of the report be noted.

136. GLYPHOSATE USE IN TRAFFORD

The Executive Member for Environment, Air Quality and Climate Change submitted a report which presented the current position regarding Trafford Council's use of glyphosate weedkiller, and proposed measures to reduce and eradicate its usage, whilst developing and monitoring the Council's weed control strategy. The approach looked to balance the operational challenges with the Council's commitment to protecting the environment and the Glyphosate Free motion as passed by Council. In discussion it was noted that the Council would continue to work with a range of interested groups and suppliers, to try to accelerate its progress in reducing reliance on glyphosate.

RESOLVED -

- (1) That the trials and research of alternative Weedspray treatments that can be used and have been researched and trialled for use in Trafford be noted.
- (2) That approval be given to the reductions in glyphosate that have been introduced during 2019 and will continue going forward.
- (3) That the continued initiatives to reduce and eradicate glyphosate usage across Trafford be supported and approved, and potential impacts noted.

NOTE: Following consideration of this item, it proved necessary to suspend the virtual meeting, as a result of technical issues; and the remaining business was transacted at the resumed meeting held on 30th June 2020.

137. TURN MOSS - DEDICATION AS A VILLAGE GREEN

NOTE: Following the necessity to suspend the virtual meeting held on 22nd June 2020 as a result of technical issues, this and all subsequent items were transacted and determined at the resumed meeting held on 30th June 2020.

The Executive Member for Housing and Regeneration and Executive Member for Culture and Leisure submitted a report which set out the process, opportunities and obstacles for proposed options for Turn Moss in Stretford with a proposed conclusion that dedication as a Village Green would be the most appropriate status. In discussion, Members commended the work already undertaken with the Friends of Turn Moss group, and agreed that close working relationships would need to be maintained in the future.

RESOLVED -

- (1) That approval in principle be given to the designation of Turn Moss as a Village Green.
- (2) That the Corporate Director of Place be authorised to make the application to register Turn Moss as a Town and Village Green.

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- (3) That the Corporate Director of Governance and Community Strategy be authorised to enter into any document required to give effect to the recommendations of the report.

138. PROPOSED HIGH QUALITY RESIDENTIAL DEVELOPMENT AND MULTI-USE COMMUNITY FACILITY ON THE SITE OF THE JUBILEE CENTRE, BOWDON

The Executive Member for Housing and Regeneration submitted a report which sought approval for the Council to progress development of the residential development and multi-use community facility on the site of The Jubilee Centre, Bowdon. It set out proposals to procure a Development Management / Delivery Partner for a mixed-use scheme comprising of a high-quality residential development and a multi-use community building potentially centred around the requirements of re-provision of the dilapidated community centre. The report also provided an update on the progress achieved to date in connection with the proposed development and sought approval to continue with progression of the scheme.

RESOLVED -

- (1) That the proposal be approved to progress development of the residential development and multi-use community facility on the site of The Jubilee Centre, Bowdon as set out in the report.
- (2) That the proposal to procure a Development Management/ Delivery Partner to carry out the proposed development be noted.
- (3) That the due diligence currently undertaken as part of the report be noted.
- (4) That it be noted that a further report will be presented to the Executive once procurement activity has been concluded and that a further decision will be sought from the Executive in respect of the appointment of a Development Management / Delivery Partner.
- (5) That it be noted that a further report will be presented to the Investment Management Board with the final business case to seek approval for Council investment in the scheme.

139. HALE LIBRARY

The Executive Member for Housing and Regeneration submitted a report which sought approval from the Executive to proceed with the revised scheme from that set out in the Executive Member decision of 28th May 2015 for the provision of a new library and other community facilities within Hale, funded through the redevelopment of the existing Library site at Leigh Road.

RESOLVED - That, subject to satisfactory due diligence approved by the Corporate Director of Place:

Executive (22.6.20)

1. The disposal be approved of the Hale Library site at Leigh Road (Library Site) to the Hale Community Trust (HCT) for £500,000 for the purpose of the redevelopment of the site.
2. The disposal be approved of the Pavilion Site and the leaseback to the Council of the new library facility for 125 years less 10 days.
3. The deferred payment of the £500,000 purchase price be approved.
4. The temporary re-location be approved of Hale Library during the construction of the new library facility at the Pavilion.
5. Authority be delegated to the Corporate Director of Place in consultation with the Corporate Director of Governance and Community Strategy to agree the terms of the disposals and leases.
6. Authority be delegated to the Corporate Director of Governance and Community Strategy to enter into the requisite legal documentation to dispose of the property to Hale Community Trust and take a lease of the new library.

140. GREATER MANCHESTER'S CLEAN AIR PLAN: UPDATE

The Executive Member for Environment, Air Quality and Climate Change submitted a report which set out the progress that had been made following the Government's response to Greater Manchester's Outline Business Case to tackle Nitrogen Dioxide Exceedances at the Roadside (OBC), and the implications of pandemic management policies (the extent of which were not yet fully understood) for the 10 Greater Manchester (GM) local authorities in relation to the schedule of work and statutory consultation on the Clean Air Plan and the link to taxi and private hire common minimum licensing standards (MLS). An opportunity was provided for Members to raise questions on the report's content; these focussed on the timescales associated with progressing the scheme, possible alternative schemes and the potential impact on a number of categories of small businesses which were particularly likely to be impacted by the current proposals.

RESOLVED -

- (1) That the progress of the Greater Manchester (GM) Clean Air Plan be noted.
- (2) That the progress in the development of the Clean Commercial Vehicle and Hardship funds be noted.
- (3) That the initial funding award be noted of £41m for clean vehicle funds to award grants or loans to eligible businesses.
- (4) That it be noted that the Government has accepted the need for vehicle replacement funds for Hackney Carriages, and Light Goods Vehicles, but has requested further development of shared evidence on the needs within that complex sector before responding and does not support the sustainable journeys measure.

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- (5) That it be noted that Transport for Greater Manchester (TfGM) is seeking confirmation that the funding award for Bus Retrofit is a continuation of Clean Bus Technology Funds to be distributed as soon as possible as per previous arrangements.
 - (6) That it be noted that the government will not support electric vehicle charging infrastructure through Clean Air monies but have committed to work with GM on securing funding from the Office for Low Emission Vehicles (OLEV).
 - (7) That the position be agreed that the GM Local Authorities will move to a statutory public consultation on the GM Clean Air Plan as soon as reasonably practicable
 - (8) That the position be further agreed that the GM Local Authorities' decision to commence a public consultation should be taken once there is a clear timeframe for exiting lockdown and moving to the next phase of the COVID-19 response.
 - (9) That it be noted that the implementation of a GM Clean Air Zone (CAZ) is delayed to 2022 with a revised implementation date to be confirmed in the consultation commencement report.
 - (10) That the Department for Transport's (DfT's) positioning paper "Decarbonising Transport – Setting the Challenge" be noted.
 - (11) That the assessment be noted of the possible impacts of COVID-19 to inform a technical briefing note for decision makers.
 - (12) That it be noted that the GM local Authorities intend to consult on GM's proposed Minimum Licensing Standards for Taxis and Private Hire services ("MLS"), alongside the Clean Air Plan consultation, and agree the position for consultation on when taxi/private hire vehicle fleets should be Zero Emission Capable.

141. CROSSFORD BRIDGE, SALE

The Executive Member for Culture and Leisure submitted a report which noted the vision and ambition which Sale Sharks had to return to their hometown of Sale and indicated that they would welcome the views and feedback from the immediate community of Sale and wider community of Trafford on this aspiration. The report set out that this presented an opportunity to create a state of the art community sports and activity hub combining the best of elite sport and multi-purpose community sports. A full community engagement strategy was proposed with the existing community users of the site, including all clubs and local residents, to ensure current users of the site could be accommodated either on the redeveloped site or other locations within Trafford through an agreed displacement strategy. It was noted that on completion of a full consultation programme, a report was to be submitted to the Executive in Autumn 2020.

Executive (22.6.20)

An opportunity was provided for questions on the report's content, which centred on the history of the club and of the current proposal, a range of views which had already been expressed, and the potential implications relating to financing, green belt and flood plain issues. It was noted that there were arguments on both sides, that the Council was keen to hear the views of the local community, that the current report was for noting only, and that a decision was not yet to be made, but would await further evaluation and the outcome of the initial phase of engagement, which would be formally reported to the Executive later in the year.

RESOLVED –

- (1) That the proposal from Sale Sharks for the creation of a community led multi-sports hub at Crossford Bridge be noted.
- (2) That the engagement to be undertaken by Sale Sharks on the proposal, supported by the Council, be noted.
- (3) That it be noted that the proposal related to land owned by the Council.
- (4) That it be noted that a further report would be brought to the Executive on the conclusion of the initial phase of engagement.

142. BUDGET MONITORING 2019/20 - PERIOD 12 OUTTURN (APRIL 2019 TO MARCH 2020)

The Executive Member for Finance and Investment and the Corporate Director of Finance and Systems submitted a report which informed Members of the 2019/20 outturn figures relating to both Revenue and Capital budgets, the level of General and Service Reserves. It also summarised the final unaudited position for Council Tax and Business Rates within the Collection Fund. In discussion, Members noted the significant impact of the Covid-19 pandemic on the Council's finances, which would be further reflected in in-year measures to be reported to Council and the Executive in due course. It was also emphasised that, whilst in common with practically all Councils, Trafford's financial position was challenging, there was currently, despite press coverage, no expectation that the service of a s.114 Notice by the Corporate Director, Finance and Systems would be required.

RESOLVED -

- (1) That the content of the report, and the revenue outturn position showing a budget underspend of £298k, which will be transferred to the Budget Support Reserve, be noted.
- (2) That the other changes to reserves as detailed in paragraph 11 and Appendix 2 to the report be noted.
- (3) That the final capital programme outturn position as detailed in paragraphs 25 to 43 of the report be noted.

143. URGENT BUSINESS (IF ANY)

(a) Trafford Covid-19 Outbreak Management Plan

[NOTE: The Leader of the Council agreed to allow the consideration of this item as Urgent Business as it related to the Council's response to the Covid-19 emergency, and its approval date was imminent.]

The Leader of the Council submitted a report which set out the details of the Council's proposed Outbreak Management Plan, which was required to be published by the end of June 2020. A copy of the Plan itself was presented to Members for information and noting. Members' attention was drawn to key features of the plan's content and associated governance arrangements, and that the Leader of the Council would chair the Public Engagement Board. It was envisaged that the plan would assist in enhancing the speed of response and utilise local knowledge gained; but that it was intended to complement and not replace arrangements already in existence.

RESOLVED -

- (1) That the content of the proposed Covid-19 Outbreak Management Plan be noted.
- (2) That the governance arrangements as set out in the Plan be noted.
- (3) That it be noted that the Plan is required to be published on 30 June 2020.

The meeting on 22/6/20 commenced at 4.00 p.m. and was suspended at 4.59 p.m.; the resumed meeting on 30/6/20 commenced at 4.00 p.m. and finished at 4.58 p.m.

EXECUTIVE – VIRTUAL MEETING

26 OCTOBER 2020

EXECUTIVE MEMBERS PARTICIPATING

Executive Member for Children’s Social Care (Councillor C. Hynes)(in the Chair),
Executive Member for Adult Social Care (Councillor J. Harding),
Executive Member for Communities and Partnerships (Councillor G. Whitham),
Executive Member for Culture and Leisure (Councillor E. Patel),
Executive Member for Environment, Air Quality and Climate Change (Councillor S. Adshead),
Executive Member for Finance and Investment (Councillor T. Ross),
Executive Member for Health, Wellbeing and Equalities (Councillor J. Slater),
Executive Member for Housing and Regeneration (Councillor J. Wright),
Executive Member for Public Safety, Governance and Reform (Councillor M. Freeman).

Also virtually participating: Councillors Acton, Akinola, Barclay, Blackburn, Brotherton, Butt, Carter, Coggins, Dillon, Evans, Holden, Lamb, Lloyd, Mitchell, Newgrosh, Rigby, Thompson and Welton.

Officers virtually in attendance:

Chief Executive (Ms. S. Todd),
Corporate Director, Place (Mr. R. Roe),
Corporate Director, Finance and Systems (Ms. N. Bishop),
Corporate Director, Governance and Community Strategy (Ms. J. Le Fevre),
Corporate Director, People (Ms. S. Saleh),
Director of All Age Commissioning (Ms. K. Ahmed),
Governance Officer (Mr. J.M.J. Maloney),
Governance Officer (Mr. A. Murray).

APOLOGIES

Apologies for absence were received from Councillor A. Western.

165. QUESTIONS FROM MEMBERS OF THE PUBLIC

It was noted that no questions had been received for consideration at this meeting.

166. DECLARATIONS OF INTEREST

No declarations were made by Executive Members.

167. MINUTES

RESOLVED – That the Minutes of the Meeting held on 28th September 2020 be approved as a correct record.

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

As Chair of the Pandemic Scrutiny Committee, Councillor Acton reported that, with a single Scrutiny committee currently operating, it had been a busy period for its Members. The Committee had been receiving updates on current health and social care issues, and continuing its work on homelessness, active travel and the Council's response to the OFSTEd inspection of Children's Services, on which reports would be prepared in due course. Members were reminded that the two Budget Scrutiny sessions were scheduled for 1st and 3rd December respectively. Councillor Acton expressed his thanks to the Committee's members for their work during the period, and these were endorsed by the Deputy Leader of the Council.

RESOLVED – That the content of the update report be noted.

169. APPROVAL TO COMPLETE A COMMUNITY ASSET TRANSFER (CAT) FOR GEORGE H CARNALL LEISURE CENTRE (GHC) WITH EFFECT 4TH JANUARY 2021

The Executive Member for Culture and Leisure submitted a report which set out the background to the GHC Leisure Centre following previous reports to the Executive noting the decision of Trafford Leisure to close the facility once the redevelopment of Move Urmston is complete; and a report on the proposed CAT and agreement to have a transition period between April 2020 and September 2020. It further set out the current position, the interest from a local community group, George Carnall Community Group Community Interest Company (GCCG), a private company limited by guarantee without share capital, to manage the centre in the long term. It also set out the risks and responsibilities highlighted for both Trafford Council and the GCCG. It was noted that a related report was to be considered in Part II of the agenda. (Minute 177 below refers.)

An opportunity was provided for Members to raise questions on the content of the report. These centred on the extent to which the activities at GCH would be complementary to / differentiated from those at Move Urmston; provision and responsibility for buildings and grounds maintenance costs, and the future of car parking facilities at the site; and reference was made to differentiated anchor tenants; the clear responsibility of GCCG for ongoing maintenance, with the granting of a 25 year lease to facilitate planning and resourcing; and the opportunity for interested parties such as Ward Members to liaise directly with the Centre's management on any local issues arising.

The content of the report was noted, and Members were advised that the formal decision on this matter would be taken following consideration of the related report in Part II of the agenda. (See Minute 177 below.)

RESOLVED – That the content of the report, and the taking of the decision in Part II of the agenda, be noted.

*Executive (26.10.20)***170. FAIR PRICE FOR CARE**

Discussion of, and decisions taken on, two reports of the Executive Member for Adult Social Care are set out in the following Minutes.

171. FAIR PRICE FOR CARE: HOMECARE 2021- 22

The Executive Member for Adult Social Care submitted a report which made recommendations regarding the annual uplift to the hourly rate paid to commissioned homecare framework providers in Trafford for the 2021-22 financial year, it being noted that further consultation with providers was required on the increase in the homecare rate and the new model of service delivery before a final proposal could be presented for formal approval.

RESOLVED - That the following be approved for consultation, and further consideration in the light of consultation:

- A 5.69% uplift on the existing business as usual homecare rate of £15.99 to reach an hourly rate of £16.90, including RPI.
- A further uplift to enable providers to achieve an uplift on the National Living Wage ("NLW") (either 2% or an uplift which reflects the NLW, dependent on which is the higher rate).

172. FAIR PRICE FOR CARE FOR OLDER PEOPLES' RESIDENTIAL AND NURSING HOMES 2021-22

The Executive Member for Adult Social Care submitted a report which made recommendations in respect of the process for determining a Fair Price for Care for Older Peoples' Residential and Nursing Homes 2021-22, it being noted that further consultation with the residential and nursing care home providers was required before a final proposal could be presented for formal approval.

RESOLVED - That the following be approved for consultation, and further consideration in the light of consultation:

1. an inflationary uplift for existing purchased Residential and Nursing Home beds based on increases announced for the NLW or 2%, whichever is the higher and the RPI as at October 2020 for 2021/22.
2. an increased price of £560 for spot purchased residential beds plus the inflationary uplift and £626 for spot purchased nursing beds plus the inflationary uplift.

173. LICENSING ACT 2003 - STATEMENT OF LICENSING POLICY - 2021 - 2026

The Executive Member for Public Safety, Governance and Reform submitted and drew attention to the key features of a report which set out recommendations to Council in respect of the proposed approval of the revised Statement of Licensing Policy. In introducing the report he expressed thanks to the officers in the Licensing Team for their work in drawing together the proposals. In response to a query, it was noted that a broad policy would not make blanket provisions on the location of new licensed premises; but that, in respect of any individual application, the issue of child protection would be a relevant consideration in reviewing the licensing objectives.

RESOLVED -

- (1) That the content of the report be noted.
- (2) That it be recommended to Council that it approve the revised Statement of Licensing Policy as attached at Appendix F to the report.

174. COUNCIL TAX SUPPORT (CTS) SCHEME FOR 2021/22

The Executive Member for Finance and Investment submitted a report which sought to make recommendations to Council in relation to the legal requirement formally to approve the Council's local CTS scheme before the start of each financial year. It was proposed that the scheme remain as is, only changing to reflect the national changes to income related benefits as already agreed in 2016.

RESOLVED - That it be recommended that Council adopt the Council Tax Support (CTS) scheme currently in operation, updating in line with national benefits as previously agreed for 2021/22.

175. PROGRESS REVIEW: RECOVERY UPDATE

The Executive Member for Finance & Investment submitted and introduced a report which provided a current update on the Trafford Recovery Programme activity in relation to the impacts of the Covid-19 pandemic to date. Thanks were accorded to the Council's staff, partners and communities in securing the progress to date; and it was noted that regular update reports would be made to the Executive. In response to a query it was noted that this specific report had as its focus health aspects of the pandemic response, and that other reports, including those recently brought to the Executive, dealt more specifically with issues and proposed actions in relation to the climate emergency.

RESOLVED – That the content of the report, and in particular the information regarding the Trafford Recovery Programme progress to date, be noted.

176. EXCLUSION RESOLUTION (IF REQUIRED)

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

177. APPROVAL TO COMPLETE A COMMUNITY ASSET TRANSFER (CAT) FOR GEORGE H CARNALL LEISURE CENTRE (GHC) WITH EFFECT 4TH JANUARY 2021

The Executive Member for Culture and Leisure submitted a report, additional to that considered in Part I of this agenda (Minute 169 above refers), setting out details of the GCCG’s business case in relation to the proposed completion of a Community Asset Transfer (CAT) for George H Carnall Leisure Centre (GHC) with effect from 4th January 2021. Members resumed the discussion following on from Minute 169 above, it being noted that the report set out the key distinctions between the operating models of GCH and Move Urmston respectively. It was clarified that no aspects of the proposal were based on funds otherwise allocated to the local area, and it was agreed that further details of the proposed loan facility would be provided outside the meeting.

RESOLVED –

- (1) That the proposed disposal be approved of the George H Carnall Leisure Centre (“GHC”) to the George Carnall Community Group (“GCCG”) as a Community Asset Transfer (CAT) by way of 2 leases, one of the area shaded blue on the plan and one of the area shaded red on the plan (Appendix A to the report) subject to:
 - I. The Executive noting the attached business plan (Part II) at this time that is developing in the context of Covid19 and supporting evidence for the future operation of GHC by GCCG;
 - II. The Executive agreeing that Trafford Council & GCCG will be responsible for the risks highlighted;
 - III. The completion of leases between Trafford Council and GCCG as set out in the report; and
 - IV. Agreeing the red line boundary for the leases as highlighted in (Appendix A to the report).
- (2) That it be agreed to fund the immediate work required to transfer GHC in a fit for purpose state of £23,500 from with the current capital programme.
- (3) That it be agreed to fund major works on the site in line with the current processes for maintaining buildings that are Council assets managed by other groups for a maximum of two years until 31st December 2022 by application up to £50k p.a.

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- (4) That authority be delegated to the Corporate Director of Place, in consultation with the Corporate Director of Finance and Systems and the Corporate Director for Governance and Community Strategy, to agree the terms of the proposed leases.
 - (5) That authority be delegated to the Corporate Director of Governance and Community Strategy to complete the leases and any other documents necessary to implement the decision of the Executive.
 - (6) That a loan facility to GCCG be agreed up to £96,000 as working capital to recruit and pay staff at the centre as well as procure and have installed appropriate ICT systems and pay utilities as detailed in the GCCG business plan. The agreement of final terms of the facility to be delegated to the Corporate Director of Place in consultation with the Corporate Directors of Finance and Systems and Governance and Community Strategy.
 - (7) That it be agreed that the GCCG business plan is not competition for Move Urmston, as set out in section four of the Community Asset Transfer Position Statement document, agreed by the Executive in June 2013.
 - (8) That the disposal of GHC at undervalue be agreed.

The meeting commenced at 4.00 p.m. and finished at 5.28 p.m.

TRAFFORD COUNCIL

Report to: The Executive
Date: 23 November 2020
Report for: Decision
Report of: Chair of the Pandemic Scrutiny Committee

Report Title

Interim Pandemic Scrutiny Committee Report

Summary

This report lays out a number of recommendations relating to Homelessness and the Council's Budgetary position for the Executive from the Pandemic Scrutiny Committee following their meeting on the 19th August 2020.

Recommendation(s)

The Pandemic Scrutiny Committee recommend that the Executive;;

- Note the report.
- Continue to look at long term solutions to the potential rise in homelessness, due to the ongoing impact of COVID 19.
- Provide regular updates on homelessness to the Pandemic Scrutiny Committee and all Councilors.
- Review the current process for 208 notices to improve performance to ensure that the Council is able to provide support from the commencement of a placement.
- Include a simplified overview position for any future budgetary reports on Council finances, which are to be included on public agendas. Stating the Council's current budget position, an overview of what this means for the Council and Trafford residents, and what the Executive and Officers are doing to mitigate the budgetary impacts.

Contact person for access to background papers and further information:

Name: Alexander Murray – Governance Officer
Extension: 4250

Background

1. The Pandemic Scrutiny Committee was created on the 15th May by Council to fulfil the Council's Scrutiny function during the COVID 19 pandemic following the suspension of the Council's three Scrutiny Committees.
- 1.2 Following updates that were provided to the Committee on the 19th August the Committee formed a number of recommendations for the Executive to consider.

Homelessness

- 2.1 At the Committee meeting on the 19th August the Executive Member for Housing and Regeneration raised concerns regarding the end of the Government's suspension on evictions and asked the Committee to support the Council in lobbying for this to be extended. The Committee supported lobbying for an extension but noted that it would only be a temporary measure. Since the meeting the Government announced an extension of four weeks to the suspension along with the introduction of a 6 month notice period for evictions to be in place until at least 31 March 2021. While this is greatly improved from the previous position it is still a limited measure. The Committee recommend that the Executive continue to look at long term solutions to the potential rise in homelessness, due to the ongoing impact of COVID 19.
- 2.2 Due to the ongoing impact of COVID 19 and the increased risk of homelessness for Trafford residents this is an area that all Trafford Councillors should be aware of. It is recommended that regular updates on homelessness in Trafford be provided to the Committee and all Councillors.
- 2.3 While it is a requirement that Local Authorities receive a 208 notice when a person is to be placed within the area these are currently not being provided. This was discussed at the meeting where the Committee were informed that all Local Authorities performed poorly in respect to the completion of 208 notices. The Committee feel that the completion of 208 notices, or other suitable forms of notification, needs to be prioritised to enable the Council to ensure that sufficient support is provided to all people who reside within the borough. The Committee recommend that the Executive review the current process for 208 notices to improve performance to ensure that the Council is able to provide support from the commencement of a placement.

Council Budget 2020/21

3. The Committee were provided with the Council's budget monitoring report for quarter 2 at the meeting on the 19th August. The report was very detailed and provided an in-depth breakdown of the Council's finances and projections for 2020/21. At the meeting there was an amount of confusion regarding what all of the figures meant and the impact that they would have upon the Council. Due to the importance of the information provided the Committee feel it should be digestible by all Committee Members and members of the public who access the Committee's reports. The Committee recommend that any future budgetary reports on Council finances, which are to be included on public agendas, include a simplified overview position. Stating the Council's current budget position, an overview of what this means for the Council

and Trafford residents, and what the Executive and Officers are doing to mitigate the budgetary impacts.

Recommendations

4. The Pandemic Scrutiny Committee recommend that the Executive;

- Note the report.
- Continue to look at long term solutions to the potential rise in homelessness, due to the ongoing impact of COVID 19.
- Provide regular updates on homelessness to the Pandemic Scrutiny Committee and all Councilors.
- Review the current process for 208 notices to improve performance to ensure that the Council is able to provide support from the commencement of a placement.
- Include a simplified overview position for any future budgetary reports on Council finances, which are to be included on public agendas. Stating the Council's current budget position, an overview of what this means for the Council and Trafford residents, and what the Executive and Officers are doing to mitigate the budgetary impacts.

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TRAFFORD COUNCIL

Report to: Executive
Date: 23rd November 2020
Report for: Decision
Report of: Executive Member for Culture and Leisure

Report Title

Playing Pitch Strategy: Long Term Security of Tenure Process

Summary

Set out the detail of the LTST process and seek Executive support with the process of awarding LTST to community sports clubs in Trafford

Recommendation(s)

It is recommended that the Executive:

- 1. Support the LTST and process of disposal as outlined in the report below**
- 2. Acknowledge that these disposals will be at undervalue but will deliver social benefits to the local communities.**
- 3. Delegate decision making on future LTST applications to the Director of Place including the grant of leases of up to 25 years at undervalue, under the terms of this report.**
- 4. Delegate authority to the Corporate Director of Place to negotiate and agree the terms of the leases**
- 5. Delegate authority to the Corporate Director of Governance and Community Strategy to complete any documents required to give effect to the proposals contained in this report.**

Contact person for access to background papers and further information:

Name: Tom Haworth
Extension: 2849

Appendices;
Appendix A: List of EOI by Club, Site and Location
Appendix B: Decision Making Criteria

Background Papers: None

Implications:

Relationship to Policy Framework/Corporate Priorities	This report is linked the boroughs Playing Pitch Strategy 2019 and supports the following corporate priorities; <ul style="list-style-type: none"> • Green and Connected • Health and Wellbeing
Relationship to GM Policy or Strategy Framework	Not applicable
Financial	The management of the LTST process will be undertaken within existing Council budgets. The impact on income, particularly for Trafford Leisure, and corresponding maintenance budgets will be assessed on a case by case basis, along with the effect of disposal at undervalue. It is expected that the process will provide better value for money for all stakeholders.
Legal Implications:	Legal will draft and complete the leases once Heads of Terms are agreed.
Equality/Diversity Implications	There are no adverse implications in relation to equality and diversity in relation to this report and its contents. A process has been established to ensure access to Open Space and Playing Fields is protected to ensure there are no material restrictions to access. The stakeholders (community sports clubs) all have well developed Equality and Diversity statements, plans and strategies in place
Sustainability Implications	Not applicable
Resource Implications e.g. Staffing / ICT / Assets	The scheme will require ongoing officer input to ensure that the outcomes of the paper are being delivered and to ensure the effective project management of the LTST scheme.
Risk Management Implications	The risks associated with this project are low, the key risk are clubs not being able to fulfil their obligations under the scheme, to mitigate such a risk, if this is the case, facilities will return to the management of Trafford Leisure on the council's behalf.
Health & Wellbeing Implications	The health and wellbeing implications are indirect, securing the sustainability of pitches will in-turn ensure residents have good quality facilities to use and will sustain and increase engagement in sport and physical activity.
Health and Safety Implications	Not applicable

1. Background

This paper seeks to provide an update on the Long Term Security of Tenure process for community sports clubs in Trafford and seeks support to progress

current expressions of interest and to develop an expedient decision making process for future expressions of interest.

2. Long Term Security of Tenure Process

2.1 The process was a key recommendation of the Playing Pitch Strategy (PPS, 2019). The PPS is a key strategic document that focuses on playing pitches and outdoor facilities in the borough it was originally adopted in 2016 and refreshed in 2019 and covers the following sports;

- Football
- Cricket
- Rugby Union
- Rugby League
- Hockey
- Athletics
- Tennis
- Bowls

It's also a key strategic document in relation to planning and funding from National Governing Bodies of sport and Sport England. The strategy focuses on quality of pitches and outdoor facilities, and current and future demand based on population size.

2.2 Trafford's PPS sets out how the Council will work with stakeholders in sport to sustain maintain and improve facilities in the local authority area. The LTST process is one of a set of recommendations from the strategy's action plan, which aims to improve and sustain outdoor facilities used by residents for sport and physical activity in Trafford.

2.3 The process will enable community clubs to secure a 25 year lease on sites they use for their core activity on playing fields and parks and open spaces in the borough.

2.4 To be eligible clubs must demonstrate that they are the primary or exclusive users of the pitches they are seeking long tenure for, via an expression of interest a business plan, and provide evidence of consultation with the local community and other sites users, whose access will be protected via a community use agreement, successful clubs will also be supported by regular engagement with TMBC officers to ensure the terms of the LTST are met and the clubs have the support they need to fulfill the terms of the lease.

2.5 The scheme also enables the club to be responsible for maintenance on the site and will allow the club to pay a peppercorn rent as part of the scheme, under the lease agreement; the fees that the club would normally pay for pitch hire would be invested into pitch maintenance.

3 LTST: Benefits

The scheme has a number of benefits, which include;

3.1 Investment – currently the Council has limited budget for long-term facility

improvement, the budget available to maintain facilities is not enough to meet current and future demand. Only 10% of the 211 pitches in the borough are rated as 'Good' quality. Having security of tenure will enable community sports clubs to secure investment that the Local Authority cannot access. The security will also encourage clubs to invest more of their revenue into the sites they use. Our engagement with clubs, in particular football clubs, has shown that clubs invest significant amounts of their own funds (£1500-3000 a season) into pitch improvements as the current maintenance services provided are not sufficient to improve and sustain pitch quality.

- 3.2 Pitch Quality – pitch quality is a limiting factor in club growth and decreases opportunities for residents to be physically active in the borough, a large number of the facilities across the sports covered in the PPS are rated as standard or poor. Cancellations of fixtures and events are common and have a detrimental impact on people's experiences with sport in the borough.
- 3.3 Improving pitch quality is a major aspect of the LTST process. As stated previously, as part of the process clubs will be enabled to be responsible for the maintenance of the pitches and ancillary facilities they use for their 'core' activities. These community clubs have in some cases been using the sites they occupy for decades and as such are the best placed to understand the best way to improve and maintain the facilities they have taken responsibility for.
- 3.4 The current pitch maintenance program is basic. Amey provide grass cutting, which is often not frequent or flexible enough to meet club's needs, meaning they have to commission extra cutting themselves at their cost, and Trafford Leisure, who facilitate pitch bookings, provide some pitch remediation works, erection and removal of goal posts, line marking and manage changing facilities. The issue of these services is that they are generic and basic and not bespoke to each site, this means that much needed one-off and seasonal maintenance is not undertaken meaning pitch quality deteriorates and will continue to deteriorate.
- 3.5 Clubs working towards LTST as part of their business plan will need to set out a site maintenance plan, this plan will be supported by their National Governing Body (NGB) and the Grounds Management Association (GMA) and ensures that under the clubs stewardship the sites quality will be sustained and improved over time.

4 LTST: Access and Protecting Wider Community Use

- 4.1 As part of the scheme each club will also need to enter into a community use agreement. This agreement ensures that, under LTST, access to the sites by the wider community will not be hindered outside of the clubs 'core' hours and ensures these agreements will also ensure the community clubs will proactively seek to promote physical activity and encourage participation.

5 LTST: Impact

- 5.1 The process will result in a reduction in revenue from pitch fees for Trafford Leisure, however this will be mitigated because some sites are not eligible for LTST as they are used by multiple users. The initial loss of income relating to the

sites managed by Trafford Leisure in Appendix A is approx. £19k. Currently Trafford Leisure is allocated a budget from the Council (via Amey) of approx. £60k for the maintenance services detailed earlier. If this budget is retained as clubs secure security of tenure, it can be better used to improve sites not eligible for LTST. Although as stated earlier it's important to reiterate that the revenue lost by Trafford Leisure will be spent by the clubs on-site maintenance, which exceeds the amounts typically spent by Trafford Leisure. The Council's draft budget report to Executive in October 2020 also includes proposals for savings in parks/pitch maintenance from community groups taking on greater responsibilities, and the LTST would support this approach, if approved.

6 LTST: Current position

- 6.1 The Council has received 10 EOI's to date and a further 2 community clubs have requested an EOI form, three of these are in process of receiving a lease, the remainder are still pending, with EOI's which date back to mid-2018.
- 6.2 The leases will be let at a peppercorn and so will be disposed of at below best value. These usually require full Executive approval but given the potential number and frequency of Expressions of Interest it is requested that future decision making is delegated to the Director of Place to award LTST.

7. Summary

- 7.1 The LTST process provides the Local Authority an opportunity to enable physical activity in a sustainable way and provide ownership to local communities to invest in the sites they use day to day to be active.
- 7.2 The scheme will serve to secure facilities for the future ensuring that our current and future population can be active and play sport at facilities that are high quality and fit for purpose, which will ensure residents of all ages have a positive experience of sport and physical activity, which is fundamental for sustaining engagement
- 7.3 By applying the LTST process across the sports covered within the Playing Pitch Strategy the Council can enable more residents of all ages to be active across the borough.

Other Options

- i The alternative option is to do nothing and continue with the current management arrangements. Whilst a feasible option the medium to long-term implications could be adverse. A majority of the borough's pitch stock (90%) is rated as standard or poor and in need of bespoke one off or ongoing maintenance that the current service cannot provide as there isn't sufficient budget to do so, which will be worsened if this budget is reduced. This situation could be worsened if any of the current basic service is reduced via other pressures (financial/capacity). The subsequent impact is that pitches will continue to deteriorate in quality to a point where they can no longer be used for organized sport and activity.

- ii Do nothing and not providing security of tenure remove the option for clubs to take advantage of external funding which the council cannot access, taking no action may also reduce the likelihood that clubs will invest their time and funds in assets that they have no security over, this will further compound the issue of quality and participation identified above and in this report

Consultation

Officers have consulted with community sports clubs, appropriate National Governing Bodies of sport and internally to look at sustainable options for pitch maintenance. LTST provides the best course of action to resolve the issue of securing the future of the borough pitch stock. Those clubs who have engaged in the expression of interest process have engaged with other users of the site to obtain their support a process which will be repeated in the drafting of the community use agreements

Reasons for Recommendation

1 Support the LTST and process of disposal as outlined in the report below

The sites being used by sports clubs are with park and open spaces, which are protected in planning policy. To enable the Council to proceed with granting a lease the formal process of disposal is required and it is being disposed of (technically) under value, although in real terms the assets are being protected and sustained by the community sports clubs

2 Delegate decision making on future LTST application to the Director of Place

At this stage the Council has a back log of 10 LTST applications, it is anticipated that once the process is formalized there will be an increased number of EOI's at a frequency that may make it impractical to seek Executive input. Whilst the decision making process will sit with the Director of Place there is an auditable process of decisions via the Leisure Project board, chaired by the Director of Place, which sits behind each expression.

Key Decision Yes

If Key Decision, has 28-day notice been given? Yes

Finance Officer Clearance: PC

Legal Officer Clearance: TR

[CORPORATE] DIRECTOR'S SIGNATURE *(electronic)*



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

Appendix A:

Club/Assoc	Site	Location	EOI	Plan
Broadheath Central	Salisbury Fields* Navigation Rd* Hale Croft*	Timperley	Yes	Yes
Crossford Bridge Management Assoc	Crossford Bridge	Sale	Yes	Yes
Altrincham Athletics Club	Timperley Athletics Track	Timperley	Yes	Yes
Crossford Bridge Management Assoc	Crossford Bridge	Sale	Yes	Yes
Old Trafford Sports Club	St Brides Playing Field	Old Trafford	Yes	Yes
Sale Sports Club	Clarendon Playing Fields**	Sale	Yes	Yes
Trafford FC	Shawe View	Flixton	Yes	Yes
Unicorn Athletic JFC	Smith's Fields*	Timperley	Yes	Yes
Timperley Villa JFC	Beech Fields*	Timperley	Yes	Yes
Altrincham Juniors Football Club	Grove Park*	Altrincham	Yes	Yes

**indicates site is managed by Trafford Leisure on behalf of TMBC*

***site and booking is jointly manage by Sale Sports Club and Trafford Leisure*

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TRAFFORD COUNCIL

Trafford Council's Criteria for Extended Long Term Security of
Tenure (25Years)

October 2017

1. Background

- 1.1 This guide has been developed by Trafford Council to support clubs in accessing the full potential for investment in facilities owned by the Council but not operated by the Council.
- 1.2 The Council fully recognises the value community groups play in enhancing the sense of place, providing a rich mixture of sporting opportunities for the benefit of the community and wishes to facilitate the ability these organisations to attract their own funding streams and grants so that access is as broad as possible and the facilities are of the highest possible standard.
- 1.3 The Council believes that voluntary and community organisations are often best placed to manage facilities in their local communities, in working with volunteers, where local knowledge and management of the asset can result in lower overheads and better value-for-money, as well as better and more intensive use of the asset.
- 1.4 In order to apply consistent decision making and facilitate a clear understanding of what expectations the Council has on organisations in order to secure extended security of tenure the following criteria will be applied:

2. Criteria

- a). Use of the land is clearly designated as a priority within the Playing Pitch Strategy and an assessment of the land for other uses has been undertaken and reviewed;

Applying organisations;

- b). must be able to evidence they can secure the required funding to enhance the facilities;
- c). must be able to evidence long term sustainability that includes the leasehold costs relevant to the land required;
- d). must take full responsibility for all maintenance of grounds, buildings and services and arising costs;
- e). must demonstrate how they will broaden community access and demonstrate improvement in the local community as well as enter into a Community Use Agreement;
- f). must demonstrate a willingness to maximise the potential for reducing inactivity; and
- g). Must allow an open book requirement for the organisations finances.

3. Who can apply

2.1 The Council will consider applications from organisations which operate on a 'not for profit' basis and that are based in Trafford or have another wider interest in the area. These include but are not limited to:

- Unincorporated registered charitable organisations;
- Companies limited by guarantee with charitable status;
- Community Interest Companies limited by shares or guarantee;
- Community benefit Industrial & Provident Societies with an asset lock;
- Faith Organisations;
- Community Amateur Sports Clubs

4. Organisations benefitting from Long Term Security of Tenure will:

- Focus on the community's interest and long-term benefit, creating social and economic value and benefits;
- Be open, representative bodies which adhere to equality of access and health and safety requirements;
- Align with Trafford Council's Leisure Strategy priorities and objectives;
- Be regulated by their National Sport Governing Body

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TRAFFORD COUNCIL

Report to: Executive
Date: 23 November 2020
Report for: Decision
Report of: Executive Member for Environment, Air Quality and Climate Change

Report Title

**Highways, Transportation, Environment and Consultancy Services (HTEC20)
– Update and Proposed Next Steps**

Summary

The two reports now before the Executive provide an update on progress achieved in ongoing discussions and negotiations in relation to the One Trafford Partnership between the Council and Amey LG in accordance with a contract entered into in 2015 (Contract).

The recommendations proposed in this report reflect the progress made since the last report to Executive in October 2019 and how the position in relation to service delivery under the contract has been impacted by Covid-19 and the ongoing financial pressures being experienced by the Council.

Recommendations

The Executive are recommended to:

- 1. Note the position in relation to the negotiations conducted with Amey in accordance with the Executive's decision in October 2019;**
- 2. Note the proposal to initiate a review of the contract in accordance with the provisions relating to a 7 Year Review and approves the approach to conducting such a review as set out in the Part 2 report;**
- 3. Require that the Corporate Director for Placereports back to the Executive on the findings of this review process in due course.**

Contact person for access to background papers and further information:

Name: Richard Roe
 Extension: 4265

Background Papers: None.

Relationship to Policy Framework/Corporate Priorities	Successful and Thriving Places Pride in our Area Green and Connected
Relationship to GM Policy or Strategy Framework	No
Financial	Financial risks and affordability are a key consideration in any case for change, <u>as set out in the body of the two reports.</u>
Legal Implications:	<u>The legal implications of the proposed course of action are as set out in the body of the two reports.</u> Due to the complexity of the Contract, the Council has taken and will continue to take specialist external legal advice on this process to ensure that the Council is taking the most appropriate steps and using the correct contractual processes to achieve the desired outcomes. This will also minimise the risks of contractual litigation with Amey in the future in the event that agreement on the review is not achieved, which could be lengthy and ultimately costly for the Council
Equality/Diversity Implications	All implications will be considered at the point if future service delivery models are agreed and rolled out.
Sustainability Implications	Services take account of sustainability requirements in their day to day delivery and in policy and strategy, it is also considered
Resource Implications e.g. Staffing / ICT / Assets	There are potential financial and other resource implications for the Council in determining alternative future service delivery arrangements which are detailed in Part 2 of this report.
Risk Management Implications	Identification of risk has been a key priority for the Council in developing this case for change. It operates a strategic risk register for the overall change programme and individual work streams have their own detailed risk log and mitigation for each enabling service or service delivery block
Health & Wellbeing Implications	None
Health and Safety Implications	Services take account of health and safety requirements in their day to day delivery. The Council also has its own enabling work stream to ensure that compliance is met

1.0 Background

- 1 In February 2019, a report produced by the Council's Overview and Scrutiny Committee Task and Finish Group (O&SC Report) was considered by the Executive. The OSC report requested that the Executive conduct an assessment of the viability of the following three options;
 - (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".*
- 2 Subsequently, in July 2019, the Executive approved five recommendations in relation to next steps, involving additional due diligence and consideration of possible options.
- 3 In October 2019, following the completion of the due diligence on a range of options, a report was considered by the Executive on the future of the One Trafford Partnership. The report contained a number of recommendations which were agreed by the Executive. These are referenced in the associated Part 2 Report.
- 4 The two reports now before the Executive contain details of the progress made since October 2019 in relation to those recommendations and also report on the impact of Covid-19 on the performance of the Contract.

'Ramping-up' of Contract Management

- 5 Since October 2019, the Council has continued the process of further 'ramping-up' the management and enforcement of the Contract with the objective of improving service performance of the Contract.
- 6 This 'ramping up' of the Contract involved improved scrutiny being applied to all aspects of the Contract as follows:
 - recruiting a property client manager to further scrutinise the property and estates portfolio and how it was operating;
 - improving governance, such as formalising meeting schedules and attendance to reinforce decision making and performance monitoring at an operational level; and
 - recruiting consultants to audit in depth the procedures and processes being employed in a number of key areas, most notably street-lighting, which is detailed below.

- 7 During this time the Council has continued to use contractual mechanisms to improve performance on the Contract. Examples being within the waste collection service to improve delivery performance and the achievement of recycling targets.
- 8 These actions have provoked a range of service improvements in the operation of the Contract. As a response to this increased monitoring, Amey have also refreshed their management team overseeing the Contract which has led to a more responsive approach to the management of the Contract.
- 9 As an example, following scrutiny of and challenge around planned maintenance regimes, Amey have completed a full structural survey of streetlights and introduced a new risk based inspection regime. The results of this process have informed future maintenance plans and capital investment to maintain the safety and performance of the Council's street lighting assets.

Impact of Covid-19

- 10 In March 2020, in line with the Council's broader response to Covid-19. Council Officers met with Amey to agree business continuity arrangements for the Contract during the Covid-19 lockdown.
- 11 It was formally agreed that the Council and Amey would implement a simplified performance management regime for the Contract based on 10 key service performance measures and that this arrangement would initially work from March to July.
- 12 Council Officers and Amey managers met daily during this period to provide updates on front line service delivery performance and Council Officers have found Amey's new contract management helpful, responsive and cooperative during this period. There was a general improvement in working relationships and closer working.
- 13 Contractual service levels were largely maintained through the initial lockdown period, although there was an agreed reduction in the non-statutory bin service which reduced from a weekly to fortnightly frequency.
- 14 The Contract returned back to full performance monitoring arrangements from August and the Officers continued to focus on improving contractual management arrangements.
- 15 Council Officers continued to find Amey responsive during the initial lockdown period and that in general service performance has improved, particularly in Street Cleansing, Grounds Maintenance, Highways and Street Lighting services.
- 16 During this period, like many other local authorities the Council's finances have come under increasing pressure – largely as a consequence of the increased demands and loss of Council revenue brought about by Covid-19. A further consequence of those pressures is the fact that the Council has been required to fund certain cost pressures and income losses experienced by Amey directly due to the pandemic.

These costs are included in the regular revenue budget monitoring reports to Executive and in the monthly COVID-19 spending returns to Government.

- 17 Whilst the Council has received additional grant funding from the Government to cover some of these costs corporately, these do not cover the full extent of additional Covid-19 financial pressures and this is expected to add further financial pressure to the Council's Medium Term Financial Plan.

Cost Improvement Planning

- 18 As part of the Council's response to the financial pressures brought about by Covid-19, in July we commenced discussions with Amey to identify opportunities to reduce Contract costs by 15% (in line with the target set across all other Council contracts).
- 19 There have been numerous conversations with Amey to date on a number of cost improvement initiatives to meet this target. These will include changing the Service specification of the Contract in order to reallocate roles and responsibilities between the Council and Amey to reduce Contract Service Charges but without the Council taking back any significant financial risks.

The 7 Year Review

- 20 The One Trafford Partnership Contract contains a provision for a "7 Year Review" of the operation and performance of the Contract.
- 21 This was intended to be an opportunity for the Council (and Amey) to review the performance of the Contract and to make recommendations for improvement. It was recognised that this might include changing the scope of the Contract and the roles responsibilities of each Party.
- 22 The 7 Year Review is a contractual process under which the Council can review and assess overall Contract performance against the criteria set out in the Contract and consider whether any improvements or alterations in respect of the Services can be made. The criteria the Council may use includes a review of:
- value for money delivered in the provision of any of the Services;
 - service plans;
 - service user satisfaction; and/or
 - benchmarking of service costs and performance against other local authorities and industry best practices.
- 23 The Council is obliged to carry out a "7 Year Review" but has the discretion as to what steps to take following conclusion of the 7 Year Review.
- 24 The review must commence no later than 18 months before the 7 Year Review Date (1 July 2022 – so the deadline to start would be **1 February 2021**), and must

conclude no later than 12 months before the 7 Year Review Date (so by 1 July 2021). The Council should therefore be able to start the process now if it wishes.

25 Amey is required to assist the Council as reasonably required whilst the review is being carried out.

26 Following the conclusion of the 7 Year Review, the Council must provide written notice to Amey as to:

- whether it requires no further action to be taken; or
- whether it wishes to consider the implementation of improvements or alterations in respect of the Services, or effecting a reduction in Service payment.

27 The 7 Year Review therefore provides a further opportunity to review the Contract and may provide a way to request change proposals to the Contract and/or request information from Amey.

28 It is now proposed to use the 7 Year Review process to conduct a thorough review of the overall performance under the Contract and to seek to address any ongoing performance concerns by proposing improvements or alterations in respect of the Services, or effecting a reduction in Payment.

29 In conducting this review Officers are also aware of the broader financial and service challenges that the Council faces.

30 It is therefore proposed that the following objectives/principles are adopted during the review process – any recommendations and proposals resulting from the 7 Year Review must be able to meet the following tests and ensure:

- no net increase in service costs to the Council and deliver better value for money to tax-payers;
- future service performance is focused on delivering key customer priorities and outcomes;
- that service standards are protected as far as possible;
- any financial or other risk transfer to the Council is limited; and
- jobs and conditions of employment are protected.

31

Timetable & Approach

32 If the carrying out of a 7 Year review is approved it is proposed to follow the timetable and approach set out in the table below...

Stage/Activity	Date	Commentary
Commence 7 Year Review	December 2020	Write to Amey informing them of the commencement of the 7 Year Review
Scope & Focus Confirmation	January 2021	Write to Amey confirming the scope, focus and process for the 7 Year Review
Information & Data Request	February 2021	Confirm data and information requirements with Amey
Conduct review & negotiations	March – April 2021	Discuss proposals and options with Amey
Findings & Recommendations report	June 2021	Report back to Executive on findings and recommendations and next steps.

33 **Recommendations to the Executive are as set out above**

Other Options

Officers have set out other options for the One Trafford Partnership are these are set out in Part 2 of this report.

Consultation

Formal consultation is not required at this stage.

Reasons for Recommendation

To enable the Council to assess overall Contract performance against the criteria set out in the Contract and consider whether any improvements or alterations in respect of the Services delivered under the contract can be made.

Key Decision (as defined in the Constitution): No
 If Key Decision, has 28-day notice been given? N/A

Exempt Information

By virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended by The Local Government (Access to Information) (Variation) Order, the following information has been excluded from Part 1 of this report and included in Part 2 of the report:

1. Information relating to the financial or business affairs of any particular person (including the authority holding that information).

It is considered that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Finance Officer Clearance **NB**
Legal Officer Clearance **JLF**

CORPORATE DIRECTOR'S SIGNATURE 

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

TRAFFORD COUNCIL

Report to: Executive

Date: 23 November 2020

Report for: Information

**Report of: The Executive Member for Finance and Investment and the
Corporate Director of Finance and Systems**

Report Title:

Budget Monitoring 2020/21 – Period 6 (April to September 2020).

Summary:

The purpose of this report is to inform Members of the current 2020/21 forecast outturn figures relating to both Revenue and Capital budgets. It also summarises the latest forecast position for Council Tax and Business Rates within the Collection Fund.

Recommendation(s)

It is recommended that the Executive:

- a) Recommend to Council to approve an increase to the net Revenue Budget of £261k to £175.52m as detailed in paragraph 2 below;
- b) note the updated positions on the revenue budget, collection fund and capital programme.

Contact person for access to background papers and further information:

David Muggeridge, Finance Manager, Financial Accounting Extension: 4534

Background Papers: None

Relationship to Policy Framework/Corporate Priorities	Value for Money
Financial	Revenue and Capital expenditure to be contained within available resources in 2020/21.
Legal Implications:	None arising out of this report
Equality/Diversity Implications	None arising out of this report
Sustainability Implications	None arising out of this report
Resource Implications e.g. Staffing / ICT / Assets	Not applicable
Risk Management Implications	Not applicable
Health & Wellbeing Implications	Not applicable
Health and Safety Implications	Not applicable

Other Options

Not Applicable

Consultation

Not Applicable

Reasons for Recommendation

Not Applicable

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

Legal Officer Clearance DS.....



CORPORATE DIRECTOR'S SIGNATURE

REVENUE BUDGET

Budget Monitoring - Financial Results

1. The approved budget for 2020/21 agreed at the 19 February 2020 Council meeting was £175.26m. In determining the budget an overall gap of £18.56m was addressed by a combination of additional resources of £8.50m, including projected growth in business rates, council tax and use of reserves and £10.06m of service savings and additional income.
2. The Revenue Budget has now been increased by £261k to £175.52m as a result of a minor late change in the financial settlement relating to resources to support the Public Health budget. This change to the net budget will need to be formally approved and will be considered at full Council in November 2020.
3. Since the budget was set, the outbreak of COVID-19 has had far reaching implications on the Council's expenditure, income and overall funding both in the current financial year and also future years. The impact in future years was included in the draft budget report presented to the Executive on 12 October 2020 and will be updated to reflect any significant changes in assumptions before the final budget is presented for approval in February 2021.
4. The situation regarding the impact of COVID-19 is constantly evolving and the complexity of forecasting the short and medium term impact has been exacerbated by the evident second wave, the recently announced Tier 3 restrictions across the Greater Manchester Region and full national lockdown from 5 November 2020.
5. Since the period 4 report, the Government has announced further support comprising:
 - A Contain Outbreak Management Fund – this scheme was announced at the time of drafting this period 6 monitoring report to support activities like enforcement, compliance and contact tracing. Initially payments were to be made to local authorities ranging from £1 to £8 per head of population depending on the level of local restriction in place (Tier 1 to 3). However with effect from 5th November, the national lockdown will in effect place all authorities in Tier 3 and with a population of 237,000, the Council will receive a grant of £1.899m. This grant and the estimated additional costs are assumed to be neutral in the forecasts at this stage;
 - On 12 October 2020, the Government announced a further £900m of support to Councils to meet additional COVID-19 related pressures over the winter period plus a further £100m support for Local Authority Leisure Centres. Trafford will receive a £2.23m share of the £900m allocation. However, firm details of the Leisure Centre support have yet to be released. The general support grant has been included in the forecasts, however this will be used to contribute to a contingency reserve in the immediate term due to the uncertainty surrounding any potential increase in costs associated with a second wave.

- On 22 September 2020 the Prime Minister announced that £60 million will be made available to local authorities and the police to support additional compliance and enforcement activities. Of this, Trafford's share is £107k and has been included in the Place Directorate forecasts to offset an equal estimated cost.
 - Following the Prime Minister's announcement on 31st October regarding the national lockdown, local authorities have been requested to administer specific grant funding to cover a range of support businesses in local areas. This includes the The Local Restrictions Support Grant which will provide up to £3,000 per 4 week period for businesses forced to close during the national lockdown. A further Additional Restrictions Grant which is a single allocation based on £20 per head of population for each local authority to use to run a discretionary grant scheme, for example for businesses that are severely impacted rather than closed has also been announced. The allocation can also be used for other direct business support at the discretion of the local authority, for example support for businesses from Growth Hubs. These grants will not form part of the Council's core budget monitoring reports.
6. Monitoring the impact of COVID-19 is undertaken and reported to MHCLG monthly and based on the latest return is due to be submitted on 6 November the total gross pressures in 2020/21 amount to £51.48m compared with £45.58m reported in September 2020 and the period 4 monitoring report. The movement of £5.9m largely relates to potential increases in gross cost due to uncertainty surrounding the impact of the escalating second wave of COVID-19. The increase in gross cost has been offset by additional grant support and contributions from the CCG, leaving a net COVID-19 pressure of £6.59m, compared to £8.31m at period 4.
7. As in previous periods the variances included in the projections in the report need to be treated with caution as there are many unknowns such as:
- how demand, particularly in adults and children's social care services will impact on the budget during the remainder of the year;
 - the implications of a second spike in infections would inevitably increase the costs associated with hospital discharges as well as other council income streams;
 - the impact of the second wave on the local economy may still affect Council Tax collection rates and could lead to an increase in benefits such as Council Tax Support and Housing Benefit awards;
 - The Council generates many income streams against which it holds numerous balances for outstanding debtors. Examples include social care debt, general debtors and investment debtors. Whilst collection rates remain reasonably stable, the potential for default cannot be ignored, particularly the impact the second lockdown will have on commercial rent income;
 - as mentioned above, the Council will receive an additional £2.23m to accommodate winter pressures relating to COVID-19. Due to the

uncertainty surrounding the increased costs related to the second wave, the full amount of the additional grant will be held in a contingency reserve to cover the types of pressures mentioned above.

8. **Given these uncertainties it not possible to put a definitive figure on the projected outturn position. The Covid-19 related pressures, including the contingency budget of £2.23m referred to in Paragraph 7 above, amount to £6.586m. This takes account of Government Support received to date, contributions from the CCG and the deferral of the in year estimated deficits on the Council Tax and Business Rates collection fund. At this stage of the year the overall budget forecasts are currently indicating some potential savings across other service and corporate contingency budgets which if fully realised should help mitigate the overall Covid-19 pressures to arrive at a net overspend of £220k; a favourable movement compared to the projected overspend of £2.248m at period 4.**

9. The outturn forecast includes some significant movements, however due to their treatment and manner of funding many have had a neutral effect. The salient movements being:
 - Improved council tax collection. Collection rates have continued to improve month on month and forecasts include a £0.84m improvement since period 4. However, as the collection fund deficit was removed from the current year to be spread over the next three years, the effect in 2020/21 is neutral. The benefit, if it continues, will be reflected in the final budget assumptions for 2021 to 2023;
 - As a result of the Tier 3 restrictions, followed by the national lockdown, income losses across a number of Services from sales, fees and charges are estimated to increase further. However, these losses have largely been covered by the Government's compensation scheme and the claim to Government of £3.562m is included in the Council-wide underspend, an increase of £562k since last reported;
 - Home to school transport costs have been revised downward by £394k;
 - A net favourable movement across other Children's Services of £477k, particularly relating to staffing costs;
 - Increased costs of discharge to assess £1.53m and infection control £1.98m are anticipated since period 4, however both are offset by additional contributions from the CCG and grant income, resulting in a neutral effect;
 - A favourable net movement across Adult Services of £548k;
 - Further income losses across the Place Directorate, partly offset by vacancy savings, have increased the overspend by £535k;
 - A net favourable movement across Central Services of £108k;
 - The contingency budget held within Council-wide has been reviewed and a figure of £375k has been released;
 - Other net favourable movements of £99k.

10. Detailed below in Table 1 is a summary breakdown of the service and funding variances against budget, with Table 2 providing an explanation of the variances:

Table 1: Budget Monitoring results by Service	2020/21 Budget* (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)	Percentage
Children's Services	42,142	42,840	698	1.7%
Adult Services	49,398	50,258	860	1.7%
Public Health	12,376	12,398	22	0.2%
Place	29,340	36,162	6,822	23.3%
Strategy and Resources	5,105	7,831	2,726	53.4%
Finance & Systems	7,900	7,697	(203)	(2.6)%
Governance & Community Strategy	6,458	6,866	408	6.3%
Total Directorate Budgets	152,719	164,052	11,333	7.4%
Council-wide budgets	22,803	16,268	(6,535)	(28.7%)
Net Service Expenditure variance	175,522*	180,320	4,798	2.7%

Funding				
Business Rates (see para. 21)	(65,792)*	(65,792)		
Council Tax (see para. 15)	(103,990)	(103,846)	144	0.1%
Reserves Budget Support	(4,524)	(4,524)		
Reserves to Support COVID-19		(4,722)	(4,722)	
Collection Fund surplus	(1,216)	(1,216)		
Funding variance	(175,522)*	(180,100)	(4,578)	(2.6%)
Net Revenue Outturn variance	0	220	220	0.1%
Dedicated Schools Grant	139,392	140,490	1,098	0.8%

Budget Adjustments and Virements

* A change to the net revenue budget and a number of virements across Directorates are detailed in Appendix 1.

Main variances, changes to budget assumptions and key risks

11. The main variances contributing to the projected overspend in service budgets of £4.798m, any changes to budget assumptions and associated key risks are highlighted below:

Table 2: Main variances	Forecast Variance (£000's)	Explanation/Risks
Children's Services	698	Projected outturn variance £698k adverse; a favourable movement of £871k since period 4. The coronavirus pandemic continues to have a significant impact on

	<p>the service both in terms of changes to its service delivery and finances. The estimated pressures are outlined below:</p> <ul style="list-style-type: none"> • The overall savings target for the service of £1.611m, is now anticipated to be achieved; • Anticipated increase in overall demand in placements of £1.206m, a minor increase of 6k (Note 1); • Underspend on staffing budgets of £1.875m, a favourable movement of £504k (Note 2); • Additional transport costs of £639k, a £394k favourable movement (Note 3); • £185k under budget on other running costs and income across the service; a favourable movement of £18k (Note 3); • Anticipated surge in demand and subsequent support required at an early stage £600k, no change; • Loss of income of £290k, an adverse movement of £39k, mainly seen at the two nurseries and those service areas unable to provide face to face training; • Other minor additional costs £23k, no change. <p><u>Note 1</u></p> <p>Current projections indicate there is an estimated overspend of £1.206m on children’s placements, an adverse movement of £6k;</p> <p>The numbers of children as at the end of September 2020 are as follows:-</p> <ul style="list-style-type: none"> • children in care 387, an increase of 9; • child protection is 218, an increase of 1; • children in need 672, a reduction of 86. <p>The above position assumes that £1.611m of the original savings target will be achieved in full and as at the end of September 2020 £1.383m of this has been achieved.</p> <p>A contingency of £1.150m is also included to cover any further demand and potential timeline changes to the anticipated reductions mentioned above.</p> <p><u>Note 2</u></p> <p>There are underspends in staffing of £1.875m; this is a favourable movement of £504k which is mainly due to further delays in recruiting to the posts created as a result of the additional investment in the service.</p> <p>These staffing delays are one-off in nature as the service undertakes its service redesign which will be in place in 2021/22.</p>
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		<p>Note 3</p> <p>The adverse variance in running costs across the service is £454k; a favourable movement of £412k. The reasons for this favourable movement are as follows:-</p> <ul style="list-style-type: none"> • Home to School transport favourable movement of £394k. This includes an adverse movement of £263k on business as usual due to the impact of revised routes and numbers for the new school year in September 2020, and a favourable movement of £657k for social distancing requirements which are less than originally anticipated. • Minor variances favourable movement of £18k.
Adult Services	860	<p>Projected Outturn variance £860k adverse, a favourable movement of £548k since period 4.</p> <p>The coronavirus pandemic is continuing to have a significant impact on the service both in terms of changes to its service delivery and finances and is bracing itself for a second spike in COVID-19 infection. The areas of estimated pressures are outlined below:</p> <ul style="list-style-type: none"> • The overall savings target for the service was £1.348m, of which £949k is not anticipated to be achieved, no movement; • Payments to care providers of £1.469m to meet additional costs, a favourable movement of £316k due to this amount being funded by the CCG from their allocation; • £1.250m below budget on Adult clients; a £46k favourable movement. This includes a saving against budget of £2.250m relating to lower than projected client numbers, partly offset by an anticipated increase in costs following the isolation of many vulnerable people within the population both due to increased physical need and mental health support, £1.0m. (Note 1); • £348k below budget due to vacancies and one off savings, favourable movement of £106k Note 2); • Additional Personal Protective Equipment £475k of which £435k is recovered from the CCG and £40k is met by the Council, £80k favourable movement to the Council; <p>It must be noted that the risk posed by a second spike in COVID-19 infections would place an increased demand on the Service in supporting the NHS with ensuring speed of discharges. At this stage the only allowance included within these projections is that as from the 1st September 2020, up to 6 weeks cost of discharges from hospital will be met by Trafford Clinical Commissioning Group (CCG).</p> <p>Note 1</p> <p>Adult Clients currently projects a £2.250m favourable variance; £46k</p>

		<p>favourable movement since period 4.</p> <p>This budget has and continues to increase in both its complexity and volatility as a result of the coronavirus pandemic.</p> <p>Although there is little movement from period 4 within the forecast there is an estimate of the costs of those on going packages of care, currently met by Trafford CCG from the outset of COVID-19 in line with the national COVID-19 guidance, which during September/October 2020 will become the financial responsibility of the appropriate organisation. The current forecast cost for those care packages still awaiting determination is £2.9m. At this stage an estimate has been included of £672k (just over 20%) as to the amount that will either transfer to the CCG as continuing health care (CHC) packages or from client contributions once financial assessments have been undertaken. It should be noted that this estimate has the potential to vary and it is not until the next monitoring report that a more exact figure will be available together with the client numbers in receipt of adult social care.</p> <p>Within the projection there is a contingency of £604k set aside for additional increases in demand/cost pressures throughout the financial year that are non COVID-19 related and £1m for anticipated COVID related increases in costs following the isolation of many vulnerable people within the population both due to increased physical need and mental health support.</p> <p>Savings of £313k have been achieved mainly as a result of the work undertaken during 2019/20 and its full year impact into 2020/21, with an expectation that another £50k will be achieved by the end of March 2021. The remaining target for adult clients of £748k is not anticipated to be achieved due to the need to respond to the COVID-19 pandemic.</p> <p><u>Note 2</u></p> <p>The current forecasts indicate there is a favourable variance of £348k; a favourable movement of £106k. This is due to the following:-</p> <ul style="list-style-type: none"> • £263k favourable variance on staffing due to vacancies; favourable movement of £143k; • £133k favourable variance on client equipment and maintenance due to the impact of COVID-19; adverse movement of £37k; • £48k adverse variance on contracts; no movement. <p>In addition to this there are further estimated costs as outlined below:-</p> <ul style="list-style-type: none"> • £8.883m which will be met by the CCG from their allocation given by NHSE for hospital discharges; • £4.246m for infection control for care providers which will be met by government grant an increase of £1.976m following the release
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		of round 2 funding from government on 1st October 2020.
Public Health	22	<p>Projected Outturn variance £22k adverse, no movement from period 4.</p> <p>All of this variance, £22k, is projected as COVID-19 related council spend on staffing.</p> <p>In addition to this there are further estimated costs due to COVID-19 of £1.457m for the test and trace service which will be met by a specific government grant an increase of £300k following a further grant allocation from government.</p> <p>Due to the need to respond to the COVID-19 pandemic, discussions with Manchester Foundation Trust on the community contract are currently on hold. The current forecast anticipates that spend will be in line with current budget.</p>
Place	6,822	<p>Projected outturn variance £6.822m adverse, an adverse movement of £535k since period 4</p> <p>The forecast pressures include:</p> <ul style="list-style-type: none"> • COVID-19 related income losses are £6.162m, an increase of £659k due to the extension of COVID-19 restrictions now assumed to the end of the financial year. This includes parking fees and fines £929k (increase of £43k), property rentals £813k (increase of £50k), outdoor media advertising £611k, planning fees £558k, licencing fees £239k (increase of £109k), building control fees £168k, highways permits and grants £164k (increase of £65k), street trading £114k (increase of £54k), pest control £38k and trade waste not previously reported £117k. The figures also include the potential requirement to support Trafford Leisure which has estimated trading deficits for 2020/21 due to the various COVID-19 restrictions from the Government to date and assumed for the remainder of the year, as reported previously. Trafford Leisure are working closely with the Council to monitor finances and mitigate the budget pressures as far as possible within the various operational restrictions; • COVID-19 related expenditure pressures are £1.108m and have reduced by £44k overall. This includes a reduction of £150k in expected additional waste disposal costs based on latest tonnage estimates, which are now £555k in total. The overall pressure also includes £215k related to waste collection (increase of £101k), £140k for rough sleepers, £50k for inclusive neighbourhoods, £50k for high street re-opening, £35k traffic management, £22k play areas, £30k operational buildings and £11k staff overtime; • Other non-COVID-19 forecast pressures include £227k relating to property costs, including those awaiting disposal or

		<p>redevelopment plus shortfalls in building control income £160k, following on from the end of 2019/20, and community safety CCTV £34k. These are offset by additional income above budget for Altair £120k and other rents £19k;</p> <ul style="list-style-type: none"> • There is an overall staffing underspend of £494k relating to actual and forecast vacancies for the year (excluding the ringfenced Planning account), which is approximately 7.7% of the staffing budget. This is £173k higher than last reported; • The Planning service is a ringfenced account and has a forecast underspend of £236k in staffing and running costs which can be utilised to offset the COVID-19 income pressure for Planning application fees above. <p>The Strategic Investment Property Portfolio is being closely monitored and pressures are forecast in achieving the budgeted levels of income primarily from the town centre related assets, namely Streford Mall, Stamford Quarter and Grafton Centre. At this stage the estimated income from the other assets is broadly as expected, although, a number of tenants have requested to pay rent on a monthly basis. Any shortfall in budgeted income at year end will be met through a reduced contribution to the Strategic Property Investment Reserve or offset by additional income. The portfolio is therefore still forecast to provide a net benefit to the Council's revenue budget of £7.43m in 2020/21, while making a prudent contribution to the risk reserve; the projected balance is estimated to be £5.748m at 31/3/21.</p>
Strategy and Resources	2,726	<p>Projected outturn variance £2.726m adverse, an adverse movement of £146k since period 4.</p> <p>This includes COVID-19 pressures of £2.866m, an adverse movement of £165k since period 4:</p> <ul style="list-style-type: none"> • Trading losses of £2.154m in Catering and £50k in Cleaning (both unchanged) and £383k in the Music Service (reduction of £13k). There is also a £6k loss of other SLA income and a net £206k loss of income from staff parking which is now expected to be suspended for most of the financial year due to extended COVID-19 restrictions (£132k higher); • Additional expenditure relating to staffing is £20k (unchanged) and there are now additional communications cost of £47k since period 4. <p>All forecasts reflect the extension of COVID-19 restrictions, since last reported, and are now assumed to the end of the financial year.</p> <p>Other Variances £140k favourable, a favourable movement of £19k since period 4:</p> <ul style="list-style-type: none"> • Forecast staff costs are £188k below budget across the Directorate based on actual and projected vacancies across

		<p>the year (2.9% of the staff budget), a favourable movement of £18k;</p> <ul style="list-style-type: none"> • General running costs are underspend by £12k, favourable movement of £37k; • Net additional income below budget of £4k, adverse movement of £38k including £26k relating to events and advertising; • Bereavement Services net additional income after costs of £70k, favourable movement of £1k; <p>These are offset by the budgeted Directorate-wide efficiency saving target of £126k, which is projected to be achieved in full.</p>
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Finance & Systems	(203)	<p>Projected outturn variance £203k favourable, a favourable movement of £29k since period 4.</p> <p>COVID-19 Forecast Pressures £137k, no movement since period 4:</p> <p>This relates to additional unplanned expenditure of £142k directly related to the COVID-19 pandemic, in particular related to ICT equipment and systems. Exchequer also has a number of COVID-19 related cost pressures relating to staff £31k, welfare assist food costs £20k and £8k for NNDR software changes. These are offset by a £64k increase in the Local Housing Allowance grant.</p> <p>Other Variances £340k favourable, a favourable movement of £29k</p> <ul style="list-style-type: none"> • Forecast staff costs are £310k less than budget across the Directorate based on actual and forecast vacancies across the whole year, which is 3.7% of the total staffing budget, and £23k higher than last reported. This includes £193k in Finance and Exchequer Services and £117k in ICT; • General running costs are forecast to be underspent by £203k, a minor reduction of £2k. The underspend mainly relates to reduced ICT systems and maintenance costs pending major capital investment; • Other additional income is £15k above budget, favourable movement of £8k. <p>These are offset by the budgeted Directorate-wide efficiency saving target of £188k, which is expected to be achieved in full.</p>
Governance & Community Strategy	408	<p>Projected outturn variance £408k adverse, a favourable movement of £225k since period 4.</p> <p>COVID-19 Forecast Pressures £639k, an adverse movement of £19k since period 4 (losses of income £361k and additional unplanned expenditure £278k):</p> <ul style="list-style-type: none"> • Forecast income losses include £179k relating to Sale Waterside Arts Centre and £65k for events including at Flixton House. Land charges income is projected to be £53k less than budget and Registrar's £30k. There is also a £34k loss of income expected from library lettings; • Additional expenditure includes £428k of legal costs related to fees and additional agency staff required due to the increase in caseload, which has increased by £13k. This is offset by £150k saving from the local election being deferred until 2021 as previously reported. <p>All forecasts reflect the extension of COVID-19 restrictions, since last reported, and are now assumed to the end of the financial year.</p>

		<p>Other Variances £231k favourable, favourable movement of £244k:</p> <ul style="list-style-type: none"> • Forecast staff costs are £541k below budget across the Directorate, an increase of £175k, based on actual and projected vacancies reviewed across the year (9.2% of the staff budget). This includes £200k in Legal Services, £130k in Access Trafford (contact centre), £172k in Partnerships and Communities and £39k in Arts and Culture; • General running costs are overspent by £39k, favourable movement of £66k, mainly due to reduced library purchases in-year due to a change in supplier contractor; • There is a shortfall in income of £78k compared to budget excluding the COVID-19 pressures above, an adverse movement of £6k. This includes a £38k shortfall in capital fee income which is related to staff vacancies, and a £27k reduced forecast of grants in Democratic Services. <p>The net overall underspend of the above is offset by the reduced budgeted Directorate-wide efficiency saving target of £193k.</p>
Council-wide budgets	£(6,535)	<p>Projected outturn variance £6.535m favourable, a favourable movement of £982k since period 4</p> <ul style="list-style-type: none"> • COVID-19 Support Grant – favourable £10.587m a favourable £2.234m since period 4 to reflect the recently announced 4th COVID-19 support grant. The Government has announced various general packages to support the financial impact of COVID-19. All of these generic support grants have been accounted for in Council-wide as a centrally held resource for monitoring purposes; • COVID-19 Sales, Fees and Charges Compensation Scheme – £3.562m favourable - alongside the announcement of the 3rd COVID-19 support grant in July 2020, the Government announced a compensation scheme for lost income from Sales, Fees and Charges. Further details are shown in paragraph 30. It is estimated £3.562m will be reimbursed by the Government, an improvement of £562k over that assumed in period 4; this has been accounted for in Council-wide in the same manner as the support grants. • As mentioned above, the Council is expecting to receive an additional £2.234m to accommodate winter pressures relating to COVID-19. Due to the uncertainty surrounding the financial impact of a second wave, as mentioned in paragraph 5, a contribution to a contingency reserve of £2.234m has been included in the Council-wide forecast; • Due to Tier 3 status/national lockdown, the Council will

		<p>receive a Contain Management and Outbreak Grant at £1.899m to support activities like enforcement, compliance and contact tracing. This grant and the estimated additional costs are assumed to be neutral in the forecasts at this stage;</p> <ul style="list-style-type: none"> • £5.142m adverse variance on Treasury Management – due to the impact of COVID-19 on the economy the budgeted MAG Dividend of £5.597m is no longer expected. Also, there is a reduction in investment income due to lower interest rates of £169k, offset by additional income from strategic investments of £624k. A favourable net movement of £51k since period 4; • The Housing Benefit budget is notoriously difficult to predict and was compounded by a backlog of claims during the first quarter of the year. The backlog has now been cleared but resulted in overpayments being made and subsequent loss of subsidy. The suspension of the collection of previous overpayments during the first quarter of the year also added to the pressures. At period 6 there is a significant pressure on the net Housing Benefit budget (payments made, less subsidy and overpayment recovery) of £860k, an adverse movement of £56k compared to period 4, although there is a wide margin for error given the unknowns. It was considered prudent at the end of the last financial year to bolster the Housing Benefit Reserve by a figure of £500k and this will be drawn on as a minimum to alleviate some of the in-year pressure. A reserve contribution of £500k will reduce the pressure to £360k; • £203k relating to Trafford’s share of the AGMA-wide Trafford Park Mortuary facility set up in response to the COVID-19 pandemic, no change; • £100k relating to Trafford’s share of the increased costs of the South Manchester Coroners’ service due to the COVID-19 pandemic, no change; • £50k saving relating to Members Allowances. This is due to the two current vacancies and both the Labour and Conservative Groups not taking the 2% pay awards for 2018/19 and 2019/20; • In addition, a number of Council-wide contingencies and provisions relating to service savings not being achieved and doubtful debts have been reviewed. It is considered appropriate at this stage of the year, after taking account of un-budgeted one-off costs to release £375k of these.
Dedicated Schools Grant	1.098	<p>Projected outturn variance £1.098m adverse, an adverse movement of £474k since period 4.</p> <p>De-delegated budgets - £8k favourable - the £40k adverse</p>

		<p>movement is due to under spends on de-delegated budgets such as maternity and civic duties, lower than first expected.</p> <p>Central Schools Services Block - £35k favourable - the £40k favourable movement is due to the Primary Targeted budget not going to be fully spent (this saving will be ring fenced and carried forward for future years).</p> <p>High Needs Block - £1.173m adverse - expected spend has increased by £506k due to new and increasing Out of Borough (OOB) placements costs offset by reduced expenditure within SEN, Special Schools & Behaviour & Attendance. This over spend can be met from DSG reserves</p> <p>Early Years - £32k favourable - the underspend will be carried forward and allocated to early years settings in 21/22.</p>
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MTFP SAVINGS AND INCREASED INCOME

- The 2020/21 budget is based on the achievement of permanent base budget savings and increased income of £10.055m (see paragraph 1 above). At this stage the latest forecast indicates that there is a projected shortfall in the savings programme of £1.72m, and this includes a number being affected by COVID-19. The movement since period 4 of £1.03m relates mainly to the Children's Placements savings target now being achieved in full, a £974k favourable movement.

RESERVES

- The balance brought forward as at 1 April 2020 of usable reserves was £91.35m, including schools and capital reserves. In February 2020, a figure of £4.53m was agreed to help support the 2020/21 revenue budget.
- In light of the budget pressures stemming from the impact of the COVID-19 pandemic a full review of all reserves has been undertaken with both service management and the Corporate Leadership Team. This was done primarily to identify balances which could be used to support any longer term financial impacts of the pandemic. In undertaking the review, close consideration has been given to the reasons the reserves are held and due regard has been placed on ensuring any remaining reserves remain sufficient to cover the range of risks faced by the Council. Full details of the review can be found in the draft budget report and a summary of the reserves can be seen in the table below.

<i>Table 3</i>	Opening Balance 1/4/20	Balance 20/21	Balance 21/22	Balance 22/23
----------------	------------------------	---------------	---------------	---------------

Usable Reserves	£m	£m	£m	£m
Budget Resilience and Smoothing (*)	31.25	27.67	11.21	11.48
Strategic Priority	11.74	5.89	6.80	6.92
Corporate	2.05	(3.19)	0.32	0.00
General Reserve	7.00	7.00	7.00	7.00
Service Area Priorities	6.64	3.68	2.09	0.65
Earmarked Reserves	58.68	41.05	27.42	26.05
Capital Related Reserves	21.77	14.82	7.86	0.91
School Related Reserves	10.90	10.90	10.90	10.90
Total Usable Reserves	91.35	66.77	46.18	37.86

(*) The contribution to a general covid contingency reserve relating to the 4th tranche of the COVID-19 general support grant at £2.23m (see para 5) has not yet been reflected in the balances above.

TRANSFORMATION FUND

- Due to the impact of COVID-19 on workloads the update on the delivery of the projects financed from Transformation Funding will now be provided in the period 8 monitoring report.

COLLECTION FUND

Council Tax

- The 2020/21 surplus on the Council Tax element of the Collection Fund is shared between the Council (82%), the Police & Crime Commissioner for GM (13%) and GM Fire & Rescue Authority (5%). The total surplus brought forward as at 1 April 2020 was £1.12m. At the time the 2020/21 budget was prepared, an estimated surplus of £1.466m was anticipated and used to support the budget. The effect of this will result in an overpayment being made by the Collection Fund which will be made good in 2021/22 by the three preceptors. Trafford's share is £285k and was set aside in 2019/20 in an earmarked reserve for this purpose.
- During the first half of the year the challenges faced by COVID-19 have placed considerable pressure on the Council Tax Collection Fund and there is currently a forecast deficit of £5.94m caused by a fall of in year collection rates, an increase in Local Council Tax Support and higher than anticipated

application of discounts and reliefs. This is an improvement on the estimated deficit of £7.02m at period 4 and has been largely due to an increase in the collection rates from that seen during the first quarter.

18. The Council has received a Government sponsored COVID-19 Council Tax Hardship Grant of £1.56m which will be used to compensate the Collection Fund for the Hardship Cases and will reduce the in year deficit to £4.38m, of which the Council's share would be £3.58m.
19. Of the pressures being experienced, a figure of £5.77m can be attributed to COVID-19, consisting of Cash Collection pressures, increase in Council Tax Support Scheme and delays in new properties coming online. Although there has been an improvement in cash collection rates since period 4, there remains potential uncertainty in the projections due to the unknown impact of the changes in the Government Job Retention Scheme from October 2020 and the impact of the recent change to Tier 3 status for the Greater Manchester region.
20. It is also noted that there is an underlying pressure of £175k (Trafford's share is £144k) included in the projections relating to an increasing trend of properties attracting single person discount. Applications for these discounts are routinely investigated to confirm eligibility, however if the underlying pattern continues this recurrent pressure will need to be reflected in our future budget plans.
21. As at period 6 the forecast year end balance on the Council Tax Collection Fund is a deficit of £4.73m (£5.8m at period 4), consisting of an overpayment of £345k in the brought forward balance plus an in year shortfall of £4.38m. The Council's share of this is £3.87m, of which £284k has been identified in an earmarked reserve leaving a balance of £3.59m. As highlighted in paragraph 8, the Government announced changes, enabling local authorities to spread their tax deficits over three years rather than the usual one. This will reduce the financial impact of the COVID-19 related deficit, of which Trafford's share is £3.44m in 2020/21, to a neutral amount, however this will need to be recovered between the period 2021 to 2023.

Business Rates

22. The 2020/21 budget included anticipated growth in retained business rates, related S31 grants and redistribution of prior year surpluses of £11.35m. Projecting business rates is by its nature complex and prone to variation, in addition the impact of COVID-19 has added further uncertainty to the accuracy of projections, therefore only quarterly updates will be given throughout the year.
23. In order to support businesses with the impacts of COVID-19, the Government has provided various rate relief packages. The largest relief has been awarded to all retail and leisure sites who have been granted a 100% rates holiday until 31 March 2021. These reliefs, which are currently estimated at £89.9m, will result in an equivalent reduction in the rateable income paid

into the Collection Fund and therefore a substantial deficit in the current year. However, this loss will be fully compensated via a Section 31 Grant paid into the Council's General Fund.

24. The level of reliefs represents approximately 50% of the total rateable income with the remaining 50% largely relating to non-retail sites. The ability of both retail and non-retail businesses weathering the impact of COVID-19 will be unknown for some time, adding to the uncertainty in forecasting rateable income for the year. As mentioned in paragraph 22, the Council is compensated for the Government sponsored 100% retail rates relief. However, if there is a fall in retail occupancy due to an economic downturn during the year this may lead to an increase in vacant properties/insolvencies and a requirement to repay the grant.
25. During the first quarter of the year, all recovery and billing activity was suspended, which has added a further level of uncertainty in forecasting collection rates. Recovery activity has recently recommenced and will be used to inform collection rates over the remainder of the year. As a broad estimate, an assumption continues to be made that there will be a reduction in income from non-retail businesses of 5% over the year, resulting in a shortfall of £3.49m, as also reported in period 4. The Government has announced changes, enabling local authorities to spread their tax deficits over three years rather than the usual one. This will reduce the financial impact of the COVID-19 related deficit of £3.49m in 2020/21 to a neutral amount, however this will need to be recovered between the period 2021 to 2023.
26. The underlying Rateable Value (RV) provides a useful indication of the health of the rates baseline. In the financial year 2019/20, there continued to be significant volatility in the rating system as a result of a pattern of properties being converted to residential settings and this was reflected in a reduced RV when setting the 2020/21 budget. However, proposed new sites were added to offset some of this loss. The latest projections as at period 6 show the RV is approximately £700k above budget, which is a positive sign, however once again, the impact on the long term RV as a result of COVID-19 cannot be predicted at this stage.
27. For completeness, Business rates collection for this year as at 31 August 20 is 38.04% (compared to 48.57% for 19/20) and is because retail premises are not required to pay rates during 2020/21. Due to the impact of COVID-19, additional support measures were introduced by the Government in March 2020 to enable local authorities to offer financial support to local organisations to pay business rates. This included special payment arrangements to defer 2020/21 instalments until July 2020. This has had a direct impact on the collection rates for the first 6 months and is likely to continue for the rest of the year. The broad estimated shortfall in income, highlighted in paragraph 24, includes the impact on reduced collection rates.

Impact of COVID-19

28. As a result of the COVID-19 Pandemic, the Government has announced a number of packages to support businesses and to help local authorities respond to some of the underlying pressures in their local area.
29. Since the period 4 monitor, the Government announced a further set of support measures, including:
- A Contain Outbreak Management Fund – this scheme was announced at the time of drafting this period 6 monitoring report to support proactive containment and intervention measures. Payments will be made of between £1 per head of population to £8 per head depending on Local COVID-19 Alert Levels (Tier 1 to Tier 3). However with effect from 5th November, the national lockdown will in effect place all authorities in Tier 3 and with a population of 237,000, the Council will receive a grant of £1.899m. This grant and the estimated additional costs are assumed to be neutral in the forecasts at this stage; Detailed projections will be reviewed for inclusion in the next period monitoring report.
 - On 12 October 2020, the Government announced a further £900m of support to Councils to meet additional COVID-19 related pressures over the winter period plus a further £100m support for Local Authority Leisure Centres. Trafford will receive a £2.234m share of the £900m allocation, however firm details of the Leisure Centre support have yet to be released. The general support grant has been included in the forecasts, however it will be used to contribute to a contingency reserve in the immediate term due to the uncertainty surrounding any potential increase in costs associated with a second wave.
 - On 22 September 2020 the Prime Minister announced £60million will be made available to local authorities and the police to support additional compliance and enforcement activities. Of this £60million, £30million is being allocated to all district and unitary authorities including Metropolitan borough and London borough councils in England to spend on COVID-19 related compliance and enforcement activities. Trafford's share is £107k and has been included in the Place Directorate forecasts to offset the equal cost.
30. At the time of writing this report, many parts of the country are experiencing a significant increase in the rates of COVID-19 infections and with effect from 23 October 2020, Trafford moved to Tier 3 restrictions and along with the rest of the Country moved to national lockdown on 5th November. The financial impact of a second wave is difficult to forecast and will depend on many variables such as the length of time of a local lock down, including any potential for the closure of schools, the sectors affected and the impact on the local economy and consequent job losses. It is likely that the council will see further reductions in council tax collection rates, increases in applications under the Local Council Tax Support Scheme and additional impact on income from Sales, Fees and Charges as well as increased demand in services. The period 6 forecasts are largely based on assumptions made before the Tier 3 restrictions were announced. An exercise is currently ongoing involving knowledge sharing with other local authorities to determine an approach to future forecasting. Details will be provided in the next period monitoring report.

31. Whilst the Service Areas have reported their COVID-19 related pressures separately, the COVID-19 Support Grant (1st, 2nd and 3rd and 4th tranches) and Contain Management Outbreak Grant have been accounted for in Council-wide as a centrally held resource for monitoring purposes. Likewise, the estimated income of £3.562m from the Sales, Fees and Charges compensation scheme will also be accounted for in Council-wide. The Council Tax Hardship Grant along with the Rates Relief Grants are also accounted for in Council-wide, however these will be utilised to offset pressures felt within Council Tax and Business Rates in the Collection Fund.
32. The net pressures being felt in 2020/21 have been detailed in the service narratives and a summary is shown in Table 1, along with the grant funding, CCG and earmarked reserves contributions, with the remaining balance being the subject of ongoing discussions with Government Departments in meeting the substantial and ongoing impact in 2020/21.

Table 4 – Impact of COVID-19 on Services	Period 4 2020/21 £000	Period 6 2020/21 £000	Change P6 to P4 £000
Estimated Gross Service Pressures	36,556	43,277	6,721
Estimated Funding Pressures (Council Tax and Rates)	9,022	8,205	(817)
Gross COVID-19 Pressures	45,578	51,482	5,904
CCG contribution – PPE – Adults Services	(490)	(435)	55
CCG contribution - Hospital Discharges	(7,357)	(8,883)	(1,526)
Infection Control (Care Homes) Grant	(2,270)	(4,246)	(1,976)
Public Health – Test and Trace Grant	(1,157)	(1,457)	(300)
Council Tax Hardship Grant	(1,277)	(1,277)	0
Total Specific Grants and Recharges to CCG	(12,551)	(16,298)	(3,747)
COVID-19 Support Grant 2nd Tranche	(6,539)	(6,539)	0
COVID-19 Support Grant 3rd Tranche	(1,814)	(1,814)	0
COVID-19 Support Grant 4th Tranche	0	(2,234)	(2,234)
Contain Management Outbreak Grant		(1,899)	(1,899)
COVID-19 Support SFC Income Loss Support	(3,000)	(3,562)	(562)
Total Government Support	(11,353)	(16,048)	(4,698)
COVID-19 Support Reserve (Bal of 1 st Tranche held in reserve)	(4,722)	(4,722)	0
Strategic Investment Property Risk Reserve (*)	(900)	(900)	0

Council Tax Deficit removed and recovered 2021 onwards	(4,257)	(3,440)	817
Business Rates Deficit removed and recovered 2021 onwards	(3,488)	(3,488)	0
Total Reserves and Funding Contribution	(13,367)	(12,550)	817
Net COVID-19 Pressures 2020/21	8,307	6,586	(1,721)

(*) The use of the Strategic Investment Property Reserve is the estimated cost of COVID-19 related pressures within the Strategic Investment Property Portfolio held within the Place Directorate.

Net COVID-19 related pressures are estimated at £6.586m at period 6 (£8.3m at period 4), these have been offset to a degree by favourable movements across other services to arrive at a net overspend of £220k.

CAPITAL PROGRAMME

Approved Budget

33. The original general Capital Programme for 2020/21 approved in February 2020 was £62.77m, and with the addition of the net slippage from 2019/20 of £27.15m this increased the revised programme for 2020/21 to £89.92m. As part of the period 4 monitoring process a review of the planned expenditure to reflect the impact of COVID-19 was undertaken, along with a review of the historic slippage and any changes in the level of forecast receipts. As a consequence of these reviews, the programme was re-aligned to a level that could be expected to be realistically delivered within the 2020/21 financial year. This resulted in a revised indicative 2020/21 general Capital Programme of £42.80m. There is also £139.35m for the Asset Investment Fund phased for 2020/21. Following the period 6 monitoring process the revised forecast general programme for 2020/21 is currently £41.63m, which is a net reduction of £1.17m as outlined below:

Table 5 - Capital Investment Programme 2020/21	Approved Programme £m	Changes £m	Current Programme £m
Service Analysis:			
Children's Services	8.64	-	8.64
Adult Social Care	1.84	(0.05)	1.79
Place	29.98	(1.16)	28.82
Governance & Community Strategy	0.08	-	0.08
Finance & Systems	2.26	0.04	2.30
General Programme Total	42.80	(1.17)	41.63
Asset Investment Fund	139.35	-	139.35
Total Programme	182.15	(1.17)	180.98

34. Amendments to General Capital Programme

Changes to existing budgets – £(110)k

- Altair – £(110)k – Final settlement of the land assembly element of this scheme has now been agreed.

Re-profiling of Budgets to Future Years £(1.10)m

Adult Social Care

- Right Care for you – £(50)k – This work is adaptation based within people's homes, due to the current situation around COVID-19 the ability to get access to assess and carry out works is limited;

Place

- Trafford Waters £(720)k – Peel who are undertaking the work have provided a revised programme of works that is now due to commence early in 2021;
- Ascot House – £(100)k – This property is currently being used for delivery of services linked to COVID-19 which has resulted in limited

access to the site. Work is currently underway to complete designs for the scheme with work likely to commence in the New Year;

- Borough-wide – Boundary/Village Entry Signs £(30)k - There is currently a review of where these are to be installed and at the moment there are supply issues getting hold of the stock needed;
- Electric Vehicle Charging Points – £(200)k - Work is currently being undertaken to develop a strategy around the location of the EV charging points;
- Assistance to Owner Occupiers – £(50)k – These are capital grants to home owners for adaptations but with the current COVID-19 situation assessments have been delayed.

Works to be delivered ahead of schedule assumed at period 4, £93k

Place

- Parks Infrastructure – £5k;
- Highways Infrastructure – £46k.

Finance and Systems

- ICT Service and Infrastructure - £42k.

35. Resourcing of the capital investment programme is made up of both internal and external funding. Details of this are shown in the table below.

Table 6 - Capital Investment Resources 2020/21	Approved Programme £m	Changes £m	Current Programme £m
External:			
Grants	17.27	0.56	17.83
Contributions	3.21	(1.14)	2.07
Sub-total	20.48	(0.58)	19.90
Internal:			
Receipts requirement	6.02	(0.31)	5.71
Borrowing	154.99	(0.20)	154.79
Reserves & revenue contributions	0.66	(0.08)	0.58
Sub-total	161.67	(0.59)	161.08
Total Resourcing	182.15	(1.17)	180.98
Forecast Capital Receipts	1.91	-	1.91
Shortfall in Capital Receipts	(4.11)	0.31	(3.80)

36. The land sales programme is under continuous review with an active programme of work to dispose of assets to realise receipts as soon as possible at an appropriate value to assist with the funding of the capital programme. Currently within the overall capital programme over the three year period until 2023/24 there is an anticipated deficit of £2.74m. This level has not changed since the period 4 monitor but it is to be noted that there are a number of pressures on receipts from both straight forward disposals and self-development schemes that will continue to be monitored and will be reflected within the programme as more certainty is reached. Clearly a deficit of this level will factor into the assessment of the current bidding round for new capital programmes and also inform any level of short term borrowing required to maintain the current programme.
37. It is currently anticipated that the 2020/21 capital receipts will be £3.80m below those levels required within this financial year. The shortfall in capital receipts is partially due to the Council taking forward a number of proposals for the self-development of sites rather than a straightforward disposal, which had generally been the case previously. This is expected to generate an increase in the returns from the sites, however, their longer term nature will have an impact on the short term funding of the current capital programme.
38. If there is no re-phasing of schemes funded by receipts or capital receipts are not realised in advance of what is currently assumed, there will potentially be the requirement for short term borrowing to fund this deficit for the next two years. This would have an additional revenue costs of approximately £220k not currently budgeted for. This carries a risk that if receipts are not realised over the longer period, or at all, then borrowing will then need to be paid for on a longer or more permanent basis and will result in a revenue budget pressure in the Medium Term Financial Plan.
39. Work is currently being undertaken to see if any properties currently within the Land Sales Programme can be sold in advance of current assumptions. This is to assist with the current in year shortfall in receipts and reduce the need for short term borrowing.

Status and progress of projects

40. As part of the monitoring process a record of the “milestones” reached by each project is kept to show the progress of the scheme from inclusion in the Programme through to completion. The table below shows the value of the programme across the milestone categories.

Table 7 - Status on 2020/21 Projects	Current Budget £m	Percentage of Budget
Already complete	19.29	46%
On site	14.65	35%
Programmed to start later in year	6.03	15%
Not yet programmed	1.66	4%
Total	41.63	100%

41. The first three categories give a good indication as to the level of confirmed expenditure to be incurred during the year. As can be seen £39.97m (96%) of the budget has now been committed or is programmed to start in the year.
42. Currently within the main capital programme, there have not been any specific schemes identified that will have a significant impact on the forecast levels of delivery and the current capital receipts position. This is under constant review with service areas and any issue that arise will be reported here.

ASSET INVESTMENT PROGRAMME

43. In February 2020 approval was given to increase the Asset Investment Fund to £500m, supported by prudential borrowing, to support the Council's Investment Strategy. The transactions that have been agreed by the Investment Management Board to date have a total committed cost of £377.10m. The facility agreement at The Crescent (£44.26m anticipated outlay) is due to be repaid this year, meaning the balance of the approved £500m which is available for further investment is £167.16m (Table 8). These investments are forecast to generate a net benefit to the revenue budget this year of £7.43m

Table 8 : Asset Investment Fund	Prior Years £m	2020/21 £m	Commitment £m	Total £m
Total Investment Fund				500.00
Cost				
K Site, Stretford:-				
Equity in Trafford Bruntwood LLP	10.69	0.21	1.35	12.25
Development Loan to Bruntwood	10.69	0.21	1.35	12.25
Sonova House, Warrington	12.17			12.17
DSG, Preston	17.39			17.39
Grafton Centre incl. Travelodge Hotel, Altrincham	10.84			10.84
Trafford Magistrates Court	4.10			4.10
The Fort, Wigan	13.93			13.93
Sainsbury's, Altrincham	25.60			25.60
Brown Street, Hale	3.34	0.54	3.61	7.49
The Crescent, Salford (*)	39.67	4.59	(44.26)	0
CIS Building, Manchester	60.00			60.00
Stretford Mall & Stamford Qtr				
Stretford Mall, Equity	8.82			8.82
Stamford Quarter, Equity	16.69			16.69
Acquisition Loan to Bruntwood	25.57			25.57
The Hut Group		25.00	42.50	67.50
Former sorting office, Lacy Street, Stretford	0.86		0.10	0.96
Various Development Sites	0.29	0.37		0.66
Castle Irwell, Salford	0	0	19.00	19.00
Total Capital Investment	260.65	30.92	23.65	315.22
Albert Estate Treasury Investment	17.62			17.62
Total Investment	278.27	30.92	23.65	332.84
Balance available				167.16

44. This year there are two new development loan facilities, agreed at Investment Management Board. These include an early drawdown of the agreed debt facility for the Hut Group to support new regeneration, including a new logistics and office facility near Manchester Airport and a facility to support a regeneration scheme at Castle Irwell in Salford. This will include a new residential development and support the development of 157 houses to be undertaken by the developer Salboy.
45. There are a number of self-development schemes that are currently being undertaken to generate resources to support the capital programme. There is

significant progress being made on these. Below is an update on the current schemes either currently on site or where progress has been significantly made;

➤ Brown Street

This scheme is on site and is progressing well, it is still anticipated that completion of the 10 townhouse and 12 affordable apartments will be in June 2021. As with all schemes of this nature particularly with the impacts of COVID-19 and the original contractor going into administration there have been additional cost pressures identified. These are currently being assessed and managed to mitigate where possible but it is inevitable that some of these costs will increase the overall expenditure within the scheme. Currently there are potential increases as a result of issues with services to the site, rectification of previous contractor work and issues around fire safety within the buildings and car park which along with a number of smaller issues potentially could increase costs by £300k. In terms of the receipts from the scheme Novo, the current contractor, have appointed a marketing and sales officer to assess that value and have indicated that at least an additional £150k could be achieved. This is also supported by a RICS valuation. If realised this will assist in mitigating some of the cost increases. Currently the scheme is forecasting a return of £1.1m which is an Internal Rate of Return (IRR) of 13%, which is a reduction from the £1.3m reported in Period 4;

➤ Sale Magistrates

After a procurement process, Seddons were selected as the Council's preferred contractor and have been working with the authority with the aim of applying for planning approval later this year. Work is now ongoing to produce a revised financial model for the scheme but it is expected that this will still be delivered within the current assumptions in the capital programme, with a development return of £3.0m which is an IRR OF 13%.

Issues / Risks

46. The main risk in the area of the capital programme is the timely delivery of the programme and this situation will continue to be closely monitored and any issues will be reported as and when they arise.

Recommendations

47. It is recommended that that the Executive:
- a) request Council to approve the an increase to the net Revenue Budget of £261k to £175.52m as detailed in paragraph 2
 - b) note the updated positions on the revenue budget, collection fund and capital programme.

Appendix 1

Service Review/Virements	Children's (£000's)	Adults (£000's)	Place (£000's)	Strategy & Resources (was People & Traded Services) (£000's)	Finance & Systems (£000's)	Governance & Community Strategy (£000's)	Council -wide (£000's)	Total (£000's)
Period 4 Report	41,920	61,410	29,284	5,066	7,812	6,391	23,378	175,261
Public Health Grant increase		261						261
Virements:								
0.75% Pay Award	222	103	56	39	97	58	(575)	0
Council meeting streaming costs					(9)	9		0
Total movements	222	364	56	39	88	67	(575)	261
Period 6 Report	42,142	61,774	29,340	5,105	7,900	6,458	22,803	175,522

TRAFFORD COUNCIL

Report to: Executive
Date: 23 November 2020
Report for: Information
Report of: Executive Member for Public Safety, Governance and Reform

Report Title

Corporate Plan 2020/21 Quarter 2

Summary

This report provides a summary of performance against the Council's Corporate Plan, 2020/21. The report covers the period 1st July 2020 to 30th September 2020.

Recommendation(s)

That the Executive:

- (i) Notes the contents of the Corporate Plan Quarter 2 Report**

Contact person for access to background papers and further information:

Name: Dianne Geary
Extension: 1821

Background Papers: None

Implications:

Relationship to Policy Framework/Corporate Priorities	<i>The Corporate Plan 2020/21 Quarter 2 report summarises the Council's performance in relation to the Council's Corporate Priorities</i>
Relationship to GM Policy or Strategy Framework	<i>The Corporate Plan is aligned to the GM policy and strategy where required.</i>
Financial	<i>None</i>
Legal Implications:	<i>Legal advice is provided in relation to the Corporate Plan 2020/21 as and when required.</i>
Equality/Diversity Implications	<i>None</i>
Sustainability Implications	<i>None</i>
Resource Implications e.g. Staffing / ICT / Assets	<i>None</i>
Risk Management Implications	<i>None</i>
Health & Wellbeing Implications	<i>None</i>
Health and Safety Implications	<i>None</i>

1.0 Background

- 1.1 The report provides a summary of performance against the Council's Corporate Plan 2020/21 and supporting management information, for the period 1st July to 30th September 2020.
- 1.2 The Council's Corporate Plan reports key performance indicators and activity against the seven corporate priorities for the period 2019 to 2022:
 - 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

In addition, Central Services covers activities related to the workforce, finances, customer service and other statutory responsibilities.
- 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.
- 1.4 The 'Plan on a Page' has been updated to reflect the changes required for 2020/21.

2.0 Performance Update

- 2.1 Each strategic priority has a number of key performance indicators (KPIs) with annual and / or quarterly targets and a RAG rating depending on performance.
- 2.2 The Corporate Plan report outlines activities that are a combination of qualitative and quantitative activity. The output for each quarter depends on the deliverables that are achieved for that quarter.

- 2.3 This quarter has been a mix of having to deal with the continued effects of Covid-19 while simultaneously continuing our Recovery Plan to build back better. Covid-19 has affected the borough in so many different ways and continues to do so. During the second quarter, on 30 July, Trafford residents and businesses were first put under enhanced restrictions, however, we continue to work with our partners so that our residents, businesses and communities can be supported.
- 2.4 Our priority for improving health and Covid-19 has had an impact on many of the figures from the middle of March 2020 and this continues to have an impact on performance measures. Reporting on a couple of indicators have been suspended due to Covid-19. However we are doing better than expected in some measures such as the number of admissions to residential and nursing has gone down due to Covid-19. As a few indicators are suspended they have been supplemented with additional indicators that we can still report on.
- 2.5 A number of the priorities have included 'new' activity that has happened as a result of the coronavirus pandemic, for example, the distribution of laptops to disadvantaged children, plus the usual activity for the priorities including the launch of a fly tipping hotline and the Older People's Voice campaign. These and others are included in the visual representation of the achievements this quarter.
- 2.6 A summary of Quarter 2 2020 outturn is outlined below.

		DEFINITION	Target	Actual Q2	RAG	Q or A
Corporate Plan	Building Quality and Affordable Housing	The number of housing completions	600A 300Q2	440	↑	Q
		The number of affordable housing completions	100A 25Q2	0	↓	Q
	Health and Wellbeing	The percentage of the eligible population (age 40-74) who received a NHS Health Check	2.5%	Suspended due to Covid-19		
		Smoking prevalence in adults	13.5 (2018)	9.1% (2019)	↓	A
	Successful and Thriving Places	Through the Trafford Pledge increase the number of people into employment	100A 18Q2	15	↓	Q
		Increase the number of downloads from the e-library service	300,000A 67,870 Q2	68,707	↓	Q
		Increase the number of apprenticeships in the Council	118 A 29.5 Q2	22	↓	Q
	Children and Young People	Maintain the low level of 16-17 year olds who are not in education training or employment (NEET)	3%A 2.5%Q2	2.28%	↓	Q
		Children who are "looked after" rate per 10,000	73	68.5	↓	Q
	Pride in Our Area	Percentage of household waste which has been collected for recycling	58.1%	57.1%	↑	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 289Q2	166.2 Q2	↓	Q
		Delayed Transfers of Care attributable to Adult Social Care per 100,000 pop 18+ (ASCOF 2Cii)	5.0	Suspended due to Covid-19		
		Percentage of older people who were still at home 91 days after discharge from hospital into reablement/rehabilitation services	90%	87.8%	↓	Q
		Increase the number of people prevented from becoming homeless	450A 112 Q2	93	↑	Q
	Central Services	% of major planning applications processed within timescales	90%	100%	↑	Q
		Percentage of Council Tax collected	95%A 56.18 Q2	56.76%	↑	Q

3.0 Exception Report

- 3.1 Exception reports are prepared for any indicator off target with a red status to outline why performance is below target and what action is in place to improve performance. Where the target has been missed either due to circumstances outside of our control i.e. impact of Covid-19 or within 5% tolerance, rather than complete individual exception reports an explanation will be provided in the quarterly report.

- 3.2 For Quarter 2 2020, there are 4 indicators with an amber status and 2 with a red status and exception reports have been completed for the red status reports. This includes affordable housing completions and the number of apprenticeships. Exception reports are not required for amber status indicators and in each indicator the target has only just been missed. Please find the exception reports in Appendix 1.

Finance Officer Clearance GB.....

Legal Officer Clearance DS.....



CORPORATE DIRECTOR'S SIGNATURE: Sara Saleh

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:	Priority 1: Affordable and Quality Homes		
Indicator / Measure detail:	Number of affordable housing completions		
Target and timescale:	Annual Target = 100	Actual and timescale:	Q2 = 0
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>In quarter 2 (2020/21) it was reported that 0 affordable housing units completed. The annual target is 100, with the quarterly target being 25.</p> <p>This quarter has been impacted by Covid-19 and a number of contractors and sub-contractors that have gone into administration. In addition, during the lockdown period, all development sites in Trafford were stalled for a number of months and this has impacted on the number of affordable housing completions overall that have been delayed.</p> <p>As at the end of quarter 2 (30th September), there were 187 affordable housing units that had commenced on site out of a total of 408. I am confident that the annual target of 100 will be achieved.</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 building of quality, affordable and social housing is a key priority for the Council. New affordable homes are also required to meet identified local need across the borough to ensure that Trafford has the homes which residents need, can afford and that the borough continues to be an attractive place to live.</p> <p>The delivery of new homes provides the Council with income from additional Council Tax revenue and New Homes Bonus which is paid directly by the government. This income plays an important part in the Council’s future funding strategy and can be used to support the delivery of Council services to benefit the residents and businesses in the borough.</p>			
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. 			
<u>Trafford Housing Strategy 2018-2023</u>			
<p>The Trafford Housing Strategy 2018-2023 has been developed to identify the key housing priorities for the borough and the measures required to deliver them by the Council and other key public and private stakeholders.</p>			

The Housing Strategy identifies key interventions required to meet current and future housing need in Trafford and looks to address a number of supply and demand challenges up to 2023 including the delivery of affordable housing. The interventions have been identified in the context of the Council's Corporate Objectives, GM growth ambitions as articulated in the GMSF and GM Housing Strategy, and discussions with key stakeholders. The Housing Strategy coupled with the Vision, Corporate Objectives, Trafford Economic and Housing Growth Framework and the wider GM strategic arena, forms a comprehensive and fully joined up approach to delivering future housing growth to benefit Trafford's residents.

Housing Tracker

The Strategic Growth Service monitors the progress of housing sites (including affordable) through a 'Housing Tracker' which is used to identify starts on site, completions and any issues or delays. The Tracker is monitored quarterly and direct contact with the land owners, developers and/or housing associations is made to understand why activity on site may have stalled. Support is provided for those sites that have stalled to try and kick start and provide advice on regional/national funding that may assist with delivery.

Trafford Strategic Housing Partnership

The Trafford Strategic Housing Partnership leads on the delivery of the Housing Strategy. Meetings are held quarterly with housing association partners to drive forward the actions as contained within the Strategy. Increasing the delivery of affordable housing is one of the key actions.

Increase Housing Delivery Group

The Increase Housing Delivery group was established in May 2018. Attendees of this group include landowners, developers, housing associations, Homes England, TfGM, Highways England, strategic housing and planning colleagues. The group meets quarterly to discuss any delivery issues, provide updates on current activity and identify any new opportunities in Trafford. The increase of affordable housing and any issues with delivery are part of these regular discussions.

Housing Association Developer Forum

A Developer Forum for housing associations was established in 2019 to enable Trafford's main developing housing associations an opportunity to come together and share any issues/barriers to delivery, current activity and new opportunities. The delivery of affordable housing is key to these meetings.

Homes England

The Council works closely with Homes England to ensure that the Shared Ownership & Affordable Homes Programme (SOAP) is running smoothly and that Trafford's developing housing associations are actively accessing the available grant monies from Homes England to increase the provision of affordable housing in the borough.

Theme / Priority:	Priority 3 - Successful and Thriving Places		
Indicator / Measure detail:	Increase the number of apprenticeships in the Council		
Target and timescale:	<u>Overall</u> Target:414 (April 2017-March 2021) <u>Current Year</u> Target 118 (April 2020 – March 2021) <u>Quarterly Target</u> 29.5	Actual and timescale:	<u>Overall</u> Actual: 274 (April 2017-March 2021) <u>Current Year</u> Actual 24 (April 2020 – March 2021) <u>Quarterly Target</u> 22
Why is performance at the current level?			
<ul style="list-style-type: none"> • Is any variance within expected limits? • Why has the variance occurred? • Is further information available to give a more complete picture of performance? • What performance is predicted for future periods? 			
<p>The Apprenticeship Levy came into force on 6 April 2017 and was introduced by the Government in order to address the shortage of skilled workers in the UK, by increasing the number of apprenticeship opportunities offered by employers.</p> <p>The target requires public sector employers to employ an average of 2.3% of their organisation’s headcount as new apprentice starts each year between 1 April 2017 and 31 March 2021.</p> <p>The target (headcount) includes all council employees and staff working in schools which are under the control of Trafford Council. The target is based on all employees (4,220 on 31 March 2020).</p> <p>To undertake an apprenticeship you must be working at least 18.15 hours per week. (This is set higher for some apprenticeships such as the Social Work Degree apprenticeship which is set at 30 hours).</p> <p>We do not have to meet a target annually, but are required to calculate what 2.3% of our workforce equates to on 31 March of each of the four years in the reporting period.</p> <p>These four yearly figures are then added together to calculate the total target. This figure represents the total number of apprenticeship starts that an employer should aim for by the end of the four year period. Delivery against this target can be averaged out over the four year period to manage peaks and troughs in recruitment.</p> <p>1 April 2017 – 31 March 2018 – Target 100 Actual 75 1 April 2018 – 31 March 2019 – Target 99 Actual 101 1 April 2019 – 31 March 2020 – Target 97 Actual 74 1 April 2020 – 31 March 2021 – Target 118 Current Total 24</p> <p>274 / 414</p>			

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

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

Can we move resources to support this or other priorities?

There is no penalty in place for not meeting the target however apprenticeships are funded via the Levy. Funds only remain in the levy for a maximum of 24 months so by not meeting the target we are more likely to lose the funds. To date we have not lost any levy funds. We are due to start losing funds in November 2020. We have trialled gifting some levy funds to a care home in the borough in this quarter to use some of the unspent levy. This has been successful and we are now working on the creation of a gifting policy so further gifting can take place to reduce any potential future loses.

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.

Covid and the impact of Covid has undoubtedly had an impact on colleagues ability to undertake and continue to undertake new apprenticeships. To support us to meet the public sector apprenticeship targets, we have taken the following action:

Further Cohorts

We have planned a number of cohorts for our employees which will help to increase our apprenticeship figures this year.

Aspiring Managers – Level 3 Team Leader/Supervisor Apprenticeship – January start – potential 15 apprenticeship starts

Coaching Culture – Level 5 Coaching Professional – pilot of 5 employees – November 2020 and then full cohort January/February – 15 potential apprenticeship starts

School Leadership – Level 5 Departmental/Operational Manager – October 2020 start – 7 potential apprenticeship starts.

Total Potential – 43 new starts by end of Q4.

Levy Gifting

We are looking into gifting some of our unspent levy to our CCG. The CCG have their own levy pot but this only has £23,000 in it. If we were to gift some of our levy pot, the CCG could consider cohorts similar to ours for management up skill.

Ongoing work with Schools

We will carry on engaging with our schools to ensure they are aware of all the potential opportunities. We will continue to attend the regular meetings but also consider asking them for feedback on what would make them more likely to use the levy.

CLT Apprenticeships Report

A report is expected to go to CLT in the next few weeks which ensures we have a robust action plan to deliver apprenticeships. It will also look to improve our current entry level offer to increase applications and in turn the success of our entry level apprenticeship scheme.

Ongoing Promotion

We have continued this quarter to promote our apprenticeship offer to our internal employees via our internet pages along with promoting schools specific apprenticeships on the regular schools bulletins.



CORPORATE PLAN

QUARTER 2 PERFORMANCE

JULY TO SEPT 2020

FOREWORD BY THE LEADER

Restrictions, closures, isolation. Looking back at the second quarter and I can see how tough it has been, from having our hopes raised of a return to some kind of normality, only to see more restrictions brought in.

But here at the Council, we have been doing all we can to alleviate the problems brought by the coronavirus. This includes handing out more than £2.3 million pounds to hundreds of struggling small businesses in the borough as part of its Discretionary Business Grant Scheme. We have also continued our support hubs so residents can access help when they need it and where they need it.

As well as help for businesses and support for residents, our work to improve the quality of life here in Trafford has continued. With many of us unable to go into work, or travel to see friends, or go on holidays, where we live has never been so important and the Council is continuing its priority of ensuring people in Trafford are able to take pride in their local area.

Therefore, it was great to see the launch of a fly-tipping hotline to help ensure our neighbourhoods are clear from the blight of fly-tipping. We also relaunched our #FutureTrafford initiative so all residents could have their say in the future of our borough and our communities. We are working with partners to improve our area too. This includes our partnership with Bruntwood Works, where we launched a third round of community engagements regarding our plans for Stretford.

Finally, I was delighted when plans were improved for the former Kellogg's site, which will see homes, offices, a school and amenities built on the site. Trafford is an amazing place and this will enable more residents to enjoy our borough, through a fantastic, sustainable development.



Councillor Andrew Western
Leader of Trafford Council

FOREWORD BY THE CHIEF EXEC

This quarter has been a mix of having to deal with the continued effects of Covid while simultaneously continuing our Recovery Plan to build back better.

We realise that Covid has affected the borough in so many different ways and we have done – and continue to do – as much as possible to help everyone who has been affected. As I write this, we are currently in a second national lockdown but it was in the second quarter – on 30 July to be exact – that Trafford residents and businesses were first put under enhanced restrictions, and we are continuing to work with our partners so that our residents, businesses and communities can be supported.

At the same time, our Recovery Plan is something we have been working really hard on alongside our partners. For me, the idea of building back better is really important. We have so many things that we can be proud of here in Trafford but there are always ways we can improve in terms of our services, our neighbourhoods or the support we can give.

By working together, we have been able to do so much in this quarter. Our priority for improving health and wellbeing can be seen in the £7m redevelopment of Urmston Leisure Centre, which was praised in this quarter for its innovation and sustainability. Similarly, the launch of our campaign to get people talking about suicide shows our determination to improve mental health.

The launch of our Older People's Voice drive is about recognising the important role older people play in our borough, and ensuring that they are at the heart of our decision-making. At the other end of the scale, our work with Manchester United Foundation has resulted in the distribution of hundreds of laptops to disadvantaged children, families and young adults across the borough. This has enabled them to receive digital access and a high-quality education, even if they are having to self-isolate.



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



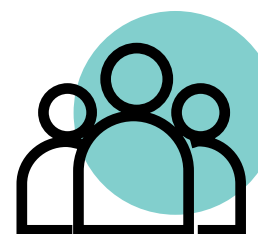
Health and Wellbeing

Trafford has improved health and wellbeing, and reduced health inequalities



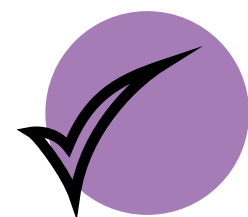
Successful and Thriving Places

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



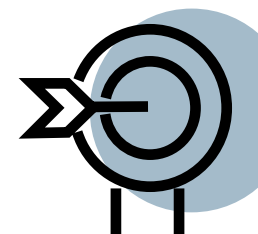
Pride in Our Area

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

Successful and Thriving Places



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

Annual: 100
Q2 target: 18
Actual: 15

Increase the number of downloads from the e-library service:

Annual: 300,000
Q2 target: 67,870
Actual: 68,707



Children and Young People

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

Target: 73
Actual: 68.5

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

Target: 3%
Q2 target: 2.5%
Actual: 2.28%



Central Services

% of major planning applications processed within timescales

Target: 90%
Actual: 100%

Percentage of Council Tax collected

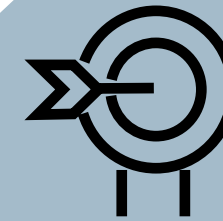
Annual Target: 95%
Q2 target: 56.18%
Actual: 56.76%



Health & Wellbeing

Smoking prevalence in adults

Target: 13.5%
Actual: 9.1%



Targeted Support

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

Target: 600
Q2 target: 289
Actual: 166.2

Percentage of older people that are still at home 91 days after discharge

Target: 90%
Actual: 87.8%

Increase the number of people prevented from becoming homeless

Target: 450
Q2 target: 112
Actual: 93



Pride in Our Area

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

Target: 58.1%
Actual: 57.1%



Green and Connected

Number of green flag awards achieved in Trafford

Target: 10
Actual: 11

Building Quality and Affordable Housing



The number of housing completions:

Annual: 600
Cumulative Target: 300
Actual: 440

The number of affordable housing completions:

Annual: 100
Q2 target: 25
Actual: 0

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...

Increase overall number of properties – no of housing completions:
Annual target **600**, Cumulative Target **300**, Q2= **440**.

No of affordable homes completed: Annual target **100**, Q2 target= **25**
Q2 actual= **0**

The Council's Planning Committee resolved to grant permission for a comprehensive redevelopment of the former **Kellogg's HQ site**. This decision is the culmination of many months of work between the Council and its' joint venture partner Bruntwood, who co-own the site, and the planning team. The plans will deliver a primary school, a 100-bedroom hotel, up to 200,000 sq ft of office space and **750 new homes** (of which 15% will be affordable).

As at the end of Q2 a start has been made on site of an additional **187** affordable units.

Priority 2:

Trafford has improved health and wellbeing, and reduced health inequalities



We want...

- Page 84
- 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...

Trafford's **Age Well Board** launched an Older People's Voice drive to ensure older people are at the heart of decision making and ensuring their views are heard.

An appeal was made to Trafford residents to talk to their friends, family and neighbours to mark World Suicide Prevention Day (Thursday 10 September) by asking "**How's your head?**".

Equalities Strategy has been revisited and updated to reflect key learning from the **pandemic response** and the **Health and Social Care** Communications and Engagement Strategy including a social media channel for Care and NHS has been produced.

Community Hubs are continuing to support residents and secured additional **lottery funding**. There were **8,738** total calls to the community response line and **4.7 out of 5** average satisfaction score for Trafford's community support during COVID, based on a Q2 survey (144 respondents).

Smoking prevalence in adults has reduced from 13.5 (2018) to 9.1%. (2019). The English average is 13.9%.

The availability of increased testing has demonstrated the prevalence of **Covid-19** in the Trafford community which have risen significantly since the easing of lockdown restrictions. There are now testing sites in Trafford Park and Partington. Local contact tracing was initiated on the 9th September 2020.

A weekly Covid-19 Co-ordination Engagement Group has been established to support the work of the Public Engagement Board and co-ordinate the **Covid-19 engagement response** across the locality. A weekly COVID-19 Enforcement group has also been mobilised to drive enforcement activity.

Priority 3:

Trafford has successful and thriving town centres and communities



We want...

- Page 85
- 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...

22 new apprenticeships started in Q2.

Trafford Pledge provided 15 new jobs created through the pledge in Q2.

E-Library numbers for Q2: **68,707** this is a significant increase. More libraries opened in Q2: Partington, Stretford, Old Trafford and Coppice (in addition to Altrincham, Sale and Urmston that opened in Q1). Libraries are offering people the chance to return books, use an Order and Collect service to get new books and to come in and use the computers.

Handed out more than **£2.3 million** to hundreds of struggling small businesses in the borough as part of its Discretionary Business Grant Scheme.

The Council and Bruntwood Works launched a third round of community engagement regarding **future plans for Stretford**.

Commissioned a leading property firm, CBRE, to look at options for Altrincham's **Grafton Centre**.

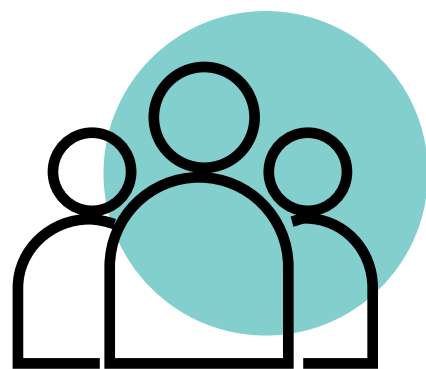
A new travel business called Trending Travel, was helped to opened with financial assistance from our **Discretionary Grant Scheme**.

We employed two new **Covid-19** Information Officers to help retail and hospitality businesses re-open safely to customers in Altrincham, Sale, Stretford, Urmston and Partington.

Trafford Crisis Fund celebrates supporting over 40 community groups, not-for-profit organisations and charities to deliver much-needed services across Trafford.

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...

Not in Education, Employment or Training rate (**NEET**) – The August figure is 2.28% against a target of 2.5%.

Re-referral rate - Q2 14.5% (Stat neighbour rate 21%). This is a significant improvement from end of year figure of 31%.

Looked After Children (**LAC**) rate – Q2 68.5 (Target 75). Up slightly from Q1 but below target.

92 Education, Health, and Care Plans (**EHCPs**) issued in Q2 and 75 (81.5%) were within 20 weeks, up slightly from the same period last year where 98 were issued, 79 (80.69%) were in timescales.

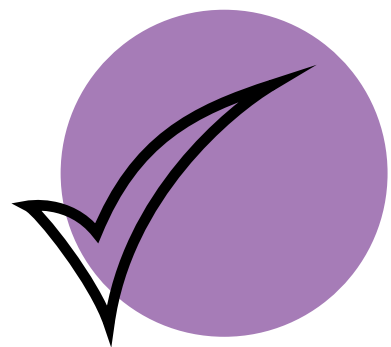
Distributed hundreds of laptops to disadvantaged children, families and young adults across the borough - **646 laptops** and **118 4G dongles** – with volunteers from Manchester United Foundation. 318 laptops went to 36 schools across the borough.

Work started on a fantastic new **£500,000** state-of-the-art hydrotherapy pool at Delamere Special School in Flixton.

The Council developed and cascaded resilience and emotional **wellbeing packs** for children, parents and teachers.

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...

A Trafford Partnership **Recovery Strategy** has been developed which focuses on: good citizenship, business recovery, employment and skills and children and young people.

Residents of Trafford were encouraged to have their say on the future of the borough with the relaunch of the **#FutureTrafford** initiative.

Launch of a special tip-off hotline to come down hard on the law-breaking **fly-tippers** who are blighting our communities.

Council staff spoke to people begging in Sale town centre to offer help to those genuinely in need and to challenge those seeking to mislead the public following reports of **aggressive begging** in the town centre.

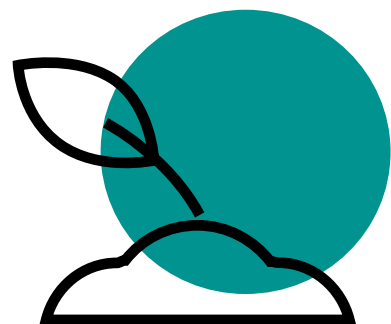
99% of highway safety inspections carried out in full compliance with the agreed programme.

Adopted streets and paths scored at grade B or higher – shows a significant improvement in the quarter and is well above target for this quarter -96% against a target of 88%.

Residents in Altrincham and Sale town centres were asked for their views on alcohol-related crime as part of a Trafford Council **licensing consultation.**

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...

Percentage of total tonnage of **household waste** arising which have been collected for recycling –57.1% Q2, Target – 58.1%. This is improving although slightly below target.

Trafford continues to have 11 **Green Flag** awarded parks

Trafford has pledged to be **carbon neutral** by 2038.

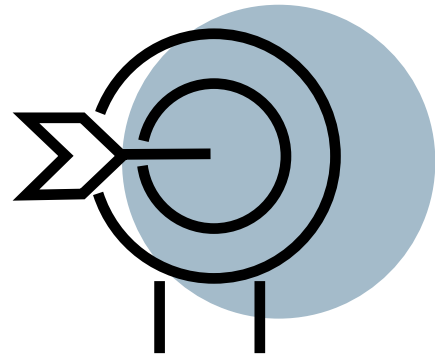
Together with the One Trafford Partnership the Council looked at short and long-term options to improve the **protected cycle way** along the A56, from Dane Road to Cornbrook Road in Trafford, and into Manchester, while retaining two lanes for motor vehicles.

The Council was allocated **£366K** funding from the emergency active travel grant from the Greater Manchester Combined Authority (GMCA), to improve cycling and walking options for residents and commuters across the borough.

A number of **digital projects** were progressed including delivering a telephony solution and equipment to support employees working from home, and technical work to prepare for the roll out of Microsoft 365.

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...

A new provision under **A Bed Every Night** initiative has been sourced and is now operational.

Homelessness Strategy approved during Q2 93 households prevented from becoming homeless - against a target of 112.

895 people provided with **food and fuel vouchers** through the Trafford Assist scheme in Q2– this is a 42.7% increase on the previous year.

Admissions to Residential or Nursing Care for Older People for Q2 was 166.2 against a target of 280.

Drivers and vans donated by Manchester United Foundation helped to distribute thousands of items of **Personal Protective Equipment** (PPE) to local primary care health providers such as GPs, care and nursing homes from the Trafford and Manchester PPE Mutual Aid Hub.

An incredible milestone was reached as the **five millionth** piece of PPE (personal protective equipment) was distributed through the Trafford and Manchester PPE Mutual Aid Hub.



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...

People stats – sickness – **3.82%** in Q2 – target is **3.86%**

FOI timelines figures – 67% against a target of 90% were completed in 20 days.

Council Tax collected was 56.76% in Q2 against a target of 56.18%. The council has supported many people in hardship due to coronavirus by helping to paying their council tax.

Communications – There were **189** articles published, **52** press releases and this is a news value worth **£659,863**.

Social media - Reached **3,021,751** and gained **1,403** followers.

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

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

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Email: communications@trafford.gov.uk

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

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