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**TRAFFORD
COUNCIL**

AGENDA PAPERS FOR EXECUTIVE MEETING

Date: Monday, 11 December 2023

Time: 6.30 pm

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

| A G E N D A | PART I | Pages |
|--|---------------|---------------|
| 1. ATTENDANCES | | |
| To note attendances, including officers, and any apologies for absence. | | |
| 2. DECLARATIONS OF INTEREST | | |
| Members to give notice of any interest and the nature of that interest relating to any item on the agenda in accordance with the adopted Code of Conduct. | | |
| 3. QUESTIONS FROM THE PUBLIC | | |
| A maximum of 15 minutes will be allocated to public questions submitted in writing to Democratic Services (democratic.services@trafford.gov.uk) by 4 p.m. on the working day prior to the meeting. Questions must be relevant to items appearing on the agenda and will be submitted in the order in which they were received. | | |
| 4. MATTERS FROM COUNCIL OR OVERVIEW AND SCRUTINY COMMITTEES (IF ANY) | | 1 - 4 |
| To consider any matters referred by the Council or by the Overview and Scrutiny Committees. | | |
| a. Access to Council Services report. | | |
| 5. MINUTES | | 5 - 12 |
| To receive and, if so determined, to approve as a correct record the Minutes of the meeting held on the 15 th November 2023. | | |

6. **TREASURY MANAGEMENT ANNUAL PERFORMANCE REPORT (MID-YEAR)** 13 - 34

To note a report from the Director of Finance and Systems.

7. **CORPORATE PLAN UPDATE** 35 - 62

To note a report from the Leader of the Council on the Council's Corporate Plan.

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

Any other item or items which by reason of:-

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

9. **EXCLUSION RESOLUTION**

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

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

SARA TODD

Chief Executive

Membership of the Committee

Councillors T. Ross (Chair), C. Hynes (Deputy Leader), S. Adshead, K.G. Carter, J. Harding, E. Patel, J. Slater, R. Thompson, A.J. Williams and J.A. Wright

Further Information

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

Harry Callaghan, Governance Officer
Tel: 07977 717252
Email: harry.callaghan@trafford.gov.uk

Executive - Monday, 11 December 2023

This agenda was issued on **the 1st December 2023** by the Legal and Democratic Services Section, Trafford Council, Trafford Town Hall, Talbot Road, Stretford M32 0TH.

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TRAFFORD COUNCIL

Report to: Executive
Date: 11 December 2023
Report of: Chair of Overview and Scrutiny

Report Title

Access to Council Services

Summary

Following a request for information on the performance of services in answering calls the Scrutiny Committee discovered that this information is not recorded apart from calls to the Council's contact Centre. The Scrutiny Committee recommend that the Executive take action to address this gap in service and provide assurance to the Committee and residents that all services are contactable by members of the public with up-to-date numbers on Departmental websites.

Recommendation(s)

The Executive are to consider;

1. That the Council should ensure that no phone number is visible on the website or given out by Customer Services unless a clear guarantee of service relating to that number has been agreed with that department. This guarantee should include that the facility to leave a message if the call is not answered should exist, and that every message left will be responded to within NN hours. If this service level is not possible for a department, their number should not be made available to the public.
2. That all Departments do a sweep of their website to ensure pages are up to date with accurate contact information to reduce the residents' need to contact the Council via phone or email and that clear time scales for responses are in place.
3. That all Departments within the Council regularly check staff phone numbers posted on the internet are correct. Furthermore, ensure that the numbers are active, consistently manned, and/or have voicemail inboxes that are checked on a regular basis.
4. That all public phone numbers for contacting services by the public have an out of office message, which provides a team inbox email where contact can be made.
5. That a Council-wide policy be developed that outlines the expectation for teams

to be contactable by residents, other Council Services and that this policy includes time scales to manage customer contacts.

6. To identify where existing and new technology can be utilised to make access to services easier for residents. For example, online forms parking permits application.
7. That a report on the steps taken by the Executive to address these issues be provided to the Scrutiny Committee at their meeting 13th March 2023.

Contact person for access to background papers and further information:

Report Author: Alex Murray
Contactable Officer: John Addison

Background

Following some concerns raised by residents regarding difficulties in getting through to Council departments, the Scrutiny Committee included the item: Access to Council Services on their work programme for the 2022/23 municipal year.

In March 2023 the Committee received a report that provided information on the performance of the contact centre that outlined improved performance. At the meeting the Committee enquired about the performance of teams outside of the contact centre and were informed that the information was currently un-available but would be identified for a future meeting. This led to the Committee agreeing to schedule a date for the item to come back in the 2023/24 municipal year.

During the scoping of the November Scrutiny Committee, it became clear that the Council did not have the means to identify the data it required to continue its work. A briefing took place with the Head of Customer Service, Libraries and Culture which provided Members with an overview of the contact centre performance and suggested some quick wins for improving the Councils current position. Those quick wins have been subsumed into the Committee's recommendations below.

Given the importance of the public being able to contact the Council, the Scrutiny Committee are recommending the following actions to improve the current situation.

1. That the Council should ensure that no phone number is visible on the website or given out by Customer Services unless a clear guarantee of service relating to that number has been agreed with that department. This guarantee should include that the facility to leave a message if the call is not answered should exist, and that every message left will be responded to within NN hours. If this service level is not possible for a department, their number should not be made available to the public.
2. That all Departments do a sweep of their website to ensure their website pages are up to date with accurate contact information to reduce the residents' need

to contact the Council via phone or email and that clear time scales for responses are in place.

3. That all Departments within the Council regularly check staff phone numbers posted on the internet are correct. Furthermore, ensure that the numbers are active, consistently manned, and/or have voicemail inboxes that are checked on a regular basis.
4. That all public phone numbers for contacting services by the public have an out of office message, which provides a team inbox email where contact can be made.
5. That a Council-wide policy be developed that outlines the expectation for teams to be contactable by residents, other Council Services and that this policy includes time scales to manage customer contacts.
6. To identify where existing and new technology can be utilised to make access to services easier for residents. For example, online forms parking permits application.
7. That a report on the steps taken by the Executive to address these issues be provided to the Scrutiny Committee at their meeting 13th March 2023.

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EXECUTIVE

15 NOVEMBER 2023

PRESENT

Leader of the Council (Councillor Tom Ross), in the Chair.

| | |
|--------------------------|---|
| Councillor C. Hynes | Deputy Leader of the Council and Executive Member for Leisure, Arts, Culture & Heritage |
| Councillor S. Adshead | Executive Member for Highways, Environmental & Traded Services / Labour Group Secretary |
| Councillor K.G. Carter | Executive Member for Children & Young People |
| Councillor J. Harding | Executive Member for Finance, Change & Governance |
| Councillor E. Patel | Executive Member for Economy and Regeneration |
| Councillor J. Slater | Executive Member for Health and Care |
| Councillor R. Thompson | Executive Member for Communities and Safety |
| Councillor A.J. Williams | Executive Member for Climate Change |
| Councillor J.A. Wright | Executive Member for Housing & Advice |

Also present

Councillors Acton, Butt, Cordingley, Eckersley, Ennis, Evans, Frass, Holden, Jerrome, and Welton.

In attendance

| | |
|------------------|---|
| Sara Todd | Chief Executive |
| Sara Saleh | Deputy Chief Executive and Corporate Director of Strategy and Resources |
| Richard Roe | Corporate Director of Place |
| Jill McGregor | Corporate Director of Children's Services |
| Nathan Atkinson | Corporate Director of Adults and Wellbeing |
| Graeme Bentley | Director of Finance and Systems |
| Emma Malpas | Head of Legal and Governance and Deputy Monitoring Officer |
| Joe Slade | Communications Officer |
| Alexander Murray | Governance Officer |

APOLOGIES

No apologies for absence were received.

43. DECLARATIONS OF INTEREST

No declarations were made.

44. MINUTES

RESOLVED: That the minutes of the meetings held on the 18th September 2023 and the 25th September 2023 be approved as an accurate record.

45. QUESTIONS FROM THE PUBLIC

The Head of Legal and Governance read out four questions which had been received from a member of the public and the Executive Member for Finance Change and Governance provided responses at the meeting which would be provided in writing to the member of the public and captured below.

Question 1 - On page 52 of the report in the following paragraph

"The Council has a budget from Business Rates income of approximately £80m and due to the complexities in the system such as the uncertainty surrounding a potential downturn in the general economy along with the forthcoming business rate reset, the importance of maintaining a suitable balance in this reserve cannot be **underestimated**. The underlying balance of £5.66m will be used to mitigate against these significant risks."

Should the word underestimated read overestimated?

The Executive Member Executive Member for Finance Change and Governance responded.

"The use of the term is to emphasise the importance of maintaining the reserve at a prudent level sufficient to mitigate the risk of a shortfall in this significant income stream. In comparison with other reserves, the estimated balance of £5.66m although material, is considered to be the lowest required balance given the significance of the income derived from business rates."

Question 2 - Given the perceived current difficulties of the Government to bring down the various measures of the Rate of Inflation, despite the projections made by the ONS please could the Executive Member for Finance give an opinion of the level of confidence being placed on the assumption for General Inflation as applicable to 2024 – 2025?

The Executive Member Executive Member for Finance Change and Governance responded.

"The assumptions underpinning the rates of inflation in these budget figures for general and contractual inflation range between 3 and 7% and reflect the range of increases dependant on the type of contract and the agreed contractual terms specific to each contract. Some contracts contain increases measured at CPI/RPI using specific times (e.g. Sept CPI) whilst others are based on estimates of forecast inflation. The Bank of England forecast assumes their target of 2% will be reached by late 2024. The assumptions in the draft budget will be updated based on latest forecasts during the preparation of the final budget report."

Question 3 - Turning to Pay Inflation given the continuing pressure on Public Sector Pay by the awards being made in the Private Sector coupled with the re-emergence of significant action by the unions could the Executive Member for

Executive (15.11.23)

Finance give an opinion of the level of confidence being placed on the assumption for Pay Inflation as applicable to 2024 – 2025.

The Executive Member Executive Member for Finance Change and Governance responded.

“Estimating the level of pay inflation has been recognised as a risk in the preparation of the draft budget. Average pay awards over the previous two years were in the region of 6%, largely reflecting the increases in the national and real living wage rates. The current assumption for 2024/25 is 3% and reflecting the downward trajectory in the inflation rate. The assumptions on the pay award have also been benchmarked against GM authorities and are aligned with the assumptions being made by the other districts. Estimates will be updated in preparation of the final budget report and will take into account latest forecasts and possible announcements released as part of the Autumn Statement.”

Question 4 - Given the statement at 7.6.5 of the report i.e. "There appears to be little headroom for any further substantial release of resources to support the budget gap and at the same time provide sufficient robustness to absorb the major financial risks over the short term. However, as in previous years and in line with good practice a detailed analysis of all reserves and adequacy of balances will be concluded and reported on as part of the final budget report." Could the Executive publish their final budget report in a sufficiently timely manner to allow property scrutiny by any residents wishing to do so. Indeed, please could they now indicate an appropriate latest date for publication.

The Executive Member Executive Member for Finance Change and Governance responded.

“It is acknowledged that there had been several points raised around the timing of Budget Exec/Council meetings – generally those points linked to a request for more time to consider the proposed budget ahead of the deadline for submission of amendments.

Based on that feedback, we have agreed the following change in the approach to Budget Exec/Council:

- We will keep both the Exec and Council meetings scheduled for the same evening – 21st February 2024
- We will bring forward the agenda send out (for budget related items) for 7th or 8th February.

The subtle but important change will provide members with additional time to consider the proposed budget, to consider an alternative budget proposal should they wish to and to liaise with the Council’s S151 Officer prior to the Executive and Council meetings.”

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

Councillor Acton informed the Committee that the budget Scrutiny Committee had agreed two dates of the 28th and 30th November 2023 to look at the budget proposals as part of the budget scrutiny process and welcomed all Councillors to attend the meetings and feed into the process.

Councillor Acton informed the Committee that the Scrutiny Committee had recently had a briefing on Access to Council Services which had raised some

concerns and he informed the Committee that a short interim report with recommendations would be submitted to the Executive in December.

Councillor Butt informed the Committee that the Health Scrutiny Committee were continuing with the Task and Finish group looking at social prescribing and they were also looking at access to IVF treatments across Trafford.

47. DRAFT REVENUE BUDGET PROPOSALS 2024/25 AND MTFS 2025/26 - 2026/27

The Executive Member for Finance, Change, and Governance gave an in-depth introduction to the report covering the details of the information and proposals contained within the report and providing a broader context to the proposals and the budgetary challenges the Council faced. The Committee were asked to note the national context with the rise in Local Authorities publishing section 114 notices and the local context with Trafford receiving the lowest funding within Greater Manchester.

The Executive Member for Finance, Change, and Governance drew the Committee's attention to elements of the report including; the proposed raise of Council Tax, the Council's duties listed in section 1.1 of the report, the rise in demand for Council Services, the projected overspend for the year, the Council's lobbying efforts for more funding, the loss of the dividend from Manchester Airport, the Council's level of reserves, and the key budgetary risks the Council faced.

The Executive Member for Finance, Change, and Governance noted the difficulties of digesting and understanding the information provided within the report given the technical nature and level of detail provided. However, the Executive Member stated that setting the budget was one of the key jobs that local Councillor had to do and urged all Councillors to invest their time and efforts in taking part in the budget process and welcomed all Councillors input into the process.

The Executive Member for Finance, Change, and Governance thanked the officers who had prepared the report for their hard work and dedication both in managing the budget and in communicating their work to the Committee. The Executive Member for Finance, Change, and Governance concluded the introduction by welcoming the levelling up funding that the Council were to receive and stating that the Council would be able to level up further if they received a fairer level of funding in general.

Following the introduction, the Executive Member for Leisure, Arts, Culture, and Heritage, the Executive Member for Children and Young People, The Executive Member for Highways, Environmental, and Traded Services, The Executive Member for Economy and Regeneration, The Executive Member for Health and Care, and the Executive Member for Climate Change all thanked the Executive Member for Finance, Change, and Governance and finance Officers for all the hard work they had done in preparing the budget proposals and the report for the Committee. The Executive Members raised a number of points around the financial challenges the Council faced including the need to meet the Councils

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duties to support children and adults, the impact of inflation upon the school cleaning service, how Trafford received the lowest funding per capita out all 150 local authorities in England, that Trafford was a very low spending Council, and that the removal of all discretionary services provided by the Council would not be adequate to resolve the budget gap the Council faced.

The Leader thanked the Executive Members for their contributions and expressed that Trafford had a unique story to tell around the borough's finances and the challenges it faced. The Leader informed the Committee that unique story would be utilised in the Council's lobbying efforts to secure fairer funding for the area. The Leader informed the Committee that if Trafford received funding in line with other GM authorities the Council would have an additional £35M per year.

The Leader then opened the floor for comments and questions from all Councillors in attendance.

Councillor Evans, as Leader of the Opposition, asked a series of questions relating to the likelihood of issuing a 114 notice, CQC inspections, the education budget, the opening hours of Trafford Town Hall, and potential losses of bus franchising in Trafford. The Executive Member for Finance, Change, and Governance thanked Councillor Evans for his questions before referring to the Corporate Director of Place, the Corporate Director of Children's Services, the Corporate Director of Adults Services, and the Director of Finance and Systems to provide responses.

The Director of Finance and Systems provided assurance around the Council's continued efforts to meet the budget gap and pointed to the Council's strong record of delivering savings. The Corporate Director of Children's Services and the Corporate Director of Adults Services both stated with confidence that the Council were well positioned for CQC, other external inspections, and the financial pressures their services faced due to work undertaken. The Corporate Director of Place provided assurance around the plans for School buildings and details of the plans for Trafford Town Hall. The Leader added that while potential losses were a concern regarding the bus franchise it had had a good impact so far.

Councillors Ennis, Welton, and Frass commented upon the report and asked questions relating to communications around the budget, the Greater Manchester Social Care Pledge, subsidies the Council provided, the opening of Regent Road car park, and the Council's lobbying efforts. The Executive Member for Finance, Change, and Governance thanked the Councillors for their questions, agreed with the points relating to the importance of communicating the work on the Council's budget effectively and informed the Committee of some of the work that was being undertaken. The Corporate Director of Children's Services provided a brief update on progress around the Greater Manchester Social Care Pledge. The Director of Finance and Systems gave examples of subsidies the Council provided and stated that work was ongoing to ensure they were minimised. The Corporate Director of Place stated that a date had not yet been set for opening Regent Road car park and that discussions were ongoing. After the responses had been given the Leader reiterated his point about the value of capturing Trafford Council's story for use as part of the lobbying efforts to obtain fairer funding for the borough in light of the budget challenges the authority **Page 8** in the next two years.

Following the conclusion of the discussions the Leader moved the recommendations of the report and they were approved.

RESOLVED:

- a) That the report be noted.
- b) That the 2024/27 proposed budget strategy, including the 2024/25 draft revenue budget and the 2025/27 MTFS be approved and the income and savings proposals be included for the purposes of consultation only (where necessary) and these proposals will also be referred to the Scrutiny Committee for their consideration;
- c) That the proposal to increase Council Tax by 4.99% in 2024/25 (comprising 2.0% adult social care precept and 2.99% general increase) and by 2.99% for the remaining years of the MTFS 2025/27 be noted.
- d) That the assumptions made in setting the MTFS in Section 4 and the degree of uncertainty be noted.
- e) That the remaining budget gap for the years 2025/26 to 2026/27 be noted.
- f) That the commentary of the Director of Finance and Systems, the Council's statutory S151 officer, regarding the financial sustainability of the Council in Section 1 be noted.
- g) It was noted that the draft proposals are subject to various consultation exercises, further analysis of reserves, savings and income including impact assessments, potential future movements in core funding and specific grants, revised costings and robustness assessments.
- h) It was note that the review of the Capital Programme which is ongoing and the prioritisation process to be undertaken to compile an affordable capital programme 2024/25 to 2026/27.
- i) That the continued use of flexible use of capital receipts to support in part the cost of the Modernisation Team in developing the Council's Finance and Change Programme for 2023/24 and 2024/25 be noted.

48. HACKNEY CARRIAGE AND PRIVATE HIRE LICENSING POLICY 2023-28

The Executive Member for Communities and Safety introduced the item by explaining the journey of the policies development leading to them being presented to the Committee. The Executive Member drew the Committees attention to the main aims and objectives of the licensing standards and the benefits that their implementation would deliver. The Committee were asked to

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note the issues that had caused the delay to the policy being drafted and that the policy included a series of amendments. The Executive Member then proceeded to read out the most salient amendments including those to the minimum standards and spoke about the restrictions on age of vehicles, emission standards, and the impact that they would have upon the clean air programme. The Executive Member concluded her introduction by reading out the recommendations and thanking the officers who had prepared the report.

The Executive Member for Leisure, Arts, Culture, and Heritage welcomed the report and the changes that it would implement especially around agreed minimum standards across greater Manchester, speaking from her own experience as a regular user of taxis.

The Leader then opened to floor to comments and questions from all Members in attendance.

Councillor Evans raised a concern about the implementation of emissions standards and the impact it could have on the drivers within the borough. The Corporate Director of Place assured the Committee that the Council were aware of the changes that Taxi Drivers faced and that the Council would proceed with implementation with due diligence.

Councillor Frass noted the issues around vehicles which were licensed within other areas who operated within Trafford and asked if there was anything that could be done to tackle the safeguarding concerns. The Corporate Director of Place stated that the Council had limited powers to tackle the issue and encouraged users to use Greater Manchester licensed taxis and to report any issues with a taxi to their licensing authority.

Following the conclusion of discussions, the Leader moved the recommendations of the report and they were approved.

RESOLVED:

- 1) That the content of the report be noted;
- 2) That the approval of the proposed Hackney Carriage and Private Hire Licensing Policy which includes the amendments detailed at 3.19 be recommended to Council;
- 3) That the delegation of authority to the Corporate Director of Place, in consultation with the Executive Member for Communities and Safety to bring the implementation date for vehicle age and emission standards (for existing licensed vehicles) forward from 1st April 2026 should it be deemed appropriate in support of the Clean Air agenda be recommended to Council.

The meeting commenced at 6.35 p.m. and finished at 8.04 p.m.

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TRAFFORD COUNCIL

Report to: Executive – 11th December 2023

Report for: Information

Report of: The Executive Member for Finance and Governance and the Director of Finance and Systems

Report Title

Treasury Management 2023-24 Mid-Year Performance Report

Summary

This report gives Members a summary of the Treasury Management activities undertaken for the first half of 2023/24 as follows;

Debt Activity:

- The level of external debt fell from £318.1m at 31 March to £303.1m at 30 September 2023,
- Gross loan interest costs totalling £8.4m are to be contained within the current year budget provision,

Investment Activity:

- The level of investments reduced from £70.4m at 31 March to £69.4m at 30 September 2023,
- Estimated external investment interest to be earned for 2023/24 of £3.39m is £0.97m above the £2.42m current year budget requirement,
- The average rate of return achieved during the period April to September 2023 was 4.72%, or 0.14% below the comparable performance indicator of average 1 Month Sterling Overnight Index Average (SONIA) interest rate of 4.86%.

Prudential indicators:

- The Council complied with its legislative and regulatory requirements and
- There were no breaches of prudential indicators.

Recommendations

That the Accounts & Audit Committee & Executive be requested to:

1. Note the Treasury Management activities undertaken in the first half of 2023/24.

Contact person for background papers and further information:

Name: Frank Fallon

Background papers: None

| | |
|---|---|
| Relationship Corporate Priorities | Value for Money |
| Relationship to GM Policy or Strategy Framework | Not applicable |
| Financial | Treasury Management impacts on the Council's budget in terms of borrowing costs and investment returns. As part of the Council's bi-monthly Revenue monitor reports, the P6 monitor reported an estimated surplus for 2023/24 of £3.64m against the original budget of £2.30m. This surplus will contribute towards the Council's overall budget position. |
| Legal Implications: | Treasury Management activities are subject to requirements detailed in legislation, Department for Levelling Up, Housing and Communities (DLUHC) guidance, Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential Code and Treasury Management Code of Practice. The report sets out details of compliance in respect of these requirements. |
| Equality/Diversity Implications | All treasury management transactions undertaken by the Council are carried out with institutions with no known direct links to any illegal regimes or which promote the use of forced labour |
| Sustainability Implications | The Council, when undertaking any treasury management investment fully supports the ethos of socially responsible investments and will avoid direct investment in institutions with material links to environmentally harmful activities. Opportunities to invest monies in products which both supports sustainable assets and complies with the Council's investment strategy will continue to be explored as and when they become available. |
| Carbon Reduction | Not directly applicable – See above |
| Staffing/E-Government/Asset Management Implications | Not applicable |
| Risk Management Implications | The monitoring and control of risk underpins all treasury management activities and these factors have been incorporated into the systems and procedures for this function which are independently tested on a regular basis. Failure to properly manage and monitor the Council's loans and investments could lead to service failure and a loss of reputation. No Treasury Management activity is without risk and the Council's in-house team continually monitor risks to ensure that security of capital sums is maintained at all times and adverse fluctuations in interest rates are avoided. |
| Health & Wellbeing Implications | Not applicable |
| Health and Safety Implications | Not applicable |

Executive Summary

This report provides Members with a summary of the treasury management activities undertaken during the first half year of 2023/24.

Economic position (Section 2)

- Economic growth in the UK remained relatively weak over the period. In calendar Q2 2023, the economy expanded by 0.2%.
- Inflation continued to fall from its peak as annual headline CPI declined to 6.7% in September 2023.
- The Monetary Policy Committee (MPC) has increased the Bank Rate since March 2023 from 4.25% to the current level of 5.25%.

Debt (Section 5)

- Total loan debt fell from £318.1m 31.03.2023 to £303.1m 30.09.2023 a net decrease of £15.0m comprising of:
 - £0.1m Public Works Loan Board (PWLB) and £15.0m of Lender's Option Borrower's Option (LOBO) loans repayments.
 - There were no new loans taken during this period.
- Total loan interest of £8.4m is forecasted to be paid in the year of which £3.7m relates to the Council's capital Strategic Investment Programme and is funded from rental income received. The balance of £4.7m relates to debt taken to fund historical and current capital spend.
- The average rate of interest payable at 31.03.2023 of 2.63% has reduced to 2.55% at 30.09.2023.

Investments (See Section 6)

- The level of investments reduced from £70.4m at 31.03.2023 to £69.4m at 30.09.2023 a net movement of £1.0m.
- The Rate of Return for all investments during the first half of 2023/24 was 4.72% which is below the recognised performance indicator of the 1 month SONIA which was 4.86%. The reason for the underperformance is that the short-term investments we had earlier in the year were at the low rates available at the time. As the year has progressed rates have increased and at 30 September we are now seeing an average weighted investment return of 5.15%, 0.29% above the SONIA benchmark.
- Estimated external investment interest to be earned for 2023/24 of £3.39m is £0.97m above the £2.42m current year budget requirement
- All investments were repaid on time without issue and placed in accordance with the Council's approved strategy.

Prudential Indicators and limits (Section 8)

- No breaches to any of these limits occurred during this period.

1. BACKGROUND

- 1.1 This report has been produced in accordance with the requirements of the CIPFA Code of Practice on Treasury Management (2017) which stipulates that the Council receives 3 separate Treasury Management reports on an annual basis as follows;
- 3 year Strategy Statement including the Annual Investment Strategy and Minimum Revenue Provision Policy (issued February),
 - Mid-year Review (this report) and
 - Performance update, covering activities undertaken during the previous financial year
- 1.2 The regulatory environment places responsibility on Members for the review and scrutiny of treasury management policy and activities. This report is, therefore, important in that respect, as it highlights the treasury management activities undertaken during the first half year of 2023/24.
- 1.3 For reference CIPFA has defined treasury management as:
“The management of the local authority’s borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks”.
- 1.4 This report comprises of the following sections:
- Major Economic Headlines (Section 2);
 - Interest Rates (Section 3);
 - Treasury Position (Section 4);
 - Borrowing Position (Section 5);
 - Investment Position (Section 6);
 - Risk Benchmarking (Section 7);
 - Prudential and Performance indicators (Section 8);
 - Outlook 2022/23 (Section 9);
 - Recommendations (Section 10);
- 1.5 The treasury management operation ensures;
- The Council’s cash flows are well planned and funded,
 - That all surplus monies are invested in low risk counterparties, providing sufficient liquidity before considering investment return,
 - All new borrowing required for managing the financing of the Council’s multi-million pound capital programme is taken in the form of either long or short term loans or using longer term cash flow surpluses and
 - That debt previously taken is restructured when opportunities arise to meet Council risk or cost objectives.
- 1.6 The Treasury Management Strategy Statement, for 2023/24 was approved by Council on 15 February 2023 and there are no policy changes to this. Details in this report reflect the updated economic situation and actual activities undertaken.

2. MAJOR ECONOMIC HEADLINES

2.1 A brief summary of the main economic headlines which occurred during the first half of 2023/24 are outlined below.

- Inflation continued to fall from its peak as annual headline CPI declined to 6.7% in September 2023. The largest downward contribution came from food prices.
- The Bank of England's Monetary Policy Committee continued tightening monetary policy over most of the period, with three increases taking the Bank Rate to 5.25% in August, from 4.25% in March. Against expectations of a further hike in September, the Committee voted 5-4 to maintain Bank Rate at 5.25%.
- Economic growth in the UK remained relatively weak over the period. In calendar Q2 2023, the economy expanded by 0.2%. However, monthly GDP data showed a 0.5% contraction in July, the largest fall to date in 2023 and worse than the 0.2% decline predicted which could be an indication the monetary tightening cycle is starting to cause recessionary or at the very least stagnating economic conditions.
- Gilt yields fell towards the end of the period. The 5-year UK benchmark gilt yield rose from 3.30% to peak at 4.91% in July before trending downwards to 4.29%, the 10-year gilt yield rose from 3.43% to 4.75% in August before declining to 4.45%, and the 20-year yield from 3.75% to 4.97% in August and then fell back to 4.84%. The Sterling Overnight Rate (SONIA) averaged 4.73% over the period.
- July data showed the unemployment rate increased to 4.3% (3mth/year) while the employment rate rose to 75.5%. Pay growth was 8.5% for total pay (including bonuses) and 7.8% for regular pay, which for the latter was the highest recorded annual growth rate. Adjusting for inflation, pay growth in real terms were positive at 1.2% and 0.6% for total pay and regular pay respectively.

3 INTEREST RATES

3.1 The Council's treasury management advisors Arlingclose, provide interest rate forecasts periodically through-out the year and the table below outlines the latest **average** forecasted rates, as issued in September 2023, for the periods stated:

| | 2023-24 Original Forecast % | 2023-24 Revised Forecast % | 2024-25 Latest Forecast % | 2025-26 Latest Forecast % |
|------------------|--|---|--|--|
| Bank Rate | 4.50 | 5.25 | 4.81 | 3.63 |
| Investment Rates | | | | |
| 3 month | 4.50 | 5.40 | 4.89 | 3.69 |
| 1 Year | 4.60 | 5.86 | 5.30 | 4.05 |
| PWLB Loan Rates | | | | |
| 5 Year | 4.20 | 5.46 | 5.10 | 4.38 |
| 20 Year | 4.40 | 5.64 | 5.40 | 5.20 |
| 50 Year | 4.30 | 5.23 | 5.11 | 5.10 |

3.2 The latest forecast sets out a view that the Bank of England keep the current rate of 5.25%, before a slow reduction beginning in the Autumn of 2024 around which point inflation is forecast to reduce to the Bank's target rate of 2%.

3.3 Gilt yields and subsequently PWLB rates are expected to stabilise with slow reduction over the next few years.

4. TREASURY POSITION

4.1 The Council's investment and debt positions at the beginning and mid-way through the current financial year are listed in the table below;

| | 31 March 2023 | | 30 September 2023 | |
|---|-----------------|-------------------------------|-------------------|-------------------------------|
| | Principal £m | Average Interest Rate % | Principal £m | Average Interest Rate % |
| DEBT | | | | |
| <i>Short term (payable before 31.03.24)</i> | | | | |
| PWLB | 4.3 | 6.62 | 4.3 | 6.68 |
| Market | 15.0 | 4.24 | 0.0 | 0.00 |
| Sub-total | 19.3 | 4.77 | 4.3 | 6.68 |
| <i>Long term (payable after 31.03.24)</i> | | | | |
| PWLB | 277.8 | 2.32 | 277.8 | 2.32 |
| Market | 21.0 | 4.79 | 21.0 | 4.79 |
| Sub-total | 298.8 | 2.49 | 298.8 | 2.49 |
| Total debt | 318.1 | 2.63 | 303.1 | 2.55 |
| | | | | |
| INVESTMENTS | | | | |
| <i>Short term (less than 1 year duration)</i> | | | | |
| - Instant access | 26.3 | 4.07 | 27.9 | 5.30 |
| - Call accounts | 0.0 | 0.00 | 0.3 | 5.14 |
| - Term deposit | 27.4 | 3.92 | 24.5 | 4.66 |
| Sub-total | 53.7 | 3.99 | 52.7 | 5.00 |
| <i>Long term (greater than 1 year duration)</i> | | | | |
| - CCLA | 4.7 | 4.65 | 4.7 | 5.58 |
| - Strategic Investment programme (SIP) | 12.0 | n/a | 12.0 | n/a |
| Sub-total | 16.7 | 4.65 | 16.7 | 5.58 |
| Total Investments | 70.4 | 4.04 | 69.4 | 5.05 |

Information in the above table reflects the;

- level of funds available on a temporary basis for investment purposes which fluctuate on a daily basis due to the timing of precept payments, receipt of grants and spend progress on the capital programme and
- repayment of monies borrowed.

5. BORROWING POSITION

5.1 The underlying need to borrow comes from the Capital Financing Requirement (CFR) which represents the total level of outstanding capital expenditure both historic and current, not yet paid for from either revenue or capital resources, for example capital receipts or grants. It is essentially a measure of the Council's indebtedness or its underlying borrowing need.

5.2 The Council needs to ensure that its debt does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates going out to 2025/26. Whilst this allows some flexibility for limited early borrowing for future years, it also ensures that borrowing is **not undertaken for revenue or speculative purposes**.

5.3 As at 31st March 2023, the level of external debt was £318.1m, which was lower than the CFR at £412.0m and reflects that the Council was under borrowed by the difference of £93.9m as at that date. In effect the Council had used surplus cash balances to finance capital expenditure to the value of £93.9m.

5.4 Since March, the Council's forecast under-borrowing has grown by £37.6m to £131.5m This has been a deliberate policy agreed within Council's Debt Strategy to avoid costly external borrowing where possible. This level of under borrowing is not considered sustainable due to the impact on the Council's cash balances. Therefore, the strategy will be to reduce the level of under borrowing over the next couple of years by using external debt to finance in-year borrowing requirements and when asset strategy investments are repaid these will be replaced by external debt facilities at the time.

This externalisation of this debt will be funded by existing provisions within the Treasury Management and Strategic Investment Programme revenue budgets, and will likely be of sufficient size to reduce the under-borrowing to a similar size as it was at 31st March 2023. The situation will be continued to be monitored, with considerations given to movements in interest rates and future capital plans. The decision to borrow will be taken by the Director of Finance and Systems per delegated powers, and in accordance with the approved Treasury Management and Debt Strategies.

5.4 During the first half of 2023/24, loans to the value of £15.1m were repaid, two LOBO loans of £7.5m each and one PWLB loan of £0.1m, with no new loans being taken. As a result of this the Council's total external loans reduced from £318.1m to £303.1m as per the table below:

| Loans | 31 March 2023 £m | Borrowed £m | Repaid £m | 30 September 2023 £m |
|------------------------------------|---------------------|----------------|--------------|-------------------------|
| Short Term – (less than 1 Year) | 19.3 | 0.0 | 15.1 | 4.3 |

| | | | | |
|---|--------------|------------|-------------|--------------|
| duration) | | | | |
| Long Term – (more than 1 Year duration) | 298.8 | 0.0 | 0.0 | 298.8 |
| Total | 318.1 | 0.0 | 15.1 | 303.1 |

5.3 The table below provides an outline of the Council's loan portfolio as at 30th September 2023;

| Lender | No. Loans | Interest rate range | Maturity | Total Principal £m |
|--------------------|------------------|----------------------------|----------------------|---------------------------|
| PWLB | 18 | 1.88% to 9.00% | Feb 2024 to Oct 2069 | 282.1 |
| Market (long term) | 3 | 4.41% to 4.99% | Aug 2042 to Dec 2067 | 21.0 |
| Total | 21 | | | 303.1 |

5.4 As highlighted in the above table the Council holds £21.0m of Market loans, which are held at fixed rates of interest. At the start of the year, the Council held £15.0m of loans with variable rates of interest in the form of Lender's Option Borrower's Option (LOBO) loans. These LOBO loans were repaid in June 2023, in accordance with the Director of Finance and Systems' delegated authority, after a review of the facility position found a repayment to be financially beneficial.

5.5 For 2023/24 the total loan interest costs are currently forecasted to be £8.4m of which £4.7m is being met from the 2023/24 revenue loan interest budget provision together with an application of £3.7m returns generated from the Council's capital Strategic Investment programme.

5.6 The PWLB has 2 main sets of interest rates which Public Sector organisations can borrow funds at referred to as Standard and Certainty rates which offer rates of interest based on:

- Standard rate - prevailing market gilt rate for each respective period plus 100pts (1.00%) and
- Certainty rate - prevailing market gilt rate for each respective period plus 80pts (0.80%).

5.7 In order for the Council to remain eligible to be able to take new PWLB loans at the lower Certainty rate, this is applied for annually by providing a range of information to the PWLB. The in-house treasury management team successfully completed this task in May 2023 thereby enabling savings of £20k p.a. for every £10m borrowed to be achieved should any funds be taken from the PWLB.

5.8 No new borrowing has been undertaken during the first half of the year.

6. INVESTMENT POSITION

- 6.1 Whenever the in-house treasury management team places any temporary surplus funds with an external institution, it does so in compliance with the Council's Annual Investment Strategy, approved by Council in February 2023. This follows the same criteria adopted in previous years of **S**ecurity of capital, **L**iquidity and finally obtaining an appropriate level of **Y**ield.
- 6.2 The table below highlights the level of investment transactions carried out during the first half of 2023/24;

| Investments | 31 March 2023 £m | New £m | Repaid £m | 30 Sept. 2023 £m |
|--------------------------------|---------------------------------|-------------------|----------------------|---------------------------------|
| Instant Access | 26.3 | 234.2 | 232.6 | 27.9 |
| Call Accounts | 0.0 | 0.3 | 0.0 | 0.3 |
| Term Deposit | 27.4 | 41.5 | 44.4 | 24.5 |
| CCLA* | 4.7 | 0.0 | 0.0 | 4.7 |
| Strategic Investment programme | 12.0 | 0.0 | 0.0 | 12.0 |
| Total | 70.4 | 276.0 | 277.0 | 69.4 |

Note *Estimated movement in valuation of the funds invested at that date.

- 6.3 The movement in the level of investments as at 31 March 2023 to 30 September 2023 reflects the day to day cash flow activities, including balances applied to fund short term capital spend thereby enabling loan servicing costs to be kept to a minimum.
- 6.4 All the Council's investments maturing during the first half of the financial year were repaid on time without any difficulties.
- 6.5 A breakdown of the Council's temporary investments as at 31 March 2023 compared to 30 September 2023 per each classification of institution is provided below for reference:

| Sector | 31 March 2023 £m | 30 September 2023 £m |
|--------------------------------|-----------------------------|-------------------------------------|
| UK Banks | 11.4 | 5.3 |
| Non UK Banks | 11.0 | 11.5 |
| Building Societies | 0.0 | 0.0 |
| Money Market Funds | 26.3 | 27.9 |
| Local Authority | 5.0 | 8.0 |
| Other - CCLA | 4.7 | 4.7 |
| Strategic Investment programme | 12.0 | 12.0 |
| Total | 70.4 | 69.4 |

The maturity structure of the investment portfolio was as follows:

| Period | 31 March 2023 £m | 30 September 2023 £m |
|----------------|---------------------|----------------------------|
| Instant Access | 26.3 | 27.9 |
| Call Accounts | 0.0 | 0.3 |
| Up to 3 Months | 5.0 | 0.0 |
| 3 to 6 Months | 19.9 | 16.0 |
| 6 to 9 Months* | 2.5 | 5.5 |
| 9 to 12 months | 0.0 | 3.0 |
| Over 1 year | 16.7 | 16.7 |
| Total | 70.4 | 69.4 |

*Investments in the 6 to 9 months period reflect normal year end cash flow requirements.

- 6.6 The table below highlights the results of the **short term** investment activities and shows the Council performance against the 1 month SONIA benchmark, a recognised market performance indicator.

| Average level of short term investments (up to 1 yr.) 1 Apr to 30 Sep £m | Average interest rate earned % | Average 1 month SONIA (*) rate % | Under achieved interest against SONIA £k |
|---|-----------------------------------|-------------------------------------|---|
| 72.3 | 4.72 | 4.86 | 41 |

*SONIA (Sterling Overnight Index Average) is administered and published by the Bank of England, and is based on actual transactions and reflects the average of the interest rates that banks pay to borrow sterling overnight from other financial institutions and other institutional investors.

- 6.7 The average performance for the first of the year is 0.14% below the benchmark. The reason for the underperformance is that the short-term investments we had earlier in the year were at the low rates available at the time. As the year has progressed rates have increased and at 30 September we are now seeing an average weighted investment return of 5.15%, 0.29% above the SONIA benchmark.
- 6.8 With regards to the Council's 2 **long term** investments totalling £16.7m, details of these investments are provided below;

Church Commissioners Local Authority (CCLA) - In September 2015, the Council invested £5m, for a minimum period of 5 years in the Local Authority Property Investment fund, managed by CCLA and this enabled 1,643,872 units to be purchased in the fund. The objective of this fund which invests in commercial property throughout the UK, is to create long term returns in the form of capital growth and short term income from quarterly dividend returns. At 31 March 2023 the Council's investment was worth £4.74m and by 30th September 2023 this had reduced to £4.68m. The level of dividends received for the first half of

2023/24 generated an annualised return of 5.58% gross of fees compared to 4.07% for the same period in 2022/23. Slower and quite possibly negative rates of economic growth, could result in declines in equity prices in response to earnings news over the next few months.

From April 2018, local authorities were required to comply with the new standard International Financial Reporting Standard 9 (IFRS 9): Financial Instruments. Changes brought by IFRS 9 meant that more financial assets, such as the Council's CCLA investment, would be required to have any annual changes in value (known as "fair value movements") recognised as profit or loss, whereas before movements for such instruments may have been held in a reserve with any movement in value only affecting general fund balances when sold.

Due to the nature of these losses in value being required to be recognised in the revenue accounts of Local Authorities, the government introduced a statutory override to allow for any losses to be reversed out to a reserve. This statutory override will expire in March 2025. Prior to the expiry of this override the Council will need to decide whether it should disinvest from the CCLA to mitigate the risk negative valuations. This decision will be taken by the Director of Finance and Systems in due course, in accordance with delegated powers and the approved Treasury Management Strategy.

- **Strategic Investment Programme** - In August 2019 the Council entered into a £17.6m 5 year loan facility agreement with Queens Holding Limited secured on 4 prominent income producing properties known as Albert Estate within Manchester City Centre. In April 2022 an early repayment instalment of £5.6m was received reducing the value to £12.0m. All interest repayments on the facility have been made in full and on time.
- 6.8 Estimated external investment interest to be earned for 2023/24 of £3.37m is £0.97m above the £2.42m current year budget requirement.
- 6.9 As shown by the interest rate forecasts in section 3, investment return rates are expected to continue to stay at this level for the next 12 months before reducing in the following two years. The Council investment return over the next three years will be determined on these rates and the levels of cash that available to invest.
- 6.10 Whilst it has to be acknowledged that all investments carry some form of risk, the Council's in-house team ensures that this is at all times kept to a minimum, as monies are only placed in low risk institutions with returns set to reflect this strategy.
- 6.11 For reference Appendix A details the Council's investments, as at 30th September 2023.

7. RISK BENCHMARKING

- 7.1 In accordance with the Code and DLUHC Investment Guidance, appropriate security and liquidity benchmarks are used by the in-house treasury

management team to monitor the current and future potential risk conditions enabling any corrective action to the strategy to be applied if required.

- 7.2 These benchmarks are simple guides to maximum risk (not limits) and so may be breached from time to time, depending on movements in interest rates and counterparty criteria.
- 7.3 During the first half of 2023/24 it can be reported that no benchmarks, which were set in the Strategy report in February 2023, were breached as shown from the table below.

| Indicator | Target | Actual |
|--|---|--|
| Security – potential default rate of the Council’s investment portfolio based on rates issued by the 3 main credit rating agencies. | Max 0.05% | Max 0.03% |
| Liquidity – investments available within 1 week notice | £5m min. | Achieved |
| Liquidity – Weighted Average Life of investments (ex CCLA Property Fund) | 6 months | This was not breached and as at 30 September was 3 months. |
| Yield – Investment interest return to exceed 1 month SONIA rate | 4.86% (Avg. 1 Month SONIA) | 4.76% (All Investments 1 April to 30 Sept) |
| Origin of investments placed - maximum investments to be directly placed with non-UK counterparties. | UK institutions 100% Non UK institutions 40% | Achieved |

8. PRUDENTIAL AND PERFORMANCE INDICATORS

- 8.1 In accordance with DLUHC Guidance and the Code, a number of prudential indicators are in place ensuring that the Council’s capital expenditure plans and borrowing remain robust, prudent and sustainable.
- 8.2 These indicators as set out in the Council’s Treasury Management Strategy report for 2023/24 were approved by Council in February 2023 and are monitored and reported through the Council’s bi-monthly monitoring reports. During the half year ended 30th September 2023, the Council has operated within these indicators and no breaches occurred. Further information can be found in Appendix B
- 8.3 Due to the nature of the treasury management function the Council’s in-house team processes multi-million pound transactions on a daily basis and to ensure the Council’s finances are protected and all associated risk kept to a minimum, robust systems and procedures have been put into place. These systems and procedures are continually reviewed by the in-house team to ensure they remain fit for purpose.

9. OUTLOOK 2023/24

- 9.1 Following the Bank of England's September Monetary Policy Committee meeting there is a view that 5.25% will now be the peak in Bank Rate, and will remain the rate until Q3 2024.
- 9.2 At 6.7% in September, CPI inflation remains well above the BoE's 2% target, but is expected to continue to fall sharply, to 4.75% in 2023 Q4, 4.50% in 2024 Q1 and 3.75% in 2024 Q2.
- 9.3 Growth in the UK economy is expected to be flat for the remainder of 2023/24, with some limited growth expected in 2024/25.

10. RECOMMENDATIONS

- 10.1 That the Accounts & Audit Committee & Executive be requested to;
- Note the Treasury Management activities undertaken in the first half of 2023/24.

Other Options

This report is a mandatory report which has been produced in order to comply with Financial Regulations, relevant legislation and provides an overview of transactions undertaken during the first half of 2023/24. There are no other options to consider.

Consultation

There are no applicable consultation requirements in respect of this report.

Reasons for Recommendation

The report is a mandatory report which has been produced in order to comply with the requirements of the Council's Financial Procedure Rules which incorporate the requirements of both the CIPFA Prudential Code for Capital Finance and the CIPFA Code of Practice on Treasury Management.

Finance Officer Clearance ...DM....

Legal Officer Clearance ...EM.....

DIRECTOR'S SIGNATURE

G. Bentley

APPENDIX A

Breakdown of Investments as at 30 September 2023

| Counterparty | Amount (31 March 2023) | Amount (30 Sept 2023) | Long Term Credit Rating |
|---|------------------------------|-----------------------------|----------------------------|
| | £ | £ | |
| <i>Money Market Fund – instant access</i> | | | |
| Aberdeen | 3,000,000 | 3,000,000 | aaa |
| CCLA | 6,450,000 | 3,000,000 | aaa |
| Federated Investors | 6,380,000 | 5,450,000 | aaa |
| Insight Liquidity | 3,000,000 | 3,000,000 | aaa |
| Invesco Aim | 1,550,000 | 5,000,000 | aaa |
| Legal & General | 2,900,000 | 5,400,000 | aaa |
| Morgan Stanley | 3,000,000 | 3,000,000 | aaa |
| Sub total | 26,280,000 | 27,850,000 | |
| <i>Call Accounts</i> | | | |
| Lloyds Bank | 0 | 335,000 | a+ |
| Sub total | 0 | 335,000 | |
| <i>Term Deposit</i> | | | |
| Australia and New Zealand Bank | 2,500,000 | 3,000,000 | a+ |
| Development bank of Singapore | 3,000,000 | 3,000,000 | aa- |
| First Abu Dhabi Bank | 5,500,000 | 5,500,000 | aa- |
| National Bank of Kuwait (International) | 2,500,000 | 5,000,000 | a+ |
| Nationwide Building Society | 0 | 0 | - |
| Newcastle Building Society | 0 | 0 | - |
| Principality Building Society | 0 | 0 | - |
| Santander Bank | 5,500,000 | 0 | a+ |
| Yorkshire Building Society | 0 | 0 | - |
| Barclay Bank PLC | 3,000,000 | 0 | - |
| Cornwall Council | 5,000,000 | 0 | - |
| Lloyds Bank PLC | 355,000 | 0 | - |
| Renfrewshire Council | 0 | 5,000,000 | a1 |
| Lancashire County Council | 0 | 3,000,000 | nr |
| Sub total | 27,355,000 | 24,500,000 | |
| <i>Property Funds</i> | | | |
| Church Commissioners Local Authority | 4,738,790 | 4,676,816 | n/r |
| Sub total | 4,738,790 | 4,676,816 | |
| <i>Other</i> | | | |
| Strategic Investment Programme | 12,010,000 | 12,010,000 | - |
| Sub total | 12,010,000 | 12,010,000 | |
| Total | 70,383,790 | 69,371,816 | |

Prudential Indicators – 2023/24

The Prudential Code for Capital Finance in Local Authority was reviewed and updated following a consultation with Local Authorities in November 2021. The Code requires that the Council report and monitor Prudential Indicators on at least a quarterly basis during the financial year. The objectives of the Prudential Code and indicators are to ensure, within a clear framework, that the capital investment plans of local authorities are affordable, prudent and sustainable and to support and record local decision making in manner that is publicly accountable.

The prudential indicators cover the three areas in which the Council is required to report and monitor; Capital Expenditure, External Debt, and Affordability. The indicators are approved and set by the Council in February each year as part of the wider budget setting process. These indicators have been restated for monitoring purposes during the year

Summary as at Mid-Year**Capital Expenditure Indicators**

Since February, the updated indicators for Capital Expenditure show a decrease £50.17m in capital spend in 2023/24. This is in-line with the reprofiling of spend within the programme, as certain schemes will now incur costs in later years. The expenditure for the Investment Strategy shows a similar movement as investments have been reprofiled to match the cashflows of ongoing property developments which the Strategy is funding, in addition to the new investments, approved by IMB, having the majority of their expenditure in the later years of the programme.

External debt indicators

The External Debt indicators for Mid-Year are confirmations that the Council are operating within the agreed boundaries for Treasury Management activity as set by Council in February.

Affordability indicators

The 'Finance Costs to Net Revenue Stream' indicator has been reassessed since February and the new forecast has been calculated on a different basis than the figures previously presented. This recalculation has been done to bring the indicator in-line more accurately with the intention of the Prudential Code. The new forecast for 2023/24 is a negative 0.9% due to the inflow of interest payments to the Council, i.e. investment income, being higher the outflow of interest payments, i.e. the cost of external borrowing. This is likely to change in future years as the Council's ability to utilise surplus cash balances to avoid additional borrowing will be reduced as the Capital Programme and Asset Investment Strategy commitments increase.

Capital expenditure indicators:

- **Estimates of capital expenditure;** Actual total capital expenditure for previous financial year and estimates of spend for the following three years. Variances found here from the approved indicator level to the current forecast level are due to revisions to the programme, reported through the regular Capital Budget Monitoring and approved by the Executive.
- **Estimates of capital financing requirement;** this reflects the estimated need to borrow for capital investment (i.e., the anticipated level of capital expenditure not financed from capital grants and contributions, revenue or capital receipts).

| Prudential Indicators – Capital Expenditure | 2023/24 | | | 2024/25 | 2025/26 |
|--|-------------------|------------------|-----------------|---------------|---------------|
| | Original Forecast | Current Forecast | Variance | Forecast | Forecast |
| | £m | £m | £m | £m | £m |
| Capital Expenditure | | | | | |
| Capital expenditure - General Programme | 91.49 | 87.73 | (3.76) | 78.36 | 48.22 |
| Capital expenditure - Investment Strategy | 109.09 | 62.68 | (46.41) | 47.32 | 34.04 |
| Capital expenditure - Total | 200.58 | 150.41 | (50.17) | 125.68 | 82.26 |
| Capital Financing Requirement (CFR) | 579.09 | 437.95 | (141.14) | 465.18 | 492.55 |

External debt indicators

- **Authorised limit for external debt;** This is a key prudential indicator and represents a control on the maximum level of external debt that the Council will require for all known potential requirements. It includes headroom to cover the risk of short-term cash flow variations that could lead to temporary borrowing and any potential effects arising from bringing “off balance sheet” leased assets onto the balance sheet in compliance with IFRS 16.

- Operational boundary for external debt**; calculated on a similar basis as the authorised limit but represents the likely level of external debt that may be reached during the course of the year and is not a limit.
- Gross debt and the capital financing requirement**; The Council needs to ensure that its gross debt does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2023/24 and the following two financial years. This allows some flexibility for limited early borrowing for future years **but ensures that borrowing is not undertaken for revenue or speculative purposes.**

| Prudential Indicators - | 2023/24 | | | 2024/25 | 2025/26 |
|--|----------------|------------------|-------------------|----------------|----------------|
| Period 6 2023/24 | Approved Limit | Current Forecast | Variance to Limit | Approved Limit | Approved Limit |
| | £m | £m | £m | £m | £m |
| External Debt | | | | | |
| Authorised limit for external debt - Capital Programme | 240.00 | 143.20 | 96.80 | 250 | 260 |
| Authorised limit for external debt - Investment Strategy | 375.00 | 159.90 | 215.10 | 450 | 475 |
| Other long-term liabilities (PFI) | 3.40 | 3.38 | 0.02 | 3.0 | 2.6 |
| Authorised limit for external debt - Total | 618.40 | 306.48 | 311.92 | 703.0 | 737.6 |
| Operational boundary for external debt - Capital Programme | 220.00 | 143.20 | 76.80 | 230 | 240 |
| Operational boundary for external debt - Investment Strategy | 375.00 | 159.90 | 215.10 | 450 | 475 |
| Other long-term liabilities (PFI) | 3.40 | 3.38 | 0.02 | 3.0 | 2.6 |
| Operational boundary for external debt - Total | 598.40 | 306.48 | 291.92 | 683.0 | 717.6 |
| Forecast capital financing requirement (CFR) | | 437.95 | | | |
| Actual external debt (£m): at 30/09/23 * | | 306.48 | | | |
| Over-borrowed/(Under-borrowed) | | (131.47) | | | |
| Is Actual Debt below the CFR? | | YES | | | |

* Actual External Debt £306.48m includes external loans £303.10m and PFI Liability £3.38m

Affordability indicators

- **Estimates of financing costs to net revenue stream;** this indicator shows the trend in the cost of capital (borrowing and other long term obligation costs net of investment income) against the Council’s net revenue stream. This demonstrates the affordability and proportionality of that borrowing by comparing it to the Council’s net revenue stream as a whole.
- **Estimates of net income from commercial and service investments to net revenue stream;** This indicator compares income from commercial investments to the Council’s net revenue stream. As before, this comparison allows for consideration for the Council reliance on that income and its proportionality.

| Prudential Indicators - Period 6 2023/24 | 2023/24 | | | 2024/25 | 2025/26 |
|---|----------|----------------|----------|----------|----------|
| | Forecast | P6 Forecast | Variance | Forecast | Forecast |
| | % | % | % | % | % |
| Affordability | | | | | |
| Financing Costs to net revenue stream - Recalculation* | 0.6% | -1.10% | -1.70% | 1.30% | 2.10% |
| Net Income for commercial and service investments to net revenue stream | 8.5% | 8.2% | -0.30% | 7.1% | 6.8% |

*The ‘Finance Costs to Net Revenue Stream’ PI has been reassessed and calculated on a different basis than the figures presented in the February Budget Report. This recalculation has been done to bring the indicator in-line more accurately with the intention of the Prudential Code and will be used for monitoring purposes during the year with formal changes presented in February 2024.

| Affordability - Financing Costs to Net Revenue Stream (Detailed Table) | 2023/24 Mid-year Forecast |
|---|--|
| Net Revenue Stream (£k) | 203,991 |
| Net Financing Costs * (£k) | (2,232) |
| Net Financing Costs to NRS (correct Prudential Indicator) | (1.10)% |
| | |
| Gross Financing Costs (£k) | 13,655 |
| Gross Investment Interest Income (£k) | (15,886) |
| Net Financing Costs (£k) | (2,232) |
| Using Gross Financing Costs to NRS | 6.69% |

The forecast for 2023/24 is negative due to the inflow of interest payments to the Council, i.e. investment income, being higher than the Gross Financing Costs (interest payments and MRP), i.e. cost of external borrowing. This is likely to change in future years as the Council's ability to utilise surplus cash balances to avoid additional borrowing will be reduced as the Capital Programme and Asset Investment Strategy commitments increase.

The prudential indicator requires a comparison between Net Financing Costs and the Net Revenue Budget, however this does not demonstrate fully the risk due to the high levels of investment income that the Council generates. The Gross Investment Interest Income and Gross Financing Costs are more appropriate measures of risk as this is the amount of exposure the council needs to meet.

TRAFFORD COUNCIL

Report to: Executive
Date: 11 December 2023
Report for: Information
Report of: Leader

Report Title

Corporate Plan 2023/24

Summary

This report provides a summary of performance against the Council's Corporate Plan, 2023/24. The report covers highlights from April 2023 to September 2023.

Recommendation(s)

That the Executive:

- (i) Notes the contents of the Corporate Plan Quarter 1 and 2 Report**

Contact person for access to background papers and further information:

Name: Dianne Geary/Sarah Haugeberg

Background Papers: None

Implications:

| | |
|---|---|
| Relationship to Policy Framework/Corporate Priorities | <i>The Corporate Plan 2023/24 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 2023/24 as and when required.</i> |
| Equality/Diversity Implications | <i>The Corporate Plan enables the Council to fully observe & promote equality of outcomes for service users and their families.</i> |
| Sustainability Implications | <i>The Corporate Plan is a key driver for the long-term sustainability of the council and the borough.</i> |
| Carbon Reduction | <i>The Corporate Plan is a key driver to supporting carbon reduction, delivering the Council's Carbon Neutral Action Plan and supporting the growth of the green economy.</i> |
| Resource Implications e.g., Staffing / ICT / Assets | <i>No direct impact.</i> |
| Risk Management Implications | <i>A risk management log has been developed as part of the overall governance for the Corporate Plan and this will be reviewed and updated on a regular basis.</i> |
| Health & Wellbeing Implications | <i>No direct impact.</i> |
| Health and Safety Implications | <i>No direct impact.</i> |

1.0 Background

1.1 The Corporate Plan, 'Our Trafford, Our Future,' was refreshed for 2021-2024 following input from residents, staff and Elected Members. It describes Trafford Council's strategic vision, outcomes and priorities for the borough, with the priorities being key to its delivery and how we will work with our residents, communities, businesses and partners to deliver change.

1.2 This plan reflects the ambition of Trafford's leadership and the values and aims of the Council to provide a blueprint for improving Trafford. It shapes the activity within the council, helps to prioritise resources and monitors progress made, as well as aligning with strategic financial planning.

1.3 It is intended as a guide for our partner organisations to help identify shared objectives so we can work together more effectively to achieve far more for Trafford than we ever could working alone.

1.4 The Corporate Plan vision for Trafford is:

Trafford - where all our residents, communities & businesses prosper

1.5 The three Corporate Plan outcomes are:

1. All our residents will have access to quality learning, training and jobs

- 2. All our communities will be happy, healthy and safe
- 3. All our businesses and town centres will be supported to recover and flourish for the benefit of everyone

1.6 The priorities for 2021-2024 are described as ‘better health, better jobs, greener future’ as outlined below:

1. Reducing Health Inequalities

- *Working with people, communities and partners, particularly in deprived areas, to improve the physical and mental health of our residents.*

2. Supporting people out of poverty

- *Tackling the root causes to prevent people from falling into poverty and raising people out of it.*

3. Addressing our Climate Crisis

- *Leading the way in our region’s response, reducing our carbon footprint and tackling the impact of climate change.*

1.7 The existing Corporate Plan runs until 2024 with the three strategic priorities. Given the changing landscape and other emerging themes, including the Poverty Truth Commission, Devolution Trailblazer and the growth agenda, the time is right for a review of the plan as we seek to ensure the plan responds to the changing conditions and needs of the residents in our borough.

1.8 The Corporate Plan will take several months to review and complete as there are a number of different activities required: agreeing priorities, consulting and engaging with residents, Members, staff, VCFSE sector and partners, and ensuring the voice of the resident runs through the plan, as well as remapping Key Performance Indicators (KPIs), updating the website, data lab and reporting processes, producing the directorate plans as well as other supporting documents.

1.9 The new Corporate Plan is expected for July 2024.

1.10 The report provides a summary of performance against the Council’s Corporate Plan and supporting management information for the refreshed priorities, for the period 1 April 2023 to 1 September 2023, as well as progress against Key Performance Indicators.

2.0 Service updates for the priorities

2.1 Reducing Health Inequalities

Throughout the pandemic, rapid changes have been made to the ways we support residents in their community, their own home, in acute care and across our health and social care services. There is a 16-year difference in healthy life expectancy and an 8.5-year difference for males and 7.4-year difference for females in life expectancy between our most affluent and most deprived areas and the pandemic has laid bare these inequalities. Nationally, new inequalities

have emerged, and existing inequalities have intensified. We are responding to these changes to reduce these inequalities so all our residents can live long and healthy lives.

Below are some of the key deliverables achieved:

Understanding health inequalities:

- Carried out work to understand the health needs of different groups of residents in Trafford via a range of health needs assessments. Needs assessments we have completed or commenced in 2023 include:
 - Smoking
 - Healthy Lives (inequalities)
 - Serious violence
 - Oral health
 - Alcohol and substance misuse

Smoking:

- System-wide Approach to Stopping Smoking includes launching Trafford's Tobacco Alliance which brings together partners from across the system including public health, enforcement, health, emergency services etc, to address smoking related harm in the borough. We have developed our local vision, strategy and action plan.
- Understanding need is critical and a smoking needs assessment which tells us where/what are the health inequalities are around smoking in the borough has been completed.
- Commissioned support for those with Serious Mental Illness (SMI). Trafford's smoking rate for individuals with SMI is 42.1%, an increase from last year, and much greater than the Trafford general population at 8%. To help reduce health inequalities in this group, Bluesci have been commissioned to deliver specialist stop smoking support to those with SMI.
- Building on the existing vaping offer to schools by working in partnership with our Children and Young People (CYP) substance misuse partner Early Break and our School Health Team. This includes one-to-one support, school-based sessions and webinars to help inform both professionals and parents of the associated risks and reduce harm particularly around illicit vapes.
- Commissioned an e-cigarette service. It is recognised that regulated e-cigarettes are a supportive quit aid for those who smoke, and have commissioned Totally Wicked to offer e-cigarettes as a stop smoking intervention through our local stop smoking services.

Physical activity:

- Collaborative working across Public Health, Leisure, Primary Care and Trafford Leisure to stand up the Physical Activity Referral Scheme in Partington, focusing

on developing a specific offer for this community that takes account of the multiple factors that impact on people moving more.

- Commissioned accessible cycling activity via Wheels for All. This continues in Stretford and will expand to Sale West, Partington and Old Trafford.
- Beyond Empower continue their work to support people with disabilities to increase their participation in physical activity.
- The falls prevention service provided by Age UK Trafford and Trafford Leisure is supporting older people at risk of falling to improve their strength and balance through specialist classes.
- Funding has been secured from the UK Shared Prosperity Fund to deliver a cycle hub at Stretford Leisure Centre, and outdoor gym equipment and activities in Cross Lane park in Partington and in a park location in North Trafford is to be confirmed.
- Leading a health stakeholders group to ensure that the redevelopment of Partington Leisure Centre (via Levelling Up Funding) ensures that the physical building and associated activities and programming address health inequalities.
- Begun development of place-based physical activity plans with the inaugural Broomwood Moving network meeting, led through the neighbourhood programme.
- Commissioned Beat the Street to support children and families in Stretford, Gorse Hill and Old Trafford to walk, wheel and cycle more around their local community to earn points (and prizes) for their school.

Obesity:

- Set up distribution of Healthy Start vitamins via Early Help Hubs (EHHs) for families who are eligible for the Healthy Start benefit. Also set up the provision for families not eligible for Healthy Start to purchase vitamins at cost price (significantly cheaper than otherwise available) from the EHHs.
- The Adult Weight Management programmes delivered by Slimming World and Foundation 92 (FitFans) continue to work closely with colleagues in specific neighbourhoods to ensure that uptake of these free programmes is maximised by people most likely to experience health inequalities.
- Foundation 92's family wellbeing programme continues to deliver positive outcomes around healthy eating, physical activity and mental wellbeing for families living in our most disadvantaged communities.
- Progressing the Health & Wellbeing Board priority action around school food – Public Health are working with Environmental Health to carry out research into adherence to the school food standards at a number of schools.
- Latest data from the National Child Measurement Programme show that the slope of inequality in reception children for prevalence of both overweight and obesity has narrowed over the past five years. In 17/18, there were nearly twice

as many overweight children in reception in Indices of Multiple Deprivation (IMD) quintile 1 compared to IMD quintile 5. Confidence intervals between the most and least deprived groups now overlap.

Oral health:

- Established a new programme of supervised tooth brushing in early years settings – incorporating supervised brushing into daily routine within the setting. The initial pilot (summer) and main programme (autumn) will be targeted to areas of higher deprivation where prevalence of tooth decay is likely to be higher.
- Supplies of brushes and paste have also been secured for targeted distribution by health visitors, and for the resettlement hotel – which houses migrant adults and families.

Mental health:

- Trafford Health and Wellbeing Board mental health deep dive recommended that all Employers that sit on the Board commit to becoming Living Wage accredited and that a third commit to work towards the Good Employment Charter by April 2024.
- Working to embed insights from the Poverty Truth Commission and mental health inequalities work in Trafford's all age mental health and wellbeing strategy.
- As part of the development of the neighbourhood networks, the Public Health team is working to promote early intervention and preventative mental wellbeing support for residents, developing our communications plan to target populations most in need.
- Public Health has commissioned a small 2-year pilot school transition programme called Headstart to support the mental wellbeing of year 6 pupils into secondary schools and is aiming to be in 5 primary schools in Trafford by April 2025. This programme has been targeted at those children living in areas of most deprivation and will raise awareness of emotional literacy with pupils and staff within the programme.

Substance misuse:

- Improved partnership working and information sharing - continuing to build on the 'Trafford Alcohol, Substance Misuse & Gambling Partnership' (TASMGP) which bring together partners to address substance related harm in Trafford. In having this partnership, we have been able to build relationships with partners and gather a better picture of substance related needs and health inequalities in the borough. Membership includes regulatory services, housing, GMP and probation, education and the VCFSE sector etc. The intelligence shared has been able to feed into our local needs assessment which is currently in development.
- Increased investment – continuing to fund the substance misuse sector after being in receipt of the Supplementary Substance Misuse Treatment & Recovery Grant to reduce drug related deaths across the borough. This spend is on

increase capacity within the recovery service, to increase training available to the wider system, and to increase partnership working for example with NWAS.

Immunisation uptake

- As part of Greater Manchester's measles preparedness efforts, Trafford has developed its own measles action plan. Increasing uptake and coverage of measles, mumps and rubella (MMR) vaccination in 0–5-year-olds, and reducing inequalities in coverage between groups in our population, is a key priority within the action plan.
- At the outset of the project, data indicated that 241 Trafford children aged 0-5 children were either unvaccinated or under-vaccinated against measles. While uptake at a number of GP practices is below the 95% threshold required for maintaining herd immunity (and thus preventing measles outbreaks), it is lowest at the four practices in the North neighbourhood. These practices have large lists and a disproportionately young registered population meaning that coverage is not just low in percentage terms – in real terms, there are a substantial number of children under 5 with outstanding doses of MMR which increases the risk of measles cases and outbreaks in this part of the borough. Our communities in the North neighbourhood are the most deprived and ethnically diverse in Trafford. With this, the reasons for historically low uptake of MMR vaccination (and routine childhood immunisation programmes more generally) are likely to be complex and multifactorial but may include: language barriers, religious and cultural concerns re: the MMR vaccine, and issues with access and capacity in the local health system.
- Trafford Public Health and GM Integrated Care (Trafford) are currently working together to increase uptake and coverage of measles, mumps and rubella (MMR) vaccination across the borough, prioritising children registered at the four practices in the North neighbourhood. As part of this work, we have co-commissioned Voice of BME (VBME) to undertake assertive 'call and recall' activities which entails contacting families by telephone and speaking to them in community languages to provide information and assurance about MMR vaccination and encourage informed consent. There are also some additional community engagement activities underway to increase awareness of measles risk and MMR vaccination among residents.
- The project started at Limelight in mid-October and is already having a positive impact on uptake. VBME volunteers attempted to contact all 56 patients identified as having incomplete vaccination status. Of the 35 families who were successfully contacted, 23 gave informed consent for vaccination and booked an appointment during the call.
- This is significant progress in an area of the borough where there are high levels of vaccine hesitancy and uptake for all childhood vaccination programmes is considerably lower than in our other three neighbourhoods. The project is also helping us to gather valuable intelligence about local residents' attitudes towards vaccination with VBME volunteers capturing feedback about the key reasons given for accepting or declining vaccination. This insight will inform our ongoing work to improve uptake and reduce inequalities (e.g. tailoring comms to address specific concerns or misinformation about vaccines in the community).

2.2 Supporting People Out of Poverty

By providing the necessary skills, opportunities, information and advice Trafford is working with partners to give people the choices and power to make best use of their income and prevent and reduce poverty. The Trafford Poverty Action Group is working in partnership to help coordinate activity and make the borough a place where no-one is marginalised or discriminated against due to their financial or material circumstances.

Below are some of the key deliverables achieved:

- The Trafford Poverty Truth Commission (PTC) ran from May 2022 to March 2023. The PTC was formed of Community Commissioners who are residents of Trafford and have lived experience of poverty, and Civic Commissioners who are leaders from the public, private and voluntary sectors. Throughout the project they worked together to form relationships, explore the causes of poverty and its effects, and to develop ideas for how we can come together as a community to tackle poverty.

This work culminated in the publication of their end of commission report in March 2023 which included 4 key recommendations for how we focus our work to alleviate and end poverty in Trafford:

- Improve how Trafford residents access services
 - Continue to use the voice of people with lived experience in the development of policy and services in Trafford
 - Make public transport truly accessible for everyone
 - Tackle mental health and isolation
- Trafford Council voted to adopt the four recommendations of the Poverty Truth Commission's report and to support the all the updated actions in the refreshed 2023-2025 Trafford Poverty Strategy.
 - One Stop Shop Pilot work is beginning to work with partners and Stretford Public Hall to deliver on the recommendation of the Poverty Truth Commission.
 - A Poverty Training Pack has been developed by the Poverty Truth Commissioners and will be shared to internal teams as well as key Strategic Partners.
 - Trafford Council is now a fully accredited Living Wage employer and is a full member of the Employment Charter as of June 2023.
 - Trafford Strategic Partnership was relaunched in July 2023 with details provided on Trafford the Borough including key statistics, cost of living, census and the growth agenda across the borough. Presentations from the Poverty Truth Commission and one of the Community Commissioners demonstrated the power of the voice of lived experience. From this relaunch four key themes have emerged including Cost of Living and Poverty, health Inequalities, Climate and Sustainability (employment, growth, skills, education). Strategic Partners worked together to understand how they can best support our collective effort to support residents most in need inc. fundraising ideas and understanding how we can best support our 6 community hubs.

- The Housing Options Service Trafford (HOST) and Housing Strategy and Growth teams patrol the borough looking for rough sleepers to help and advice.
- Trafford has used the Household Support Fund to support the most vulnerable households in the most need with food, energy, and utility bills as well as for other wider essential costs. With most of the fund disbursed to families with children eligible for free school meals to support with food during the school holiday periods.
- The Holiday Activities and Food programme provides activity and enrichment sessions and enables Trafford's young people who are eligible for free school meals to take part activities during the Easter, summer and Christmas school holidays. Over the last 12 months over 4000 young people have taken part in sessions which include sports, arts and crafts as well as enjoying healthy nutritious foods.
- Welfare Rights (WR) Team continue to offer training around what the WR team offers and how referrals into the team can be made to other professionals.
- Dedicated Inclusive Economy Delivery Plan developed to help both residents and businesses recover from the Covid Pandemic and address the Cost-of-Living Crisis.
- Funding has been given to support the six Community Hubs for the next 2 financial years, 23/24 and 24/25.

2.3 Addressing Our Climate Crisis

The Council is leading on a number of strategic activities that could contribute towards significant emission reductions and supported by stakeholders. It should be acknowledged that Trafford Council alone cannot deliver on the Net Zero target and wide community & cross sector action is required.

Borough Carbon Dioxide emissions data for the years 2020 and 2021 have now been published by Central Government and the impact of the pandemic lock down caused a sharp reduction in emissions in 2020. However, this was a temporary effect and 2021 emissions show a return to the pre pandemic levels. Carbon Dioxide emission rates are falling but not at the rate required to meet our Carbon budget set for this century, and will be exhausted within 4 years at the current rate.

Below are some of the key deliverables achieved:

- Net Zero Trafford Park: A Strategic Partnership with Growth Company, Energy Innovation Agency, MIDAS and GMCA has been established in principle to support decarbonisation of Trafford Park Businesses under the Bee Net Zero Brand.

- Civic Quarter Low Carbon Heat Network: Trafford Council has received £209,000 in grant funding from Central Government to progress Detailed Project Development due to complete in September 2024.
- Trafford became one of the first local authorities in the country to install solar hybrid streetlights after five columns were installed on Woodbridge Road in Urmston.
- Altrincham Leisure Centre refurbishment replacing existing Gas Boilers with Air Source Heat Pumps and Solar Panels will complete in late 2024. Trafford Council has applied for Public Sector Decarbonisation Scheme funding to retrofit Partington and Stretford Leisure Centres.
- Be.EV Electric Vehicle charging infrastructure: Agreement for 87 chargers supplying 174 bays, which includes Trafford Council's first hub facility at Sale Waterside featuring 8 units and facilities for 16 spaces in one area. Currently have coverage in 14 out of the 21 wards in Trafford and due to the constraints of land and power availability looking at on street charging and potentially other measure to increase coverage.
- A programme of urban tree planting and woodland creation has been agreed with City of Trees for the 23/24 planting season under Defra and Forestry Commission funded programmes including Northern Forest, Trees for Climate and Grow Back Greener.
- Approval of Longford Park National Lottery Heritage Fund Delivery Phase including Longford Brook de-culverting and Sustainable Urban Drainage scheme.
- Successful Defra/Natural England 'Lost Wetlands' feasibility funding for Natural Flood Management and Nature Recovery at the former William Wroe Golf Course site.
- Urmston Grammar school street approach is in place with TfGM funding in place for further locations.
- In terms of Active Travel the Walking Wheeling and Cycling strategy sets out a series of planned improvements. Capital programme work is planned for the autumn close to White City and on Talbot Road. Additional activity is planned on the A56.
- Further Active Travel activity includes establishing Bike Libraries at Sale and Flixton with further locations planned at Stretford Leisure Centre. Funding has been secured through TfGM for businesses to purchase Cargo Bikes. The Council has also procured 3 Electric Bikes for business travel use.
- The Council has committed to strengthening its officer support for Climate Change issues with interviews held for additional posts; these will form part of

a New Climate change & Sustainability Service, to be created during the second half of 2023/24.

2.4 Other highlights from Council Services

- Trafford Council and Lancashire Cricket club hosted Trafford Live for the first time since July 2019. The event hosted a range of events, activities and displays which showcased the Borough's sports, history and culture offering.
- The Supported Housing Strategy was launched, outlining what steps are required over the next five years to support the housing needs of victims of domestic abuse, people with learning disabilities and autism, people with mental health issues and people with physical disabilities.
- A £160million residential scheme made up of 639 new private and affordable homes along with 5.4 acres of public realm was given approval to go ahead in June as part of the Civic Quarter Area Action Plan.
- A new Cultural Strategy was launched in July 2023. The strategy identifies the advantages Trafford has, including cultural activities at the grassroots level, as well as national presence in the form of the Imperial War Museum north and the National Trust land at Dunham Massey. The strategy also identifies areas in the borough that are underutilised for culture.
- A series of job clubs, designed to help support residents who are seeking employment, were launched. The clubs provide support with searching and applying for jobs; accessing job opportunities across Trafford and beyond; finding and applying for apprenticeships; CV writing; preparing for interviews; job applications and cover letters; using social media to help find work; training and education opportunities and information on digital support.
- Altrincham hosted the start of the Tour of Britain cycling event in September with crowds gathered in the town centre and from viewing platforms.
- Altrincham scooped the Purple Flag Award, a prestigious award awarded to centres who make exceptional efforts in creating a safe, diverse, and enjoyable night time experience for residents and visitors alike.
- A new developer hub aimed at those wanting to build in Trafford was launched. The hub brings all relevant information needed by developers and housing associations together in one place.
- Planning was approved for a £250million wellbeing resort 'Therme Manchester'. The resort is anticipated to contribute over £4.5billion to the UK economy, with more than 1,500 person-years of construction jobs and 600 permanent full-time jobs.

3.0 Performance Update

- 3.1 Each strategic priority has a number of key performance indicators (KPIs). The table in Appendix 1 provides a summary of the indicators and information regarding current performance. For many of the indicators the data is only updated annually, so a full performance report is not possible every quarter. Where new annual data has been published this is highlighted in the comment's column.
- 3.2 A red-amber-green (RAG) status rating is provided to give an indication of whether performance is improving or declining based on the target. Indicators highlighted green: improved on the previous value or on an expected target. Indicators highlighted amber: within 5% of the target (slight decline). Indicators highlighted red: declined by more than 5% on the target. Some indicators do not have a target (for example, due to being a new indicator) and will therefore have no target RAG rating. Similarly, some of our indicators are new and we do not have any previous data to compare our performance to or it is not appropriate to compare to previous data; these will have no RAG rating in the summary pages.
- 3.3 Some Council Service metrics are also included in the report as although they are not included in the priorities, they provide a performance update for a range of services the Council provides. These are included in Appendix 1 after the three strategic priorities.

4.0 Dashboard

- 4.1 A dashboard of the three corporate priorities measures has been prepared and can be accessed on the Trafford Data Lab website:
<https://trafforddatalab.shinyapps.io/corporate-plan/>.
- 4.2 The dashboard visualises a range of indicators relating to each of the three strategic priorities. These show trend data for Trafford compared to the average of other similar Local Authorities (in terms of statistical characteristics) and, where possible, to England. The list of similar authorities used can be found in the Introduction tab on the dashboard. Some indicators also include different visualisations with the data broken down by, for example, ward or sex to highlight inequalities within the borough.
- 4.3 The visualisations are interactive, displaying the values of the data presented. The type of visualisation can be selected using the relevant tabs below them. Further information is also provided below each indicator, including links to download the data used in the visualisation(s) and to the original source of the data.

5.0 EXECUTIVE ARE ASKED TO

- 5.1 Note the contents of the Corporate Plan Quarter 1 and 2 Report.

6.0 REASONS FOR RECOMMENDATION

- 6.1 It is recommended that the Executive approve the Corporate Plan update for publication to share progress on the performance of the Council's strategic priorities.

Key Decision: No

If Key Decision, has 28-day notice been given? N/A

Finance Officer Clearance: GB

Legal Officer Clearance: DS

DEPUTY CHIEF EXECUTIVE & 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.

A handwritten signature in black ink, appearing to read 'Sara Saleh', with a long horizontal flourish extending to the right.

Appendix 1: Performance Table

1.1

Nov/Dec Exec Update Report

1.1 Supporting people out of poverty KPIs

| Definition | 19/20 | 20/21 | 21/22 | 22/23 | Target for 23/24 | Q1 23/24 | Q2 23/24 | RAG Status | Comments |
|--|------------------------|-------------------------|-------------------------|-------------------------|---------------------------|-------------------------|-----------------------|------------|---|
| Percentage receiving Universal Credit (UC) and the Claimant Count (CC) | 2.5% (CC) 6.4% (UC) | 5.3% (CC) 11.8% (UC) | 3.4% (CC) 10.3% (UC) | 3.2% (CC) 11.2% (UC) | NA | 3.1% (CC) 11.2% (UC) | 3% (CC) 11.6% (UC) | N/A | It should be noted that a target cannot be set easily for this indicator as in some instances an increase could represent less people experiencing poverty as they are being supported to access the right benefits. Q1 and Q2 have maintained a similar percentage of Claimant Count. From Q1 to Q2 the Universal Credit has increased 0.4%. |
| Number of people prevented from becoming homeless | 444 | 303 | 310 | 347 | 200 Annual 50 Quarter | 55 | 46 | Green | The number of people prevented from becoming homeless depends on the situation of the household and whether homelessness can be prevented. The figure will fluctuate depending on the cases and assessments undertaken. |
| Improve the number of affordable housing completions | 69 | 79 | 100 | 245 | 200 Annual 50 Quarter | 14 | 59 | Green | Affordable completions include: <ul style="list-style-type: none"> • Lock Lane, Partington • Heath Farm, Partington • Greyhound Pub, Partington • Oak Road, Partington. • Refuse Collection Depot, Altrincham |
| Improve overall employment rate (aged 16-64) (%) | 79.8% | 76.5% | 76% | 73.5% | 76.2% | 73.1% | Not yet published | Red | Trafford fell 2.7% below England rate and 5.64% below the average of similar local authorities at 73.1%. |
| Improve number of housing completions | 788 | 1301 | 546 | 977 | 850 Annual 212 Quarter | 235 | 133 | Red | Large completions include: <ul style="list-style-type: none"> • 100 units from the Former Itron site, Stretford. • 44 units and the Refuse Collection Depot, Altrincham • 49 units at Wharf Road, Altrincham • 24 units at the Greyhound Pub, Partington • 75 units at Oak Road, Partington. |

| Definition | 19/20 | 20/21 | 21/22 | 22/23 | Target for 23/24 | Q1 23/24 | Q2 23/24 | RAG Status | Comments |
|--|---|--|---------------------------|-----------------------|----------------------------|----------------------|----------------------|------------|---|
| Improve the number of people being re-housed (from Trafford's housing waiting list) | 301 | 119 | 446 | 336 | 360 Annual 90 Quarterly | 85 | 98 | Green | The number of people re-housed is reliant on the number of available properties the Housing Associations have available to advertise. This year has seen a reduction in the available properties which has reduced the number of people able to be re-housed. As Trafford is a non-stock holding authority we rely solely on the Housing Associations to enable people to be re-housed from our Register. |
| Maintain the low level of 16–17-year-olds who are not in education training or employment (NEET) | 1.8% (Dec-Feb average) | 2.3% (Dec-Feb average) | 1.6% (Dec-Feb average) | 2.06% | 1.96% | 2.28% | 2.23% | Amber | This year has seen an increase in the number of NEET young people. We would expect a certain amount of 'slippage' towards the end of the academic year and through summer, prior to the new academic year. That said, both Q1 & Q2 are above the figures reported last year, c1.9%. |
| Improve the percentage of primary school children achieving the expected standard in reading, writing and maths. (KS2) | Not available- no testing due to Covid | Not available – no testing due to Covid | 67% | 66.9% | 70% | Not available | 68.7% | Amber | This figure comes from DfE following the second data checking exercise. It was expected that attainment levels would begin to improve back towards pre-pandemic levels this year. Whilst there has been some improvement from last year, up by 2 points, it is below the levels that were anticipated. Nationally the increase was 1 point. Whilst there is nothing official at this time, we have access to data from 141 LAs showing that Trafford continues to perform at a markedly higher level than national and we will remain amongst the higher levels of attainment in the country. The current level in Trafford is above that achieved nationally pre-pandemic. |
| Percentage take-up of funded childcare and early education places for two-year-olds | 100% | 88% | 106% | 103% (spring term) | 100% | 94% (summer term) | 94% (summer term) | Red | Trafford 2YO take up is 8 th nationally, 2 nd in the North West and 2 nd compared to our statistical neighbours. Trafford is significantly higher than the national average which is 74%. Take up is measured termly. |

| | Definition | 19/20 | 20/21 | 21/22 | 22/23 | Target for 23/24 | Q1 22/23 | Q2 22/23 | RAG Status | Comments |
|---|--|-------|--------------------------------------|--------------------|--------------------------------|---|----------------------|---------------------------------|------------|---|
| Support people out of poverty Page 50 | Increase the percentage take up of funded childcare and early education places for 2-year-olds in North Trafford | NA | 68% (Rolling 3 term average in 2021) | 69% 30 ppts gap | 85.1% (3 term rolling average) | To reduce the gap between take up in North Trafford and the rest of the Borough by 15ppts | 83.61% (summer term) | 83.61% (3 term rolling average) | Green | Q2 has not been fully verified due to lack of data return from a neighbouring LA which takes into consideration cross border take up. This means that whilst the 3 term rolling average for take up in the north can be shared we are unable to report on the take up % gap between the north and the rest of Trafford at this time as this hasn't been updated on the GM dashboard. However, data shows that take up in the north continues to be maintained. North Trafford take up is significantly higher than the national average at 74%. Take up is measured termly. |
| | Increase the percentage of children at or above the expected level of development at 2 - 2.5 Years | NA | NA | 86% | 86.3% | 83% | | | Green | Awaiting data for Q1 and Q2 Trafford consistently maintained good development of children completing ASQ-3 developmental review which is above England average. |

| Definition | 20/21 | 21/22 | Target for 22/23 | 22/23 | RAG Status | Comments |
|---|-------------------------------------|-------------------------------------|-------------------------------------|--------------------|--|--|
| Reduce % of households fuel poverty levels | 12.3% (2020) | 11.8% (2021) | 12.1% | Data not available | Green | Low Income Low Energy Efficiency (LILEE) metric. In 2021, 11.8% of households in Trafford were fuel poor, 0.5 % down from 2020. This masks considerable variation between small areas within Trafford. In Clifford ward, some 20.7% of households were living in fuel poverty. In 2021, Trafford was 0.5% above similar authorities (11.3%) and 1.3% below England (13.1%). |
| Improve employees paid at/above the real living wage | 80.8% (2021) | 89.1% (2022) provisional | 83% | Data not available | Green | Trafford Council is a Real Living Wage Employer and received the Accreditation in 2023 as well as the Good Employment Charter Summer 2023. Trafford is engaging with our suppliers alongside considering the financial impact of this ambition. Though the increase is positive in 21/22, Trafford is below statistical neighbours – 90.1% but above England which is 87.5%. |
| Children Living in Poverty Proportion of children in low income families | Relative 11.4 Absolute 9.2 | Relative 12.4 Absolute 8.8 | Relative 11.2 Absolute 9.2 | Data not available | Relative Amber Absolute Green | Children living in relative poverty and low income families is increasing. The percent in Trafford in 2021/2022 is 0.1% above the percent of Similar authorities and 7.5% below England (19.9%) Children living in absolute low income families is decreasing. The percent in Trafford in 2021/2022 is 0.1% below the percent of Similar authorities and 6.5% below England (15.3%) |

Climate KPIs

| Definition | 18/19 | 19/20 | 20/21 | 21/22 | Target 2023 | 22/23 | RAG Status | Comments |
|---|--|--|--|---|-------------------------------|--|------------|--|
| Reduction in annual mean concentration of particulate matter (PM ₁₀) µg/m ³ (MP = Moss Park, A56 = A56 Chester Road) | MP:14.5 A56:16.8 (Annual mean 2019) | MP:13.1 A56:14.1 (Annual mean 2020) | MP:13.2 A56:14.4 (Annual mean 2021) | MP: 17.0 A56: 15.9 (Annual mean 2022) | MP: 13.1 A56:14.1 | MP: 12.4 A56: 14.0 (12 months to Q2 2023/24) | Green | The annual mean is reported from 01 January to 31 December. The values at the end of 2022 for both stations showed an increase from those in 2020 and 2021, particularly the Moss Park station recording higher levels than the A56 for the first time within the timeframe shown. Since then, the values recorded at both stations have been decreasing and are below those seen at the end of 2020. In the last quarter the readings at Moss Park were once again lower than those at the A56 and both are now below their 2023 targets. |
| Reduction in annual mean concentration of nitrogen dioxide (NO ₂) µg/m ³ (MP = Moss Park, A56 = A56 Chester Road, WA = Wellacre) | MP:19 A56:30 WA:15.5 (Annual mean 2019) | MP:14 A56:21 WA:11.4 (Annual mean 2020) | MP:15.4 A56:23.5 WA:13.2 (Annual mean 2021) | MP: 14.6 A56: 24.3 WA: 11.2 (Annual mean 2022) | MP: 14 A56: 21 WA: 11.4 | MP: 14.7 A56: 21.5 WA: 10.5 (12 months to Q2 2023/24) | Amber | The annual mean is reported from 01 January to 31 December. Since the end of 2022 readings from A56 and Wellacre have shown a decreasing concentration in NO ₂ and Moss Park showed a slight decrease for the following 2 quarters before returning to a similar level. Wellacre is currently below the 2023 target with Moss Park and A56 above. |
| Increase proportion of adults who do any walking or cycling, for any purpose, five times per week | 33.5 | 34.5 | 30 | 35.9 | 36.1 | | Green | Trafford saw an increase of 5.9 percentage points in adults participating between 2020-21 and 2021-22. Participation in Trafford is now 35.9%, higher than both the average of similar authorities 32.3% and the national average 34.2%. Data for 2022-23 should be available around Q2 2024. |

| Definition | 18/19 | 19/20 | 20/21 | 21/22 | Target | 22/23 | RAG Status | Comments |
|--|------------------------------|------------------------------|--------------------------------|--------------------------------|---------|--------------------------------|------------|--|
| Improve proportion of Energy Performance Certificates (EPC) registered to Trafford addresses that are A, B or C | 31.2% (2010-2019) | 32.0% (2011-2020) | 33.4% (2012-2021) | 35.1% (2013-2022) | 42.7% | | Red | The Committee on Climate Crisis states that all homes will need to be EPC C or above to reach Net Zero. Whilst the percentage of A-C ratings is rising in Trafford at the same rate as its comparators, it's still 8 and 10 percentage points lower than the national and similar authorities' averages respectively. Latest data for Trafford for the 10 year period between Dec 2013 – Sep 2023 is 36.7% compared to 44.2% for the national average and 46.8% for the average of similar authorities. |
| Reduce vehicle miles travelled on roads in Trafford (millions) | 945 (2019) | 772 (2020) | 846 (2021) | 939 (2022) | 875 | | Amber | Decrease in 2020 largely due to the impact of covid, lockdowns and remote working. Figures for both 2020 and 2021 are affected by the COVID-19 pandemic. Historic figures from 2000 – 2020 have been revised following the Minor Roads Review. Trafford's figures continue to be lower than the averages for similar authorities and the national local authority averages. Mileage figures in Trafford have now returned to around those recorded between 2018 – 2019 whereas the averages of similar authorities and national are still much lower, similar to those recorded in 2015. |
| Reduce number of licenced vehicles with Trafford addresses | 130,227 (Q4 18/19) | 130,771 (Q4 19/20) | 128,664 (Q4 20/21) | 129,533 (Q4 21/22) | 128,000 | 130,503 (Q4 22/23) | Amber | Latest data available is for the quarter ending June 2023 (Q1 2023/24) and shows 130,980 licensed vehicles in Trafford. This is less compared to the average of similar statistical neighbours (203,087) |
| Increase percentage of licenced Ultra Low Emission Vehicles with Trafford addresses [Number registered at year end] | 0.39% [507] (Q4 18/19) | 0.57% [751] (Q4 19/20) | 0.91% [1,166] (Q4 20/21) | 1.61% [2,086] (Q4 21/22) | 3.73% | 2.54% [3,328] (Q4 22/23) | Amber | Targets for <i>Proportion of licenced Ultra Low Emission Vehicles</i> and <i>Proportion of Energy Performance Certificates</i> are based on a linear reduction rate from current levels to 100% by 2038. To reach Net Zero, all vehicles – including heavy-goods vehicles (HGVs) – must be fossil fuel free. Despite increasing each quarter, the rate of increase in the proportion of licensed ULEV in Trafford is slightly lower than the national average and much lower than the average of similar authorities. Latest data available is for the quarter ending June 2023 (Q1 2023/24) and shows 2.54% (3,328) of licensed vehicles in Trafford are Ultra Low Emission Vehicles. |
| Reduce borough wide CO ₂ emissions (Kilo tonnes) | 1,496.2 (2018) | 1,499.2 (2019) | 1,276.7 (2020) | 1,442 (2021) | 1,271 | Due June 24 | Red | Data up to and including 2021 published in July 2023. Awaiting next publication of data in June 2024. The rate of reduction in Trafford is in-line with the average of similar authorities, however Trafford's emissions are still higher. |

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|--|----------------------------------|--------|--------|--------|--------|--------|-------------|-----|---|
| | Corporate CO2 emissions (tonnes) | 17,433 | 17,134 | 15,205 | 14,515 | 11,087 | Due June 24 | Red | This figure includes emissions reported under scope 1 (direct emissions- fossil fuels burned directly by the Council), scope 2 (indirect emissions- imported electricity), and scope 3 (other indirect emissions from products and services). |
|--|----------------------------------|--------|--------|--------|--------|--------|-------------|-----|---|

| Addressing our Climate | Page 54 | Definition | 19/20 | 20/21 | 21/22 | 22/23 | Target for 23/24 | Q1 23/24 | Q2 23/24 | RAG Status | Comments |
|------------------------|---------|--|--------|--------|--------------|--------|------------------|----------|----------|------------|--|
| | | Percentage of household waste which is collected for recycling | 56.9% | 53.3% | 58.8% | 58.4 | 60% | 61% | 60.6% | Green | This KPI remains just above target in Q2, although the recycling rate usually falls in Q3 and Q4, due to a decrease in green waste during the autumn and winter. The target for 2023/24 was set in November 2022, when Trafford submitted its waste forecasts to GMCA. At that time, it was difficult to predict waste tonnages, due to changes in residents' waste habits as a result of the pandemic. This caused huge variances in waste collected over the last 3 years. |
| | | Household waste collected not sent for recycling (Tonnes) | 26,399 | 31,109 | 29,523 (-5%) | 28,019 | 28,274 | 7,160 | 14,343 | Green | The total tonnage of household waste collected to the end of September 2023 increased by 2.7% from the same time last year. The forecast tonnages were submitted to GMCA in November 2022 allowed for a 1% rise, due to housing growth, but this still leaves the tonnage slightly above target. It has been very difficult to forecast waste tonnages for the last 3 years, during and immediately after the pandemic. The One Trafford Partnership is monitoring the continuing impact of the pandemic on the waste we collect and is working to develop action plans to decrease residual waste and increase the volumes of waste recycled. |
| | | Increase number of electric charging points per 100,000 population | 21.6 | 19 | 24.4 | 38.2 | 48 | 43.7 | 49.2 | Green | The data reflects devices which report as operational at the end of each quarter. Between July 2021 and October 2023 (the latest data available), Trafford's rate of increase trend is generally in-line with that of its comparators, although the actual rate is much lower. Trafford's latest figure of 49.2 devices per 100K is compared with 66.7 for the average of similar LAs and 75.2 for England for the same period. |

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|--|--|----|----|----|----|-----|--------------------------|--------------------------|-------|---|
| | Increase of the number of school streets in the borough | 0 | 0 | 0 | 3 | 5 | 3 Cumulative count | 3 Cumulative Count | Green | The progression of school streets is continuing to be rolled out. There are now 3 sites up and running with a further 2 planned for next year's quarters. Gaining school, residents and parent support and buy in requires a lot of engagement that is now being supported in collaboration with Public Health hence the programme is taking longer to implement due to the need to have volunteers regularly supporting the schemes. |
| | Improve number of staff trained in the year in carbon literacy | NA | 20 | 86 | 27 | 100 | 0 | 6 | Red | Increased focus planned for 2024 including mandatory training at management level. |

Reducing Health Inequalities KPIs

| Page 55 Reducing Health Inequalities | Definition | Frequency | 18/19 | 19/20 | 20/21 | 21/22 | Target | RAG Status | Comments |
|---|---|-----------|-------|-------|-------|-----------------|--|------------|---|
| | Narrow the deprivation gap for adults who are classified as overweight or obese | Annual | 59.8 | 59.1 | 60.4 | 61.7 | Maintain direction of travel (reduction). Percentage reduction for 21/22 to be greater than 3% (7.3% from 18/19 to 19/20) | Amber | Trafford is already the lowest of its statistical neighbours. This data is not available at Ward level. Maintain lower percentage compared to England average. The percentage of adults classified as overweight or obese has increased by 1.3 percent from 20/21 to 21/22 |
| | Increase the percentage of adults who are active | Annual | 69 | 68.1 | 68.2 | 71.0 | Maintain the gap between deciles 1 and 10 | Green | New data for 21/22 now released in Q4. The percentage of adults who are active during 21/22 has increased from 20/21 Target is to move into the top 2 of our statistical neighbours which was achieved in 21/22. |
| | Improve the % of children who are active | Annual | 47.5 | 37.7 | 43.1 | Data suppressed | To maintain our position in comparison with our statistical neighbours | NA | Target is to maintain our position in comparison with our statistical neighbours. |

| Definition | Frequency | 18/19 | 19/20 | 20/21 | 21/22 | Target | RAG Status | Comments |
|--|-----------|---|---|---|------------------------|--|------------|---|
| Reduce the under 75 mortality rate from causes considered preventable (per 100,000 population) | Annual | 133.9 (2018) | 144.2 (2019) | 160.3 (2020) | 174.7 (2021) | To maintain our position in comparison with our statistical neighbours | Red | Target to maintain our position in comparison with our statistical neighbours is due to the ongoing impact of covid also seen at a national level. Data previous to 2021 will be revised to incorporate rebased mid-year population estimates and therefore cannot be compared to 2021 data. |
| Improve the healthy life expectancy at birth (by deprivation and gender) | Annual | (2016 – 18) Female 66.0 Male 66.0 | (2017 – 19) Female 65 Male 65.6 | (2018 – 20) Female 66.9 Male 66.3 | Data not yet available | To move into the top 2 of our statistical neighbours for males and top 3 for females | NA | New data for 2020/21 now released in Q4. The healthy life expectancy has increased by almost two years for females and 0.7 years for males from 2017 – 19 to 2018 – 2020 Target is to move into the top 2 of our statistical neighbours for males and top 3 for females. |
| Improve the inequality in life expectancy at birth. (The slope index of inequality) | Annual | (2016 – 18) Female 7.4 Male 9.3 | (2017 – 19) Female 7.9 Male 8.8 | (2018 – 20) Female 7.4 Male 8.5 | Data not yet available | To maintain our position in comparison with our statistical neighbours | NA | We are currently 8th highest for females and 9th highest for males |
| Reduce the proportion of five-year-old children with experience of visually obvious dental decay | Bi-Annual | 26.0 | NA | NA | 24.5 | To join the lowest three of our statistical neighbours | NA | There is clear and consistent evidence for a social gradient in the prevalence of dental decay in England. When compared to CIPFA neighbours Trafford is currently the 9th lowest however there are two LA with no data. When compared to the Children Services SN Trafford is the highest but two LA/County don't have data. |

| Definition | Frequency | 18/19 | 19/20 | 20/21 | 21/22 | Target | RAG Status | Comments |
|---|-----------|---|---|--|--|---|--|--|
| Reduce the depression (recorded prevalence age 18+) | Annual | 13.9 | 14.8 | 15.4 | 15.4 | To move into the bottom half of our statistical neighbours (we are currently 3 rd highest) | Green | 12.8 is the statistical neighbour rate and England rate is 12.7 so Trafford is 2.7 above the national average Trafford is the 3 rd highest compared to CIPFA neighbours. |
| Reduce smoking in routine/manual (R&M) workers vs general population (inequality in smoking rates) | Annual | R&M 17.4% (2019) Difference 8.3 Gen. pop. 9.1% | R&M 20.3% (2020) Difference 10.4 Gen. pop. 9.9% | R&M 29.5% (2021) Difference 18.4 Gen. pop. 11.1% | R&M 17.4% (2022) Difference 9.4 Gen. pop. 8% | 5% reduction in the difference between routine/manual worker smoking rates and general population smoking rates | NA | Target for a 5% reduction in the difference between routine/manual worker smoking rates and general population smoking rates. |
| Narrow the gap in the % of children who are classified as obese (including severely obese) in Reception and Year 6 between the most and least deprived quintiles. | Annual | 2015/16 2019/20) <u>Reception</u> Most deprived quintile 11.6 Least deprived quintile 5.3 Difference 6.3 <u>Year 6</u> Most deprived quintile 24.6 Least deprived quintile 12.7 Difference 11.9 | Data not available. | (2017/18 2021/22) <u>Reception</u> Most deprived quintile 11.8 Least deprived quintile 5.3 Difference 6.5 <u>Year 6</u> Most deprived quintile 26.1 Least deprived quintile 12.8 Difference 13.3 | (2018/19 2022/23) <u>Reception</u> Most deprived quintile 10.6 Least deprived quintile 5.4 Difference 5.2 <u>Year 6</u> Most deprived quintile 26.7 Least deprived quintile 12.6 Difference 14.1 | Maintain lower percentage compared to England average. Maintain our position in comparison with statistical neighbours | <u>Reception</u> Most deprived quintile ■ Second most deprived quintile □ <u>Year 6</u> Most deprived quintile □ Second most deprived quintile □ | Data is available by quintiles – target to reduce the gap between the most deprived quintile and least deprived quintile by 20% per year (whilst ensuring there is not an overall increase). Target achieved in 2018/19-2022/23, 20% reduction to 2017/18 2021/22 difference. Target to apply to both Reception and Year 6. The gap between the most deprived and the least deprived is increasing for year 6. |

Council Services KPIs

| Definition | 19/20 | 20/21 | 21/22 | 22/23 | Target for 23/24 | Q1 23/24 Actual | Q2 23/24 Actual | RAG Status | Comments |
|--|---------|---------|---------|---------|-----------------------------------|-----------------|------------------|------------|---|
| Libraries loans (physical) | 518,820 | 104,389 | 353,073 | 456,088 | 450,000 annual 112,500 quarter | 104,718 | 121,871 | Green | Physical loans have remained relatively static in 23/24 when compared to 22/23 |
| Libraries loans (digital) | 160,718 | 311,710 | 272,360 | 324,186 | 250,000 | 64,542 | 56,883 | Amber | The new of supplier for eMagazines and eNewspapers provides slightly different information and has also affected overall use as customers switch to the new service. |
| Shifting enquiries to online self-service (reduce call volume) | 36,406 | 45,922 | 61,199 | 64,059 | 65,000 (80%) | 15,053 (80%) | 16,088 (79%) | Amber | Very close to the target of 80% being self-service, however the volume of transactions has increased. |
| Timeliness of FOI requests | 83.40% | 67.10% | 63% | 69% | 95% (as set by the ICO) | 70% | 69% (may change) | Red | The performance continues to be around 70% and whilst below the ICO target of 95% it is an improvement from the previous two years. Resource issues and staff changes have impacted the figures, plans are in place to make improvements. |

| Definition | 19/20 | 20/21 | 21/22 | 22/23 | Target 23/24 | Q1 23/24 | Q2 23/24 | RAG Status | Comments |
|---|--------|--------|-------|--------|--------------|----------|----------|------------|--|
| Percentage of council tax collected | 97.80% | 97.20% | 97.5 | 97.36% | 97.2% | 29.26% | 56.51% | Green | We continue to recover high levels of council tax. |
| Percentage of major planning applications processed within timescales | 100% | 100% | 100% | 85% | 100% | 100% | 100% | Green | 13 applications processed within timescales in Q1 and 6 in Q2 |
| More adopted streets and paths scored at grade B or higher (road cleanliness) | 88% | 93.80% | 96.6% | 98.2% | 88% | 99% | 99% | Green | Cleanliness scores continued to be well above target. The majority of streets surveyed in Q1 and Q2 were above B grade. |
| Maintain Percentage of Highway defects rectified in accordance with the 'Reactive Maintenance Procedure' timescales | 92.9% | 98.7% | 97.9% | 98.7% | 95% | 99.6% | 99.8% | Green | Performance is significantly above the annual target, with performance improving in Q2 (averaging 100% completion of jobs within timescale). |
| Improve the number of apprenticeships across the Council's directorates and to maximise the levy spend | 274 | 71 | 60 | 34 | 36 | 14 | 30 | Green | Ahead of target for Q2 for Council and on target for schools |

| Definition | 19/20 | 20/21 | 21/22 | 22/23 | Target for 23/24 | Q1 23/24 Actual | Q2 23/24 Actual | RAG Status | Comments |
|--|---------------------|--------------------|---------------------|---------------------|------------------|---------------------|---------------------|------------|---|
| Reduce sickness absence from previous year | 10.05 FTE days lost | 9.29 FTE days lost | 12.95 FTE days lost | 11.75 FTE days lost | 10 FTE days lost | 12.53 FTE days lost | 12.42 FTE days lost | Amber | Absence in Quarter 2 is slightly lower than absence in Quarter 1 (12.53 FTE days). Long-term sickness has increased, however short-term sickness has decreased and is now at only 1.01 FTE days lost. |
| Maintain rate of admissions to permanent residential nursing in over 65+ | 684.8 | 543 | 614.3 | 592.4 | 550 | 191.8 | 320.5 | Amber | The volume of admissions in the first quarter of 2023/24 was higher than the corresponding quarter last year. However, quarter 2 performance has been more positive with a slowing down in permanent admissions. If this trend was to continue, then we will on track to achieve our year-end target. As a system, we are continuing to work across all areas to ensure that timely assessment is undertaken, either within hospital or via our approach to Discharge to Assess (D2A) beds. |
| Maintain older people still at home 91 days after discharge from hospital into reablement services | 91.6% | 88.9% | 93.3% | 89.5% | 91% | 86.2% | 87.9% | Amber | Historically, we have always reported an outturn in quarters 1 and 2 that is circa 4-5% below target. However, we are confident that we will achieve our year-end target for this KPI. We continue to be ahead of the regional (at 86.0%) and national (at 81.8%) out-turns for this indicator. Our new suite of service responses, enabling people to be discharged home with enhanced levels of support, is continuing to have an impact in this service area. |
| Improve the proportion of clients receiving community-based services with direct payments | 28% | 24.9% | 22.6% | 16.8% | 25% | 16.7% | 16.8% | Red | We have not been able to affect an improvement in performance for this indicator in the first two quarters of this financial year due to the way our service delivery is designed. |

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| | | | | | | | | | | | We will need to review our approach to this area of delivery in 2023/24. |
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| Council Services | Definition | 19/20 | 20/21 | 21/22 | 22/23 | Target 23/24 | Q1 23/24 | Q2 23/24 | RAG Status | Comments |
|------------------|---|-------|-------|-------|-----------|---------------|-----------|-----------|------------|---|
| | Improve the success of short-term services in Adult Social Care (ST Max) | 44.1% | 46.5% | 56.6% | 64% | 59% | 45.6% | 42.1% | Red | We are reporting success rates for our short-term services that are below our expectations. We are in the process of carrying out a root and branch review of this service to determine if the reasons for the under performance are primarily due to service delivery or to accuracy of recording and reporting. |
| | Children in Need cases open over 12 months (all open referrals) | 804 | 732 | 716 | 698 (45%) | NA | 713 (48%) | 734 (49%) | NA | This data represents all children open to Children's Social Care and includes all Child in Need, Child Protection and Cared for Children. 64% of the overall children open to a service for more than 12 months are Cared For Children or Care Experienced. Whilst demand is fluctuating detailed analysis is ongoing to understand whether this relates to changes to specific case status or is a reflection of demand reduction strategies |
| | Proportion of referrals that were re-referrals to Children's Social Care Services (within last 12 months) | 31.8% | 17.2% | 21.4% | 19.9% | Less than 20% | 15.1% | 20.8% | Green | The proportion of re-referrals can appear to vary quite significantly, period-to-period, but remains generally around 20/21% for the rolling 12 month metric. It is currently at 18% for the year and remains below (better than) last published comparator figures |
| | Early Help Assessments completed | NA | 170 | 280 | 344 | 280 | 70 | 116 | Green | The number of EH assessments completed each quarter has been quite consistent through the year and the target has been easily surpassed. However, it should be noted that the target is comparatively small compared to other LA's and data at the regional level shows that we have one of the lowest rates of completions. The majority of the EHA's |

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| | | | | | | | | | | should be completed by partner agencies not council services. Work to this end led by TTT is ongoing across the partnership. |
|--|--|--|--|--|--|--|--|--|--|--|

| Council Services | Definition | 19/20 | 20/21 | 21/22 | 22/23 | Target 23/24 | Q1 23/24 Actual | Q2 23/24 Actual | RAG Status | Comments |
|------------------|---|-------|-------|-------|--------|--------------|-----------------|-----------------|------------|--|
| | Proportion of Care Experienced Young People in touch with a social workers or care worker within last 8 weeks (17–21-year-olds) | 38% | 83% | 83% | 84% | 90% | 81.6% | 76.6% | Red | The national standards for keeping in touch is activity must take place within the timeframe of 3 months before and 1 month after the Care Leavers birthday (a 4 month period around birthdays). The last published data shows us at 92%, the same as the national figure. Our local indicator is keeping in touch within an 8 week period. The target set for this measure is 90%. Performance continues to be below target. The aim is to consistently achieve 90% and the measure remains a focus for the service. |
| | Improve Education Health Care Plan (EHCP) timeliness (% of EHCPs issued within 20 weeks requests agreed) | 81.8% | 78.3% | 56.4% | 49.2% | 60% | 49.2% | 62.7% | Green | Figures for the previous 5 Quarters had been low but Q2 has shown a good improvement on what has come before. The reduction recorded last year mirrored the trend reported nationally with the proportion reducing to 47.6%. We continue to see extremely high numbers of requests for and of EHCPs being issued: 507 requests this calendar year and 402 plans issued are both well above what was reported last year which was the highest ever for both measures. These levels of on-going activity create clear resourcing pressures within the service. |
| | Maintain percentage of schools that provide good or outstanding levels of education | 93.5% | 93.5% | 93.4% | 94.90% | 93.4% | 93% | 94.4% | Green | There are currently 5 schools judged to be below 'Good'. Two schools have moved from previously 'Requires Improvement' to 'Good'. One has moved from Inadequate to Requires Improvement following a recent inspection. Whilst previously 'Good' schools are tending to maintain their judgements following inspection under the new framework, outcomes are more mixed in regard to maintaining their judgements for those previously 'Outstanding'. |