

Trafford 2021 : a blueprint



Trafford Local Area Agreement 2008 - 2011

Vision for 2021:
Trafford is thriving,
diverse,
Prosperous and
Culturally vibrant.
A Borough at the heart
of the
Manchester City Region
celebrated as the
Enterprise capital of the
North West
and home to
internationally
renowned cultural
and sporting
attractions



Safety and Reassurance

Diverse Economy

Strong Communities

Positive Environmental Impact

Better Homes

Improved Health and Quality of Life For All

live learn work relax

tp
traffordpartnership

TRAFFORD – THE PLACE

Trafford is one of the most sought after locations to live in the north of England. It is easy to see why with its high quality environment, strong and diverse economy with efficient and integrated transport and an enviable collection of internationally renowned sporting, cultural and leisure attractions. Through our excellent education system our high schools and grammar schools together achieve amongst the very best results in the country. We are proud of Trafford's track record in the efficient delivery of public services, but want to improve even further.

You are safer in Trafford than in any other metropolitan area (with the lowest crime rates in Greater Manchester). Local people are generally healthier and live longer than anywhere else in the North West. A family of town centres make up the heart of the Borough, adding individual character and providing vibrant places for people to enjoy living, working, shopping and leisure. The majority of people in Trafford feel that their local area is an attractive and harmonious place to live.

We are acutely aware however, that not everyone in the Borough has the opportunity to share in this excellent quality of life and growing prosperity. Trafford is a borough of contrasts and some of its neighbourhoods are amongst the most disadvantaged in the entire country. At its most stark, life expectancy between areas within two neighbouring wards is as great as 10 years.

Partington and Sale West contain areas which are amongst the most disadvantaged 5% in the country. Whereas recent evidence has shown Old Trafford climb out of the bottom 5% the majority of areas in Old Trafford remain in the worst 10% in the country. Health and Disability, Income and Employment are of particular concern across these three neighbourhoods with all ranking in the top 5% most deprived. Each and every neighbourhood is unique but local people share similar concerns around higher unemployment and crime, poorer health, low income and educational achievement. In addition some groups in the community do not enjoy the same quality of life and are a specific focus for the Partnership including; Looked After Children, Disabled People, members of BME communities, and some of the population aged 50+. We want to ensure that everyone in Trafford has the opportunity to share in an improved quality of life.

The Role of Trafford's Local Area Agreement 2008-2011

Trafford's LAA represents a major delivery mechanism for, not only Trafford's vision and local priorities, but also our contribution to those of the North West region and Government nationally. Indeed our LAA 2007-2010 has already proved an effective catalyst for our transformational priorities to improve quality of life in Trafford, through enhanced partnership working and improved delivery of services.

The LAA provides a timely catalyst to better understand the difficult issues and to change the way we work together and harness local partnership and Central Government policies and resources in order to meet local priorities as well as delivering on national and regional ones.

We will do this by maximising the opportunities which can be secured from building on Trafford's assets and growing successes.

We will link those opportunities to areas of need and challenge in order to address inequalities in quality of life for local people and their communities.

We see the development and ownership of a shared vision and priorities, as articulated in the Sustainable Community Strategy together with effective partnership working as the critical success factors in place shaping and improving quality of life for local people.

It is clear that the delivery of the new style Local Area Agreement requires major changes in the behaviour and practice from central government departments, their agencies, government offices, ourselves and our partners, and we are wholeheartedly embracing this change.

The LAA will enable us to focus on and be accountable for delivering against the things which will make the biggest positive difference to quality of life in Trafford over the next three years.

The Role of the Greater Manchester Multi Area Agreement 2008-2012

Greater Manchester is in a unique position to close the gap in the size and value of the North West economy in relation to that of the rest of England. No other City Region combines the scale that Manchester does to shift national economic performance and yet it also has considerable areas of need (with over 240,000 people on out of work benefits and 420,000 with basic skills needs). Thus making the necessity to seize this opportunity for growth a shared national and local priority. The Multi Area Agreement will be an essential tool in achieving these shared economic goals.

Greater Manchester has grown rapidly over recent years, driving both the growth of the Manchester City Region and the wider North West (representing some 40% of total NW Gross Value Added (GVA) and 5% of that of England as a whole). GVA is not rising fast enough however to meet the targets set by the sub region and Government. Only under accelerated growth conditions will GM begin to close the gap. The MAA, is focused on the development of Greater Manchester's economic base across three pillars: raising employment levels, improving skills and increasing GVA.

A strong and diverse economy is critical to Trafford's ability to deliver its vision. As economies do not respect borough boundaries the economy of Trafford is inextricably linked to that of the wider Manchester City Region. Indeed together with the regional centre Trafford is a key driver of the latter's economic growth ambitions and punches above its weight in contributing to the size and value of the Manchester City Region's economy.

A net contributor of jobs, with a highly skilled workforce and a strong and diverse business base, Trafford is therefore a key partner within the MAA which in turn supports and underpins our own Sustainable Community Strategy priorities.

Through the delivery of our Sustainable Community Strategy and our LAA Trafford will contribute to the MAA's objectives and indeed there are several indicators which are common to both our Sustainable Community Strategy and the MAA and a number which sit in both Trafford's LAA and the MAA . There are some areas where we believe that the most difficult issues are best tackled at the sub regional level to

make the most positive impact. These include reducing congestion and CO2 emissions in order to adapt to climate change. Consequently we have agreed that once the MAA has been signed, and the governance arrangements for its implementation are in place, that the two indicators which measure performance in these areas (NI 167 and NI 186) will migrate from Trafford's LAA to the GM MAA.

A Blueprint Refreshed - Sustainable Community Strategy 2008-2021

Trafford's previous Community Strategy "Trafford 2021: a blueprint" was only launched in January 2006 following a comprehensive assessment of the state of the Borough and a robust consultation process during the autumn and winter of 2005.

The Trafford Partnership (the Borough's Local Strategic Partnership) felt it important however to review the evidence base and establish whether the vision and priorities were still relevant and owned by partners, Trafford businesses and local people, in order to inform the new LAA 2008-2011. A sustainable community must reflect all the Borough's neighbourhoods. This was a recognised area of improvement for Trafford's previous Community Strategy.

Since the previous consultation the mechanism for engaging local people has been enhanced and become more neighbourhood based. It is now focused around 9 Neighbourhood Forums as the major means of allowing local people to have their say.

The refresh of the Community Strategy has allowed us to engage local councillors and communities more effectively in reviewing the vision and priorities for Trafford and their local neighbourhood.

Who we asked

In 2007 we carried out Trafford Partnership's first ever survey of residents followed by a comprehensive 15 week programme of consultation. We spoke to local people, businesses, partners and others; including:

- All Neighbourhood Forums
- Topic Based Partnerships
- Equalities Partnerships
- Town Centre Partnerships
- Council Executive
- On-line Web Consultation
- Postal Comments
- Children and Young People's Event
- Neighbourhoods and Diverse Communities Event

What they told us

There were more than 1500 individual comments received and there has been strong across the board support for the vision, success factors and commitments.

Overall using the web based consultation 85% of people were in overall agreement with the vision and commitments of the refreshed Sustainable Community Strategy. What came across really strongly was people's support for Pre 19 education and

skills where 96% agreed; however the lowest level of support was for the importance of access to services but it was still as high as 73%

When we asked those under the age of 19 if they agreed with the vision 77% did with only 8.5% disagreeing.

This illustrates the strength of support for our shared vision and priorities.

A detailed consultation report is available on the Trafford Partnership web site so that people can see what happened to the comments made.

Trafford 2021- The Vision

Trafford is thriving, diverse, prosperous and culturally vibrant. A Borough at the heart of the Manchester City Region celebrated as the enterprise capital of the North West and home to internationally renowned cultural and sporting attractions.

By 2021:

All Trafford's people and communities will enjoy the highest quality of life in a safe, clean, attractive and sustainable environment with an excellent education system and first-class services.

Trafford businesses will be provided with all the tools and support to be able to continually and successfully compete for skills and investment on an international basis.

As a destination, Trafford will consolidate and build upon the reputation of its renowned world-class attractions (Manchester United, Lancashire County Cricket Club, Imperial War Museum North and the Trafford Centre) providing a breathtaking mix of cultural, sporting, heritage and natural attractions together with vibrant town and shopping centres.



Clear Priorities

The refresh process was designed to test the long term sustainability of Trafford's communities to ensure that we develop a stronger focus on integrating social, economic and environmental issues and in tackling the area's longer-term and more global impacts. Whilst it evidenced strong across the board support for the vision, success factors and commitments it also provided us with a clear set of priorities to inform partnership activity and the development of Trafford's LAA 2008-2011:

- Safety and reassurance
- Strong and diverse economy
- Strong communities
- Positive environmental impact
- Better Homes
- Health and improved quality of life for all

The Trafford Partnership has committed to make the greatest positive impact over the next three years in the areas which are most important to local people. Safety and Reassurance remains a major concern for local people; health is critical to quality of life yet remains the greatest inequality in the Borough and building on our strong economic base will both underpin our ability to deliver the vision but is also the greatest risk. We have developed a matrix approach to understand the impact of these top order priorities on individuals, families and neighbourhoods.

Safety and Reassurance

We will continue to build confidence in Trafford as a safe place to live, learn, work and relax and ensure that individuals and families feel safe and reassured in their homes and local neighbourhoods.

Health

We will improve health for all which remains the biggest in-equality in life in Trafford where currently life expectancy can differ by as much as 10years in neighbouring communities

Prosperity

We will ensure that growing prosperity underpins our ability to make the most of opportunities provided by Trafford, the place, so that we can create opportunities for local individuals and families. This area is both the key to our success and possibly the greatest risk to delivering the Sustainable Community Strategy's vision by 2021.

Priorities to improve Quality of Life for All

We know from our analysis of the Government's Index of Deprivation 2007 that there are very strong links in Trafford between indicators which measure prosperity and health (employment, income, education, training & skills and health & disability) with the overall levels of quality of life as measured by the Index. Though not quite as strong there is also a clear relationship between the index's crime indicators and the overall levels of deprivation. This has strengthened the Partnership's

understanding and commitment to tackle these three priority areas as part of our Sustainable Community Strategy commitment that no neighbourhoods in Trafford will feature in the Index of Deprivation's most disadvantaged 5% in the country by 2021.

The LAA negotiation process has enabled the Trafford Partnership to drill down further into these areas in order to identify where we can be most effective in tackling some of the most difficult issues which impact upon the safety, health and prosperity of individuals, families and neighbourhoods across Trafford and how these should be measured.

Underpinning these priorities there are a number of generic themes:

- Reducing inequalities
- Improving access with a particular focus on transport issues
- Better quality, co-ordination and sharing of information across all partnerships
- Promoting volunteering opportunities across all communities

The table of designated indicators (with baselines targets, partners and leads) is attached at Annex 1a.

Statutory Education and Early Years Targets

The Statutory Education and Early Year as Targets are included at Annex 1b

Reward Element Targets from LAA 2007-2010

The Community Strategy refresh process and consultation not only evidenced strong across the board support for the vision, success factors and commitments and provided us with a clear set of priorities to inform partnership activity and the development of Trafford's new LAA. It also underscored the existing reward element targets as remaining critical to delivery of our Sustainable Community Strategy along with the targets contained within the new LAA.

The Trafford Partnership has committed to local people and partners that it will deliver against these targets and therefore agreed with Government Office North West that the eleven existing reward targets from 2007-2010 will be taken forward as an annex to the new LAA 2008-2011 and that Trafford will continue to earn performance reward grant based on the delivery of these targets on the basis agreed in the LAA 2007-2010.

The full list of the eleven Reward Element Targets is attached at annex 2. They focus on a suite of indicators aimed at measuring:

- improved quality of life for Trafford's looked after children and enhanced levels of educational development for children at key stages (including a narrowing the gap in the most disadvantaged areas and in non selective schools). Both these targets represent a major focus in our commitment to narrow the gap in quality of life for young people in Trafford;

- increased physical activity for 5-16 year olds allied to the new LAA target on reducing obesity among primary school children and the wider Health priority;
- safety and reassurance targets around vehicle crime, reduction in primary dwelling fires and domestic abuse allied to the new LAA targets on Safety and Reassurance;
- increased percentage of household waste recycled which supports our SCS priority to make the most positive impact on the environment and allied to the new LAA targets to reduce congestion and CO2 emissions;
- An increase in the number of people participating in physical activity and a reduction in hospital admissions as a result of falls both allied to the new LAA Health targets and
- More businesses in the key growth sectors to support the new LAA Prosperity targets.

How will the LAA be Delivered?

The Trafford Partnership

The Trafford Partnership is the Borough's Local Strategic Partnership: a single body which brings together more than 100 organisations including local and regional partners, across the public, private, voluntary and community sectors.

As ambassadors for the local area, members of the Trafford Partnership will promote Trafford as an excellent place to live, learn, work and relax and to start and grow a business. By working together effectively we believe that it can be even better.

The partners continue to do a lot of work to understand where Trafford is now, and consider what we need to do to achieve the longer term vision for the Borough.

Trafford Partnership is made up of 11 thematic partnerships:

Children & Young People's partnership	Healthier Trafford Partnership
50 Plus Partnership	Safer Trafford Partnership
Cultural Partnership	Environment Partnership
Strategic Housing Partnership	Transport Partnership
Trafford Economic Alliance	Trafford Neighbourhood Partnership
Diverse Communities Forum	

The Voluntary and Community Sector

We see the development and ownership of a shared vision and priorities, as articulated in the Sustainable Community Strategy (SCS), together with effective partnership working as the critical success factors in place shaping and improving quality of life for local people.

The full and active involvement of a thriving, voluntary and community sector is essential to the delivery our shared vision for Trafford. Trafford 2021: a blueprint includes a commitment to make the best use of all aspects of the community as a resource including support for volunteers. The LAA provides as a genuine opportunity to build on the positive and productive partnership working which has been clearly evident in Trafford over the last six years.

The Statement of Voluntary and Community Sector Involvement in LAA, attached at appendix 3 sets out the context by outlining the make up of the VCS in Trafford and how the sector has been centrally involved in partnership working in the Borough. It then describes how the VCS has been involved in the 'Trafford 2021: a blueprint' Community Strategy and its refresh, in the development of the LAA and how the sector continues to be involved in the implementation of both the Sustainable Community Strategy and the LAA.

Equalities

Trafford is a great place to live, learn, work and relax and the Trafford Partnership has committed to it being an even better one by 2021. We are acutely aware however, that not everyone in the Borough has the opportunity to share in this excellent quality of life and growing prosperity. Some neighbourhoods and some groups in the community do not enjoy the same quality of life and are a specific focus for the Partnership including; Looked After Children, Disabled People, members of Black and Minority Ethnic communities, and some of the population aged 50+. We want to ensure that everyone in Trafford has the opportunity to share in an improved quality of life.

In addition to the commitment that nowhere in Trafford will feature in the most disadvantaged neighbourhoods in the country by 2021, the Trafford Partnership has also committed to ensure that equalities is central to and underpins all its work. For example, working with the Disability Partnership Board, Disability Advisory Group and Deaf Partnership we completed the first annual review of Trafford's Disability Equality Scheme.

The Community Strategy review consultation programme in the autumn and winter of 2005 highlighted the need to strengthen the voice of these underrepresented groups in Trafford in order to inform policy and service delivery planning. A number of equalities partnerships were brought together and the Diverse Communities Forum (DCF) created. The latter has been established to ensure that equalities and diversity issues are given due consideration through the development of a scrutiny role on behalf of the Trafford Partnership Board and Executive.

The Forum reports directly to the Trafford Partnership Executive and currently brings together representatives from the Disability Partnership, Voice of Trafford- BME, the Neighbourhood Partnership, the Fifty Plus Partnership, Youth Cabinet and the Inter Faith Forum – representation from the Lesbian and Gay community is being actively sought. The DCF is chaired by the chair of the Neighbourhood Partnership who is also the Vice Chair of the LSP.

The Trafford Partnership Equalities Statement is attached at annex 4

Accountability for delivery

The Trafford Partnership has made a commitment to local people, Trafford businesses and partner organisations that it will be held to account on progress against achieving the vision and delivering on the 43 headline commitments in the Sustainable Community Strategy.

Each of the commitments has an agreed measure of success identified against it and has been mapped against the National Indicator Set. Further to this the Thematic Partnerships and the Trafford Partnership Executive are developing a set of local indicators where national indicators do not (fully) measure the commitment.

The indicators contained within this document will be assimilated into the sustainable community Strategy performance management Framework, which in itself is a further development of that mentioned in the 2007 – 2010 LAA, Attached at Annex 5.

Summary

The Trafford Partnership has signed up to the principle of the LAA as a major delivery mechanism for, not only Trafford's vision and local priorities, but also our contribution to those of the North West region and Government nationally.

The Sustainable Community Strategy (SCS) consultation process included robust and careful prioritisation to identify the top order priorities that will make the most positive difference to quality of life in Trafford over the next three years and these have informed our LAA negotiations.

We have also undertaken a mapping of the SCS's priorities and commitments against the Public Service Agreements and Departmental Strategic Objectives and believe there is both genuine alignment and a strong correlation.

Trafford's LAA 2008-2011 will act as the major delivery chapter for Trafford's Sustainable Community Strategy and presents an excellent opportunity to demonstrate the new relationship between central government and local government and its partners as outlined in the Central-Local Concordat.

Trafford Partnership will provide the leadership necessary to hold the shared vision and retain a clear focus on delivery and we wholeheartedly embrace this challenge.

Trafford LAA 2008 – 2011

Indicator Baselines and Targets

Priority	NIS No	NIS Definition * denotes designated target	Baseline	08-09	09-10	10-11	Partner's Who have signed up to the target and lead Partners(*)	Indicator Comments, Caveat, Placeholder and awaiting verification of information	What the Target Means, polarity etc.
Prosperous	6	*Participation in regular volunteering	-	-	-	-	TPE TMBC* Chief Officer of Police Trafford PCT	Placeholder. Target not set until 2009	The more volunteers the higher the levels of civic participation
Safe	16	*Serious acquisitive crime rate	4953 23.25/1000 pop	4705 5% (on baseline)	4470 10% (on baseline)	4246 14% (on baseline)	TPE Chief Officer of Police* TMBC		Absolute drop in reported incidence of crime
Safe	19	*Rate of proven re-offending by young offenders	-	-	-	-	TPE Chief Officer of Police* TMBC Youth Offending Team	Placeholder.Target not set until 2009	Reduction in the number of individuals committing a crime more than once

Priority	NIS No	NIS Definition * denotes designated target	Baseline	08-09	09-10	10-11	Partner's Who have signed up to the target and lead Partners(*)	Indicator Comments, Caveat, Placeholder and awaiting verification of information	What the Target Means, polarity etc.
Safe	20	*Assault with injury crime rate	1116 5.24/1000	1071 4% (on baseline)	1006 10% (on baseline)	982 12% (on baseline)	TPE Chief Officer of Police* TMBC		Absolute drop in reported incidence of crime
Safe	24	*Satisfaction with the way the police and local council dealt with antisocial behaviour	-	-	-	-	TPE Chief Officer of Police* TMBC	Placeholder.Target not agreed until 2009	Victim based assessment of the way the council and police deal with incidence of antisocial behaviour
Safe	30	*Re-Offending rates of prolific and other priority offenders	17%	20%	-	-	TPE Chief Officer of Police* TMBC GM Probation Board		Total number of convictions among target offenders. Negative polarity.
Safe	40	*Drug users in effective treatment	07/08 baseline = 508	08/09 % change against 07/08 baseline - 3% (523)	09/10 % change against 07/08 baseline - 5% (535)	10/11 % change against 07/08 baseline - 7% (544)	TPE Chief Officer of Police TMBC*		The more drug users in treatment is a good indicator of how effectively agencies are dealing with the problem

Priority	NIS No	NIS Definition * denotes designated target	Baseline	08-09	09-10	10-11	Partner's Who have signed up to the target and lead Partners(*)	Indicator Comments, Caveat, Placeholder and awaiting verification of information	What the Target Means, polarity etc.
Healthy	51	*Effectiveness of child and adolescent mental health (CAMHs) services	-	10	13	16	TPE TMBC* Trafford PCT		The higher the figure the more adolescents are receiving effective treatment. Figure is an absolute number
Healthy	56	*Obesity among primary school age children in Year 6	16.9	16.4	15.9	15.5	TPE TMBC* Trafford PCT		Percentage drop in the number of year 6 pupils who are obese
Healthy	112	*Under 18 conception rate	34 (1998) 31.3 (2006)	26%	36%	45%	TPE TMBC* TPCT	This target to be revisited at the first annual refresh.	Percentage drop year-on year from the baseline of under 18 conception rates
Prosperous	117	*16 to 18 year olds who are not in education, training or employment (NEET)	6.6%	6	5.3	4.9	TPE TMBC* LSC		The lower the percentage the more 16 – 18 year olds are in employment, training and education

Priority	NIS No	NIS Definition * denotes designated target	Baseline	08-09	09-10	10-11	Partner's Who have signed up to the target and lead Partners(*)	Indicator Comments, Caveat, Placeholder and awaiting verification of information	What the Target Means, polarity etc.
Health	120	*All-age all cause mortality rate	688(M) 511(F)	663(M) 484(F)	647(M) 471(F)	632(M) 459(F)	TPE Trafford PCT*		Death registrations and population statistics rate per 100,000 population. This is a three year average.
Health	123	*16+ current smoking rate prevalence	674	753	753	753	TPE Trafford PCT*		Absolute number of people quitting smoking for 4 weeks. Self reported
Health	130	*Social Care clients receiving Self Directed Support (Direct Payments and Individual Budgets)	173	300	700	1357 per 100,000 pop	TPE TMBC*		Adults, older people and carers receiving social care through a Direct Payment
Prosperous	153	*Working age people claiming out of work benefits in the worst performing neighbourhoods	31.7%	31.1%	30.5%	30.0%	TPE TMBC JCP*		Lower percentage is less people receiving benefits and more people in positive activities

Priority	NIS No	NIS Definition * denotes designated target	Baseline	08-09	09-10	10-11	Partner's Who have signed up to the target and lead Partners(*)	Indicator Comments, Caveat, Placeholder and awaiting verification of information	What the Target Means, polarity etc.
Prosperous	154	*Net additional homes provided	270 (structure plan)	578	578	578	TPE TMBC*		This indicator measures the number of net increases in dwelling stock over one year.

Priority	NIS No	NIS Definition * denotes designated target	Baseline	08-09	09-10	10-11	Partner's Who have signed up to the target and lead Partners(*)	Indicator Comments, Caveat, Placeholder and awaiting verification of information	What the Target Means, polarity etc.
MAA	167	*Congestion - average journey time per mile during the morning peak	4.62 (*) As per local transport plan 2	4.67	4.64	4.62	TPE TMBC GMPTA*	NI 167 is to be measured for the Greater Manchester conurbation as a whole and targets set for GM. Targets are for no worsening of journey times with 1.5% increase in traffic over the five years of each target period. Trafford's monitored congestion route (the A56 between Dane Road and Barrington Road) will not be measured against NI 167 targets but only as a contributing factor to the Greater Manchester targets. Because Greater Manchester is being measured as a whole not all	Reduction in journey time for commuters.

Priority	NIS No	NIS Definition * denotes designated target	Baseline	08-09	09-10	10-11	Partner's Who have signed up to the target and lead Partners(*)	Indicator Comments, Caveat, Placeholder and awaiting verification of information	What the Target Means, polarity etc.
Prosperous	172	*VAT registered businesses in the area showing growth	-	-	-	-	TPE TBMC*	Placeholder.Target not set until 2009	Percentage of VAT registered businesses showing year-on-year employment growth.
Prosperous	174	*Skills gaps in the current workforce reported by employers	-	-	-	-	TPE TMBC* LSC	Placeholder. Statistically significant positive change with value of statistical significance to be established by the population sample of the survey	The proportion of employers reporting any skills gaps in the current workforce
MAA	186	*Per capita CO2 emissions in the LA area	9.7 CO2 per cap 2005	3%	5%	9.4%	TPE TMBC* Environment Agency GM Waste Authority and Waste Disposal Authority		Overall reduction year-on-year of the carbon emissions generated by the Borough

Priority	NIS No	NIS Definition * denotes designated target	Baseline	08-09	09-10	10-11	Partner's Who have signed up to the target and lead Partners(*)	Indicator Comments, Caveat, Placeholder and awaiting verification of information	What the Target Means, polarity etc.
Health	198	*Children travelling to school - mode of travel usually used	32% 07/08	-1%	-1%	-1%	TPE TMBC*	<p>Trafford is concerned about:</p> <ul style="list-style-type: none"> i) the robustness of the data; ii) 1% will be too stretching; <p>We agreed to compare with other similar authorities to see what can be achieved</p> <p>GONW will work with DfT to identify best practice and share this with us.</p> <p>GONW and Trafford will agree to look again at the targets at refresh.</p> <p>Trafford's current strategy is to deliver 0.5% and anything beyond</p>	Reduction in the number of school-aged children travelling to school by car as their usual mode of transport.

Annex 1b

Statutory Education and Early Years Targets

Priority	NIS No	NIS Definition	Baseline	08-09	09-10	10-11	Partner's Who have signed up to the target and lead Partners(*)	Indicator Comments, Caveat, Placeholder and awaiting verification of information	What the Target Means, polarity etc.
	N92	Early Years (EYFSP) – to narrow the achievement gap at age 5	29.3	28					
	NI72	Early Years (EYFSP) – to increase achievement for all children at age 5	60	62					
	NI73	Key Stage 2 – to increase proportion achieving level 4+ in both English and maths *	80	84					
	NI93	Key Stage 1-2 – to improve proportion progressing 2 national curriculum levels in English*	75	90					

	NI94	Key Stage 1-2 - to improve proportion progressing 2 national curriculum levels in Maths*	86	89						
	NI74	Key Stage 3 - to increase proportion achieving level 5+ in both English and maths *	71.1	84						
	NI83	Key Stage 3 – to increase proportion achieving level 5 in science *	80	87						
	NI95	Key Stage 2-3 - to improve proportion progressing 2 national curriculum levels in English*	32	49						
	NI96	Key Stage 2-3 - to improve proportion progressing 2 national curriculum levels in Maths*	66	72						
	NI75	Key Stage 4 – to increase proportion achieving 5 A*-C grades at GCSE and equiv incl GCSE English and Maths*	61	67						

	NI97	Key Stage 3-4 - to improve proportion progressing equivalent of 2 national curriculum levels in English*	69	80						
	NI98	Key Stage 3-4 - to improve proportion progressing equivalent of 2 national curriculum levels in Maths*	40	55						
	NI87	Attendance – to reduce persistent absentee pupils in secondary schools	5.7	5.1						
	NI99	Children in care – to increase proportion achieving level 4+ in English at Key Stage 2	100	75						
	NI100	Children in care – to increase proportion achieving level 4+ in maths at Key Stage 2	100	75						

NI10 1	Children in care – to increase proportion achieving 5 A*-C grades at GCSE and equiv incl GCSE English and maths	25	30				

Annex 2

LAA 2007-2010 Reward Element Targets to be carried forward with LAA 2008-2011 targets:

Children and Young People

1. The percentage of 5-16 year olds participating in a minimum of two hours each week of high quality PE and school sport, within and beyond the curriculum (RETCYP1)
2. Level of development reached at the end of the foundation stage, including narrowing the gap in the 30% most disadvantaged areas. For TMBC focus on Local Sure Start i.e. Partington and Old Trafford(RET CYP2)
3. Suite of indicators to improve outcomes for looked after children(RET CYP3):
 - 2.3 Percentage of under 16s who have been looked after for 2.5 or more years living in the same placement for at least 2 years or are placed for adoption
 - 3.3 Educational achievement of 14 year old looked after children (compared to their peers)
 - 3.4 Educational achievement of 16 year old looked after children (compared to their peers)
 - 4.3 Final Warning and convictions of LAC
 - 5.4 Percentage of LAC / Care Leavers in education, employment or training
4. Educational attainment. Percentage of 5A*-C (Including English and Mathematics) GCSE specifically the performance of 11- 16 non-selective schools(RET CYP4).

Safer and Stronger Communities

1. Reduce crime: recorded number of thefts from motor vehicles and reduce theft of motor vehicles (RETSSC1)
2. Reduce crime: domestic abuse, basket of indicators(RETSSC2):
 - a. Increase the reporting of domestic abuse
 - b. Reduce the number of repeat victims of domestic abuse
3. Percentage of household waste recycled(RETSSC3)
4. Reduce accidental primary (FDR1) dwelling fires (borough wide) BVPI 142(iii) (RETSSC4)

Health and Older People

1. To increase the number of people (over 16 years) participating in at least 30 minutes of moderate intensity sport and active recreation (including walking) at least 3 days a week, in Trafford. (RETHOP1)
2. Reduction in numbers of people admitted to hospital as a result of falls(RETHOP2)

Economic Development and Enterprise

1. Business Support in Standard industry Sectors J and K: Financial Activities (except insurance and pension funding); SIC J & SIC K Property Development, Renting, Business and Research Development.(RETEDE1)

Annexe 3

Statement of Voluntary and Community Sector Involvement in LAA

Introduction

This statement outlines how the Voluntary and Community Sector (VCS) in Trafford have been involved in the LAA process. As the statement shows the LAA is viewed as a genuine opportunity to build on the positive and productive partnership working which has been clearly evident in Trafford over the last five years. The statement sets out the context by outlining the make up of the VCS in Trafford and how the sector has been centrally involved in partnership working in the Borough. It then describes how the VCS has been involved in the 'Trafford 2021: a blueprint' Community Strategy Review and development of the LAA and how the sector will continue to be involved in its implementation.

The Voluntary and Community Sector in Trafford

VCAT is the lead body for the support and development of the voluntary and community sectors (VCS) in Trafford. Trafford has not benefited from external funding – either through NRF or the Community Empowerment Network Fund - that builds the vibrancy of the VCS and its capacity BUT is fortunate to have a committed and motivated VCS that has sought since 2001 to build positive relationships with its partners. Whilst not matching the investment in similar boroughs, the work of VCAT and partners has increased the number of active VCS groups and organisations to around 500 since July 2000, with a commitment to further increase these numbers. In addition VCAT have developed opportunities for the VCS to work in partnerships and have held conferences where the VCS regularly attend in high numbers. From this motivation has come a dedicated VCS, led by VCAT to support the continuous improvement in the quality of our work and our capacity to contribute to making Trafford a better place to be through effective partnership working.

The involvement of the VCS in Trafford Partnership

The VCS through VCAT was involved in the initial discussions in September 2001 which led to the setting up of the Trafford Partnership LSP. VCAT were asked to develop relationships culminating in the approval for three representatives of the Voluntary sector and three representatives of the Community sectors being elected to the Trafford Partnership Board. Colin Barson, Chief Executive of Voluntary and Community Action Trafford (VCAT) is a member of the Trafford Partnership Board and Executive.

This strong representation reflected not only VCAT's work but those organisations from the VCS who made the negotiations around the establishment of the LSP so fruitful. The results of this initial work also saw the development of a negotiated COMPACT (reviewed, refreshed and re-launched by the Trafford Partnership in November 2007), regular consultation and participation and a new ethos of partnership work. Further developments took place with discussions on Contractual agreements and other forums for effective and genuine partnership development. The VCS have made significant and effective contributions to the LSP and thematic partnerships. As well as representation on the LSP Board, VCS members make contributions to the thematic partnerships at varying levels – boards and operational

sub groups. In addition the communities in need of investment were represented by an evolving Neighbourhood Partnership that supports the LSP and statutory bodies in their work. The Chair of the Neighbourhood Partnership is the Vice Chair of Trafford Partnership and Chair of the Diverse Communities Forum.

Trafford therefore have an emerging VCS committed to partnership work, engaged in serious and positive contributions to a series of strategic initiatives concerned with regeneration, sustainability, community engagement, learning, community safety, health and neighbourhood renewal.

VCS involvement in the 'Trafford 2021: a blueprint' Community Strategy Review and the LAA

In the autumn of 2005 the VCS were engaged in a series of events to inform the community strategy review – culminating in the 'Trafford 2021: a blueprint' community strategy launched in January 2006. This review included conferences and other events in which the VCS featured prominently, newsletters, ICT use and other partnership activity to build an agreed vision for all partners.

"The need to narrow the gap between the everyday quality of life experienced by residents in different neighbourhoods within Trafford runs through the heart of the Community Strategy and the LAA like the wording through a stick of rock. That is a testament to the way the needs and aspirations of the many different communities which make up Trafford, some of whom I represent through the Neighbourhood Partnership, have shaped the work of the whole Trafford Partnership."

Ralph Rudden, Chair of Trafford Neighbourhood Partnership, Vice Chair of Trafford Partnership and Chair of the Diverse Communities Forum.

The VCS through VCAT have continued to support the Trafford Partnership (LSP) and have ensured the same level of engagement was built in to the refresh of the blueprint during autumn and winter 2007/08 and the development of both LAAs. The Sustainable Community Strategy and the LAA include actions that the VCS will meet and stretch targets that will involve commitment to further development of the sectors to match the aspirations of partners and our communities.

The VCS in Trafford will continue to develop, aspiring to the capacity to take an ever increasing role in service delivery and service re-design to meet the needs of our communities. VCAT is committed to this development and will ensure communication with and capacity building of our VCS to achieve our shared objectives and meet the targets set in the LAA.

The VCS is well represented in the Trafford Partnership structure through presence on the Executive and on the LAA Block Boards and through a variety of emerging forums such as FASNET (children's and young people's services) and the Diverse Communities Forum

Going Forward – the Community Engagement Strategy

The VCS in Trafford offer a commitment to partnership working and to the aims of the LAA to reduce crime and encourage community involvement in safer communities, to have greater choice in local decisions, to create greener and

sustainable neighbourhoods, to build the capacity of our disadvantaged communities, to enable communities and people to access learning, culture and other pursuits, to have better housing and access to advice. The VCS will do this by meeting its commitments to representation on strategic boards and other forums and as direct service providers within the communities of Trafford. In addition the VCS will seek to make significant contributions through conferences and events, newsletters and ICT use and use of communication channels to ensure the work undertaken reflects the VCS commitment.

The VCS will drive this vision forward through place by and agreed by all partners in 2007. The Community Engagement Strategy (CES) will form the future for the continued development of a Community Strategy that will reflect our communities' needs and aspirations. It will include a toolkit and accredited training scheme for people involved with consultation and engagement to improve the trust in partnerships, confidence in our work, ownership of the strategy that we all seek to support, accountability to the communities we serve, change and change management to meet demands and an equality of access to increase our shared vision. The CES will underpin our respect to and for our communities and seek to build the capacity of our communities to meet their own needs and support current service delivery.

Conclusion

The LAA is an opportunity for VCAT and the VCS to build on its contribution to date and seek to support the implementation of the vision of the Community Strategy and enable the VCS to move forwards as both contributors to and deliverers of services to communities. It is an opportunity to develop serious and positive relationships with our disadvantaged communities and support their renewal across a range of activity to meet our vision of Trafford being a great place for everyone to Live, Learn, Work and Relax

Trafford Partnership Equalities Statement

Partnership commitments

Trafford Partnership has made a number of commitments about how we will deliver our Vision for 2021. These are:

1. We will ensure that local people are at the heart of all our plans, policies and actions
2. We will ensure that our actions are sustainable in that they promote the social, environmental and economic well-being of Trafford and its citizens in a balanced manner that does not compromise the needs of future generations.
3. We will show how the Strategy will improve the quality of life for all our communities and neighbourhoods. We will make it mean something to you and your local area.
4. We will make things happen in the next two to three years whilst keeping our eyes on the long term ambition.
5. People who experience discrimination include black and minority ethnic people, disabled people, women, older people, young people, Lesbian, Gay, bi-sexual and transgender people and those from different religious beliefs, faith or non-faith communities.

Core Principles

These commitments are underpinned by the principles of opportunity, inclusion, equality and sustainable development, seeking to:

1. Achieve the full potential of Trafford
2. Recognise and celebrate the many opportunities in Trafford and increase the opportunities for everyone to access them
3. Appreciate that we are affected by and affect communities beyond the boundaries of Trafford, both nationally and worldwide
4. Ensure a better quality of life for everyone – now and for generations to come

Trafford 2021:a blueprint and Improving Quality of Life in Trafford

The Community Strategy contains two high level commitments to ensure that There is:

1. Greater integration and participation in decision making of confident and successful Black and Minority Ethnic Communities, those over 50, disabled and young people

2. Nowhere in Trafford is identified in the most disadvantaged 5% of neighbourhoods and fewer neighbourhoods in the most deprived 20%

These commitments are expanded the Trafford Together and Everyone and Everywhere Matters of the Improving Quality of Life in Trafford chapters

n.b. Needs updating to reflect refreshed SCS commitments

Equalities Statement

Trafford Partnership will ensure that equalities and community cohesion are central to and underpins all its work, including through its sub-groups and associated Partnerships.

The Partnership recognises and accepts that:

1. Oppression, disadvantage and discrimination exists in society
2. Some people experience unequal access to services, opportunities and/or employment
3. Discrimination, disadvantage and poverty affect the quality of life and life chances of people in Trafford
4. People can and do experience multiple discrimination

The Partnership will act collectively in a leadership role to deliver equality of opportunity to all and improve outcomes for those who are disadvantaged. The Partnership will work towards removing direct and indirect barriers which exclude people from political, economic, social and cultural experiences and opportunities. It will aim to enable all Trafford's residents to participate and have confidence in the decision-making process of the Partnership.

The Partnership will work towards creating and sustaining a Trafford where:

1. community spirit is high and we all respect diversity and care for one another
2. Trafford residents want to develop a better understanding of each others' culture & needs

Trafford Partnership will implement and monitor by:

1. Acting within the spirit and letter of Equalities legislation.
2. Promoting equalities and tackling disadvantage through the delivery of the Communications and Community Engagement Strategy.
3. Using the framework of the Equality Standard to undertake an Equality Impact Assessment on the Communications and Community Engagement Strategy and Action Plan.

4. Actively encouraging and engaging individuals, groups and communities whose voices have not traditionally been heard in decision-making so that they influence The Trafford Partnership.
5. Organising meetings, processes and information so that they are accessible to all.
6. Building equalities criteria into funding decisions.
7. Promoting information sharing and best practice to develop new skills and information for tackling inequalities and disadvantage.
8. Raising awareness about equality issues facing Trafford and promoting the action the Partnership and partners are taking to address them.
9. Building the confidence of individuals, businesses, community and other agencies by tackling barriers to involvement and encouraging wider participation in decision making, initiatives and actions.
10. Establishing a Diverse Communities Forum, to monitor Trafford Partnership's achievement against these commitments.

Trafford Partnership will encourage all its partners to:

1. Work to make tackling disadvantage and promoting equalities, both in terms of employment practice and service delivery, part of their day-to-day work.

PERFORMANCE MANAGEMENT FRAMEWORK

- 1.1 This section aims to set out the framework to manage the performance of the high level set of strategic shared performance indicators, together with mandatory performance indicators linked to the inclusion of specific funding streams, by which we aim to deliver the LAA for Trafford.
- 1.2 As the LAA process matures we will aim to revise and develop a broader model of performance management that encompasses our Community Strategy ambitions more generally.

Why Measure Performance?

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- The diagram consists of a horizontal scale with seven numbered statements on either side. A central vertical arrow points downwards, with the text "Responsibilities and Accountabilities" written across it.
- 1** What gets measured gets done
Source: Osborne Gaddier, Reinventing Government 1992
 - 2** If you don't measure results, you can't tell success from failure
 - 3** If you can't see success , you can't reward it
 - 4** If you can't reward success you are probably rewarding failure
 - 5** If you can't see success you can't learn from it
 - 6** If you can't recognise failure you can't correct it
 - 7** If you can demonstrate results, you can win public support
- Responsibilities and Accountabilities**
- 1.3 **Responsibilities and Accountabilities** The delivery of the LAA will be the responsibility of the lead organisation(s) for the delivery/achievement of each performance indicator/target and collection and provision of relevant performance information is explicit in each of the Outcome templates and Local Delivery Plans.
 - 1.4 Trafford Metropolitan Borough Council will be responsible for:
 - o Co-ordinating the collection of performance information from partners and producing performance monitoring reports for the relevant partner organisations, the Trafford Partnership Performance Group and the Trafford Partnership Board.
 - o Submission of performance management reports to the Government Office.

Local Delivery Plans

- 1.5 As part of taking forward work on the LAA we are currently articulating how each outcome will actually be delivered and the part they will play within the delivery process. Local delivery plans will support the high level Local Area Agreement and will help to clarify the respective roles of each organisation given the complex nature of partnerships involved in the delivery of each Outcome.
- 1.6 Our thematic partnerships will be responsible for the delivery of the relevant "block" outcomes of the LAA. We will continually review their arrangements to ensure these are "fit for purpose" to ensure delivery of the LAA. Responsibility for individual targets in the LAA will be clearly designated in delivery plans to be developed with particular lead partners and named lead officers. Each partner's normal accountability and corporate governance procedures apply to the initiatives they take responsibility for.
- 1.7 All delivery plans will include appropriate tracking of performance at six-monthly or more frequent interval (except where outcome data is only available annually – for example, for school examination results). A "monitoring level" will also be set for targets: this will be the level that triggers performance management action, including the use of sanctions if appropriate. The Performance Group will agree all targets and "monitoring levels" through its oversight of annual delivery plans.

Performance Monitoring Framework

- 1.6 Performance will be monitored on a quarterly basis by the Trafford Partnership Performance Group and the Trafford Partnership Board. The reports will include a full quarter's data.
- 1.7 A performance report will be submitted to GONW:
 - ⊗ reporting on half yearly performance.
 - ⊗ reporting on full year performance.
- 1.8 In the case of each of the above reports to GONW we would wish to include data which represented a full half year and full year. In these cases we would look to report to GONW within three/four weeks after the end of the period so that GONW had accurate performance reports and the governance arrangements established to manage this process are adhered to.
- 1.9 The Council has been looking to introduce a new performance monitoring software system to ensure that LAA performance is effectively managed. The system is in the process of being purchased and implemented. It is hoped that the first quarter's report which will be due in July 2006 will be produced by the new performance system.

What are the Performance requirements of a LAA?

1.11 Although a great deal of focus has been spent on drafting the Outcomes for inclusion in the LAA, detailed discussions have also been held in relation to the requirements of a performance system to support the agreement. Paragraph 1.9 articulates progress to date. Some of the components of the new performance tool will include:

- The ability to identify, at frequent and regular intervals, whether performance is on or off track. Typically, using a monitoring level or 'trajectory' to assess this. A trajectory plots an expected performance curve, between a baseline and a target that expires sometime in the future. Actual performance is then measured against this curve.
- Where performance is 'off-track' for a sustained period, what counts as 'sustained' will differ from outcome to outcome and the ability to diagnose the drivers of under-performance
- Who in the partnerships, and their constituent organisations, is going to be responsible for setting targets and constructing performance trajectories?
- How will these trajectories be made transparent to local partnerships, Government Offices and, through them, to central government?
- Is there sufficient information to understand the drivers of underperformance?

1.12 In order to be able to deliver a new effective and efficient performance tool the following requirements will have to be met:

- The tool would need to be accessible by all partners.
- The tool would need to be able to track progress.
- The tool would need to articulate who has responsibility for different outcomes i.e. who has responsibility for overall outcomes but also for the indicators supporting them.
- The tool would clearly need to be capable of providing real time reporting.

1.13 The performance system operated will meet all of the requirements listed above.

Ladder of intervention

1.14 Tackling under-performance will be the greatest challenge for the performance management regime in the wider LAA context. A three-stage process is proposed for the LAA. This ladder of intervention will be reviewed over time. However, from the outset we intend to put in place systems which provide clear monitoring and reporting and make available a mutually accountable and supportive approach to enable partners to improve performance. This reporting would result in a clear picture of performance against the LAA in an annual report and then provides the basis for future planning as LAA implementation rolls forward.

- 1.15 For specific funding streams, performance management action could be triggered when performance against a particular target fails to achieve an agreed "monitoring level".
- **Stage 1** - If a monitoring report shows that performance against the action plan or a particular target has failed to achieve the agreed "monitoring level" or trajectory, the lead partner will be expected to take appropriate action, working as appropriate with other agencies. It will be asked to report on progress to the relevant Block Board within three months.
 - **Stage 2** - If a monitoring report shows that performance against the action plan or target has failed to achieve the agreed monitoring level or trajectory for two consecutive monitoring periods, the Block Board will be expected to agree with the relevant agencies a plan to tackle the under-performance. It will be asked to report on progress to the Performance Group.
 - **Stage 3** - If performance continues to fall below expected levels despite action by the Block Board, the Performance Group will nominate one of its members to agree a revised plan to tackle under-performance, details of which will be reported to the Performance Group within three months. This approach may include the use of sanctions.

- 1.16 The Performance Group will retain the right, in consultation with the relevant Block Board, to trigger performance management action at either Stage 1, 2 or 3 in other circumstances where there is evidence of under-performance against target. The Performance Group will report on a regular basis to the Board on all performance management actions, and especially those at Stages 2 and 3. These arrangements will be implemented and tested during the first year of the LAA 2007/08.

Resource Management

- 1.17 All the objectives and targets of the LAA are set out in the Outcomes Framework. How well and how quickly progress happens depends crucially on the availability of resources and how smartly they are used. That means money, people, physical resources, proper intelligence and information, allied with the strength of will to use them in the best way. A key purpose of the LAA is to ensure that the resources available are targeted and used effectively to bring about improvements in the borough. This means:

- Being clear and agreeing about what we need to achieve so we are all pulling in the same direction
- Maximising the funding we can generate or draw in to benefit Trafford and developing our own resources and the capacity to help ourselves
- Co-operating to be more effective, cutting out duplication and waste, and pooling the budgets, knowledge and efforts of different organisations and groups where this makes sense
- Listening and responding to what matters most to people locally
- Targeting what we do to where it can make most difference

- Doing the kind of things that experience has shown will really work and be successful
- Checking on progress, letting people know how we are doing, and adjusting where necessary to keep on track

To underpin this, the Partnership has made a big commitment to improving the way information is gathered, used and shared. Of particular note are:

- a) A data observatory is being established to hold key statistical information on all aspects of quality of life in Trafford. This will keep data at a variety of spatial levels – super output area, ward, neighbourhood and borough level – and allow for comparison with our neighbours and regional and national averages. It will greatly help people to understand the geography and nature of disadvantage in Trafford. It will be especially useful in informing the spatial targeting of activity under this LAA.
- b) The Partnership is setting up a database of consultation and community engagement in Trafford. This will enable people to access a rich source of attitudinal data on a range of issues. It will also help people to plan and execute better community engagement in the borough - a key underpinning of this LAA.

Managing Risk

- 1.18 The Partnership recognises the scale of its ambition and is realistic in its expectations of what can be achieved given the scale of resources being deployed. It also recognises that risk management must be an integral part of the performance management framework and business planning process. This will increase the probability of success (and reduce the likelihood of failure) by identifying, evaluating and controlling the risks associated with the achievement of its objectives. The risk management process focuses attention and resources on critical areas, provides more robust action plans and better informed decision-making. It also fosters a culture where uncertainty does not slow progress or stifle innovation and ensures the commitment and resources of the Partnership to produce positive outcomes.
- 1.19 As part of implementing this LAA the Partnership will agree a Risk Management Strategy and establish a Strategic Risk Register. This will set out the risk management objectives, the role and responsibilities for risk management of the Board and individual block boards and thematic partnerships, and will categorise risks and the approach to risk management.

The risk management objectives include the;

- Adoption of Risk Management as a key part of the LAA
- Identification, evaluation and economic control of strategic and operational risks
- Promotion of ownership through increased levels of awareness
- The Partnership's risks can be broadly categorised as either "strategic" or "operational". Strategic risks cover those threats or opportunities which could impact upon the achievement of medium and long-term goals. The review of strategic risks will be carried out once the LAA has been adopted. This will be followed up by an assessment of operational risks

through each of the block boards as part of their Action Planning of the LAA implementation process.

2. UNDERPINNING PRINCIPLES

2.1 In developing our Local Area Agreement we have agreed the following principles that underpin the commitments, intentions and plans outlined in the document:

Governance

- ◆ The Partnership is committed to the principles of the Local Area Agreement and acknowledges that each partner owes a duty of good faith to each other, and to the Council specifically as the "Accountable Body", in fulfilling their roles. The partners agree that they will ensure that all of their internal procedures and safeguards are followed in relation to any funding received from whatever source and that they will submit relevant performance information to the Council to facilitate the monitoring of the Agreement.
- ◆ This Agreement sets out the key actions that both the Trafford Partnership and the Government Office for the North West will undertake to progress the LAA. These actions are a key element of the performance monitoring framework of the LAA and demonstrate an equitable, accountable, open and transparent relationship between the Partnership and the Government Office.
- ◆ There will be an annual review of the LAA to take stock of progress against the Performance Management Framework, resource availability, policy development and priorities identified through the Community Strategy and other plans and strategies.
- ◆ Aligned funding streams, as distinct from pooling, signifies common aims and targets shared by other funds that are otherwise outside the scope of the pooling arrangements. The assumption is that all new area based funding streams will automatically be folded into the LAA. The funding templates set out as part of this Agreement are provided on the basis that the Partnership acknowledges and will adhere to the rules relating to Capital and Revenue spend.
- ◆ The governance of the LAA will rest with the Board of the Trafford Partnership. The Performance Group of the TP will be given new terms of reference making it responsible for the detail of each outcome and for providing both the Executive and the Board with proposals for corrective action should an outcome be not performing as expected. The Executive will then have the remit of sanctioning the proposed course of action or for proposing a new course of action and for ensuring that the outcome is managed effectively back on track. The membership of the Performance Group will be reviewed to ensure that it has the key "players" to perform this important role.

Performance

- ◆ There will be an agreed mechanism to review previously agreed targets if the level of funding within the LAA is reduced or other changed circumstances make it necessary. In the light of the rapid timescale within which the LAA has been produced, there will be a comprehensive review and revision, if appropriate, of the LAA at the end of the first year.
 - ◆ The Council will procure and establish a robust performance tool, the aim of which will be to performance manage the LAA effectively but also to assist in streamlining administrative systems and processes across the partnership.
 - ◆ We aim to establish the delivery of public service outcomes as an endeavour shared locally, regionally and nationally. The approach to monitoring and responding to performance information is key to this. We wish to work towards a new and unified set of performance management arrangements, to cover LAAs and ultimately the full range of activity of the Local Strategic Partnership and its constituent bodies. The aim of the new performance tool will be to effectively manage performance across the LAA and have the capability to provide timely monitoring information, accessible to both Government Office and all local partners.
- 2.2 Details of responsibility in relation to performance and performance management are outlined below and help to demonstrate how the Partnership will manage the Local Area Agreement.

Trafford Data and Reporting Group (virtual group)

This Group will comprise Performance Officers from each of the relevant partner organisations and will be responsible for the inputting of performance data, on a quarterly basis, into the new Performance System in relation to indicators supporting the LAA Outcomes.

Trafford Performance Group

The Trafford Performance Group will comprise each of the LAA Block lead officers or appropriate partner officer representation (Police, Fire, Health, Voluntary and Community Sector and Business Sector). The Performance Group would also welcome a GONW representative at its meetings to provide an independent view of progress on the LAA outcomes.

The Performance Group will be responsible for:

- (i) Monitoring performance of each LAA Outcome.
- (ii) Proposing remedial action to the Board when an outcome is underperforming.
- (iii) Ensuring that the pump priming funding attached to LPSA outcomes is used effectively and efficiently in order to drive improvements in performance and result in the Partnership receiving as much

- Performance Reward Grant at the end of the three year agreement as is possible.
- (iv) Ensuring that funding attached to LAA outcomes is used effectively and efficiently in pursuit of service improvements.
- (v) Providing an overview for the Board on the process for reviewing, on an annual basis, the LAA outcomes to ensure that they are still fit for purpose.
- (vi) Ensure that there are robust processes in place for review, evaluation, monitoring and sharing notable practice across the Partnerships
- (vii) To steward risk management and assess impact on the partnership and the LAA
- (viii) To receive regular financial monitoring information
- (ix) To develop a scrutiny role over the work of the Partnership
- (x) To promote and maintain high standards of conduct
- (xi) To champion the cross cutting themes of the Community Strategy and LAA and provide a source of help, advice and expertise to the Board and the Executive on these issues.

Trafford Partnership Executive

The Executive's role in relation to performance management of the Local Area Agreement will be as follows:

- (i) To be responsible for the overall governance of the Local Area Agreement.
- (ii) To receive quarterly performance reports on the progress of each Outcome included within Trafford's Local Area Agreement and further regular reports where necessary.
- (iii) To consider and agree proposed remedial action in relation to LAA outcomes which are deemed to be underperforming.
- (iv) To sign off the annual refresh of the Local Area Agreement to ensure that the LAA Outcomes remain fit for purpose.
- (v) To provide comments to the Performance Group on any variations in the proposed remedial action to be taken in relation to LAA outcomes which are deemed to be underperforming.

Information Sharing Protocol

In order to plan effectively for the future, Partners recognise the need to share their planning information and processes. By working in such a way the Partnership can ensure that gaps in local provision are filled and that duplication is avoided.

To further this process Partners agree to provide the Partnership Support Team and the Performance and Information Network with copies of their strategic plans, needs analysis and other strategic information that could inform the strategic planning of learning opportunities across Trafford. The following principles underpin this sharing process.

- Partners will indicate which sections of their plans can be shared within the Partnership and which sections remain confidential

- The Partnership Support Team and the Performance and Information Network will not divulge information from the sections defined as confidential to other members of the Partnership
- The information in confidential sections will only be used by the Partnership Support Team and the Performance and Information Network to build up a global picture of employment, enterprise, learning and skills provision in Trafford
- Partners will agree to share relevant financial information about available funding as appropriate.

The Partnership acknowledges that it can best ensure that the local provision of services is responsive to local community needs by identifying those needs and responding to them. It can best fulfil this responsibility by being proactive in the sharing of strategic information and in communicating and consulting with partners. The Partnership will then be in a position to represent local needs at a local, sub regional, regional and national level.