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EXECUTIVE CABINET

Day: Wednesday
Date: 21 March 2018
Time: 2.00 pm
Place: Lesser Hall 2 - Dukinfield Town Hall

Item No.	AGENDA	Page No
1.	APOLOGIES FOR ABSENCE To receive any apologies for the meeting from Members of the Panel.	
2.	DECLARATIONS OF INTEREST	
3.	MINUTES	
a)	EXECUTIVE CABINET To consider the minutes of the Executive Cabinet/Overview (Audit) Panel held on 7 February 2018.	1 - 10
b)	STRATEGIC PLANNING AND CAPITAL MONITORING PANEL To receive the minutes of the meeting of Strategic Planning and Capital Monitoring Panel held on 12 March 2018.	11 - 18
c)	STRATEGIC COMMISSIONING BOARD To receive the minutes of the meeting of the Strategic Commissioning Board held on 20 February 2018.	19 - 28
d)	ASSOCIATION OF GREATER MANCHESTER AUTHORITIES/GREATER MANCHESTER COMBINED AUTHORITY To receive the minutes of the meeting of the GM Combined Authority held on 23 February 2018.	29 - 40
4.	REVENUE MONITORING To consider the attached report of the Executive Member (Performance and Finance)/Director of Finance.	41 - 64
5.	CAPITAL MONITORING To consider the attached report of the Executive Member (Performance and Finance)/Director of Finance.	65 - 92
6.	CONTINUITY OF SERVICE To consider the attached report of the Deputy Executive Leader/Assistant Director (People and Workforce Development).	93 - 106

From: Democratic Services Unit – any further information may be obtained from the reporting officer or from Robert Landon, Head of Democratic Services, to whom any apologies for absence should be notified.

Item No.	AGENDA	Page No
7.	CARE HOMES NEW CONTRACT AND CHANGES OF POLICY To consider the attached report of the Executive Leader/Director of Adult Services.	107 - 160
8.	TAMESIDE CITIZENS ADVICE BUREAU To consider the attached report of the Executive Member (Healthy and Working)/Assistant Director (Adult Services)/Assistant Director (Population Health)/Assistant Director (Operations and Neighbourhoods).	161 - 174
9.	INTERPRETATION SERVICE To consider the attached report of the Executive Leader/Assistant Director (Adults Services).	175 - 188
10.	CAPITAL PROJECTS	
a)	INVESTING IN CHILDREN'S PLAYGROUNDS To consider the attached report of the Executive Member (Healthy and Working)/Assistant Director (Operations and Neighbourhoods).	189 - 200
b)	REPLACEMENT OF CREMATORS To consider the attached report of the Executive Member (Clean and Green)/Assistant Director (Operations and Neighbourhoods).	201 - 206
c)	REPAIR AND RESTORATION OF CEMETERY BOUNDARY WALLS To consider the attached report of the Executive Member (Clean and Green)/Assistant Director (Operations and Neighbourhoods).	207 - 218
d)	ENGINEERING CAPITAL PROGRAMME 2018/19 AND 2017-18 UPDATE To consider the attached report of the Executive Member (Clean and Green)/Assistant Director (Operations and Neighbourhoods).	219 - 240
e)	IMPROVING THE BOROUGH'S GATEWAYS To consider the attached report of the Executive Member (Clean and Green)/Assistant Director (Operations and Neighbourhoods).	241 - 268
f)	LED STREET LIGHTING To consider the attached report of the Executive Member (Clean and Green)/Assistant Director (Operations and Neighbourhoods).	269 - 276
g)	CROWDED PLACES To consider the attached report of the Executive Member (Clean and Green)/Assistant Director (Operations and Neighbourhoods).	277 - 286
h)	4C COMMUNITY CENTRE ASHTON - CAPITAL INVESTMENT PROGRAMME To consider the attached report of the Executive Leader/Director of Adult Services.	287 - 298

From: Democratic Services Unit – any further information may be obtained from the reporting officer or from Robert Landon, Head of Democratic Services, to whom any apologies for absence should be notified.

Item No.	AGENDA	Page No
i)	REVIEW OF LEARNING DISABILITY DAY SERVICES - OXFORD PARK DEVELOPMENT To consider the attached report of the Executive Leader/Director of Adult Services.	299 - 316
j)	ACTIVE HYDE POOL EXTENSION SCHEME To consider the attached report of the Executive Member (Healthy and Working)/Director of Place.	317 - 322
11.	EXCLUSION OF PUBLIC AND PRESS The Proper Officer is of the opinion that during the consideration of the items set out below, the meeting is not likely to be open to the press and public and therefore the reports are excluded in accordance with the provisions pursuant to paragraph 3 of Schedule 12A to the Local Government Act 1972. Disclosure would, or would be likely to prejudice the commercial interests of the Council. The public interest in excluding the press and public outweighs the public interest in the transparency. At the time this agenda is published no representations have been that this part of the meeting should be open to the public.	
12.	NEW CHARTER REORGANISATION To consider the report of the Executive Leader/Director of Governance and Pensions (report to follow).	323 - 334
13.	MANCHESTER AIRPORT - CONCESSION OPPORTUNITY To consider the report of the Executive Leader/Director of Governance and Pensions (report to follow).	335 - 342
14.	URGENT ITEMS	

From: Democratic Services Unit – any further information may be obtained from the reporting officer or from Robert Landon, Head of Democratic Services, to whom any apologies for absence should be notified.

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JOINT MEETING OF EXECUTIVE CABINET AND OVERVIEW (AUDIT) PANEL

7 February 2018

Commenced: 2.00pm

Terminated: 3.10pm

Present: Councillor Warrington (in the Chair)
Councillors Bailey, Cooney, Fairfoull, Gwynne, Kitchen, Pearce, Peet, Ricci, Robinson, Ryan, Taylor L Travis and K Welsh

**Apologies
Absence:** for Councillors Bell and J Fitzpatrick

In Attendance:	Steven Pleasant	Chief Executive
	Sandra Stewart	Director (Governance & Pensions)
	Kathy Roe	Director (Finance)
	James Thomas	Director (Childrens)
	Stephanie Butterworth	Director (Adults)
	Robin Monk	Director (Place)
	Ian Saxon	Director (Operations & Neighbourhoods)
	Ilys Cookson	Assistant Director (Exchequer Services)
	Catherine Moseley	Head of Access and Inclusion
	Nigel Gilmore	Head of Strategic Infrastructure

42. DECLARATIONS OF INTEREST

There were no declarations of interest submitted for this meeting.

43 MINUTES

a) Joint Meeting of Executive Cabinet and Audit Panel

Consideration was given to the Minutes of the Joint Meeting of Executive Cabinet and Audit Panel held on 13 December 2017.

RESOLVED

That the Minutes of the Joint Meeting of Executive Cabinet and Audit Panel held on 13 December 2017 be taken as read and signed by the Chair as a correct record subject to the inclusion of Councillors Bailey and K Welsh on the present.

b) Strategic Commissioning Board

Consideration was given to the Minutes of the Strategic Commissioning Board held on 12 December 2017.

RESOLVED

That the Minutes of the Single Commissioning Board held on 12 December 2017 be received.

e) AGMA Executive Board Meetings / Greater Manchester Combined Authority

Consideration was given to a report of the Executive Leader and Chief Executive, which informed Members of the issues considered at the Greater Manchester Combined Authority 15 December 2017 and the Forward Plan of Strategic Decisions of the Greater Manchester Combined Authority and AGMA Executive Board.

RESOLVED

That the content of the report be noted.

44. BUDGET REPORT 2018/19

Consideration was given to a report of the First Deputy (Performance and Finance) and the Director of Finance (Section 151 Officer), setting out the detailed revenue budget proposals for 2018/2019 and the Medium Term Financial Plan for the period 2018 to 2022, including the proposed Council Tax increase for 2018/2019. The proposed budget was set in the context, once again, of cuts in Government funding to all councils. This would be the 8th year of reductions in funding with at least another two to follow. The report reflected the Council's provisional Grant Settlement from the Government, announced on 19 December 2017. It was noted that at the time of writing the report, the final settlement was still awaited and would be reported to Members before final budget decisions were made at the Full Council meeting on 27 February 2018.

The budget drew together the Council's many service plans and delivery strategies and set out an overall plan in financial terms. The budget also ensured that resources were used to deliver services to local people in line with the agreed priorities of the Council and its partners. By the end of 2017/18 the Council would have had to make efficiency savings in excess of £140 million, due to a combination of reductions in funding and an increase in the cost of providing services. The Council had managed this difficult challenge by taking tough decisions, early, and would continue to do this.

The budget approach for balancing the 2018/2019 to 2019/2020 budget had for the first time, looked at the position for the Strategic Commission. The Council was committed to growing Tameside as outlined in the Corporate Plan – to build houses, attracting businesses, creating jobs and promoting better health, skills and education for Tameside's communities and seeking to tackle the causes of service demand and so continue to reduce the overall costs of Council services.

The Council budget for 2017/18 had been prepared following an intense review of the resources required to support and deliver the services of the Council. It took account of the pressures that services were facing as well as increasing demographic demands to enable the Council to achieve its desired outcomes. The overall net budget proposed for 2018/19 was £186.514m taking into account the provisional Local Government Financial Settlement for 2018/19.

When the grant settlement was announced in December 2017, the Secretary of State had set out his guidelines on Council Tax and Table 10 in the report illustrated the effect of increases in Council Tax on the affordability of the Council's medium term plan. The budget for 2018/19 could be balanced with a 4.99% increase, being 2.99% in respect of general level council tax and 2% in respect of social care precept, but there remained a shortfall in future years even after a council tax increase.

It was reported that the Council was estimated to spend £174 million on capital investment from 2017/18 to 2019/20. The resourcing of the current Capital Programme had been reviewed to maximise efficiencies on the revenue costs of capital. Minimum borrowing had been assumed to be carried out with the majority of the corporate funding now undertaken by using reserves and / or capital receipts. Details were also given of the following:-

- Risks and Uncertainties Facing the Council;
- Schools Funding;
- Pay Policy Statement; and
- Legal considerations.

It was further reported that in line with its statutory duty, the Council had consulted with businesses and other representatives of non-domestic ratepayers on its draft budget which ran for a period of two weeks between the 1 February and 16 February 2017.

In conclusion, the Section 151 Officer stated that the budget had been prepared in accordance with International Financial Reporting Standards and he was satisfied regarding the robustness of estimates made for the purposes of the budget calculations and the adequacy of the proposed financial reserves.

RESOLVED

That the following recommendations outlined in Section 11 of the report be RECOMMENDED to Council for approval subject to any final minor changes to the final figures:

(i) Revenue budget recommendations

- a) That the budgeted net expenditure for the financial year 2018/19 as set out in Appendix A be agreed at £186.514m and that the level and usage of reserves and balances set out in section 7 of this report be approved.**
- b) That the Medium Term Financial Strategy, as updated in the report, be approved and form the basis of future updates, reports and decisions taken by Cabinet to balance resources and expenditure in future years budgets.**
- c) That the proposed expansion of the Integrated Commissioning Fund as set out at paragraph 2.17 be noted.**
- d) That the assumptions set out in section 5 of the report be approved, and that the Council specifically approves:**
 - An uplift to all fees and charges of 2.5% except where costs are not being recovered or market conditions indicate a different rate is more appropriate.**
 - The child allowance fees payable to Tameside Foster Carers and Relative Carers relating to the financial year 2018/19 are increased in line with the weekly minimum rates as determined by the Department of Education. Accordingly there will also be a corresponding increase to the related allowances payable.**
 - The personal allowance rate payable to eligible and relevant care leavers living independently is increased in 2018/19 to the same level as the Job Seekers Allowance rate payable for 18-24 year olds as determined by the Department for Work and Pensions.**
- e) That Council Tax for 2018/19 be increased by 4.99%, being 2.99% in respect of general level council tax and 2% in respect of the adult social care precept, as set out in section 6 of the report.**
- f) That the Pay Policy for 2018/19 included at Appendix J to the report be approved.**

(ii) Capital budget recommendations

- a) That the position on the Capital Programme, as previously approved by Executive Cabinet on 18 October 2017 be noted.**

(iii) General recommendations

- a) That the Council notes the difficult circumstances, and the expected challenges set out in the report over the medium term.**
- b) That the Council notes the significant good progress made over the last few years in meeting the financial challenges and continuing to operate in a financially robust manner.**
- c) That the Council retains a minimum level of General Fund balances of £17 million.**
- d) That the Council accepts the advice of the Section 151 Officer regarding the robustness of the estimates made for the purposes of the budget calculations and the adequacy of the proposed financial reserves. Following this, that the Council determines that the estimates are robust for the purpose of setting the budget and that the proposed financial reserves are adequate.**

45. TREASURY MANAGEMENT STRATEGY

Consideration was given to a report of the Executive Member (Performance and Finance) and the Assistant Director (Finance) setting out the Council's borrowing strategy for 2018/19 and the Annual Investment Strategy.

It was reported that as at 31 March 2017 the Council had £164m of investments, which needed to be safeguarded and £119m of debt. The Council was also the lead authority responsible for the administration of the debt of the former Greater Manchester City Council on behalf of all ten Greater Manchester Authorities. As at 31 March 2017, this was a further £94m of debt. The significant size of these amounts required careful management to ensure that the Council met its balanced budget requirement under the Local Government Finance Act 1992.

The report included information on the following:

- Code of Practice;
- Need to borrow;
- Types and duration of loans;
- Sources of borrowing;
- Rescheduling;
- Current position 2016/17;
- Tameside's estimated position at 31 March 2017;
- 2017/18 borrowing requirement;
- Greater Manchester Metropolitan Debt Administration Fund requirement;
- Borrowing strategy;
- Interest rates;
- Investments and proposed changes; and
- Treasury Management advisors.

Particular reference was made to the Annual Investment Strategy detailed at **Appendix A** to the report and the estimated borrowing requirement for both Tameside and the Greater Manchester Metropolitan Debt Administration Fund and the strategy to be employed in managing the debt position

RESOLVED

- 1. That the Treasury Management Strategy be noted and the proposed borrowing strategy (section 11) be supported.**
- 2. That the Annual Investment Strategy (Appendix A) be recommended for approval by the full Council.**
- 3. That the amendments to the Minimum Revenue Provision (MRP) policy (Appendix D) be RECOMMENDED for approval by full Council.**

46. MANCHESTER AIRPORT INVESTMENT

Consideration was given to a report of the Executive Member (Performance and Finance) and the Assistant Director (Finance) which set out the investment proposals of the Manchester Airport group companies ('MAG') to provide the airline capacity and standard of facilities required to secure future business plan growth and the longer term sustainability of the business.

It was explained that as shareholders there was an opportunity to support the funding package that underpinned the Transformation Programme through the format of shareholder loans. The investment would be fully in line with the economic objectives for Greater Manchester as set out in the Greater Manchester Strategy "Our People, Our Place" and would promote economic growth, employment opportunities for local residents and world class connectivity.

There was also a financial benefit to the Council. As well as the direct return on loan, the airport transformation programme that the loans were supporting should enable the future anticipated dividend rates to be paid. Without the capital investment there was a very real risk that the level of dividend payable will reduce considerably in future years. In 2017/18, £4m of airport dividend was supporting the revenue budget, and was budgeted to continue at that level in the Medium Term Financial Plan, without the dividend additional equivalent savings would have to be found to balance the budget.

Any investment decision has to be underpinned by a thorough assessment of the risks involved and a robust due diligence process. From the analysis and work carried out this was deemed to be a reasonable investment for the Districts that is aligned to the economic and strategic priorities for GM and will help secure future dividend growth.

RESOLVED

- 1 That the proposals set out in the report, and in particular the recommendations for financial support to the Manchester and Stansted transformation programme through the form of further shareholder loans be noted;**
- 2 That the Transformation Programme outlined is fully aligned to the strategic economic and regeneration objectives for Greater Manchester be noted;**
- 3 That authority be delegated to the Chief Executive in consultation with the Section 151 Officer, Borough Solicitor and Executive Member for Finance and Performance to approve the funding package including the Borough's shareholder loan;**
- 4 That the Section 151 Officer and Borough Solicitor be authorised to negotiate and finalise the detailed arrangements in respect of the shareholder loan, and to progress the financial and legal work associated with it;**
- 5 That a recommendation be made to Council that approval be given to the increase in capital expenditure supported from reserves by up to £11.3m.**

47. COUNCIL TAX SUPPORT SCHEME

Consideration was given to a report of the Executive Member (Performance and Finance)/Assistant Director (Exchequer Services) that detailed the procedural requirement in setting the Council Tax Support scheme (CTS), to become effective from April 2018. The scheme cost and claimant numbers continued to decline and support for claimants remained in place. There appeared to be no adverse equality impact assessment arising from the quarterly reviews that took place and further guidance, which may have a bearing on the scheme, had not been received from the DCLG of the Tribunal Service.

It was stated that there were no external influences or internal requirements to revise the scheme for any reason. The scheme was operating as expected when the scheme was set in January 2017 and effective from April 2017.

The costs and demand for the scheme had fallen and hardship relief and other support remained in place and available to the public. The Valuation Tribunal Service had not recommended any changes to the scheme. DCLG have not issued any guidance in respect of designing a local scheme and no further guidance is expected.

RESOLVED

That a RECOMMENDATION is made to Council that the Council Tax Support scheme for 2018/19 remains the same scheme as that set effective from April 2017, subject to annual benefit uprating as detailed in the scheme.

48. PRIMARY AND SECONDARY SCHOOL ADMISSION ARRANGEMENTS

Consideration was given to a report of the Executive Member (Lifelong Learning)/Director of Children's Services which informed Members that all admission authorities were required to consult on their co-ordinated admission scheme and on changes to admission arrangements. It was explained that admission authorities must ensure that their determined admission arrangements complied with the mandatory requirements of the School Admissions Code 2014. The consultation process follows a timetable determined by the Department for Education (DfE).

Members were informed that consultation must run for a minimum of six weeks between 1 October and 31 January; admission arrangements must be determined by 28 February and must be published by 15 March. Following determination of the admission arrangements objections to those arrangements must be made to the Schools Adjudicator by 15 May.

It was explained that for entry to school in September 2019, the following changes were proposed to the admission arrangements for community or voluntary controlled primary, junior and secondary schools:

- Proposed change to the wording of criterion 4 of the oversubscription criteria to prevent the potential for misuse of the partner primary school criteria;
- Proposed changes to published admission numbers at Arlies Primary School, Aldwyn Primary School and Denton Community College
- Proposed changes to partner primary schools for Denton Community College and Alder Community High School.

The proposed changes would only affect community or voluntary controlled primary, junior and secondary schools and would not affect any academies, voluntary aided or free schools who were responsible for their own admission arrangements.

The determined admission arrangements of all Academies and Voluntary Aided schools would be reviewed in light of comments sent as part of the consultation and at that point a decision will be made about referrals to the School Adjudicator if it was felt that any arrangements did not comply with the Code.

The report set out details of the consultation that had been undertaken.

RESOLVED:

- (i) That approval be given to the determination of Published Admission Numbers for all voluntary controlled and community schools for 2019/20 without change from those that applied for admission in 2018/19 other than the changes set out in Appendix 1 to the Report;**
- (ii) That approval be given to the determination of admission arrangements for all Tameside community and voluntary controlled schools for admission in 2019/20 as set out in Appendix 2 to the Report.**

49. CHILDREN'S IMPROVEMENT BOARD AND GOVERNANCE ARRANGEMENTS

Consideration was given to a report of the Executive Member for Children's Services/Director of Children's Services which explained that the Children's Services Improvement Board had brought together senior strategic leaders both from the Council and from all those partners key to safeguarding children in Tameside. It was stated that there had been many examples where the Board had made effective challenges to the pace and effectiveness of improvement actions. However, through the course of 2017 there had been a growing concern on the part of Tameside Council, the independent Improvement Board Chair and Ofsted, that the pace of improvement had been too slow. Therefore it was appropriate to review the extent to which the Improvement Board

itself could strengthen its effectiveness in the year ahead. This report outlined proposed changes to the terms of reference of the Improvement Board for 2018.

Members were informed that the government was proposing to replace Local Children's Safeguarding Boards with new local safeguarding arrangements determined by the three lead statutory partners, namely the Council, the CCG and the Police. The report outlined the direction of travel for proposals in Tameside.

In addition Members were informed that the Department for Education was negotiating new Improvement Advisors for Tameside, a role that was likely to be taken up by Stockport alongside the development of an improvement partnership with them. The report provides an update.

RESOLVED:

- (i) That the revised terms of reference for the Improvement Board outlined in this report (and attached at Appendix 1 to the report) be approved and adopted;**
- (ii) That the principles for future local safeguarding arrangements as outlined in the report be approved. Once the new statutory guidance is enacted, full detailed proposals would be taken forward to Executive Cabinet.**
- (iii) That the development of an improvement partnership with Stockport. Once detailed proposals are ready, these should be taken forward to Executive Cabinet.**

50. TOWN CENTRE CHALLENGE

Consideration was given to a report of the Deputy Executive Leader/Director of Place which sought approval to participate in the Greater Manchester Mayor's Town Centre Challenge, which was part of the major effort to create world class town centres in Greater Manchester.

It was stated that the regional centre was experiencing unprecedented growth and there was an opportunity to accelerate the spread of this growth to the 8 principal towns, 20 smaller towns and over 50 further significant local and suburban centres in the conurbation.

The GM Mayor's Town Centre Challenge proposal, approved by the GM Combined Authority on 27 October 2017, made the case for a multi-stakeholder GM-wide intervention to accelerate growth and create a city region of world class town centres.

The main proposition of the GM Mayor's Town Centre Challenge was a dedicated resource from the GM Mayor and GMCA to support a long term strategic approach to promoting growth and removing barriers to development in town centres, especially non-principal town centres, through:

- a) Collaboration with the individual local authority and other public and private stakeholders on an agreed vision and masterplan
- b) Collaboration on specific projects with long term catalytic benefits
- c) Creating a public and private sector investment platform to support delivery
- d) Linking with central government to unlock local delivery (e.g. Housing Deal)
- e) Use of the full range of powers available to facilitate delivery

Members were informed that there was no dedicated funding support identified for the GM Mayor's Town Centre Challenge at this time. However, the GM Mayor and GMCA have committed to working over the coming months to identify appropriate funding to support the emerging programme for the initiative.

RESOLVED:

That Stalybridge Town Centre be nominated for participation in the Greater Manchester Mayor's Town Centre Challenge.

54. TAMESIDE INTERCHANGE

Consideration was given to a report of the Executive Member (Transport and Land Use)/Director of Place which provided an update on progress in respect of the proposed Tameside Interchange (Ashton Under-Lyne) and sought Members approval to the revised land assembly proposal relating to where responsibilities lie within .

It was explained that in order to minimise potential tax issues applicable to the scheme, TfGM had requested that all assembled land should be transferred into their full ownership before the initiative commences. HM Revenue & Customs had determined that Stamp Duty Land Tax (SDLT) was payable on the full market value of any land at the time of purchase. Any transfer of ownership from Tameside to TfGM post scheme completion would potentially increase the market value of the land and hence the amount of tax payable. SDLT costs would be shared equally between TfGM and Tameside.

The release of any land to TfGM for the benefit of the proposed interchange would not preclude Tameside from developing the residual land, highlighted in section 1.2 above, in support of the Vision Tameside initiative. All land transfers and subsequent development initiatives would be encapsulated in relevant legal agreements between both parties.

Approval was sought that should a 10 year longstop date reached and either party brings the contract to an end, then TfGM shall, either:

- a. If no development works had commenced, transfer the land (including the MoJ offices) to Tameside for nil consideration; or
- b. If development works had commenced, pay to Tameside the value of the land (being the land which the Council transferred to TfGM together with the MoJ Offices) (at the value on the 2018 transfer date).

Members were informed that TfGM had stated it would not bear any Tameside costs as they will have lost its £400k contribution toward the cost of the MoJ Offices.

In order to progress and conclude the negotiations, there would be a continued need to move forward on a number of fronts both with TfGM and the MoJ. Whilst any overall increase in potential cost and future land development proposals contained in the June 2017 Executive Cabinet report would be brought to the attention of Members for further consideration, Executive Cabinet was asked to delegate the continued negotiation and subsequent implications of such matters to the Executive Director Governance and Pensions in consultation with the Executive Director of Place. Such delegated decisions to include land assembly, financial and tax considerations, and issues in respect of continued negotiations with the Ministry of Justice

RESOLVED

- (I) That Tameside's role in acting as agent in progressing the land assembly required for the proposed transport interchange be re-affirmed;
- (II) That it be noted that Transport for Greater Manchester were to directly secure the Ministry of Justice facility at Francis Thompson Drive;
- (III) That if Transport for Great Manchester fails within a period of ten years to complete the Tameside Interchange to confirm that if either party brings the contract to an end, then TfGM shall:
 - a. If no development works have commenced, transfer the land (including the MoJ offices) to Tameside for nil consideration; or
 - b. If development works have commenced, pay to Tameside the value of the land (being the land which the Council transferred to TfGM together with the MoJ Offices) at the value on the 2018 transfer date;
- (iv) That the change of location of the Ministry of Justice temporary facility to land owned by Tameside MBC for a rent free period of up to 12 month be noted;
- (v) That the following be noted and approved:
 - a. Professional Planning fees in connection with securing planning permission for the Ministry of Justice temporary facility to land owned by Tameside MBC; and

- b. The payment of £20,000 to Groundwork to enable the connection into Birchcroft House of utilities required by the Ministry of Justice for the temporary site on land owned by Tameside MBC;
- (vi) That authority to agree any consequential agreements arising out of the actions approved in this report be delegated to the Executive Director Governance and Pensions in consultation with the Executive Director of Place to agree and execute.

CHAIR

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STRATEGIC PLANNING AND CAPITAL MONITORING PANEL

12 March 2018

Commenced: 2.00pm

Terminated: 3.15pm

Present:

Councillor Warrington (Chair)

Councillors Dickinson, Fairfoull, Gwynne, B Holland, McNally and Taylor

Monitoring Officer:

Sandra Stewart

Section 151/Chief Finance Officer: Kathy Roe

Also in attendance:

Robin Monk – Director of Place
Stephanie Butterworth – Director of Adults Services
Tom Wilkinson – Assistant Director of Finance
Ian Saxon – Director – Operations and Neighbourhoods
Tom Wilkinson – Assistant Director of Finance
Peter Taylor - Head of Planning
Ade Alao - Head of Investment and Development

Apologies for absence:

Councillor Cooney

34. DECLARATIONS OF INTEREST

Members	Subject Matter	Type of Interest	Nature of Interest
Councillor Taylor	Agenda Item 9 – Leisure Assets Capital Investment Programme Update	Prejudicial	Chair of Active Tameside

35. MINUTES

The Minutes of the meeting of the Strategic Planning and Capital Monitoring Panel held on 27 November 2017 were signed as a correct record.

36. CAPITAL MONITORING – PERIOD 10 2017/2018

Consideration was given to a report of the Assistant Director of Finance, summarising the capital expenditure monitoring position at 31 January 2018. The report showed projected capital investment in 2017/2018 of £53.552 million by March 2018. This was £29.542 million less than the current capital budget for the year, which was in part due to project delays that were being experienced following the liquidation of Carillion.

Proposed re-profiling of £29.106 million into the next financial year was identified in an appendix to the report.

Details of the capital expenditure to date were shown by service area and Section 4 of the report referred to the most significant scheme variations.

Reference was also made to capital receipts and prudential indicators.

Members sought clarification with regard to Appendix 9 – reference to land at Cecil Street/Acres Lane and land at Acres Lane/Cecil Street and asked if this was two different sites?

The Director of Place agreed to investigate further and clarify this for Members in writing.

RESOLVED

That the following RECOMMENDATIONS be made to Council:

- (i) That the re-profiling to reflect up-to-date investment profiles be approved;**
- (ii) That the changes to the Capital Programme be approved;**
- (iii) The updated Prudential indicator position be approved;**
- (iv) That the current capital budget monitoring position be noted;**
- (v) That the resources currently available to fund the capital programme be noted;**
- (vi) That the updated capital receipts position be noted; and**
- (vii) That the timescales for review of the council's three year capital programme be noted.**

37. VISION TAMESIDE PHASE 2 PROGRESS UPDATE

The Director of Place submitted a report providing an update on progress made by the council's strategic infrastructure partner Inspired Spaces (LEP) to secure an Early Works Agreement with Robertson Construction Group Limited, which would enable the prompt commencement of necessary protection works to arrest deterioration of already completed works on the project. It would also allow for an 8 week period for Robertson Construction Group Limited to carry out its due diligence on the project and enter into contract with the LEP to secure a prompt remobilisation for completing the project.

In addition, the report provided an update on the status of the construction project prior to Carillion Construction Limited entering into liquidation on 15 January 2018. It was reported that all construction work on the site of the Vision Tameside Phase 2 project stopped following the announcement of the liquidation of Carillion. The immediate uncertainty meant that all sub-contractors chose to suspend work until further clarification of the situation.

Sean Stafford, Independent Consultant, attended before Members to provide an update on the current situation in respect of the Vision Tameside Project.

It was explained that PwC had originally advised the LEP that they would see through the project to completion however they later confirmed that they were unable to support the project further and that the LEP should appoint an alternative contractor to complete the works. Most of the Carillion staff were made redundant by PwC on 5 February 2018. The LEP terminated the building sub contract with Carillion Construction on 6 February 2018, on the basis that being placed in compulsory liquidation, constituted a Contractor Default under the terms of the building sub-contract. Primarily this was to secure the site and retain key documentation. On 7 February 2018, the Council's Executive Cabinet approved a proposal from the LEP, to secure a prompt remobilisation of the Vision Tameside Phase 2 construction project.

The approval gave the LEP authority to engage Robertson Group Limited under an Early Works contract to undertake urgent protection works on the project, remobilise the site, re-engage a core team and sub-contractors, whilst at the same time undertake due diligence to agree a contract, programme and estimated cost of completing the project.

The Executive Cabinet also approved changes being made to the existing head contract. A further report with clear recommendations, based on an assessment of the latest position at the time, would be presented within the next 8 weeks once the due diligence under the Early Works Agreement, had been undertaken.

The financial implications of the LEP proposal were outlined and illustrated details of the Construction Milestone Schedule were appended to the report.

The report further provided an update on the status of the construction project prior to the announcement of the liquidation of Carillion Construction Limited on 15 January 2018. A summary of works in progress in early January 2018 was also detailed.

Following the tragedy at Grenfell Tower on the 14 June 2017, assurance had been sought from the LEP and Carillion that the specifications and method of installation of the proposed cladding material for the building did not pose unacceptable levels of fire risk. The Council had received confirmation from the designers and constructors that no ACM cladding material would be used in the building. As a third level of assurance, the Council had commissioned an independent technical review to confirm that the specifications, method of construction and overall fire strategy proposed for the building did not pose unacceptable levels of fire risk. This report was expected to be received in the next few weeks.

The high level programme, previously reported, was detailed in the report. The construction works were originally due to be completed on 15 June 2018. It was envisaged that staff would move into the new Shared Service Centre between June and December 2018. Following the liquidation of Carillion the project would now be delayed. The full impact of recent events would not be fully understood until Robertson Group Limited had remobilised the site and completed their due diligence. Details of the revised programme would be presented at a future meeting.

In respect of the streetscape improvement project, Members were informed that, at the last meeting of the Panel on 27 November 2017, the Council had been unsuccessful in securing the National Productivity Investment Fund bid and so the decision was taken to progress the project in line with the confirmed funds and to continue to bid for additional funds as and when available.

Previous reports had highlighted that most of the new public realm, around the new Shared Service Centre, would not be fully complete when the building opened due to logistical constraints with the build programme. A clear plan had been developed to ensure that the new building was fully operational and accessible when it opened. This was currently under review due to the recent delay in the Shared Service Centre's construction programme. An updated programme, including a visual plan, would be presented at a future meeting.

With regard to the recant plan, a detailed Vision Tameside Recant Plan was currently being developed to form part of a wider Council Office Accommodation Strategy which would be implemented when the new Shared Service Centre was completed.

A draft Recant Plan was being developed for detailed analysis would need to take place with regard to the additional buildings to ensure that best fit and utilisation as achieved. Once a revised programme was available then logistical planning would start with key stakeholders, in order to develop a phased recant plan for the building as a whole. A comprehensive communication plan for staff would also be implemented from May 2018.

An analysis of furniture, fittings and equipment for all elements of the scheme, was completed as part of the Stage 2 submission. The original £1.5 million budget for the Council and partners had been confirmed to be sufficient at Stage 2. The last report to the Strategic Planning and Capital Monitoring Panel on 27 November 2017, highlighted that the projected FF&E contribution from the DWP and CCG, was anticipated to be £432,000. This figure was currently under review due to design changes which had been requested by DWP and changes agreed to the recant plan. These discussions and financial review were nearing completion and an update would be provided at a future meeting.

In respect of Variation Notices and impact on Contingency Budget, it was explained that the programme currently had a contingency allowance of £619,711.

In terms of risk management, it was explained that the Vision Tameside Phase 2 programme had a comprehensive risk register and issues log which was pro-actively managed by the Project team

on a monthly basis. The primary risks and impact on the project associated with Carillion entering into liquidation were detailed.

In conclusion it was reported that, the Early Works Agreement with Robertson Construction Group, approved at the Council's Executive Cabinet on 7 February 2018, was intended to enable for prompt commencement of necessary protection works to arrest deterioration of already completed works on the project.

The Early Works Agreement was intended to allow for Robertson Construction Group Limited, to carry out its due diligence on the project over an 8-week period and enter into contract with the LEP to secure a prompt remobilisation in order to minimise the delay in completing the project.

Even though prompt action had been taken to secure an alternative Main Contractor, it was unlikely that the project would now be completed on time and to budget. A detailed analysis of the full financial programme implications for the overall project would be required to enable the advancement to a new contract to complete the project. This subsequent report would provide the Council with full clarity and seek approval to set a new fully costs budget to allow the completion of the project.

It was essential that all Reviewable Design Data were concluded as priority by the Council's Project Team and no further changes, unless absolutely critical, were agreed.

Following approval of the Recant Plan it was essential that a robust workforce communication plan be launched from May 2018.

Delivery of the Vision Tameside Phase 2 programme remained key to the achievement of the Council's overall strategic priorities and a new exciting future for Tameside attracting new businesses, creating new jobs and future opportunities for Tameside residents.

Detailed discussion ensued with regard to the Vision Tameside project and Mr Stafford commented on the scale of the Carillion collapse throughout the UK, the role of PwC and the importance of the engagement of independent consultants to give an accurate opinion of the value of the works on site.

In response to questions from the Chair, Mr Stafford explained the position with the sub-contractors and gave an approximate projection for the completion of the works, which would be incorporated into the recant plan, when a more definitive completion date was identified.

Members also sought reassurance with regard to the extent of any damage to the building following Carillion's liquidation, when work on site had ceased.

Mr Stafford confirmed that there had been no significant damage to the building and that minor incidents of water ingress had been dealt with.

RESOLVED

- (i) That the progress being made by the LEP to secure an Early Works Agreement with Robertson Construction Group Limited be noted;**
- (ii) That the status of the construction project prior to Carillion Construction Limited entering into liquidation on the 15 January 2018 be noted;**
- (iii) That the financial position of the Vision Tameside Phase 2 project, which was set out in Table 3 of Section 9 of the report and recommends approval of the virements requested in Table 2 of Section 9 of the report, be noted;**
- (iv) That the excellent progress being made to drawdown the £4 million Skills Funding Agency Capital funding, as illustrated in Section 9 of the report, be noted;**
- (v) The potential increase in costs of the project and identified funding, be noted; and**
- (vi) That the Director of Place produce a recant plan for approval by members as soon as possible.**

38. CORPORATE ASSET MANGEMENT PLAN UPDATE

The Director of Place submitted a report updating Members of the Panel with progress on the disposal of the Council's surplus assets, anticipated capital receipts that would be realised and investment that was required to maintain those buildings being occupied and retained or dilapidations arising from the termination of leases.

With regard to the disposal of assets, it was reported that in the financial year 2016/17 the total sales achieved amounted to £3,929,550. The Asset disposal process continued with a sum of £4,380,567 achieved since 1 April 2017.

It was reported that sale of the former Samuel Laycock school site completed 22 February 2018. The former Littlemoss school site was now subject to an agreement for lease with the Laurus Trust for the construction of a new free school. Planning had been approved for the former Mosley Hollins school site and was still being processed for the former Hartshead school site. Offers had been received to purchase the former Hartshead school site and these were currently being evaluated.

A review of open space was being undertaken to determine both the value of sites and which were in council ownership to inform Cabinet to determine a strategy of retention and disposal. The review should be complete in May 2018 with a view to seeking governance and the wider consultation with elected members.

Properties being actively marketed for sale or lease would be advertised on the Council's website, in addition to the marketing agent's websites. Where potential disposals would impact on tenants, for example sale of garage or garden plots, which had become too expensive to administer, written notification would be given to tenants in advance for the proposed sale and the tenant would be given the opportunity to purchase.

In respect of leased buildings, as reported at previous meetings of the Panel, the Council's policy was to terminate leases it had for buildings owned by others and to relocate services to surplus space in Council owned properties, where this delivered value for money, to reduce the revenue cost of operating and occupying buildings.

A list of properties and assets identified at the Strategic Planning and Capital Monitoring Panel of 5 September 2016, which are in the process of being sold, was appended to the report.

Details of capital receipts realised since 1 April 2017 was also appended to the report.

In respect of Investment in Civic and Corporate Buildings, it was explained that a capital resource of £2 million over 3 years had been allocated in respect of Property Assets Statutory Compliance. This money would be used to ensure that our property assets complied with all statutory building compliance issues e.g. fire regulations, asbestos management, electrical checks etc. Money spent on these requirements would be summarised and reported to Strategic Capital Panel on a regular basis.

During October to December 2017, a total of £63,330.76 had been expended on a range of risk mitigation. This included £35.5k on remedial works emanating from fire risk assessments, £5.3k on asbestos remediation and £22.5k on various reactive remediation works required in relation to other statutory requirements.

A capital resource of £3 million over 3 years had been allocated in respect of Refurbishment of Capital Assets. This money was intended to be used to fund minor refurbishments of council buildings e.g. structural remodelling, replacement of essential infrastructure. Works funded by this capital would be deemed to be assisting the Council in its stated priority of the maximisation of use of the Council's building assets.

A detailed business case and strategy for the use of funds would be brought back to Members setting out how these resources would be prioritised and informed by the Estates Strategy and Asset Management Plan, to ensure effective use of limited resources and money spent on these requirements would be summarised and reported to Strategy Capital Panel on a regular basis.

RESOLVED

That the following RECOMMENDATIONS be made to Executive Cabinet that:

- (i) The list of disposals identified in Appendix 1 to the report be approved;**
- (ii) The capital schemes on corporate buildings detailed in Section 3 of the report, totalling £63,330.76 be approved; and**
- (iii) That a detailed business case and strategy for the use of funds set out in Section 3 of the report be brought back to Members, setting out how these resources would be prioritised and informed by Estates Strategy and Asset Management Plan, to ensure effective use of limited resources and once approved, thereafter these requirements be summarised and reported to Strategic Planning and Capital Monitoring Panel on a regular basis, be agreed.**

39. EDUCATION CAPITAL PROGRAMME UPDATE

Consideration was given to a report of the Director of Place, advising Members of the Panel on the latest position with the Council's Education Capital Programme 2017/18 and sought approval for amendments to the Education Capital Programme as detailed in the report and in appendices to the report.

The report gave details of:

- Funding allocation;
- Basic Need Schemes progress update;
- School Condition and Capital Maintenance progress update and requests for additional funding allocations/amendments;
- Procurement and value added; and
- Risk Management.

Information on the liquidation of Carillion was also provided and Members were advised that on 15 January 2018, the High Court appointed the Official Receiver as liquidator of Carillion Plc, Carillion Construction Limited and some 5 other associated companies on the petition of the company's directors. The court also appointed PWC as special managers to support the Official Receiver in managing the affairs, business and property of the companies.

The Local Education Partnership (LEP) was the procurement vehicle through which school projects must be built. It was important and critical that the Council went through the necessary contractual processes with the LEP to determine whether they had capacity and ability to undertake the school work and only once such process had been properly undertaken. Should the LEP advise that they were not in the position to undertake the work, that alternatives could be progressed to avoid any unnecessary risk to the Council.

It was further reported that, although a significant part of the 2017/2018 school building works were carried out over summer 2017, a number of other schemes were due to start during February and Easter 2018 school holidays. Due to Carillion entering into liquidation these works had suffered delay as alternative delivery options were identified. The schemes affected were detailed in an appendix to the report.

The report concluded that there had been significant capital investment in schools over the recent past to support the Council's delivery of its statutory responsibilities connected with the provision of sufficient and suitable places. The work identified would enable the Council to meet its statutory duties.

In response to questions from the Chair and Members, Mr Alao, Head of Investment and Development gave further information in respect of works to the playing fields at Russell Scott Primary School, Denton and the proposed opening of the new Free School to be operated by the Laurus Trust.

RESOLVED

That the following RECOMMENDATIONS be made to Executive Cabinet:

- (i) That the allocation of Basic Need grant funding schemes as outlined in Section 3 and Appendix 1 be approved; and**
- (ii) The allocation of School Condition grant funding schemes as outlined in Section 5 and Appendix 2 and 3 be approved.**

40. SECTION 106 AGREEMENTS AND DEVELOPER CONTRIBUTIONS

Consideration was given to a report of the Director of Place, summarising the current position with regard to receipts received from Section 106 Agreements and Developer Contributions, and made comments for each service area. New Agreements made and requests to draw down funding were also detailed.

The report also provided a summary of the final audit report relating to Planning Obligations, which had identified a number of actions which needed to be taken including provision of additional resources to assist with effective monitoring of Section 106 Agreements and Developer Contributions.

It was reported that the summary position as at 31 January 2018 for Section 106 Agreements totalled £483,000, with Developer Contributions, as at 15 February 2018, totalling £294,000, less approved allocations of £147,000 leaving a balance of £148,000. The balance of unallocated section 106 funds and developer contributions were as follows:-

- Services for Children and Young People - £242,000 (s106) and £80,000 developer contributions;
- Community Services (Operations and Greenspace) - £210,000 (s106) and £44,000 developer contributions; and
- Engineering Services - £31,000 (s106) and £23,000 developer contributions.

It was reported that a Section 106 Agreements had been made on 9 November 2017, for an application relating to Land at Scout Green, Manchester Road, Mossley. The outline planning application sought consent for the demolition of buildings and erection of up to 41 dwellings and 6 live/work units with associated car parking and access arrangements. A green space contribution had been agreed for improvements to Egmont Street link path and infrastructure through Scout Green, replacement of teen play kit at Egmont Street Playing Fields and associated safety surfacing together with replacement of junior play kit at Egmont Street Playing fields and associated safety surfacing. An education contribution had been agreed for the extension of St George's C of E Primary School, Mossley. The sums for these contributions would be calculated at reserved matters stage using a formula based on size and number of dwellings in the final development. There would also be an access plan submitted at reserved matters stage, with a sum to be agreed for future maintenance of the bridge.

There were a number of resolutions where planning permission had been granted subject to agreements being entered in to which were currently being processed and finalised. When formally entered in to and active, these agreements would be reported to a future meeting of the Strategic Planning and Capital Monitoring Panel.

No new requests to draw down funding had been made since the previous report to the Panel.

Members were also informed that, following a review of Planning Obligations within the Development Management service, and the publication of the final audit report in April 2017, work had been on-going to monitor and review historic legal agreements and Developer Contributions by a newly appointed officer. The initial task had been to review the progress and status of schemes where Section 106 agreements had been signed and payments may be outstanding.

The review found that these schemes were at different points in the Section 106 process, and as such would require different actions going forward to make sure outstanding monies and future payments were collected promptly to minimise risks, as outlined in the 2015 Audit report. An overview of the schemes was detailed in the report.

RESOLVED

That the content of the report be noted.

Having declared a prejudicial interest, Councillor Taylor left the meeting during consideration of the following item and paid no part in the voting or decisions thereon.

41. LEISURE ASSETS CAPITAL INVESTMENTS PROGRAMME UPDATE

Consideration was given to a report of the Director of Place, summarising progress to date in relation to the delivery of the council's capital investment programme to improve sports and leisure facilities in Tameside.

Individual elements of the programme were highlighted in the report as follows:

- Active Copley Heating System Replacement (£0.369m)
- Active Copley Pitch Replacement (£0.177m)
- Active Medlock Roof Replacement (£0.120m)
- Active Hyde Pool Extension (£3.096m)
- Active Hyde Wave Machine Replacement (£0.060m)
- Tameside Wellness Centre, Denton (£13.674m Council Investment & £1.050m repayable loan by Active Tameside)
- Active Dukinfield (iTRAIN) (£1.3m Council Investment & £1m repayable loan by Active Tameside)
- Active Longdendale (Total Adrenaline) (£0.600m all repayable loan by Active Tameside).

In respect of Active Hyde Pool Extension, the Director of Place advised that a communication had been received from the LEP, just prior to the commencement of the meeting, advising that a further £90,634 would be required in order to deliver the scheme. It was agreed that a report would be prepared for the next meeting of Executive Cabinet to consider this additional funding request.

With regard to the Denton Wellness Centre, Members were informed that the Stage 1 submission, seeking a capital contribution of £1.5 million, had recently been approved by Sport England.

It was reported that overall, good progress was being maintained with the delivery of the Council's capital investment programme to improve sports and leisure facilities.

RESOLVED

- (i) **That the content of the report and the financial comments which set out a further report to Executive Cabinet to increase the Capital funding for the schemes be noted; and**
- (ii) **That a report be submitted to the next meeting of Executive Cabinet to consider the request for additional funding in the sum of £90,634 to deliver the Active Hyde Pool Extension scheme.**

CHAIR

TAMESIDE AND GLOSSOP STRATEGIC COMMISSIONING BOARD

20 February 2018

Commenced: 2.00 pm

Terminated: 3.30 pm

- Present:** Dr Alan Dow (Chair) – NHS Tameside and Glossop CCG
Steven Pleasant – Tameside MBC Chief Executive and Accountable Officer for NHS Tameside and Glossop CCG
Councillor Brenda Warrington – Tameside MBC
Councillor Gerald Cooney – Tameside MBC
Councillor Leanne Feeley – Tameside MBC
Councillor Jim Fitzpatrick – Tameside MBC
Councillor David Sweeton – Tameside MBC
Councillor Allison Gwynne – Tameside MBC
Dr Christina Greenhough – NHS Tameside and Glossop CCG
Dr Alison Lea – NHS Tameside and Glossop CCG
Dr Jamie Douglas – NHS Tameside and Glossop CCG
Dr Vinny Khunger – NHS Tameside and Glossop CCG
Carol Prowse – NHS Tameside and Glossop CCG
- In Attendance:** Sandra Stewart – Director of Governance
Gill Gibson – Director of Safeguarding and Quality
Tracey Simpson – Deputy Chief Finance Officer
Alison Lewin – Deputy Director of Transformation
Sarah Dobson – Assistant Director, Policy, Performance & Communications
- Apologies:** Councillor Jean Wharmby – Derbyshire CC
Councillor Tony Ashton – High Peak BC

27. DECLARATIONS OF INTEREST

There were no declarations of interest submitted by Members of the Strategic Commissioning Board.

28. MINUTES OF THE PREVIOUS MEETING

The Minutes of the previous meeting held on 30 January 2018 were approved as a correct record.

29. ONE EQUALITY SCHEME (2018-22)

Consideration was given to a report of the Director of Governance explaining that the One Equality Scheme was the first joint equality scheme of the Tameside and Glossop Strategic Commission (Tameside Council and NHS Tameside and Glossop Clinical Commissioning Group).

The report provided an update on the development of the One Equality Scheme, including the draft for engagement with stakeholders attached to the report as Appendix 1, and its role in helping satisfy obligations under the Specific Duties / Regulations of the Public Sector Equality Duty (Section 149 of the Equality Act 2010) which would not be undertaken jointly as a Strategic Commission.

The report outlined the next steps in terms of engagement with stakeholders and governance leading to formal adoption of the One Equality Scheme by both organisations at The Clinical Commissioning Group Governing Body in May 2018 and Tameside MBC Executive Cabinet in June 2018.

RESOLVED

- (i) That the content of the report be noted;**
- (ii) That the next steps outlined in the report for engagement with stakeholders and governance be agreed.**

30. FINANCIAL POSITION OF THE INTEGRATED COMMISSIONING FUND

Consideration was given to a jointly prepared report of the consolidated financial position of the economy providing a 2017/18 financial year update on the month 9 financial position at 31 December 2017 and the projected outturn at 31 March 2018. The total Integrated Commissioning Fund was £486m in value. However, it was noted that this was subject to change as new inter authority transfers were actions and allocations amended.

Particular reference was made to details of the summary 2017/18 budgets, net expenditure and forecast outturn of the Integrated Commissioning Fund and Tameside and Glossop Integrated Care NHS Foundation Trust. Supporting details of the forecast outturn variances were explained within Appendix A to the report. Members of the Strategic Commissioning Board noted that there were a number of risks that needed to be managed within the economy during the current financial year, the key risks being:

- Significant budget pressures for the Clinical Commissioning Group relating to Continuing Care related expenditure of £4.3m.
- Children's Services within the Council was managing unprecedented levels of service demand currently projected to result in additional expenditure of £7.8m when compared to the available budget.
- The Integrated Care Foundation Trust was working to a planned deficit of £24.5m for 2017/18 and that efficiencies of £10.4m were required in order to meet this sum.

A summary of the financial position of the Integrated Commissioning Fund broken down by directorate was provided in Table 2 and outlined in more detail at section 2.

In terms of the 2017/18 efficiency plan, the economy had an efficiency sum of £35.1m to deliver of which £24.7m was a requirement of the Strategic Commissioner. Supporting analysis of the delivery against this requirement for the whole economy was provided at Appendix A to the report. It was noted that there was a forecast £4.1m under achievement of this efficiency sum by the end of the financial year, £3.6m of which related to the Strategic Commissioner. It was therefore essential that additional proposals were considered and implemented urgently to address this gap on a recurrent basis thereafter.

The Strategic Commission risk share arrangements in place for 2017/18 were also outlined.

RESOLVED

- (i) That the 2017/18 financial year update on the month 9 financial position at 31 December 2017 and the projected outturn at 31 March 2018 be noted.**
- (ii) That the significant level of savings required during the period 2017/18 to 2020/21 to deliver a balanced recurrent economy budget be noted.**
- (iii) That the significant amount of financial risk in relation to achieving an economy balanced budget across this period be noted.**

31. PERFORMANCE REPORT

The Assistant Director Policy, Performance and Communications, outlined the health and care performance update using the new approach agreed in November 2017. The report covered:

- Health & Care Dashboard – including exception reporting for measures which were areas of concern, i.e. performance is declining and/or off target;
- Other intelligence / horizon scanning – including updates on issues raised by Strategic Commissioning Board members from previous reports, any measures that were outside the dashboard but which Strategic Commissioning Board were asked to note, and any other data or performance issues that Strategic Commissioning Board needed to be made aware;
- In-focus – a more detailed review of performance across a number of measures in a thematic area.

The approach and dashboard were aligned with both Greater Manchester and national frameworks. The development of the report is supported by the Quality and Performance Assurance Group. Particular reference was made to the Health & Care Dashboard attached to the report at Appendix 1, and the table below highlighted which measures were for exception reporting and which were on watch.

EXCEPTIONS (areas of concern)	1	A&E 4 hour wait
	4	Diagnostics
	21	Psychosis 2 weeks
ON WATCH (monitored)	2	Delayed Transfer of Care
	39	Direct Payments
	40	Learning Disability
	44	65+ at home 91days

Further detail on the measures for exception reporting was provided in the report and at Appendix 2.

In relation to other intelligence / horizon scanning the Strategic Commissioning Board was asked to note data and performance on the following:

- ‘Winter crisis’ including A&E and Influenza;
- Impact of cancelled elective activity;
- Digital Health Centre / Community Response Service;
- Moderately / severely frail with personalised care plan; and
- NHS111.

In addition, the thematic focus area was primary care and the headlines were summarised for five key areas which reflected either their current national topical nature or seasonal relevance. It also set out the detail of the performance dashboard used to monitor the 39 practices and future plans and developments to extend and enhance the reporting functionality and presentation of local data to provide a holistic view to practise.

RESOLVED

- (i) **That the content of the report and in particular those areas of performance currently off track and need for appropriate action to be taken by provider organisations be noted.**
- (ii) **That the ongoing development of the new approach to monitoring and reporting performance across the Tameside and Glossop health and care economy be supported.**

32. NEXT STEPS FOR INTERMEDIATE CARE

Reference was made to the Strategic Commissioning Board’s consideration of a report on bed based Intermediate Care at its meeting on 30 January 2018 and approval of Option 2 for those patients where it was not possible to deliver rehabilitation and recuperation at home and resulting in the centralisation of the Tameside and Glossop Intermediate Care beds into the Stamford Unit.

This decision was made subject to the implementation of a number of mitigations set out in the report and detailed in the covering letter sent to the Chief Executive of the Tameside and Glossop Integrated Care Foundation Trust.

The letter detailed the agreement to work in partnership to deliver Intermediate Care between the Integrated Care Foundation Trust and Derbyshire County Council. In addition, the letter clearly outlined the intention to drive the development of an investment proposal for supported accommodation on the Shire Hill site in Glossop.

However, the Chair stated that the letter did not articulate the assurances sought by the Board on 30 January 2018 that the Home First offer would be fully established and operational in the Glossop area before any implementation. This was unfortunate as the Board had emphasised that this would assist in building public confidence, ensure consistency and that new care models were understood before changes were implemented. This provision would be best assessed by working with colleagues in Derbyshire County Council and High Peak Borough Council.

RESOLVED

- (i) That the content of the letter outlining the next steps of implementation for Intermediate Care in Tameside and Glossop be noted.**
- (ii) That the agreed next steps for implementation of Intermediate Care in Tameside and Glossop be supported and a progress report presented to the Board in April 2018.**

33. HOUSING MANAGEMENT AGREEMENTS SUPPORTED HOUSING SCHEMES

Consideration was given to a report of the Assistant Director (Adult Services) explaining that the Council had previously entered into a number of leases or management agreements with Registered Social Landlords to secure properties where people with disabilities could reside outside a formal care home setting. These were now in need of review.

It was reported that in the Comprehensive Spending Review in November 2015, the Government outlined their plans to extend Local Housing Allowance to social landlords. Local Housing Allowance was a method by which local authorities identified how much housing benefit a claimant was entitled to, that supported them in paying rent / accommodation charge and eligible service charge. The risks of these changes was presented to the Board in February 2017, however, the Government had decided not to implement the proposed reforms across supported housing schemes thus reducing the financial impact originally reported.

Despite the retraction of the Local Housing Allowance cap there were still elements of risk in terms of supported housing provision that needed highlighting in terms of due diligence and the integration agenda. The specific risks related to additional costs incurred, such as meeting fire regulations, voids and rent guarantees with housing providers and the robustness of the agreements that were in place with landlords. It was essential that a management agreement was entered into with Registered Social Landlords to ensure that arrangements were robust going forward and that risk was shared and reduced.

The actual amount of housing benefit paid to tenants to assist with rental costs was £1.6m per annum and this was managed by the housing management function of Adult Services.

In conclusion, it was explained that prior to entering into future management agreements it was essential that senior leaders were aware of the potential risks going forward, particularly in light of the risk share and due diligence process that was required for integration. Housing could have a significant draw on resources particularly when resources were limited and new reforms required increased investment in supported housing schemes to meet requirements.

To mitigate risk, management arrangements had been developed jointly with housing providers and authorisation was being sought to incur expenditure to progress with signing and finalising these arrangements to provide a legal structure to protect all parties within the relationship.

RESOLVED

That the potential risks as detailed in the report be acknowledged and authorisation be given to the expenditure from pooled funding resources if called upon.

34. COMMUNITY RESPONSE SERVICE CHARGING

The Assistant Director (Adult Services) presented a report which sought permission to consult with customers and key stakeholders of the Community Response Service around a number of charging options for the service provided. Out of 3547 current customers 1061 customers currently did not pay for the service and 108 currently paid a reduced rate for the service. These differences had been based on historic decisions and there was a need to ensure that options were explored further regarding these anomalies and available options looked at to address these inconsistencies for financial sustainability moving forward into an integrated organisation. The findings and recommendations from the consultation would be used to inform a final report and Equality Impact Assessment in June 2018.

It was explained that the Community Response Service supported some of the most vulnerable citizens across the borough with a monitoring and response service through the use of a community alarm, Telecare and Telehealth devices and Digital Health services. This service was a core preventative service supporting vulnerable people to safely maintain independence in the community without the need for more costly interventions.

Four charging options and considerations including benefits, disbenefits and risks were summarised and further information was detailed in the report at Section 6. It was essential that the service reviewed its current practice and charging regime to ensure there was sufficient funding to sustain, develop and grow service operations. The principles of charging were a key component of the in-house service moving equitably to a more financially sustainable service, reducing the reliance on Council funding, to develop a self-financing business unit approach and with the ability to generate additional revenue streams beyond its current remit.

A review of the Community Response Service had commenced in 2017 with the aim of identifying the range of enabling technology being used across Tameside, more intense data gathering, interrogation of intelligence, and exploring with stakeholders new opportunities for the role of technology and the Community Response Service as a whole in the delivery of health and social care services. Current developments were shared to provide context to the overall review as follows:

- Working with Digital Health Care services in the Integrated Care Foundation Trust resulting in a total of 99 people who had avoided A&E and 61 avoided GP appointments.
- Working with the Neighbourhood Teams and the Integrated Urgent Care Team for assessment and triage staff to be able to offer the Community Response Service.
- Project work with Integrated Neighbourhood Teams looking at how information could be shared to identify those who were moderately or severely frail in preparation for more targeted outreach / case finding with GPs.
- Planning sessions with in-house providers from Children and Families Service had commenced to extend service offer to support more families where there were children with special needs, additional needs or young carers.
- With specialist lifting equipment Community Response Service staff had avoided unnecessary ambulance calls when a customer had fallen and closer links formed with colleagues in relation to Falls Programme.
- Discussions at an early stage regarding the potential to work more closely with the North West Ambulance Service and support the service in assisted lifting.

- Process efficiencies had been examined and two significant changes had been made.

The Members of the Board discussed the significant budgetary challenges over the coming years and acknowledged the need to diversify the service delivery market by looking at new and innovative approaches to deliver services whilst reducing cost of provision significantly.

The Board commented favourably on the current developments outlined above and future work of the Community Response Service with providers across the health and social care system identifying where efficiencies could be made and used to contribute to service costs. Greater focus on early action and prevention could make a substantial difference, not only for the service user but potential savings on more costly interventions. An example was highlighted of the Falls Service reducing ambulance calls and the possible associated attendances at A&E which was significantly more costly than those associated with the Community Response Service.

In the light of the comments made by members of the Board and exploration of new opportunities with stakeholders and providers, it was agreed that the decision on the consultation on charging options for the Community Response Service be deferred and the Director of Adult Services would submit a revised proposal to a future meeting of the Board.

RESOLVED

That the decision on the consultation on charging options for the Community Response Service be deferred and the Director of Adult Services to submit a revised proposed to a future meeting of the Board.

35. INTERPRETATION SERVICES

Consideration was given to a report of the Assistant Director (Adult Services) advising that translation services for both verbal and non-verbal languages were provided via a mixture of different arrangements within Tameside and Glossop Integrated Care Foundation Trust and Tameside Council. There was an 'in-house' verbal language interpretation service in the Integrated Care Foundation Trust supplemented by additional purchased telephone interpretation and face to face interpretation and an 'in-house' non-verbal service within the Council supplemented by the use of freelance interpreters for both verbal and non-verbal language interpretation.

It was explained that the service was fragmented and heavily dependent upon business support to organise and manage. The integration of Acute, Primary, Community and Social Care in an Integrated Care Organisation offered the opportunity to rationalise and improve this provision to ensure the needs of the local population were met whilst being more cost effective.

Access to interpretation was essential for the safe care of many residents whose first language was not English and to ensure that the needs of individuals were included and that they were not reliant on family and community members to access services.

The report identified options for providing interpretation services within the Tameside and Glossop health and social care economy and the wider Council so that an appropriate, high quality and best value service could be commissioned to meet these requirements. A joint working group had been formed between the Clinical Commissioning Group, Council and Foundation Trust to produce and implement any approved proposals.

Broadly, there were two commissioning options explained in further detail in the report including advantages / disadvantages:

- **Option 1** – continue to provide services as current with separate health and social care services.

- **Option 2** – commission a single service for the whole of the Integrated Care Organisation which, with a pooled budget, would provide opportunity for some economies in scale but more importantly would offer seamless provision across the multi-speciality teams. Within the single service option there were sub-options:
 - **Option 2a** – continue to provide via a single in house provider and procure a single external provider to provide additional capacity;
 - **Option 2b** – procure a single provider to provide a fully managed service;
 - **Option 2c** – procure a single provider for verbal languages, retain Tameside Interpretation and Communication Service for non-verbal interpretation with additional capacity coming from the procured service.

The procurement approach was outlined and it was proposed that the contract should sit within and procured by the Integrated Care Foundation Trust and this decision had been based upon the advantages of a comprehensive fully managed service across the health and social care economy plus the advantages of maintaining the close links the sensory team had with social care.

The Integrated Care Foundation Trust was predicting a significant recurrent budget reduction of £175,000 on interpretation services if a new model was adopted. This was based partially on a service review within their interpretation service and also an assumption of a large percentage of interpretation moving from face to face to online services. For the Council there might not be the same cashable savings. However, there would be time saved in the administration of current ad hoc services but these were distributed across the Council. A procured service should provide a better rate compared to the current off contract activity and be more efficient from an administrative point of view with improved quality that could be monitored and complying with standing orders.

RESOLVED

- (i) **That Option 2c be approved as detailed in Section 4 of the report and that Tameside and Glossop Integrated Care Foundation Trust be authorised to procure a single provider for verbal language interpretation and for utilisation by the Council as required.**
- (ii) **That the Council's Tameside Interpretation and Communication Service be retained for non-verbal interpretation with additional capacity provided via the procured service.**

36. TAMESIDE CITIZENS ADVICE BUREAU: DIRECT AWARD OF CONTRACT FOR INDEPENDENT SUPPORT AND ADVICE

The Assistant Director (Adult Services) presented a report explaining that the Tameside Citizens Advice Bureau provided free, confidential, impartial and independent support and advice for residents of Tameside. The current funding levels of the Citizens Advice Bureau were not sustainable and the organisation was potentially running at a deficit of £16,766 in 2017/18. In addition to this, funding from the National Lottery was due to come to an end in March 2018 and this would further impact sustainability as this funding continued to core overheads and management hours.

It was reported that the current contract with the Citizens Advice Bureau concluded on 31 March 2018 and a procurement exercise without additional funding and a commitment beyond current budgetary requirements was unlikely to result in the provision of a local organisation that could provide the current levels of service and additional value. A direct award of a contract within initial additional funding was proposed to give time for the organisation to reorganise and bid for additional funding to ensure their sustainability.

Additionally, Tameside Citizens Advice Bureau was embedded within Tameside communities and had extensive experience as a provider of information, support and advice that was free, impartial and confidential. They had a track record of delivering services and had attracted additional funding and services into the Borough. Their approach delivered excellent social value for the

Borough. Direct award of contract would maintain the continuity of a proven and valued organisation that was a key asset in the Borough particularly for vulnerable members of the community.

It was proposed that a waiver to standing orders was granted to allow the direct award of contract to be made to Tameside Citizens Advice Bureau for a period of three years with a year one value of £140,000 and with values for years two and three to be confirmed during the contract subject to budget availability.

For year one this represented an increase in funding of £35,600 on current funding levels. This would enable Tameside Citizens Advice Bureau to:

- Remain solvent and to budget at a break-event rather than the current 2017/18 deficit of £16,766;
- Meet its commitments to other funders in terms of contract monitoring and reporting;
- Restructure to reduce overheads;
- Provide additional investment through the recruitment of a project co-ordinator to seek funding streams and managing bids.

Funding sources for year one only were:

- £78,000 Neighbourhood Services;
- £38,000 Population Health; and
- £24,000 Adult Social Care improved Better Care Fund.

RESOLVED

That a waiver to standing orders be granted to allow the direct award of contract to Tameside Citizens Advice Bureau for a period of three years with a year one value of £140,000 and with values for years two and three to be confirmed during the contract subject to budget availability.

37. TENDER FOR THE PROVISION OF SUPPORTED LIVING FOR ADULTS

Consideration was given to a report of the Assistant Director (Adult Services) that the current contract for the tender for the provision of supported living for adults commenced on 1 June 2014 for a period of 3 years with the option to extend for a period of up to 2 years.

The overarching aims of service delivery were based on recovery and rehabilitation principles that equipped service users with the life skills necessary to move on to more independent living. The service was delivered across two accommodation settings in the Borough supporting 26 tenants. The contract delivered access to support 24 hours a day and 365 days a year.

The current value for this service, 2017/18 was £523,625 representing good value for money when compared to costs for similar services in relation to a recent tender for supported living services.

There was a need for this service in terms of continuing to support a vulnerable group of people subject to section 117 after care, therefore the local authority had a statutory responsibility to provide the service. The service was also essential in supporting individuals with a step down from long term residential placements, the avoidance of future relapses and the need for expensive hospital or residential re-admission.

RESOLVED

That permission be granted to re-tender for the contract for the provision of supported living for adults with mental health needs.

38. TENDER FOR SPECIALIST DEMENTIA CARE HOME WITH NURSING

The Director of Adult Services presented a report advising that there were an estimated 2,691 people in Tameside and Glossop with dementia. As part of the Care Together development Tameside and Glossop were committed to improving the lives of people living with dementia. The overall vision for Tameside and Glossop was linked to the development of rich, specialist support to people living with dementia and their carers at all stages of their pathway. There was a need for a specialist dementia care home with nursing to improve the quality of care closer to home for individuals and their carers.

The specialist dementia care home with nursing would deliver a service to those with advanced, complex dementia requiring specialist support to meet their day to day physical, emotional and behaviour needs and manage the risks associated with this.

It was anticipated that this development would realise savings in costs whilst also delivering an improvement in an individual's experience through maintaining their connections within the locality as well as improving the quality of provision through a robustly commissioned local specialised service.

RESOLVED

- (i) That the benefits of commissioning a local specialist dementia home care home be recognised.**
- (ii) That the plan to tender for a five year contract for 20 beds with a value of £5,200,000, with the option to extend for two or more years in line with the timeframe outlined in the report be agreed.**

39. URGENT ITEMS



The Chair reported that there were no urgent items had been received for consideration at this meeting.

40. DATE OF NEXT MEETING

It was noted that the next meeting of the Strategic Commissioning Board would take place on Tuesday 20 March 2018 commencing at 2.00 pm at Dukinfield Town Hall.

CHAIR

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Report To:	EXECUTIVE CABINET
Date:	21 March 2018
Executive Member/ Reporting Officer:	Cllr Brenda Warrington, Executive Leader Steven Pleasant, Chief Executive
Subject:	AGMA EXECUTIVE BOARD MEETINGS / GREATER MANCHESTER COMBINED AUTHORITY
Report Summary:	<p>To inform Members of the issues considered at the January and February meetings of the AGMA Executive Board and Greater Manchester Combined Authority meeting. Under the GMCA Constitution there are provisions to ensure that GMCA Executive deliberations and decisions are reported to the ten Greater Manchester Councils. In order to meet this requirement the minutes of AGMA Executive Board/Greater Manchester Combined Authority meetings are reported to Executive Cabinet on a regular basis. The minutes of the following meetings of the AGMA Executive Board and the Greater Manchester Combined Authority are appended for Members information:</p> <p>a) GM Combined Authority on 20 February 2018.</p>
Recommendations:	That Members note and comment on the appended minutes.
Links to Community Strategy:	The Constitution and democratic framework provides an effective framework for implementing the Community Strategy.
Policy Implications:	In line with council policies.
Financial Implications: (Authorised by the Section 151 Officer)	There are no budgetary implications other than any specific references made in the AGMA Executive Board/Greater Manchester Combined Authority minutes.
Legal Implications: (Authorised by the Borough Solicitor)	Consideration of the AGMA Executive Board/Greater Manchester Combined Authority minutes helps meet the requirements of the AGMA Constitution and helps to keep Members informed on sub-regional issues and enables effective scrutiny.
Risk Management:	There are no specific risks associated with consideration of the minutes.
Access to Information:	<p>The background papers relating to this report can be inspected by contacting Robert Landon, Head of Democratic Services by:</p> <p> phone: 0161 342 2146</p> <p> e-mail: robert.landon@tameside.gov.uk</p>

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**MINUTES OF THE MEETING OF THE GREATER MANCHESTER COMBINED AUTHORITY, HELD ON
TUESDAY 20 FEBRUARY 2018, AT THE TRAFFORD TOWN HALL**

PRESENT:

Manchester	Councillor Richard Leese (Chair)
Greater Manchester Mayor	Andy Burnham
Deputy Mayor (Police and Crime)	Beverley Hughes
Bolton	Councillor Linda Thomas
Bury	Councillor Rishi Shori
Oldham	Councillor Jean Stretton
Rochdale	Councillor Allen Brett
Salford	Councillor John Merry
Stockport	Councillor Alex Ganotis
Tameside	Councillor Brenda Warrington
Trafford	Councillor Sean Anstee
Wigan	Councillor Peter Smith

OTHER MEMBERS IN ATTENDANCE:

Fire Committee, Chair	Councillor David Acton
GMWDA, Chair	Councillor Nigel Murphy
TfGMC	Councillor Guy Harkin
Bolton	Councillor Anne-Marie Watters
Bury	Councillor Jane Black
Manchester	Councillor Angeliki Stogia
Stockport	Councillor Wendy Wild
Trafford	Councillor Dylan Butt
Trafford	Councillor Laura Evans

OFFICERS IN ATTENDANCE:

GMCA Chief Executive	Eamonn Boylan
GMCA – Deputy Chief Executive	Andrew Lightfoot
GMCA – Monitoring Officer	Liz Treacy
GMCA – Treasurer	Richard Paver
Office of the GM Mayor	Kevin Lee
Bolton	Tony Oakman
Bury	Pat Jones-Greenhalgh
Manchester	Joanne Roney
Oldham	Ray Ward

Rochdale	Neil Thornton
Salford	Ben Dolan
Stockport	Michael Cullen
Tameside	Steven Pleasant
Trafford	Theresa Grant
GMCA	Sylvia Welsh
GMCA	Emma Stonier

APOLOGIES:

Bury	Councillor Andrea Simpson
Tameside	Councillor Lynn Travis
Wigan	Councillor Jennifer Bullen
Oldham	Carolyn Wilkins
Rochdale	Steve Rumbelow
Salford	Jim Taylor
Stockport	Pam Smith
Wigan	Donna Hall

GMCA/27/18 CHAIR’S ANNOUNCEMENTS AND URGENT BUSINESS

Councillor Richard Leese explained that he was Chairing the meeting, as the Vice Chair of the GMCA, given the GMCA was considering the revised budget proposal from the Mayor.

GMCA/28/18 DECLARATIONS OF INTEREST

There were no declarations of interest made by any member of the GMCA in relation to items on the agenda.

GMCA/29/18 MEMBERSHIP OF THE GMCA

RESOLVED/-

To note the appointment of the following members and substitute members to the GMCA:

District	Member	Substitute
Bolton	Linda Thomas	Ibrahim Adia
Rochdale	Allen Brett	Sara Rowbotham
Tameside	Brenda Warrington	John Taylor (current Substitute)

GMCA/30/18 MINUTES OF GMCA AUDIT COMMITTEE HELD ON 19 JANUARY 2018

RESOLVED/-

That the minutes of the GMCA Audit Committee meeting held on 19 January 2018 be noted, specifically:

18/07 GMCA TREASURY MANAGEMENT STRATEGY STATEMENT BORROWING LIMITS AND ANNUAL INVESTMENT STRATEGY 2018/19

RESOLVED/-

1. That the Committee recommend that the GMCA approve the proposed Treasury Management Strategy Statement to apply from the 1st April 2018, in particular:
 - The Treasury Indicators listed in Appendix B of this report.
 - The MRP Strategy outlined in Appendix C.
 - The Treasury Management Policy Statement at Appendix D.
 - The Treasury Management Scheme of Delegation at Appendix E.
 - The Borrowing Requirements listed in Section 5.
 - The Borrowing Strategy outlined in Section 8.
 - The Annual Investment Strategy detailed in Section 9.

2. To note that the indicators currently exclude the Waste Authority, these will be updated following the transfer.

GMCA/31/18 GMCA TREASURY MANAGEMENT STRATEGY 2018/19 AND CAPITAL PROGRAMME 2017/18 – 2020/21

Richard Paver, GMCA Treasurer, introduced an interim report setting out the proposed Treasury Management Strategy Statement, Borrowing Limits and Prudential Indicators for 2018/19 to 2020/21 for the GMCA, excluding the Greater Manchester Waste Authority which will transfer on the 1st April 2018 and Housing Infrastructure Fund Loan that might be novated from Manchester City Council.

An updated strategy will be prepared for consideration by the Audit Committee in April and for GMCA at an appropriate meeting.

RESOLVED/-

That the proposed Treasury Management Strategy Statement to apply from the 1st April 2018 be approved, in particular:

- The Treasury Indicators listed in Appendix B of this report.
- The MRP Strategy outlined in Appendix C.
- The Treasury Management Policy Statement at Appendix D.
- The Treasury Management Scheme of Delegation at Appendix E.
- The Borrowing Requirements listed in Section 5.
- The Borrowing Strategy outlined in Section 8.

- The Annual Investment Strategy detailed in Section 9.
- Note the strategy was recommended for approval by GMCA Audit Committee on 18 January 2018
- Note the PCC capital programme and approve the borrowing requirement included in the overall Treasury programme

GMCA/32/18 GMCA MAYORAL GENERAL BUDGET 2018/19

The Mayor introduced a report setting out his revised proposals for the Mayoral General Budget (including Fire and Rescue) and seeking approval for the Mayoral General Precept for 2018/19.

He thanked colleagues for their help in progressing through the budget exercise recognising that times were tough for people across GM, who were facing real hardship, with Council Tax payers facing the burden of the lack of funding for policing and social care. Notwithstanding that, the public were also calling for more progress on tackling congestion, improving buses and public transport, protection for greenbelt, improving housing supply and dealing with homelessness. Work has been focused on striking a balance and he thanked Leaders for their support and in particular the GMCA Treasurer for the outstanding work and support provided. He also recognised the preparatory work undertaken by Councillor Kieran Quinn for consideration of this year’s budget as the portfolio lead for Finance & Investment.

The report to be considered was an update following the report considered in January and sought to strike a balance in recognising the pressures on the public and to deal with the priority issues facing GM. Since the last meeting final budget figures have been received and further work has been undertaken to look at further reductions and flexibility resulting in an updated proposition based on £8 for a Band D property, which would be a charge of £6.30 or just under per household on average Band B property. This was in addition to the contribution of £59.95 Band D as a charge for Fire and Rescue Service.

The Mayor reminded the meeting that GM had the strongest Devolution Deal in the Country providing opportunities to do more.

The Chair of the meeting reminded the meeting that the report recommended the setting of the Revenue Budget for 2018/19 as required under Section 42A of the Local Government Finance Act 1992 (updated in the Localism Act 2011) and the precepts and relevant levels of Council Tax required under sections 40, 42B and 47 of the Act.

He also advised that a named vote was required to approve the revised proposals for the Mayoral General Budget. Members voted as follow:

	GMCA Member	
Bolton	Cllr Linda Thomas	Agreed

Bury	Cllr Rishi Shori	Agreed
Manchester	Cllr Richard Leese	Agreed
Oldham	Cllr Jean Stretton	Agreed
Rochdale	Cllr Allen Brett	Agreed
Salford	Mayor Paul Dennett	Agreed
Stockport	Cllr Alex Ganotis	Agreed
Tameside	Cllr Brenda Warrington	Agreed
Trafford	Cllr Sean Anstee	Agreed
Wigan	Cllr Peter Smith	Agreed

RESOLVED/-

To approve the Mayor's revised General budget and precept (£67.95 at Band D) for 2018/19 set out in Appendices A and B together with the calculation of the precepts and Council Tax rates set out in Appendices A to E.

REGISTER OF KEY DECISIONS: 1 April 2018 – 30 April 2018

Published on 9 March 2018

What is a Register of Key Decisions?

The Register is a published list of the key decisions which are due to be taken by the:

- Greater Manchester Combined Authority (GMCA)
- Greater Manchester Elected Mayor
- Joint GMCA & AGMA Executive Board
- Transport for Greater Manchester Committee; and any
- Key decisions delegated to officers

These decisions need to be published on the Register at least **28 clear days before the decision is to be taken**, whether in public or private. The Register is updated at least once a month.

This Register of Key Decisions has been prepared in accordance with [Combined Authorities \(Overview and Scrutiny Committees, Access to Information and Audit Committees\) Order 2017](#) ('the Order').

The Register is published on the GMCA's website www.greatermanchester-ca.gov.uk and hard copies are available at the offices of:

The Greater Manchester Combined Authority
& Greater Manchester Mayor
Churchgate House
Oxford Street
Manchester M1 6EU

What is a Key Decision?

A key decision defined by 'the Order' is a decision which, in the view of the Greater Manchester Combined Authority's Overview and Scrutiny Committee, would result in any of the decision makers listed:

- (i) incurring expenditure over £500,000, or making significant savings of £500,000 or more relating to the budget for the service area to which the decision relates; or
- (ii) be significant in terms of its effects on persons living or working in an area of more two or more wards or electoral divisions of Greater Manchester.

The GMCA's has three thematic Scrutiny Committees:

- Corporate Issues and Reform
- Economy, Business Growth and Skills
- Housing, Planning and Environment

These Committees' role is to contribute to the development of GMCA's strategies and policies, to scrutinise decisions of the decision-makers listed above and to consider any matter affecting those who live, work, study or run businesses in Greater Manchester.

How to find out more on these proposed decisions

The report (other than those which contain confidential or exempt information) relating to these decisions will be published on the GMCA's website five working days before the decision is to be made see www.greatermanchester-ca.gov.uk.

For general information about the decision-making process please contact:

GMCA Head of Governance and Scrutiny
Julie Connor
julie.connor@greatermanchester-ca.gov.uk

Decision title & Reference No.	Decision Maker	What is the decision?	Documents to be considered	Planned Decision Date	Officer Contact
Littleborough Fire Station Refurbishment GMFRS00083	Chief Fire Officer & Treasurer	Approval to award the contract for works comprising of refurbishment work Littleborough Fire Station following open tender	Contract Award Recommendation Report (internal)	March – May 2018	Anthony Hilton Head of Finance, Planning & Procurement hiltona@manchesterfire.gov.uk
Refurbishment Works: Fire Training Facility GMFRS0087	Chief Fire Officer & Treasurer	Approval to award the contract for works comprising of Refurbishment work to provide training accommodation at Greater Manchester Fire & Rescue Operational Training & Community Safety Centre following open tender	Contract Award Recommendation Report (internal)	April - June 2018	Anthony Hilton Head of Finance, Planning & Procurement hiltona@manchesterfire.gov.uk
GMCS Implementation Plan	GMCA	The GMCA will be asked to adopt a 2 year Implementation Plan for the Greater Manchester Strategy	Report with recommendations	27 April 2018	John Holden john.holden@greatermanchester-ca.gov.uk
Business Funds	GMCA	The GMCA will be asked to: Conditionally approve business investments to proceed to due diligence and/or note commercial changes to existing investments, including where relevant negotiated settlements.	Report with recommendations	27 April 2018	Kirsteen Armitage Kirsteen.Armitage@greatermanchester-ca.gov.uk

Decision title & Reference No.	Decision Maker	What is the decision?	Documents to be considered	Planned Decision Date	Officer Contact
Property Funds	GMCA	The GMCA will be asked to: Conditionally approve a property investments to proceed to due diligence and/or note commercial changes to existing investments	Report with recommendations	27 April 2018	Kirsteen Armitage Kirsteen.Armitage@gratermanchester-ca.gov.uk
Housing Funds	GMCA	The GMCA will be asked to: Conditionally approve a housing investments to proceed to due diligence and/or note commercial changes to existing investments	Report with recommendations	27 April 2018	Michael Walmsley michael.walmsley@gratermanchester-ca.gov.uk
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Report To: EXECUTIVE CABINET

Date: 21 March 2018

**Executive Member/
Reporting Officer:** Cllr Fairfoull – Executive Member (Performance and Finance)
Tom Wilkinson – Assistant Director of Finance

Subject: REVENUE MONITORING – PERIOD 10 2017/18

Report Summary:

This report shows that at Period 10 the overall forecast outturn position for the Council is currently a net position of £2.607m under budget, as set out in Table 1. This is a movement of £1.869m from the quarter 2 monitoring report which reported a forecast outturn position of £0.738m under budget. This improved position is due primarily to a combination of one-off additional dividend income, the release of bad debt contingencies and savings on borrowing costs.

This overall position reflects the prudent planning taken when setting the 2017/18 budget, but also masks a number of pressures and savings challenges across the Directorates, including:

- The Director of Children forecast outturn is £7.813m in excess of budget due to demand on service provision in Children’s Social Care. Specific mention of the management of this budget is included in section 4 the report.
- The Director of Governance is forecasting expenditure will be within budget by £1.205m due to the effect of staff turnover, restrictions in spending and the bringing forward of savings in light of the service pressures being felt elsewhere within the Council.
- The Director of Finance and IT is forecasting expenditure will be within budget by £1.018m due to delays in recruitment and other restrictions in spending.
- The budget for corporate costs is currently forecast to be £7.894m under budget for 2017/18. This is due to a combination of the release of operational contingencies, which will be used to partially offset pressures in Children’s Services, and receipt of one off additional grant income and additional Manchester Airport Dividend in excess of budget.

The pressures within Children’s Services in particular threaten the financial sustainability of future year’s budgets, and whilst these have been absorbed through prudent contingency planning and proactive restrictions on spending elsewhere, further funding cuts and inflationary pressures in 2018/19 and beyond erode the financial base and the Council’s ability to sustain pressures of this size.

Given these significant pressures, which have been mitigated by mainly one-off measures, strong budget management is required across the Council to ensure that its financial plans are achieved, and to ensure that the Council is able to control budgetary


pressures and deliver the required savings over the medium term.

Recommendations:	<ol style="list-style-type: none">1) That the forecast revenue outturn position is noted (Table 1).2) That the detail for each service area (Section 3) is noted and that Directors be required to identify measures to ensure expenditure is maintained with the approved budget for the year.3) That the position on the Integrated Commissioning Fund, including the transaction of the risk share (Section 5) is noted.4) That the emerging risks and financial pressures (Section 6) are noted.5) That Executive Cabinet approves a payment of £1.65m to the Tameside and Glossop Integrated Care NHS Foundation Trust to support the additional financial liabilities incurred by the Trust during 2017/2018 as a result of delayed transfers across the health and social care economy together with transition costs associated with local transformation schemes.
Links to Community Strategy:	Budget is allocated in accordance with the Community Strategy.
Policy Implications:	Budget is allocated in accordance with Council Policy.
Financial Implications: (Authorised by the Section 151 Officer)	<p>This monitoring report for the current financial year forecasts that service expenditure will continue to exceed the approved budget. Services areas need to take action to address the issues that are leading to these budget pressures.</p> <p>The overall forecast outturn of £2.607m under budget is due to a combination of one-off budget savings in some service areas, the release of corporate contingencies and additional grant income, which will not all be available in future years.</p> <p>The Medium Term Financial Strategy (MTFS) for the period 2018 - 2020 identifies significant savings requirements for 2019/20, 2020/21 and 2021/22. If budget pressures in service areas in 2017/18 are sustained, this will inevitably lead to an increase in the level of savings required in future years to balance the budget.</p>
Legal Implications: (Authorised by the Borough Solicitor)	There is a statutory duty to ensure the Council sets a balanced budget and that it is monitored to ensure statutory commitments are met.
Risk Management:	Failure to properly manage and monitor the Council's budgets will lead to service failure and a loss of public confidence. Expenditure in excess of budgeted resources is likely to result in a call on reserves, which will reduce the resources available for future investment. The use and reliance on one off measures to balance the budget is not sustainable and makes it more difficult in future years to recover the budget position. The Council is facing significant risks, especially in relation to Children's Services and demographic pressures in Adults Services, which

has been absorbed by using one off Government Grant funding in the short term. Further commentary on the financial risks facing the Council are set out in section 6 of this report.

Access to Information

The background papers relating to this report can be inspected by contacting the report writer, Heather Green, Finance Business Partner by:

 Telephone: 0161 342 2929

 e-mail: heather.green@tameside.gov.uk

1 INTRODUCTION

- 1.1 This is the third revenue monitoring report of the 2017/18 financial year. The report summarises the expected revenue outturn position at 31st March 2018 for the Council and is based on its financial information and activity to 31st January 2018.
- 1.2 Details of the various sections and Appendices within the report are shown below:
- **Section 2:** A summary of the budget and revenue financial position for Service areas.
 - **Section 3:** A summary of the budget pressures facing Children's Social Care.
 - **Section 4:** Council Tax, Business Rates collection performance and write offs.
 - **Section 5:** Commentary about the financial challenges in the local health and social care economy.
 - **Section 6:** Risks and Emerging financial pressures
 - **Section 7:** Recommendations.
 - **Appendix 1:** Details for each Directorate showing the revenue outturn position and explanations for significant budget variances.
 - **Appendix 2:** Analysis of the Council Tax and Business Rates collection performance.
- 1.3 This report details the Council's projected revenue outturn position for 2017/18 against the approved budget for the year and shows the net of income and expenditure as a variation to budget.
- 1.4 Also included within the report are details for those budgets that are held corporately and the projected outturn position. These budgets include the cost of capital financing, democracy and where service areas are unable to affect spend against budget e.g. Association of Greater Manchester Authority (AGMA) costs.
- 1.5 Separate tables, which break down the budget variations into elements of expenditure and income, are included in **Appendix 1**, to show how Directorates are utilising their allocated funding.

2 SUMMARY OF THE FINANCIAL POSITION

- 2.1 This report shows that at Period 10 the overall projected net revenue expenditure for services for the 2017/18 financial year is expected to be £5.287m in excess of budgeted resources. The projected outturn revenue position by service area is summarised in Table 1.

- 2.2 The overall forecast position for the Director of Children is net expenditure of £7.813m in excess of budget, primarily due to the forecast outturn for Children's Social Care. Further details are set out in section 4 of this report.
- 2.3 The Director of Governance is forecasting expenditure will be within budget by £1.205m due to the effect of staff turnover and restrictions in spending in light of the service pressures being felt elsewhere within the Council.
- 2.4 In addition to service budgets, there are corporate budgets which are held to pay for corporate costs such as levies, loan debt etc. as well as the means to cope with in-year volatility. It is currently forecast that this will be £7.894m under budget. This is primarily due to the release of corporate contingencies, which had been held to offset unforeseen expenditure or other risks, savings on borrowing costs, receipt of additional grant income in excess of budget, and receipt of additional dividend income from Manchester Airport.
- 2.5 The overall forecast outturn position for the Council is currently a net position of £2.607m under budget, as set out in Table 1. This is a movement of £1.869m from the quarter 2 monitoring report which reported a forecast outturn position of £0.738m under budget. This improved position is due primarily to a combination of one-off additional dividend income, the release of bad debt contingencies and savings on borrowing costs.

Table 1 – Projected outturn revenue position for 2017/18

Directorate	Service	2017/18 Budget £000	Forecast Outturn £000	Variation to Budget £000	Movement since Q2 £000s
Children	Children's Social Care	35,192	43,005	7,813	618
Children	Education	3,385	3,465	80	(100)
Director of Children's Services		38,577	46,470	7,893	518
Adults	Adult and Early Intervention Services ¹	44,186	43,660	(526)	(342)
Director of Adults Services		44,186	43,660	(526)	(342)
Population Health	Population Health	16,707	16,537	(170)	(14)
Director of Population Health		16,707	16,537	(170)	(14)
Place	Development Growth & Investment	2,366	2,382	16	216
Place	Asset & Investment Partnership Management	6,126	6,422	296	(332)
Director of Place		8,492	8,804	312	116
Neighbourhood & Operations	Environmental Services	41,371	41,662	291	1,160
Neighbourhood & Operations	Stronger Communities	6,885	6,595	(290)	(1,129)
Director of Neighbourhoods and Operations		48,256	48,257	1	31
Governance	Governance	7,186	5,981	(1,205)	45
Director of Governance		7,186	5,981	(1,205)	45
Finance & IT	Finance	2,466	1,553	(913)	(326)
Finance & IT	Digital Tameside	1,967	1,862	(105)	(48)
Director of Finance and IT		4,433	3,415	(1,018)	(374)
Total Service Position		167,837	173,124	5,287	(224)
	Corporate Costs, Capital and Financing and Other Cost Pressures	9,559	1,665	(7,894)	(1,645)
Total		177,396	174,789	(2,607)	(1,869)

¹ Net of the £5.365m Adult Social Care Grant announced in the spring budget on 8 March 2017.

- 2.6 The current revenue position needs to be considered in the context of the Council's Medium Term Financial Plan (MTFP). An updated MTFP was presented to Full Council on the 27 February 2018 alongside the proposed balanced budget for 2018/19. The four year MTFP from 2018/19 to 2021/22 is summarised in Table 2. The MTFP identifies significant savings requirements for 2019/20, 2020/21 and 2021/22. If budget pressures in service areas in 2017/18 are sustained, this will inevitably lead to an increase in the level of savings required in future years to set a balanced budget.
- 2.7 The 2017/18 budget included the use of £2.6m of the Council's reserves for additional investment in Children's services, with further investment of £1.6m in 2018/19 and £0.3m in 2019/20 assumed in the MTFP approved in February 2017. In the context of the extraordinary demands being placed on Children's Services set out in section 3 below, it is proposed that significant additional investment is made in Children's Services over the period 2018/19 to 2020/21. This will be financed from the Council's earmarked reserves as this additional investment is to fund the implementation of a long term sustainable plan for Children's Services.
- 2.8 Following a review of the current demand pressures facing Children's Services and the additional investment being made in the service to drive improvements, the MTFP now proposes further additional investment of £18m over three years. Including the use of reserves already assumed in 2017/18, this additional one-off investment will see almost £20m invested in Children's services to drive the required improvements (£11.6m in 2018/19, £6.3m in 2019/20 and £2m in 2020/21).

Table 2 - Medium Term Financial Plan 2017- 22 (extract)

MTFP	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
<u>Spending Plans</u>					
Adults	44,309	41,175	41,462	48,742	54,362
Children's Services	38,577	48,065	43,159	39,412	37,979
Public Health	16,707	16,494	15,767	15,588	15,369
Place	8,086	7,858	6,808	6,898	6,990
Operations and Neighbourhoods	48,598	50,379	50,735	51,147	51,568
Governance	7,185	7,207	6,737	6,993	7,256
Finance	4,376	4,516	4,401	4,521	4,643
Corporate	9,558	10,820	13,650	17,532	17,810
Total Spending	177,396	186,514	182,719	190,833	195,977
<u>Resources</u>					
Business Rates Baseline	(47,701)	(49,851)	(52,797)	(54,381)	(56,012)
Business Rates Top-up Grant	(43,635)	(36,593)	(29,123)	(24,123)	(19,123)
Amount to be funded from Council Tax	(80,460)	(86,068)	(88,992)	(91,121)	(93,300)
Collection Fund Surplus	(3,000)	(1,500)	(1,500)	(1,500)	(1,500)
Use of Reserves and Balances	(2,600)	(12,502)	(6,300)	(2,000)	0
Total Resources	(177,396)	(186,514)	(178,712)	(173,125)	(169,935)
Remaining Gap to be addressed	0	0	4,007	17,708	26,042

3 CHILDREN'S SOCIAL CARE

- 3.1 The Council has experienced extraordinary increases in demand for Children's Services during 2017, placing significant pressures on staff and resources. The number of Looked after Children has gradually increased from 513 at April 2017 to 590 at January 2018 and at the time of publishing this report stands at 615. The current budget allocation will finance approximately 450 placements, assuming average weekly unit costs for placements. Despite the additional financial investment in the service in 2017/18, current projections indicate that the service will exceed the approved budget by more than £7.8m by 31 March 2018.
- 3.2 The Council appointed a new interim Director of Children's Services in October 2017, and approved a new improvement plan in November 2017, which together are intended to drive the required improvements in the service. The ambition is to deliver services that are good or outstanding, and the new improvement plan for the next twelve months is focused on delivering consistent basic standards as the secure foundation for further improvement in future years. The budget and MTFP for 2018-2020 approved by Full Council on 27 February 2018, proposes additional one-off investment of almost £20m into Children's Services over the next three years to support the improvement plan. This plan needs to be carefully monitored to ensure that the additional resources are being effectively utilised to drive the improvements necessary.
- 3.3 Alongside the improvement plan there are other key area's that will be addressed which include:
- A direct focus on Ofsted's recommendations
 - The basics of practice standards
 - The recruitment and retention of the workforce
 - Reductions to caseload allocations
 - The effectiveness of leadership and management disciplines
 - Management of service demand and the associated financial implications
 - Clearer measurements of performance and quality of practice at team level
 - Working with partners to ensure the Local Safeguarding Children's Board improvement plan is delivered – there will be a particular focus on the roles of Police and Health in frontline safeguarding operations, and upon a wider range of partners in order to support the delivery of early help
- 3.4 Of these the immediate priorities for the Director are the strengthening of service leadership, the stabilisation of the workforce, the implementation of strategies to reduce service demand and the implementation of a new framework to support performance and quality.
- 3.5 In addition the Director and service leadership team will be addressing the related implications on the service budget alongside the Finance directorate to ensure services are delivered within annual resource allocations over the medium term.

4 COUNCIL TAX AND BUSINESS RATES

- 4.1 The Business Rates Retention Scheme means that variations in the level of Business Rates income collected has a direct impact on Council resources. The level of Council Tax income collected remains an important area for the Council as any shortfall in the level of Council Tax income also has a direct impact on Council resources.
- 4.2 At Period 10 the level of Council Tax income is marginally under target collection rates and Business Rates are exceeding the target. Both areas will be closely monitored during the financial year and we continue to target income collection. **Appendix 2** includes two tables

that show how the Council is performing against target collection rates in both Business Rates and Council Tax.

5 CARE TOGETHER

- 5.1 Under Care Together a single body commissions health and social care services. The Strategic Commissioning function is made up from Tameside & Glossop Clinical Commissioning Group (CCG) and Tameside Council. The Care Together vision is to significantly raise healthy life expectancy by focussing on health and care needs of communities with a view to achieving better prosperity, health and wellbeing and to deliver a clinically and financially sustainable health and social care service with the next five years.
- 5.2 On the financial front the first step last year was to enter into a section 75 agreement with Tameside and Glossop CCG to pool resources. For the current financial year a risk sharing arrangement has been included in the agreement. Under this arrangement the Council has agreed to resource up to £5m in each of the next two years (2017/18 and 2018/19) in support of the CCG's QIPP savings target; this is conditional upon the CCG agreeing to a reciprocal arrangement in 2019/20 and 2020/21. Thereafter, any variation from budget for both CCG and Council will be shared in the ratio 80:20 for CCG:Council. A cap is placed on the shared financial exposure for each organisation (after the use of £5m) in 2017/18.
- 5.3 The risk share contributions were transacted in Month 10 and are reflected in the variations reported in **Appendix 2** to this report. Under the risk share arrangement, the Council is making a £4,200k contribution to the CCG for Continuing Health Care and Mental Health Individualised Commissioning. This is being financed from the Council's reserves and has no impact on the net expenditure position being reported for Adults and Early Intervention Services. The CCG is making a £500k contribution to Children's Services under the risk share. This contribution has been transferred to Council Reserves as the 2017/18 budget already includes £2,600k of reserves to support expenditure pressures in Children's Services.
- 5.4 The Strategic Commissioning Management Team and the Strategic Commissioning Board receive regular budget monitoring reports and will agree mitigating actions as appropriate. The financial information in respect of council services provided to the single commissioning bodies is consistent with information included in the Council's budget monitoring reports albeit there can be timing differences between the two. A single consolidated finance report for the whole health and social care economy will continue to be produced and reported to the Strategic Commissioning Board.
- 5.5 The Month 10 revenue position will be reported to the Strategic Commissioning Board on 20 March 2018. The full year forecast and risk share position is also summarised in table 5 below. Table 5 provides details of the summary 2017/18 budgets, net expenditure and forecast outturn of the ICF and Tameside and Glossop Integrated Care NHS Foundation Trust (ICFT). Members should note that there are a number of risks that have to be managed within the economy during the current financial year, the key ones being:
 - Significant budget pressures for the CCG relating to Continuing Health Care related expenditure of £4,200k
 - Children's Services within the Council is managing unprecedented levels of service demand which is currently projected to result in additional expenditure of £7,800k when compared to the available budget
 - The ICFT are working to a planned deficit of £23,700k for 2017/18. However it should be noted that efficiencies of £10,400k are required in 2017/18 in order to meet this sum.

- 5.6 The projected Strategic Commission net funding gap of £7,116k in 2017/18 primarily relates to demand pressures within the Council's Children's Social Care service. This net funding gap within the Council will be resourced via a £500k additional contribution to the ICF from the Tameside and Glossop Clinical Commissioning Group, highlighted in paragraph 5.3, as per the terms of the Integrated Commissioning Fund risk share agreement, with the residual balance financed via a combination of Council in year revenue and existing general reserve balances.

Table 5 – 2017/18 Whole Economy Forecast Outturn and Risk Share

	2017/18		
	Budget	Forecast	Variance
	£'000	£'000	£'000
Strategic Commission	487,247	494,363	(7,116)
ICFT	(23,730)	(23,730)	0
Total Whole Economy	463,517	470,633	(7,116)

Strategic Commission - Risk Share		£'000
TMBC risk share contribution	Continuing Health Care	3,700
	Mental Health Individualised Commissioning	500
CCG risk share contribution	Children's Services	500

- 5.7 The full consolidated finance reports are considered by the Strategic Commissioning Board and can be found at:

<https://tamesideintranet.moderngov.co.uk/ieListDocuments.aspx?CId=303&MId=1511>

- 5.8 The Quarter 2 Revenue Monitoring Report considered by Executive Cabinet on 13 December 2017, requested approval for a sum of up to £1.0m to be paid to the Tameside and Glossop NHS Integrated Care Foundation Trust.
- 5.9 During 2017/18 the improved Better Care Fund phase 2 resulted in significant investment in Adult social care services with numerous aims, one of which was to relieve the pressure on the NHS relating to Delayed Transfers of Care (DTOCs).
- 5.10 In 2017/18 the Tameside and Glossop Integrated Care NHS Foundation Trust (ICFT) also committed within its financial plan to two cost reductions :
- To reduce 8 funded beds in the Hospital, primarily due to the implementation of Transformational schemes i.e. Home First and Digital Health.
 - To reduce 8 unfunded escalation beds which had been established during the winter of 2016 to support increasing demands at the ICFT.

- 5.11 This resulted in the ICFT removing £ 1 million of expenditure from its planned deficit predicated on the expectation of closing beds. The ICFT has been unable to close the necessary number of beds to realise the saving which has led to the resulting financial pressure during 2017/18.
- 5.12 Whilst the ICFT has successfully implemented a number of transformational schemes which have resulted in the avoidance of attendance, admissions and delays, there has been a high number of DTOCs which has led to the ICFT's inability to close the necessary number of beds.
- 5.13 The Local Transformation Schemes implemented across the borough have also resulted in some double running and transition costs of £650K as we move from an old model of care to a more transformed model. These are one-off costs in nature to support the Care Together transformation agenda.
- 5.14 A payment of £650K is therefore also proposed to be paid over to the ICFT to ensure the Care together programme delivers at the pace required.
- 5.15 The total sum of £1.6 million payment to the ICFT will be resourced via the 2017/18 improved Better Care Fund phase 2 allocation.

6 RISKS AND EMERGING FINANCIAL PRESSURES

- 6.1 The Council continues to face a number of significant risks and cost pressures which need to be closely monitored. Failure to properly manage and monitor the Council's budgets will lead to service failure and a loss of public confidence. Expenditure in excess of budgeted resources is likely to result in a call on reserves, which will reduce the resources available for future investment. The use and reliance on one off measures to balance the budget is not sustainable and makes it more difficult in future years to recover the budget position.
- 6.2 As set out in section 3 above, extraordinary increases in demand for Children's Services have resulted in a significant budget pressure in 2017/18 and significant additional one-off investment is planned over the next three years. The Children's Services improvement plan must be carefully monitored to ensure that the additional resources are being effectively utilised to drive improvements, and establish a financially sustainable service.
- 6.3 Adults and Early Intervention Services continue to face demographic pressures which are increasing demand for services, together with other cost pressures including increased costs arising from the foundation living wage. Further cost pressures are also anticipated to meet the requirements of the Social Care Compliance Scheme in respect of sleep-in shift pay.
- 6.4 The liquidation of Carillion in January 2018 has not had an immediate financial impact on the day to day delivery of services and therefore this revenue budget. However the short term focus has been on continuity of services and business as usual, and the Council has been required to make continuity of service payments to the Local Education Partnership. Options for a longer term solution for services previously delivered by Carillion are being worked up but it remains too early to assess what the financial implications of any new arrangements may be. There are some material risks in relation to the Vision Tameside capital programme, which are addressed in the Capital Monitoring report on this agenda.

7 RECOMMENDATIONS

- 7.1 As stated on the front cover of the report.

APPENDIX 1

DIRECTOR OF CHILDREN

	2017/18 Budget £000	Outturn £000	Variation to Budget £000
A. Children's Social Care	35,192	43,005	7,813
B. Education	3,385	3,465	80
TOTAL	38,577	46,470	7,893

A. CHILDREN'S SOCIAL CARE

Children's Social Care	£000
Employees	
The service continues to recruit Social Workers to support the additional caseload demands since the 2017/18 budget was approved. The on-going strategy is to transition agency employees onto permanent contracts within the service as this is a lower cost alternative and also improves the quality and stability of service delivery.	1,399
Alongside the recruitment of agency Social Workers, there is also additional estimated expenditure to the approved budget on a number of additional senior positions as the Council and its partners take action to make the required improvements to the service, including the appointment of a new Director and Assistant Director of Children's Services together with an additional Head Of Service.	
Independent Sector and Internal Carer Placements	
The previous 2017/18 revenue monitoring reports have provided supporting analysis of the additional independent sector placements to the 2017/18 approved budget, including details of any associated placement price increases. This projected demand on the service budget remains at period 10.	6,725
The number of Looked After Children has gradually increased from 519 at April 2017 to 590 at January 2018. At the time of publishing this report the number stands at 615. It should be recognised that the current budget allocation will finance approximately 450 placements, assuming average weekly unit costs for placements.	
CCG risk share contribution to Children's Services (See detail in section 5 above)	(500)
Contribution to reserves due to risk share arrangements (See detail in section 5 above)	500
Other minor variations across the service	(311)
CHILDREN'S SOCIAL CARE TOTAL	<u>7,813</u>

B. EDUCATION

	£000
Employee Costs	
Expenditure is below budget on employee costs due to a number of vacant posts and other minor variations under £50k.	(533)
Special Education Transport	
The budget was set based on 2016-17 demand levels. Expenditure is projected to be above budget due to an increase in the number of children eligible to receive home to school transport for the academic year. A review of the transport position has been undertaken and tenders have been awarded. The expected savings have not materialised. This is due to an increase in demand and routes needed and some price increases, despite a competitive tender. The service will continue to monitor spend in this area.	392
Other Expenditure	
Other Expenditure is above budget due to external provision being required to deliver the statutory service for Education Psychology (£80k) as there is a vacancy in the service. The traded service for Education Psychology has seen a significant reduction in buy in from schools in this financial year. As a result of this spend will be below budget (£119k) due to a reduction in the use of associates and overheads which is offset against the reduction in income as stated below. There are one off costs associated with dilapidations that will be incurred in year (£59k) in relation to the exiting of a property lease, this will realise a saving 2018/19. There are other minor variations under £50k.	17
Grants & Other Contributions	
There are a number of small increases in grant funding, individually under £50k.	(81)
Non-Academy Schools Income	
Income is less than budgeted for Non Academy Schools due to a reduction in the buy in from schools to the Education Psychology Traded Service (£106k); Behaviour for Learning & Inclusion Service (£53k); Equality, Multicultural and Access Team (£43k) and the Governor Clerking Service (£34k). There are other minor variations under £50k.	271
Academy Schools Income	
Income is less than budgeted for Academy Schools due to a reduction in the buy in from schools to the Education Psychology Traded Service (£35k). There are other minor variations under £50k.	44
Sales, Fees & Charges	
Minor Variations Under £50k	(30)
EDUCATION TOTAL	<u>80</u>

DIRECTOR OF ADULTS

	2017/18 Budget £000	Outturn £000	Variation to Budget £000
C. Adult and Early Intervention Services	44,186	43,660	(526)
TOTAL	44,186	43,660	(526)

C. ADULT AND EARLY INTERVENTION SERVICES

	£000
Employee Expenditure forecast to be less than budget due to vacant posts. The number of hours required for the Council provided Learning Disabilities Homemaker Service are less than budgeted due to services being delivered by the independent sector.	(461)
The numbers of Nursing care home bed placements have increased from April 2017 levels although they have seen a slight reduction since the previous reporting period. Delayed Transfers of Care (DTC) are showing an upward trend with latest numbers suggesting 30+ DTC's per day. i-BCF funding is being utilised to mitigate this. The age of admission remains at 80 years of age which is leading to an increase in length of stay (average age of admission last year was 82) this will have a future financial impact.	567
There has been £160k of Direct Payment (DP) clawbacks in year following client finance audits. These occur when clients no longer require the level of care originally stipulated in their DP agreement or where the allowance has not been used by the client in the agreed way. This reduction in spend is partially offset by a small increase in clients receiving DP's (increase from 284 to 290 since April 2017).	(176)
There has been an increase in Fairer Charging income received for community based services, this is income based on the individual client financial assessments of approximately 1000 clients (this number varies slightly throughout the year).	(528)
Actual homecare hours purchased are lower than budgeted provision by an average of 200 hours per week (Budgeted provision of 9,500 hours per week, actual hours purchased averaging approximately 9,300 p/w)	(74)
Other Minor Service variations	146
Contribution to CCG Continuing Healthcare and Mental Health Individualised Commissioning in accordance with risk share agreement (See detail in section 6 above)	4,200
Contribution from reserves to fund risk share agreement (See detail in section 6 above)	(4,200)
Adults and Early Intervention Total	<u>(526)</u>

DIRECTOR OF POPULATION HEALTH

D. DIRECTOR OF POPULATION HEALTH

	2017/18 Budget £000	Outturn £000	Variation to Budget £000
D. Population Health	16,707	16,537	(170)
TOTAL	16,707	16,537	(170)

	£000
Projected employee expenditure less than budget due to vacant and deleted posts within the service.	(222)
Other Minor Variations individually under £50k	52
PUBLIC HEALTH TOTAL	<u>(170)</u>

DIRECTOR OF PLACE

	2017/18 Budget £000	Outturn £000	Variation to Budget £000
E. Development Growth and Investment	2,366	2,382	16
F. Asset and Investment Partnership Management	6,126	6,422	296
TOTAL	8,492	8,804	312

E. DEVELOPMENT GROWTH AND INVESTMENT

	£000
Expenditure forecast to be less than budget due to: - delayed recruitment to vacant posts (£300k) - Local Innovation awards received in 2010/11 carried forward (£64k) - Leader's Pledges underspent due to delays in recruitment (£296k)	(660)
Expenditure forecast to be in excess of budget due to: - High cost of temporary agency support in Planning (£75k) - Ashton Old Baths operating costs for the building in excess of income (£101k). This is in line with the business plan which set out an expected loss for the first three years. - Other variations across across the service (£112k)	288
Realisation of additional grant related income (£25k) and other minor variations across the service (£43k)	(68)
Income less than budget for Building Control as a result of vacant posts. Income for the building control service is driven by the quantum of work undertaken. Due to vacancies the service has been unable to undertake all planned work and income is less than budget as a result.	160
Transfers to Reserves for the ringfenced Leader's Pledges not spent as detailed above: Pledge - Loyalty Scheme £11k Pledge - Business Grant Scheme £34k Pledge - Trade Grant Scheme £70k Pledge - Inward Investment £39k Pledge - Youth Employment £88k Pledge - Tameside Free Travel Scheme £25k Pledge - Ex Forces Scheme £29k	296
DEVELOPMENT GROWTH AND INVESTMENT	<u>16</u>

F. ASSET AND INVESTMENT PARTNERSHIP MANAGEMENT

	£000
Catering Costs coming in less than budget (£474k)	(99)
Catering income less than budget £375k	
Expenditure forecast to be less than budget due to:	
- Salary costs less than budget due to vacancies (£33k)	(202)
- Refunds on business rates (£117k)	
- Expenditure associated with the disposal of assets less than budget (£52k)	
Expenditure forecast to be in excess of budget due to:	389
- Overspend on the Facilities Management Contract £72k. This is currently being reviewed as a result of the liquidation of Carillion and the on-going provision of this service. It is likely that costs will exceed the current projected outturn.	
- Overspend on asset disposal abortive costs £160k. This includes £117k relating to the former Littlemoor High School which is being transferred to be used as a Free School.	
- Dilapidation costs for the Learn at St Anne's accommodation for the post 19 service following vacation of the building £75k. Savings will be realised from the termination of this lease.	
- Increase in expenditure on security costs across the corporate estate including Stamford Park, Tame Street, Two Trees, Ashton Town Hall and Ashton Library £82k	
Loss of industrial estate income including £71k for Unit 7 Plantation Industrial Estate	157
Estates income in respect of rechargeable works is lower than estimated due to reduced activity.	73
Arrears related to previous years income (£31k) and other minor variations across the service £9k.	(22)
<u>ASSET AND INVESTMENT PARTNERSHIP MANAGEMENT</u>	<u>296</u>

DIRECTOR OF NEIGHBOURHOOD & OPERATIONS

	2017/18 Budget £000	Outturn £000	Variation to Budget £000
G. Environmental Services	41,371	41,662	291
H. Stronger Communities	6,885	6,595	(290)
TOTAL	48,256	48,257	1

G. ENVIRONMENTAL SERVICES

	£000
Expenditure forecast to be less than budget as a result of delayed recruitment to vacant posts following service re-designs across Environmental Services (£666k). It is anticipated that all posts are will be filled as soon as possible. Unspent drainage grant (57k)	(723)
Expenditure in excess of budget for the Waste Levy, this has arisen in the main due to changes in the split of tonnages collected across Greater Manchester and the impact this has on how the levy is calculated. This will be managed by utilising the Waste Reserve which was set up to manage this type of situation.	1,297
Expenditure anticipated to be in excess of budget due to:	984
- Agency staffing costs to enable the implementation of new collection rounds 224k. It was originally expected that corresponding savings to the waste levy would be achieved through reduced tonnages	
- Transport related costs to cover the implementation of new waste collection rounds £126k.	
- Operations Services for Waste Disposal related costs £100k.	
- Sub-contractors in Engineering service £225k	
- Additional Winter Maintenance costs £309k	
Income from sales, fees and charges anticipated to be less than budget in the following areas across Environmental Services:	533
- Highways Utility Control Fee Income £71k - This is due to a reduction of defective works by Utility companies.	
- Ashton Market Ground £195k due to the redevelopment of the market.	
- Car parks Pay & Display Income £188k, Contract Passes £34k, and Fee Notice Income £45k	
Other income anticipated to be in excess of budget in Civil Engineering Service, for works carried out on construction related projects.	(252)
Contributions to/(from) reserves:	(1,548)
- Ring fenced Drainage Grant unspent, to be carried forward to 2018/19 £57k	
- Draw down from Waste Reserve (£1,296k)	
- Draw down from Winter Maintenance Reserve (£309k)	
ENVIRONMENTAL SERVICES TOTAL	291

H. STRONGER COMMUNITIES

	£000
Expenditure forecast to be less than budget on salaries across all services due to vacant posts throughout the year. However, this underspend will be required in 18/19 to support relocation costs within the Libraries and Museums service areas, fund a temporary Debt Advisor to help deal with the impact of Universal Credit and support the refurbishment of Astley Cheetham Art Gallery.	(239)
Overspend on temporary accommodation due to an increase in the number of people being placed in temporary accommodation, an increase in the amount that is not recoverable and the increase in time it takes Housing Benefit to process claims.	83
Underspend on budget required for Homelessness Prevention Bill as only part year costs applicable in 17/18.	(100)
Other minor variations	(34)
STRONGER COMMUNITIES TOTAL	<u>(290)</u>

DIRECTOR OF GOVERNANCE

I. DIRECTOR OF GOVERNANCE

	2017/18 Budget £000	Outturn £000	Variation to Budget £000
I. Director of Governance	7,186	5,981	(1,205)
TOTAL	7,186	5,981	(1,205)

	£000
On-going restrictions in recruitment, and delays in the implementation of Service redesigns, have resulted in a projected expenditure level under budget in relation to employee costs across the service.	(699)
Continuing restrictions in expenditure, and efficiencies across the service, have resulted in a projected expenditure level under budget relative to supplies and services expenditure.	(561)
Other minor income variations under £50k	55
Director of Governance and Resources Total	(1,205)

DIRECTOR OF FINANCE & IT

J. DIRECTOR OF FINANCE & IT

	2017/18 Budget £000	Outturn £000	Variation to Budget £000
J. Finance	2,466	1,553	(913)
K. Digital Tameside	1,967	1,862	(105)
TOTAL	4,433	3,415	(1018)

J. FINANCE

	£000
Finance Services - in year savings due to delays in recruitment £597k and a reduction in expected cost for STaR work as the work will be completed in the next financial year. Other minor savings under £50k.	(667)
Cashiers - £132k savings on cash collection cost. Other minor savings less than £50k	(141)
Internal Audit - Savings due to delays to recruitment of vacant posts and secondment of an insurance officer. £105k in year saving.	(105)
Finance Total	(913)

K. DIGITAL TAMESIDE

	£000
Corporate Costs - There have been a number of unexpected legacy systems charges, and an increase charges for in data backup.	106
IT Services - Savings in relation to staffing and agency budgets and other minor savings.	(72)
Multi-Functional Devices (MFD's) - This is income generated from charging services for photocopying, printing and scanning services through MFDs across the council.	(114)
Schools Trading Account - More buy in than anticipated, and the expenditure has been managed.	(25)
Digital Tameside Total	(105)

CORPORATE BUDGETS

	2017/18 Budget £000	Outturn £000	Variation to Budget £000
Corporate Costs, Capital and Financing and Other Cost Pressures	9,559	1,665	(7,894)
TOTAL	9,559	1,665	(7,894)

Corporate Budgets	£000
Capital Financing	
The 2017/18 budget assumed additional borrowing of £30m from 1 April 2017. No additional borrowing has yet be undertaken during 2017/18. Forecast outturn assumes this additional borrowing will be required from 1 January 2018.	(812)
Contingency	
The 2017/18 budget included operational contingencies to cover unforeseen expenditure. It is proposed that this contingency is released to partially offset the forecast overspend in Children's services.	(4,063)
The council has received additional grant funding, some of which is one-off (Business Rates Section 31 grant and Education Services Grant).	(1,996)
Corporate Costs	
On-going restrictions in expenditure and other minor variations in employee costs and income have resulted in a projected outturn less than budget.	(211)
Receipt of increased Manchester Airport Dividend	(812)
CORPORATE BUDGETS TOTAL	<u>(7,894)</u>

APPENDIX 3

The tables below detail how the Council is performing against target collection rates in both Business Rates and Council Tax for the first three months of 2017/18. Arrears are pursued and recovery of current year arrears will continue in future years.

<u>Council Tax In-year Collection Performance 2017/18</u>				
	Cash Collected £m	Cash Collected %	Cash Target %	Variation %
April 2017	10.077	10.36	10.45	-0.09
May 2017	18.884	19.39	19.30	+0.09
June 2017	27.470	28.16	28.30	-0.14
July 2017	36.010	36.87	37.00	-0.13
August 2017	44.642	45.66	46.00	-0.34
September 2017	53.240	54.41	54.90	-0.49
October 2017	61.951	63.27	63.70	-0.43
November 2017	70.658	72.14	72.70	-0.56
December 2017	78.911	80.57	81.00	-0.43
January 2018	87.645	89.44	90.00	-0.56

<u>Business Rates In-year Collection Performance 2017/18</u>				
	Cash Collected £m	Cash Collected %	Cash Target %	Variation %
April 2017	10.134	16.95	11.00	+5.95
May 2017	15.601	26.29	20.00	+6.29
June 2017	21.226	35.71	30.00	+5.71
July 2017	26.225	44.31	38.00	+6.31
August 2017	30.677	51.76	47.00	+4.76
September 2017	33.156	56.10	55.50	+0.60
October 2017	38.124	64.48	64.00	+0.48
November 2017	43.145	73.28	72.90	+0.38
December 2017	47.077	80.01	80.00	+0.01
January 2018	51.957	88.55	88.50	+0.05

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Agenda Item 5

Report To:	EXECUTIVE CABINET
Date:	21 March 2018
Executive Member/Reporting Officer:	Councillor Fairfoull – Executive Member – Performance and Finance Tom Wilkinson – Assistant Director of Finance
Subject:	CAPITAL MONITORING PERIOD 10 2017/18
Report Summary:	<p>The Strategic Planning and Capital Monitoring Panel at its meeting on 9 October 2017 recommended to Cabinet a three year capital programme for the period 2017-2020 of over £174 million.</p> <p>This report summarises the 2017/18 capital expenditure monitoring position at 31 January 2018, based on information provided by project managers.</p> <p>The report shows projected capital investment in 2017/18 of £53.552m by March 2018. This is significantly less than the original budgeted capital investment for 2017/18, and is in part due to project delays that are being experienced following the liquidation of Carillion.</p>
Recommendations:	<p>Members are asked to approve the following:</p> <ul style="list-style-type: none">(i) The reprofiling to reflect up to date investment profiles(ii) The changes to the Capital Programme(iii) The updated Prudential Indicator position <p>Members are asked to note:</p> <ul style="list-style-type: none">(i) The current capital budget monitoring position(ii) The resources currently available to fund the Capital Programme(iii) The updated capital receipts position(iv) The timescales for review of the Council's three year capital programme
Links to Community Strategy:	The Capital Programme ensures investment in the Council's infrastructure is in line with the Community Strategy.
Policy Implications:	In line with Council Policies.
Financial Implications: (Authorised by the Section 151 Officer)	<p>These are the subject of the report. In summary:</p> <ul style="list-style-type: none">• The forecast outturn for 2017/18 is £53.552m compared to the 2017/18 budget of £83.095m• Re-profiling of £29.106m into future year(s) to match expected spending profile has been requested.• The remaining £0.437m under budget can be returned to the central capital reserves and applied elsewhere. <p>Demand for capital resources exceeds availability and it is essential that those leading projects ensure that the management of each scheme is able to deliver them on plan and within the allocated budget.</p>

Close monitoring of capital expenditure on each scheme and the resources available to fund capital expenditure is essential and is an integral part of the financial planning process. The liquidation of Carillion has resulted in some delays to a number of projects, resulting in slippage in the programme.

There is very limited contingency funding set aside for capital schemes, and any significant variation in capital expenditure and resources, particularly the delivery of capital receipts, will have implications for future revenue budgets or the viability of future capital schemes.

**Legal Implications:
(Authorised by the Section
151 Officer)**

It is a statutory requirement for the Council to set a balanced budget. It is important that the capital expenditure position is regularly monitored to ensure we are maintaining a balanced budget and to ensure that the priorities of the Council are being delivered.

Risk Management:


The Capital Investment Programme proposes significant additional investment across the borough. Failure to properly manage and monitoring the Council's Capital Investment Programme could lead to service failure, financial loss and a loss of public confidence.

The liquidation of Carillion is having an adverse impact on the progression of a number of key schemes, including the Vision Tameside project and a number of key Education programmes to deliver additional school places.

Funding of the Capital Programme assumes the realisation of some significant Capital Receipts from land and property sales which if not achieved will require the reassessment of the investment programme.

Access to Information:

The background papers relating to this report can be inspected by contacting Heather Green, Finance Business Partner by:

 phone: 0161 342 2929

 e-mail: heather.green@tameside.gov.uk

1. INTRODUCTION

- 1.1 This is the third capital monitoring report for 2017/18, summarising the forecast outturn based on the financial activity to 31 January 2018. This is therefore the final monitoring statement in respect of the 2017/18 approved projects before the final outturn is reported in May 2018.
- 1.2 The Strategic Planning and Capital Monitoring Panel at its meeting on 9 October 2017 recommended to Cabinet a three year capital programme which earmarked resources for schemes totalling over £174 million for the period 2017-2020.
- 1.3 The detail of this monitoring report is focused on the budget and forecast expenditure for fully approved projects in the 2017/18 financial year. Additional schemes will be added to future detailed monitoring reports once fully approved by Executive Cabinet.

2. CHANGES SINCE THE LAST REPORT

- 2.1 There have been changes to the 2017/18 Capital Programme to the value of £5.112m since the Quarter 2 report. These are largely due to the re-profiling of £5.494m into 2018/19 approved in Quarter 2, and several additions to the 2017/18 programme including the Purchase of Guardsman Tony Downes House and two Digital Tameside schemes. A full breakdown of the changes can be found in **Appendix 1** of this report.
- 2.2 **Appendix 1** provides a summary of changes to the 2017/18 programme budget since the quarter 2 monitoring report (table A1a). The three year capital programme approved in October has also been reviewed by officers and a revised profile of anticipated spend, subject to full business case approval, is set out in **Appendix 1** (table A1b).
- 2.3 At Executive Cabinet on 7 February 2018, it was agreed to make an £11.3m strategic investment in Manchester Airport. This is capital spend to be financed through reserves and has been added into the programme for 2018/19.
- 2.4 On 15 January 2018, the Council's main contractor on the Vision Tameside project, Carillion, was put into liquidation. Since then the Local Education Partnership (LEP), through whom Carillion were contracted, have worked to find an alternative contractor to take over the construction project to enable completion of the scheme. On 6 February 2018, the LEP terminated the Vision Tameside construction contract with Carillion Construction and on 7 February 2018 entered into an Early Works Agreement with Robertson Group. The early works agreement is for an 8 week period commencing on 19 February to allow works to recommence on site and due diligence be conducted before arriving at a final contract price to completion.
- 2.5 There is sufficient budget available within the existing allocation to for the existing contract agreed with the LEP. However, it is likely that additional costs will be incurred to enable the successful completion of the project. However, this will not be known until the due diligence work is undertaken. At this stage it unclear as to the exact amount of additional cost and any increase in budget requirement will have to be met from a review of the resources allocated to the current capital programme, a review of existing reserves and contingencies, and/or asset sales. A report will be taken to Executive Cabinet prior to any variation to the existing new contract being signed, to outline the future cost envelope and the funding options if applicable.

3. SUMMARY

- 3.1 The current forecast is for service areas to have spent £53.552m on capital investment in 2017/18, which is £29.542m less than the current capital budget for the year. This slippage is spread across a number of areas, and is in part due project delays now being experienced as a result of the liquidation of Carillion who, through the Local Enterprise Partnership (LEP) were delivering or managing a number of key projects.
- 3.2 It is proposed that the capital investment programme is re-profiled to reflect current information. Proposed re-profiling of £29.106m into the next financial year is identified in **Appendix 1** (table A1b) and within the individual service area tables in **Appendices 2 to 7**.
- 3.3 Once re-profiling has been taken into account, the quarter 2 capital monitoring is forecasting that capital investment will be £0.437m less than the capital budget for this year. This resource is therefore no longer required to be allocated to specific schemes and will be held to mitigate risks around being able to fully achieve the forecast capital receipts.
- 3.4 Section 4 of this report summarises the key messages from the period 10 capital monitoring exercise. There are no significant variances where project spend is expected to exceed budgeted resources. A number of variations have arisen where projected outturn is less than budget due to slippage in the delivery of the capital programme, resulting in a number of requests for re-profiling into the 2018/19 financial year.
- 3.5 Table 1 below provides a high level summary of capital expenditure by service area.

Table 1: Overall capital monitoring statement April 2017 – January 2018

CAPITAL MONITORING STATEMENT – 2017/18				
	2017/18 Budget	Actual to 31st January 2018	Projected 2017/18 Outturn	Projected Outturn Variation
	£000	£000	£000	£000
Place				
Asset Investment Partnership Management	40,104	27,818	27,980	(12,124)
Development & Investment	3,151	1,921	2,568	(583)
Neighbourhoods and Operations				
Engineering Services	13,145	4,199	8,739	(4,406)
Transport	6,279	5,508	5,670	(609)
Environmental Health	740	337	425	(315)
Stronger Communities	454	380	429	(25)
Children's Services				
Education	11,314	3,815	5,506	(5,807)
Children	125	97	125	0
Finance & IT				
Digital Tameside	3,656	632	1,845	(1,811)
Population Health				
Active Tameside	4,117	218	255	(3,862)
Governance				
Exchequer	10	-	10	0
Total	83,095	44,925	53,552	(29,542)

3.6 Table 2 below shows the current proposed resources funding the 2017/18 approved projects.

Table 2: Funding statement for 2017/18 approved projects

Resources	£000
Grants & Contributions	20,969
Revenue Contributions	592
Corporate:	
- Prudential Borrowing	9,614
- Forecast Capital Receipts	18,983
- Receipts from prior year	3,555
- Reserves	29,382
Total	83,095

3.7 Table 3 below shows the current proposed resources to fund the three year capital programme 2017-2020, including both fully approved schemes and earmarked schemes.

Table 3: Budgeted funding sources 2017 – 2020

	2017/18 £000s	2018/19 £000s	2019/20 £000s	Total
Grants and Contributions	20,969	8,750	1,600	31,319
Revenue Contributions	592	30	0	622
Budgeted Capital Receipts	22,538	30,513	2,635	55,686
Reserves	34,262	36,408	5,326	75,996
Prudential Borrowing	9,614	12,627	0	22,241
Total	87,975	88,328	9,561	185,864

3.8 The resourcing structure, however, is not final and the Director of Finance will make the best use of resources available at the end of the financial year as part of the year end financing decisions.

4. CAPITAL EXPENDITURE TO DATE AND PROJECTED OUTTURN 2017/18

4.1 This section of the report provides an update of capital expenditure to date in 2017/18, along with details of significant schemes and schemes with significant projected variations. A detailed breakdown of all schemes within each service area is included in **Appendices 2 to 7** of this report.

Place

4.2 The table below outlines the projected 2017/18 investment for Place. A detailed breakdown of all schemes within Place, including prior year spend on significant projects, future budgets and re-profiling is set out in **Appendix 2**.

Table 4: Detail of Place Capital Investment Programme

Capital Scheme	2017/18 Budget £000	2017/18 Actual to date £000	2017/18 Projected Outturn £000	2017/18 Projected Outturn Variation £000
Asset Investment Partnership Management (AIPM) Capital Programme				
Vision Tameside	23,837	20,256	20,256	(3,581)
Purchase of Guardsman Tony Downes House	7,000	7,000	7,000	0
Purchase of Plantation Industrial Estate	5,399	2	2	(5,397)
Public Realm	2,491	186	186	(2,305)
Other Schemes individually below £1m	1,377	374	536	(841)
Total	40,104	27,818	27,980	(12,124)
Development and Investment Capital Programme				
Disabled Facilities Grants	2,402	1,418	2,000	(402)
Other Schemes below £1m	749	503	568	(181)
Total	3,151	1,921	2,568	(583)

- 4.3 The most significant capital project within the Place directorate is Vision Tameside. The liquidation of Carillion in January 2018 has resulted in an unexpected delay to this project of around 4 to 5 months. Expenditure in 2017/18 is currently projected to be £3.581 below the in-year budget and re-profiling into 2018/19 has been requested. These delays have also impacted the Public Realm scheme.
- 4.4 Re-profiling has been requested for the purchase of Plantation Industrial Estate as the sale has been delayed by the landlord following a fire.
- 4.5 Projected outturn on Disabled Facilities Grants is £0.402m less than budget. Budgeted resources for Disabled Facilities Grants is based on the annual grant allocation, and as reported in the quarter 1 monitoring report, delivery of adaptations has been restricted by limited employee resources. An additional full time equivalent post has now commenced within the service and this is having a positive impact on the delivery of adaptations. Re-profiling of £0.400m of the Disabled Facilities Grants budget into 2018/19 has been requested. This is an important scheme as it funds adaptations and equipment in people's homes to allow them to live at home independently for longer and reducing the revenue burdens on the health and social care economy.
- 4.6 Re-profiling of budget has been requested for each of the projected outturn variations identified in table 4 above. Further detail on all the schemes within Place, including prior year spend, future budgets and re-profiling is set out in **Appendix 2**.

Neighbourhoods and Operations

- 4.7 The table below outlines the projected 2017/18 investment for Neighbourhoods and Operations. A detailed breakdown of all schemes within Neighbourhoods and Operations, including prior year spend on significant projects, future budgets and re-profiling is set out in **Appendix 3**.

Table 5: Detail of Neighbourhoods and Operations Capital Investment Programme

Capital Scheme	2017/18 Budget £000	2017/18 Actual to date £000	2017/18 Projected Outturn £000	2017/18 Projected Outturn Variation £000
Engineers Capital Programme				
Roads	4,576	1,649	3,305	(1,271)
Street Lighting	1,911	489	1,812	(99)
Retaining Walls	1,509	716	1,509	0
Other Schemes individually below £1m	5,149	1,345	2,113	(3,036)
Total	13,145	4,199	8,739	(4,406)
Transport Capital Programme				
Refuse Collection Fleet	3,060	3,396	3,396	336
Other Fleet	3,219	2,112	2,274	(945)
Total	6,279	5,508	5,670	(609)
Environmental Services Capital Programme				
Various Schemes all individually below £1m	740	337	425	(315)
Total	740	337	425	(315)
Community Services Capital Programme				
Various Schemes all individually below £1m	454	380	429	(25)
Total	454	380	429	(25)

- 4.8 The most significant element of the Neighbourhoods and Operations Capital Investment Programme is Engineers, which is currently forecasting projected spend in 2017/18 will be £4.406m less than budgeted resources. This variation has arisen due to delays on several key schemes due to weather conditions (including Hattersley Station Passenger Facilities, Ashton Principal and Non-Principal Roads, Access to Metrolink Stops, and Ashton Public Realm). Re-profiling of budget of £4.403m has been requested. Regular detailed reports on progress with the Engineers Capital Programme are considered by the Strategic Planning and Capital Monitoring Panel.
- 4.9 The variance on the transport capital programme has arisen due to vehicles originally planned to be purchased in year no longer meeting the required specification; replacement vehicles will now be purchased in 2018/19. Other variations in the Environmental Services Capital programme relate the Guide Lane Former Landfill Site scheme being under budget and minor slippage over a number of schemes. Re-profiling of £0.090m of budget into 2018/19 has been requested.
- 4.10 Further detail on all the schemes within Neighbourhoods and Operations, including prior year spend on significant projects, future budgets and re-profiling is set out in **Appendix 3**.

Children's Services

- 4.11 The table below outlines the projected 2017/18 investment for Children's Services. A detailed breakdown of all schemes within Children's services, including prior year spend on significant projects, future budgets and re-profiling is set out in **Appendix 4**.

Table 6: Detail of Children's Services Capital Investment Programme

Capital Scheme	2017/18 Budget £000	2017/18 Actual to date £000	2017/18 Projected Outturn £000	2017/18 Projected Outturn Variation £000
Education Capital Programme				
Cromwell Enhancements	1,636	1,779	2,156	520
Aldwyn Primary Additional Accommodation	1,420	81	81	(1,339)
Other Schemes individually below £1m and unallocated funding	8,258	1,955	3,269	(4,988)
Total	11,314	3,815	5,506	(5,807)
Children's Capital Programme				
Purchase of two Children's Homes	125	97	125	0
Total	125	97	125	0

4.12 Regular detailed reports on progress with the Education Capital Programme are considered elsewhere on the Strategic Planning and Capital Monitoring Panel agenda. The Education Capital Programme is currently forecasting that outturn will be £5.807m less than budgeted resources. This is due to a combination of delay on a number of schemes and some unallocated funding.

4.13 The delay on the Education capital schemes has arisen due to restrictions on when some works can take place, usually during the holiday periods, and the complexity of some schemes. Additionally, several schemes were due to be delivered by Carillion through the Council's strategic procurement partner, the LEP. There also remains some unallocated grant funding which has not been allocated to specific projects. These grants have restrictions which mean only certain types of works eligible for this funding, and the funds may not be fully utilised in 2017/18.

4.14 Re-profiling of £5.917m of budget into 2018/19 has been requested. Further detail on all the schemes within Children's Services, including prior year spend on significant projects, future budgets and re-profiling is set out in **Appendix 4**.

Finance and IT

4.15 The table below outlines the projected 2017/18 investment for Finance and IT. A detailed breakdown of all schemes within Finance and IT, including prior year spend on significant projects, future budgets and re-profiling is set out in **Appendix 5**.

Table 7: Detail of Finance and IT Capital Investment Programme

Capital Scheme	2017/18 Budget £000	2017/18 Actual to date £000	2017/18 Projected Outturn £000	2017/18 Projected Outturn Variation £000
Digital Tameside Capital Programme				
Tameside Digital Infrastructure	1,725	345	1,377	(348)
Schemes individually below £1m	1,931	287	468	(1,463)
Total	3,656	632	1,845	(1,811)

- 4.16 Schemes for Tameside Digital Infrastructure (£1.725m) and Tameside Data Centre (£0.840m) which had previously been earmarked were given full approval at Executive Cabinet on 13 December 2017. Much of this budget is to be reprofiled into 2018/19, along with £0.700m from the Vision Tameside ICT project, which is being reprofiled due to delays within the wider Vision Tameside project.
- 4.17 A detailed breakdown of all schemes within Finance and IT, including prior year spend on significant projects, future budgets and re-profiling is set out in **Appendix 5**.

Population Health

- 4.18 The table below outlines the projected 2017/18 investment for Population Health, under the banner 'Active Tameside'. A detailed breakdown of Active Tameside programme, including prior year spend, future budgets and re-profiling is set out in **Appendix 6**.

Table 8: Detail of Population Health Capital Investment Programme

Capital Scheme	2017/18 Budget £000	2017/18 Actual to date £000	2017/18 Projected Outturn £000	2017/18 Projected Outturn Variation £000
Active Tameside Capital Programme				
New Denton Facility	2,000	153	170	(1,830)
Extension to Hyde Leisure Pool	2,000	10	30	(1,970)
Schemes individually below £1m	117	55	55	(62)
Total	4,117	218	255	(3,862)

- 4.19 Regular detailed reports on progress with the Active Tameside Capital Programme are considered by the Strategic Planning and Capital Monitoring Panel and are elsewhere on this agenda. The projected spend in 2017/18 is currently £3.862m under budget. Delays to these schemes are due to the Carillion liquidation, and also some amendments being made following a consultation ending November 2017.
- 4.20 Re-profiling of £3.860m of budget into 2018/19 has been requested. A detailed breakdown of Active Tameside programme, including prior year spend, future budgets and re-profiling is set out in **Appendix 6**.

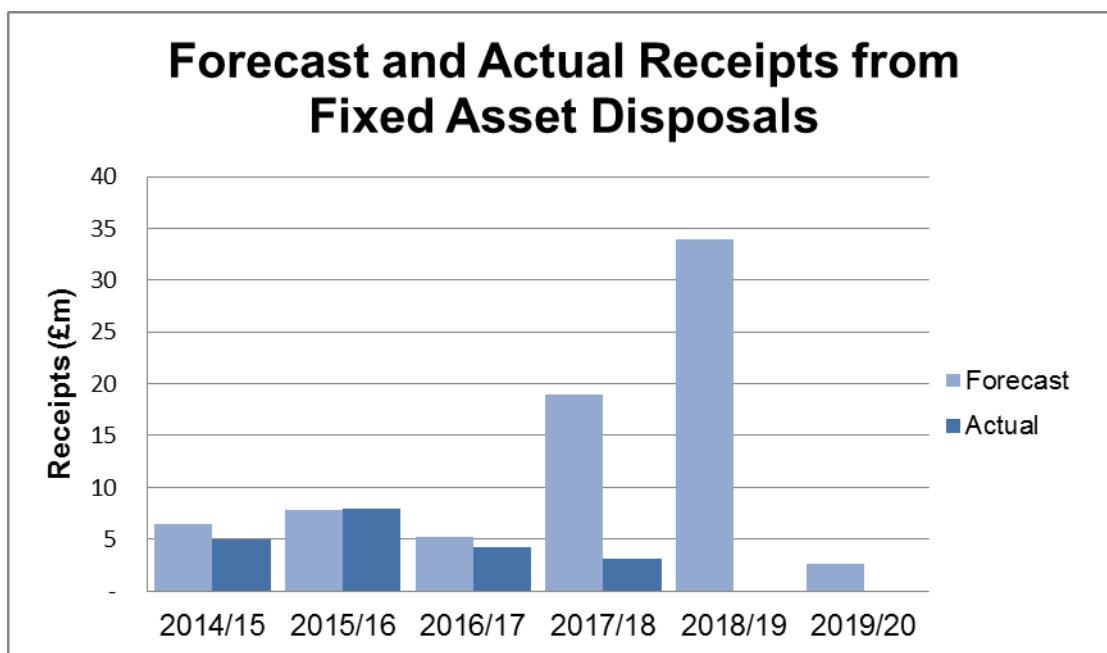
Governance

- 4.21 A breakdown of the Exchequer Capital Programme is provided in **Appendix 7**. The project is currently forecasting that the project will be delivered on budget.

5. CAPITAL RECEIPTS

- 5.1 With the exception of capital receipts earmarked as specific scheme funding, all other capital receipts are retained in the Capital Receipts Reserve and utilised as funding for the Council's corporately funded capital expenditure, together with any other available resources identified in the medium term financial strategy.
- 5.2 Capital receipts to date in 2017/18 are £3.011m, with a further £15.888m anticipated before the end of the financial year. In addition to this a further £3.6m is available from receipts realised in 2016/17 that were not applied to fund that year's capital investment programme.

- 5.3 The Capital Programme is based upon capital receipts in excess of £55m being realised over the three years from 2017/18 to 2019/20. A further £33.930m of capital receipts has been forecast in 2018/19 and £2.635m in 2019/20. **Appendix 9** lists the sites sold to date in 2017/18.
- 5.4 The land sales programme is ambitious and assumes capital receipts significantly in excess of those achieved in recent years. If this level of receipts is not achieved, then the capital programme will need to be reassessed or financed from other sources which will have implications for revenue budgets. The below graph outlines what has been achieved to date compared to forecasts:



6. PRUDENTIAL INDICATORS

- 6.1 The CIPFA Prudential Code for Finance in Local Authorities was introduced as a result of the Local Government Act (2003) and was effective from 1 April 2004. The Code sets out indicators that must be monitored to demonstrate that the objectives of the Code are being fulfilled.
- 6.2 The initial Prudential Indicators for 2017/18 and the following two years were agreed by the Council in February 2017. The Capital Expenditure indicator has been updated to reflect the latest position.
- 6.3 The latest Prudential Indicators are shown in **Appendix 8**.

APPENDIX 1

Changes to the Capital Programme

Table A1a – Changes to the 2017/18 Fully Approved Projects:

Changes to the 2017/18 Capital Programme	
	£000
Quarter 2 Capital Programme	77,983
Reprofiling into 2018/19 per Q2 Monitoring	-5,494
Fully approved projects added to the programme:	
Tameside Digital Infrastructure	1,725
Tameside Data Centre	840
Purchase of Guardsman Tony Downes House	7,000
Transport Asset Management Plan	250
Fleet	30
Disabled Facilities Grant - Additional Allocation	202
AIPM - Statutory Compliance / Building Fabric Works	163
Cycle City Ambition Grant	255
Flood Damage Works	130
Other Minor Changes	11
Quarter 3 Capital Programme	83,095

Table A1b – Changes to the Three Year Capital Programme:

A1b: Changes to the Three Year Capital Programme				
	2017/18	2018/19	2019/20	TOTAL
	£000s	£000s	£000s	£000s
1) Total programme as reported at Q2 2017/18				
Fully approved projects (Table A1a)	77,983	19,309		97,292
Earmarked schemes	50,531	17,200	9,530	77,261
Total	128,514	36,509	9,530	174,553
2) Changes to fully approved projects				
Fully approved projects (before re-profiling)	77,983	19,309		97,292
Re-profiling of 2017/18 budgets at Q2	-5,494	5,494		0
Earmarked Schemes Fully Approved	10,595	1,500		12,095
Manchester Airport Investment		11,300		11,300
Other minor changes	11			11
Revised profile for fully approved projects	83,095	37,603	0	120,698
3) Changes to earmarked schemes awaiting approval				
Earmarked schemes approved 9 th October 2017	50,531	17,200	9,530	77,261
Earmarked Schemes Fully Approved	-10,595	-1,500		-12,095
Re-profiling of earmarked schemes	-5,950	5,919	31	0
Revised profile for earmarked schemes	33,986	21,619	9,561	65,166
Revised total three year programme	117,081	59,222	9,561	185,864
Re-profiling requested at Period 10	-29,106	29,106	0	0
Proposed total three year programme	87,975	88,328	9,561	185,864

APPENDIX 2

Place Capital Programme

A2a: Asset Investment Partnership Management (AIPM) Capital Programme

Re-profiled Budgets

Capital Scheme	Spend in prior years £000	2017/18 Budget £000	2018/19 Budget £000	2019/20 Budget £000	2017/18 Actual to date £000	2017/18 Projected Outturn £000	2017/18 Projected Outturn Variation £000	Re-profiling to be approved £000	2017/18 £000	2018/19 £000	2019/20 £000
Vision Tameside	19,206	23,837	4,240	0	20,256	20,256	(3,581)	(3,581)	20,256	7,821	0
Purchase of Guardsman Tony Downes House		7,000	0	0	7,000	7,000	0	0	0	0	0
Purchase of Freehold, Plantation Industrial Estate		5,399	0	0	2	2	(5,397)	(5,397)	2	5,397	0
Public Realm		2,491	1,500	0	186	186	(2,305)	(2,305)	186	2,305	0
Refurbishment of Concord Suite		500	50	0	17	17	(483)	(483)	17	533	0
Ashton Town Hall		300	50	0	172	300	0	0	300	50	0
Building Fabric Works		164	0	0	43	88	(76)	0	164	0	0
Mottram Showground (OPF)		159	0	0	45	45	(114)	(114)	45	114	0
Prep of Outline Planning Applications/Review of Playing Field Provision		116	0	0	14	17	(99)	(99)	17	99	0
Dukinfield Crematoria Clock Tower		54	0	0	45	54	0	0	54	0	0
Document Scanning		50	108	0	0	0	(50)	(50)	0	158	0
Statutory Compliance		25	0	0	25	2	(23)	0	25	0	0
Tame Street Emergency Generators		9	0	0	13	13	4	0	9	0	0
Opportunity Purchase Fund		0	500	0	0	0	0	0	0	500	0
Total		40,104	6,448	0	27,818	27,980	(12,124)	(12,029)	21,075	16,977	0

A2b: AIPM Re-profiling requests		£000s
Vision Tameside	The liquidation of Carillion has caused work on this project to be delayed.	(5,936)
Purchase of Freehold, Plantation Industrial Estate	The purchase price has been agreed but the sale has not yet been completed, the landlord has delayed the completion date as there was a fire and he wants the property reinstated before completion, this is likely to take 6 months.	(5,397)
Refurbishment of Concord Suite	A full review of the project is being undertaken in terms of viability, affordability and in light of the overall decants strategy. The budget should be rephased into the next financial year to allow the review to be concluded.	(483)
Mottram Showground (OPF)	The balance of the budget is needed to acquire the showground. The current occupier will not have vacated by the end of 2017/18 so this is now anticipated to be completed in 2018/19	(114)
Other Minor Variations	Minor slippage across a number of schemes.	(99)
		(12,029)

A2c: Development & Investment Capital Programme									Re-profiled Budgets		
Capital Scheme	Spend in prior years £000	2017/18 Budget £000	2018/19 Budget £000	2019/20 Budget £000	2017/18 Actual to date £000	2017/18 Projected Outturn £000	2017/18 Projected Outturn Variation £000	Re-profiling to be approved £000	2017/18 £000	2018/19 £000	2019/20 £000
Disabled Facilities Grant		2,402	751	0	1418	2,000	(402)	(400)	2,002	1,151	0
Ashton Old Baths	3,671	357	22	0	399	399	42	5	362	17	0
Ashton Town Centre and Civic Square		300	1260	0	71	61	(239)	(239)	61	1,499	0
Godley Garden Village		60	199	0	0	60	0	0	60	199	0
Hyde Town Centre		23	0	0	6	14	(9)	0	23	0	0
St Petersfield		6	187	0	27	34	28	0	6	187	0
Ashton Market Hall Incubator Units		3	0	0	0	0	(3)	0	3	0	0
Godley Hill Development and Access Road		0	110	0	0	0	0	0	0	110	0
Longlands Mill		0	21	0	0	0	0	0	0	21	0
Total		3,151	2,550	0	1,921	2,568	(583)	(634)	2,517	3,184	0

A2d: Development & Investment Re-profiling requests		£000s
Disabled Facilities Grants	Based on current resources, the projected spend is only likely to be £2m at year end. An additional FTE staff resource has now commenced within the service and this is beginning to have a positive effect on grant approvals; however, this has been tempered by continuing contractor issues. We have identified a number of schemes that will spend the additional £200k allocated in December 2017. An additional £0.2m was allocated in December 2017 and a number of schemes have now been identified to utilise this.	(400)
Ashton Town Centre and Civic Square	This project is being delivered in two phases to allow business to continue as usual in the market and town centre. Phase 1 is now substantially complete with works to add branding to the market stalls currently underway. Phase 2 is scheduled to be in line with the wider Vision Tameside project, which is now expected to be delayed until 2018/19 following the Carillion liquidation of 15 January 2018	(239)
		(1,021)

APPENDIX 3

Neighbourhoods and Operations Capital Programme

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A3a: Engineers Capital Programme								Re-profiled Budgets		
Capital Scheme	2017/18 Budget £000	2018/19 Budget £000	2019/20 Budget £000	2017/18 Actual to date £000	2017/18 Projected Outturn £000	2017/18 Projected Outturn Variation £000	Re-profiling to be approved £000	2017/18 £000	2018/19 £000	2019/20 £000
Street Lighting	1,911	540	0	489	1,812	(99)	(99)	1,812	639	0
Retaining Walls/Mottram & Hollingworth	1,509	0	0	716	1,509	0	0	1,509	0	0
Principal/Nonprincipal Roads- Ashton	1,093	0	0	301	750	(343)	(343)	750	343	0
Bridges & Structures	933	0	0	336	854	(79)	(79)	854	79	0
Principal/Nonprincipal Roads- Droylsden	700	0	0	269	680	(20)	(20)	680	20	0
Car Parking	550	400	0	45	300	(250)	(250)	300	650	0
Principal/Nonprincipal Roads- Denton	470	0	0	187	275	(195)	(195)	275	195	0
Principal/Nonprincipal Roads- Stalybridge	445	0	0	85	250	(195)	(195)	250	195	0
Principal/Nonprincipal Roads- Dukinfield	400	0	0	318	400	0	0	400	0	0

Principal/Nonprincipal Roads- Hyde	400	0	0	112	180	(220)	(220)	180	220	0
Principal/Nonprincipal Roads- Mossley	300	0	0	25	150	(150)	(150)	150	150	0
Principal/Nonprincipal Roads- Longdendale	270	0	0	89	200	(70)	(70)	200	70	0
Principal/Nonprincipal Roads- Audenshaw	250	0	0	103	160	(90)	(90)	160	90	0
Roads- Borough Wide	248	0	0	160	260	12	(2)	246	2	0
Other Schemes	3,666	414	0	964	959	(2,707)	(2,690)	976	3,104	0
Total	13,145	1,354	0	4,199	8,739	(4,406)	(4,403)	8,742	5,757	0

A3b: Engineers Re-profiling requests		£000s
Street Lighting	Designs have been completed; however, some installation has been delayed due to more complex obstacles in certain areas, for example those with subway lighting or heritage lanterns.	(99)
Principal/Nonprincipal Roads- Ashton	There are a number of schemes outstanding. For example Lees Road has been delayed due to drainage issues and Whitelands Road can only be completed once temperatures are higher.	(343)
Bridges & Structures	Pre and post-Christmas weather condition and forecast for the next month are delaying this work.	(79)
Principal/Nonprincipal Roads- Droylsden	Pre and post-Christmas weather condition and forecast for the next month are delaying this work.	(20)
Car Parking	Works commenced later than originally programmed due to revisions to address planning/environmental health concerns. Revised scheme required re-consult therefore delay in obtaining planning approval.	(250)
Principal/Nonprincipal Roads- Denton	Pre and post-Christmas weather condition and forecast for the next month are delaying this work.	(195)
Principal/Nonprincipal Roads- Stalybridge	Pre and post-Christmas weather condition and forecast for the next month are delaying this work.	(195)
Principal/Nonprincipal Roads- Hyde	Work to a number of roads had to be rescheduled to allow works by utility companies to be undertaken. This would have impacted diversion routes and resulted in unacceptable levels of congestion.	(220)
Principal/Nonprincipal Roads- Mossley	Pre and post-Christmas weather condition and forecast for the next month are delaying this work.	(150)
Principal/Nonprincipal Roads-	Pre and post-Christmas weather condition and forecast for the next month are	(70)

Longdendale	delaying this work.	
Principal/Nonprincipal Roads- Audenshaw	Pre and post-Christmas weather condition and forecast for the next month are delaying this work.	(90)
Roads- Borough Wide	Pre and post-Christmas weather condition and forecast for the next month are delaying this work.	(2)
Other Schemes	Minor slippage across a number of schemes.	(2,690)
		(4,403)

A3c: Transport Capital Programme								Re-profiled Budgets		
Capital Scheme	2017/18 Budget £000	2018/19 Budget £000	2019/20 Budget £000	2017/18 Actual to date £000	2017/18 Projected Outturn £000	2017/18 Projected Outturn Variation £000	Re-profiling to be approved £000	2017/18 £000	2018/19 £000	2019/20 £000
Refuse Collection Fleet	3,060	0	0	3,396	3,396	336	0	3,060	0	0
Fleet Replacement 17/18	2,256	0	0	1,560	1,722	(534)	0	2,256	0	0
Procurement of 58 Fleet Vehicles	963	0	0	552	552	(411)	(362)	601	362	0
Total	6,279	0	0	5,508	5,670	(609)	(362)	5,917	362	0

A3d: Transport Re-profiling requests		£000s
Procurement of 58 Fleet Vehicles	The budget is required to be slipped for the purchase of 9 Tippers. This is due to the originally planned vehicles no longer meeting the required specification. We are unable to source the replacement vehicles within this financial year.	(362)
		(362)

A3e: Environmental Services Capital Programme									Re-profiled Budgets		
Capital Scheme	Projected spend in prior years £000	2017/18 Budget £000	2018/19 Budget £000	2019/20 Budget £000	2017/18 Actual to date £000	2017/18 Projected Outturn £000	2017/18 Projected Outturn Variation £000	Re-profiling to be approved £000	2017/18 £000	2018/19 £000	2019/20 £000
Guide Lane Former Landfill Site	1,378	441	0	0	264	270	(171)	0	441	0	0
Allotment Railings & Infrastructure Improvement		63	0	0	46	46	(17)	0	63	0	0
Infrastructure Improvements		60	0	0	0	0	(60)	(60)	0	60	0
Retrofit (Basic Measures)		50	272	0	0	50	0	0	50	272	0
Tree Planting Programme		30	0	0	8	22	(8)	0	30	0	0
Dukinfield Park Improvements		25	0	0	2	2	(23)	0	25	0	0
Children's Play		20	300	300	14	14	(6)	0	20	300	0
Egmont St Fencing		14	0	0	0	14	0	0	14	0	0
War Memorials		11	0	0	2	2	(9)	(9)	2	9	0
Rocher Vale & Hulmes and Harry Wood		10	0	0	0	0	(10)	(10)	0	10	0
Audenshaw Environmental Improvements		9	0	0	0	0	(9)	(9)	0	9	0
Highway Replacement Tree Planting Access Works		3	0	0	1	1	(2)	(2)	1	2	0
Sunnybank Park-Landscaping		2	0	0	0	2	0	0	2	0	0
Silver Springs Infrastructure Improvements		2	0	0	0	2	0	0	2	0	0
Total		740	572	300	337	425	(315)	(90)	650	662	0

A3f: Environmental Services Re-profiling requests		£000s
Other Schemes	Minor slippage across a number of schemes.	(90)
		(90)

A3g: Community Services Capital Programme
Re-profiled Budgets

Capital Scheme	2017/18 Budget £000	2018/19 Budget £000	2019/20 Budget £000	2017/18 Actual to date £000	2017/18 Projected Outturn £000	2017/18 Projected Outturn Variation £000	Re-profiling to be approved £000	2017/18 £000	2018/19 £000	2019/20 £000
Libraries In The 21st Century	445	0	0	375	424	(21)	0	445	0	0
Street Art In The Community	8	0	0	4	4	(4)	0	8	0	0
Supporting Customer Experience And Contact	1	0	0	1	1	0	0	1	0	0
Total	454	0	0	380	429	(25)	0	454	0	0

APPENDIX 4

Children's Services Capital Programme

A4a: Education Capital Programme									Re-profiled Budgets		
Capital Scheme	Projected spend in prior years £000	2017/18 Budget £000	2018/19 Budget £000	2019/20 Budget £000	2017/18 Actual to date £000	2017/18 Projected Outturn £000	2017/18 Projected Outturn Variation £000	Re-profiling to be approved £000	2017/18 £000	2018/19 £000	2019/20 £000
Unallocated Funding Streams		2,523	3,881	0	2	38	(2,484)	(2,484)	39	6,365	0
Cromwell Enhancements	829	1,636	0	0	1,779	2,156	520	0	1,636	0	0
Aldwyn Primary Additional Accommodation	281	1,420	827	0	81	81	(1,339)	(1,339)	81	2,166	0
Alder Buy Out Fitness		1,000	0	0	0	0	(1,000)	(1,000)	0	1,000	0
Devolved Schools Capital		432	0	0	0	432	0	0	432	0	0
Primary Capital Programme		256	0	0	9	256	0	0	256	0	0
Hollingworth Primary School Flat Roof Replacement		200	0	0	125	129	(71)	(71)	129	71	0
St Georges CE Primary School		197	0	0	86	197	0	0	197	0	0
Hollingworth Kitchen & Dining Refurbishment		180	0	0	5	5	(175)	(175)	5	175	0
Wildbank Primary School - Main Scheme		176	0	0	170	176	0	0	176	0	0
Greswell Primary School Window Replacement Phase 2		152	0	0	79	85	(67)	(67)	85	67	0
Minor Schemes (Under £150K)		3,142	275	0	1,479	1,951	(1,191)	(781)	2,361	1,056	0
		11,314	4,983	0	3,815	5,506	(5,807)	(5,917)	5,397	10,900	0

A4b: Education Re-profiling requests		£000s
Unallocated Funding Streams	A number of funding streams have not yet been allocated to specific projects and are therefore unlikely to be spent in 2017/18.	(2,484)
Aldwyn Primary Additional Accommodation	This scheme, originally due to be delivered by Carillion, increases capacity at Aldwyn School from a 45-pupil intake to 60 and includes a two-classroom extension. The Council is considering alternative procurement options which will result in a further delay to delivering this project.	(1,339)
Alder Buy Out Fitness	The budget needs to be rolled forward until a solution is reached whether the council would buy out the interests in the private gym so that it could form part of the school instead.	(1,000)
Hollingworth Primary School Flat Roof Replacement	Due to Carillion going into liquidation, this scheme will need to be carried forward into the new financial year. The work is contracted through the LEP who are considering alternative procurement options which will result in a further delay to delivering this project.	(71)
Hollingworth Kitchen & Dining Refurbishment	This budget was received in order to renovate the existing Hollingworth kitchen and dining block. This budget is being retained until the final scope of the rebuilding project has been agreed with the EFA.	(175)
Greswell Primary School Window Replacement Phase 2	The final phase of window replacements in the junior block was scheduled to be carried out through Carillion at February half term 2018. Because of Carillion's liquidation the LEP is working with the Council to find alternative delivery arrangements, with the work being delayed into the new financial year.	(67)
Other minor variations	Minor slippage on a number of schemes.	(781)
		(5,917)

A4c: Children Capital Programme									Re-profiled Budgets		
Capital Scheme	Projected spend in prior years £000	2017/18 Budget £000	2018/19 Budget £000	2019/20 Budget £000	2017/18 Actual to date £000	2017/18 Projected Outturn £000	2017/18 Projected Outturn Variation £000	Re-profiling to be approved £000	2017/18 £000	2018/19 £000	2019/20 £000
Purchase of Two Children's Homes	533	125	0	0	97	125	0	0	125	0	0
Total		125	0	0	97	125	0	0	125	0	0

Finance and IT Capital Programme

A5a: Digital Tameside Capital Programme									Re-profiled Budgets		
Capital Scheme	Projected spend in prior years £000	2017/18 Budget £000	2018/19 Budget £000	2019/20 Budget £000	2017/18 Actual to date £000	2017/18 Projected Outturn £000	2017/18 Projected Outturn Variation £000	Re-profiling to be approved £000	2017/18 £000	2018/19 £000	2019/20 £000
Tameside Digital Infrastructure		1,725	0	0	345	1,377	(348)	(348)	1377	348	0
Tameside Data Centre		840	0	0	0	37	(803)	(803)	37	803	0
ICT- Vision Tameside	202	822	440	0	25	122	(700)	(700)	122	1140	0
Working Differently- IT Hardware & Software		171	100	0	210	221	50	50	221	50	0
Digital by Design		60	0	0	19	20	(40)	(40)	20	40	
CCTV Fibre		30	148	0	31	60	30	30	60	118	
Disaster Recovery Site		8	0	0	2	8	0	0	8	0	0
Total		3,656	688	0	632	1,845	(1,811)	(1,811)	1,845	2,499	0

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A5b: Digital Tameside Re-profiling requests		£000s
Tameside Digital Infrastructure	Capital bid only recently approved. Civils work is on-going and work will not be completed until Q2 of 2018/19.	(348)
Tameside Data Centre	Capital bid only recently approved. Work on the data centre will not occur until the new year.	(803)
ICT- Vision Tameside	Work on Tameside headquarters in Aston under-Lyne is occurring later than expected.	(700)
Other minor variations	Minor slippage on a number of schemes.	(40)
		(1,811)

APPENDIX 6

Population Health Capital Programme

A6a: Active Tameside Capital Programme

Re-profiled Budgets

Capital Scheme	Projected spend in prior years £000	2017/18 Budget £000	2018/19 Budget £000	2019/20 Budget £000	2017/18 Actual to date £000	2017/18 Projected Outturn £000	2017/18 Projected Outturn Variation £000	Re-profiling to be approved £000	2017/18 £000	2018/19 £000	2019/20 £000
Active Tameside Wellness Centre & Wider Investment	5,441	0	0	0	0	0	0	0	0	0	0
New Denton Facility		2,000	12,724	0	153	170	(1,830)	(1,830)	170	14,554	1
Extension to Hyde Leisure Pool		2,000	953	0	10	30	(1,970)	(1,970)	30	2,923	2
Wave Machine at Hyde Leisure		60	0	0	0	0	(60)	(60)	0	60	3
Roof Replacement at Medlock		32	0	0	32	32	0	0	32	0	4
Replacement Pitch at Copley		25	0	0	23	23	(2)	0	25	0	5
Total		4,117	13,677	0	218	255	(3,862)	(3,860)	257	17,537	15

A6b: Active Tameside Re-profiling requests

£000s

New Denton Facility	The Tameside Wellness Centre scheme is progressing following a Council Key Decision of 27 April 2017. The Development Agreement and Sale Agreement have now been signed by the Council and Network Space. Discussions continue with Sport England to determine the nature and value of a capital funding bid to support the project. There are also design adjustments now being made following a consultation which concluded in November. These will support the funding application due to Sport England in April 2018.	(1,830)
Extension to Hyde Leisure Pool	The draft contract is yet to be agreed and therefore the start date still cannot be determined. Further delays have been caused by the fact that the Carillion liquidation due to Carillion being a partner in the LEP.	(1,970)
Wave Machine at Hyde Leisure Pool	The Wave Machine installation at Active Hyde will require a two-week partial facility closure due to the need to drain the pool tank to facilitate the installation. With Active Hyde also needing to close for a week to integrate the new pool extension, it is proposed to carry out the works simultaneously thereby minimising service disruption to customers.	(60)
		(3,860)

Governance Capital Programme

A7A: Exchequer Capital Programme

Re-profiled Budgets

Capital Scheme	2017/18 Budget £000	2018/19 Budget £000	2019/20 Budget £000	2017/18 Actual to date £000	2017/18 Projected Outturn £000	2017/18 Projected Outturn Variation £000	Re-profiling to be approved £000	2017/18 £000	2018/19 £000	2019/20 £000
Online Forms	10	0	0	0	10	0	0	10	0	0
Total	10	0	0	0	10	0	0	10	0	0

APPENDIX 8

Prudential Indicators

Actuals v limits as at 4th October 2017

	Limit	Actual	Amount within limit
	£000s	£000s	£000s
Operational Boundary for External Debt	212,528	112,453	(100,075)
Authorised Limit for External Debt	232,528	112,453	(120,075)

- The Authorised Limit for External Debt sets the maximum level of external borrowing on a gross basis (i.e. excluding investments) for the Council.
- The operational boundary for External Debt comprises the Council's existing debt plus the most likely estimate of capital expenditure/financing for the year. It excludes any projections for cash flow movements. Unlike the authorised limit breaches of the operational boundary (due to cash flow movements) are allowed during the year as long as they are not sustained over a period of time.
- These limits include provision for borrowing in advance of the Council's requirement for future capital expenditure. This may be carried out if it is thought to be financially advantageous to the Council.

	Limit	Actual	Amount within limit
	£000s	£000s	£000s
Upper Limit for fixed	185,335	(50,699)	(236,054)
Upper Limit for variable	61,785	(81,585)	(143,370)

- These limits are in respect of the Council's exposure to the effects of changes in interest rates.
- The limits reflect the net amounts of fixed/variable rate debt (i.e. fixed/variable loans less fixed/variable investments). These indicators allow the Council to manage the extent to which it is exposed to changes in interest rates.

	Limit	Actual	Amount within limit
	£000s	£000s	£000s
Capital Financing Requirement	185,355	185,355	-

- The Capital Financing Requirement (CFR) measures the Council's underlining need to borrow for capital purpose, i.e. its borrowing requirement. The CFR is the amount of capital expenditure that has not yet been financed by capital receipts, capital grants or contributions from revenue.
- The CFR increases by the value of capital expenditure not immediately financed, (i.e. borrowing) and is reduced by the annual Minimum Revenue Provision for the repayment of debt.

	Limit	Actual	Amount within limit
	£000s	£000s	£000s
Capital expenditure	128,514	53,552	(74,962)

This is the estimate of the total capital expenditure to be incurred.

Gross borrowing and the capital financing requirement	CFR @ 31/03/17 + increase years 1,2,3	Gross borrowing	Amount within limit
	£000s	£000s	£000s
	185,355	112,453	(72,902)

- To ensure that medium term debt will only be for capital purposes, the Council will ensure that the gross external borrowing does not, except in the short term, exceed the total of the capital financing requirement (CFR).

Maturity structure for borrowing 2017/18		
Fixed rate		
Duration	Limit	Actual
Under 12 months	0% to 15%	0.55%
12 months and within 24 months	0% to 15%	0.30%
24 months and within 5 years	0% to 30%	0.82%
5 years and within 10 years	0% to 40%	7.09%
10 years and above	50% to 100%	91.25%

- These limits set out the amount of fixed rate borrowing maturing in each period expressed as a percentage of total fixed rate borrowing. Future borrowing will normally be for periods in excess of 10 years, although if longer term interest rates become excessive, shorter term borrowing may be used. Given the low current long term interest rates, it is felt it is acceptable to have a long maturity debt profile.

APPENDIX 9

Completed Sales generating capital receipts in 2017/18 (to date)

2017/18 Completed Sales
Land adj to Lidl Supermarket
Land on John Street East, (rear of 25-27 Trafalgar Square)
Land at Oaken Clough / Oldham Road
Land on Vine Street
Land north of Lindisfarne Road
Land at Sunnyside, rear of 236-244 Newmarket Road
Land adj to 39 Uxbridge Street
Land at Williamson Lane / Ashton Hill Lane
Land on Bailey Street
5 Dain Close
64 Jeffreys Drive
8 Shepley Close
4 Hall Green Close
20 Belvedere Drive
4 St John Street
8 Belvedere Drive
5 Moravian Close
24 Harold Avenue
7 Ogden Gardens
7a Old Road
10 Concord Way
28 James Close
15 Old Street
31 Vicarage Drive
Land rear of 51 Wedneshough Green
Land at Captain Clarke Rd
Land at Broadway
Rydal House
Land at Pitt Street (2)
Land corner of Markham Street / Dow Street
8 Buckland Grove
Land at Nield Street
Land between Greaves Street, Cross Street & Stockport Road
Land at Stamford Road (opposite 80 to 94)
19 Brooklands Close
Melbourne Street Car Park
Land at Acres Lane / Cecil Street
Land at Cecil Street / Acres Lane
Land at Wakefield Road (next to 387)
Land at junction of Spring Street / Stamford Street
Bayley Street Industrial Estate
M60/M66 Highways Settlement
Residential ground rents under £1K value
Total Realised Capital Receipts - £3.095m

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Report To:	EXECUTIVE CABINET
Date:	21 March 2018
Executive Member/ Reporting Officer:	Councillor John Taylor- Deputy Executive Leader Tracy Brennand – Assistant Director (People and Workforce Development)
Subject:	GM CONTINUITY OF SERVICE PROTOCOL
Report Summary:	<p>The purpose of this report is to provide an update on the progress made and implementation plans in relation to the GM wide Continuity of Service Protocol for recognition of service where an individual voluntarily changes employer between Local Authorities and NHS employers within Greater Manchester.</p> <p>The Protocol extends to include all staff outlined within Appendix A and employed by:</p> <ul style="list-style-type: none">• a GM CCG organisations• a GM NHS body• a GM Council (but initially excluding staff employed by schools• GM Combined Authority and its constituent bodies• Greater Manchester Health & Social Care Partnership
Recommendations:	<p>Executive Cabinet is recommended to agree :</p> <ol style="list-style-type: none">1. The adoption and implementation of the Protocol from April 2018 except in relation to redundancy, and subject to any changes subsequently agreed by the Director of Governance and Pensions;2. That an update to the GM Workforce Engagement Board (WEB) and WLT is provided in April 2018 outlining the implementation and adoption progress across all organisations3. Given that a financial analysis of the proposals has not yet been possible, it is also not possible to fully assess whether public law duties under best value, Wednesbury reasonableness or the fiduciary duty to the public purse have been met nor is it possible until there is evidence of demand and therefore important scheme kept under review and regularly assessed on triannual basis and/or before any major staffing review.
Links to Community Strategy:	This contributes to supporting the prosperity and growth of our residents by enabling key skills to be maintained and developed within the public sector
Policy Implications:	Adoption of the protocol will impact on a number of employment policies and practices where continuous service is considered.
Financial Implications: (Authorised by the Section 151 Officer)	The extension of continuity of service across the public sector in Greater Manchester will inevitably increase the costs for organisations in relation to severance pay and greater annual leave and sickness allowance. It is impossible to assess the impact of this against the benefits of a more agile workforce, whereby the workforce will have more incentive to change

employer because they can take their continuity of service to a new employer. The impact should be monitored if the scheme is approved. Evidence from existing schemes suggests that the financial impact is not likely to be material.

**Legal Implications:
(Authorised by the Borough
Solicitor)**

With the exception of redundancy, there are no legal difficulties with the various public authorities treating employees who have come from other authorities (in circumstances where statutory continuity of service does not apply) as if their service in the previous authorities is service in their authority.

Under the Localism Act 2011 there is a general power of competence (section 1), which is subject to not being able to do anything which is a prohibition, restriction or other limitation expressly imposed by a statutory provision that (a) is contained in the Act, or in any other Act passed no later than the end of the Session in which the Act is passed, or

(b) is contained in an instrument made under an Act and comes into force before the commencement of section 1.

In these circumstances there is a prohibition/restriction/limitation expressly imposed by a statutory provision: regulation 5 of the *Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006 [SI 2006/2914]* ("the 2006 Regulations").

Regulation 5 gives a power to increase statutory redundancy payments on the basis set out, so legal advice is that this is the only basis on which such payment should be made.

Further consideration could be given to regulation 6 of the 2006 Regulations, which allows local authorities to make 'Discretionary compensation' to persons who cease to hold employment, but for this to be included in the Protocol further analysis of the legal and financial implications would be required, as it is a different kind of payment.

Payments under regulations 5 and 6 of the 2006 Regulations should be in accordance with the policy statement that each local authority must adopt under regulation 7 of the 2006 Regulations.

Statutory entitlements cannot be overridden, unless for example by compromise agreement, so it is important to ensure this does not happen unilaterally when implementing the protocol.


Given that a financial analysis of the proposals has not yet been possible, it is also not possible to fully assess whether public law duties under best value, Wednesbury reasonableness or the fiduciary duty to the public purse have been met nor is it possible until there is evidence of demand and therefore important scheme kept under review and regularly assessed.

Risk Management:

The recognition of previous continuous service from organisations not currently listed within the Redundancy Modification Order will increase individual entitlement to a range of employment benefits and subsequently will increase costs in some instances.

Access to Information:

The background papers relating to this report can be inspected by contacting the report writer, Tracy Brennand by:

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 e-mail: tracy.brennand@tameside.gov.uk

1. CONTEXT AND BACKGROUND

- 1.1 In February 2015 the 37 NHS organisations and local authorities in Greater Manchester signed a landmark agreement with the Government to take charge of health and social care spending and decisions in our city region. This included a commitment to produce a comprehensive plan for health and social care.
- 1.2 The final draft of this plan 'Taking Charge of our Health and Social Care in Greater Manchester' was endorsed by the Health and Social Care Strategic Partnership Board on Friday, 18 December 2015. It details the collective ambition for the region over the next five years, setting out our direction of travel.
- 1.3 In December 2015, the Greater Manchester Combined Authority and Health and Social Care Partnership Board agreed a GM Protocol for Joint Working on Workforce Matters. This Protocol recognises the vital role of our workforce in delivering high quality public services and that high quality employment in public services is crucial in the functioning of the Greater Manchester economy and society.
- 1.4 It was recognised that flexibility of employment across public services is an ambition shared by the organisations and recognised trade unions. Portability of accrued service is a key consideration for employees and must be addressed to secure such flexibility. It was agreed that a mechanism for the recognition of service would be further explored in circumstances where an individual employed within local government, the Combined Authority, or the NHS in Greater Manchester moves employment between those sectors on a voluntary basis.
- 1.5 Unless there is an enforced move across sectors (e.g. TUPE) this means that currently continuity of service is lost where an employee voluntarily moves from one public sector to another. Given that continuous service determines the qualification for, and value of employment related entitlements (statutory and contractual), including redundancy pay, annual leave, occupational sick pay etc, this is a key factor which may impede the flexibility of employment.
- 1.6 There are no regulations that allow for service to be recognised for voluntary moves across the different areas of the public sector. To this end, the concept and possibility of voluntarily recognising continuous service across the GM NHS, Council and GMCA organisations has been discussed and progressed at the GM Workforce Engagement Board (WEB) and Strategic Partnership Board. A Continuity of Service Protocol was subsequently developed and is attached at Appendix A.
- 1.7 The Localism Act 2011 allows new freedoms and flexibilities for local government to make decisions, and allow elected Mayors to focus on long-term strategic decisions, such as bringing together different agencies to make public services work better, and attracting jobs and investment to the city. The new, general power gives councils more freedom to work together with others in new ways to drive down costs. It gives them increased confidence to do creative, innovative things to meet local people's needs.
- 1.8 The Localism Act includes a 'general power of competence' which gives local authorities legal capacity. Instead of being able to act only where the law says they can, local authorities will be freed to do anything - provided they do not break other laws or do something that is strictly prohibited (such as increasing taxes). The Act also gives the Secretary of State the power to remove unnecessary restrictions and limitations where there is a good case to do so, subject to safeguards designed to protect vital services.

2. SCOPE OF THE PROTOCOL

- 2.1 The Protocol extends to include all staff outlined within Appendix A and employed by:

- a GM CCG organisation
- a GM NHS body
- a GM Council (but excluding staff employed by schools)
- GM Combined Authority and its constituent bodies
- Greater Manchester Health & Social Care Partnership
- Transport for Greater Manchester (TfGM)

Organisations not in scope of this Protocol

- 2.2 At this time those employed within GM Police and the Waste Disposal Authority are not in scope. However, once these organisations formally join the Combined Authority, they will be automatically included, unless they choose to adopt the Protocol earlier. Wider employer groups comprising commissioned providers e.g. third sector parties, GP practices, etc, are not included.
- 2.3 Whilst it is not recommended that individuals working within the range of schools and further education establishments across GM are currently included within the Protocol, there is a commitment to further extend the Protocol following full adoption by the parties identified in this first phase.
- 2.4 The Protocol represents the first step towards implementing greater flexibility and opening up opportunities for employees of a wide number of Greater Manchester public sector organisations, and it is hoped that this will be extended into other GM public sector organisations in the future.

Local arrangements

- 2.5 It is important to clarify that the aim of the Protocol is not to change terms and conditions of service for each individual organisation in scope; all local agreements, employment benefits and terms and conditions will be retained. However, any local arrangements that refer to continuity of service may need to be reviewed to ensure that these are cognisant of the Protocol and ensure that this is applied in all relevant aspects of employment. It is important that the accrued service will be used for the calculation of contractual entitlements and for redundancy purposes in accordance with the policies and terms and conditions of the relevant participating employer.

3. BENEFITS

- 3.1 Maintaining increased service related employment benefits for those moving between public sector services is a ground breaking decision.
- 3.2 The Protocol will raise the profile of working within GM public sector roles and may provide a more attractive recruitment proposition than the private sector, or indeed other public sector organisations outside of GM.
- 3.3 This commitment will put working within GM on the map and will support our ability to attract, recruit, develop, motivate and retain our workforce.
- 3.4 Whilst retention of existing, high performing staff is crucial, there is growing demand for recruitment of skilled people with ever more specialised knowledge, or recent knowledge and experience across public sector roles.
- 3.5 It is widely documented that replacing employees is a costly and laborious process and often, there is either not enough interest generated for a vacancy, or too much interest from people without the necessary skills, resulting in no appointment and a costly re-advertising and selection process.

- 3.6 The adoption of the Protocol would enable parties to the Protocol to be an employer of choice by not only assisting with the retention of existing skilled employees, but also by attracting new employees into the organisation and across GM.
- 3.7 Recognition of continuous service will immediately mean that the identified partner organisations across GM will have a wider pool of potential applicants to provide effective staffing solutions to ever increasing demands, and the savings can be considerable: lower recruitment costs, a reduction in overtime, and less staff absence, all important considerations in today's efficiency climate.
- 3.8 Recognition of continuous service would provide options that suit both the employer and the employee, and enable greater flexibility and choice for public sector employees.
- 3.9 A flexible workforce can have both economic and social benefits, having a direct impact on engagement and turnover, while providing increased development, motivation, and job satisfaction for the employees. Employees gain opportunities for personal and professional growth which can enhance their career opportunities. This increases staff morale and a motivated workforce, within a potentially shrinking public services sector, which is critical in delivering the challenges and opportunities of devolution.
- 3.10 This is likely to lead to more creative solutions for vacancies, greater career development opportunities, and enable greater movement across public sector organisations to ensure skills can be utilised and retained across GM. Employee movement within and between these organisations flexibly can help movement of staff into priority areas ensuring delivery at local level.
- 3.11 Organisations will cut staff turnover costs and have a greater opportunity to fill specialist roles more easily e.g. social workers moving from local authorities into local integrated care organisations under the NHS.
- 3.12 With greater collaborative working, it is possible that those organisations needing to reduce the size of their workforce could reduce the cost of redundancy by enabling the transfer of staff between organisations without impacting on continuity of service and associated employee benefits.
- 3.13 A flexible GM workforce will strengthen cross organisational cultural understanding, enhance professional links and increase partnership working. Learning best practice from each other can only improve the totality of approaches adopted individually by each organisation.
- 3.14 Staff with varied experience and understanding in all sectors, are essential for delivering new transformed services and redesigned roles in integrated services. The easy movement of staff between the NHS and local authorities will increasingly be needed going forward. A flexible workforce will aid the development of a shared language to describe capabilities required in all roles, with accompanying tools and resources.
- 3.15 Having a geographically and organisationally mobile workforce at a GM level will benefit all organisations and individuals, and will expedite the integration of social care and health across GM.

4. FINANCIAL/RISK CONSIDERATIONS

- 4.1 While the benefits to a flexible workforce are undeniable, there are some challenges and risks to organisations in adopting this Protocol.

Conditions of service

- 4.2 It is important to clarify that the aim of the Protocol is not to change terms and conditions of service for each individual organisation in scope. All local agreements, employment benefits and terms and conditions will be retained, however, any local arrangements that refer to continuity of service will need to take account of, and be consistent with the Protocol. This will include accrual of service for the calculation of contractual entitlements and for redundancy purposes in accordance with the policies and terms and conditions of the relevant participating employer.
- 4.3 Local Authorities will need to amend their policies in respect of application of the 2006 Discretionary Compensation Regulations, to incorporate recognition of continuous service with NHS bodies and Public Health England. Employers should consider including a reference to the Protocol in the annual Pay Policy Statement.
- 4.4 If employees are in the NHS Pension Scheme (NHSPS) under a Directions Order, Councils will need to check whether the terms of the Directions Order means they can pay redundancy benefits under the NHSPS.
- 4.5 NHS organisations will need to be mindful that Section 16 of the Agenda for Change Handbook (NHS Terms and conditions of service) outlines entitlement to redundancy pay and specifically refers to NHS service. However, NHS organisations have some flexibilities in national agreements and have discretion to act outside of these if they choose to do so. It is suggested that the NHS organisations who are party to this Protocol use this discretion when considering continuous service for anyone who meets the Protocol requirements.

Increased Costs

- 4.6 The calculation of an employee's continuous service and/or reckonable service is extremely important in determining the qualification for and value of 'time served' entitlements as this commonly determines access and value of contractual entitlements such as occupational sick pay, maternity pay, and annual leave schemes. Therefore, longer service normally allows for elevated and extended entitlements where previously this may not have been the case. This may therefore have an impact on direct costs (sick pay costs, maternity pay etc).
- 4.7 Any dismissal with notice payments will be based on the increased paid notice period, or increased pay in lieu of notice entitlement, as a result of recognising continuous service.
- 4.8 The requirement to have 2 years continuous employment with the same employer before a claim is submitted at an Employment Tribunal remains unchanged. As is currently the case, an employee will need to demonstrate 2 years continuous employment with the same employer before an Employment Tribunal claim can be made (except discrimination claims).
- 4.9 The recognition of previous continuous service also increases the potential for employees to meet the minimum statutory requirement of 2 years continuous service earlier. Where this is the case, it is possible that a higher number of employees will be entitled to statutory redundancy and access to locally agreed enhanced schemes except where statute does not permit.
- 4.10 The entitlement to, and the application of redundancy and any voluntary severance scheme, is perhaps the area that may realise the most substantial impact on direct costs, although this would be limited to the powers set out in regulation 5 and 6 of the Local Government (Early Termination of Employment)(Discretionary Compensation)(England and Wales) Regulations 2006. It should be noted that those organisations that have already applied the Continuity of Service Protocol on a voluntary basis so far have not experienced significant increases in direct costs as a result of this approach.
- 4.11 There may be occasions where an employee, previously employed by a GM organisation in scope of the Protocol, has left voluntarily through a settlement agreement involving a financial compensation award, and is then subsequently re-engaged by another GM organisation in

scope. The Continuity of Service Protocol would not apply in these circumstances, however, any statutory entitlement to continuity of service will continue to apply.

- 4.12 Tighter methods of identifying these circumstances must be implemented during the recruitment process to allow the GM organisations to explore this further. There is a financial obligation upon all public sector organisations to protect the public purse and organisations will also want to re-assure themselves that no settlement agreement that may have been entered into is inadvertently breached, or continuity of service has been inappropriately applied.

Risk of all organisations not signing up

- 4.13 In the event that not all GM organisations adopt the Protocol, this is likely to result in an imbalance of approach between the GM public sector organisations. Whilst this may lead to this organisation becoming an employer of choice over other neighbouring organisations, this inconsistency may result in delaying or impeding the integration of health and social care across the region which is a primary reason for implementing the Protocol.

5. IMPLEMENTATION

- 5.1 During January and February 2018, discussions have been held with CCG Leaders (AGG), Provider Federation Board and Wider Leadership Team to encourage support and adoption of the Protocol. All groups have indicated their support for this and have agreed in principle subject to full adoption within their own organisational governance processes.
- 5.2 It is proposed that the relevant governance processes are put in place within all organisations outlined as within the scope of the Protocol to enable full adoption from 1 April 2018. This approach will ensure that all relevant organisations within GM will have the Protocol in place and continuity of service recognised from 1 April 2018. The GMCA Heads of HR and Joint GMCA/NHS HRD leads will ensure that the detailed implementation and communication plan is put in place once all organisations have adopted.

6. MONITORING AND REVIEW

- 6.1 Feedback and progress from each partner organisation will be sought during February/March 2018 to establish the level of Protocol adoption and understand any issues or difficulties that may have arisen which will need to be overcome.
- 6.2 An update report will be provided to the GM Workforce Engagement Board in April 2018 providing an update on adoption of the protocol across GM. This will be followed by a more detailed review after 12 months to consider how the Protocol has enabled greater flexibility of the workforce and impacted on our ability to attract, recruit and retain our public sector workforce, along with any on-going difficulties/challenges that may be faced.
- 6.3 It is envisaged that the evaluation and review will be shared with other public sector organisations, and associated organisations, including Schools to aid future discussions about extending the employers in scope.

7. COMMUNICATION AND ENGAGEMENT

- 7.1 It will be necessary to have a proactive and coordinated approach to the communication and engagement process across GM. It has been agreed that this will be led by the GMHSCP HR team and a detailed communication plan is currently being developed. Individual organisations will also need to consider appropriate communication and engagement with their current workforce and ensure that recruitment websites and communication materials reference adoption of the Protocol.

8. FUTURE POSSIBILITIES

- 8.1 The Protocol is proposed to the organisations outlined in scope above. In the future there may be the opportunity to include/invite more employers in scope and extend this to include schools, further education establishments and GP practices. This will provide greater opportunities to redeploy or deploy skills to a wider pool of individuals, across different public sector areas.
- 8.2 The successful implementation and integration of this approach to continuity of service across employers within GM will enable and encourage discussions to be held with Government regarding the potential to change legislation to reflect this way of working nationally, not just within GM. Initial conversations have already been held with colleagues from NHS Employers and the Local Government Association (LGA) who are following progress and implementation of this Protocol on behalf of national employers.
- 8.3 Further consideration may also be available regarding the approach to public sector pensions and how these may be more accessible across public sector organisations.

9. CONCLUSION

- 9.1 The GM Continuity of Service Protocol applies in the first instance to the voluntary movement of employees between the organisations identified as in scope. It is a ground breaking concept, and marks a significant step for Greater Manchester in achieving reform of public services.
- 9.2 A competent, engaged workforce is a key enabler to successful reform and it is important to facilitate not only retention of skills and knowledge, but to ensure that the sector is seen as attractive and rewarding to future generations.
- 9.3 It is recognised that adoption of the Protocol will assist in the retention and deployment of a flexibility workforce with a breadth of skills and knowledge that enables GM to transform, lead and develop new models of care for the benefit of all residents in GM.

10. RECOMMENDATIONS

- 10.1 As set out at the front of this report.

GREATER MANCHESTER CONTINUITY OF SERVICE PROTOCOL

INTRODUCTION

The Greater Manchester Combined Authority and Health and Social Care Partnership Board agreed a GM Protocol for Joint Working on Workforce Matters in December 2015.

This Protocol recognises that staff play a vital role in the delivery of high quality public services and that high quality employment in public services plays a vital role in the functioning of the Greater Manchester economy and society.

Flexibility of employment across public services is an ambition shared by the organisations and recognised trade unions. Portability of accrued service is a key consideration for employees which must be addressed to secure such flexibility.

There is no reason in law why an employer cannot introduce express terms into its contracts of employment, or do so by means of a change of policy, which are more advantageous than the statutory rights already afforded to its employees, provided it ensures those terms are applied fairly and in accordance with its equalities duty. What it cannot do is seek to limit or take away those rights except in the most exceptional of justified circumstances or where permitted by law.

A public body must also ensure its rationale for such action makes economic, social and environmental sense for them and their communities, and is of benefit to the public purse.

Any change in terms and conditions of employment to employees of a public body would be subject to consultation.

PURPOSE

As a first step this protocol provides a mechanism for recognition of service where an individual employed within local government or the NHS in GM moves employment between those sectors on a voluntary basis.

Adoption of the protocol by the GM local authorities, GMCA and NHS organisations would be voluntary and would be a decision for each individual organisation within their respective governance arrangements.

This protocol applies to the employers listed below and does not seek to extend such an agreement to the wider employer group comprising commissioned providers e.g. third sector parties, at this point in time.

Local Authorities:

GM Local Authorities	GM Combined Authority (GMCA)
<ul style="list-style-type: none">• Bolton• Bury• Manchester• Oldham• Rochdale• Salford• Stockport• Tameside• Trafford• Wigan	Including: <ul style="list-style-type: none">• GM Fire & Rescue Service• GM Core Investment team (as employees are hosted/seconded by Local Authorities)• GMPSR team (as employees are hosted/seconded by Local Authorities)• GM Integrated Support Team (as employees are hosted/seconded by Local Authorities)• GM Waste Disposal Authority

NHS Bodies:

Association of GM CCGs	GM NHS Provider Trusts
<ul style="list-style-type: none">• NHS Bolton CCG• NHS Bury CCG• NHS Central Manchester CCG• NHS Heywood, Middleton and Rochdale CCG• NHS North Manchester CCG• NHS Oldham CCG• NHS Salford CCG• NHS South Manchester CCG• NHS Stockport CCG• NHS Tameside and Glossop CCG• NHS Trafford CCG• NHS Wigan Borough CCG	<ul style="list-style-type: none">• Bolton NHS FT• Central Manchester University Hospitals NHS FT• Greater Manchester Mental Health NHS FT• Pennine Acute Hospitals NHS Trust• Pennine Care NHS FT• Salford Royal NHS FT• Stockport NHS FT• Tameside Hospital NHS FT• The Christie NHS FT University Hospital of South Manchester NHS FT• Wrightington, Wigan and Leigh NHS FT

Other Public Sector Partner Organisations:

<ul style="list-style-type: none">• GM Health & Social Care Partnership• Transport for Greater Manchester (TfGM)

The accrued service will be used for the calculation of contractual entitlements and for redundancy purposes in accordance with the policies and terms and conditions of the relevant participating employer, except where statute does not permit.

This protocol does not apply to pension arrangements.

DEFINING CONTINUITY OF SERVICE

The calculation of an employee's "continuous service" and/or "reckonable service" is extremely important in determining the qualification for and value of 'time served' entitlements.

It determines access to statutory entitlements such as making a claim for unfair dismissal at an Employment Tribunal and the application of the statutory redundancy scheme. It will also commonly

determine access and value of contractual entitlements such as annual leave, occupational sick pay, occupational maternity pay and contractual redundancy or severance schemes.

Individual employers can decide how their contractual entitlements will be applied and there is some discretion to the calculation of redundancy beyond the statutory scheme.

BENEFITS OF RECOGNISING CONTINUITY OF SERVICE

The benefits of a flexible workforce, facilitated by the adoption of this protocol, are summarised below: -

- Having a geographically and organisationally mobile workforce at a GM level will benefit both organisations and individuals. Employee movement within and between these organisations flexibly can help movement of staff into priority areas ensuring delivery at local level.
- A flexible GM workforce will strengthen cross organisational cultural understanding, enhance professional links and increase partnership working. Learning best practice from each other can only improve the totality of approaches adopted individually by each organisation.
- Employees, in turn, gain opportunities for personal and professional growth which can enhance their career opportunities. This increases staff morale and a motivated workforce, within a potentially shrinking public services sector, which is critical in delivering the challenges of devolution.
- A flexible workforce could support the deployment of staff across sectors during periods of organisational downsizing and service redesigns, increase GM ability to attract and retain staff with specialist skills and improve workforce and succession planning on a wider scale.
- Organisations can cut staff turnover costs and fill specialist roles more easily e.g. social workers moving from local authorities into local integrated care organisations under the NHS.
- Organisations can save on redundancy costs as there would be a wider pool of reasonable, suitable redeployment opportunities.
- Staff with cross-sectoral experience and understanding are essential for delivering new transformed services and redesigned roles in integrated services. The easy movement of staff between the NHS and local authorities will increasingly be needed going forward. A flexible workforce will aid the development of a shared language to describe capabilities required in all roles, with accompanying tools and resources.

CHANGES TO EMPLOYER POLICIES

Organisations who wish to be party to this protocol will need to make amendments to local policy and terms and conditions in respect of entitlement for contractual purposes. In respect of recognition of service for the purpose of redundancy the steps to be taken within each sector are set out below.

Local Government

- Local Authorities who wish to be party to this protocol will need to amend their policies in respect of application of the 2006 Discretionary Compensation Regulations to incorporate recognition of continuous service with NHS bodies and PHE. Reference may also be included in the annual Pay Policy Statement.
- It is recognised that policy amendments can be made with one months' notice and therefore authorities cannot make advance guarantees that certain redundancy compensation payments will be paid.
- If the employees are in the NHS Pension Scheme under a Directions Order, the local authority will need to check whether the terms of the Direction Order means they can pay redundancy benefits under the NHSPS.

NHS

- Section 16 of the Agenda for Change Handbook (NHS Terms and conditions of service) outlines entitlement to redundancy pay. Employees dismissed by reason of redundancy must have at least 2 years of continuous full-time or part-time service. To qualify for a redundancy payment the employee must be working under a contract of

employment for an NHS employer as defined in Annex 1 of the AfC Handbook (national agreement) and any predecessor or successor body.

- NHS organisations who wish to be party to this protocol have some flexibilities in national agreements and to act outside the national agreements if they opt to do so. The test must always be one of 'acting reasonably' in relation to resources/use of public money i.e.: redundancy payment should not be more than is necessary unless justified and agreed.

CONCLUSION

This protocol marks a significant step for Greater Manchester in achieving reform of public services. A competent, engaged workforce is a key enabler to successful reform and it is important to facilitate not only retention of skills and knowledge but to ensure that the sector is seen as attractive and rewarding to future generations.

The protocol applies in the first instance to the voluntary movement of employees between local government/identified public sector bodies and NHS employers as a proof of concept. The Greater Manchester Workforce Engagement Board will monitor the application and success of this protocol and will make recommendations for any further revisions as appropriate.

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Report To:	EXECUTIVE CABINET
Date:	21 March 2018
Executive Member/Reporting Officer:	Councillor Brenda Warrington – Executive Leader Sandra Whitehead – Assistant Director of Adults
Subject:	NEW CARE HOME MODEL
Report Summary:	<p>This report sets out, and seeks approval to change the current policy around contractual arrangements with care homes which was previously agreed by the Council in 2012.</p> <p>It is proposed that current service users who could be financially adversely affected by the proposed policy change will have the difference met.</p> <p>A report to the Strategic Commissioning Board on 20 March 2018 considers the proposed fees, consequential funding, the revised enhanced payment criteria and the transitional arrangements, and this information is included within the report as information to the Executive Cabinet.</p>
Recommendations:	<p>THAT SUBJECT TO APPROVAL OF FUNDING BY THE STRATEGIC COMMISSIONING BOARD ON 20 MARCH 2018 EXECUTIVE CABINET AGREE:</p> <ol style="list-style-type: none">1. To change the current contractual policy arrangements so that all care homes in Tameside are contracted on the same basis;2. if 1 above is approved, that the NHS Standard Contract (shorter form version) be used to enter into any contract with care homes;3. that current service users should not be disadvantaged by the change in contractual policy arrangements and any financial difference will be met;4. to the criteria for the Enhanced Payment and the transitional arrangements proposed as set out in paragraph 7.19 and appendix C of this report;5. to continue with the contractual arrangements on third party top-ups which are restricted to environmental factors that service users may choose prior to residing in the care home;6. To establish a framework agreement using the 'light touch regime' provided by Regulation 76 of the Public Contracts Regulations 2015, such framework agreement to mirror the provisions of a dynamic purchasing system allowing access to new entrants into the care home market.
Links to Community Strategy:	<p>The service is consistent with the following priority transformation programmes:</p> <ul style="list-style-type: none">• Enabling self-care• Locality-based services

- Planned care services

Policy Implications:

Removal of the current contractual On/Off Framework arrangement will result in financial implications for some service users who are assessed as paying the full contribution to their care as well as those currently paying top-up contributions in Off Framework care homes.

Where current service users are adversely affected the intention is for the Council to cover the rate differential.

**Financial Implications:
(Authorised by the Borough
Treasurer)**

The funding and associated costs of Care Home fees forms part of the Section 75 Pooled Budget. The proposal in this report for the Council to meet the cost differential for the 17 people affected by the removal of the Off Framework rate will result in increased costs to the Council of £29,000 per year.

This cost increase is not currently provided for in the Strategic Commission's Medium Term Financial Plan, and so will need to be managed within existing Adult Social Care budgets.

The funding and associated costs of Care Home fees forms part of the Section 75 Pooled Budget. The proposals outlined in this report will result in cost increases to the Strategic Commission as outlined below in 2018/19 ;

	£'000		
	TMBC	T&G CCG	Total Strategic Commission
Net Cost Increase as a result of rate increase(s)	766	214	980
Movement from Off to On Framework	152	36	188
Total Net Cost increase	918	250	1,168

The cost increases linked to the rate increase are included in the Strategic Commission's Medium Term Financial Plan, although it should be noted that provision has not yet been made for the movement from Off to On Framework rates

**Legal Implications:
(Authorised by the Borough
Solicitor)**

Any change to Council policy brings with it a risk of judicial challenge and/or complaint. It is therefore very important to ensure the Council has engaged on a meaningful and effective consultation exercise, and carried out a full equality impact assessment, which is of particular significance where vulnerable people are concerned, as in this case. Members must therefore ensure they have read and understood the EIA attached at appendix F of this report.

The Council has previously been challenged by the Local Government Ombudsman when it changed its policy on contracting with care homes in 2012, and so it has been careful to ensure the concerns raised in that challenge have been met during this exercise. This will be achieved by ensuring service users who currently contract with the Council are not financially

disadvantaged by the decision to change the basis on which the Council contracts with the care homes.

The care homes should not be financially disadvantaged by this change which is designed assist them in their future planning and quality improvements under the CQC inspection regime which is a key requirement for their business.

Clearly there is the potential for challenge in any contractual arrangement, but this type of contract is now governed nationally by the NHS and their standard contract terms and conditions, and so the scope for such challenge more limited. Where local conditions create variations this will need to be carefully managed locally through individual negotiations.

Prior to making any financial decision a review of the most recent local government ombudsman ombudsman in this area.

Risk Management:

As set out in Section 10 of the report

Access to Information:

The background papers relating to this report can be inspected by contacting Tim Wilde.



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1. INTRODUCTION

- 1.1 The current contractual relationship with the care homes is coming to an end and there is a need to continue with this relationship to allow the Council to fulfil its statutory duty to provide care and support to meet service user's needs.
- 1.2 The Commissioners have been contracting with the sector under an On/Off Framework arrangement following a Key Decision in August 2012 (and subsequent tender). The On/Off arrangement carries slightly different contract terms and conditions for On and Off Framework providers, as well as different fee levels, and it is proposed that this arrangement is no longer fit for purpose in 2018, and all care homes should start from the same base with the same contract, be paid the same fees for the service and have the same opportunity to apply for the enhanced payment.
- 1.3 The change of policy will have an adverse financial impact on some residents in Off Framework care homes. There are 17 service users identified that the Council contracts for, but who are recharged to full contribution towards to cost of care, and the change of policy will adversely affect them. Any increase in fees (over and above any applied inflationary increase) will be directly charged to the service user. Conversely, there are a number of relatives of residents in Off Framework care homes (who may be paying a third party top-up) who will benefit from the change of policy, i.e. any increase in fees by the Council will reduce the amount of third party top-up paid by the relative (on the assumption that the gross fees remain the same).
- 1.4 As the proposal is a change in policy a consultation exercise has been undertaken to seek the views of those affected by the change, as well as with wider stakeholder. The outcomes of this consultation is considered later in the report (Section 5)
- 1.5 Historically, the Council has contracted with providers using Council developed contract terms and conditions, which includes the current agreement with the providers, albeit they were modified to meet the conditions required by the NHS as the local health commissioner (the Primary Care Trust as it was then) is a signatory to the contract.
- 1.6 However, instructions from NHS England state that where healthcare services are being purchased (which includes nursing care in care homes) then the NHS contracts must be used and agreement to use the NHS Shorter Form contract is sought.
- 1.7 Changes in the Public Contracts Regulations (latest version was published in 2015) and the way in which the Council undertakes tenders (using The Chest for electronic tendering) has opened up other ways to establish 'Approved Lists'. It is proposed that the Commissioners use a Dynamic Purchasing System to establish a new list of providers, which will also be used should the Commissioners need to tender for any specialist services for care home provision in Tameside. Glossop will be excluded from this process as, whilst the local CCG covers Glossop and will continue to be party to the contract, Derbyshire County Council remains responsible for the care homes in the Glossopdale neighbourhood.

2. BACKGROUND

- 2.1 In 2012 the Council, along with the then Tameside & Glossop Primary Care Trust (PCT), worked closely with the care home market to develop a new contract as well as a standard methodology to calculate the usual cost of care (taking account of the providers' costs) to determine fee rates across the various bed types.
- 2.2 A Key Decision dated 15 August 2012 approved that:
 - The Council should procure a framework of approximately 1,200 care beds (750 residential & 450 nursing) with the fee structure as set out in the report and other matters as set out in the report.

- Where the Council commissions care from care homes in Tameside which are not on the Framework:
 - Placements should retain their existing fee for a transitional period of three months following commencement of the Framework
 - After that period, the fees will be as set out [in the report]
- With effect from commencement of the Framework the Council should allow top up fees as set out in section 13 of the report
- With respect to all new placements following the commencement of the Framework, the Council should withdraw from any placement or not accept a duty where a resident is assessed as being able to meet the full cost of the care and either able to manage the placement or having access to the resources to do so) as set out in [the report].
- The placements in Glossop Care Homes should be treated as being out of Borough placements.

2.3 Following the Key Decision a tender was undertaken with the care home sector, with the outcome being based purely on quality (following representation from the sector and the significant amount of work put into the cost of care methodology). This tender was evaluated by representative from both health and social care and the creation of the On/Off Framework Care Home list was established. The contract started on 10 December 2012 and was for a 5 year period (ending on 9 December 2017).

2.4 Prior to the policy change (which created the On/Off Framework arrangement) the Council had never tendered for the service as all providers had the same contract; which was established with providers to facilitate the service users' choice as determine by the National Assistance Act 1948. It was only the establishment of the On/Off Framework arrangement that required a tender as there was a difference between the fees and the contract between On/Off Contracts, hence the need for a fair, open and transparent process to determine which providers were awarded which contract.

2.5 Following an additional tender (required to increase the number of nursing beds on the On Framework) the number of homes/beds On/Off Framework as at May 2013 is noted below:

Category of care	Off Framework		On Framework	
	No. of Homes	Total beds	No. of Homes	Total beds
Residential	13	391	16	778
Nursing	3	122	11	476
Totals:	16	513	27	1254

Note: Two care homes had only a proportion of the beds included On Framework (Hyde NH & Riverside Care Centre) and only single beds are paid at the On Framework rate hence the discrepancy in the total bed numbers noted above (1,767 in total) and the number of registered beds of 1,838.

2.6 At the time the decision was taken the care home market in Tameside was different than the present time, i.e.:

August 2012			January 2018		
Type of Home	Number	No. of Beds	Type of Home	Number	No. of Beds
Residential	29	1106	Residential	27	1091
Nursing	14	683	Nursing	11	548
Total	43	1789	Total	38	1639

- 2.7 During the time of the current contract five care homes have closed, one care home completely deregistered from nursing care to provide residential care only (and following an extension increased the number of beds) and another home changed the registration of one unit (20 beds) from nursing to residential. The overall impact of these changes has reduced the residential capacity by 15 beds and the nursing capacity by 135 beds.
- 2.8 Of the five care homes that closed, one was an On Framework home with the remaining four being Off Framework.
- 2.9 At the start of the contract period the vast majority of providers were compliant with the Care Quality Commission (CQC); however, during the contract period the CQC amended the way they regulated registered services and started to rate providers based on the essential standards, which was later replaced by the fundamental standards. The current compliance ratings of the providers are noted later in this report.

3. CURRENT SITUATION

- 3.1 The market has evolved and changed during the course of this contract, with the loss of beds in the borough, specifically nursing beds. This is impacting in Tameside (and surrounding areas) in facilitating timely discharges from hospital.
- 3.2 In August 2012 there were significant vacancy levels in Tameside, i.e. 158 (14.3%) residential and 118 (17.3%) nursing vacancies. As of February 2018 these figures are 90 (8.2%) residential and 38 (6.9%) nursing vacancies.
- 3.3 The placement profile for the Council and Tameside and Glossop Clinical Commissioning Group (CCG) has reduced over the last 5 years, e.g. in August 2012 the Commissioners purchased an average of 940 beds per week, while in July 2017 the Commissioners purchased approximately 747 beds per week. This reduction is a demonstration of the impact of the local policy for supporting people to remain living at home, in their local communities for as long as possible.
- 3.4 The fact that vacancy levels are decreasing yet the Commissioners are purchasing fewer beds is down to a number of factors, i.e. reduced capacity in the market (specifically nursing beds), increased level of self-funders and increased purchasing in the borough by other authorities (due to paucity of placements in those localities). In January 2018 approximately 18% of the local bed base was commissioned by other local authorities.
- 3.5 It was noted earlier that the CQC introduced a revised rating system approximately 3 years ago. The rating profile of homes in the borough as at 21 February 2018 is presented below:

Rating	No. of Homes	% of Homes	No. of Beds	% of Beds
Outstanding	0	0%	0	0%
Good	19	50%	748	46%
Requires improvement	18	47%	873	53%
Inadequate	1	3%	18	1%

- 3.6 The above can also be broken down into Off, On Framework & Enhanced Payment providers:

Rating	Off Framework		On Framework		Enhanced Payment	
	Count	Percentage	Count	Percentage	Count	Percentage
Outstanding	0	0%	0	0%	0	0%
Good	5	42%	3	75%	11	50%
Requires Improvement	6	50%	1	25%	11	50%
Inadequate	1	8%			0	0%
Total:	12		4		22	

- 3.7 Off Framework Providers are struggling to perform to the expected standards (as required by the CQC), with only 33% of the homes demonstrating compliance. The majority of these homes do not charge top-ups to residents, with the notable exception of one provider (currently rated 'Good') who charges a top-up in the region of £70-80 per resident per week.
- 3.8 The small numbers of On Framework (without enhanced payment) homes makes any statistical analysis difficult, but the majority of these providers are performing well with none rated 'Inadequate'.
- 3.9 The Enhanced payment providers are performing better than the Off Framework providers, with 50% of them achieving a CQC rating of 'Good'.
- 3.10 The care home market in Tameside is dominated by a single national provider - HC-One owns 16 care homes in Tameside (745 beds or 45.5%). All of HC-One homes are On Framework, with the majority attracting the enhanced payment premium. This equates to 61.5% of the 1212 On Framework beds in the borough.
- 3.11 The CQC rating profile of HC-One is not as good as the overall profile in Tameside, i.e. 37.5% (6 homes) are rated 'Good', 56.3% (9 homes) rated 'Requires Improvement' with 6.3% (1 home) rated 'Inadequate'.
- 3.12 The fees in Tameside have increased in line with the agreed methodology (contained within the August 2012 Key Decision), which takes account of the providers actual costs in delivering the service. The increase in the National Minimum Wage and the introduction of the National Living Wage are key factors that have driven the increase in the fees. The methodology for calculating care home fees changed in 2016 as the Council was required to take account of the National Living Wage to calculate the impact of this in advance of the implementation (rather than in retrospect). The methodology slightly changed to make the process more efficient and built on the information received over the previous years.
- 3.13 The levels of need of the residents in care homes is also increasing, which can be partly attributed to the Commissioners commitment to supporting people to remain in their own homes for as long as possible, i.e. when service users do require to be in a care home their needs are greater now than they have been in the past.
- 3.14 The staffing ratios have not changed dramatically during this time as, although they should be determined by the levels of need of the residents, the care homes are also constrained by the available budget (whilst still maintaining financial viability). Historically (under the Registered Homes Act 1984) providers were required to have staffing ratios of 1:8 (care workers: residents) in residential homes. The model that has been used to calculate the fees for 2017/18 allowed for staffing ratios of 1:7.
- 3.15 Providers have, for some time, noted that the recruitment and retention of competent nursing staff has been challenging. This is not just a local issue but is continually reported nationally. The reduction in the numbers of nursing beds is a symptom of the challenges in recruiting nurses. The large increase in FNC paid to providers (£110/resident/week in 2012 to £155/resident/week in 2017) was in recognition of this issue and that providers are now relying more on agency workers (and staffing agencies charge substantially more per hour than directly employed staff).

- 3.16 Latterly, the providers have also stated that it is difficult to recruit and retain care workers. This is due to other local providers (not the care sector) paying staff more for work that has far less responsibility.
- 3.17 The need for providers to use agencies to ensure they have enough staff to meet residents' needs is putting more financial pressure on providers, with one provider paying 25% of the staffing bill on agency staff (primarily nurses).
- 3.18 The present contract – a joint contract with the Council and the CCG - is based upon the Council's standard Adult Social Care Contract with modifications to ensure it is broadly compliant with the NHS Standard Terms and Conditions (as agreed by Hempsons who were commissioned by Tameside & Glossop PCT to ensure this was so).
- 3.19 The current contract was extended from 10 December 2017 until 31 March 2018 to allow the Commissioners to undertake appropriate consultation about the proposed change of policy (see the Consultation section at point 5 and Appendix B).
- 3.20 Discussions with the sector have been on-going for some time regarding the future of the contract and the On/Off Framework structure. Unsurprisingly those care homes Off Framework are keen for this to be removed and all homes be treated the same. Those homes On Framework, and specifically those who receive the Enhanced Payment, are keen to ensure that their fees are not reduced should the Commissioners decide to have a single rate for all providers.
- 3.21 One of the drivers affecting the future direction of the care home sector is the policy to ensure people remain at home for as long as possible/safe to do so. This is affecting the market and will impact on the future provision required, i.e. it is envisaged that more resources will be community based and when service users do require 24 hour support they will require more specialist residential or nursing care (rather than standard residential care).
- 3.22 The Council and CCG have also been working closely to build on current practice and to develop new processes and documentation to provide assurance that the service is being delivered in accordance with the contract and to support providers to be CQC compliant. This development of new documentation has taken account of existing good practice, good practice from neighbouring authorities, NHS England Vanguard schemes and the Independent Age eight quality indicators, as well as the CQC Key Lines of Enquiry. The new documentation/process has now been agreed with the care home providers and is being implemented from February 2018.
- 3.23 Given the current agenda to fully integrate health and social care the Council and CCG has, for some time, been exploring the option of using the NHS Standard Terms and Conditions as the basis for contracting with the care sector. The initial thought was to 'future proof' the contractual arrangement in readiness for any transfer of the contracting function to the NHS Tameside & Glossop Integrated Care Foundation Trust. However, as the fees were based on the existing contract, and some of terms and conditions in the NHS Vanguard model of good practice contract (Nottinghamshire Council & Nottinghamshire CCG) were more onerous than the current contract, it was agreed that the basis for consultation would be the current contract.

- 3.24 Subsequent to this consultation NHS England published instructions for the new NHS Standard Contract (“NHS Standard Contract 2017/18 & 2018/19 Technical Guidance”) in which it states that “14.2 ...*In a situation where NHS commissioners and a local authority are intending to sign the same single contract with a provider, however, and where the service being commissioned involves a healthcare service, then the NHS Standard Contract must be used*”. This was also confirmed in discussion with the NHS England National Care Home Lead on 19 January 2018. On this basis (as the CCG is a signatory to the contract) it is proposed that the NHS Shorter Form contract is used as the contractual framework, incorporating the local specification and other relevant policies, e.g. safeguarding.
- 3.25 Tameside is unique in in the North West with its current approach to working with the care home market, i.e. we are the only authority to have an On/Off Framework arrangement and to place limitations on the ability for providers to charge top-ups. Rationalising the approach in the way envisaged in this report will therefore bring the Council in line with the North West.

4. STRATEGIC FIT

- 4.1 The service will meet the current objectives as outlined in the Care Act 2014 - under the Care Act, local authorities have taken on new functions. This is to make sure that people who live in their areas:
- Receive services that prevent their care needs from becoming more serious, or delay the impact of their needs;
 - Can get the information and advice they need to make good decisions about care and support;
 - Have providers offering a choice of high quality, appropriate services.
- 4.2 The Council's Community Strategy supports the delivery of the six Sustainable Community Strategy aims listed below:
- Prosperous Tameside
 - Supportive Tameside
 - Learning Tameside
 - Attractive Tameside
 - Safe Tameside
 - Healthy Tameside
- 4.3 The Commissioners are also working closely with the Greater Manchester Health & Social Care Partnership and is leading on the workstream to improve the quality of care homes services. The new contract will include provision for the development of the services during the contract period. Such developments currently being considered include:
- Maximising the use of technology (including the continued use of the local Digital Health service)
 - ‘Teaching Care Homes’ (designed to empower and embolden the workforce in care homes, with a desire to harness and promote care, knowledge and skills development)

5. CONSULTATION

- 5.1 Given that the proposal is a change of policy that was approved by a Key Decision in August 2012, and a number of residents may be financially disadvantaged by this policy change, the Commissioners undertook a consultation exercise to obtain views of people using the service, care homes and the wider public. This consultation started on 11 December 2017 and took a number of forms to give people the best opportunity to provide feedback:
- A questionnaire included on The Big Conversation (attached as Appendix A)
 - The same questionnaire was sent to providers for distribution within the care homes (for residents and relatives) and also for completion by the providers themselves
 - A request that providers invite a representative from the Joint Commissioning & Performance Management Team to a resident/relatives meeting
 - Direct contact with the residents who would be financially disadvantaged by the change of policy (facilitated by the Neighbourhood Teams).
- 5.2 The end of the consultation period was 31 January 2018, which allowed 7½ weeks for comments to be returned (the minimum duration is 6 weeks).
- 5.3 The Council commissions an advocacy service which is available should Service Users require some support to understand/make decisions. At the start of the consultation period a representative from the Joint Commissioning & Performance Management Team attended their team meeting to brief them on the proposals should that have any queries from residents/relatives.
- 5.4 At the time of writing this report 34 questionnaires were returned (either electronically or on paper versions). A representative from the Joint Commissioning & Performance Management Team attended 3 residents/relatives meetings (please note that this would have been more but some homes had outbreaks of diarrhoea & vomiting which prevented meetings taking place), however, all residents & relatives did have the opportunity to respond by completing the questionnaires.
- 5.5 The Neighbourhood Teams made contact with 4 residents and/or their relatives to discuss the proposals (it was noted that 17 residents would be financially disadvantaged by the change of policy). The main reason for the Council contracting on behalf of a Service User, where they have assets in excess of £23,250 (the upper financial limit), is that the Service User lacks the capacity to enter into a contract for themselves nor do they have any other support available to them to assist them in contracting with the provider.
- 5.6 Appendix B shows all the responses to the consultation and a summary of these responses is noted below. Please note that whilst 34 questionnaires were returned not all questions elicited a response. The percentages noted below relate to those responses received rather than the number of questionnaires received.

Removal of the On/Off Framework arrangement

- 5.7 50% of the respondents agreed with removing the existing arrangement on the understanding that it should help to increase the quality of the provision. Some people gave a very positive response to the proposal, i.e. those who would be financially better off (relatives currently paying top-ups).
- 5.8 The Council endeavoured to speak to the service users (who would be affected) themselves, however, one of the criteria for the Council to contract on behalf of service users is that they lack the capacity to contract directly with the care provider. The response from the service users themselves was not obtainable.

- 5.9 However, there were a number of service users' who did have relatives to advocate on their behalf and all of those who could be contacted (4 relatives) were against the proposal.
- 5.10 Concerns were raised about the quality of the service in care homes, that provider should comply with standards and that the CQC/Commissioners should do something about improving standards.
- 5.11 2 responders (9%) do not agree with the proposals. One responder did not give a reason whilst the other noted they didn't believe that allowing 'Off Framework' homes to "*increase fees for unspecified reasons giving them carte blanche to print money*". It is believed this response was in relation to the removal of restrictions on top-ups rather than the removal of the current framework arrangement as the fees would be set rather than allowing the providers to set whatever fee they wish.
- 5.12 The Commissioners agree that the removal of the off-framework arrangement could be beneficial to allowing off framework providers to invest in their service to improve standards. The Commissioners also take on board the comments about being more proactive to ensure that standards are met and to this end have also invested in a Quality Improvement Team (currently funded for 3 years) to help providers raise standards.
- 5.13 A large proportion of service users (or relatives) identified as being assessed as paying the full contribution towards the cost of their care did not respond. In any event any financial concerns they may have going forward will be negated by the proposal that the Council meets the shortfall.

Removal of the restrictions to third party top-ups

- 5.14 There were mixed views from respondents with regards to the removal of restrictions for third party top-up (for new residents). Some were in favour (22% or 4 responders) with 11% (2 responders) categorically stating that they don't agree with the proposed policy change.
- 5.15 Other views, which appear to disagree with the proposed policy change include:
- People shouldn't have to pay top-ups for care (22%)
 - Top-ups should be for additional facilities (6%)
 - Might have an adverse impact on [service user's] finances (6%)
 - Concerns that all homes will charge top-ups if proposal accepted (11%)
- 5.16 Overall, it is deemed that 56% of responders did not agree with the proposed policy change hence the proposal not to change.
- 5.17 HC-One gave a response to the proposed removal of restrictions, i.e. "*we do not feel that this will make a substantial difference to providers in Tameside and shouldn't been seen as a way of bolstering provider's financial stability*". No other providers commented on the proposal.
- 5.18 Some responders were critical that this could cause problems in the longer term for new residents/families and make some care homes unaffordable.

- 5.19 Longer term there could be a financial risk for the Commissioners, i.e. where a resident has been living in a care home for a number of years (privately funded) and they seek financial support due to their finances dropping below the upper threshold, the Commissioners will need to assess the person. The Commissioners will need to take into account where they are living to determine where their needs can be met. In some circumstances, especially if a service user has been living in a home for a number of years, the care home is the only place that can meet the service user's needs. In these instances the Commissioners would need to meet the gross cost of the placement (without charging top-ups) irrespective of what the usual cost of care is (following a Best Interest Assessment to determine if the service user needs to stay at the home).
- 5.20 Taking account of the responses to the consultation, and the potential for increased financial risk to the Commissioners this proposal will not be taken forward and the new care home contract will continue to include the restrictions on top-ups.

Use of a Dynamic Purchasing System in lieu of the current approved list

- 5.21 Only one provider has commented on this and they expressed views about how this would be used by the Commissioners, i.e. they are fearful that this could be used by the Commissioners to have providers engage in bidding for service users with ever decreasing costs being put forward to increase occupancy levels.
- 5.22 It is not the Commissioners intention to use the DPS framework in this way, i.e. the Commissioners will have published (and agreed with providers) a set of rates that are deemed acceptable (the usual cost of care). There are no plans to use the DPS framework to undermine these published rates.
- 5.23 The Commissioners may use the DPS framework to aid future tenders for specific services that care homes in Tameside can bid for, e.g. should the Commissioners look to commission a specific service (for example a specialist mental health provision) the DPS framework will be used to request tenders.

6. OPTIONS CONSIDERED

- 6.1 A number of options have been considered for working with the care home sector.
- 6.2 Not contracting with the care homes at all – this was discounted for the following reason:
- The Council has a statutory duty to assess service users and meet those assessed needs. One of the services required to meet those assessed needs is 24 hours residential care provision and therefore not contracting with the care home is not an option as this would breach a statutory duty.
- 6.3 Continuing with the current arrangements, i.e. the On/Off Framework – this was considered but discounted for the following reasons:
- the CQC rating profiles of the off framework providers is poorer than other homes and continuing to pay the off framework providers a lesser fee than others would potentially continue this trend – this would not benefit those residents in the home and would result in a lesser quality service;
 - there are fewer vacancies in the borough now than 5 years ago when the framework was introduced and, given the need to ensure 'patient flow' from the hospital into a care home of choice, the economy needs good quality care home beds to achieve this;

- one provider (who owns 2 off framework care homes) believes that the time and effort he puts in, given the level of risk and reward, is not viable and has considered selling the care homes. It is not known whether these would be sold as a going concern or whether those beds would be lost to the economy (58 beds) and would mean that a large number of residents would need to be relocated, which will have a detrimental impact on their health and well-being.
- Should an off framework provider decide to close there may not be enough vacancies in Tameside to accommodate all the residents of that home.

6.4 Removing the On/Off framework arrangement and contracting with all providers on the same basis, including the option for all providers to apply for the enhanced payment - this is the preferred option for the following reasons:

- The care home market has evolved and so is different than 5 years ago when the On/Off framework arrangement was established. The number of vacancies is significantly less than that time even though the Commissioners are purchasing approx 150 beds less and there is a need to ensure there are enough beds in the system to meet need;
- The increased investment into the off framework homes will assist to maintain their financial viability and allow the owners the opportunity to invest in the business to improve services;
- It is a simpler system to understand for all stakeholders (service users, families, assessment staff, finance, etc.) and so should reduce any confusion;
- As all care homes will be paid the same fees, with a consequent reduction in top-ups, service users (and their families) will have a greater choice of which care homes they can choose from. This will benefit the service users (and their families) and assist flow in the system;

6.5 Removing the restrictions on top-up charges and allowing all providers to charge whatever fee they wish and let market conditions determine whether the fees are appropriate – this was considered but discounted for the following reasons:

- Feedback from the consultation exercise has identified a negative response to this proposal with people stating that this could adversely affect placements in the future;
- One main provider has stated that this will make little difference in Tameside and shouldn't be seen as a way of bolstering a provider's financial stability.

7. PROPOSAL

To remove the On/Off Framework arrangement

7.1 As already stated within this report 58% of the registered beds in Off Framework care homes are rated either Requires Improvement or Inadequate. This equates to 264 beds and, whilst the Commissioners do not fund all of these placements, the Commissioners have a responsibility to ensure that the care provision is of a reasonable standard to meet needs (*"Care and Support Statutory Guidance 12 February 2018 at paragraph 4.2 says The Care Act places new duties on local authorities to promote the efficient and effective operation of the market for adult care and support as a whole. This can be considered a duty to facilitate the market, in the sense of using a wide range of approaches to encourage and shape it, so that it meets the needs of all people in their area who need care and support, whether arranged or funded by the state, by the individual themselves, or in other ways."*)

7.2 The removal of the On/Off Framework arrangement will provide additional funds to those Off Framework providers to give them the opportunity to reinvest in the services to make the appropriate improvements.

- 7.3 It is acknowledged that the removal of the On/Off Framework arrangement will financially disadvantage a small number of services users. To mitigate any disadvantage, the commissioners will pay the difference between the Off & On Framework rates and the proposed rates.

Recommendation to use the NHS Contract

- 7.4 Should the approval be given to remove the On/Off Framework the next logical step is to contract with the care homes using the same terms and conditions (currently there are some differences between the On and Off Framework contracts).
- 7.5 As the CCG will be co-signatories to the contract NHS England has stated that the NHS contract is used, i.e. information on the NHS website states "*The NHS Standard Contract is mandated by NHS England for use by commissioners for all contracts for healthcare services other than primary care*" (source: <https://www.england.nhs.uk/nhs-standard-contract/>). Care homes are not primary care and therefore the NHS contract must be used.
- 7.6 The Commissioners therefore have the option of using either the full-length NHS Standard Contract or the NHS Shorter-form Contract. Following assessment of both forms of contract, discussions locally, with NHS England and the vanguard site in Nottinghamshire CCG, the NHS Shorter-form Contract is deemed to be the most suitable.
- 7.7 Following consultation with NHS England and confirmed in discussions with the lead commissioner in Nottinghamshire CCG (a vanguard site for a shared contract based on NHS terms) it has been agreed that CQUINs are not applied to the care homes contract. This is reflected in the 'Particulars' element of the contract.
- 7.8 Should the NHS standard contract be adopted this would enable other commissioners (CCGs) to use the agreement as 'associate commissioners', reducing the administrative burden on the provider and other commissioners, i.e. the providers would not have to contract separately with each CCG but would use our agreement as the basis for the contractual relationship.
- 7.9 Given the current agenda to integrate health and social care, including the aspiration that services transfer the Integrated Care Foundation Trust at some stage, it would also seem reasonable to 'future proof' the agreement for a future transfer.
- 7.10 It is proposed that the contract period will be for 5 years (1 April 2018 until 31 March 2023).

The Enhanced Payment criteria

- 7.11 The existing agreement includes an Enhanced Quality Scheme, which was designed to reward those providers that put extra investment into the workforce, as well as demonstrating community engagement and using 'life stories' to enhance the quality of the service. The measures included in the contract are 'proxy' quality measures
- 7.12 The proposed new measures would also be 'proxy' measures and the measures are noted below (full details can be seen in Appendix C):
- The Provider has organised 3 (three) or more events that involve the wider community in the previous 12 (twelve) months.
 - 70% of Residents with life stories completed within 2 (two) months of admission. This relates to those Service Users who are:
 - Funded by the Commissioner
 - Are intended as Permanent Service Users
 - Have been in the Home for longer than 2 (two) months

- 85% of Staff are QCF qualified to level 2 (two) and/or are registered on a QCF level 2 (two) course (excluding modern apprentices). Registered manager qualified at level 4 (four).
- Completion of 6 (six) steps or Gold Standard Framework Accredited
- The Provider will have an overall rating of 'Good' or 'Outstanding'
- The Provider attends 75% of the Care Home Provider Forum meetings
- 80% of the monthly monitoring forms are returned

7.13 The above measures are based on the previous contract but have been amended to reflect the following:

- The Providers are having difficulties with recruitment and selection, and particularly retention of the workforce – previously 85% of the workforce had to be qualified but the new measure includes qualified and those registered to undertake a qualification;
- Providers now have to pay for qualifications at the start of the course and Workforce Development Funding is only available when the candidate has completed the course, whereas previously other funding was available on completion of the various modules – the last Skills for Care statistics noted that 40% of new starters leave care within the first year;
- Providers that have engaged with Commissioners have tended to meet the relevant standards and provide a better quality of service;
- The removal of Investors In People Silver (IIP) as providers have stated the fees for IIP have increased significantly and they believe it doesn't necessarily improve the quality of care delivery . As the Council decided not to continue investing in IIP it is proposed to remove this.
- The quality of care in care homes has received a lot of publicity and is of strategic importance to the Council. One of the public ratings of quality is the CQC rating, so this has been added to the criteria.

7.14 All other measures have remained the same, i.e. life story work, community involvement and completion of Gold Standard Framework or the 6 steps (for palliative and end of life care).

7.15 The proposed Enhanced Criteria has been circulated to the providers and, generally the feedback received has been positive. The only exception to this is the inclusion of the CQC ratings as this is beyond the control of the providers.

7.16 The Commissioners have included the CQC Rating within the criteria for the following reasons:

- The Commissioners have been criticised for paying an enhanced premium to providers that are rated either Requires Improvement or Inadequate by the CQC. The questions raised is how, as Commissioners, can we continue to pay an enhanced rate when the provider cannot meet the fundamental regulatory standards?
- The Commissioners have recently amended the contracts performance process to better reflect the CQC Key Lines of Enquiry (KLoE). This will enable the Commissioners to have a better understanding of likely CQC inspection outcomes and to better support the providers (on the assumption that they will be open and honest when completing the pre-visit questionnaire and submitting the monthly data returns). If they are honest about the current service the Commissioners can better support them to improve.
- The Commissioners have recently invested in a new Quality Improvement Team, who will be focussing on working with the providers to improve the service.

The transitional process from the current Quality Payment Scheme to the new Enhanced Payment scheme

- 7.17 It is proposed that care home providers are afforded 12 months to comply with the revised Enhanced Criteria with respect to a CQC rating of Good or Outstanding.
- 7.18 During the recent contract negotiations, including the proposal to remove the On/Off Framework arrangements, the providers were concerned about the fee levels, i.e. the providers are aware of the Commissioners financial challenges and the levels of savings required and they felt that the Commissioners, whilst removing the Off Framework element (and increasing the fees) would reduce the higher fees currently paid (for the Quality Payment Scheme) to offset the increase.
- 7.19 Some providers noted that, based on the current business models they are working to, any reductions in fees may necessitate a review of the business to see whether they could continue.
- 7.20 The Commissioners are mindful of the balance between destabilising the care homes, the number of beds required in the system and providers wishing to take advantage of the current pressures on beds required.
- 7.21 However, as the proposed enhanced criteria has not yet been approved, and one of the elements would be reliant on an external source to undertake assessment, it is proposed that those providers currently receiving the Quality Payment, but don't have a Good or Outstanding CQC rating, have a 12 month transitional period before any enhanced payments are reduced (albeit they would need to comply with the other elements).

Proposed fees for the 2018/19 financial year

- 7.22 The proposed fees are detailed in Section 8 and are subject to a separate report to SCB on 20 March 2018.

Restrictions to third party top-ups

- 7.23 The Council is currently an outlier in the Northwest in the way in which it contracts with providers (notwithstanding the On/Off Framework arrangement) in that there are contractual restrictions on what top-ups can be charged for, i.e. environmental factors.
- 7.24 The original rationale for this (as noted in the Key Decision Report in August 2012) was that, in undertaking the rigorous usual cost of care exercise, the Commissioners believed that all reasonable costs in providing the care and support had already been taken account of (for On Framework fees) and therefore no additional charges were required by the provider. Providers could however charge for environmental factors that service users chose prior to the point of admission.
- 7.25 As the On/Off Framework arrangement was being reviewed it seemed logical that the restrictions for top-ups were also considered
- 7.26 Following the consultation exercise, and the responses received from the public and providers, it is proposed that the Council's stance remains unchanged from that agreed in the Key Decision Report in August 2012, top-ups can only be charged for environmental factors that the service users choose prior to admission.

To establish a framework agreement using the 'light touch regime' provided by Regulation 76 of the Public Contracts Regulations 2015 based upon a dynamic purchasing system

- 7.27 The Commissioners have operated a list for care homes for many years to ensure that service users preference for a care home can be met. The list confirms the care homes (and contact details) in Tameside, along with the On/Off Framework status of the home, and is designed to assist service user to choose a care home by providing basic details.
- 7.28 New care homes that open up in Tameside have been able to apply for inclusion on the list as an Off Framework provider as and when they open.
- 7.29 Under Regulation 34 of the Public Contract Regulations 2015 there is a mechanism to establish a Dynamic Purchasing System (DPS) from which goods and services can be procured. This is via a wholly electronic system which is open to new entrants into the market. The establishment, and maintenance, of a DPS involves the publication of a notice in the Official Journal of the European Union (OJEU). Any provider who meets minimum standards is invited onto the DPS and there is a call for competition each time goods or services are required.
- 7.30 Under Regulation 76 of the Public Contract Regulations 2015 which applies to Social or Other Services (also known as 'light touch services') into which care home services fall, the Commissioners are allowed to determine the procedures that are to be applied in connection with the award of contracts. In doing so they must ensure compliance with the principles of transparency and equal treatment of economic operators.
- 7.31 It is proposed that the Commissioners will undertake a procurement in reliance of Regulation 76 of the Public Contracts Regulations 2015 and establish a framework agreement similar in operation to a Dynamic Purchasing System. The award of contracts under the DPS will be determined by service user preference. The minimum standard criteria for access onto the DPS shall be any CQC registered care home in Tameside who is willing to sign the Commissioner's contract. The DPS will be open to new entrants that pass the minimum standard criteria. The Commissioners will ensure that an OJEU notice will be published for the duration of the arrangements.
- 7.32 It is further proposed that the use of the light touch regime will include flexibility to include commissioning opportunities pertaining to the local care home market e.g. for a specialised mental health service within a home in Tameside. Participants on the framework will have already been 'pre-approved' and therefore removing a stage from the procurement process.
- 7.33 The establishment of this list for Tameside care homes will not exclude service user choosing care homes outside of Tameside, for example, to be closer to family, in accordance with the Care Act 2014 and Statutory Guidance.
- 7.34 Legal Services will be consulted prior to establishing this process to ensure that the Commissioners are compliant with the Public Contract Regulations 2015.

Implications for the CCG

- 7.35 The CCG are a signatory to the existing contract and will continue to be signatory for the new contract, and changes in policy/arrangements are being considered in line with their governance procedures, i.e. Strategic Commissioning Board.

8. FINANCIAL IMPLICATIONS

KEY POINTS OF CONSIDERATION

Employee related costs

- 8.1 The National Living Wage (NLW) rate was confirmed at £7.83 on 20 November 2017 (lower than the previously assumed £7.90)
- 8.2 The cost of care model continues to reflect a differential rate for those workers under the age of 25 (currently representing 17% of the workforce – slightly higher than national average of 14%) – NLW guidance stipulates that this is an appropriate methodology to follow.
- 8.3 If the above mentioned age differential was removed it has a significant impact on the fees proposed with most bed categories increasing in excess of 12%.
- 8.4 Nationally approved Funded Nursing Care (FNC) rates are included at £158.16 per week following the announcement of 2018/19 rates on 6 March 2018.
- 8.5 Staffing ratios per bed remain unchanged in the existing fee level methodology. However these will need to be reviewed with the introduction of telehealth and assistive equipment within care homes.
- 8.6 A 1% sickness allowance has been included in line with CIPFA good practice.

Accommodation / Other overheads

- 8.7 General inflationary uplifts of 2.4% have been applied in line with the latest Office for Budget Responsibility (OBR) inflationary outlook report (November 2017) – whilst inflation is expected to peak at around 3% during Quarter 4 2017/18, it is forecast to reduce to 2.4% by March 2018, reducing further to 2.2% over the subsequent 12 month period.
- 8.8 The current draft fee proposal includes an element of headroom for providers.
- 8.9 Areas of exception to the above rate are utility costs, against which an inflationary uplift of 5% has been applied in line with forecast trends and also medical supplies against which 4% uplift has been applied.
- 8.10 The proposed allowances in the cost of care model for each of the other areas under this group are broadly in line with the CIPFA / ADASS report previously referenced – the main omission to the Council model is that we do not include an allowance for uniforms and this hasn't been challenged previously by providers (good practice states £16 per bed week which would impact fairly significantly on the proposed fee)

Returns / Profit Margin

- 8.11 Return on Land and Buildings remains at 7% based on recent Care Home Sales in GM
- 8.12 Profit margin remains unchanged from the previous year's assumption at 10% - this is in line with market averages and is deemed to be a reasonable allowance to allow continued investment in Care Home improvement projects.

PROPOSED FEES

- 8.13 Benchmarking of existing weekly rates payable inclusive of any top-up arrangements is provided at Appendix D. This analysis demonstrates that the Commissioners are in the lower quartile, with only Bolton and Salford currently paying lower fee rates. Information from other NW / comparator authorities will continue to be collected to provide a detailed understanding of differentials between actual rates paid and published base rates. Appendix E contains information regarding Derbyshire County Council's fees, although it is not possible to benchmark these in the same way as they follow a different fee structure.

8.14 The table below provides indicative details of the draft rates proposed from 1 April 2018, with a comparison of existing rates in 2017/18, should it not be agreed to remove frameworks. It is proposed that, from 1 April 2018, providers will be paid the standard rate, unless they apply for and achieve the Enhanced rate. On and Off Framework fee rates have been provided at this stage as, whilst proposed, it has not been agreed to remove the On/Off Framework arrangement.

	Residential & Dementia £	Specialist Dementia £	Nursing only £	Nursing + Dementia £
Current Rates 2017/18				
Off Framework	444.00	481.90	603.95	641.85
On Framework	480.00	521.00	640.25	681.25
Enhanced	516.00	560.00	676.55	720.55
Proposed Rates - April 2018 onwards				
Standard Rate	496.00	538.00	673.11	716.11
Enhanced Rate	528.20	572.90	716.61	762.41
Percentage change in Rates				
On Framework	3.33%	3.26%	5.13%	5.12%
Enhanced	2.36%	2.30%	5.92%	5.81%

Shared Rooms

8.15 Under the On/Off Framework arrangement only single rooms were allowed On Framework. The proposed removal of this arrangement means the shared room rate will need to be considered. Any financial impact in considering a rate increase will be minimal as it was identified (in November 2017) that only 2 residents occupied shared rooms in Tameside (out of 12 shared beds (in 6 rooms)).

8.16 The shared room rate has historically been lower than the single room rate and it is proposed that this price differential is maintained for the new fee structure. The current difference in the shared & single room rates (Off Framework fees) is:

Bed Type	Off Framework Rate - Shared Room	Off Framework Rate - Single Room	Price Difference
Residential	£389.60	£444.00	£54.40
Nursing	£517.00	£603.95	£86.95

8.17 To maintain the above price difference it is proposed that the shared room rate increases as noted in the table below:

Bed Type	Proposed Single Room Rate	Current Price Difference	Proposed Shared Rate
Residential	£496.00	£54.40	£441.60
Nursing	£673.11	£86.95	£586.16

Implications of all providers accessing the Enhanced Payment

- 8.18 If the proposals are accepted then all care homes will have the opportunity to apply for the Enhanced Payment. In the first year of the contract this could have the following impact:

Care Home	Anticipated start of Enhanced Payment	Full Year Impact (£)	2018-19 (£)
Home 1	01-Jul-18	28,142	21,107
Home 2	01-Oct-18	52,767	26,384
Home 3	01-Oct-18	49,249	24,625
Home 4	01-Jul-18	48,077	24,038
Home 5	01-Jul-18	51,594	38,696
Home 6	01-Jul-18	23,452	17,589
Total		253,282	152,438

- 8.19 Conversely, there are currently ten providers who currently receive the enhanced payment who are rated 'Good' or 'outstanding' by the CQC and could therefore lose this payment after the first twelve months of the contract.

9. EQUALITIES

- 9.1 In removing the On/Off Framework policy it is deemed that this would not adversely affect anyone protected by a relevant characteristic within the Equality Act 2010.
- 9.2 As the majority of funded residents in care homes are female (due to longer life expectancy for females) the proposed policy change would have a disproportionate impact on women (13 of the service users assessed as paying the full contribution towards their care are female and 4 are male). This is an indirect impact due to the life expectancy differential between men & women.
- 9.3 An Equalities Impact Assessment has been undertaken to support the proposed new arrangements and is included at Appendix F.

10. RISK MANAGEMENT

10.1 A risk appraisal has been undertaken on the recommendations in this report.

10.2 The table below sets out the risk considerations.

Risk	Consequence	Impact	Likelihood	Action to Mitigate Risk
Care homes will not agree to the NHS Shorter form contract as the basis for the new contract	Impact on the ability to contract with the care homes should they decline to sign the agreement This would mean the Commissioners cannot place service users in that home as the Commissioners have no choice but to use this contract	High	Low	Providers were informed about this in December 2017 so have been aware for a few months. A draft contract has been circulated to the care homes for their information & input Open & transparent discussions with the providers about how this contract will be managed in the short to medium term.
Providers do not agree to the removal of the On/Off framework arrangement	The contract framework would continue in its current format.	Low	None	All stakeholders have agreed to change the framework so the risk is negated.
Providers do not agree the proposed fees	The Commissioners would only be able to pay at the 2018/19 rates until further governance was obtained.	Low	Low	Providers have been made aware that the fees would be calculated using the same methodology which has been used for the previous 2 years, and providers haven't challenged this outcome.
Providers may not agree with the new enhanced rate criteria	The Commissioners would review all providers based on the current criteria whilst negotiating to amend them	Low	Medium	A transitional period of 12 months has been proposed to allow providers to comply with the revised criteria.

Risk	Consequence	Impact	Likelihood	Action to Mitigate Risk
Providers do not agree to keep to the environmental restrictions on third party top-ups	Providers will not sign any new contract that includes this criteria Commissioners will not therefore place service users at the care home.	High	Low	Providers have been consulted on the removal of restrictions and their responses have indicated it will have very little impact on their business The agreed usual cost of care methodology allows the Commissioners to purchase the majority of placements with the need for top-ups.
Providers do not agree to use the DPS framework	Providers will not sign any new contract that includes this criteria Commissioners will not therefore place service users at the care home	High	Low	Providers have been made aware of this proposal since December 2017 and been given the opportunity to voice their concerns. Support will be offered to providers to ensure they can sign up to 'The Chest' and complete the necessary tasks.
				.

11. CONCLUSION

- 11.1 The Commissioners have had a joint 5 year agreement in place with the local care home providers since December 2012. The fee structure used for this contract has been based on information provided by the care home owners to take account of the actual cost of care delivery.
- 11.2 The cost of care methodology followed the agreed methodology for the majority of the contract but latterly, and to ensure that the impact of the National Living Wage was accounted for, a number of indices were used to increase the fees (based on the original data supplied by the providers).
- 11.3 The proposed change in contracting with the care home providers is based on the changing market conditions and the impact of regulatory changes made by the Care Quality Commission, i.e. providers not being able to demonstrate they are meeting the fundamental standards – more so with the Off Framework providers.
- 11.4 Following the consultation the majority of respondents had no objections to the removal of the On/Off Framework arrangement, with the exception of those who would be financially disadvantaged. The proposal to mitigate will remove this objection.
- 11.5 The Council has reconsidered its proposal to remove restrictions on third party top-ups following the consultation and will keep this within the new contract.
- 11.6 Some concerns have been raised by providers about the new enhanced payment scheme, specifically the inclusion of the CQC rating. However, Commissioners cannot continue to pay an 'enhanced' payment when providers have not been able to demonstrate they are complying with the regulators fundamental standards. To ensure that providers are not financially destabilised in the short term a transitional period of 12 months is proposed.

12. RECOMMENDATION

12.1 As set out at the front of the report.



Residential and Nursing Care Homes in Tameside – Consultation on the proposed removal of On / Off Framework and Restriction on Top-Ups

In 2012, it was agreed that the Council would work with the care home providers differently and carried out a procurement exercise. This resulted in the borough's care homes being allocated to one of two lists, those that are "on framework" i.e. those who were successful in the procurement exercise and "off framework" being those who either didn't apply to be on the framework or who were unsuccessful in the procurement exercise.

What is the difference between an 'On Framework' and 'Off Framework' care home provider?

The providers 'on framework' were able to demonstrate (as part of the procurement exercise) that they met the quality standards required by the Council/NHS. This is not to say that the 'off framework' providers cannot meet the needs to the residents, but that they weren't able to sufficiently demonstrate this as part of the exercise or that they didn't apply to be on the framework.

There are three main differences between "on framework" and "off framework" providers:

1. The contract:

The core purpose of both contracts (on and off framework) is the resident receives the appropriate level of care and support to meet their needs. 'On Framework' care homes demonstrated they could meet the quality standards required by the Council/NHS and have more onerous terms and conditions to meet to ensure that the appropriate standard of care and support is given.

2. The fees that the Council will pay:

The Council pays a higher fee to 'on framework' providers than it does to 'off framework' providers. The fee levels were agreed following substantial consultation with the care home sector. The higher fee paid to 'on framework' providers is in recognition that they demonstrated they could meet the quality standards required by the Council/NHS as part of the tender.

The "off framework" fee although lower, represents a level that residential care can still be provided at. The lower fee, however, has in some way contributed to the fact that many 'Off Framework' care homes in Tameside have struggled to meet Care Quality Commission standards.

3. Additional charges that the care homes can charge for (third party top ups):

On framework' providers are only able to charge additional fees (or top-ups) for environmental factors that you have expressed a preference for, e.g. an en-suite, a larger room, etc. There should be no top-up for meeting the assessed needs of the resident unless you wish to pay privately for services rather than accept the free provision that the care home provides/arranges for the resident.

Off Framework' providers are free to set whatever fee they wish to and can charge top-ups for the basic service provision. As the Council will pay providers 'off framework' less than those 'on framework' the level of top-up may be greater in these homes.

Proposal

We are proposing to change the way in which we contract care homes in Tameside. There are two outcomes of this proposed change that we are seeking your views on.

1. Removal of 'On / Off Framework' arrangement

Removal of the 'On / Off Framework' will mean each care home in Tameside is contracted on the same basis, adhering to the same quality standards and paying the same amount for each resident. This will mean that the fees paid to the current 'Off Framework' providers, where the Council holds the contract, will increase by approximately £36 - £39 per person per week (depending on whether they are in residential or nursing homes). A list of all Off Framework Care Homes in Tameside can be found at Appendix A.

The majority of people who live in a Tameside care home will not be directly affected by this change as their contribution to the cost of their care is capped. However, there are a small number of care home residents who pay the full contribution to the cost of their care (under a council contract) who would be directly affected by this change, i.e. they will be charged an additional £36 - £39 per week depending on the care setting.

Overall, it is anticipated that a significant amount of care home residents (in Off Framework homes) will benefit from this as the care homes will have more money to improve the quality of service.

There is another group of people who could directly benefit from this change in policy. They are family and / or friends who are currently paying top-ups for their loved ones in 'Off Framework' care homes. It is anticipated that the cost of the top-up payment would reduce by the increase that the Council pays (e/g. £36/week), meaning that they will pay less.

2. Removal of restrictions on third party top-up charges

We are also considering another change for those care homes who are 'On Framework' which would remove restrictions of third party top-up charges. Currently 'On Framework' care homes can only charge extra for environmental factors that care home residents choose in relation to their facilities e.g. an en-suite bathroom or a larger than average room (similar to choices made when booking hotels).

Following discussions with care home providers we are considering removing this restriction for new residents and that the care home will be able to charge a top-up without having to state it is for anything specific. **This will only affect new care home residents as we will instruct care home providers not to impose this charge on existing residents.**

(Please note that 'Off Framework' homes have been able to charge unrestricted top-ups since 2012.)

We are inviting your views on how our proposals impact on you. Please tell us your thoughts by no later than **31 January 2018**. You can complete the questionnaire online at <http://www.tameside.gov.uk/tbc/residentialandnursingcare>

In case of any queries or to request more paper copies please contact commissioningteam@tameside.gov.uk.

Appendix A: List of Off Framework Care Homes (in Alphabetical Order)

AUDEN HOUSE

473 Audenshaw Road
Audenshaw
Manchester
M34 5PS

Hyde
SK14 5EZ

BALMORAL

29 Old Road
Mottram
Hyde
SK14 6LW

ST LAWRENCE'S LODGE

275 Stockport Road
Denton
Manchester
M34 6AX

BOWLACRE HOME

Elson Drive
Stockport Road
Hyde
SK14 5EZ

THE VICARAGE RESIDENTIAL CARE HOME

109 Audenshaw Road
Audenshaw
Manchester
M34 5NL

CARSON HOUSE CARE CENTRE

30 Stamford Street
Stalybridge
SK15 1JZ

CLARKSON HOUSE RESIDENTIAL CARE HOME

56 Currier Lane
Ashton-U-Lyne
OL6 6TB

DOWNSHAW LODGE NURSING HOME

Downshaw Road
Ashton-U-Lyne
OL7 9QL

FIRBANK HOUSE

24 Smallshaw Lane
Ashton-U-Lyne
OL6 8PN

HATTON GRANGE

Oldham Street
Hyde
SK14 1LN

OAKWOOD CARE CENTRE

400a Huddersfield Road
Stalybridge
SK15 3ET

POLEBANK HALL RESIDENTIAL CARE HOME

Stockport Road

Consultation

1. Are you a care home resident in Tameside? (Tick one box only)

- Yes (If yes, go to question 3)
 No (If no, go to question 2)

2. Is a family member or friend a care home resident in Tameside? (Tick one box only)

- Yes (If yes, go to question 3)
 No (If no, go to question 4)

3. Will the proposed changes to the 'On/Off Framework' impact you or your family member or a friend who is a resident of a Tameside care home directly? (Tick one box only)

- Yes
 No

4. Do you have any comments you wish to make about the proposed changes to the 'On/Off Framework'? If you, or your family member or friend who is a resident of a Tameside care home is directly impacted by our proposed changes to the 'On/Off Framework' please explain how? (Please state below)

5. Do you have any comments you wish to make about our proposal to remove the restrictions for third party top-up charges? (Please state below)

**6. Do you have any other comments you wish to make about our care home proposals?
(Please state below)**

7. Please tick the box which best describes your interest in this issue? (Please tick the one box that best describes your interest)

- A care home resident
- A relative or friend of a care home resident
- A care worker in a care home
- A member of the public
- A Tameside Council employee
- A community or voluntary group
- A partner organisation
- A business/private organisation
- Other (Please specify)

About You

8. What best describes your gender?

- Female
- Male

9. What is your age? (Please state)

10. What is your postcode? (Please state)

11. Which ethnic group do you consider yourself to belong to? (Please tick one box only)

White

- English / Welsh / Scottish / Northern Irish / British
- Irish
- Gypsy or Irish Traveller
- Any other White background (Please specify)

Mixed / Multiple Ethnic Groups

- White and Black Caribbean
- White and Black African
- White and Asian
- Any other Mixed / Multiple ethnic background (Please specify)

Black / African / Caribbean / Black British

- African
- Caribbean
- Any other Black / African / Caribbean background (Please specify)

Asian / Asian British

- Indian
- Pakistani
- Bangladeshi
- Chinese
- Any other Asian background (Please specify)

Other ethnic group

- Arab
- Any other ethnic group (Please specify)

12. What is your religion?

- Christian (including Church of England, Catholic, Protestant and all other Christian denominations)
- Buddhist
- Jewish
- Sikh
- Hindu
- Muslim
- No religion
- Any other religion, please state

13. What is your sexual orientation?

- Heterosexual/Straight
- Gay man
- Gay woman/lesbian
- Prefer not to say
- Prefer to self-describe (Please self-describe below)

14. Are your day-to-day activities limited because of a health problem or disability which has lasted, or is expected to last, at least 12 months? Include problems related to old age. (Please tick one box only)

- Yes, limited a lot
- Yes, limited a little
- No

15. Do you look after, or give any help or support to family members, friends, neighbours or others because of either, long-term physical or mental ill-health / disability or problems due to old age? (Please tick one box only)

- Yes, 1-19 hours a week
- Yes, 20-49 hours a week
- Yes, 50+ hours a week
- No

16. Are you a member or ex-member of the armed forces?

- Yes
- No
- Prefer not to say

Please return consultation to the care home in which you or your friend or relative lives. Alternatively return directly to Tim Wilde, Strategic Commissioning Team, Tameside MBC, The Hub, Stockport Road, Hattersley, Hyde, Tameside SK14 6AF

Commissioner Response to Feedback from the Consultation Exercise

Comments received from the questionnaires (either via The Big Conversation or the care homes)

Area/Theme	Comments/Concerns/Feedback	Commissioner response
Quality of provision	All care homes should be to standard agree by Council /NHS and residential client /family inspected by a governing body with reports posted in the public domain	<p>The Commissioners are working closely with providers to ensure that the quality of care and service offered meets the needs of the residents. The Commissioners undertake planned annual visits and, where necessary, work with care home to improve the service, and new processes have recently been put in place to assist with this.</p> <p>The Commissioners also liaise with the Care Quality Commission (the regulators) to share appropriate information about the quality of the service. All Care Quality Commission reports are in the public domain.</p>
	ALL care /nursing homes should meet the same high standards. We looked at nursing homes for my (late) father and believe me I would not board and animal there. Some were disgusting.	Please see the above comment
	All Tameside care homes should meet the requirements of the NHS/CQC/Council before the Council makes any payments to that home.	Please see the above comment.
	All care homes should meet the NHS/CQC/Council requirements or be closed.	<p>Please see the above comment.</p> <p>The Commissioners do not have any regulatory powers to close a care home and, because it is a home to a number of residents, the Commissioners work closely with the providers to improve services rather than 'evicting' vulnerable people from their place of residence.</p>
Changes to the On/Off Framework arrangement	We are not directly affected by these changes but may be in the future. Overall, they seem to be fair.	No response required
	This will nor [not] impact on my relative's care.	No response required

Area/Theme	Comments/Concerns/Feedback	Commissioner response
	It may mean that the top up fees paid might be less.	On the assumption that providers gross costs remain the same then any top-up paid to an off framework provider would reduce.
	I consider that all residents in care homes in Tameside be treated equally and that the on/off framework be removed and top ups be restricted although I do not have any relative living in care homes I have worked for Tameside in the past and part of my job included monitoring the standards of the care and nursing homes and I gnis [it is] my opinion that all such places meet fully the standards of care.	No response required
	It makes sense to have a level playing field and top up fees to meet the true costs of care.	No response required
	My mum is in [care home] and we have to pay a top up. My husband and I are pensioners and finding another £184/month is asking a lot.	On the assumption that providers gross costs remain the same then any top-up paid to an off framework provider would reduce.
	The new proposal would make it less stressful and uncomplicated to understand, as it can be quite complicated with how much is paid by Tameside and how much the family has to pay toward the cost of the fees.	No response required
	It is a good idea to make it easier	No response required
	Yes improve my money	On the assumption that providers gross costs remain the same then any top-up paid to an off framework provider would reduce.
	We feel an equal playing field will help improve care for residents in all off framework homes	No response required
	As a family member this will relieve me of any top-up charges if this is abolished.	On the assumption that providers gross costs remain the same then any top-up paid to an off framework provider would reduce.
	Whilst I appreciate the cost of care is a problem, I do not think that the outlined proposals are the solution, particularly	At the moment the off framework care homes can charge whatever they wish without the need to justify what any additional fee is (over and above the Commissioner's rate). The proposal was to level the playing field, both with the fees paid by the

Area/Theme	Comments/Concerns/Feedback	Commissioner response
	allowing 'off framework' homes to increase rates for unspecified reasons giving them carte blanche to print money.	Commissioners and by removing and top-up restrictions. However, having given regard to the comments received for this consultation the Commissioners are minded to retain the restriction on top-up charges.
	I agree that the on/off system should be removed so that all care homes would be expected to provide the same high quality of care which is a fairer system for the residents.	No response required
Removal of top-up restrictions	I think it is better that all care homes are on an equal system	No response required
	What are these top up charges for additional facilities A basic stand of en-suite wash basin and toilet for all residents	In current off framework care homes the top-up fee doesn't have to be anything specific, but reflects the fee that the provider wishes to charge. In on framework care homes the top-up fee can only be charged for environmental factors, i.e. en en-suite or a larger room.
	Do not expect family members to meet residential costs	The Commissioners have worked closely with the care providers over a number of years to identify a usual cost of care. This usual cost of care reflects what is believed to be an accurate reflection of how much a residential or nursing placement should be able to be provided for. However, providers have the opportunity to charge more than this, the costs for which would need to be paid by a third party. However, this should be made clear prior to a resident choosing to live in a care home so an informed choice can be made.
	There should be no top-ups for basic needs only extras such as larger room/en suite.	No response required
	People pay enough for their care. So shouldn't have to pay top up charges.	Please see the comment above, i.e. providers have the option to charge more than the calculated fee.
	Makes sense	No response required.
	This is very likely to cause problems for people in the future, paying for care	No response required.
	This proposal will eventually lead to all homes charging a top-up fee. In cases where the Council pays the fee and the resident has no means of paying the top-up charge - who will pay it? If the Council doesn't where will the people go for care?	In cases where all care homes charge a top-up the Commissioners would need to revisit the usual cost of care to ensure that they could purchase enough beds to meet the needs of the service users. People would still retain a choice to go into care homes that charge more than the Commissioner's usual cost of care.
	I really don't think there should be any third	The Commissioners have worked closely with the care providers over a number of

Area/Theme	Comments/Concerns/Feedback	Commissioner response
	party top up.	years to identify a usual cost of care. This usual cost of care reflects what is believed to be an accurate reflection of how much a residential or nursing placement should be able to be provided for. However, providers have the opportunity to charge more than this, the costs for which would need to be paid by a third party. However, this should be made clear prior to a resident choosing to live in a care home so an informed choice can be made.
	I think this will benefit homes in the future, overall improving the health and wellbeing of all residents in care homes in Tameside	Unsure whether this should be in response to the removal of the On/Off framework arrangement. However, no response required.
	Would be better to remove.	No response required
	If the On/Off Framework is removed, then all care homes should be expected to provide the same quality of care if being paid the same Council fees. I believe then that top-up fees should be accounted for.	The Commissioners should be aware of all top-up arrangements in the borough and to ensure that they are charged for correctly.
	Although the removal would not affect my mother at the moment it may in the future. I would strongly object to being made to pay a top up without any additional benefits for my mother being identified or offered. In normal contract law who pays for something without knowing what they are purchasing? Surely this just gives free license to be charged whatever, without the home having to qualify or explain where monies are to be used in residents care. If a home requires more money to operate commercially & maintain standards then I would argue it is the local authority's responsibility to address this, not a resident or relative. Also I would be worried impact this would have on new residents, or people being upgraded, where no-one is available to pay a third party top-up. The L.A. is responsible for managing the market & ensuring sufficient provision is available. The effect of this proposal would	<p>The proposal to remove restrictions on top-up charges would be for new service users only, who would make an informed decision prior to living in a particular care home. Existing residents would not be affected.</p> <p>The Commissioners have worked closely with the care providers over a number of years to identify a usual cost of care. This usual cost of care reflects what is believed to be an accurate reflection of how much a residential or nursing placement should be able to be provided for. However, providers have the opportunity to charge more than this, the costs for which would need to be paid by a third party. However, this would be made clear prior to a resident choosing to live in a care home so an informed choice can be made.</p>

Area/Theme	Comments/Concerns/Feedback	Commissioner response
	be to place the burden on current residents and their families.	
	I think it would be fairer for most people	No response required
	As per point 3 [regarding the removal of On/Off framework] I do not agree with this proposed change.	No response required
Other comments received	Cost of Local authority fund should be topped up by TMBC rate payers	No response required
	Care home proposals should primarily and fully consider the residents and their families	The Commissioners needs to balance a number of factors when considering policies. In this instance the needs of the residents and their families is very important, as is the need to ensure that any proposals are financially viable.
	I think all care homes should charge the same amount to social services funded residents and private funded residents. Also they should all meet Care Quality Commission standards and they should be checked more often.	<p>The Commissioners cannot tell the providers what they can and cannot charge for residents that are not covered under their, i.e. for private funded residents, as they have no jurisdiction to do so.</p> <p>The Commissioners are pro-actively working with the care homes to ensure that all appropriate standards are met.</p> <p>The Commissioners do not cannot influence how often the Care Quality Commission visit providers to check whether they are meeting standards.</p>
	Whilst it does not directly affect me at this moment, it would appear that there are both benefits and disadvantages with these proposals.	No response required.
	Some comments noted that respondents were confused by the questionnaire and some of the language it contained. One respondent expressed a view that this was to bamboozle the public so the Commissioners can just do whatever they like	It was not the intention to use confusing language to bamboozle people so that the Commissioners can make whatever decision they want. Where people were confused and felt they couldn't seek advice/support then an apology is given.

Comments received from Providers as part of the on-going consultation

Area/Theme	Comments/Concerns/Feedback	Commissioner response
Removal of the On/Off Framework arrangement	HC-One understand the desire to harmonise rates across the borough and agree the on/off framework distinction isn't relevant going forward.	No response required
Fees	<p>We estimate however that the value of the "on framework" premium to HC-One is approximately £1.3m. We naturally would need reassurance that any removal of the differential would not result in an overall net loss of income across the 16 homes we operate in Tameside. Any further reduction in income, especially when taken in the context of the FNC discussions in 2017, would have a huge effect on the stability of the market. We understand your desire to incentivise quality improvement. We suggest the best way to do that is to operate a gold, silver, bronze system which really incentivises improvement but in a way that is light touch and easy to administer. We understand the CCG team have a new KPI requirements so perhaps rather than creating a 2nd quality monitoring system, you might want to harmonise arrangements. Again though, the standard fee structure needs to reflect the reality of providing care in Tameside and be cognisant of providers evidenced cost of care submissions. We believe that in order to truly turn the curve of provider performance and CQC quality ratings in Tameside, there needs to be an injection of investment in residential and nursing care sector, co-ordinated with the CCG. The system wide benefits of doing this will be considerable and without a large scale investment we anticipate that the market will shrink which will lead to higher out of area costs.</p>	<p>The Commissioners consider that investing in social care is a priority and are not looking to reduce the amount of money paid to current On Framework providers, but to increase to basic fee paid to Off Framework providers to match that of On framework. The Commissioners will contract with all care homes on the same basis, which will also include an enhanced payment scheme that all providers will be able to apply for (should they meet the criteria), therefore incentivising improvement. It is anticipated that the differential between the standard rate and the enhanced rate will remain the same (subject to any annual uplifts, which may affect each rate differently).</p> <p>By investing more into the market, not just financially, but by the establishment of a Quality Improvement Team to support providers to meet the appropriate standards, the Commissioners hope to see an improvement in the local market.</p> <p>In Tameside, the Council & local CCG have worked closely over several years and was one of the only Council's & CCG's to operate a joint contract for residential & nursing care. This arrangement will not change. The new KPIs introduced by the Commissioners are to assist with overseeing the currently quality of the provision, and have not been designed with the aim of using them to determine payment. To incorporate the two systems could incentivise providers to start 'gaming' and to not necessarily accurately report on all elements and/or modify the service to hit 'targets', which could distort the assessment of quality, which could in turn mean that Commissioner's resources aren't targeted appropriately to improve standards.</p>
	For the past 5 or more years, I have been basing my business plan on the fee levels I receive as an 'on framework	Please see the above comment, i.e. fee levels for current Off Framework providers will increase, rather than a new 'average' fee

Area/Theme	Comments/Concerns/Feedback	Commissioner response
	<p>enhanced' operator. This means that amongst many other things my care staffing levels, my staff pay, my quality control measures and my overall operation is at an enhanced level. I am concerned right now that there is a possibility that I will be put on a par with homes who do not and have not considered over the past 5 years, the importance of the level of quality we do. Also that you are going to pay them the same rate.</p> <p>You mentioned to me that you are considering an enhanced level over and above the new rate. However, we will not get to know how to qualify for this level until the last minute therefore not giving us the opportunity to achieve it, which would be highly unfair and counter-productive.</p> <p>As you know, I have tried to avoid getting into debates over recent years on fee levels. However you need to be aware the we fast approaching the state of affairs that were the case in in the 1990s where it became more viable to sell ones care home to a developer, than to continue to operate whether beds are full or not. If my fee levels going forward are reduced and you expect me to recover them by way of future 'Top Ups', I amongst other could well be forced into that difficult decision.</p> <p>I would urge you and your colleagues to ensure that any enhancement you make is achievable by the homes already achieving it and that it takes into account, the much higher costs homes face alongside the increased expectations and much higher dependency levels of clients available to us, particularly in Tameside.</p>	<p>level being created.</p> <p>The enhanced payment will be broadly based on the old criteria, which has been modified to take account of some providers views. There are also some new criteria added, which has already been shared with providers. As a key new criterion has been added, those providers currently receiving the enhanced payment will have 12 months to ensure they are able to meet the criteria.</p> <p>It is anticipated that by using the current cost of care methodology (albeit reviewed on a periodic basis to ensure its validity) that the Commissioners published usual cost of care should maintain providers viability. Providers continue to choose to charge more for environmental factors (the proposal to change this will not be enacted – based on feedback from the conversation).</p>
Removal of Top-up restrictions	<p>Whilst we acknowledge that 3rd party top-ups are becoming the norm in the majority of local authority areas in England and Wales, we do not feel that this will make a substantial difference to providers in Tameside and shouldn't been seen as a way of bolstering provider's financial stability</p>	<p>It was not the Commissioner's intention that top-ups should be seen as a means to bolster a provider's financial stability. The Commissioner's believe that the methodology used to calculate the usual cost of care is a good reflection of the actual costs required by providers to maintain their financial stability, but the proposed removal of restrictions would bring the Commissioners contract in line with the vast majority of other care home contracts. However, based on the responses to this consultation the Commissioner's will</p>

Area/Theme	Comments/Concerns/Feedback	Commissioner response
Self-funders/private residents	<p>We would like to reiterate that the local authority rate that we allow Tameside to place residents at is only for those residents who are fully funded by the local authority. Any resident or potential resident who is defined as a self-funder in the regulations (including those who are under DPA) are not eligible for the local authority rate and will be charged the full self-fund rate. We reserve the right to serve notice on any placement that has been made incorrectly.</p>	<p>be maintaining this restriction.</p> <p>This matches the decision made in August 2012 and the current contract. No change to this provision will be made in the new contract.</p> <p>Prior to notice being served the provider will need to liaise with the Commissioner's as there may be good reason why it continues to contract for, and on behalf of, a service user, i.e. that service user lacks capacity and has no other support available to them to contract on their behalf. In such circumstances the Commissioner's will continue to contract at the published usual cost of care. This is in accordance with the decision made in August 2012 (section 12.11 of the Key Decision taken in August 2012)</p>
New Contract	<p>We welcome the news that there will be a new contract within Tameside. Given our vast experience of contracting with UK commissioners we feel that we could add significant value to be part of the process in developing the new contract. We believe you should use the opportunity of a new framework contract to acknowledge the growing issue of complexity, co-morbidity and acuity as people stay at home for longer and come into residential care later than they might have done in years gone by. We believe the fee structure should be flexible, have new bandings and responsive to when people's situation and care needs change. We would also ask that you use to opportunity create one contract covering all CHC and council funded placements. The rules and regulations on equipment should be clarified and made crystal clear.</p>	<p>The Commissioners thank the provider for their offer of support. The new contract framework will be based on the NHS Shorter Form and has already been shared with providers (albeit in a draft form). The locally agreed specification has not changed from the previous contract, which providers had the opportunity to comment on in August/September 2017, and the Commissioners have taken the view that provider remain satisfied with the content of the specification.</p> <p>The Commissioner's (Council & CCG) already use a joint contract and will continue to do so, albeit the format will change to using NHS terms and conditions rather than locally agreed contract conditions.</p> <p>The latest equipment policy has been circulated to all providers in Tameside and clearly sets out the roles and responsibilities of the provider and Commissioner's</p>
Use of a Dynamic Purchasing System	<p>Again we have a significant amount of experience in using DPS systems and while not against them in principle, we would council against creating a "race to the bottom" where providers are encouraged to undercut each other and submit the lowest price to secure occupancy. Ultimately this will lead to a very unstable market. Where DPS systems work well, they are underpinned by a realistic fee structure and</p>	<p>The Commissioners intention to use a Dynamic Purchasing System (DPS) was a way of creating an electronic 'Approved List' and to be used for any future tenders. It would not be used to determine the cost of individual placements (for those who come under the contract) as these costs will have already been agreed using the cost of care methodology.</p>

Area/Theme	Comments/Concerns/Feedback	Commissioner response
	concentrate on the provider's ability to deliver care based in the individual's needs. To do this effectively, the pen pictures of the individuals need to be consistent and accurate to allow managers to efficiently determine if a face to face assessment is appropriate	Should the Commissioners wish to use the DPS for tendering purposes it will be distinct services that providers will have the opportunity to submit prices and, as with all tender processes, those prices need to reflect the on-going requirement for a provider to maintain profitability. All relevant information will be included within the tender documentation to allow providers to submit prices they believe are realistic.

Feedback from those directly affected by the proposed change of policy, i.e. residents under the Commissioners contract who are assessed as paying the full contribution towards to cost of care (17 service users were identified)

Area/Theme	Comments/Concerns/Feedback	Commissioner response
Removal of the On/Off framework arrangement	Comments from his wife: 'This is frightening and awful' 'I have saving and now I have to pay more and now I have to look at his finance' 'I wish he just has the threshold amount' 'now I have to pay extra out of my money for living' 'I am worried that I am going to be hit with a bill'	The Commissioners have onboard that the initial increase in fees could cause anxiety, but is also mindful of the need to treat all service users equally. However, the Commissioners are proposing to levy the increased charges over a two year period, rather than at the start of the new contract, i.e. on the 1 April 2018 the charges will increase by 30% at the start of the first year, 60% at the start of the second year with the charges matching the full cost by the start of the third year. A worked example of this is shown in section 7.3 above.
	Comments from her Son: 'Yes. It impact on me financially as I am trying to live my life as much as I can.' 'My mum is seriously ill at the minute and I just don't need the stress... I am meeting with the doctor tomorrow as my mum is really ill and not eating.'	See the above Commissioner response.
	The increase cost for off framework home will have a financial impact on [service user] finances. He will have less money to spend on himself and personal items. [Service User's Daughter] also said that all care home should be on framework.	See the above Commissioner response.
	[Service User's Daughter's] view, is that she likes [care home] and is happy with the carers and care delivery. [Service User's Daughter] feels that the cost of 24 hours	See the above Commissioner response. The Commissioners cannot direct the care home provider where to spend the fees, but the increased fees to [current] Off Framework

Area/Theme	Comments/Concerns/Feedback	Commissioner response
	<p>residential is expensive, when you are a full cost payer or home owner and the increase will have an impact on [service user] who still has a property that she is maintaining until it is sold.</p> <p>[Service User's Daughter] would prefer not an increase as this will effect [Service User]'s finances. But [Service User's Daughter] would like to know that the money will go directly to the home and the carers and not take by owner/ organisation.</p> <p>[Service User's Daughter] would like to see with the increase for off framework, will result in staff increase.</p> <p>[Service User's Daughter] would like further information on this matter and the process.</p>	providers will allow them to invest more into the business to improve services.
Removal of Top-up restrictions	'I don't see why it has to come from a family member or friend this should not be there responsibility'	Where providers wish to charge more for care than the Commissioners usual cost of care, and the Commissioner is contributing towards to the cost of the placement, then service users are not allowed to pay a third party contribution themselves (except in exceptional circumstances, i.e. during a 12-week property disregard period of if they are a 'Relevant Resident' (they have a property to sell but have not yet managed to do so).
	[Service User's Daughter] hopes that the increase will mean that the staff at the home get a better pay.	The Commissioners cannot direct the care home provider where to spend the fees, but the increased fees to [current] Off Framework providers will allow them to invest more into the business to improve services.
	[Service User's Daughter] has no comment to make on third party top up, as [care home] does not have a third party top up in place.	No response required

Feedback received during residents/relatives meetings

Area/Theme	Comments/Concerns/Feedback	Commissioner response
Removal of the On/Off framework arrangement	Those present agreed it was a good idea to contract with all care homes on the same basis, but improvements need to be monitored.	No response required
	Agree to contract with all care homes the same	No response required

Area/Theme	Comments/Concerns/Feedback	Commissioner response
	Agree with the proposal to contract with all care homes on the same basis	No response required
Removal of Top-up restrictions	Didn't agree to this and felt that the current restrictions to environmental factors should remain.	No response required

Proposed Enhanced Payment Scheme

ENHANCED PAYMENT SCHEME

1. ACCESS TO THE ENHANCED PAYMENT SCHEME

- 1.1 The Provider will need to be able to demonstrate compliance with all the standards noted below to be eligible for an Enhanced Payment.
- 1.2 The Commissioner will invite the Provider to apply in September of each year.
- 1.3 The Provider will need to provide evidence that each standard has been achieved.

2. OPERATION OF THE ENHANCED PAYMENT SCHEME

- 2.1 Invitations for assessment/re-assessment will be sent to Providers in line with the timescales noted below:
 - 2.1.1 mid-September – Letter of invitation for assessment/reassessment and self-assessment forms to be issued;
 - 2.1.2 end of September – applications must be received by the Commissioner;
 - 2.1.3 end of October – assessments completed;
 - 2.1.4 mid November – Providers advised of the outcome of the assessments/reassessments.
- 2.2 Should the Provider be successful the Enhanced Payment will be applied from the following April.
- 2.3 Unsuccessful Providers will have up to 3 (three) months to demonstrate compliance with the enhanced criteria. Failure to demonstrate compliance after this time will mean the removal of the Enhanced Payment for the next financial year.
- 2.4 Should the Provider fail to apply for the Enhanced Payment Scheme or successfully demonstrate the required standard any Enhanced Payments will cease from the following April.

3. ENHANCED QUALITY CRITERIA

- 3.1 The standards below are the current standards and may be modified from time to time by the Commissioner.

Standard	What we expect to see	Criteria
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Standard	What we expect to see	Criteria
Residents are supported to maintain relationships with family, friends and other networks. They are enabled to establish and maintain social networks and access community facilities.	The home works proactively to involve the wider community in the home and makes use of its resources, including for example the involvement of community groups, schools and volunteers	The Provider has organised 3 (three) or more events that involve the wider community in the previous 12 (twelve) months.
Up to date person centred support plans, pen pictures and risk assessments are in place and agreed with residents. These are regularly reviewed, consulted on and used.	Life story work has been undertaken with the majority of Residents and their families/friends and is used by Staff routinely and to inform activity programmes. A life story book should be in place within 2 months of admission. Where this is not possible due to lack of contact with the Resident's family, and the Resident having dementia or a condition which has meant their ability to provide this information is limited, the Provider must demonstrate that steps have been taken by Staff to get as much information as possible. Plans and Staff interaction with Residents reflect life story work undertaken and also that 'visual triggers' have been assessed which Staff have noted through observation of Residents. This demonstrates that care is evolving to become increasingly person-centred as Staff have more observations and more information to develop appropriate care plans with.	70% of Residents with life stories completed within 2 (two) months of admission. This relates to those Service Users who are: <ul style="list-style-type: none"> • Funded by the Commissioner • Are intended as Permanent Service Users • Have been in the Home for longer than 2 (two) months
Staff in the Home are highly capable with relevant qualifications and experience as well as regular training and investment in their development.	The Staff team has a range of skills, training and experience - QCFs or Diploma in Health and Social Care, level 2 and 3/ Nursing/ qualified first aiders available. All trained nurses should be Nursing and Midwife Council (NMC) registered and keeps up with the NMC requirements. Staff providing personal care and those left in charge of the Home have the appropriate knowledge, skills and experience.	85% of Staff are QCF qualified to level 2 (two) and/or are registered on a QCF level 2 (two) course (excluding modern apprentices). Registered manager qualified at level 4 (four).

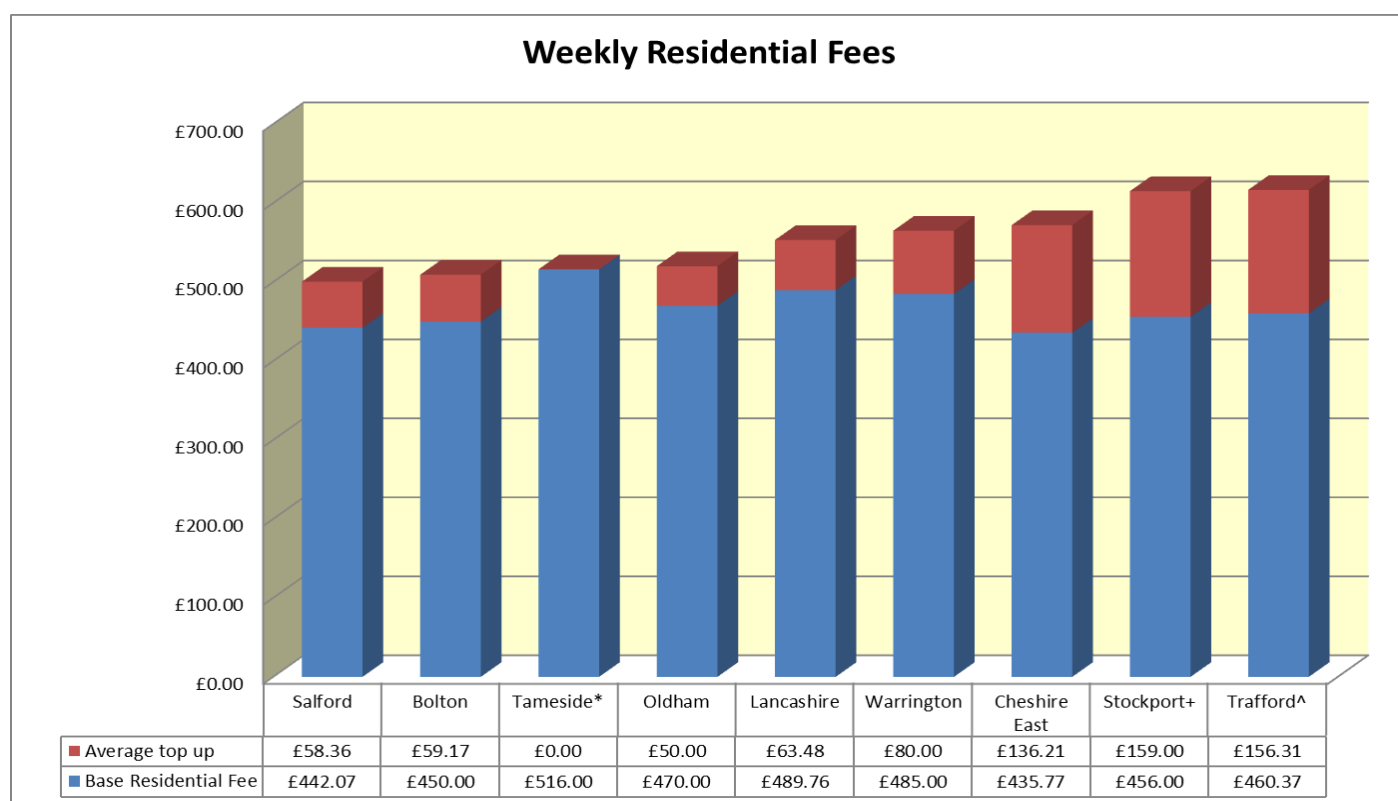
Standard	What we expect to see	Criteria
	The Provider demonstrates on-going commitment to enhancing service provision for end of life care at the Home. This can be demonstrated through either GSF accreditation or the completion of the 6 steps process. The home must continue to be re-accredited and re-assessed annually.	Completion of 6 (six) steps or GSF Accredited
The Provider is meeting the requirements of the Care Quality Commission	The Provider is meeting the requirements of the CQC and this is demonstrated in the published reports	The Provider will have an overall rating of 'Good' or 'Outstanding'
The Provider is engaged with the Commissioner	The Provider attends the Commissioner arranged Provider forums.	The Provider attends 75% of the meetings
	The Provider consistently returns the monthly monitoring forms	80% of the monthly monitoring forms are returned

4. WITHDRAWAL OF THE ENHANCED QUALITY PAYMENT

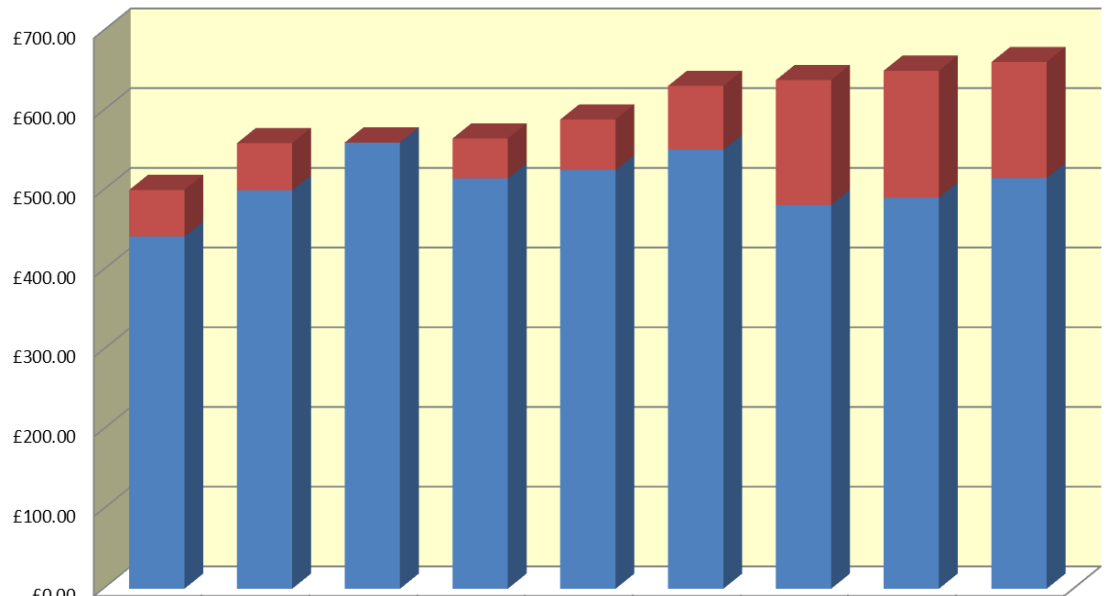
- 4.1 The Enhanced Payment will automatically cease during any suspension of new placements as detailed in clause [insert clause in new contract].
- 4.2 During the course of the Commissioner's duty to ensure the Provider's performance it may be noted that the Provider is not complying with the Enhanced Standards. Where this is the case the Provider will be given 3 (three) months to rectify the situation. Failure to do so will mean the removal of the Enhanced Payments.
- 4.3 Notwithstanding clause 4.2 above the Enhanced Payment will cease from the date the CQC publishes a report that states the provider is not rated 'Good' or 'Outstanding' as an overall rating.

Benchmarking Data

	2017-18 Actual Fees paid (inclusive top-ups)			
	Residential	Residential with dementia	Nursing~	Nursing with dementia~
Tameside*	£516.00	£560.00	£520.10	£564.10
Trafford^	£616.68	£638.09	£633.99	£693.29
<i>Salford</i>	<i>£500.43</i>	<i>£500.43</i>	<i>£500.43</i>	<i>£500.43</i>
Lancashire	£553.24	£588.86	£558.98	£647.92
<i>Bolton</i>	<i>£508.36</i>	<i>£558.36</i>	<i>£508.36</i>	<i>£558.36</i>
Warrington	£565.00	£631.00	£642.00	£673.00
Cheshire East	£571.98	£660.93	£707.80	£671.63
Oldham	£520.00	£565.00	£520.00	£565.00
Stockport+	£615.00	£650.00	£663.00	£691.00

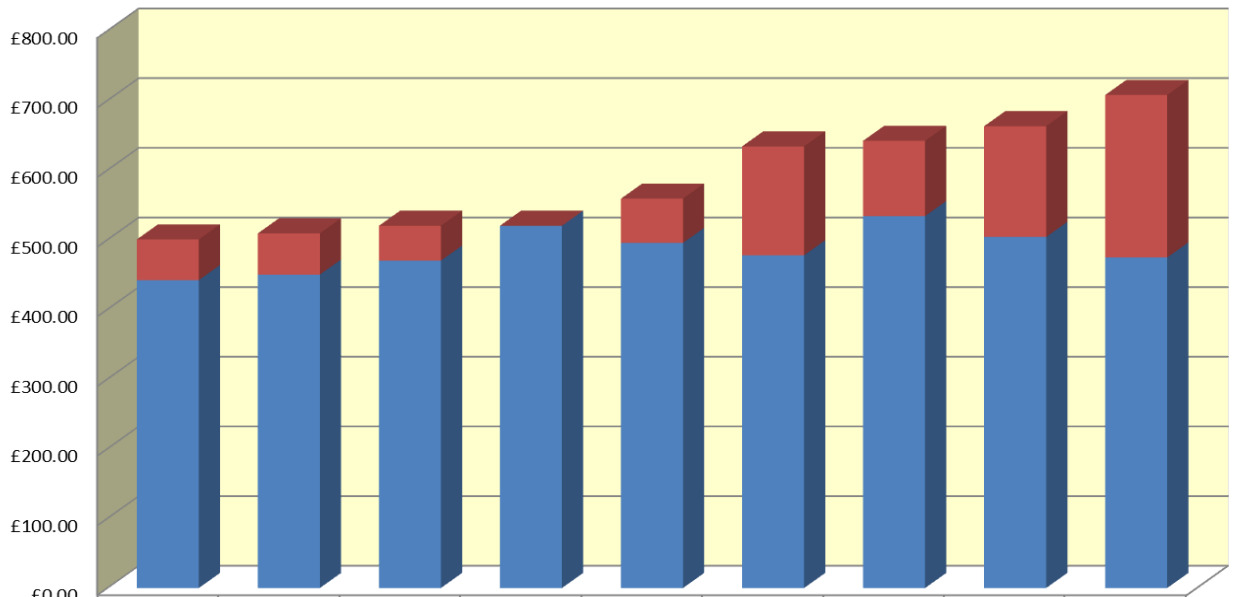


Weekly Residential w/Dementia Fees



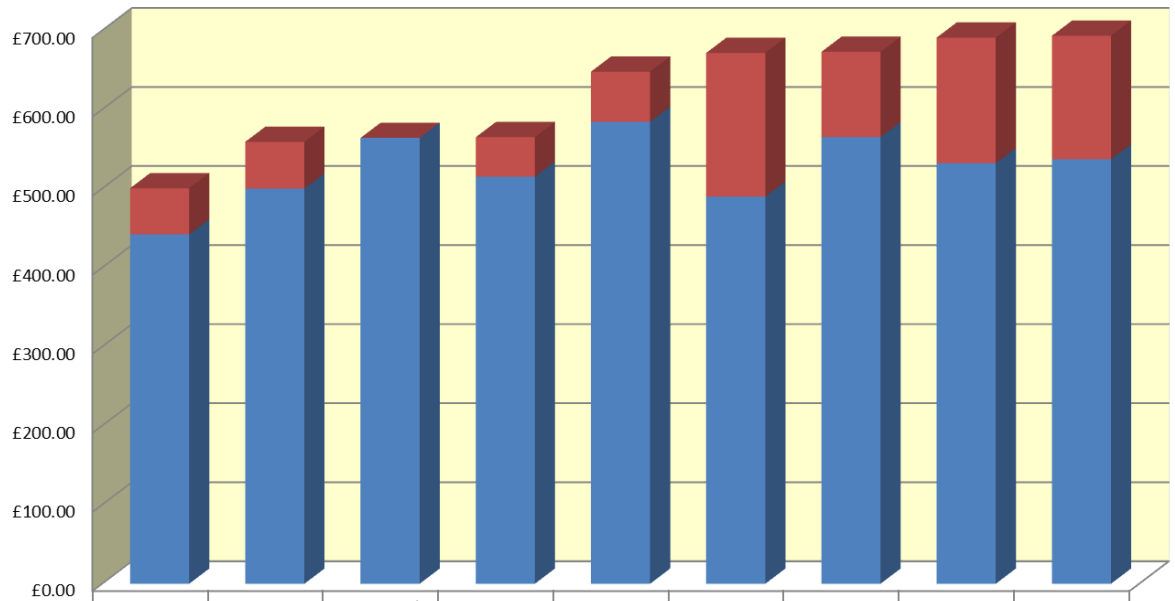
■ Average top up	£58.36	£59.17	£0.00	£50.00	£63.48	£80.00	£156.51	£159.00	£145.59
■ Base Residential w/dementia Fee	£442.07	£500.00	£560.00	£515.00	£525.38	£551.00	£481.78	£491.00	£515.34

Weekly Nursing Fees (excl FNC)



■ Average top up	£58.36	£59.17	£50.00	£0.00	£63.48	£156.31	£108.00	£159.00	£233.27
■ Nursing~	£442.07	£450.00	£470.00	£520.10	£495.50	£477.68	£534.00	£504.00	£474.53

Weekly Nursing w/Dementia Fees (excl FNC)



	Salford	Bolton	Tameside*	Oldham	Lancashire	Cheshire East	Warrington	Stockport+	Trafford^
■ Average top up	£58.36	£59.17	£0.00	£50.00	£63.48	£181.77	£108.00	£159.00	£156.31
■ Nursing with dementia~	£442.07	£500.00	£564.10	£515.00	£584.44	£489.86	£565.00	£532.00	£536.98

DERBYSHIRE COUNTY COUNCIL				
ADULT CARE FEE RATES FROM 1st October 2017 (REVISED)				
NURSING CARE	Standard Rate	Quality Premium	Net of FNC	
		21.70 p/w		
			Standard	QP
Older People / Mental Health / Drug Alcohol	678.79	700.49	523.74	545.44
Physical Disability (<65)	707.98	729.68	552.93	574.63
Learning Disability	653.73	675.43	498.68	520.38
Nursing fees include FNC payment of £155.05 p/w				
RESIDENTIAL	Standard Rate	Quality Premium		
		21.70p/w		
Older People / Mental Health / Drug & Alcohol	490.49	512.19		
Physical Disability (< 65)	560.00	581.70		
Learning Disability	505.75	527.45		
DEMENTIA PREMIUM PAYMENT				
Residential & Nursing	40.95			
DAY CARE				
Residential & Nursing	36.56			

Subject / Title	Care Home Policy Change
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Team	Department	Directorate
Joint Commissioning & Performance Management Team	Adults	Adults

Start Date	Completion Date
18 October 2017	2 February 2018

Project Lead Officer	Tim Wilde
Contract / Commissioning Manager	Trevor Tench
Assistant Director/ Director	Sandra Whitehead

EIA Group (lead contact first)	Job title	Service
Sandra Whitehead	Assistant Executive Director	Adult Services
Trevor Tench	Service Unit Manager	JC&PMT
Stephen Wilde	Finance Business Partner	Finance
Michelle Walsh	Deputy Director of Nursing & Quality, NHS Tameside and Glossop	FNC Team, CCG
Tim Wilde	Team Manager	JC&PMT

PART 1 – INITIAL SCREENING

An Equality Impact Assessment (EIA) is required for all formal decisions that involve changes to service delivery and/or provision. Note: all other changes – whether a formal decision or not – require consideration for an EIA.

The Initial screening is a quick and easy process which aims to identify:

- *those projects, proposals and service or contract changes which require a full EIA by looking at the potential impact on any of the equality groups*
- *prioritise if and when a full EIA should be completed*
- *explain and record the reasons why it is deemed a full EIA is not required*

A full EIA should always be undertaken if the project, proposal and service / contract change is likely to have an impact upon people with a protected characteristic. This should be undertaken irrespective of whether the impact is major or minor, or on a large or small group of people. If the initial screening concludes a full EIA is not required, please fully explain the reasons for this at 1e and ensure this form is signed off by the relevant Contract / Commissioning Manager and the Assistant Director / Director.

1a.	What is the project, proposal or service / contract change?	<p>To change the policy of On/Off Framework providers that was established in 2012 by removing the Off Framework category and to contract with all care homes on the same basis.</p> <p>Also consulting on the removal of restrictions for the current On Framework provider to charge top-ups, i.e. they can only charge top-up payments for environmental factors that a service user has chosen, e.g. larger room, en-suite. The removal of restrictions would be for new service users only (providers would not be able to arbitrarily charge existing residents an increased fee).</p>
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1b.	What are the main aims of the project, proposal or service / contract change?	There is a recognition that the current On/Off Framework arrangement established in 2012 is no longer suitable in the current market and that the Off Framework providers are struggling to meet the requirements of the Care Quality Commission. It is proposed that the Off Framework category is discarded and that the fees paid for service users is the same across all care home, with the potential that all care homes will be able to apply for the Quality Premium payment. The aim is that all providers are treated equally and it will allow the [former] Off Framework provider to invest in the service to improve standards.
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1c. Will the project, proposal or service / contract change have either a direct or indirect impact on any groups of people with protected equality characteristics? Where a direct or indirect impact will occur as a result of the project, proposal or service / contract change please explain why and how that group of people will be affected.

Protected Characteristic	Direct Impact	Indirect Impact	Little / No Impact	Explanation
Age	<input type="checkbox"/>			The majority of residents in care homes are over 65 years of age
Disability	<input type="checkbox"/>			Residents in care homes now tend to have a number of co-morbidities
Ethnicity			<input type="checkbox"/>	
Sex / Gender		<input type="checkbox"/>		Given the disparity in life expectancies between men & women the majority of residents in care homes are female.
Religion or Belief			<input type="checkbox"/>	
Sexual Orientation			<input type="checkbox"/>	
Gender Reassignment			<input type="checkbox"/>	
Pregnancy & Maternity			<input type="checkbox"/>	
Marriage & Civil Partnership			<input type="checkbox"/>	

Other protected groups determined locally by Tameside and Glossop Single Commissioning Function?

Group (please state)	Direct Impact	Indirect Impact	Little / No Impact	Explanation
Mental Health		<input type="checkbox"/>		Residents may feel anxiety about the proposed change, albeit that this change will not directly affect them
Carers			<input type="checkbox"/>	
Military Veterans		<input type="checkbox"/>		There may be some military veterans within the Off Framework care homes who would be affected by the policy change
Breast Feeding			<input type="checkbox"/>	

Are there any other groups who you feel may be impacted, directly or indirectly, by this project, proposal or service / contract change? (e.g. vulnerable residents, isolated residents, low income households)

Group (please state)	Direct Impact	Indirect Impact	Little / No Impact	Explanation

Wherever a direct or indirect impact has been identified you should consider undertaking a full EIA or be able to adequately explain your reasoning for not doing so. Where little / no impact is anticipated, this can be explored in more detail when undertaking a full EIA.

1d.	Does the project, proposal or service / contract change require a full EIA?	Yes	No
		<input type="checkbox"/>	
1e.	What are your reasons for the decision made at 1d?	Due to the demographic of service users who may be impacted as a result of the proposed change in policy (age and disability) it is necessary to undertake a full EIA. Due to the change in policy there may be a small number of people who are financially disadvantaged, i.e. the Council contracts for 17 people who have been assessed as paying the full contribution towards their care (the usual cost of care for Off Framework residential care is £444/week and 17 people have been assessed as paying £444/week). There are (in total) 117 service users in Off Framework care homes but the majority of these only pay a contribution towards their care and therefore will not be affected by any increase in the gross cost of care.	

If a full EIA is required please progress to Part 2.

PART 2 – FULL EQUALITY IMPACT ASSESSMENT

2a. Summary
<p>The current five year arrangement the Council & NHS Tameside & Glossop (the Commissioners) has with Tameside care homes established the Off & On Framework arrangement which expires at the end of March 2018.</p> <p>As with the current arrangement, the proposed new pre-placement contract will be a joint contract with the Council and NHS Tameside and Glossop (and the provider). This approach reduces the burden on providers to comply with two contracts, and reduces the contract monitoring burden on the Commissioners as this is undertaken jointly.</p> <p>The existing arrangement has a detailed fee uplift structure which required the care homes to submit information noting what they actually spent delivering the care & support for the previous year. This is taken into consideration when calculating the fees for the forthcoming year, which latterly also took account of the implementation of the national living wage. The contract also included an Enhanced Payment scheme that rewards providers for achieving a range of criteria that are used as measures of quality – these include the attainment of Investor in People award, the percentage of staff who have NVQ qualifications, completion of Gold Standard Framework or Six Steps end of life care accreditation/training, completion of Life Stories and organising events that include the wider community.</p> <p>The Commissioners current arrangement of Off & On Framework care homes has distinctly different fee levels, with Off framework provider receiving between £36-£39 less per person per week than On Framework. On Framework provider also have the opportunity to apply for the enhance payment which, if achieved, attracts an additional £36-39 per person per week.</p> <p>Please note that the Enhanced Rate is not available for those providers who are Off Framework.</p> <p>The fees paid to Tameside care homes, for single rooms, are currently in the upper quartile when compared to other North West authorities (for all categories of care).</p> <p>The Council allows top-ups to be charged by Off Framework care homes (without any restrictions) and only for environmental factors chosen by the resident in On Framework care homes.</p> <p>Where it is determined that a service user has the appropriate resources (and support) to contract for their own placement the Council will not necessarily be involved with the contract. This could be prior to the commencement of any service or following a financial assessment where the</p>

resident has resources available above the upper financial threshold (currently £23,250). The state of the care home market has significantly changed since the start of the current contractual arrangements, i.e. there are fewer care homes operating in the borough offering fewer beds, i.e.:

August 2012			January 2018		
Type of Home	Number	No. of Beds	Type of Home	Number	No. of Beds
Residential	29	1106	Residential	27	1091
Nursing	14	683	Nursing	11	548
Total	43	1789	Total	38	1639

The Commissioners are also purchasing fewer beds than prior to the establishment of the existing contractual arrangements, i.e. in August 2012 the Commissioners were purchasing approx. 940 beds but in August 2017 this had reduced to 747 beds. However, the overall vacancy levels in the market have reduced, i.e. in August 2012 there were significant vacancy levels in Tameside, i.e. 158 (14.3%) residential and 118 (17.3%) nursing vacancies. As of August 2017 these figures are 90 (8.2%) residential and 29 (5.3%) nursing vacancies. The fact that vacancy levels are decreasing yet the Commissioners are purchasing fewer beds is down to a number of factors, i.e. reduced capacity in the market (specifically nursing beds), increased level of privately paying clients and increased purchasing in the borough by other authorities (due to paucity of placements in those localities).

The current residents' average age is just over 84 years of age and they have been resident in the care homes for an average of 1 year and 9 months.

Following the implementation of the Off & On Framework arrangement and the changes to the methodology of the way the Care Quality Commission (CQC) inspects care providers, the overall quality of providers has reduced during the last 5 years (as determined by the outcomes of the CQC inspections). At the start of the process the majority of the providers were CQC compliant, however the ratings profile is now (February 2018):

Rating	No. of Homes	% of Homes	No. of Beds	% of Beds
Outstanding	0	0%	0	0%
Good	19	50%	748	46%
Requires improvement	18	47%	873	53%
Inadequate	1	3%	18	1%

The above can also be broken down into Off, On Framework & Enhanced Payment providers:

Rating	Off Framework		On Framework		Enhanced Framework	
Outstanding	0	0%	0	0%	0	0%
Good	5	42%	3	75%	11	50%
Requires Improvement	6	50%	1	25%	11	50%
Inadequate	1	8%				0%
Total:	12		4		22	

It can be seen from the above table that those providers Off Framework are not faring as well as the other providers.

It is proposed that from the 1 April 2018 onwards the Commissioners remove the Off Framework category and pays those twelve providers the same (standard) rate as the other providers in order for them to invest the resources to improve services and allow them to apply for the Quality premium payment.

The scope of this EIA will only focus on the fees paid to the current Off Framework care homes and any financial impact for those service users who are assessed as paying the full contribution for services contracted for by the Commissioners. Providers will have, and have always had, the option to charge privately funded clients a separate rate than the Commissioners rate and, as these are outside the scope of the Commissioners contractual arrangements, these fees are also outside the scope of this EIA. The Commissioners will continue to work with the providers to ensure that any future pricing model meets the needs of both parties (and remains Care Act 2014 compliant).

2b. Issues to Consider

The following are areas for consideration when assessing the potential impact of the proposed policy change:

- The number of care homes affected by the policy change
- The number of Commissioner contracted placements in those care home
- The number of people assessed as paying the full contribution towards the cost of their care (and contracted by the Commissioners)
- The views of the service users/relatives of those who are assessed as paying the full contribution toward the cost of their care
- The Commissioners are the only authority in the North West that tendered for care home services to create the On/Off Framework split. The proposed removal of this arrangement and to contract with all providers with the same contract is in line with other authorities practices

2c. Impact

The proposed removal of the Off Framework category will only impact on the twelve care homes currently assessed as Off Framework. At the beginning of October 2017 the Council funded 117 placements in the twelve Off Framework care homes. Where placements are funded under Continuing Healthcare (CHC) in Off Framework homes any increase in fees will not impact on service user's financial contributions, i.e. it is free for the service user irrespective of the actual cost of care.

Of the 117 service users funded in Off Framework care homes there are seventeen Service Users who are assessed as paying the full cost of the placement (up to the Commissioners usual cost of care (see the above fees)) in standard care home placements, and these service users reside in eight different care homes. The majority of Off Framework care homes do not charge a top-up where the Council commissions the service, however, two of these care homes do. There are three service users residing in these two care homes and any increase in the Commissioners usual cost of care will mean a reduction in the third party contribution (on the understanding that the care home doesn't increase its gross fee).

The service users in these twelve homes (as with all other care homes) are the frail elderly who will have a number of co-morbidities (average age is 84). The average age of the people who may be affected by the proposed policy change is also 84. At this juncture it is not possible to determine whether these people have any other protected characteristics but it is likely, given that the majority of residents in care homes have a number of co-morbidities, that they may have some physical disability. Similarly, without undertaking further individual assessments it is not known whether any people possibly affected are military veterans. However, the key issue is the levels of savings that these service users have means they are financially adversely affected by the proposed policy change rather than them being adversely affected as a result of a protected characteristic.

There is therefore a potential that seventeen service users may be financially adversely affected by the Commissioners decision to remove the Off Framework arrangement and to pay these care homes the current On Framework rate. Please note that the family for one service user is seeking Power of Attorney to take responsibility for the finances and, given the level of savings for this service user, and following the process agreed in August 2012, the Council will likely terminate its contract and the family will contract privately for their relative, reducing the number of people affected to eleven.

Despite numerous attempts by the neighbourhood teams only 4 relatives of service users could be contacted (the service users themselves did not have capacity). The relatives contacted expressed views that they did not wish to see the fees increase as they felt they paid enough already. This will not be an issue If the Council meets the difference.

The impact of proposed new contract/fees for at least another 4 service users would be reduced as their assets would have reduced below the upper financial limit by the time the consultation period ended.

2d. Mitigations (<i>Where you have identified an impact, what can be done to reduce or mitigate the impact?</i>)	
<i>The financial impact on the seventeen service users</i>	<i>Negated if the Council meets the difference.</i>
<i>Consultation with the service users' affected by the policy change</i>	<i>The Commissioners have undertaken targeted consultation with the service users (and/or representatives) to determine their views about the proposed policy change for the period after the 31 March 2018. The views of the respondents have been considered.</i>

2e. Evidence Sources
<p>CQC rating for the care providers in Tameside</p> <p>Responses to Freedom of Information Requests re: the number of placements that the Council purchases</p> <p>Responses to the consultation from The Big Conversation, questionnaires received via the post or from providers</p> <p>Notes made by Tim Wilde during residents/relatives meetings at care homes</p>

2f. Monitoring progress		
Issue / Action	Lead officer	Timescale

Signature of Contract / Commissioning Manager	Date
Signature of Assistant Director / Director	Date

Agenda Item 8

Report to:	EXECUTIVE CABINET
Date:	21 March 2018
Executive Member / Reporting Officer:	Councillor Gerald P Cooney – Executive Member (Healthy and Working) Sandra Whitehead – Assistant Director Adults Debbie Watson – Interim Assistant Director of Population Health Emma Varnam – Assistant Director Operations and Neighbourhoods
Subject:	TAMESIDE CITIZENS ADVICE BUREAU
Report Summary:	<p>Tameside Citizens Advice Bureau (CAB) provides free, confidential, impartial and independent support and advice for residents of Tameside. The current funding levels of CAB are not sustainable and the organisation is potentially running at a deficit of £16,766 in 2017/18. In addition to this, funding from the National Lottery is due to come to an end in March 2018 and this will further impact sustainability as this funding contributes to core overheads and management hours</p> <p>The current contract with CAB concludes on 31 March 2018. A procurement exercise without additional funding and a commitment beyond current budgetary requirements is unlikely to result in the provision of a local organisation that can provide the current levels of service and additional value. At best, provision of sessional advice could be expected.</p> <p>The direct award of a contract with initial additional funding is proposed to give time for the organisation to reorganise and bid for additional funding to ensure their sustainability.</p> <p>Tameside CAB is embedded within Tameside communities and has extensive experience as a provider of information, support and advice that is free, impartial and confidential. They have a track record of delivering services and have attracted additional funding and services into the Borough. Their approach delivers excellent social value for the Borough.</p> <p>Direct award of contract will maintain the continuity of a proven and valued organisation that is a key asset in the Borough particularly for vulnerable members of the community. It is proposed that a waiver to standing orders is granted to allow the direct award of contract to be made to Tameside CAB for a period of three years with a year one value of £140,000 and with values for years 2 and 3 to be confirmed during the contract subject to budget availability.</p> <p>For year one this represents an increase in funding of £35,600 on current funding levels. This will enable CAB to -</p> <ul style="list-style-type: none">• remain solvent and to budget at break-even rather than the current 2017/18 deficit of £16,766;• meet its commitments to other funders in terms of contract monitoring and reporting;• restructure to reduce overheads;

- provide additional investment through the recruitment of a project co-ordinator to seek additional funding streams and managing bids.

Funding sources for year one only are -

- £78,000 Neighbourhood Services;
- £38,000 Population Health;
- £24,000 Adult Social Care improved Better Care Fund

A report was considered by the Single Commission Strategic Commissioning Board (SCB) on 20 February 2018 and approved the approach outlined in this report for the funding that is contributed from the Single Commission.

Recommendations:

Executive Cabinet is asked to note the content of the report and agree

- (i) approval for the spend identified within Council budgets that are not within the remit of the Single Commission
- (ii) that a waiver to standing orders is granted to allow the direct award of contract to Tameside CAB for a period of three years with a year one value of £140,000 and with values for years 2 and 3 to be confirmed during the contract subject to budget availability
- (iii) that this recommendation is taken forward to Executive Cabinet on 21 March 2018 for approval and adoption.
- (iv) That for the reasons explained in Appendix 2 to reduce the ongoing risks and immediate liability to the Council and to maintain the viability of the CAB that in light of the last employee in the GMPF pension scheme retiring that the scheme be closed and the Council transfer the assets and liabilities in the Tameside CAB section of GMPF into the Tameside MBC section, which would have no material impact on its funding position and no immediate cash contributions would be required.

Links to the Corporate Plan:

The Corporate Plan outlines the priorities for improving the borough of Tameside. The vision includes increasing the self-sufficiency and resilience of individuals and families and protecting the most vulnerable.

Financial Implications: (Authorised by Section 151 Officer)

ICF Budget	S 75 £'000	Aligned £'000	Total £'000
TMBC Adult Services	24	-	24
TMBC Population Health	38	-	38
TMBC Neighbourhood Services	-	78	78
Total	62	78	140

Section 75 - £'000 Strategic Commissioning Board	62
TMBC – Aligned - £'000 TMBC Executive Cabinet	78
Value For Money Implications – e.g. Savings Deliverable, Expenditure Avoidance, Benchmark Comparison As detailed in section 4 of the report	
Additional Comments The annual recurrent budget available for this contract is £116,000 with the remaining £24,000 for year one (2018/19) of the contract funded from the non-recurrent Adult Social Care improved Better Care Fund grant. It is essential that the level of recurrent funding is considered when setting the value of the contract for years 2 and 3. In addition to the existing and proposed contract value it should be noted that the Council spent £9,720 with CAB to provide support with the Universal Credit Scheme.	

**Legal Implications:
(Authorised by Borough
Solicitor)**

Before any contract or grant is entered into there needs to be a clear understanding of all financial risks including the pension.

Risk Management:

The relationship with the CAB will be managed through the contractual relationship thereby mitigating risk.

Access to Information :

The background papers relating to this report can be inspected by contacting the report writer Richard Scarborough:



Telephone: 0161 342 2807



e-mail: richard.scarborough@tameside.gov.uk

1. BACKGROUND

- 1.1 Tameside Citizens Advice Bureau (CAB) provides free, confidential, impartial and independent support and advice for residents of Tameside. The core service is delivered from Clarence Arcade where they have both office space and customer facing space alongside the Councils customer services. Outreach is also provided across the Borough.
- 1.2 The current contract with Tameside CAB commenced on 1 April 2016 for a period of two years and was awarded following a waiver to procurement standing orders to enable a direct award. Current funding is 40% less than the funding level in 2014 and is no longer sufficient to sustain the organisation.
- 1.3 Tameside CAB is a company limited by guarantee, with its own trustee board and overseen by the Charities Commission. Tameside CAB has been funded by Tameside Council for 51 years and is a trusted and recognised brand in the Borough for advice and information.
- 1.4 Tameside CAB subscribe to membership from National Citizens Advice and this provides their information system, insurance, access to specialist advice lines and a platform to raise social policy issues. It also provides a pathway to government funding for example to provide consumer advice and debt advice. The bureau is also part of an informal consortium arrangement with other Greater Manchester bureaux which operates independently from Tameside bureau. The consortium, with its own trustee board, facilitates bids for national projects at a devolved Manchester level. Tameside CAB also enables other specialist organisations to provide services from their premises such as housing, immigration and community care and rental income is generated from this. A separate arrangement through Pennine West Citizens Advice keeps back office costs to a minimum. This includes discounted training for volunteers, a shared website, IT support and access to technical supervision.
- 1.5 In addition to funding from Tameside Council, Tameside CAB successfully bids for funding from other sources including the National Lottery and local housing providers. These additional services are dependent upon the core service being funded.
- 1.6 The current funding levels of CAB are not sustainable and the organisation is potentially running at a deficit of £16,766 in 2017/18. In addition to this, funding from the National Lottery is due to come to an end in March 2018 and this will further impact sustainability as this funding contributes to core overheads and management hours.
- 1.7 Current core funding levels are insufficient to sustain other funding streams as there is insufficient resource to monitor and report on these or to bid for replacement funding. Under the current delivery model the core funding sustains the organisation by providing funding for the majority of overheads as well as funding core service; this allows for further funding to be bid for to supplement and enhance the service offer. Funding bids include management costs and overheads wherever possible but resources are still required to make bids and sustain the organisation.
- 1.8 Core funding presently provides a manager, supervisor and half time reception. Core funding also includes the provision of half time specialist employment advice. Volunteers are used to provide the gateway/triage at drop in and some generalist advice, although housing, debt and employment is provided from paid workers. A typical week would see around 108 volunteer hours being provided into the service.
- 1.9 CAB provide access to all main foodbanks through vouchers and CAB fund their own foodbank through fundraising which operates on Fridays. 113 food parcels were provided directly by CAB last year and an additional 92 vouchers for clothing. Around £1000 a year is donated by staff and management to facilitate this. Help is also provided where there have been domestic incidents through access to clothing and kitchen utensils from the CAB

clothing and charity shop. The clothing and charity shop generates approximately £15,000 per annum additional income which all goes back into the bureau to provide advice and assistance to residents.

- 1.10 The Bureau currently has 19 paid staff and 26 volunteers. Volunteer hours totaled 5527 hours in 16/17 which carries a public value of £244,422.
- 1.11 Nationally there has been a fundamental review of welfare with a number of key reforms implemented over last few years, with further reforms envisaged throughout the period up to 2020 and beyond. The introduction of Universal Credit (UC) along with a number of other welfare reforms in recent years, such as the Under Occupation Charge (Bedroom Tax), the Benefit Cap, Tax Credits restrictions and Personal Independence Payments have had a significant financial impact on claimants across the Borough.
- 1.12 Tameside residents will continue to be affected by the welfare reform agenda and the continued co-ordination of information and advice is key to responding to the challenging range of issues facing the Borough. To be sustainable our response must build and strengthen community and citizens assets.

2. AIMS AND OBJECTIVES OF THE SERVICE

- 2.1 Tameside CAB provides free, confidential, impartial and independent information, support, advice and casework to residents of Tameside. CAB also provides access to its information and advice services via its website at www.tamesidecab.org.uk.
- 2.2 The aims of the service are:
 - To ensure that individuals do not suffer through lack of knowledge of their rights and responsibilities or of the services available to them or through an inability to express their needs effectively.
 - To exercise a responsible influence on the development of social policies and services both locally and nationally.
- 2.3 Access to Tameside CAB services is through drop-in at its offices on Stamford Street, Ashton-Under-Lyne and outreach services at -
 - Women & their Families Support Centre;
 - Big Local Hub, Stalybridge;
 - Haughton Green Centre;
 - Acresfield Community Building, Newton, Hyde;
 - The Rowans Mossley Youth Base;
 - The Hub, Hattersley.
- 2.4 Tameside CAB provides a free, confidential service that is open to everyone in the Borough. Staff are trained and qualified to give information on a wide range of issues, including:
 - Welfare Benefits;
 - Debt;
 - Employment;
 - Consumer Rights;
 - Housing;
 - Neighbourhood Disputes;
 - Education and Healthcare;
 - Immigration and Residency Issues;
 - Human Rights;
 - Family and Personal Issues.

- 2.5 They aim to provide customers with all the facts and possible outcomes of different options to allow them to make the decision that's right for them. If needed, they can also offer practical support, such as help with filling in forms, writing letters or negotiating with third parties.
- 2.6 There is a well established relationship and referral pathway with the council's welfare rights and debt advice service for those clients who require help in appealing negative benefit decisions. Likewise, referrals are also made to the council for specialist help for people with rent or mortgage arrears who have a court hearing.
- 2.7 Telephone advice is provided twice weekly and there are plans in place to move towards a GM advice line model. The benefits of the GM model are outside of the sessions, callers will be provided with telephone advice through other bureaux. For those Tameside residents who then need face to face advice, they are placed in a work queue at the Tameside bureau which is likely to increase the numbers of residents who need access to the service.
- 2.8 Tameside CAB can currently provide specialist help in the following areas:
 - Housing through Manchester CAB
 - Debt – funded by Money Advice Service (national funding)
 - Employment

3. CONTRACT HISTORY

- 3.1 A contract was awarded to Tameside CAB from 1 April 2011 until 31 March 2014 on a three year basis plus an additional two years at a value of £152,260 per annum. The contract was extended until its full term up to 31 March 2016.
- 3.2 From April 2013 Tameside CAB took on additional responsibility to provide information, advice and support to residents who have suffered discrimination and harassment contrary to the Equality Act 2010. This was previously provided by Tameside Racial Equality Council and Tameside CAB received an additional £20k in funding to accommodate this additional responsibility.
- 3.3 From 1 April 2014 the contract value was reduced from £176,070 to £156,070, a reduction of 11.3%.
- 3.4 In December 2015 a waiver was granted to award the current two year contract from 1 April 2016 to 31 March 2018. The award was on the basis of further contract price reductions
 - 2016/17 £116,000 (£78k from Neighbourhoods and £38k from Public Health);
 - 2017/18 £104,400 (£66.4k from Neighbourhoods and £38k from Public Health);

4. FINANCIAL APPRAISAL

- 4.1 The total income of CAB in 2017/2018 was £434,960 of which Tameside MBC provided £104,400. The budget for 2017/18 is in deficit by £16,766.
- 4.2 For every £1 the council provides in core funding, Tameside CAB generates £3.16 additional funding into the service.
- 4.3 Additional funding is obtained by CAB from a range of different sources. All additional funding is dependent upon provision of contract monitoring and reporting. The additional funding bought in 2017-18, £ 330,560 in total, is dependent on sustainable core-funding:
 - £104,000 Money Advice Service Debt Advice Project (MASDAP)
 - £152,000 Big Lottery
 - £14,000 Energy Best Deal (EBD)

- £10,718 TMBC/DWP/PBS – for personal budgeting support referrals for Universal Credit Claimants funded via the DWP through the LA.
 - £33,992 Various Housing Providers (RSL's) to deliver drop in sessions
 - £15,850 income generation, donations and shop income.
- 4.4 Current Lottery funding of £152,000 concludes on 31 March 2018. This income stream currently covers 30% of management costs, 10% of admin and 22% towards overheads. Most of these are fixed costs that will need to be found from core budget.
- 4.5 The core funding allows for other funding bids to be applied for which extends the service out to benefit more residents generally through outreach.
- 4.6 Tameside CAB currently occupy premises in Clarence Arcade having previously been located within the Tameside Administration Centre. Current rent, payable to the Council, is £17,800. It is planned that the service will transfer to the new administration building currently being built and it is anticipated that this level of rent will be charged in the new building.
- 4.7 Tameside CAB has been effective in already reducing overheads and salary costs. This has included reduction of an outreach worker, reduced management hours which will reduce further in 2018/19 and the reception function has been absorbed into other staff functions. Back office costs have been reduced significantly through the arrangement with Pennine West.
- 4.8 Insufficient core funding has a range of impacts upon the organisation including:
- Contracts such as the Face to Face debt advice contract worth £104,000 may become unstable if there is insufficient core resource to monitor and report on provision to the funders and to bid for extension funding;
 - Core resources are required to bid for additional outreach projects and to monitor and manage successful bids;
 - There will be less volunteers if there is less money to spend on training, supervising and retainment (including less money to pay expenses);
 - There would be reduced home visits available for our more vulnerable residents.
- 4.9 Financial modelling provided by national CAB (appendix 1) demonstrates the social value of the organisation and suggests that in 2016/17 the Tameside Bureau had
- a fiscal benefit of £2.31 for every £1 invested;
 - a public value of £13.64 for every £1 invested;
 - a value to the people they help (financial outcomes) of £19.16 for every £1 invested;
 - Fiscal benefit to the Local Authority of £2.14 for every £1 spent;
 - Savings to the NHS of £230,407 (reducing use of mental health and GP services and keeping people in work);
 - Savings to Housing providers of £348,832 through preventing evictions.

5. CONTRACT PERFORMANCE

- 5.1 The Tameside CAB contract is closely monitored by the Team Manager of the Welfare Rights and Debt Advice Service. CAB provides comprehensive quarterly monitoring information including both qualitative and quantitative information.

- 5.2 Quarterly performance meetings take place with TCAB whereby work levels, client numbers, issues and outcomes are discussed. The services outlined in the contract specification have been delivered and information relating to the performance indicators specified is provided in advance of every contract monitoring meeting. The Contract Performance Officer reports no issues with the performance of the contract.
- 5.3 In 2016/17, 4074 new clients were seen in the Bureau with 12834 new issues. CABs analysis show the financial value of outcomes in this year was £1,880,989.

6. PROPOSAL

- 6.1 It is proposed that a waiver to standing orders is granted to allow the direct award of contract to be made to Tameside CAB for a period of three years with a year one value of £140,000 and with values for years 2 and 3 to be confirmed during the contract subject to budget availability.
- 6.2 For year one this represents an increase in funding of £35,600. This will enable CAB to -
- remain solvent and to budget at break-even rather than the current 2017/18 deficit of £16,766;
 - meet its commitments to other funders in terms of contract monitoring and reporting;
 - restructure to reduce overheads;
 - provide additional investment through the recruitment of a project co-ordinator to seeking additional funding streams and managing bids.
- 6.3 Funding sources for year one only are
- £78,000 Neighbourhood Services
 - £38,000 Population Health
 - £24,000 Adult Social Care improved Better Care Fund.

7. ALTERNATIVE APPROACHES

Cease to provide a CAB Service

- 7.1 The CAB service provides an essential service to the most excluded and marginal members of our communities. It helps to tackle social inequality and financial exclusion and for many is their last line of defence. Ceasing the service would have significant impact on local communities. Tameside CAB is a trusted and recognised brand in the Borough for advice and information
- Conduct an open tender exercise to procure a service based on current or lower funding levels**
- 7.2 Current funding levels are unlikely to be sufficient to fund provision of a local service and are therefore likely to be based on a delivery of sessional services from a remote base. This approach is unlikely to be able to sustain the continuation and development of the services currently provided through alternative sources of funding and will result in minimal service delivery compared to the current model.
- 7.3 It is estimated that at an amount of £104,400 this would provide for a full time manager, 30 hour supervisor and 25 hours admin. There would be limited capacity to recruit and manage volunteers. There would be no capacity to bid for or monitor external funding which would reduce the outreach provision and ability to provide home visits. Our most vulnerable residents would be significantly affected, especially those unable to travel into Ashton
- Conduct an open tender exercise to procure a service based on slightly increased funding levels**

7.4 A small increase in funding levels for the first year of the contract is unlikely to impact upon the level of provision offered due to the level of uncertainty and risk to longer term funding.

8. GROUNDS UPON WHICH WAIVER /AUTHORISATION TO PROCEED SOUGHT:

8.1 A waiver to standing orders F1.4 is sought to enable the direct award of contract without competition. The services provided by CAB fall within the remit of the light touch regime and the total contract value of is below the threshold for Social and Other Services under the Public Contracts Regulations 2015 (currently £615,278)

8.2 A procurement exercise without additional funding and a commitment beyond current budgetary requirements is unlikely to result in the provision of a local organisation that can provide the current levels of service and additional value. At best, provision of sessional advice could be expected.

8.3 The direct award of a contract with initial additional funding is designed to give time for the organisation to reorganise and bid for additional funding to ensure their sustainability.

8.4 Tameside CAB is embedded within Tameside communities and has extensive experience as a provider of information, support and advice that is free, impartial and confidential. They have a track record of delivering services and have attracted additional funding and services into the Borough. Their approach delivers excellent social value for the Borough.

8.5 Direct award of contract will maintain the continuity of a proven and valued organisation that is a key asset in the Borough particularly for vulnerable members of the community.

8.6 Research for other local Authority procurement activity for Welfare rights services showed 1 tender, by Wigan council, with a value of £446,231.60 per annum (This service appears to be similar to ours other than the addition of tier 4 representation at decision making bodies such as appeal tribunal, civil court or panel hearings.) Bournemouth and Poole announced a market engagement event for joint service however this was cancelled and no further information has been published.

9. REASONS WHY USUAL REQUIREMENTS OF PROCUREMENT STANDING ORDERS NEED NOT BE COMPLIED WITH BUT BEST VALUE AND PROBITY STILL ACHIEVED

9.1 Tameside CAB have provided services under contract to the Council for a number of years. Contracts have been closely monitored and performance against contract has always been exceeded. They are able to demonstrate a clear social and economic value to the borough.

9.2 Tameside CAB have a strong track record of leveraging in additional funding and resources by using the core funding to support the organisation and provide the infrastructure for additional services.

9.3 Tameside CAB is a well-recognised and respected local organisation. The services provided under the terms of this contract, and the additional services they are able to secure funding for from other funders, are well used and valued by the people who use them and produce a range of outcomes key to the local health and social care economy.

9.4 The loss of Tameside CAB would result in a cessation of services for which they have been able to attract additional funding.

9.5 The services provided by the CAB in respect of benefits and debt advice are congruent with the Council's policies in preventing homelessness and tackling indebtedness. It also provides a quality assured volunteering opportunity, and facilitates active citizenship.

9.6 Tameside Citizens Advice Bureau is part of a national network of bureaus, which local and national government rely on as a mechanism for articulating the needs of excluded communities.

9.7 The Bureau currently has 19 paid staff and 26 volunteers, Volunteer hours totaled 5527 hours in 16/17 which carries a public value of £244,422

10. SINGLE COMMISSION

10.1 A report was considered by the Single Commissioning Board (SCB) on 20 February 2018 with regards to the spend identified within the remit of the Single Commission. The SCB approved the recommendation to award a contract to Tameside CAB in the terms outlined in this report.

11. RECOMMENDATIONS

11.1 As stated on the report cover.

Headline statistics 2016/17	
Name of local Citizens Advice member	Tameside District Citizens Advice
Reported funding to local Citizens Advice	£448,570
Reported funding to local Citizens Advice from LA	£116,035
Reported funding (confirmed or unconfirmed)	Confirmed
<i>*We use the latest funding data you have sent us to complete this model. If your status is unconfirmed, we are using interim funding data for 2016/17.</i>	
1) Overall financial value to society in 2016/17	
Overall value (advice and volunteering)	
Fiscal benefit total	£1,036,081
Public value total	£6,119,304
Value to the people we help (financial outcomes) total	£8,592,802
For every £1 invested:	
For every £1, £x in fiscal benefits	£2.31
For every £1, £x in public value	£13.64
For every £1, £x in value to the people we help (financial outcomes)	£19.16
2) Making specific arguments to key stakeholders	
Local authority- by preventing homelessness and housing evictions	
Savings to local authority total (fiscal benefits)	£166,735
For every £1 of LA funding, £x in fiscal benefit to local authority	£2.14
<i>*N.B. Most local Citizens Advice do not breakeven on their LA funding - this is because we only put a financial value on preventing homelessness.</i>	
NHS - by reducing use of mental health and GP services, and keeping people in work	
Reducing use of health services	£212,877.18
Keeping people in work	£17,530.43
Total saving to NHS	£230,407.61
Other government departments	
Department of Work and Pensions (by keeping people in work)	£274,643.41
Criminal Justice System (by preventing housing evictions and homelessness)	£15,462.24
Housing Providers (by preventing housing evictions)	£348,832.67
Wider economic and social benefits - NOT tangible public savings	
Public value of improving clients' wellbeing (emotional wellbeing and positive functioning)	£4,253,399
Public value of volunteering (part of public value total)	£244,422

TAMESIDE CAB SECTION OF GREATER MANCHESTER PENSION FUND**1. SUMMARY**

- 1.1 The Local Government Pension Scheme ('LGPS') provides retirement benefits for employees of local authorities and other related employers.
- 1.2 The LGPS in England and Wales is administered via approximately 90 regional funds, of which Greater Manchester Pension Fund ('GMPF') is the largest. The 'Administering Authority' of GMPF is Tameside MBC.
- 1.3 The benefits provided to members in the LGPS and the rules by which administering authorities must operate are set out in the LGPS Regulations.
- 1.4 The LGPS has two main types of employer:
'Scheme Employers' – required to admit new employees to the Scheme under the LGPS Regulations. Examples include local authorities, academy schools, further education colleges and certain universities, or;
'Admission Bodies' – although the terminology no longer features in the LGPS Regulations, these are generally either "community admission bodies" that provide a public service and have a community of interest with a Scheme Employer (such as housing associations or charities) or "transferee admission bodies" formed as a result of Scheme Employers outsourcing services under a contract (e.g. cleaners, school meals etc..).
- 1.5 An admission body is admitted to the LGPS by the signing of an 'admission agreement' setting out the terms and conditions of their participation. Tameside CAB's admission agreement took effect on 1 October 1996 at which point it became a community admission body and was responsible for funding the LGPS benefits its current employees had earned to that point and would earn in future.
- 1.6 The admission agreement was signed by Tameside CAB and Tameside MBC both in its capacity both as administering authority of the GMPF and as the 'guarantor' to the admission agreement – see section 4 below.

2. GMPF FUNDING ARRANGEMENTS

- 2.1 Each employer that participates in GMPF has what is referred to as a 'sub-fund'. This is an account to which contributions paid by the employer and its active employees are added and any payments made to former employees who are now drawing a pension from GMPF (plus any other payments out) are deducted.
- 2.2 GMPF and its actuary add contributions, deduct benefits paid and allow for the investment returns on the assets held in each sub-fund on a monthly basis.
- 2.3 Periodically the GMPF actuary also estimates the amount of assets which it thinks need to be held in each sub-fund in order to pay the benefits promised to members. This figure is what is commonly referred to as the 'liabilities'. If the assets held are greater than the current estimate of the liabilities then the sub-fund is said to be in surplus, if the reverse is true then there would be a deficit and additional contributions may need to be paid in future by the employer.

3. CALCULATION OF THE DEFICIT IN TAMESIDE CAB'S SUB-FUND IN GMPF

- 3.1 Under the terms of the Tameside CAB admission agreement and the LGPS Regulations, when the last remaining employee member ceases to contribute to GMPF (and there is no

expectation that further members will join) then the admission agreement is terminated and the GMPF actuary will calculate whether a deficit exists.

- 3.2 Tameside CAB's sole remaining employee member ceased contributing to GMPF on 1 March 2017 and unless there is an expectation that a new employee will join the fund (which is technically possible under the admission agreement), GMPF's default position is that the deficit that exists at that point is payable immediately by the employer.
- 3.3 In calculating the deficit at the employer's exit date, the actuary makes assumptions about the future. For example, the rate of future inflation (which determines the increases pensioners receive on their pension each year) and how long pensioners are going to live. There are no right or wrong answers (in practice the assumptions made will almost certainly prove to be incorrect).
- 3.4 There are 3 common sets of actuarial assumptions used to measure the pension liabilities. The main difference between them is the level of assumed future investment returns that the assets held in GMPF are expected to generate, which is the most significant factor in determining the value placed on the liabilities. These measures are

Ongoing funding – this values the liabilities using the assumptions set by the GMPF actuary at each triennial valuation exercise (the last one was at 31/3/16). The main purpose of this is to determine ongoing employer contribution rates.

Pensions accounting standards such as **IAS19 and FRS102** – the actuary's assumptions need to be in line with these accounting standards and this currently requires the use of a lower investment return assumption. This places a higher value on the liabilities (you need to hold more money now if future investment returns are expected to be lower).

Termination/cessation/exit valuations – These are commonly used when an employer exits GMPF (generally when their last active member retires or leaves their job). Following an employer exiting the actuary will not be able to increase contribution rates in future in order to recover any deficit that may emerge. As a result the actuary is required to take a very prudent view of future investment returns and this places a relatively high value on the liabilities.

- 3.5 The deficit in the Tameside CAB section of GMPF on the measures described above at 1 March 2017 is set out in the table below.

	Ongoing (£000)	IAS19/FRS (£000)	Termination
Liabilities			
Active members	0	0	0
Deferred members	358	495	630
Pensioner members	377	447	496
Total Liabilities	735	942	1,126
Assets	612	612	612
Surplus / (Deficit)	(123)	(330)	(514)
Funding Level	83%	65%	54%

- 3.6 As shown in the table above, the deficit in the Tameside CAB section of GMPF was somewhere between £123,000 and £514,000 at 1 March 2017, depending upon the assumptions used. For an employer with a terminating admission agreement, GMPF's default approach, as set out in its published Funding Strategy Statement, would be to use the most prudent measure (i.e. a deficit of £514,000) and for this to be payable

immediately. Clearly, given the analysis elsewhere in this report, this is highly unlikely to be affordable to Tameside CAB.

4. GUARANTEE

- 4.1 The vast majority of admission bodies in GMPF have a guarantee from their relevant local authority and the terms of this guarantee are generally set out in the admission agreement that is signed when the employer is admitted to GMPF.
- 4.2 The purpose of the guarantee is to protect GMPF from an admission body being unable to meet the cost of the benefits earned by its members.
- 4.3 Tameside CAB's admission agreement is guaranteed by Tameside MBC and the guarantee clause in the admission agreement states that the guarantor will pay any sum owed to GMPF that Tameside CAB fails to pay. However, in theory before the guarantee can be exercised, GMPF would need to pursue its claim via the liquidation of Tameside CAB. Clearly this is not an outcome which is desirable for any of Tameside CAB, Tameside MBC of GMPF.
- 4.4 Rather than going down this route, Tameside MBC could agree to the transfer of the assets and liabilities in the Tameside CAB section of GMPF into the Tameside MBC section. The Tameside MBC section of GMPF currently has assets and liabilities of approximately £950million, therefore the Tameside CAB liabilities would have no material impact on its funding position and no immediate cash contributions would be required.
- 4.5 In addition, as Tameside MBC is an ongoing employer in GMPF any liabilities transferred from an admission body as a result of a guarantee being invoked would be valued on an ongoing basis rather than a termination basis (i.e a deficit of £123,000 rather than £514,000), although it should be noted that the deficit on accounting measures is c£300,000.

5. OTHER OPTIONS

- 5.1 The termination of the Tameside CAB admission agreement could potentially be postponed by Tameside CAB requesting that GMPF allows a current Tameside CAB employee to become a contributing member of GMPF.
- 5.2 However, this would involve an ongoing cost not factored into the business plans of Tameside CAB (the ongoing employer contributions rate to GMPF would be 23% of salary in 2018/19) and would likely complicate HR policy given other Tameside CAB staff will have access to alternative pension arrangements. In addition, further liabilities would accrue, which ultimately increases the risk to Tameside MBC as guarantor to the admission agreement.
- 5.3 This option could arguably be viewed as merely 'kicking the can down the road' rather than taking the present opportunity to address this issue whilst the Tameside MBC section of GMPF is well-funded and no cash contribution would be required from Tameside MBC.

Report to:	EXECUTIVE CABINET
Date:	21 March 2018
Executive Member / Reporting Officer:	Councillor Brenda Warrington – Executive Leader and Executive Member for Adult Social Care and Wellbeing Sandra Whitehead – Assistant Director of Adults
Subject:	INTERPRETATION SERVICES
Report Summary:	<p>Translation services for both verbal and non-verbal languages are provided via a mixture of different arrangements within T&GICFT and Tameside Council. There is an ‘in-house’ verbal language interpretation service in T&GICFT, which is supplemented by additional purchased telephone interpretation and face to face interpretation and an ‘in-house’ non-verbal service within the Council supplemented by the use of freelance interpreters for both verbal and non-verbal language interpretation.</p> <p>The service is fragmented and heavily dependent upon business support to organise and manage.</p> <p>The integration of Acute, Primary, Community and Social Care in an Integrated Care Organisation offers the opportunity to rationalise and improve this provision to ensure the needs of the local population are met whilst being more cost effective.</p> <p>A report was considered by the Strategic Commissioning Board (SCB) on 20 February 2018 and approved an approach with regards to the provision of interpretation services across the health and social care economy.</p>
Recommendations:	Executive Cabinet is asked to note the content and agree the approach outlined in the report and that Option 2c (Section 4 previously approved by the Strategic Commissioning Board on 20 February 2018) is taken forward to Executive Cabinet on 21 March 2018 for approval and adoption to include the residual services of the Council.
Links to the Corporate Plan:	<p>The Corporate Plan outlines the priorities for improving the borough of Tameside including protecting the most vulnerable. Provision of interpretation services support the Health and Wellbeing strategy by enabling equal access. Redesigning the provision of translation services will better enable the provision to be provided consistently across the health and social care economy and the wider Council.</p> <p>The service is consistent with the following priority transformation programmes:</p> <ul style="list-style-type: none">• Healthy Lives (early intervention and prevention)• Enabling self-care• Locality-based services• Urgent Integrated Care Services• Planned care services

Financial Implications :
(Authorised by Section 151 Officer)

Integrated Commissioning Fund Budget	Estimated £'000
TMBC – Adult Services Section 75 Strategic Commissioning Board	21
TMBC – Council Services (section 3.5 Table 2) Aligned Executive Cabinet	56
Additional Comments That Strategic Commissioning Board approved Option 2c as detailed in Section 4 of the report on 20 February 2018 which recommends that the Tameside and Glossop ICFT procure a single provider for verbal language interpretation. The Council will be able to utilise this procured service as required. It is essential that use of this contract (when procured) is appropriately monitored to ensure the necessary procedural efficiencies are delivered as referenced in the report. Section 3.5 (table 2) provides an analysis of the estimated expenditure incurred by the Council on independent professional interpreter services. A number of the Council directorates currently procuring this service are not within the existing Section 75 agreement of the Integrated Commissioning Fund. Approval of the report recommendation is therefore also required from the Executive Cabinet of the Council in addition to Strategic Commissioning Board Members.	

Legal Implications:
(Authorised by Borough Solicitor)

It is important that the economy collaborate to achieve value for money and the most efficient and effective service delivery. Any contractual arrangements put in place must ensure that all parties are able to recover vat.

Risk Management:

Access to translation services that are impartial are essential to ensure that the needs of individuals are included and that they are not reliant on family and community members to access services where this support is not appropriate. A failure to have appropriate language support creates a risk to the effectiveness and quality of services provided to residents in Tameside.

Access to Information :

The background papers relating to this report can be inspected by contacting the report writer Richard Scarborough:



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e-mail: richard.scarborough@tameside.gov.uk

1 BACKGROUND

- 1.1 Currently the constituent parts of the local health and social care economy have different arrangements for supporting the people of Tameside and Glossop who are either non-English speaking (or who have limited English) or use non-verbal language and need support to access services. A mix of an 'in-house' language interpretation services, a telephone interpreting service and private providers are currently used.
- 1.2 Health services, that is primary, acute and community care, currently access spoken language provision via an 'in-house' service, LIPS (Language Interpretation and Patient Support). This T&GICFT service employs a service manager and a coordinator along with four part-time link workers who speak the 'core' languages spoken in the area and employs bank or agency workers on a sessional basis to cover less common languages. The service manager liaises with local community groups and ensures all interpreters are trained to an appropriate level. The coordinator supports the booking and invoicing process. The link workers also do some of the service administration and not all of their time is spent translating. Telephone interpretations are provided via a contact with Language Line.
- 1.3 Social Care and the wider Council use a range of independent providers for spoken languages for both face-to-face and telephone interpretations including The Big Word Interpreting Services, DA Languages and Language Empire Ltd. As these services are used in an adhoc manner by different teams within the Council and are not coordinated there is no information with regards to languages used etc. Much of this spend is 'off contract spend' and although the value is relatively small there is a desire to implement contractual arrangements.
- 1.4 Within the Tameside MBC Sensory team there is a service for sign language "Tameside Interpretation and Communication Service" (TICS) (See **Appendix 1**) TICS employs one senior sign language interpreter and one support officer. Where the in house interpreter cannot provide the service they organise external interpreters on an ad hoc basis and have a relationship with a number of freelance interpreters. In addition to providing translation on a case by case basis the TICS interpreter also supports the local deaf community via a service at the Deaf Club for mail reading and making phone calls and is integrated into the wider sensory team although they are not case holding.
- 1.5 The TICS service is used by Acute Services, Community Services and Primary Care with the CCG contributing £54,000 towards this service (£110 for each 2 hour session). Approximately 65% of workload is health related.
- 1.6 The coming together of Acute, Primary, Community and Social Care in an Integrated Care Organisation offers the opportunity to rationalise this provision, to ensure the needs of the local population and service providers are met more effectively whilst being cost effective.
- 1.7 None of the current in house service providers uses 'skype' or video conferencing when delivering interpretations and there is no centralised web based booking, management and invoicing system. The lack of a coordinating system means that management information is poor or unavailable.
- 1.8 This report sets out to identify options for providing interpretation services within the Tameside and Glossop health and social care economy and the wider Council so that an appropriate, high quality and best value service can be commissioned to meet these requirements.
- 1.9 T&GICFT had considered a joint procurement of translation and interpretation services with Pennine Care FT but withdrew from this collaboration in order to consider the need for translation and interpretation services across the entire local health and social care economy.

- 1.10 The changing demands on an interpreting service suggests that, whatever the form of the new commissioning arrangements for language interpretation services, maximizing the use of modern technology and flexibility in both of response and delivery are vital to ensure the service can be responsive to the needs of the Tameside & Glossop locality.
- 1.11 A joint working group has been formed between the CCG, Council and FT to produce and implement any approved proposals. Managers of relevant teams have been involved in the formulation of the proposals and formal staff consultation via the relevant staff and union consultation bodies will be conducted once proposals are confirmed and the potential impact known.

2. NEED FOR SERVICE

- 2.1 Access to interpretation is essential for the safe care of many people whose first language is not English. Provision of an easy to access and comprehensive translation service is essential to ensure equal access to services.
- 2.2 A comprehensive and accessible offer for translation services will ensure that quality of services is maintained. People for whom English is not their first language and people who use non-verbal language can easily be marginalised and denied access to mainstream services.
- 2.3 Access to interpretation is essential for the safe care of many people whose first language is not English, including those who use non-verbal languages. Provision of an easy to access and comprehensive interpretation service is essential to ensure equal access to services and for safe practice.
- 2.4 Access to translation services that are impartial are essential to ensure that the needs of individuals are included and that they are not reliant on family and community members to access services where this support is not appropriate.
- 2.5 The T&GICFT service is currently experiencing an overspend of circa £0.100 million. The service has therefore been identified as an opportunity for efficiencies. There is potential for savings in a number of areas including where interpretation can move from face to face to video link or phone and in the service overheads. There are also potential system savings in reduction in cancelled appointments and staff time in system administration. Some savings may be offset by potential growth in provision if a new system is easier and more efficient to access.
- 2.6 T&GICFT benchmarked services as part of their previous work with Pennine Care FT and are confident that efficiencies can be made.

3. CONTEXT

- 3.1 Previously a task and finish group identified the key requirements of a language interpretation service as:
- Face-to-face and telephone interpreting available with access to quality assured written translations
 - Interpreters that are 'qualified' i.e. trained for medical/social care interpretations
 - Interpreters hold up-to-date Enhanced Disclosure and Barring Service (DBS) check
 - Interpretation includes access to all languages other than English including British Sign Language
 - Confidential and not an advocacy or chaperone service
 - Gender specific when requested

- Local and flexible so can be responsive and can advise on cultural sensitivities with the Tameside and Glossop communities
- Available 24 hrs per day 365 days a year
- Easy booking arrangements with feedback to booker.

3.2 Detailed analysis of current provision is not possible due to the range of services being used and the adhoc nature of access to them. For example it is not possible to detail the range of languages used or to analyse the number of hours or sessions. The following information gives an estimate of the volume of current provision.

Health usage

3.3 Table 1 details health usage.

Table 1

	Primary Care	Acute	Community	Totals
Face to Face				
2014-15	1058	2286	1542	4886
2015-16	2154	4421	1823	8398
2016-17 *	2337	3447	2316	8100
Telephone				
2014-15	252	89	228	569
2015-16	343	66	207	686
2016-17 *	423	93	183	699

* Prediction based on extrapolation up of 1.4.16 - 31.7.16 data

Source: THFT - LIPS data base and Language Line invoices

Tameside MBC usage

3.4 In 2016/17 the Council paid £54,133 for professional interpreter services. This includes the cost of hiring additional BSL interpreters to cover activity requested by Health that the TICS service could not provide in-house. (See **Appendix 1** for further details).

3.5 Table 2 provides projected 2017/18 Council service expenditure on professional interpreter services.

Table 2

Service	Actual (April to Dec 2017) £	2017/18 Estimate £
Adult Social Care	15,602	20,803
Children's Social Care	33,127	44,169
Education	1,073	1,430
Communities	6,322	8,429
Exchequer	355	474
Governance & Resources	959	1,279
Total	57,438	76,584

3.6 The Council data cannot identify languages requested nor is it robust enough to conclusively indicate whether the interpretation was provided via telephone or face-to-face. However, staff approached report that telephone interpretations are not conducive to the consultations they have with clients so are generally only used when an interpreter speaking the required language cannot be sourced for a face-to-face consultation.

- 3.7 The data provided by the Council may also not be entirely representative of the full extent to which interpreting services are used if related expenditure has been funded from alternative revenue budgets.
- 3.8 It should be noted the Council receives a contribution of approximately £54,000 per annum from the CCG for activity provided to CCG commissioned services. This contributes towards the costs of the TICS service including fees of external interpreters.
- 3.9 The data available for Tameside MBC gives an insight into the number of different sources of interpreting services / freelancers used by the Council (range 22 – 34). It also suggests that a significant number of freelance interpretations were for deaf service users.
- 3.10 There is a small amount of additional work for Bridgewater and other Dental Access services provided from the community clinics not included in this dataset.
- 3.11 Whilst there has not been a significant shift in the prevalence of requested languages for face-to-face interpretation the range of languages requested has been increasing. There has been a change in popularity of telephone languages requests and in the number of languages requested overall (see Table 3 and 4). Bracketed figures are numbers of interpretations provided for each language. The total represents the number of different languages provided.

Table 3

Face to Face	Primary & Community Care	Acute
2014-15	Polish (575)	Bengali (504)
	Urdu (417)	Urdu (413)
	Bengali (406)	Polish (406)
14-15 Total	33	36
2015-16	Polish (990)	Bengali (997)
	Urdu (662)	Urdu (918)
	Bengali (507)	Polish (406)
15-16 Total	33	44
2016-17 *	Polish (1341)	Bengali (771)
	Bengali (618)	Polish (651)
	Urdu (603)	Urdu (621)
16-17 Total **	35	36

* Prediction based on extrapolation up of 1.4.16 - 31.7.16 data

** Languages requested between 1.4.16 - 31.7.16

Source: THFT - LIPS data base

Table 4

Telephone	Primary Care	Acute	Community
2014-15	Polish (59)	Mandarin (14)	Urdu (47)
	Arabic (57)	Arabic (9)	Polish (31)
	Urdu (20)	Bengali (9)	Arabic (24)
14-15 Total	27	24	29
2015-16	Polish (79)	Polish (14)	Urdu (56)
	Somali (47)	Urdu (6)	Polish (42)
	Arabic (36)	Romanian (4)	Mandarin (16)
15-16 Total	35	25	31
2016-17	Polish (21)	Romanian (9)	Polish (23)
	Somali (13)	Polish (4)	Arabic (5)
	Urdu (12)	Swahili (4)	Punjabi (5)
16-17 Total**	31	13	15

** Languages requested between 1.4.16 - 31.7.16

Source: THFT Language Line invoices

- 3.12 Between 2014/15 and 2015/16 there was an 11.6% increase in the number of languages used in face to face interpretations undertaken by the LIPS service and a 19.5% increase in the number of languages used for telephone interpreting (via Language Line) with languages from Eastern Europe (Estonian and Georgian) as well as Central Asian (Pashto) and African languages of (Nuer and Kirundi).

4. COMMISSIONING OPTIONS

4.1 Broadly there are two options:

4.1.1 **Option 1** - continue to provide services as current with separate health and social care services.

4.1.2 **Option 2** - commission a single service for the whole of the Integrated Care Organisation which, with the pooled budget, will provide opportunity for some economies in scale but more importantly will offer seamless provision across the multispecialty teams. Within the single service option there are sub-options

- **Option 2a** : Continue to provide via a single in house provider and procure a single external provider to provide additional capacity;
- **Option 2b** : Procure a single provider to provide a fully managed service;
- **Option 2c** : Procure a single provider for verbal languages, retain TICS for non-verbal interpretation with additional capacity coming from the procured service.

4.2 Option 1

4.2.1 An in-house service can be embedded into the local offer. This is particularly important to consider for the TICS service with it being embedded within the Sensory team.

4.2.2 The current service delivery is a fragmented delivery model which will, with the advent of multispecialty community based teams, potentially result in disjointed service provision for service users and be unsustainable.

4.2.3 It is unable to capitalise upon more cost effective web enabled booking systems and is heavily dependent upon administrative resources both within the LIPS and TICS teams and within teams requesting interpretation services.

4.2.4 Due to the limited scale of an in-house service it will always need to utilise external freelance interpreters and other service providers in order to provide for the range of languages required. The safe recruitment and management of these carries a high administrative overhead.

4.3 Option 2a

4.3.1 A single in-house offer would combine the activities of the LIPS and TICS teams and maximise the local knowledge of these teams.

4.3.2 Some staff consultation required but could be implemented as a virtual team with little immediate impact on staffing arrangements.

- 4.3.3 The close relationship between the TICS team and the Sensory team can be maintained.
- 4.3.4 Procuring the additional requirements for interpreters that cannot be fulfilled by the in-house team from a single external provider would provide a cost effective platform for managing this additional capacity and should reduce the administrative workload of the team.
- 4.3.5 Overall this option is still unable to capitalise upon more cost effective web enabled booking systems and is still dependent upon administrative resources both within the LIPS and TICS teams and within teams requesting interpretation services.
- 4.3.6 Due to the limited scale of an in-house service it will always need to utilise external freelance interpreters and other service providers in order to provide for the range of languages required.

4.4 Option 2b

- 4.4.1 This option would provide the most cohesive offer and would include additional advantages of a fully web enabled offer in terms of managing bookings and invoicing etc. as well as broadening the offer out to include video enabled interpretation.
- 4.4.2 The requirements for translation and other language services can easily be incorporated.
- 4.4.3 Full staff consultation would be required with existing LIPS and TICS employees.
- 4.4.4 The advantages of the close link between the TICS team and the sensory team would be lost.
- 4.4.5 This option would be more cost effective as it would lever in the economies of scale that an in-house service cannot access.
- 4.4.6 The service can be commissioned to provide the service to both the T&GICFT community and also the needs of Tameside Council that do not come under the remit of the ICO. With online booking and invoicing this can be managed simply and effectively with services tariff based and commissioning organisations being billed individually.

4.5 Option 2c

- 4.5.1 This option gains the advantages of option 2b with the additional advantage of maintaining the in-house sign language capacity and the close links this has with the wider Sensory team.

5. PROCUREMENT APPROACH

- 5.1 Depending upon the commissioning approach taken a new service will need to be procured. The procurement could be undertaken by any of the three partners involved, the ICFT, the CCG or the Local Authority. Regardless of who procures and holds the contract, individual parties can be invoiced separately for any service use. As any new service would be tariff based and be procured only on indicative usage individual parties would be free to use alternative services if they wished.

- 5.2 Within the ICFT, usage of the service includes use for work that is funded from other areas commissioners, for example if interpretation work were required for a patient from a different CCG area who has chosen Tameside and Glossop ICFT for elective surgery.
- 5.3 It is proposed that the contract should sit within the ICFT and be procured by the ICFT.
- 5.4 This has a number of advantages including:-
- 5.4.1 Most of the potential TUPE implications sit within the ICFT;
 - 5.4.2 The FT are the major user of the service and are able to consult with a range of staff in reviewing service specifications and are able to involve them in any potential tender;
 - 5.4.3 Siting the contract within the ICFT means they can effectively manage provision across the range of stakeholders.
- 5.5 This report has been delayed whilst the ICFT conducted further financial analysis and took proposals to their Capital and revenue Investment Group (CRIG) based upon the original draft of this report. CRIG have approved a recommendation to proceed with commissioning option 2c with the FT as the lead for procurement.
- 5.6 The ICFT made their decision based upon the advantages of a comprehensive fully managed service across the health and social care economy plus the advantages of maintaining the close links the Sensory team have within Social care.
- 5.7 Having completed their governance the ICFT are keep to proceed as soon as practicable with a procurement exercise in order maximise cost reductions.

6. FINANCIAL IMPLICATIONS

- 6.1 The ICFT are predicting a significant recurrent budget reduction of £0.175 million on interpretation services if a new model is adopted.
- 6.2 This is based partially on a service review within their interpretation service and also an assumption of a large percentage of interpretation moving from face to face to online (i.e. skype) type services. For example currently an interpreter may be waiting on a maternity award for many hours unused until their services are required but this may be done via a skype type service where we only have to pay for 30 minutes of service. Much of this saving is based on an assumption that services can move from face to face to online services.
- 6.3 Much of the time and cost expended by the current service is in managing and facilitating the outsourced interpreters for languages not covered by the service which is an administration function that the new service will provide more cost effectively via the IT platform.
- 6.4 For the Council there may not be the same cashable savings. There will be time saved in the administration of the current adhoc services but these are distributed across the Council. A procured service should get services at a better rate compared to our current off contract activity. The Council can also make savings by moving from face to face to online interpretation services but there is probably less scope as we don't have the same amount of lost time waiting for appointments etc.
- 6.5 The new service will reduce the administrative overhead in the TICS service by simplifying the booking of non-verbal interpreters.

- 6.6 For the Council the proposed service will be more efficient from an administrative point of view with improved quality that can be monitored and will comply with standing orders.
- 6.7 There is the possibility of increased activity and costs with the proposed service making it easier to book and use interpretation services. We have a duty to provide these services and increase in activity should be offset by the efficiencies.

7. RISK MANAGEMENT

- 7.1 The table below lists the general risks related to the proposals. A detailed risk log will be managed as part any implementation following approval of the proposal.

Risk	Consequence	Impact	Likelihood	Action to Mitigate Risk
Failure to provide adequate interpretation services.	Impact on service user and patient safety and equality of access	High	Medium	The proposals within this report seek to address long term provision of interpretation services.
Current delivery staff not consulted on proposals	Legal obligations not met	Medium	Low	Staff and union consultation bodies will be consulted on any approved proposals. Relevant managers are aware of proposals.

8. RECOMMENDATIONS

- 8.1 As detailed on the report cover.

APPENDIX 1

Tameside Interpretation and Communication Service (TICS)

- 1.1 Tameside Interpretation and Communication Service was established as an in-house service in 1998 having previously been contracted to a voluntary organisation, The Royal Institute for Deaf People.
- 1.2 The service is part of the wider Sensory service and operates from Wilshaw House in Ashton. The service employs 2 members of staff, a senior interpreter (36 hours) and a business support officer (36 hours).
- 1.3 The TICS Senior Interpreter supports the Sensory Services Dual Sensory Social Worker when required providing interpretation when completing an assessment.
- 1.4 TICS provides a comprehensive BSL/English interpretation and communication service to local residents. The service is free to all deaf people at point of access and is funded by Tameside Adult services in addition to selling services to Tameside and Glossop CCG and other agencies wishing to purchase the service on an ad hoc basis.
- 1.5 The service provides confidential, professional and qualified interpretation between sign language and spoken English.
- 1.6 TICS receives requests for interpretation directly from deaf people, living in Tameside, council and health staff and community agencies. The service can provide people with an interpreter if the person communicates in British Sign language, Sign Supported English, is Deaf/Blind or a Lipspeaker.
- 1.7 Interpretation is conducted in a variety of settings covering –
 - Housing applications
 - Council tax enquiries
 - Hospital acute settings
 - Welfare rights
 - Parent/teacher interviews
 - Primary care appointments
 - Social care
 - Open consultations and meetings
- 1.8 Interpreters can be booked in advance for evenings and weekends. An emergency out of hours service is offered with a TICS mobile being held within the Community Response Emergency Control Centre which can receive text messages and control operators can arrange interpreters out of hours.
- 1.9 Deaf Club Tameside Deaf Association is supported with staff from the sensory team including the Senior Interpreter each Thursday. The centre, based in Ashton, is a focal point for the Deaf community of Tameside and the support enables members to improve access to information.
- 1.10 The business support officer manages bookings of the in-house interpreter and arranges freelance interpreters if not. This is time intensive due to chasing and organising freelance interpreters. Business support manage the financial aspects of the service including invoicing, recording assignments and income generation.

- 1.11 Between 30 and 40 in interpreting sessions per month are provided by the TICS senior Interpreter with an additional 10 per month provided by freelance interpreters. One or two sessions are arranged per month during out of hours.
- 1.12 Approximately 65% of activity is provided for health (Acute and community), 22 % Social Care and 13% other Council Services.

APPENDIX 2

Equality and Diversity Appendix

- 1.1 Provision of interpretation services support the Health and Wellbeing strategy by enabling equal access.
- 1.2 Redesigning the provision of translation services will better enable the provision to be provided across the health and social care economy.
- 1.3 The service is consistent with the following priority transformation programmes:
 - Healthy Lives (early intervention and prevention)
 - Enabling self-care
 - Locality-based services
 - Urgent Integrated Care Services
 - Planned care services
- 1.4 The service contributes to the Commissioning Strategy by:
 - Empowering citizens and communities
 - Commission for the 'whole person'
 - Target commissioning resources effective

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Report To:	EXECUTIVE CABINET
Date:	21 March 2018
Reporting Officer:	Councillor Gerald P Cooney – Executive Member (Healthy and Working) Emma Varnam – Assistant Director, Operations and Neighbourhoods
Subject:	INVESTING IN CHILDREN’S PLAYGROUNDS
Report Summary:	This report sets out details of the investments required towards the improvements of children’s playgrounds together with the approximate costing, project plan and on-going cyclic maintenance programme.
Recommendations:	That Executive Cabinet AGREES that this proposal is taken to the next stage and that further work is undertaken to produce detailed business case for investment up to £600K providing fully specified and costed scheme together with implementation plan setting out how the current revenue expenditure will be reduced as a consequence of this investment.
Links to Community Strategy:	The proposals in the report will support the delivery of the Community Strategy in terms of creating a more attractive Borough, creating a Healthy Borough, School Readiness, a welcoming place to live.
Policy Implications:	The reported improvements are helping to create an attractive Borough which will promote economic growth, employment opportunities and provide a nice place to live, work and visit. The reported improvements will increase opportunities for children and their families to live healthy lives.
Financial Implications: (Authorised by the Section 151 Officer)	<p>The estimated costs for the proposed programme of work are based on a desktop exercise and further work is required to specify the precise nature of works required at each site, following consultation with users and Members. A further detailed business case should be brought back to Members once plans have been further developed and the works are fully specified and costed, with a detailed plan for delivery. The report states that one of the aims of this programme is to reduce the maintenance requirements for playground equipment. The detailed business case must ensure that the revenue budget requirements are properly considered and specified.</p> <p>The Three Year Capital Programme recommended for approval on 9 October 2017 did not include a scheme for Children’s Playgrounds, and consequently there is currently no resource allocated to support this scheme. Funding this scheme will either require reprioritisation of existing schemes on the programme, or identification of additional resources.</p>
Legal Implications: (Authorised by the Borough	A strategic approach incorporating up to date safety standards will reduce the risk of successful challenge in the event of

Solicitor)

accidents or damage, which the report demonstrates. Council Insurers must at all times be happy with the approach taken.

Access to Information:

The background papers relating to this report can be inspected by contacting the report writer Nick Sayers – Operations & Neighbourhoods:



Telephone:0161 342 2704



e-mail: nick.sayers@tameside.gov.uk

1. BACKGROUND

- 1.1 At the Strategic Capital Group on 27 November 2017 it was reported that a number of capital project be approved subject to a further business case. This report sets out the improvements required to children's play areas together with the approximate costs, project plan and a regular cyclic maintenance programme.
- 1.2 Improvements to children's play areas will contribute towards giving all children in Tameside a healthy start in life. The improved play areas will encourage young people and their families to get outside, to be active and to spend time together. All the play areas are free to attend and are open every day therefore there are no economic barriers to access as there are with commercial indoor soft play areas.
- 1.3 The existing play areas have not had significant investment for around 10 years and were designed and installed at a time when most parks were staffed and there was a greater maintenance budget. Therefore some of the play areas include features such as sand and equipment which is high maintenance.
- 1.4 This project will improve the 35 play areas across Tameside. It will ensure that there are good quality play areas which young people can enjoy. There will be additional benefits such as reducing the resources required for maintenance through replacing sand with wetpour on most sites and reducing the risk of personal injury claims against the Council which may result from accidents on poor quality play equipment.

2. LOCATION OF PLAY AREAS

- 1.1 A desktop exercise to establish approximate spend across each play area has been undertaken; the costs are approximate and based on recent quotes and catalogue prices. See Appendix 1 for examples. To reiterate the criteria for prioritising works are: reducing maintenance liabilities such as replacing sand with wetpour and replacing kit which the Council can no longer get spare parts for; replacement of kit which is reaching the end of its economic life; reducing liability by removing and replacing large pieces of kit which are complex to inspect such as pieces of large timber play equipment.
- 1.2 The budget will be spent over two years, 2018/19 and 2019/20, and will be approximately £300,000 per annum.
- 1.3 Table 1 demonstrated the approximate spend on each play area based on the criteria set out above at point 7.

Table 1.

PLAY AREA	Replacement Play Equipment	Replacement Safety Surfacing	Infrastructure Improvements	Total
ASHTON				
King George Vth	£18,000	£30,000	£10,000	£58,000
Waterloo Park	£10,000	£16,000	£0	£26,000
Cedar Park	£20,000	£5,000	£1,000	£26,000
Oxford Park*	£0	£0	£0	£0
AUDENSHAW				
Ryecroft Hall	£0	£30,000	£12,000	£42,000
Shepley Wood	£2,500	£0	£2,500	£5,000

Leechbrooke	£0	£0	£1000	£1000
DENTON				
Victoria Park	£25,000	£15,000	£1,000	£41,000
Haughton Green	£10,000	£5,000	£2,000	£17,000
Granada	£10,000	£12,000	£2,500	£24,500
Tame Street	£5,000	£5,000	£1,500	£11,500
St. Annes	£2,000	£4,000	£2,500	£8,500
DROYLSDEN				
Medlock	£10,000	£10,000	£2,000	£22,000
Sunnybank Park	£25,000	£25,000	£3,000	£53,000
Benny Lane	£0	£0	£1000	£1000
Floral Gardens	£1,500	£12,000	£2,000	£15,500
York Road	£1,000	£5,000	£2,000	£8,000
Peregrine Crescent				£0
DUKINFIELD				
Dukinfield Park	£10,000	£45,000	£1,000	£56,000
Dewsnap Lane	£5,500	£2,500	£2,000	£10,000
Tower Street	£3,000	£6,000	£1,500	£10,500
HYDE				
Hyde Park	£17,000	£10,000	£5,000	£32,000
Croft Street	£0	£0	£1000	£1000
Matley Lane	£1,500	£3,000	£2,500	£7,000
LONGDENDALE				
Longdendale Recreation Centre	£0	£6,000	£1,000	£7,000
Hillend Playing Fields	£1,000	£4,000	£1,750	£6,750
Mottram Small Park	£800	£500	£300	£1,600
Water Lane	£0	£0	£1000	£1000
MOSSLEY				
Mossley Park	£25,000	£10,000	£0	£35,000
Egmont Street	£9,000	£7,000	£1,500	£17,500
Roughtown Green	£10,000	£5,000	£1,000	£16,000
STALYBRIDGE				
Stamford Park	£15,000	£0	£3,000	£18,000
Cheetham Park	£5,500	£5,000	£1,000	£11,500
Ridge Hill	£6,000	£5,000	£1,000	£12,000
Contingency			£60,000	
Project Management Fees			£60,000	
	£249,300	£283,000	£190,550	£602,850

*Oxford Park playground will be redeveloped from funding received through a s106 Agreement.

2. PROJECT PLAN

- 2.1 The package of work will take place over 2 years. Not all work will be done on site at the same time; for example there is a large piece of play equipment within Victoria Park which is currently in an acceptable condition but after another two years of usage and exposure to

the weather it is likely to need replacing and thus will be replaced towards the end of the project. There is a need to carry out some safety surfacing repairs at Victoria Park fairly quickly so these would begin early in Year 1 of the project.

- 2.2 There are a number of factors which constrain the programme; weather is a factor as wetpour can only be laid when the temperature is consistently above 4C. It is not advisable to carry out major playground repairs during the Whit and Summer School Holidays as it is when all our parks and play areas are at their busiest. The other factor which may affect the programme is vandalism – if a piece of kit or safety surfacing is vandalised we may bring its removal or replacement forward in the programme.

3. PROGRESS UPDATE

- 3.1 Each play area has been audited by Officers; this has included an assessment of play equipment, safety surfacing and infrastructure such as bins and benches. All the existing play areas have been photographed so there is a current record of each site.
- 3.2 Greenspace Officers have worked with colleagues in Engineers on the procurement strategy for the project. Officers will be allocate procurement into three work packages, infrastructure which will include the painting of equipment and railings, new bins, new benches and footpath repairs; replacement of safety surfacing; provision of replacement play equipment. Officers will tender for the work each year to ensure best value and will tender in line with the Council Standing Orders.
- 3.3 Project management will be carried out by Engineers; they will be first point of contact for contractors, will organise the programming of the works and will be responsible for signing off all the work.

4. INFORMATION SHARING

- 4.1 Ward Members will receive a photographic record of each play area within their Ward and will be advised in detail of the proposed work to each play area once final tenders have been received. An example has been provided at **Appendix 2**. Officers will also advise of the detailed work programme based on the tenders received and lead in times for delivery of equipment and site set ups.
- 4.2 Officers will notify the relevant Friends' Groups of detailed plans for the relevant play areas prior to the commencement of the works.
- 4.3 Officers will be visiting a local School, Russell Scott Primary, to meet with pupils from Year 4 to ascertain their preferred type of play equipment and what they enjoy about local play areas.
- 4.4 Officers will work closely with the Communication Team to ensure that there is good publicity around the delivery of the project. Officers will utilise social media as well as simple notices within playgrounds to notify the public when work will be taking place.

5. CYCLIC MAINTENANCE PROGRAMME

- 5.1 One of the key aims of this project is to simplify and reduce the level of resource required for maintenance. This will be achieved through reducing sandpits which require regular and thorough checking as well as through standardising the play kit on our sites.

- 5.2 During the spring and summer months there are 2 full time playground maintenance operatives; during the autumn and winter this is reduced to 1 full time maintenance operative. These operatives check all playgrounds weekly and carry out minor repairs. In addition there are annual inspections from our own insurers, Zurich, and an independent inspection from the Royal Society for the Prevention of Accidents (ROSPA).
- 5.3 There is an annual maintenance budget of £70,000 which is for repairs to safety surfacing and play equipment, replacement play equipment, spare parts and replacements where needed for infrastructure such as bins and benches. It is vital that this budget remains at least the same value in order to protect the £600,000 investment and keep our play areas safe for their users.

6. RISKS

- 6.1 There are a number of risks related to the project which have been considered; these are mainly due to external factors outside officers' control.
- 6.2 All play areas are outdoor sites and are therefore on occasion subject to vandalism. During the course of the project we may need to re-profile spend to repair or replace play equipment and surfacing which has been damaged.
- 6.3 In order to minimise risk Officers are selecting play equipment which conforms to E1176, the current European Standard for playground equipment. By choosing standard equipment which conforms to this standard and is well maintained the risk of successful litigation from users is minimised.
- 6.4 All of the play equipment and safety surfacing are being installed outside and therefore are subject to delays due to inclement weather. Whilst spring and summer would be ideal for the work to take place these are also the busiest times in our play areas and therefore more work will be carried out in autumn and winter. The Greenspace Manager and Engineers will meet regularly to review the programme and keep weather delays to a minimum whilst also avoiding working during the school holidays.

7. RECOMMENDATIONS

- 7.1 As detailed at the front of the report.

APPENDIX 1

Replacement of play equipment cost example

Kompan Multi Deck Play Tower with Steel posts and steel slide.



Multi Deck Play Tower Unit	£6550
Removal of old piece of kit and installation of new unit.	£3600
New wetpour safety surfacing	£3000

Replacement of safety surfacing cost example



Replacement of grass matting with wetpour under double swings at Dukinfield Park £2500

APPENDIX 2

Example of detail to be supplied to each Ward Member for play areas within their wards.

Dukinfield Park

Basket Swing.
Replacement chains and seat.



Dukinfield Park

Replace Flymobile with similar piece of play equipment.



Dukinfield Park

Slide and Carpet

Replace slide with new metal slide.
Remove carpet surfacing and replace with wetpour.



Dukinfield Park

Sand area

Remove all sand and replace with wet pour around play equipment and fall areas. Rest of area to be filled in with tarmac.

Install new piece of play equipment – accessible roundabout.



Dukinfield Park

Toddler Swing.
Paint swing frame.



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Report To:	EXECUTIVE CABINET
Date:	21 March 2018
Executive Member/ Reporting Officer:	Councillor Allison Gwynne – Executive Member (Clean and Green) Emma Varnam – Assistant Director Operations & Neighbourhoods
Subject:	REPLACEMENT OF CREMATORS AND MERCURY ABATEMENT, FILTRATION PLANT AND HEAT RECOVERY FACILITIES.
Report Summary:	The report provides information on replacing the current cremators and auxiliary equipment at Dukinfield Crematorium in order to meet its statutory requirements.
Recommendations:	<ol style="list-style-type: none">1. That Executive Cabinet AGREES that this proposal is taken to the next stage and that further work is undertaken to produce detailed business case for investment providing fully specified and costed scheme together with implementation plan setting out how the current revenue expenditure will be reduced as a consequence of this investment.2. To APPROVE the appointment a technical advisor to develop a schedule of works and a detailed specification of all the councils requirements for the project in order to develop a full detailed business case, covering both the proposed capital investment and ongoing revenue operations to enable capital investment being fully approved.
Links to Community Strategy:	The scheme identified within the report seeks to provide an improved and more sustainable asset for the residents of Tameside, thereby contributing to a safe environment and continuing economic key priorities within the 2012-22 Tameside Sustainable Community Strategy.
Policy Implications:	None
Financial Implications: (Authorised by the Section 151 Officer)	This report outlines the principles for the replacement of cremators at Dukinfield Crematorium and proposes the appointment of a technical specialist to prepare a detailed specification and schedule of works. A full detailed business case, covering both the proposed capital investment and ongoing revenue operations, must be prepared by Officers and presented to Members prior to the capital investment being fully approved.
Legal Implications: (Authorised by the Borough Solicitor)	Not to comply with legislation affecting crematoriums puts any operator in breach of their statutory obligations. The Council must ensure the necessary compliance whilst complying with its statutory duty to ensure any expenditure is efficient and effective and achieves a balanced budget.
Risk Management:	There would be a major loss of revenue income to the Local Authority should the cremators not be in working order. This could

cause substantial Public Health issues. The Council will be in breach of its environmental permit if it can no longer abate the particulates being released into the atmosphere. Air quality and environmental standards are compromised if the proposed works are not carried out.

Access to Information:

The background papers can be obtained from the author of the report, Michael Gurney, by:



Telephone: 0161 342 5181



e-mail: michael.gurney@tameside.gov.uk

1. BACKGROUND

- 1.1 The chapel building in Dukinfield Cemetery was built in 1865 and in 1953 the crematorium was adapted from the Church of England and Non-Conformist chapels, the former being retained for use as the crematorium chapel and the latter being adapted to be the crematory which is where all the technical equipment (cremators etc.) are housed. This was in order to meet the growing demand for cremations nationally.
- 1.2 This building is listed under the Planning (Listed Buildings and Conservation Areas) Act 1990 for its special architectural or historic interest and as such, carrying out work both internally and externally has always been complex and somewhat challenging whilst trying to meet the demands from Central Government in adhering to environmental standards.
- 1.3 Dukinfield Crematorium is a busy crematorium carrying out over 2000 cremations annually. It is also the third busiest crematorium in Greater Manchester. The table below, issued by The Federation of Cremation Authorities, shows the cremation statistics from across the conurbation.

Name of Crematorium	No of Cremations
Stockport	2479
Bolton	2195
Tameside	2092
Manchester (Private)	2021
Salford	1841
Oldham	1586
Trafford	1552
Rochdale	1322
Wigan	1128
Manchester (Council)	1112
Bury	1011

- 1.4 The current three cremators were installed in 1998. The life expectancy of cremators, based on the capacity they are being used at Dukinfield, is between 15 and 20 years. They are clearly now at the end of their working life.
- 1.5 To comply with legislation from DEFRA, mercury abatement was required to be retro-fitted to the existing equipment to ensure 50% of the cremations that took place were abated. Legislation stated that this had to be in place by 1 Jan 2013. However, due to Tameside Council's commitment to a clean environment, Dukinfield Crematorium installed its 50% mercury abatement programme, together with a Heat Recovery System, in 2009.
- 1.6 The three cremators are now in need of replacement. Due to their constant use and their age, the cremators are now susceptible to mechanical breakdown and maintenance costs are therefore increasing all the time, which has an impact on revenue spend and can cause inevitable delays when trying to make appointments for funerals with families.
- 1.7 Due to the fact that the mercury abatement equipment was also added to the cremators at a later date, the emission monitoring tests that are regularly carried out, show particulates being realised could fail if mercury abatement equipment is not replaced as part of the project. The Council would be in breach of its conditions of the environmental permit should that occur.
- 1.8 Since the introduction of the mercury abatement legislation in 2013, 70% of cremation authorities are now abating 100% of their cremations. At present, Tameside Council is abating 50% as required by law. Supporting information states the government wish is for

all authorities to be 100% abating by 2020. This is not law yet, however, this may be a mandatory requirement in the near future.

- 1.9 When the heat recovery system was installed in 2009, Tameside Council was very forward thinking and was one of the first crematoria to install such a scheme. The project will also ensure that this same opportunity to recycle the excess energy from the cremation process to heat the chapel, as it currently does, will continue with a new heat recovery system. This system, along with a potential reduction on gas consumption due to the new cremators being more fuel efficient, could provide savings in building costs.
- 1.10 The three cremators and any associated new plant will need to be housed within the existing crematorium building.
- 1.11 The bereavement industry is acutely aware that many larger coffins are now being requested or presented for cremation. In order for the cremation authority to provide a full service and cremation for all its residents, including those deceased persons who are oversized, a new larger cremator will be included in the specification. At present, Dukinfield Crematorium can only accept coffins up to 32" (813mm) wide and therefore families will go to another crematorium where larger cremators are available.
- 1.12 Adaptations to the building to facilitate the replacement of the existing cremators, including the larger model and the auxiliary equipment, may also be required.
- 1.13 The cremators, mercury abatement equipment and associated plant or equipment must be capable of meeting the full requirements of The Secretary of State's Guidance Notes for Crematoria PG5/2(12), or further relevant legislation as may be current at the time of installation. Regardless of whether the government make it a mandatory requirement to abate 100% of its cremations, the proposals for this project are to include 100% abating due to the Council's commitment to be a cleaner, greener borough.
- 1.14 Crematoria are regulated under the Pollution, Prevention and Control Act 1999 for emissions to air. Local authorities act as regulators and enforce standards through the provision of an environmental permit. The permit stipulates conditions that must be adhered to and follows statutory guidance. Within, Tameside local authority, the Environmental Regulation section in the Public Protection team is the regulator.
- 1.15 The Strategic Planning and Capital Monitoring Panel earmarked funding of £1.5m in October 2017 for the replacement of Cremators, Mercury Abatement, Filtration Plant and Heat Recovery Facilities. This will future proof the service provided at the crematorium and safe guard the revenue income generated by Bereavement Services.

2. TIMELINES

- 2.1 Indicative timelines for the proposed work based on experience of others and from specialists indicate a 12 month project timeline. This will include timeframes for specialised procurement (technical advice) and on site installation.
- 2.2 It is also imperative to ensure service continuity throughout the whole installation process with minimal operational downtime as is practically possible.
- 2.3 Consideration also needs to be given to ensure the installation works are not carried out during the busiest months for Bereavement Services which are generally November – February inclusive. Operationally, we could not consider a replacement programme during these months when, historically the death rate is far higher, as we would have insufficient cremator capacity otherwise to cope with normal winter demands.

- 2.4 In view of the above factors and it may be necessary to re-profile the spend.
- 2.5 It should also be noted that whilst £1.5m was identified initially for the project, a further report will be required once more accurate figures are available to ensure availability.

3. PROPOSAL

- 3.1 To appoint a technical advisor to develop a schedule of works and a detailed specification of all the councils requirements for the project.
- 3.2 This approach will allow the authority to ensure the procurement protects the local authority's position for the next twenty (20) years during a period when environmental objections are inevitably increasing.

4. RECOMMEDATION

- 4.1 As detailed on the front cover of this report

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Report To:	EXECUTIVE CABINET
Date:	21 March 2018
Executive Member/ Reporting Officer:	Councillor Allison Gwynne – Executive Member (Clean and Green) Emma Varnam – Assistant Director Operations & Neighbourhoods
Subject:	REPAIR AND RESTORATION OF CEMETERY BOUNDARY WALLS
Report Summary:	The report provides information on the condition of the boundary walls within the Local Authority Cemeteries and demonstrates a programme to bring them back into a pleasing and safe condition.
Recommendations:	To AGREE IN PRINCIPLE the programme of works set out Appendix A carry out the necessary repairs to the boundary walls SUBJECT to a more detailed business case to be produced for APPROVAL setting out the procurement and delivery methods to be used, together with a plan and timescales for completion of the project with a view to undertaking the high priority work first.
Links to Community Strategy:	The schemes identified within the report seek to provide an improved and more sustainable asset for the residents of Tameside, thereby contributing to a safe environment and continuing economic key priorities within the 2012-22 Tameside Sustainable Community Strategy.
Policy Implications:	None
Financial Implications: (Authorised by the Section 151 Officer)	<p>The report sets out a proposed programme of works to cemetery boundary walls based on officer surveys of the sites within the borough. The estimated cost of works required exceeds the capital resources earmarked for this scheme and works have been prioritised based on an initial risk assessment. The estimated cost of works identified as high or medium priority exceed the earmarked £200k budget.</p> <p>A more detailed business case is required to establish the procurement and delivery methods to be used, together with a plan and timescales for completion of the project. Further work is required to more accurately establish the expected costs of the work, and determine whether the require works can be completed within the earmarked funds.</p>
Legal Implications: (Authorised by the Borough Solicitor)	<p>The Local Authority is required under the Local Authorities Cemeteries Order 1977 4 to keep a cemetery in good order and repair, together with all buildings, walls and fences thereon and other buildings provided for use in it.</p> <p>Not to do so through inspection and any subsequent required remediation and/or action will put the Council at risk of challenge particularly where the structures present a hazard or danger to the public.</p>
Risk Management:	The safety of all visitors to the cemetery and to pedestrians walking along the highways adjacent to cemetery boundaries is

paramount. We have a statutory responsibility to ensure our assets (boundary walls) are kept in a safe condition. Ensuring no access out of hours to cemeteries is also important due to the risk of people tripping or falling when there are excavated graves or uneven ground.

Access to Information:

The background papers can be obtained from the author of the report, Emma Varnam, by:



Telephone: 0161 342 3337



e-mail: emma.varnam@tameside.gov.uk

1. **BACKGROUND**

- 1.1 Tameside Council is responsible for the upkeep and management of 8 cemeteries within the borough.
- 1.2 The cemeteries managed by Tameside Council are:
- Audenshaw
 - Ashton (Hurst):
 - Denton
 - Droylsden
 - Dukinfield
 - Hyde
 - Mossley
 - Mottram
- 1.3 Nearly all of the above cemeteries were opened in the late 1800's. The oldest cemetery managed by the Council is Mottram Cemetery, which opened in 1861 and is still being used today for interments in new graves as are all the other sites.
- 1.4 Cemeteries are often highly valued by communities for their spiritual as well as place-making and place-marking qualities. Tameside Council has adopted the "*Charter for the Bereaved*", which is an industry initiative to encourage best practice in cemetery maintenance and management and expects the Local Authority to demonstrate proper respect for the rights of the bereaved and for all visitors to the cemeteries.
- 1.5 The footfall of visitors to some of the above cemeteries shows that the sites are amongst the top most visited locations across the borough with Dukinfield Cemetery having approximately 500k visitors annually.
- 1.6 The boundary walls not only define the perimeters of the burial sites, but act as a deterrent on keeping visitors out during closing hours. Cemeteries are potentially dangerous places with many large memorials, excavated open graves and uneven ground. Good, secure boundary walls, along with locked gates, minimises the risk of injury by preventing access.
- 1.7 It is also important that, aesthetically, the boundary walls are in a good condition. If the first thing mourners or visitors witness is dilapidated walls, then the surmise is that the whole service is shoddy too.
- 1.8 Over the years, piecemeal repair works have been carried out on the various boundary walls in order to meet our statutory obligations in providing a safe environment. However, these works have been carried out from revenue commitments within the existing budget and have always only been a temporary fix. The conditions of the walls are now in much need of more permanent, professional repairs.

2. **RESPONSIBILITY**

- 2.1 The Local Authority has a general duty under The Local Authority Cemeteries Order 1977 to maintain their burial grounds in good order.
- 2.2 In addition, they have responsibilities under the Health and Safety at Work Act 1974 and The Management of Health and Safety at Work (MHSW) Regulations 1999.
- 2.3 The Local Authority is required to do all that is reasonably practicable to ensure that visitors and those working in its cemeteries are not exposed to risks to their health and safety.

2.4 The walls of the cemeteries border many different properties or locations owned by varying agencies or land owners. Some border the highway, others public footpaths, right of ways or bridle paths, whilst some border private residential or business properties. The Local Authority therefore has a duty to ensure that it is not exposing itself to risk and claims from others.

3. REPAIR STRATEGY

3.1 Following the long term concerns for the condition of the Local Authority Cemeteries boundary walls within the borough, capital funding has been set aside to enable some of the most urgent repairs to be undertaken.

3.2 All of the 8 Cemeteries have been jointly inspected by Michael Gurney (Head of Bereavement Services and Stephen Hall (Structural Engineer for Tameside Council) to establish an initial scope of the proposed works needed.

3.3 Of the 8 cemeteries inspected, it was decided that the boundary walls at Ashton (Hurst), Dukinfield, Hyde, Mossley and Mottram cemeteries were in need of the most significant repairs.

3.4 It was felt that Audenshaw, Denton and Droylsden cemeteries had limited masonry defects or alternative boundary protection such as metal railings/fencing.

3.5 For each of the 5 Cemeteries highlighted as the most in need of work being required, detailed defects have been noted and marked on location plans for each site.

3.6 Defects recorded include:

- Missing stonework or coping stones
- Cracks in masonry
- Wall out of plumb and leaning with varying degrees of lean recorded
- Sections of walls missing
- Total rebuilds required
- Urgent pointing
- Deep voids under walls

3.7 Due to the findings of the inspection being so far reaching, structural engineers have categorised the findings into a hierarchy of urgency, indicated by the following categories, Low, Medium and High.

3.8 The budget costs to carry out all the repairs against the hierarchy of risks are shown below.

	ASHTON	DUKINFIELD	HYDE	MOSSLEY	MOTTRAM	
LOW	6200	307000	11500	2500	1250	328,450
MEDIUM	8900	13700	43800	21450	14800	102,650
HIGH	10550	53800	21500	20000	11500	117,350
	25650	374500	76800	43950	27500	548,450
Other associated costs	Substantial upgrading of metal work and local repointing works for Audenshaw, Denton and Droylsden Cemeteries					40,000
						588,450

3.9 The detailed defects and work required for the 5 cemeteries can be seen attached on **Appendix A**.

- 3.10 The proposal is to carry out the works identified in the above tables as High and Medium risk at Ashton, Dukinfield, Hyde, Mossley and Mottram Cemeteries together with upgrading of the metal work and pointing at Audenshaw, Denton and Droylsden Cemeteries as shown in the other associated costs.
- 3.11 The total capital monies required to enable this to be executed and to mitigate the most urgent risks to the Council will be £260,000. See below.

RISK	BUDGET COSTS
Medium Risk	102,650
High Risk	117,350
Other associated costs	40,000
	260,000

- 3.12 The monies allocated to this project by the Strategic Planning and Capital Monitoring Panel are £200k and therefore a *Value Engineering Exercise* will be carried out in order to reduce costs.

4. WORK PROGRAMME

- 4.1 The supervision of the boundary walls work programme would be carried out by the Council's structural engineers and where possible the Council's Design & Delivery service.
- 4.2 The Design & Delivery service may sub-contract out elements of the proposed works, if not all of the work. Local contractors will be given the opportunity to tender for the work and will be used wherever possible.

5. RECOMMENDATION

- 5.1 As detailed on the front cover of this report

APPENDIX A

Ashton Cemetery Wall Repairs January 2018

Number	Defect	Action	Budget cost	Urgency
1	Wall leans 80mm and movement of wall	Rebuild top 1m 900mm long	£750	H
2	Fence moving really loose	fix fence 3.5m	£200	H
3	Wall leans 140mm and movement of wall	Rebuild top 1m 900mm long	£650	H
4	Wall leans 80mm	Rebuild top 1m 900x900mm on plumb (L Shaped pier)	£950	M
5	Wall leans 100mm	Rebuild top 1m	£600	M
6	Wall leaning	Repoint Pier 900x900mm out of plumb	£350	M
7	Wall leans 80mm and Cracking	Rebuild top 1.2 mm	£650	M
8	Missing stones under coping	Replace missing stones	£350	L
9	Wall leans due to Tree root	Remove Trees?	£2500	M
10	Missing Coping	Replace Coping	£350	L
11	Missing Coping	Replace Coping & rebuild top 3 stones	£350	L
12	Missing Coping	Replace Coping	£350	L
13	Missing Coping	Replace Coping	£350	L
14	Missing Coping	Replace Coping	£350	L
15	Missing Coping & Stonework	Replace Coping & 2 Stones need replacing	£450	L
16	Missing Coping	Replace Coping & Rebuild top 900mm(60mm out of plumb)	£750	L
17	Missing Coping & Missing stonework	Replace Coping & Replace 1 stone	£450	L
18	Steel Fence Irregular Approx 10m	Secure steel fencing	£1050	M
19	Missing Coping	Replace Coping	£350	L
20	Missing Coping	Replace Coping	£350	L
21	Missing Coping 120mm leaning	Rebuild top 1m 900mm long additional stonework 350mm out of plumb all of and Replace Coping	£1200	H
22	Missing Coping	Replace Coping	£350	L
23	Missing Coping	Replace Coping	£350	L
24	Missing Coping	Replace Coping	£350	L

25	Missing Coping	Replace Coping	£350	L
26	Missing Coping	Replace Coping	£350	L
27	Missing Coping, 120mm leaning (Old Stump)	Rebuild pier 1m& rebuild wall either side 5+4m and Replace missing Coping	£3900	H
28	Pier leaning & wall from Pier to Pier leaning Approx 12m	Rebuild top of piers 1m and reconstruct wall 12m from pier to pier	£3000	H
29	Missing stonework	Rebuild Missing stonework 3x0.6m	£250	M
30	Missing stonework	Rebuild Missing stonework	↑	M
31	Wall Missing Stonework	Reconstruct wall 4m (on the face of the wall)	£850	H
32	Missing Stonework	Rebuild Missing Stonework 6 stones	↑ ↓	H
33	Wall leaning 100m	Rebuild top 1m 900mm long pier	£650	M
34	Missing stonework	Replace missing stonework 3 stones	£550	M
35	Missing Fence	Replace Fence 7m	£900	M
36	Pier leaning	Repoint end pier 1.8 x 0.9m (L shaped pier)	£450	M
Total cost			25650	

Dukinfield Cemetery Wall Repairs January 2018

<i>Number</i>	<i>Defects</i>	<i>Action</i>	<i>Budget cost</i>	<i>Urgency</i>
1	Missing stonework & copings	Localised repairs required for missing stonework, copings and pointing below coping and at footpath level	£3500	M
2	50mm wall leaning and cracking (next to tree)	Rebuild top 1m	£1200	H
3	70mm leaning wall	Rebuild top 1m	£1200	M
4	Wall out of plumb	Rebuild top 0.5mx4m	£1000	H
5	Wall out of plumb	Rebuild 20m long up to gate. 100mm plus out of plumb	£16,000	H
6	Wall needs attention	Make good top 0.5m, localised repairs required and repointing	£2000	H
7	Localised repointing	Localised repointing	£1000	L
8	Localised repointing	Localised repointing	£1000	L

9	Localised repointing	Localised repointing	£1200	L
10	Wall leaning and missing coping	Rebuild wall top 1m and 4m long and replace coping	£1600	H
11	Wall is 100mm out of plumb	Rebuild top 1.5m over 30m long	£25,000	H
12	Missing stonework	Replace stonework	£500	L
13	Missing Stonework wall damaged	Rebuild low level wall 600mm high	£1500	L
14	Missing stonework	Replace stonework	£500	L
15	Wall leaning 3.5m long and missing stonework (Tree behind wall)	Rebuild 3.5m wall 900mm high	£2000	M
16	Wall leans leaning (Tree and another wall behind face wall)	Remove tree and rebuild 5m long wall 1.5m high	£5000	M
17	Missing stonework	Replace stonework	£500	L
18	Pier leaning	Rebuild 900mmx1m high		M
19	Wall leaning 90mm 10m long and missing stonework	Localised Rebuild whole of wall 20m long		H
20	Wall leaning 120mm and missing stonework	Rebuild top 1m and replace missing stonework	£5000	H
21	Missing coping and stonework	Replace coping and missing stonework	↓	L
22	End of wall missing	Rebuild end wall with remaining stonework, 8m long and return to brick boundary wall	↓ £2000	M
23	Wall leans 90mm and has a gap between one wall and another.	Build a Buttress 2.4 m high 660mm long (Neighbours tree to be removed?)	£2000	H
24	Missing stonework and pointing defects in Car park	Localised Repointing required in Visitors Car park	£800	L
25	Defects along cemetery walls on the Park Rd Boundary with businesses	Reconstruction of the retaining structures along the edge of the cemetery on the Park Rd Boundary with businesses	£300,000	L
TOTAL			£74500 +£300,000	

Hyde Cemetery Wall Repairs January 2018

<i>Number</i>	<i>Defect</i>	<i>Action</i>	<i>Budget cost</i>	<i>Urgency</i>
1	Up to Rowan St., Low Wall 1.2m high leans 75mm, 15m	Monitor or consider rebuild	£8500	M
2	Rowan St Wall leaning 120mm 4m long	Rebuild wall 4m long	£3000	M
3	Knight Street Wall leaning on the lower wall 40mm	Rebuild lower wall 3m 1m high	£2500	M
4	High wall leaning 90mm	Rebuild wall 12m Long 2m high	£13000	H
5	Cracking in corner of wall at the back of the houses. (No Peel Street) This length of wall, at the back of houses on Peel St. needs further detailed inspection from house side	Rebuild 5m 2m high at corner. Allow for further rebuilding where access available to check from 5 to 6.	£5000 £15,000	M
6	Wall leaning 170mm	Rebuild 6m long + 1m high	£6000	H
6a	Gate hinge and side member on gate is damaged preventing safe operation	Steel gate repairs	£2500	H
7	Fence missing poles	Replace missing vertical rails in fence.	£1500	M
8	Lower wall is bulging out	Rebuild wall 3m+2m	£5000	L
9	Pier needs repointing	Repoint Pier top 2m	£800	M
10	Lower wall is bulging out	Rebuild lower wall 2+2+1m	£5000	L
11	Pier needs repointing	Repoint pier top 1m	£400	M
12	Pier needs repointing	Repoint pier top 1m	£400	M
13	Lower wall Bulging out	Local rebuild 2m long	£1500	L
14	Pier needs rebuilding	Rebuild top 0.5m of pier	£1000	M
15	Pier needs rebuilding	Rebuild top 1.5m of pier	£1500	M
16	Pier needs rebuilding	Rebuild top 1m of pier	£1200	M
17	Pier needs rebuilding	Rebuild top 1.5m of pier	£1500	M
18	Pier needs rebuilding	Rebuild top 1.5m of Pier	£1500	M
Total			£76800	

Mossley Cemetery Wall Repairs January 2018

<i>Number</i>	<i>Defect</i>	<i>Action</i>	<i>Budget Cost</i>	<i>Urgency</i>
1	3m long, 1m deep void under wall	Carefully remove any loose brick and Reconstruct brickwork foundation	£3000	M
2	Wall leaning	Take wall down 1.5m down and 20m long	£20,000	H
3	Wall leaning	Take wall down 1m and rebuild	£1000	L
4	Wall leaning	Rebuild stone wall either side of corner	£1500	M
5	Uneven wall	Rebuild top 900mm (5mlong)	£1500	M
6	Wall leaning	Rebuild top 600mm (15mlong)	£2000	M
7	Wall leaning	Rebuild top 600mm (4m long)	£1200	M
8	Stonework missing	Reconstruct stonework under Coping 10m long	£750	M
9	Stonework missing	Rebuild stonework top of wall 5m long (V-shape)	£1000	M
10	Stonework missing	Rebuild Stonework top of wall 10 long (V-shape)	£1500	M
11	Stonework missing	Rebuild top section of wall including coping (8m long)	£1500	L
12	Leaning/ cracked masonry Regents Drive	Rebuild local defects and re-point where required	£9,000	M
Total			43,950	

Mottram Cemetery Wall Repairs January 2018

<i>Number</i>	<i>Defects</i>	<i>Action</i>	<i>Cost</i>	<i>Urgency</i>
1	Missing stonework and leaning wall	Rebuild wall 900mm high by 3m long	£1750	M
2	Missing coping	Replace coping	£200	L
3	Steel gate needs repair	Restore steel gate	£450	M
4	Wall leaning 20m to the bend	Rebuild wall	£7,000	M
5	Wall leaning 250mm and cracking	Rebuild corner of wall next to the tree 5m	£4000	H
6	Missing stonework	Local repairs to restore stonework & repoint coping 10m long	£2000	M
7	Missing Coping and loose stonework	Replace coping 750mmx750mm Rebuild pier	£750	H
8	Rotten Lychgate both post.	Repairs to the Lychgate will be required	£2750	H
9	Missing stone work	Localised repairs are required	£1000	L

10	Missing stonework	Locally build wall 1mx1m	£600	M
11	Stonework missing between the wall numbers (GL 1&2&3)	Local repairs to replace missing stonework	£1000	M
12	Missing stonework	Replace stonework	£700	M
13	Missing masonry on the back face 1m long 0.5m below coping	Rebuild missing masonry	£300	M
14	Missing coping end of wall	Replace missing coping	£50	L
15	Damaged coping near the steps on the pillars	Repairs are required to both copings	£1000	M
16	Surfacing and drainage needs redesigning in large near steps	Resurface and clean or augment drainage provision	£4000	H
TOTAL			27550	

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Report To:	EXECUTIVE CABINET
Date:	21 March 2018
Reporting Officer:	Councillor Allison Gwynne – Executive Member (Clean and Green) Emma Varnam – Assistant Director – Operations & Neighbourhoods
Subject:	ENGINEERING CAPITAL PROGRAMME 2018/19 AND 2017-18 UPDATE
Report Summary:	The report sets out initial details of the 2018/19 Engineering Capital Programme for Engineering Services and sources of funding with specific reference to the Highways Structural Maintenance Programme and capital funding made available by the Council for both the Tameside Asset Management Plan (TAMP) for highways and flood prevention and repair of consequential flooding damage.
Recommendations:	Executive Cabinet is recommended to approve the Engineering Maintenance Block Allocation with specific reference to the Highways Structural Maintenance Programme for 2017/18 and the additional capital investment via the TAMP, noting the planned profiled spend, and for flood prevention and repairs SUBJECT to a clear schedule of works, project costs, profile of spend and timetable for completion to enable monitoring by Strategic Planning and Capital Monitoring Panel who need.
Links to Community Strategy:	The schemes within the 2017/18 Engineering Capital Programme seek to provide an improved and more sustainable highway related asset for the residents and businesses of Tameside, thereby contributing to a safe environment, continuing economic regeneration and contributing to a low carbon economy; key priorities within the 2012-22 Tameside Sustainable Community Strategy.
Policy Implications:	The proposed funding allocation supports the Council's Corporate Plan priorities around the Sustainable Community Strategy. It also supports the objectives of the Greater Manchester 3 rd Local Transport Plan and associated strategies thereby underpinning its aims and objectives at a regional and local level.
Financial Implications: (Authorised by the Section 151 Officer)	The indicative Engineering Maintenance Block Allocation for 2018/19 totals £2.257m (£2.064m plus Incentive Fund £0.193m). The proposed 18-19 capital engineers programme funded by the maintenance block is subject to the confirmation of these grants The Engineers Maintenance Block Allocation for 2018/19 totals £2.257m. Details are described in Table 1 in the report, showing how funds are allocated to each area on an agreed DfT basis. Details of the Highways Structural

Maintenance allocation are included in Section 3.

Flood prevention works of £0.130m were supported by Capital Panel in November 2017, approval is now needed for the schemes for the remaining £0.645m.

For information, the report also includes an update on £5.000m TAMP allocation, plus the £1.695m which equal £6.695m detailed in Section 3.

A summary of the works due to be completed in the 2017/18 Highway Structural Maintenance programme is included in **Appendix 1**.

All Highway Structural Maintenance schemes included within the programme are detailed in **Appendix 2** and are fully funded from the DFT - Local Highways Maintenance Funding 2018/19 allocation and the profiled spend of the capital funding made available for the Highways TAMP, subject to approval by Executive Cabinet.

Expenditure on capital schemes must comply with guidance from the Code of Practice on Local Authority Accounting. Any non capital related expenditure will be transferred to revenue and funded from existing revenue budgets.

Legal Implications:

(Authorised by the Borough Solicitor)

The Council has a statutory duty to maintain adopted highways and highway structures for which it is the highway authority under section 41 of the Highways Act 1980. In doing so, any expenditure must demonstrate value for money. This expenditure needs to be carefully monitored by Strategic Planning and Capital Monitoring Panel who need a clear schedule of works, project costs and timetable for completion.

Risk Management:

- Failure to approve the proposed Engineering Capital Programme will prevent the appropriate allocation of resources by the Authority.

A robust programme of works will be developed to ensure that the objectives underpinning the Department for Transport and other funding allocations will be met and at the same time meet the objectives contained in Tameside's Community Strategy.

- Inclement weather preventing commencement and completion of schemes.

A comprehensive programme of works will be agreed between partners to ensure completion by approved dates. However, should the programme not be achieved it may be necessary to arrange for any outstanding financial resources to be transferred into the following financial year.

- Inability of suppliers to deliver materials within a time frame to meet completion targets.

Whilst the Council's Operational Services and external contractors have access to many material suppliers, shortages of materials may necessitate alternatives to be substituted or approval will be sought to carry over

the project into the following year for completion;

- The ability of the Council's own *Operational Services* or external contractor to implement the scheme in the current financial year.

This risk will be managed by ensuring that should Operational Services or the external contractor be unable to complete the works during the current financial year, approval will be sought to carry over the project into the following year for completion.

- Statutory procedures linked to certain schemes could delay implementation.

Should it be necessary approval will be sought to carry over the project into the following year for completion.

Access to Information:

The background papers relating to this report can be inspected by contacting the report authors, Steven Oxford



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e-mail: alan.jackson@tameside.gov.uk

1. BACKGROUND INFORMATION

1.1 In the six Metropolitan Counties outside Greater London, the duty to formulate Local Transport Plans (LTP) is the responsibility of the Integrated Transport Authority (ITA). In the case of Greater Manchester this is Transport for Greater Manchester (TfGM) reporting to the Greater Manchester Combined Authority (GMCA).

- Department for Transport (DfT) funding allocations for highway related schemes addresses a range of issues based on achieving agreed targets at a Greater Manchester and national level.
- Funding is split between: Structural Maintenance Works Principal and Non-Principal Roads, Highway Structures and Bridges and Street Lighting. The indicative allocation for Tameside in 2018/19 is detailed below in **Table 1**.

Table 1

Maintenance Block Allocation 2018/19	
Structural Maintenance Works - Principal and Non-Principal Roads	£1.695m
Highway Structures and Bridges	£0.410m
Street Lighting	£0.152m
Total	£2.257m

- The historical proportion of each of the above funding streams was changed from 2015/16 with a greater proportion allocated to roads maintenance. National formulae with local weighting are then used to agree the proportion to each element.
- Details of the Highways Structural Maintenance Works Programme delivered in 2017/18 are included at **Appendix 1**.

2. HIGHWAYS TAMESIDE ASSET MANAGEMENT PLAN (TAMP)

2.1 The Council's Strategic Planning & Capital Monitoring Panel supported funding for the Highways TAMP in April 2017 to a value of £20m, over a four year period. This was confirmed by the Panel in October 2017 and subsequently approved by the Executive Cabinet.

2.2 This funding was identified as being required, not only to reduce the risk of (further) deterioration to the highway network, but at the same time to bring about improvements to the overall condition of the highway, and provides opportunities to incorporate improvements to the network e.g. parking bays, crossing points, cycling facilities etc.

2.3 The annual Structural Maintenance Works programme has traditionally, due to the limited resources available, been predominantly concerned with resurfacing. This has given little opportunity to bring about such improvements to the network.

2.4 This major investment in the highway network (£20m over 4 years) has increased the highway maintenance capital programme from around c£1.6m pa to c£6.6m pa averaged over the four year period.

2.5 Accordingly, in 2017/18, the programme of works was expanded in line with the increase in budget. Also in 2017/18, approval was given to recruit a number of engineering and

technical staff to ensure the necessary capacity and skills were in place to deliver the increased programme.

Expenditure Profile

- 2.6 Due to the lead in times in terms of condition surveys, inspections, estimates and detailed designs, co-ordination and delivery, together with the availability of contractors, estimates for spend profile for the £20m over four years was approved as in table 2 below ;

Table 2

		Spend (£m)	% spend
Year	2017/18	3.00	15%
Year 1	2018/19	3.87	19%
Year 2	2019/20	6.38	32%
Year 3	2020/21	6.75	34%
	Total	20.00	100%

Following staff recruitment, retendering of contractors etc., a revised spend profile has now been determined and is shown in Table 3 below;

Table 3

	Spend (£m)	% spend
2017/18	3.00	15%
2018/19	5.00	25%
2019/20	6.00	30%
2020/21	6.00	30%
Total	20.00	100%

Subject to any slippages due to prolonged periods of inclement weather – snow, frost, extended periods of rain etc.

3. MAINTENANCE PROGRAMME APPROVAL

- 3.1 The purpose of the report is to seek approval for the proposed allocation of the 2018/19 DfT allocation and specifically for the allocation amongst Tameside’s principal and non-principal roads (£1.69m), together with the profiled TAMP programme (£5.00m).

Structural Maintenance Works (Principal/Non Principal Roads) & Highways TAMP; Total £6.69m (£1.69m + £5.00m).

- 3.2 Highway Structural Maintenance is fundamental to extending the life of existing highways and making the best use of our assets. The proposed 2018/19 highways programme is detailed in **Appendix 2**.

4. FLOODING – FLOOD PREVENTION AND CONSEQUENTIAL REPAIRS

- 4.1 The Strategic Planning & Capital Monitoring Panel on 9 October 2017, identified a £0.775m allocation for Flood Prevention and Repairs, with an original profiled spend of 2017/18 - £0.075m, 2018/19 - £0.300m and 2019/20 - £0.400m, subject to approved projects. Details of these proposals are highlighted below.

Flood Prevention

- 4.2 The aim is to increase resilience against flooding from watercourses by a series of improvements to 10 of the priority Council maintained culverts and to improve Health and Safety requirements at these locations. Reducing the risk of flooding at these locations will protect both the Council's infrastructure and provide resilience for the community against flooding.
- 4.3 For example we have two similar culverts in one area of the borough; one received extensive remodelling (including increasing the inlet from a single grill to a 2-step grill, with anchorage points and steps to allow safe maintenance), this culvert remained in operation throughout the floods whilst the one not updated quickly became blocked and resulted in flooding.
- 4.4 The cost of the improvement to this culvert is estimated at £0.150m.
- 4.5 Not all of the 10 identified would require the same expenditure and initial estimates indicate a cost of £0.500m for all 10 of these priority culverts.
- 4.6 Detailed survey works and scheme design for the identified culvert has been commissioned and a scheme programme is being prioritised, together with a profiled spend of the £0.500m.

Repair of Consequential Damage Repairs

- 4.7 In addition, £0.275m was allocated to repair extensive damage that has occurred to a number of routes (roads, footpaths and bridleways) in the east of the borough as a result of the extensive flooding due to unprecedented rainfall associated with recent storms.
- 4.8 A number of routes were affected and these remained unusable having been closed off to users in the interest of public safety. In addition to a number of carriageways have been damaged and there is scour damage to bridges along the River Tame.
- 4.9 During 2017/18 the following works that have been completed are included in **Table 4**.

Table 4

Route	Location
Pennine B/Way	Brushes Cottages to Besom Lane
Pennine B/Way	Castle Lane - clear drain & repair bridleway
Pennine B/Way	Winterhill Farm
Stalybridge 80	Wheatfield
Stalybridge 68/90	Flaxfield Farm
Grafton Street	Hartley Street
Dewsnap Lane	Various locations

Total costs to date are; £0.079m.

- 4.10 The remaining works to be completed during 2018/19 are included in **Table 5**.

Table 5

Route	Work
Pennine B/Way	Winterhill Farm Phase 2
LON/4	Replace bridge and support embankment
Stoney Road	Re-surface bridleway after flood damage
Castle Lane	Resurface bridleway after flood damage

Braemore Drive	Re-surface road footpath after flood damage
Various Locations	Bridges, Structures, Rails etc.

To total estimated costs of £0.196m.

5. STREET LIGHTING - LED (LIGHT EMITTING DIODE) REPLACEMENT PROGRAMME

Minor Roads

- 5.1 In 2015, the Council approved capital funding for a LED Programme, to replace 17,000 street lamps on the Borough's minor roads in a 3 year investment programme of £5.00m.
- 5.2 Table 6 below shows the progress of the scheme.

Table 6

Year 1 (2015/16)	2,000 LED replacements	£0.40m
Year 2 (2016/17)	7,295 LED replacements	£2.30m
Year 3 (2017/18) Planned	7,705 LED replacements	£2.30m
Total	17,000	£5.00m

- 5.3 The planned programme of replacements by town to be completed in 2017/18 is included below in **Table 7**.

Table 7

Town	Spend
Dukinfield	£60,000
Stalybridge	£79,500
Mossley	£105,000
Ashton	£460,980
Droylsden	£194,740
Denton	£354,900
Audenshaw	£200,460
Hyde	£602,160
Longdendale	£247,260
Total	£2,305,000

- 5.4 Final progress on the scheme will be available at year end outturn.
- 5.5 Once completed, the scheme will achieve the estimated annual savings of £0.426m, made up of a reduction in both energy and maintenance costs.

Major Roads

- 5.6 A business case for an investment by the Council to continue this programme to cover the major strategic and classified roads in the Borough for replacing street lights with LED lamps is presented to the Panel in a separate report.
- 5.7 Should the Panel approve this capital investment, progress on programme will be reported via the regular Engineering Capital Programme Update.

6. OTHER CAPITAL WORKS

Bid to DfT Safer Roads Fund; A670 Mossley Road, Mossley

- 6.1 Panel was advised in October 2017 of a joint bid along with Oldham for road safety improvements along the A670 corridor, including section of A670 Mossley Road, Mossley.
- 6.2 Although the allocation of funding from this bidding process was expected in January, at the time of writing, the Council had not received any notification of the outcome.
- 6.3 Further updates on the outcome of the bid will be reported to panel.

Bridges & Structures - Department for Transport Challenge Fund

- 6.4 Following a successful bid to the above fund, the Council was allocated £3.00m for a programme of retaining wall schemes.
- 6.5 Of the eleven schemes, work has been fully completed on nine, with two schemes still in progress, Lower Market Street, Broadbottom and Mottram Road Retaining Wall (509) Phase 2.

7. COMMUNICATIONS STRATEGY

- 7.1 It is essential that these major works are communicated effectively with both Members of the Council and the citizens of the Borough in addition to the statutory co-ordination of works on the highway. To this end we will be working with the Council's Communications Team to ensure that Town Councils are made aware of any planned works and also making use of social media for the latest information.

8. RECOMMENDATIONS

- 8.1 As detailed on the front page of this report.

APPENDIX 1

2017/18
Works
Programme -
Completed

Budget 4,445,000

Cost

Borough
Wide Works

Strategic HRA/Drainage/PROW/Cycling etc.
#Work delayed until
2018/19 due to adverse
weather between October
2017 and March 2018.

345,000

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	Road	From - To	Category	Cost
Ashton	Beaufort Road	Mossley Rd to Stamford Sq.	Carriageway Micro surfacing	
	Botany Lane	Full Length	Carriageway Micro surfacing	
	Broadoak Road	Alt Lane to Lees Road	Carriageway Micro surfacing	
	Broadoak Road	Ladbrooke Rd to Broadoak Cr	Carriageway Micro surfacing	
	Egerton Street	Whiteacre Rd to Romney St	Carriageway Resurfacing	
	Exeter Drive	Full Length	Carriageway Micro surfacing	
	Greenhurst Road	Full Length	Carriageway Micro surfacing	
	Hereford Close	Full Length	Carriageway Micro surfacing	
	Langham Street	Rock St to Wks Entrance	Carriageway Resurfacing	
	<i>#Lees Road</i>	St Albans Ave to Greenhurst Road	Carriageway Resurfacing	
	Mill Brow	Alt Hill Rd to Old Post Office	Carriageway Resurfacing	
	Nottingham Dr ink			
	Castle Ct	Full Length	Carriageway Micro surfacing	
	Park Parade	William Street to Welbeck St South	Carriageway Resurfacing	

<i>#Queens Road</i>	Palace Road to Hurst Garage	Carriageway Resurfacing
Raynham Street	Whiteacre Rd to Ripon St	Carriageway Micro surfacing
Salisbury Crescent	Full Length	Carriageway Micro surfacing
Smallshaw Lane	Ladbroke Rd to Heginbottom Cres	Carriageway Micro surfacing
Stanhope Street	Mossley Rd to Curzon Rd	Footway Works
<i>#Taunton Road</i>	Knowle Ave to Ambleside Ave	Carriageway Micro surfacing
Truro Avenue	Full Length	Carriageway Micro surfacing
<i>#Whitelands Road</i>	Plantation St to Junction Estate	Carriageway Resurfacing
		£910,000

Audenshaw

Alandale Avenue	Full Length	Carriageway Micro surfacing
<i>#Audenshaw Road</i>	Manor Road to Rail Bridge	Carriageway Resurfacing
Cemetery Road	Shepley Rd to Howard St	Carriageway Micro surfacing
Eldon Close	Full Length	Carriageway Micro surfacing
Grobey Road	Audenshaw Rd to Woodbridge Av	Carriageway Resurfacing
Hopkinson Avenue	Corporation Rd to Egerton St (Sections)	Footway Works
Telford Close	Full Length	Carriageway Micro surfacing
The Hawthorns	Full Length	Carriageway Micro surfacing
		£270,000

Denton

Bacon Avenue	Full Length	Carriageway Micro surfacing
Bentley Road	Hyde Rd to St Lawrence Rd (Sections)	Footway Works
Brierley Close	Full Length	Carriageway Micro surfacing
Burnham Road	Full Length	Footway Works
Byron Road	Full Length	Carriageway Micro surfacing
Chaucer Avenue	Full Length	Carriageway Micro surfacing
Corrie Close	Full Length	Carriageway Micro surfacing
Hewitt Ave	Full Length	Carriageway Micro surfacing
Keats Avenue	Full Length	Carriageway Micro surfacing
Kingsley Close	Town Ln to Ruskin Av	Carriageway Micro surfacing
Kipling Avenue	Full Length	Carriageway Micro surfacing

<i>#Manchester Road</i>	Ann Street to Christ Church	Carriageway Resurfacing
Manor Road	Haughton Green Rd to School Entrance	Carriageway Micro surfacing
Ruskin Avenue	Town Ln to Auburn Rd	Carriageway Micro surfacing
Shakespeare Ave	Full Length	Carriageway Micro surfacing
St Annes Drive	Full Length	Carriageway Micro surfacing
Stockport Road	Two Trees Lane to Tib Street	Carriageway Resurfacing
<i>#Stockport Road</i>	Smith Street to Cemetery Road	Carriageway Resurfacing
Tame Street	Ashton Rd to Edward St	Carriageway Micro surfacing
Tatton Road	Full Length	Carriageway Micro surfacing
Tennyson Avenue	Full Length	Carriageway Micro surfacing
Town Lane	Circular Rd to Acres St	Carriageway Micro surfacing
Wordsworth Road	Full Length	Carriageway Micro surfacing
Worths Lane	Full Length	Carriageway Micro surfacing
Wynne Grove/Close	Full Length	Carriageway Micro surfacing

Droylsden

Abbey Road	Coronation Rd to Springfield Rd	Carriageway Micro surfacing
Annable Road	Full Length	Carriageway Resurfacing
Briarwood Ave	Full Length	Carriageway Resurfacing
Buckingham Road	Lewis Rd to Edge Ln	Carriageway Micro surfacing
Coronation Road	Abbey Rd to St Georges Rd	Carriageway Micro surfacing
Dorset Road	Full Length	Carriageway Micro surfacing
Edge Lane	North Rd to Buckingham Road	Carriageway Resurfacing
<i>#Edge Lane</i>	Wheeler Street to Fairfield Road	Carriageway Resurfacing
Essex Avenue	Full Length	Carriageway Micro surfacing
Fairfield Road	Gransmoor Road to Latrobe Street	Carriageway Resurfacing
Godfrey Ave	Full Length	Carriageway Micro surfacing
Haddon Hall Road	Lewis Road to Lydgate Road	Carriageway Resurfacing
Hampshire Road	Cypress Rd to No 60 Hampshire Rd	Carriageway Micro surfacing
Lancaster Road	Sunnyside Rd to Somerset Rd	Carriageway Micro surfacing
Leicester Avenue	Sunnyside Rd to Lancaster Rd	Carriageway Micro surfacing
Marina Road	Luke Rd to Market St	Carriageway Resurfacing
Repton Avenue	Full Length	Carriageway Micro surfacing

£490,000

	Rutland Road	Full Length	Carriageway Resurfacing	
	Somerset Road	Lancaster Rd to Gloucester Rd	Carriageway Micro surfacing	
	Springfield Rd	Full Length	Carriageway Micro surfacing	
	St.Georges Road	Full Length	Carriageway Micro surfacing	
	The Crescent	Full Length	Carriageway Micro surfacing	
	Windsor Road	Manor Rd to Nelson Dr	Carriageway Micro surfacing	
				£710,000
Dukinfield	Angel Close	Full Length	Carriageway Micro surfacing	
	Atlas Street	Full Length	Carriageway Micro surfacing	
	Bates Street	Grenville St to Russell St	Carriageway Micro surfacing	
	Capesthorpe Road	Full Length	Carriageway Micro surfacing	
	Chapel Street	King St to Brunswick St	Carriageway Resurfacing	
	Cheetham Hill Road	Mostyn St to Gorse Hall Rd (Continuation)	Carriageway Resurfacing	
	Hitchen Drive/Close	Full Length	Carriageway Micro surfacing	
	Kenyon Avenue	Brownville Gr to No 68	Carriageway Micro surfacing	
	King Street	West Street to Cavendish Street	Carriageway Resurfacing	
	Liston Street	Lord St to Cheetham Hill Rd	Carriageway Micro surfacing	
	Lodge Lane	Cheetham Hill Rd to Oxford Rd (Sections)	Footway Works	
	Lord Street	Gorse Hall Rd to Mostyn St	Carriageway Micro surfacing	
	Mostyn Street	Lord St to Laburnum Av	Carriageway Micro surfacing	
	Oval Drive	Full Length	Carriageway Micro surfacing	
	Richmond/Birchall Close	Full Length	Carriageway Micro surfacing	
	Silver Close	Full Length	Carriageway Micro surfacing	
	Wharf Street	King St to Crescent Rd	Carriageway Resurfacing	
				£450,000
Hyde	Albert Road	Edna St to Croft St	Carriageway Micro surfacing	
	Blue Bell Close	Full Length	Carriageway Micro surfacing	
	<i>#Commercial Brow</i>	Commercial St to High St	Carriageway Resurfacing	
	Gloucester Road	Full Length	Carriageway Micro surfacing	
	<i>#Grange Rd North</i>	Walker Lane to Mansfield Road	Carriageway Resurfacing	

Grange Road South	Peel St to Allen Av	Carriageway Micro surfacing
Talbot Road	Acresfield Rd to Bradley Green Rd (Cont.)	Carriageway Resurfacing
Hough Lane/Lyne View	Full Length	Carriageway Micro surfacing
<i>#Mottram Old Rd</i>	High Bank to 40m past Green Ln	Carriageway Resurfacing
<i>#Mottram Road</i>	Ellis St to St Pauls Hill Rd	Carriageway Resurfacing
Railway Street	Croft St to Great Norbury St	Carriageway Micro surfacing
St. Mary's Road	Harbour Farm Rd to Acresfield Ave	Carriageway Micro surfacing
Thorpe Hall Grove	Full Length	Carriageway Micro surfacing
Windsor Road	Dowson Rd to Knott Ln	Carriageway Micro surfacing

£475,000

Longdendale

Hillend Lane	Mottram Rd to Home Farm Ave	Carriageway Resurfacing
<i>#Lower Market Street</i>	Bostock Road to Besthill Bridge	Carriageway Resurfacing
<i>#Market Street</i>	Full Length	Carriageway Resurfacing
Mottram Road	Etherow Centre to St Anns	Carriageway Resurfacing
Roe Cross Road	Old Road to Roe Cross Green	Carriageway Resurfacing
<i>#Underwood Road</i>	Stockport Rd to Hattersley Rd East	Carriageway Resurfacing

£280,000

Mossley

Dean Street	Arundel St to No6	Carriageway Micro surfacing
Dyson Street	Arundel St to No9	Carriageway Micro surfacing
Earl Street	Arundel St to No26	Carriageway Micro surfacing
<i>#Huddersfield Road</i>	Richmond Cres to Abney Grange	Carriageway Resurfacing
<i>#Lees Road</i>	Gorseley Bank to Butt Farm	Carriageway Micro surfacing
<i>#Lees Road</i>	Quick Edge Road to Arundel Street	Carriageway Resurfacing
Manchester Road	Adjacent to Three Counties Road	Footway Works
<i>#Under Lane</i>	Butt Lane to Oldham Bndry	Carriageway Resurfacing
<i>#Waggon Road</i>	Sections / Repairs	Carriageway Resurfacing
Waterton Lane	122-136, 154-168, 143-173	Carriageway Micro surfacing

£305,000

Stalybridge	Ashes Close	Full Length	Carriageway Micro surfacing	
	Ashes Lane	Old Rd to Quarry Clough	Carriageway Micro surfacing	
	Besom Lane	Huddersfield Road to No 59	Carriageway Resurfacing	
	Darnton Road	Jct Ash Grove to Ridge Hill Lane	Carriageway Resurfacing	
	Fox Hill Drive	Full Length	Carriageway Micro surfacing	
	French Avenue	Full Length	Carriageway Micro surfacing	
	Heaps Farm Court	Full Length	Carriageway Micro surfacing	
	<i>#Huddersfield Road</i>	Copley Park Mews to Reindeer Pub	Carriageway Resurfacing	
	<i>#Mottram Road</i>	Fern Bank to o/s 281	Carriageway Resurfacing	
	Quarry Clough	Full Length	Carriageway Micro surfacing	
	<i>#Ridge Hill Lane</i>	Stamford Street to Harrison Street	Carriageway Resurfacing	
	Shaw Moor Ave	Full Length	Carriageway Micro surfacing	
	Springbank	Hough Hill Road to Oak Tree Cres	Carriageway Resurfacing	
	Stocks Gardens	Full Length	Carriageway Micro surfacing	
	Valley Way	Full Length	Carriageway Micro surfacing	
				£210,000
			Total	£4,445,000

APPENDIX 2

2018/19 Works Programme

Budget £5,540,000

			Cost £
			Estimated Cost
Town		From / To	Work
Borough Wide Works			345,000
Strategic HRA/Drainage/PROW/Cycling etc.			
AUDENSHAW	Ashlands Drive	Full Length	Footway Micro
	Audenshaw Road	Manor Road to Manchester Road	Carriageway Resurfacing
	Corporation Road	Egerton Street to Leech Brook Avenue	Carriageway Micro
	Enville Street	Guide Lane to Eldon Close	Footway Micro
	Enville Street	Guide Lane to Redmond Close	Carriageway Micro
	Guide Lane	Water Street to Rail Bridge (L/C 5) inc. Bridge	Carriageway Resurfacing
	Hazelwood Drive	Full Length	Footway Micro
	Linden Avenue	Full Length	Carriageway Micro
	Lumb Lane	Aldwyn Park Road to Manchester Road	Carriageway Resurfacing
	Nelson Street	Full Length	Footway Micro
	Poplar Street	Full Length	Footway Micro
	Ravenwood Drive	Full Length	Footway Micro
	Redmond Close	Full Length	Carriageway Micro
	Redwood Drive	Full Length	Footway Micro
	Shepley Road	Guide Lane to Cemetery Road	Carriageway Resurfacing
			£450,000
ASHTON-U-LYNE	Alt Hill Lane	Waggon Road to Fern Lea	Carriageway Micro
	Coronation Road	Full Length	Carriageway Micro
	Cottingham Drive	Full Length	Footway Resurfacing
	Fountain Street	Mossley Rd to L/C 9 and Opp Side	Footway Resurfacing
	Garden Walk	Full Length	Footway Resurfacing

	Green Hurst Road	Full Length	Carriageway Micro	
	Hill Street	Portland Street South to Cavendish Street	Carriageway Resurfacing	
	Hurst Brook Close	Full Length	Footway Resurfacing	
	Katherine St	L/C 11 to Bentinck Street	Footway Resurfacing	
	Knowle Avenue	Richmond Street to Taunton Road	Carriageway Micro	
	Lees Road	St Albans Ave to Green Ashton Hurst Road	Carriageway Resurfacing	
	Lower Green	Full Length	Footway Micro	
	Manchester Road	William Street to Margaret Street	Carriageway Resurfacing	
	Middle Green	All except O/S 32-40 (flagged)	Footway Micro	
	Mill Brow	Old Mill to Dean Terrace	Carriageway Resurfacing	
	Montague Road	Mossley Road to Beaufort Road	Carriageway Micro	
	Newmarket Road	Oldham Road to Taunton Road	Carriageway Resurfacing	
	Park Parade	L/C 37 near Scotland Street to L.C 72	Carriageway Micro	
	Pot Hill	PH to Gable End 40	Footway Micro	
	Richmond Street	Katherine Street to Kenyon Street	Carriageway Resurfacing	
	Rowley Street	Full Length	Carriageway Micro	
	Stockport Road	South Street to Birch Street	Carriageway Resurfacing	
	Sunnyside Grove	Full Length	Footway Micro	
	Watermill Court	Full Length	Footway Micro	
	Wilshaw Grove	Full Length	Footway Micro	£865,000
DENTON	Arlington Avenue	Full Length	Footway Micro	
	Ash Road	Windsor Road to Thornley Lane North	Carriageway Micro	
	Aylesbury Avenue	Full Length	Carriageway Micro	
	Beverley Ave	Full Length	Footway Micro	
	Bowker Avenue	Full Length	Carriageway Micro	
	Clarendon Road	Full Length	Carriageway Micro	
	Dixon Road	Full Length	Carriageway Micro	
	Exeter Avenue	Full Length	Carriageway Micro	
	Fernley Ave	Full Length	Footway Micro	
	Flemish Road	Full Length	Carriageway Micro	
	Hulme Road	Full Length (Sections)	Carriageway Resurfacing	
	King Street	Full Length	Carriageway Resurfacing	

	Lake Road	Full Length	Carriageway Resurfacing	
	Lancaster Road	Mancunian Road to Two Trees Lane	Carriageway Micro	
	Lydgate Close	Full Length	Carriageway Micro	
	Manchester Road North	Oldham Street to Seymour Street	Carriageway Micro	
	Mancunian Road	Edale Road to Baslow Road	Carriageway Resurfacing	
	Moorfield Avenue	Full Length	Footway Micro	
	Moorfield Avenue	Full Length	Carriageway Micro	
	Northstead Avenue	Full Length	Carriageway Micro	
	Portal Grove	Full Length	Carriageway Micro	
	Queen Street	Full Length	Carriageway Resurfacing	
	Silverdale Ave	Full Length	Footway Micro	
	St Marys Avenue	Full Length	Carriageway Micro	
	Stockport Road	Cemetery Road to Scott Road	Carriageway Resurfacing	
	Strathmore Ave	Full Length	Footway Micro	
	Sunningdale Road	Full Length	Carriageway Micro	
	Trowbridge Road	Full Length	Carriageway Micro	
	Warwick Avenue	Full Length	Carriageway Micro	
	West Park Ave	Full Length	Footway Micro	
	Winchester Avenue	Full Length	Carriageway Micro	
	Windmill Lane	Windermere Rd to L/C 37	Carriageway Resurfacing	
	Worcester Avenue	Full Length	Carriageway Micro	£540,000
DROYLSDEN	Ashdale Crescent	Full Length	Carriageway Micro	
	Ashley Road	Lewis Road to Lynn Drive	Carriageway Micro	
	Ashton Hill Lane	Gorsey Fields to Market Street	Footway Micro	
	Baslow Road	Full Length	Carriageway Resurfacing	
	Cornwall Road	Full Length	Carriageway Micro	
	Dovedale Avenue	Full Length	Carriageway Resurfacing	
	Edge Lane	Hamnett Street to Alderdale Drive	Footway Resurfacing	
	Ellen Street	From No. 2 Trent Walk to No. 7 Lune Walk	Carriageway Resurfacing	
	Greenside Crescent	Full Length	Footway Resurfacing	
	Greenside Lane	Fiveways to Springfield Road	Carriageway Resurfacing	
	Hales Close	Full Length	Footway Resurfacing	
	Hawkestone Avenue	Full Length	Carriageway Resurfacing	


	Kelsall Drive	Full Length	Carriageway Resurfacing	
	Kings Walk	Full Length	Footway Micro	
	Lune Walk	Full Length	Footway Micro	
	Mere Avenue	Full Length	Carriageway Resurfacing	
	Peakdale Road	No. 20 to Haven Drive	Carriageway Resurfacing	
	Ribble Walk	Full Length	Footway Micro	
	St Andrews Avenue	Full Length	Carriageway Resurfacing	
	Sunnyside Road	Cypress Road to 31 Sunnyside Road	Carriageway Resurfacing	
	The Crescent	Full Length	Carriageway Micro	
	The Quadrant	Full Length	Carriageway Resurfacing	
	Trent Walk	Full Length	Footway Micro	£580,000
DUKINFIELD	Ash Tree Drive	Full Length	Carriageway Micro	
	Birch Lane	Birch View to No. 238 Birch Lane	Carriageway Resurfacing	
	Boyds Walk	Birch Lane to King Street	Carriageway Micro	
	Cheetham Hill Road	No. 212 to Yew Tree Lane	Carriageway Resurfacing	
	Crescent Road	Astley Street to Town Lane	Carriageway Resurfacing	
	Dean Court	Full Length (Adopted Section)	Carriageway Micro	
	Dewsnap Lane	No. 120 to Armadale Road	Carriageway Resurfacing	
	Dovestone Crescent	Full Length	Footway Micro	
	Elm Tree Drive	Full Length	Carriageway Micro	
	Fir Tree Lane	Gloucester Rise to Gorse Hall Road	Carriageway Micro	
	Globe Lane	Globe Square to Broadway	Carriageway Resurfacing	
	Gorse Hall Road	Cheetham Hill Road to Lyne Edge Crescent	Carriageway Micro	
	Greenbooth Close	Full Length	Footway Micro	
	Hill Street	Full Length	Carriageway Micro	
	Jubilee Avenue	Full Length	Carriageway Micro	
	Lodge Lane	Various F/W Lengths	Footway Resurfacing	
	Lyne Edge Crescent	Lyne Edge Road to Yew Tree Lane	Carriageway Micro	
	Lyne Edge Road	Yew Tree Lane to Gloucester Rise	Carriageway Micro	
	Park Road	Crescent Road to Riverside	Carriageway Resurfacing	
	Parkin Close	Full Length	Carriageway Micro	
	Peel Street	Full Length	Carriageway Micro	
	Poplar Road	Oak Tree Drive to Fir Tree Lane	Carriageway Micro	

	Queen Street	Full Length	Carriageway Micro	
	Redmire Mews	Full Length	Footway Micro	
	Rowan Crescent	Full Length	Footway Micro	
	Sycamore Close	Full Length	Carriageway Micro	
	Water Grove Road	Full Length	Footway Micro	
	Yew Tree Lane	From Water Grove Road to Lyne Edge Road	Carriageway Resurfacing	£830,000
HYDE	Ashton Road	No. 53 to Talbot Road	Carriageway Resurfacing	
	Bagshaw Street	Including Swindells Street (Both Full Length)	Carriageway Micro	
	Brabyns Road	Full Length	Carriageway Micro	
	Brabyns Road	Full Length	Footway Micro	
	Carter Street	Full Length	Carriageway Micro	
	Commercial Street	Full Length	Carriageway Micro	
	Dow Street	Full Length	Carriageway Micro	
	Dukinfield Road	Hyde Newton St to Nursery Road	Carriageway Resurfacing	
	Gee Cross Fold	Full Length	Footway Micro	
	Great Norbury Street	Railway Street to rail bridge	Carriageway Resurfacing	
	Lord Derby Road	Full Length	Footway Micro	
	Lynton Walk	Hatts Rd West to G/E 14	Footway Resurfacing	
	Mansfield Road	Lumn Road to Walker Lane	Carriageway Micro	
	Markham Street	Full Length	Carriageway Micro	
	Matley Lane	L/C 4 to Victoria Street	Carriageway Micro	
	Milverton Walk	Gable End to Lynton Ave	Footway Resurfacing	
	Park Road	Lodge Lane to Clarendon Street	Carriageway Micro	
	Queenhill Drive	Full Length	Footway Micro	
	Rydal Avenue	Full Length	Carriageway Micro	
	Silver Hill Road	Napier Street to G/E 24	Carriageway Resurfacing	
	Smith Street	Full Length	Carriageway Micro	
	St Paul's Hill Road	No. 12 to Crossbridge Road	Carriageway Micro	£580,000
LONGDENDALE	Ashworth Lane	No. 57 to Market Place	Carriageway Micro	
	Back Moor	Stalybridge Road to Mottram Moor	Carriageway Resurfacing	
	Chapman Road	Hattersley Road East to Stockport Road	Carriageway Micro	
	Ellison Close	Full Length	Footway Micro	

	Hattersley Road West	No. 175 (L/C 52) to Sandy Bank Avenue	Carriageway Resurfacing	
	Hawthorn Grove	Full Length	Footway Micro	
	Organ Way	Full Length	Footway Micro	
	Printers Fold	Full Length	Footway Micro	
	Rosebank Close	Full Length	Footway Micro	
	Spring St	Full Length	Footway Micro	
	Spring Street	Full Length (Adopted Section)	Carriageway Micro	
	The Boulevard	Full Length	Carriageway Micro	
	Underwood Road	Hattersley Road West to Wardlebrook Avenue	Carriageway Micro	
	Woodlands Close	Woodlands Close	Carriageway Micro	
	Woolley Lane	Mottram Moor to No. 85 (& S/O No. 9 to Bridge)	Carriageway Resurfacing	£430,000
MOSSLEY	Cote Lane	Full Length	Footway Micro	
	Dalesfield Crescent	Full Length	Carriageway Micro	
	Hollins Lane	Full Length	Carriageway Micro	
	King Street	Full Length	Carriageway Micro	
	Lees Road	No. 69 to Holly Bank Farm	Carriageway Micro	
	Lower Hey Lane	Full Length	Footway Micro	
	Manchester Road	Near Mill Lane	Footway Resurfacing	
	Manchester Road	Tame Valley Close to No 385 Manchester Road	Carriageway Resurfacing	
	Meadow Close	Full Length	Footway Micro	
	Moorlands Crescent	Full Length	Carriageway Micro	
	Moorside Road	Full Length	Carriageway Micro	
	Staley Road	Derby Street to Cemetery Road	Carriageway Resurfacing	
	Station Road	Full Length	Carriageway Micro	
	The Rowans	Full Length	Carriageway Micro	
	The Sycamores	Full Length	Carriageway Micro	
	The Uplands	Full Length	Carriageway Micro	£270,000
STALYBRIDGE	Ashes Close	Full Length	Footway Micro	
	Ashes Lane	Full Length	Footway Micro	
	Waterloo Road	Market Street to Trinity Street	Carriageway Micro	
	Blundering Lane	Matley Lane to Woodend Lane	Carriageway Micro	
	Burnside Close	Full Length	Carriageway Micro	

Caroline Street	High Street to Market Street	Carriageway Resurfacing	
Carrbrook Close	Full Length	Footway Resurfacing	
Carrbrook Crescent	Full Length	Footway Resurfacing	
Darnton Road	No. 19 to Astley Road	Carriageway Resurfacing	
Foxhill Drive	Full Length	Footway Micro	
Hassall Street	Cecil Street to Mottram Road	Carriageway Micro	
Heaps Farm Court	Full Length	Footway Micro	
High Street	Tame Street to Pine Road	Carriageway Resurfacing	
Huddersfield Road	No. 221 to No. 311 (Brushes Road to Parkfields)	Carriageway Resurfacing	
Mottram Old Road	No 2 to Shutts Lane	Carriageway Micro	
Oakfield Avenue	Full Length	Footway Resurfacing	
Old Rd	Full Length	Footway Micro	
Park Road	Tame Street to Clarence Street	Carriageway Micro	
Quarry Clough	Full Length	Footway Micro	
Rassbottom Street	Stamford Street to Market Street	Carriageway Resurfacing	
Tame Street	Depot Gates to Clarence Street (both sides)	Footway Resurfacing	
Warrington Street	Acres Lane to Taylor Street	Carriageway Micro	
Wellbank	Full Length	Footway Micro	
Woodend Lane	Blundering Lane to Mottram Road	Carriageway Micro	£650,000
		TOTAL	£5,195,000

Report To:	EXECUTIVE CABINET
Date:	21 March 2018
Reporting Officer:	Councillor Allison Gwynne, Executive Member - Clean and Green Emma Varnam, Assistant Director – Operations & Neighbourhoods
Subject:	IMPROVING THE BOROUGH GATEWAYS
Report Summary:	This report sets out details of the improvements required to the Boroughs Gateways, together with the approximate costing, project plan and on-going cyclic maintenance programme.
Recommendations:	That Executive Cabinet AGREES that: <ol style="list-style-type: none">1. this proposal is taken to the next stage and that further work is undertaken to produce detailed business case for investment up to £300K providing fully specified and costed scheme together with implementation plan the exact nature of works proposed at each site and how these works will be prioritised within the available funding.2. The existing cyclical maintenance programme will incorporate the new borough gateways and this work will be managed within the existing revenue budget; AND3. Recommend the style and format of the new Gateway signs.
Links to Community Strategy:	The proposals in the report will support the delivery of the Community Strategy in terms of creating a more attractive Borough.
Policy Implications:	The reported improvements are helping to create an attractive Borough which will promote economic growth, employment opportunities and provide a nice place to live, work and visit.
Financial Implications: (Authorised by the Section 151 Officer)	The three year capital programme approved by Executive Cabinet on 18 October 2017 included an earmarked sum of £300,000 for improvements to the Borough Gateways. This report sets out proposals for the Gateway Improvement Project. Further work is required to establish the exact nature of works proposed at each site and how these works will be prioritised within the available funding. The existing cyclical maintenance programme will incorporate the new borough gateways and this work will be managed within the existing revenue budget.
Legal Implications: (Authorised by the Borough Solicitor)	Spending on this type of investment should be in accordance with best value principles and in line with the Council's financial strategy and corporate priorities.
Access to Information:	The background papers relating to this report can be inspected by contacting the report writer Nick Sayers, Head of Operations and Greenspace:

 Telephone:0161 342 2704

 e-mail: nick.sayers@tameside.gov.uk

1. BACKGROUND

- 1.1 At the Strategic Capital Group on 9 October 2017 it was reported that a number of capital projects be approved subject to a further business case. This report sets out the improvements required to the Borough Gateways, together with the approximate costs, project plan and a regular cyclic maintenance programme.
- 1.2 It is recognised that improving the appearance of the Borough Gateways contributes towards attracting inward investment, retaining existing investment and encouraging and attracting people to live, work and visit the Borough.
- 1.3 Due to diminishing budgets and reductions in front line resources over the past few years investment has not been affordable on infrastructure works and therefore this capital funding will improve the street scene within these areas.
- 1.4 This project will improve the appearance of these gateways and the Council will ensure a robust maintenance programme is in place to keep the gateways looking presentable and clean.

2. LOCATION OF GATEWAYS

- 2.1 For the purpose of this Project the following gateways will be fully appraised and improvement work carried out. The gateways have been categorised into the following

Main arterial routes – which include the existing Tameside flags

Oldham Road , Ashton-Under-Lyne
Ashton Old Road, Audenshaw
Manchester Road, Denton
Mottram Moor, Hollingworth
Stockport Road, Hyde
Manchester Road, Mossley

Other Gateways into the Borough – with existing signs

Lees Road, Ashton-Under-Lyne
Parkbridge Road, Ashton-Under-Lyne
Stanneybrook Road, Ashton-Under-Lyne
Laburnum Road, Denton
Stockport Road, Denton
Thornley Lane South, Denton
Ashton New Road, Droylsden
Manchester Road, Droylsden
Manchester Road, Hollingworth
Woolley Lane, Hollingworth
Huddersfield Road, Mossley
Lees Road, Mossley
Stockport / Quick Road, Mossley
Under Lane, Mossley

Motorway Gateways

M60 – Denton Island
M60 – Junction 23, Ashton-Under-Lyne
M60 Junction onto Moss Way, Audenshaw
M60 / M67 Manchester Road North, Denton
M67 Junction onto Ashton Road, Denton
M67 Junction 2 Hyde Road, Denton
M67 Junction 3 Clarke Way, Hyde

Various Internal Gateways

Manchester Road – Ashton / Audenshaw	Huddersfield Road – Mossley / Stalybridge
Newmarket Road – Ashton / Droylsden	Wakefield Road – Mossley / Stalybridge
Mossley Road – Ashton / Mossley	Stamford Street – Stalybridge / Ashton
Guide Lane – Ashton / Audenshaw	Clarence Street – Stalybridge / Dukinfield
Stockport Road – Ashton / Audenshaw	Cheetham Hill Road -Stalybridge / Dukinfield
Ashton Road – Ashton / Audenshaw	Johnson Brook Rd – Dukinfield / Hyde
Hyde Rd / Manchester Road – Denton/Hyde	Mottram Road – Stalybridge / Hyde
Denton Road – Audenshaw / Denton	Whitelands Road – Stalybridge / Ashton
Williamson Lane – Audenshaw / Droylsden	King St / Alma St – Dukinfield to Ashton

3. PROGRESS UPDATE

- 1.1 Site audits have now been carried out by officers across Operations & Neighbourhood Services with assistance from the Communications Team. The audits have identified both improvements required and the improvement zone which will vary for each gateway.
- 1.2 A whole range of improvements have been identified for the gateways. For an example of a completed audit which includes works such as painting street furniture, replacing damaged furniture / paving, renew line marking etc see **Appendices 1 & 2**
- 1.3 The site audits have also identified other issues in respect of locating gateway signs within the correct boundary as for example currently the Audenshaw gateway is positioned within Manchester City Council. The audit will also identify areas under private ownership which require improvements. Officers will engage with the relevant owners to ensure they also contribute in making the borough look attractive.
- 1.4 It should be noted that each gateway will differ in terms of the work that will be undertaken due to its location and layout of the existing infrastructure which will determine the scale of the improvements.

2. GATEWAY SIGNAGE

- 2.1 Currently the gateway signs differ in design and format across the Borough and the Communications Team have provided some alternative designs for further discussion and approval by the Executive Cabinet.
- 2.2 There are a number of designs and shapes for consideration which also includes the information which will appear on the signs:

Appendix 3 – Gateway signs into the Borough – Welcome to Tameside

Appendix 3 - Gateway signs into the Borough – Welcome to Tameside including the Town

Appendix 4 – Internal Gateway signs including Town**Appendix 5 – Thank You for Visiting**

- 2.3 Each of the Gateways signs into the borough will promote Tour of Tameside.
- 2.4 The internal signage from Town to Town will also be replaced to ensure a consistent approach is adopted throughout the borough. Any supporting posts will either be re-painted or replaced and the immediate area cleaned.
- 2.5 Where possible and using existing framework contract rates, along with costs from similar schemes an exercise has been carried out which has provided indicative costs for the improvement works. Costs will be subject to change depending on the outcome of a more detailed audit and procurement exercise. These are listed below in Table 1:

Table 1.

LOCATIONS	AREAS	Total Costs
MAJOR GATEWAYS		
		£
Oldham Road	Ashton	19320
Ashton New Road	Droylsden	4050
Ashton Old Road	Audenshaw	22900
Stockport Road	Hyde	20050
Manchester Road	Mossley	16380
Mottram Moor	Hollingworth	34020
Manchester Road	Denton	42405
MOTORWAY GATEWAYS		
M60-Denton Island	Denton	10900
M60-Junction 23	Ashton	7500
M60-Junction onto MossWay	Audenshaw	1500
M60/M67 Manchester Rd North	Denton	1500
M67 Junction 2 Hyde Road	Denton	1975
M67 Junction 3 Clarke Way	Hyde	3200
M67 onto Ashton Road	Denton	1500
SECONDARY GATEWAYS		
Lees Road	Ashton	3100
Parkbridge Road	Ashton	1500
Stanneybrook Road	Ashton	3300
Laburnum Road	Denton	1500
Stockport Road	Denton	2700
Thornley Lane South	Denton	1500
Manchester Road	Hollingworth	200
Woolley Lane	Hollingworth	2400
Huddersfield Road	Mossley	1500
Lees Road	Mossley	1500
Stockport/ Quick Road	Mossley	1500
Under Lane	Mossley	1500
INTERNAL SIGNS		
Manchester Road	Ashton/Audenshaw	1700
Newmarket Road	Ashton/Droylsden	1700
Mossley Road	Ashton/Mossley	1700
Guide Lane	Ashton /Audenshaw	1700
Stockport Road	Ashton /Audenshaw	1700
Ashton Road	Ashton/Audenshaw	1700
Hyde Road/ Manchester Road	Denton/Hyde	1700
Denton Road	Audenshaw/Denton	1700

Williamson Lane	Audenshaw/Droylsden	1700
Huddersfield Road	Mossley/Stalybridge	1700
Wakefield Road	Mossley/Stalybridge	1700
Stamford Street	Stalybridge/Ashton	1700
Clarence Street	Stalybridge/Dukinfield	1700
Cheetham Hill Road	Stalybridge/Dukinfield	1700
Johnson Brook Road	Dukinfield/Hyde	1700
Mottram Road	Stalybridge/Hyde	1700
Whitelands Road	Stalybridge/Ashton	1700
King Street/Alma Street	Dukinfield/Ashton	1700
Supervision/Project Management		30000
10% Contingency		30000
		300000

3. CONSULTATION AND ENGAGEMENT

- 5.1 The design and format of the new Borough Gateway signs will be agreed by the Executive Cabinet.
- 5.2 The audits of the gateways into the borough will highlight areas which are under private ownership and therefore a Neighbourhood Officer will discuss with the relevant owners and encourage participation in ensuring the whole gateway is improved and maintained thereafter.
- 5.3 In conjunction with Ward Members, Town Councils, local businesses and the community the Neighbourhood Teams will actively encourage further participation to ensure they also play a part in ensuring these gateways are kept clean and well maintained.

6. PROJECT PLAN

- 6.1 Once a definitive programme has been agreed it will be necessary to divide this work into discrete packages to ensure they provide simple accessible procurement opportunities to ensure that a number of local small businesses have the opportunity to express an interest in this work.
- 6.2 It is envisaged that the works will be undertaken on the various categories of Gateways referred to in Para: 2.1 as this will assist with managing this Project. An approximate timetable of works is detailed below in Table 2:

Table 2.

Category	Finalise Programme	Procure Works	Start Works
Main arterial routes	March / April 2018	May 2018	June 2018
Other gateways	March /April 2018	May 2018	July 2018
Motorway gateways	March / April 2018	May 2018	July 2018
Internal gateways	March / April 2018	May 2018	From June 2018

7. CYCLIC MAINTENANCE PROGRAMME

- 7.1 The current cleansing maintenance programme includes both mechanical sweeping and litter clearance. Mechanical sweeping is mainly carried out by the cleansing nightshift team approximately every 14 days with a day time sweep if necessary.
- 7.2 Due to the current level of resources a more detailed cleanse i.e. jet washing, cleansing signs and street furniture does not form part of the maintenance programme.
- 7.3 Following the gateways improvement a more detailed programme of work will be introduced on a quarterly basis however, it should be noted this will have a slight impact on other areas within the Borough. The cyclical maintenance programme will be managed within the existing revenue budget.
- 7.4 Engineers will also ensure that damaged street furniture will be prioritised and replaced as a matter of urgency.
- 7.5 As previously noted within the report Town Councils, businesses and community groups will also be encouraged to assist with the appearance of the gateways.

8. RECOMMENDATIONS

- 8.1 As detailed at the front of the report.

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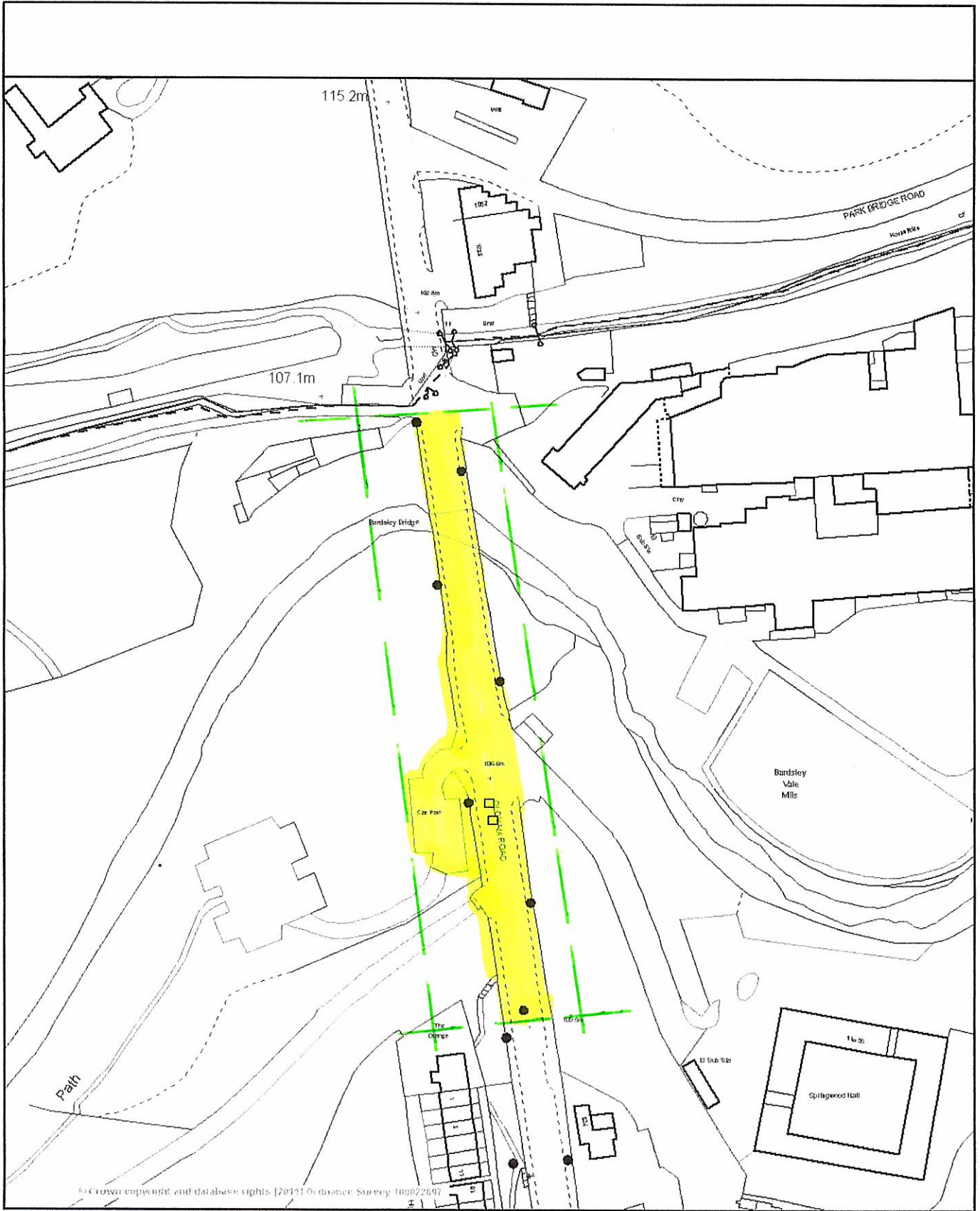
APPENDIX 1

GATEWAY AUDIT SHEET

LOCATION: Oldham Road, Ashton

TASKS	Work Description
Bridge/wall & footway (Including metal railings and raised kerbs)	Jet Wash
Footway paving near Car Park entrance	Lift and replace
Landscaping	Entrance to Country Park Car Park
Highways Line Marking	
Chevrons	White
Right Hand Arrows	White x 2
Bus Stop Markings	White Lines
	Red Lines
	Yellow Lines
	Yellow Lines in the Red
Bus Stop Lettering	x 7 in Yellow
New Welcome Sign	Remove old sign and install new welcome sign including new post including painting of posts
Central Island	Clean Bollards and lamp column
Vegetation Overhanging	Cut Back TMBC Land
	Cut Back Private Land
Planters / plants	Metal planters x 4 including evergreen sustainable plants

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Scale 1/1481 Date 22/11/2017

Centre = 393025 E 401285 N

Appendix 3

Gateways - Welcome



Gateways - Welcome



Appendix 3

Gateways - Welcome



Gateways - Welcome



Appendix 3

Gateways - Welcome & Town



Gateways - Welcome & Town



Appendix 3

Gateways - Welcome & Town

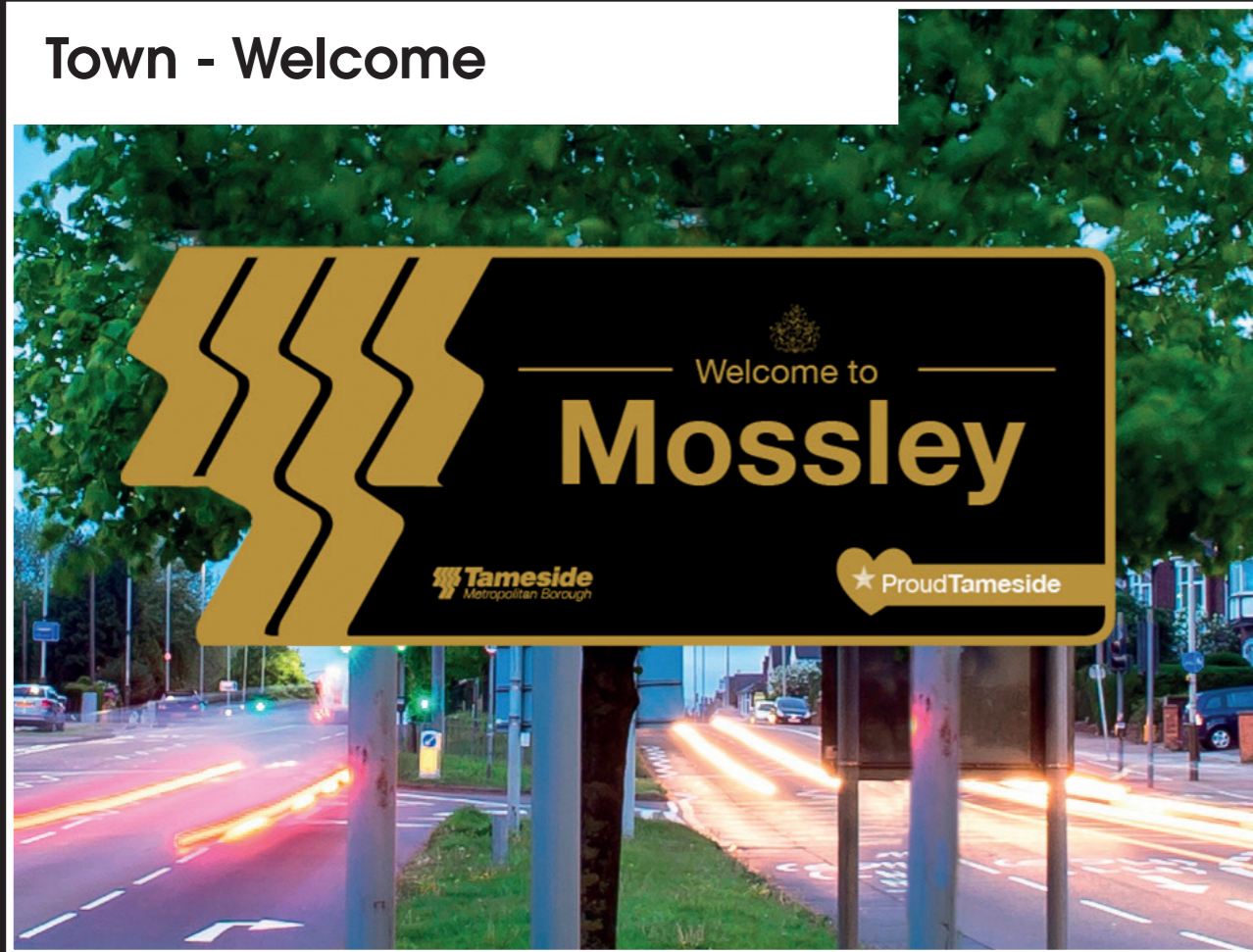


Gateways - Welcome & Town



Appendix 4

Town - Welcome



Town - Welcome



Appendix 4

Town - Welcome



Town - Welcome



Appendix 5

Gateways - Thank You



Gateways - Thank You



Appendix 5

Gateways - Thank You



Gateways - Thank You



Appendix 3

Gateways - Welcome



Gateways - Welcome



Appendix 3

Gateways - Welcome



Gateways - Welcome



Appendix 3

Gateways - Welcome & Town



Gateways - Welcome & Town



Appendix 3

Gateways - Welcome & Town

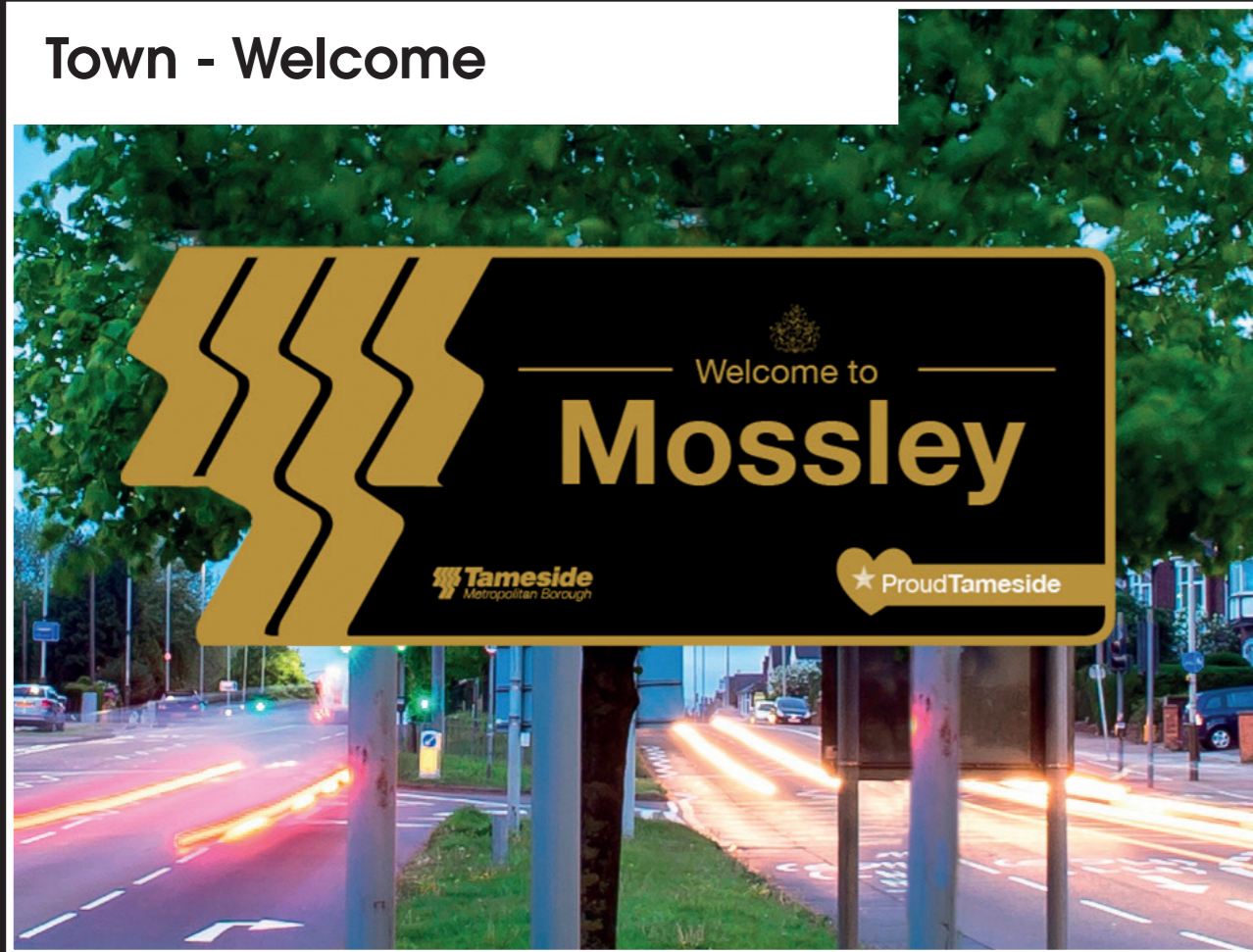


Gateways - Welcome & Town



Appendix 4

Town - Welcome



Town - Welcome



Appendix 4

Town - Welcome



Town - Welcome



Appendix 5

Gateways - Thank You



Gateways - Thank You



Appendix 5

Gateways - Thank You



Gateways - Thank You



Report To:	EXECUTIVE CABINET
Date:	12 March 2018
Reporting Officer:	Councillor Allison Gwynne – Executive Member (Clean and Green) Emma Varnam - Assistant Director – Operations & Neighbourhoods
Subject:	LED STREET LIGHTING
Report Summary:	A report was presented at the Council's Strategic Planning & Capital Monitoring Panel in December 2014 seeking permission to consider the way forward for the Council's street lighting assets, including energy costs. It was recommended that a wholesale LED lantern replacement scheme for residential streets should be undertaken. Also recommended was an assessment on the viability of an LED lantern replacement for the main roads to be undertaken after 3 years (2018).
Recommendations:	IT IS RECOMMENDED TO COUNCIL that a wholesale LED lantern replacement programme should be approved IN PRINCIPLE for the remaining main road traffic routes over two years with an initial allocation of £3.6M subject to any expenditure or financial commitment being SUBJECT to a detailed business case being considered by Members, setting out key assumptions, specified works and costs, and a more detailed plan for delivery. It is intended that this scheme should deliver revenue savings of £282,328 per year based on current prices.
Links to Community Strategy:	The Street Lighting LED Main Road Programme seeks to provide an improved and more sustainable highway related asset for the residents and businesses of Tameside, thereby contributing to a safe environment, continuing economic regeneration and contributing to a low carbon economy; key priorities within the 2012-22 Tameside Sustainable Community Strategy.
Policy Implications:	The proposed programme supports the Council's Corporate Plan priorities around the Sustainable Community Strategy. It also supports the objectives of the Greater Manchester 3 rd Local Transport Plan and associated strategies thereby underpinning its aims and objectives at a regional and local level.
Financial Implications: (Authorised by the Section 151 Officer)	The Council's three year capital programme approved in October 2017 included an earmarked sum of £3.6m for further investment in LED street lighting. This report provides further detail on the proposed capital investment and forecast energy savings or cost avoidance. Table 4 of this report provides an outline of estimated costs of the LED Street Lighting replacement for main roads. A further detailed business case should be brought back to

Members, setting out key assumptions, specified works and costs, and a more detailed plan for delivery.

Tables 2, 3 and 6 provide analysis of forecast savings (or cost avoidance) expected from the delivery of LED Street Lamp replacement on residential and main roads. The Medium Term Financial Plan assumes revenue budget savings from 2019/20 of £250k as a result of this project. The actual reductions to revenue budgets will not be the same as the forecast cost savings set out in this report due to inflationary pressures on energy costs. The service should ensure that robust arrangements are in place to monitor costs and delivery of the project, and to demonstrate the savings being delivered by this investment.

Legal Implications:
(Authorised by the Borough Solicitor)

A detailed business case should be brought back to Members, setting out key assumptions, specified works and costs, and a more detailed plan for delivery for approval.

Risk Management:

- Inclement weather preventing commencement and completion of schemes.

A comprehensive programme of works will be agreed between partners to ensure completion by approved dates. However, should the programme not be achieved it may be necessary to arrange for any outstanding financial resources to be transferred into the following financial year.

- Inability of suppliers to deliver materials within a time frame to meet completion targets.

If the successful supplier cannot meet the demand in line with the proposed installation schedule, then approval will be sought to carry over the project into the subsequent year for completion.

- The ability of the Council's own *Operational Services* or external contractors to implement the programme in the two year timescale of the project.

This risk will be managed by ensuring that should Operational Services or the external contractor be unable to complete the works during the timescale, approval will be sought to carry over the project into the subsequent year for completion.

Access to Information:

The background papers relating to this report can be inspected by contacting the report authors, Lee Holland



Telephone: 0161 342 3978



e-mail: lee.holland@tameside.gov.uk

1. BACKGROUND INFORMATION

- 1.1 The 1980 Highways Act empowers Highway Authorities to provide and maintain lighting on highways for which they are responsible (Section 97). The legal requirements for the illumination of traffic signs are set out in the 2002 Traffic Signs Regulations and General Directions. Street lighting is provided as an aid to road safety, to assist in the prevention of crime (public safety), and to improve the visual amenity of the street scene.
- 1.2 Street Lighting is a major area of expenditure for the Authority, with a revenue budget of just over £2 million per year, £1.56 million of which is for energy (see Table 1 below) and the remainder used for repairs and maintenance. The Council is responsible for the following total illuminated street furniture worth around £49m in Gross Replacement Cost terms (as submitted as part of Whole of Government accounts 2017/18):
- 26,026 Street Lighting Columns
 - 2,556 illuminated signs
 - 912 illuminated bollards
- 1.3 As well as ensuring that the lights are adequately situated and that the lamps are providing adequate light, street lighting lamps need replacing approximately once every five years (meaning around 5,600 lamps will need to be replaced over the course of each year). Electrical testing of all our installations needs to be carried out and the structure of the lighting equipment also needs to be maintained and monitored to ensure it is safe. In order to ensure that the columns remain in a safe condition it is estimated that up to 1,000 columns should be replaced every year.
- 1.4 Managing these replacements is a major task with heavy reliance being placed on the inventory records held by the Authority which need to provide accurate information regarding the position of the street lighting, the type of equipment that is being used and the date any components were last replaced in order to ensure the right columns and lamps are replaced at the right time.
- 1.5 As budgets across the Authority are reduced it is important to ensure that the controls in place within street lighting are robust and effective in order to ensure that a potentially reduced service does not result in increased risk to the Authority or to the safety of the general public.

2. REVENUE BUDGETS (2017/18)

- 2.1 Revenue budgets to support the delivery of this service are detailed below (Table 1) indicating the relative expenditure levels for street lighting related functions:

Table 1 – Revenue Budgets 2017/18

Function	Budget £000's	% of Total
Street Lighting energy	1,561	76.5%
Street Lighting reactive maintenance	243	11.9%
Street Lighting Bulk Change & Clean (planned maintenance)	164	8.0%
Bollards maintenance	4	0.2%
Bollards Bulk Change & Clean	28	1.4%
Signs Maintenance	20	1.0%
Signs Bulk Change & Clean	10	0.5%
Street Lighting painting	10	0.5%

	Total	2,040	100%
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2.2 The revenue budget for energy costs has previously been reduced to reflect anticipated energy savings from the installation of LED lamps in residential areas. The Medium Term Financial Plan assumes further net savings of £250k from 2019/20 after inflationary pressures for energy costs.

3. STREET LIGHTING LED RESIDENTIAL ROADS PROJECT

3.1 In December 2014 the Council's Strategic Planning & Capital Monitoring Panel supported a recommendation for a wholesale LED lantern replacement programme starting initially with the residential roads (circa 17,000 lanterns) at a cost of £5M, over a three year period. This was subsequently approved by the Executive Cabinet.

3.2 The council's in-house Design and Delivery team started this project in April 2015 and are due to complete by December 2018. Table 2 below shows the costs / savings envisaged in the December 2014 report and the anticipated outturn figures:

Table 2 – LED Residential Roads Project Forecast Outturn

	December 2014 Report	Estimated outturn figures
Capital Expenditure	£5,000,000	£5,000,000
Annual Energy Savings	£451,270	£494,053

These energy savings have been calculated based on January 2018 tariffs.

3.3 As can be seen from the table above the project will be delivered on budget and the energy cost savings (or cost avoidance) should exceed the original forecast. The revenue budget reductions referenced in section two above are a net saving after taking account of inflationary pressures on energy costs.

3.4 At the time of the December 2014 report it was not economically viable to undertake a replacement programme for the Main Road lanterns. It was estimated that a capital investment of £4.1M for these lanterns would have a payback period of 28 years.

3.5 The report recommended that after three years another feasibility assessment should be undertaken on the financial viability of an LED replacement scheme for the main roads, due to the anticipated improvements in this technology and expected reductions in lantern costs.

4. FINANCIAL VIABILITY ASSESSMENT FOR LED MAIN ROAD LANTERNS

4.1 The energy budget for 2017/18 is £1.56M and this will be reduced in 2019/20 to reflect the installation of the residential roads LED scheme. The amount of this budget attributable to the main road energy costs is £627K.

4.2 There are not only energy savings when the lanterns are changed to LED's, additional savings are achieved in the CO2 emissions, although this is a notional saving at present because we are not charged for these emissions yet. Further savings will be achieved in maintenance costs due to fewer lamp changes and lamp failures associated with LEDs. The lamp changes savings are based on a 6 year life expectancy for non LED lamps, with one sixth of our lamps being replaced per year. The lamp failures saving is based on a 17% failure rate during the 6 year life expectancy of the non LED lamps. Table 3 below shows

the anticipated total savings attributable to the main road LED lantern replacement scheme (per year) based on current energy costs:

Table 3: Forecast savings

Lamp Number	Lamp Type	Existing energy cost	New energy cost	Co2 saving	Energy savings	Saving in lamp changes	Saving in lamp failures	
2252	100w	£137,912	£102,624	£1,808	£35,288	£11,658	£1,333	
3684	150w	£324,786	£214,210	£5,570	£110,576	£19,732	£2,274	
1066	250w	£144,628	£73,151	£3,665	£71,477	£5,713	£665	
220	90w	£15,098	£10,026	£260	£5,072	£1,875	£252	
273	135w	£25,653	£12,441	£677	£13,212	£2,644	£367	
5	180w	£649	£544	£5	£105	£74	£11	
7500		£648,726	£412,996	£11,985	£235,730	£41,696	£4,902	
Total Savings:							8	£282,328

4.3 As can be seen savings totalling £282,328 (based on current energy costs) can be achieved per year if the main road lanterns were replaced with LED lanterns. Forecast future savings (or cost avoidance) based on assumed inflation is set out in Table 6.

4.4 Table 4 below indicates the amount of investment required for the main road scheme and the payback period.

Table 4: Proposed Main Road LED Investment

	Main Roads
Number of Lanterns in need of replacement	7,500
Lantern replacement cost	£2,400,000
Installation costs (including electrical testing)	£900,000
Design Fees	£100,000
Traffic Management Costs	£200,000
Total Capital Investment required	£3,600,000
Payback period based forecast savings in Table 3	13 years

(Payback Period - The length of time required to recover the cost of an investment. The payback period of a given investment or project is an important determinant of whether to undertake the project, as longer payback periods are typically not desirable for investment proposals).

4.5 Current estimates as outlined above indicate that an initial capital outlay of £3.6M on the main roads would payback over a period of 13 years. The LED lanterns installed would be expected to be operational for a total of 25 years under the manufacturer's guarantee.

4.6 It is proposed to undertake the main road lantern replacement scheme using the Council's in-house Design and Delivery team over a two year timescale. The procurement of the LED lanterns will be undertaken via an existing Greater Manchester Supplier Framework (if suitable) or a tendering process similar to the side road lantern purchase. The intended profiling of Capital Expenditure and lantern replacements is shown in Table 5 below.

Table 5 – Investment profile

	2018/19	2019/20	2020/21
Capital Expenditure	£1,600,000	£2,000,000	

Number of Lanterns Replaced	3,500	4,000	
Forecast Energy Savings	£0	£113,308	£250,068

- 4.7 The anticipated energy saving (or cost avoidance) over the 25 year useful life of the lanterns is shown in Table 6 below. The current and LED energy costs are based on current tariffs, assuming inflationary increases of 3% per annum. There will be additional savings in a reduction to lamp changes and lamp failures that are costs associated with maintaining the current inventory.

Table 6 – Forecast energy cost avoidance over 25 year life of LED Lanterns

Year	Current Main Rd Energy Costs (3% inflation)	Forecast LED Main Rd Energy Costs (3% Inflation)	Forecast Annual Energy Savings (3% Inflation)	Forecast Annual Energy Savings (5% Inflation)	Annual Energy & Maintenance Savings (3% Inflation)	Annual Energy & Maintenance Savings (5% Inflation)
1	£648,726	£412,996	£235,730	£235,730	£282,328	£282,328
2	£668,188	£425,386	£242,802	£247,517	£290,798	£296,444
3	£688,233	£438,147	£250,086	£259,892	£299,522	£311,267
4	£708,880	£451,292	£257,589	£272,887	£308,507	£326,830
5	£730,147	£464,831	£265,316	£286,531	£317,763	£343,171
6	£752,051	£478,776	£273,276	£300,858	£327,296	£360,330
7	£774,613	£493,139	£281,474	£315,901	£337,114	£378,347
8	£797,851	£507,933	£289,918	£331,696	£347,228	£397,264
9	£821,787	£523,171	£298,616	£348,281	£357,645	£417,127
10	£846,440	£538,866	£307,574	£365,695	£368,374	£437,983
11	£871,833	£555,032	£316,801	£383,979	£379,425	£459,883
12	£897,989	£571,683	£326,305	£403,178	£390,808	£482,877
13	£924,928	£588,834	£336,095	£423,337	£402,532	£507,021
14	£952,676	£606,499	£346,177	£444,504	£414,608	£532,372
15	£981,256	£624,694	£356,563	£466,729	£427,046	£558,990
16	£1,010,694	£643,434	£367,260	£490,066	£439,858	£586,940
17	£1,041,015	£662,737	£378,277	£514,569	£453,054	£616,287
18	£1,072,245	£682,619	£389,626	£540,297	£466,645	£647,101
19	£1,104,413	£703,098	£401,315	£567,312	£480,645	£679,456
20	£1,137,545	£724,191	£413,354	£595,678	£495,064	£713,429
21	£1,171,671	£745,917	£425,755	£625,462	£509,916	£749,100
22	£1,206,821	£768,294	£438,527	£656,735	£525,213	£786,555
23	£1,243,026	£791,343	£451,683	£689,572	£540,970	£825,883
24	£1,280,317	£815,083	£465,234	£724,050	£557,199	£867,177
25	£1,318,726	£839,536	£479,191	£760,253	£573,915	£910,536
Total	£23,652,073	£15,057,530	£8,594,542	£11,250,709	£10,293,471	£13,474,696

5. PROPOSED DELIVERY PROGRAMME

- 5.1 If the council was to approve the installation of LED lanterns on the main roads, then we would need to undertake a procurement exercise to establish a supplier, or use an existing supplier framework. During this procurement period the installation programme would be agreed to determine which areas should be delivered first and in what order. Once the supplier contract has been sourced the lighting design for each of the areas can be finalised. It is envisaged that a start on site to replace the lanterns would commence in July 2018. The actual installation would be undertaken by the Design & Delivery team, together with contractors off our framework. The street lighting inventory will be updated on a monthly basis, this will enable us to determine and monitor the energy savings we are

achieving. The financial spend against this project will be monitored via the council's usual capital monitoring process.

6. CONCLUSION

- 6.1 The use of LED technology is fundamental in order for the council to achieve its savings targets by reducing energy consumption and associated costs. Energy prices are likely to increase in the future requiring additional corporate support. The fact that other councils are employing this technology and taking more drastic measures will reduce demand which is only likely to drive the cost of raw energy up further. The availability of a new generation of LED technology increases the attraction in terms of cost savings and serious consideration of replacing the remaining main road lanterns needs to be made.

7. RECOMMENDATIONS

- 7.1 As detailed on the front page of this report.

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Report To:	EXECUTIVE CABINET
Date:	21 March 2018
Reporting Officer:	Councillor Allison Gwynne, Executive Member - Clean and Green Emma Varnam, Assistant Director, Operations & Neighbourhoods.
Subject:	CROWDED PLACES
Report Summary:	This report explores the options available and proposals to improve safety in and around crowded places, where large groups of pedestrians congregate, particularly around schools and places of worship. The report also utilises methodology and principles identified as part of a wider review, with partners from Greater Manchester Police, to explore improving safety at locations, which may be at risk by deliberate actions by drivers as a terrorist activity.
Recommendations:	That Executive Cabinet APPROVE in principle that: <ol style="list-style-type: none">1. estimated 250 areas that cover all the schools and places of worship within the borough are surveyed according to the assessment criteria framework identified in Appendix A.2. a further report is brought back to members setting out the results of the surveys and options for safety improvements setting out the results of the risk assessment and prioritisation process, and to assess whether this level of resource is appropriate and to enable work to progress.
Links to Community Strategy:	Transport Infrastructure Schemes are linked to promoting a prosperous society and safe environment. In addition; car parking and the proposals in this report support the Greater Manchester Combined Authority (GMCA) - Greater Manchester plan, Our People, Our Place , with particular reference to healthier lives, Air Quality Action Plan and the Congestion Plan.
Policy Implications:	The proposals in this report are in accordance with current road safety measures.
Financial Implications: (Authorised by the Section 151 Officer)	The three year capital programme approved by Executive Cabinet on 18 October 2017, included an earmarked sum of £250,000 for improvements to pedestrian safety in crowded places. This earmarked sum was an initial estimate and was not based on any detailed assessment of the scope and nature of works required. This report sets out proposals to undertake surveys of all the identified sites with a view to assessing risk, identifying works required and prioritising sites. A further report should be brought back to members once these surveys have been completed, setting out the results of the risk assessment and prioritisation process, and to assess whether this level of resource is appropriate.

Legal Implications:
(Authorised by the Borough Solicitor)

The establishment of a clear assessment criteria framework will enable the Council to best allocate limited resources for the greater good.

A further report will be provided to members once the surveys have been complete and works prioritised.

The Council has the necessary powers to undertake the works identified.

Risk Management:

There is a risk that objections will be received to the proposals.

Access to Information:

Appendix A – Assessment Criteria Framework

Appendix B – Priority List of Sites

Appendix C – Pedestrian Accidents October 2012 to September 2017

The background papers relating to this report can be inspected by contacting the report writer,

Emma Varnam, Assistant Director, Operations & Neighbourhoods.



Telephone: 0161 342 3337



E-mail: emma.varnam@tameside.gov.uk

1. INTRODUCTION

- 1.1 Officers and members of the Council have shared the growing concerns of members of the public concerning the safety of the public, traffic congestion and parking where large crowds congregate. This is particularly the case around schools and places of worship and has been heightened by recent terrorist attacks where vehicles have directly targeted crowded places.
- 1.2 The main problems around these premises are that for short durations, namely when the premises are being accessed and egressed there is a requirement for parking/dropping off spaces, and this generates congestion at regular, specific times and the congregating of pedestrians outside buildings.
- 1.3 Poor driver behaviour has also contributed to a rapid increase in driving offences throughout the borough and nationally. A reduction in traffic offence enforcement by the police has had a marked effect on the highway network.
- 1.4 Over the years many methods of control have been introduced and have had varying degrees of success, however, with an ever growing amount of traffic, both pedestrian and vehicular, this initiative for better control around schools and places of worship has been developed.
- 1.5 Primarily this focus on safety has been centred on schools, especially primary schools. These safety measures have included pedestrian guardrails, to prevent access onto the carriageway, Traffic Regulation Orders (TROs) for waiting restrictions and a variety of physical measures to reduce speed.
- 1.6 All of these previous measures now need to be reviewed to see if they require updating or refreshing. In addition, new sites and changes to the highway infrastructure also need to be taken into consideration.
- 1.7 In addition, the Council has also recently been involved in a review of “Crowded Places” with partner agencies, including Greater Manchester Police (GMP). This review highlighted the principles that should be applied to assessing the safety of locations where large numbers of people congregated and identifying possible practical measures that could be introduced to reduce the risk of vehicles causing injury to pedestrians, either deliberately or by accident.

2. BACKGROUND

- 2.1 A successful bid for the sum of £250,000 was made to Strategic Planning and Capital Monitoring Panel on 9 October 2017, identifying finances to allow the introduction of a range of measures available to the Council.
- 2.2 This report aims to identify the interventions that are available to achieve better safety and traffic control around crowded places and proposes criteria for assessment of each location.
- 2.3 Below is a breakdown of the numbers of buildings that are required to be surveyed for potential features:

Nursery School	49
Primary School	75
High School	16
6 th Form	7
Special School	5
Places of Worship	Up to 100
Total	Approx. 250

3. ASSESSMENT CRITERIA

- 3.1 In order to provide a framework of planned interventions and to prioritise sites, a clear assessment criteria has been devised and details of this are included in Appendix A.

4. PROPOSALS

- 4.1 This report explores the options available and proposals to improve safety in and around crowded places, where large groups of pedestrians congregate. The report also utilises methodology and principles identified as part of a wider review, with partners from Greater Manchester Police, to explore improving safety at locations, which may be at risk by deliberate actions by drivers as a terrorist activity.
- 4.2 There are an estimated 100 places of worship giving a total of around 250 different locations requiring an initial desktop survey. This desktop survey will be followed up by a more in depth scheme being drafted, where identified.
- 4.3 It is understood that some sites will require more funding than others and it is proposed that the second round of priority schemes identified, following the initial priority list, be further prioritised following consultation with local members.
- 4.4 Many of the lists of potential features and initiatives cost in excess of £1,000 and this will necessitate the difficult task of prioritising schemes. There will not be a minimum spend at each location but an overall view will be taken on merit and rate of return in terms of safety.
- 4.5 It may be that not all the schemes that are identified will be able to be funded from current budget allocation. A further report will be brought back to members once these surveys have been completed, to assess whether this level of resource is appropriate.
- 4.6 The identified assessment criteria considers existing measures already in place and the overall proposal for each site may include the maintenance of these existing features to support new measures to improve safety.
- 4.7 A list of initial sites has been identified as priority sites based on known accidents and where the Council has received reports of issues. These are included in Appendix B.
- 4.8 The Council has access to GMP's STATS19, recorded accidents database, and includes recorded pedestrian, both children and adults, incidents mapped against schools and places of worship to indicate priority locations. There is a certain amount of data cleansing required to provide a full picture, but an early example of the matching exercise is included as Appendix C.
- 4.9 In addition, the Mosque at Katherine Street, Ashton has already been identified and subjected to the identified assessment criteria, with the majority of actions implemented. Some venues will be escalated within the risk assessment because they are particularly vulnerable to a deliberate physical act and may require extended protection.
- 4.10 Vehicles parking on the footway and forcing pedestrians to walk in the carriageway is an ever increasing problem. In addition to the difficulties of enforcement, further TROs need to be introduced at school sites to support "School Keep Clear" zig-zag markings to prevent vehicles parking directly on the footway at these markings.
- 4.11 Finally, sites on major routes will also be assessed for the introduction of Variable Message Signs (VMS) boards, with speed indicator signs, where they are not already present. A solar powered VMS costs approximately £6,500 including installation.

5. CONSULTATION

- 5.1 Any proposals will be subject to consultation with the school / place of worship and local members before introduction, to ensure that the best possible outcomes are achieved.
- 5.2 This will be in addition to any statutory consultation that may be required, depending on the nature of works proposed..

6. RECOMMENDATIONS

- 6.1 As set out at the front of the report.

APPENDIX A

ASSESSMENT CRITERIA FRAMEWORK

- 1.1 An assessment criteria framework has been devised, which incorporates, 'traditional' engineering interventions, such as;
 - Signage
 - Lining
 - Traffic Regulation Orders: Yellow lines, Prohibition of Driving Orders, footway parking bans, school zig-zags etc.
 - Barriers / pedestrian guardrails
 - Bollards
 - Zebra crossings
 - General street furniture
 - Horizontal and vertical carriageway features e.g. cushions / tables / chicanes / build-outs, where applicable
 - Variable Message Signs (VMS) - either fixed or portable
- 1.2 In addition to the details above, learning from the Crowded Places exercise with GMP will be included;
 - Additional measures to prevent pedestrian movement into moving traffic.
 - Identification of areas where deliberate vehicle movement could be prevented.
 - Use of street furniture / trees to deter such vehicle movement.
- 1.3 With all of the above, an appreciation of the aesthetics of any physical features introduced needs to be included as proposals are developed. This has a two-fold purpose, firstly to be sympathetic with the local environment and also to avoid a sterile appearance of barriers etc.
- 1.4 It is essential that the Council includes a priority basis for its programme of works on this initiative.
- 1.5 Priority will be given in the first instance to known pedestrian accidents in and around the locations identified.
- 1.6 The Council has access to GMP's STATS19, recorded accidents database, and will include recorded pedestrian, both children and adults, incidents mapped against schools and places of worship to indicate priority locations. There is a certain amount of data cleansing required to provide a full picture.
- 1.7 Further priority locations initially include specific schools, where problems have been reported and where previous Enforcement Days of Action to educate and enforce have taken place.
- 1.8 The details above have been brought together to form the basis of the assessment criteria framework to be used at each location to be surveyed.
- 1.9 An example of a completed assessment and its outcomes is included below.

Crowded Places - Assessment Criteria Framework

Site	Ashton Mosque
Reference	CP1
Street	Katherine Street
Town	Ashton-under-Lyne

	ASSESSMENT	PROPOSAL
Pedestrian Accidents	Yes- fatality speeding traffic	PRIORITY
Reported Problems	Yes	
Pedestrian Guardrails	Guardrails around junctions	Additional guardrails at exit where desire point for crossing exists
TROs (Yellow Lines)	Yes	Additional TROs required to improve visibility
School - No Parking Markings (Zig Zags)	N/A, although there are slow/children signs in the near vicinity for a nearby school	Additional sign to reinforce
No Footway Parking	N/A	
Lines/ Road Markings		Additional lines for new TROs. Additional Road Markings for 20, SLOW and CYCLE markings
Signs	The area is covered by a 20mph Zone	Additional signs to reinforce 20mph
VMS	No	Could benefit from VMS
Traffic Calming Features	No	No

	ASSESSMENT	PROPOSAL
Street Furniture	N/A	
Overall Assessment	The site is at a busy location on Katherine Street, with large vehicles passing to the sawmill. Moss Street West provides a long straight run.	
Proposed Action		

Site Plan

Map of Site
here

Proposed Site Plan

Map(s) of
Proposals here

Costs

Item

£

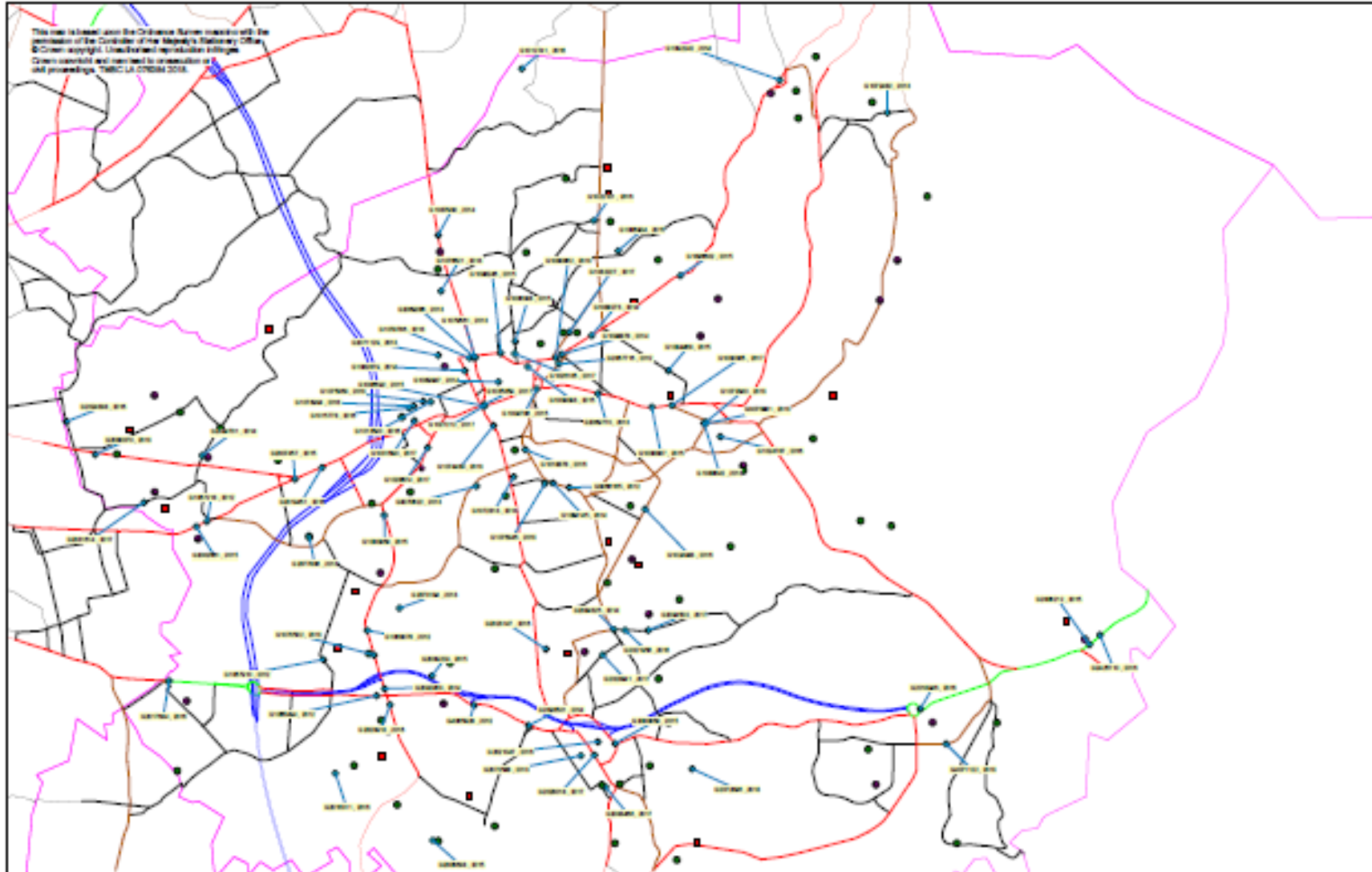
Total

APPENDIX B

PRIORITY LIST OF SITES

Site	Street	Town	School Crossing Patrol Position
St Stephens Primary	Chappell Road	Droylsden	Medlock Street & Chappell Road
Poplar Street School	Ravenswood Drive	Audenshaw	N/A
St Christopher's Primary	St Christopher's Road	Ashton	N/A
Buckton Vale Primary	Huddersfield Road	Stalybridge	N/A
St Thomas More	Town Lane	Denton	Town Lane
Yew Tree Primary	Yew Tree Lane	Dukinfield	Yew Tree Lane
St Mary's	Cheetham Hill Road	Dukinfield	Cheetham Hill Road
Moorside Primary	Market Street	Droylsden	Market Street & Medlock Street
Broadbottom Primary	Broadbottom Road	Broadbottom	N/A
Godley Community Primary	St John's Drive	Hyde	Halton Street/High Street Junction
Holden Clough Primary	St Alban's Avenue	Ashton	N/A
Milton St John's Primary	Mill Lane	Mossley	Manchester Road
Stalyhill Junior	Mottram Old Road	Stalybridge	Mottram Old Road/Hereford Way Junction
Great Charter Academy	Broadoak Road	Ashton	Broadoak Road
Canon Borrows	Oldham Road	Ashton	Taunton Road
Denton West End School	Balmoral Drive	Denton	Windsor Road
Bradley Green	Bradley Green Road	Hyde	Talbot Road

Appendix C Pedestrian Accidents October 2012 to September 2017



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<p>Engineering Service Tameside MBC Council Offices Wellington Road, Ashton-Under-Lyne Tameside, OLS 6DL</p>	<p>KSI Pedestrian Schools Drawn By : ian.hall</p>	<p>Scale : NTS</p>	<p>Date : 24/01/2018</p>	<p>Report : 123 Figure : 1</p>
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Report To:	EXECUTIVE CABINET
Date:	21 March 2018
Executive Reporting Officer:	Member/ Councillor Brenda Warrington – Executive Leader Stephanie Butterworth – Director of Adults Services
Subject:	4C COMMUNITY CENTRE ASHTON - CAPITAL INVESTMENT PROGRAMME
Report Summary:	This report provides an overview of the developments and plans in relation to the delivery of the new community development in Ashton, working in partnership with Christ Church Community Developments Charitable Organisation (CCCD). The report proposes the allocation of £150,000 capital grant, which together with the £51,583 match funding to be provided by CCCD, will provide a high quality community facility in the centre of Ashton.
Recommendations:	That Executive Cabinet APPROVES a capital grant of £150,000 to the Christ Church Community Developments Charitable Organisation.
Links to Community Strategy:	The Corporate Plan 2013-18 outlines the priorities for improving the Borough of Tameside. This proposal directly links to the Tameside Corporate Plan priorities for both People and Place.
Policy Implications:	This proposal supports the Tameside Health and Wellbeing Strategy.
Financial Implications: (Authorised by the Section 151 Officer)	The proposal outlined in this report supports the Council's vision of developing an asset based community approach to reduce reliance on formal social care and health services. The role of the third sector in continuing to provide community based capacity underpins the neighbourhood working models within the Care Together Programme. Based on evidence of existing initiatives (The Grafton Centre) and data provided by The Social Care Institute of Excellence (SCIE), the proposal outlined in this report will provide an estimated return on investment (ROI) of £4.47 for every £1 of investment across the health and social care economy. This return arises from reduced need for homecare packages, reduction in formal day services for older people and reduced GP visits as a result of improved social involvement in community activities. It is essential that the estimated costs avoided on health and social care services across the economy (as detailed in section 6.2 of the report) via this investment decision are appropriately monitored to ensure they are realised. An appraisal has been undertaken of 4C's financial robustness based on the 3 year income and expenditure business plan provided. Current estimates suggest a funding deficit of £3,846 in year 1 which will be supported by financial reserves. Year 2 and 3 estimations suggest a funding surplus of £14,648 and £16,161 respectively as room occupancy rates increase.

Based on the latest company accounts filed on the Charity Commission website the organisation has acceptable levels of liquidity and net current assets. It should also be noted that 4C currently have no outstanding debts with the Council

Members should also note that the value of additional match funding required (£51,583) to finance the total cost of the scheme (as detailed in section 5 of the report) is not formally confirmed at this stage. It is therefore necessary to ensure appropriate measures are in place to safeguard the value of funding provided by the Council towards this scheme should the applications for the balance of funding required be unsuccessful.

Legal Implications:

The Council has power to approve the recommendation.

(Authorised by the Borough Solicitor)

The investment will be protected by way of a grant agreement with Christ Church Community Developments Charitable Organisation which will impose conditions upon the recipients use of the funding. This will be supported by a legal charge although it must be noted that the Council will not be the first charge holder.

The Council should record and monitor the costs avoided through the grant funded project to ensure that best value can be shown and the assumptions upon which the decision was based were correct.

Risk Management:

Risk management is considered in section 4 of this report.

Access to Information:

The background papers can be obtained from the author of the report, Janine Byron, ATM Community Engagement and Market Development:



Telephone: 0161 342 4389



e-mail: janine.byron@tameside.gov.uk

1. INTRODUCTION

- 1.1 For a number of years there has been a strategic shift towards a more preventative health and social care system which was clearly set out in the “Vision for Adult Social Care” and reiterated in the White Paper “Caring for our Future”, and the Care Act 2014. The Government considers a central aim of prevention is to transform care “not by looking to the state, but outwards to open communities and by empowering individuals and unlocking the power of creativity of neighbourhoods”.
- 1.2 The Government expects councils to play a vital role in leading change and stimulating action within their communities and have a broader role in promoting health and wellbeing enhanced by their public health functions and responsibilities.
- 1.3 For several years the direction of travel within the Council, especially within Adult Services, has been to move away from more costly, intensive services that create dependence towards a more preventative and early intervention model. This has very much included the development of low level community based services which are open to all and are not solely aimed at those eligible for social care.
- 1.4 The Council recognises that traditional models of social care cannot be sustained and a revised approach is necessary. It is widely recognised that prevention and early intervention approaches help people stay well, live independently, and remain healthy for longer. It is important to ensure that a wide range of preventative services are available to support people across the spectrum of need, including those who do not approach the Council for support or meet its eligibility criteria. This will ensure that people do not go without the support which could prevent critical needs developing in the future.
- 1.5 On 27 November 2018 the Strategic Planning received a report concerning the investment in the 4C Community Centre and resolved:-
 - (i) That the content of the report be noted; and
 - (ii) That a further report be submitted to the Strategic Planning and Capital Monitoring Panel, setting out a clear business case for the investment programme and explaining how the proposals would link with the Council’s Community Loans Policy.
- 1.6 This report provides an overview of the model developed at the Grafton Centre which Adult Services have been working to establish all four of the Boroughs neighbourhoods. The report will also outline the plans in relation to the delivery of the new community development in Ashton, working in partnership with Christ Church Community Developments Charitable Organisation (CCCD) and address the issues raised by Panel at the meeting on 27 November 2018. The proposal to grant £150,000 to CCCD together with their £51,583 match funding will provide a high quality community facility in the centre of Ashton.

2. THE MODEL

- 2.1 Building on the success achieved over the last two years at the Grafton Centre in Hyde the proposal is to roll out this valuable model across the four neighbourhood areas in the Borough and work is ongoing to finalise and implement the model at the Together Centre (Loxley House) in Dukinfield. Moving into a third neighbourhood Adult Services have been working with Christ Church Community Development (CCCD), an existing CIO in Ashton under Lyne, to support the completion and a community development which was started a number of years ago, but was halted due to lack of funding and resources.
- 2.2 The final stage will see the commencement of the development of a similar community Hub in the Denton, Audenshaw and Droylsden Neighbourhood.

- 2.3 The Grafton Centre was a Council run facility providing a traditional luncheon club with some associated day time activity. As such it was a relatively expensive resource to run given that the provision was aimed at people who would be viewed as sub threshold.
- 2.4 With the significant savings the Council has had to make over the last few years, all areas of service have been reviewed. Based on intensive research and drawing on the excellent provision at the Angel Centre in Salford a completely new approach has been developed at the Grafton Centre. One key principle in the transformation has been to move the project away from a council run facility to independent provision via the progression of a Development Trust model.
- 2.5 The success in developing the service offer at the Grafton has been largely driven in the initial stages through the work progressed with the Market Development Team. Their expertise and experience of working with voluntary sector organisations has been central to helping the transformation of the centre.
- 2.6 The Grafton Centre is now a Charitable Incorporated Organisation (CIO) led and managed by a Board of Trustees. This Board is made up of vibrant, active and enthusiastic volunteers, Councillors, and user group representatives. The approach has been to work closely with the voluntary members of the Board so that they can increasingly develop skills to take on responsibility for the running of the centre. Combined, the stakeholders have worked to develop a shared vision and ambition to lead and take over the running and management of the centre as a fully self-sustainable organisation.
- 2.7 The Grafton Centre has increasingly developed a range of daily activities which promote the health and wellbeing of its members. Since its launch as an active ageing centre in 2009 membership has grown and currently has over 500 active members with an average of 1200 activity attendances over the course of a month.
- 2.8 Grafton Centre members range from those who are quite frail to those who are extremely physically and mentally active. There are a variety of activities for all abilities on a weekly basis covering a range of interests such as keep fit, health walks, armchair exercise, line dancing, zumba, art workshops, "singing for fun", chit chat club, bridge, indoor bowling, drama, sequence dancing and many more.
- 2.9 The centre has also attracted a number of ad-hoc sessions supporting the wellbeing of people attending, such as; Police Surgeries, Financial Advice (Post Office), Health Improvement Team (Health checks), Wellbeing Advice, Carers workshops, Dementia Friends Talks etc.
- 2.10 The centre has opened up the membership offer to include all adult age groups rather than being focussed on older people as it had been in the past.
- 2.11 All current activities have been demand led and co-produced through member consultation and feedback. The activities are delivered through a mix of paid professional instructors and community volunteers. The Centre has a long standing, active and enthusiastic Entertainments Committee which has been integral to the development and expansion of the Centre and its use.
- 2.12 The food offer at the Grafton has been critical to the success of the Centre and is integral to the basis of the membership of many of its members. Further to a decision in December 2013 to cease the luncheon club provision at the centre, the Grafton now boasts a volunteer led catering function offering a daily hot food offer to its members. A group of approx. 15 active qualified volunteers deliver a 5* (Environmental Agency rating) service to members daily offering a range of food from a two course home cooked meal to lighter snacks and drinks.

- 2.13 The Grafton Centre, whilst taking a little time to develop as we have been concentrating on building in the learning and taking the people forward at a realistic pace, has been a real success. The model is working really well, users are actively involved in progressing what the centre offers largely for people who do not meet threshold for service to maintain their health and well-being whilst keeping them out of formal service provision. The centre is well on the way to being self-sufficient. Council funding for staff and activities has now ceased but the building costs are still being met by the Council. Plans for the future would include these being taken over as income streams for the Trust grow in the coming years, and there is a desire from the Board for the asset to transfer when this becomes financially viable.
- 2.14 Progress is now being seen at the Together Centre which is moving forward on a similar basis to the Grafton Centre building on the successes at the Grafton but also learning from the problems encountered to avoid some of the pitfalls along their own development path. Whilst progress had been slow the last six months has seen increased pace in the centres development.

3. CHRIST CHURCH COMMUNITY DEVELOPMENT (CCCD)

- 3.1 The sole purpose of CCCD is the development of the 4C Community Centre project to build and operate a centre in the grounds of Christ Church, Ashton-under-Lyne for the benefit of all members of the community. The area of benefit is the borough of Tameside, but the main beneficiaries will be the residents of the Waterloo Ward, in which it will be located.
- 3.2 Christ Church Community Developments (CCCD) was established in 2002 and is a registered charity (1116829) and also a Company Limited by Guarantee (5935110). This basically means that all profits are reinvested into the company and not to shareholders. It means that the management committee also have no liabilities and the company is liable in the event of things going wrong. This dual approach is common to most larger organisations due to having the benefits that being a charity can offer and also the security of the liability issue. The organisation needs to submit accounts to both the Charities Commission and also Companies House. (The new entity for this is now to become a Charitable Incorporated Organisation (CIO) as in the Grafton, which now combines the two, but CCCD was set up prior to this being available).
- 3.3 The charity is independent from the church. The building was funded by a grant from the Big Lottery and Social Investment Fund so is owned by the CCCD. However, the Diocese of the Church is the landlord and has leased the site to CCCD for 50 years on a peppercorn rent. This was agreed between the diocese, the CCCD and the Charities Commission at the projects inception due to various legalities and covenants on building on burial ground.
- 3.4 In terms of charges against the property, the Social Investment Fund and Big Lottery have what is known as a first parri-passu charge which means that they have equal footing in terms of ranking.
- 3.5 The board of trustees/directors is as follows:
- Ben Nightingale
 - Caroline Hutchings
 - Graham Hall
 - Jonathan Hindle
 - Rebecca Maxwell
 - Thomas Wragg

4. THE PROPOSAL

4.1 The shared vision between the Council and CCCD is to serve the needs of the local community, bringing it together in an accessible, environmentally and financially sustainable, safe and welcoming building. The benefits are clear, tangible and sustainable. As part of developing the offer to people who do not meet thresholds for service this model has the capacity to offer significant levels of support that keep people out of formal service interventions as long as practicably and safe to do so.

4.2 In setting out to open a high quality, sustainable and inspiring purpose built centre to serve the Community CCCD will:

- Work with families to ensure children are ready for school
- Support families to care for their children safely
- Increase educational attainment and skills levels:
 - A lot of work has taken place with the three local schools and all head-teachers are fully on board with the centre and have agreed to use the centre for group activities, meetings, sessions as they felt it useful to deliver outside of the normal school environment
 - Following a survey, 30% of respondents wanted to see a Parents and Tots group
- Work with businesses to create economic opportunities for residents:
 - The centre will be providing employment opportunities for the local residents, looking to employ a Centre Manager, Volunteer Co-ordinator, Caretaker, Cleaner, Cook, Receptionist and Catering Manager
- Help people to live independent lifestyles supported by responsible and caring communities
- Protect the most vulnerable:
 - Integral to this development is that the project/centre will be completely community-led and managed. The strapline is “4C - 4 Young, 4 Old, 4 Everyone”. It will focus on improving health and wellbeing and will have a focus on supporting the most vulnerable people in our society
- Strengthen the local business community and our town centres
- Grow levels of inward investment
- Promote cleaner, greener and safer neighbourhoods
- Reduce our carbon footprint, both in energy and waste
- Support a cultural offer that attracts people to the borough

5. CAPITAL INVESTMENT

5.1 CCCD have been negotiating match funding with a number of funders, the primary one being the Asda Foundation for £30,000 where an application has been submitted. Confirmation of capital grant funding by the Council will provide the security required by the Asda Foundation to progress the £30,000 application. From discussions with Asda, CCCD are confident of a positive outcome. In addition, Asda have confirmed a donation of up to £5,000 worth of internal equipment.

- 5.2 Plans are well underway to attract the remaining £20,000 required for the match funding, through a number of smaller grant applications. Again, confirmation of the capital investment will provide the security that funders require. At present these applications are on hold until the application for Council funding has been approved.
- 5.3 Support is also being provided by an organisation called Gifted Philanthropy to assist with the remaining match funding requirements.
- 5.4 A number of contractors and local businesses are keen to work with CCCD with the required internal building works – this is support is seen through donations to CCCD, reduced price materials, along with a sharing of their customer base and suppliers.
- 5.5 As soon as funding has been secured the tendering process to complete the internal works on the building is ready to proceed.
- 5.6 Agreement has been reached with IKEA in Ashton who have offered to decorate and furnish a whole room at the centre by way of donation subject to CCCD securing the funding to complete the internal works on the building.
- 5.7 The overall capital funding required to complete the works is £201,583 with the Council providing £150,000 and CCCD finding the remaining £51,583. The total cost includes the following works to complete the build:
- **Internal Construction (£43,927)** – Internal walls and partitions including internal doors.
 - **Internal Finishes (£51,035)** – Wall finishes, floor finishes, ceiling finishes,
 - **Fittings, furnishings and equipment (£15,000)** - Bar fit out, kitchen fit out, roller shutters, shelving, furniture.
 - **Services (£82,022)** – Sanitary installations, drainage, water, heating, electrics air treatment and ventilation, lighting and communications installations.
 - **5% Contingency** – this has been factored in to deal with any unexpected costs that arise from the internal building works

Table 1 provides an analysis of the total project cost:

Table 1

Description	Cost £
Internal Construction	43,927
Internal Finishes	51,035
Fittings, furnishings and equipment	15,000
Services	82,022
5% Contingency	9,599
Total Project cost	201,583

6. COST BENEFIT ANALYSIS

- 6.1 Based on evidence of existing initiatives (The Grafton Centre), and data provided by “The Social Care Institute of Excellence (SCIE)”, the proposal outlined in this report will provide an estimated Return on Investment (ROI) of £4.47 for every £1 of investment across the health and social care economy.

6.2 This return arises from reduced need for homecare packages, reduction in formal day services for older people and reduced GP visits as a result of improved social inclusion. The key areas of cost benefit are summarised in the table below;

Descriptor	Financial Proxy	Estimated Annual ROI £
Reduction in formal Day Care requirement	The cost of alternative Day Care is £31.50 per day. Attendees of the Grafton Centre would have required 312 days per year formal day care support	9,828
Reduced need for Homecare Services	The net cost of homecare provision (allowing for client contributions) is £12.60 per hour. Based on evidence from the Grafton Centre there is a potential avoidance of Homecare hours totalling 7,150 hours per year	90,090
Group members report that they make use of the luncheon club thereby reducing the reliance on statutory social care services	Reduction in lunchtime Homecare calls due to access of alternative provision at the Grafton Centre	17,472
Group members report that they feel less isolated and more confident. SCIE evidence suggests this leads to reduced reliance on Community Mental Health Services.	Avoids the need for 12 therapy sessions per year for those members affected. Annual cost per person of £600 x 28 individuals impacted at Grafton Centre	16,800
Estimated Annual ROI Total		134,190
Payback Period of Investment (Months)		13.4

7. THE COMMUNITY LOANS POLICY

7.1 On 13 December 2017 Executive Cabinet approved a Community Loans Policy which details the conditions, circumstances and value of community loans that will be available from Council reserves for capital schemes undertaken by Tameside charities, community groups and town councils.

7.2 From discussions it is clear that CCCD require grant funding to complete their community building. The option of a loan arrangement is not considered to be viable option in delivering what is believed will be a valuable resource for the people of Tameside because:

- The CCCD is not a commercial entity and whilst sufficiently financially robust they are not in a position to be repaying a loan of this amount; any and all income generated by the centre once up and running will be ploughed back into the project - they are a charitable, not-for-profit organisation

- Without this funding, CCCD will be unable to deliver this scheme; the wider benefits of which have been detailed above
- The scheme represents good value to the Council and will deliver savings in the longer term. Adult services have, in an 'invest to save' report dated November 2016, calculated that to establish a similar community resource from scratch would cost in the region of £203,500
- Similarly, the grant represents an investment in local services and, hence, the wider Tameside economy; the presence of a vibrant community resource in Ashton, close to tram, train and bus networks, will allow for widespread use by Tameside citizens akin to the Grafton Centre in Hyde
- In addition, the 4C community centre will play a key role in the transformation of homecare in the borough allowing local Support At Home Service providers to reconnect vulnerable and socially isolated people living locally with their communities which, as well as delivering good outcomes in terms of health and wellbeing for people will further facilitate the transformation of homecare in the borough into a sustainable person centred, outcomes focussed service

7.3 The proposal is to provide a capital grant upon the following terms:

- The Council will provide £150,000 capital grant.
- CCCD will provide £51,583 match funding to enable the Project to be completed.
- CCCD will continue to use the building which benefits from the Capital Grant for the ongoing provision of services to the beneficiaries of the Project for a period of five years from the Commencement Date. The grant would be repayable with a discount proportionate to the period in which the Project was available for the purpose.
- The Grant would be registered a charge against CCCD's interest in the property – it must be noted that the property currently subject to charges in favour of Social Investment Fund and Big Lottery.
- The Grant would be repayable in the event that CCCD otherwise fail to comply with the Grant Agreement.

This will deliver significant financial benefits to the Council's Adult Services as people are supported without recourse or delayed access to costly social care services. This is explained in Section 6.

7.4 With the exception that the Council is providing a grant as opposed to a loan, the project otherwise complies with the requirements of the Community Loans Policy in terms of eligibility.

7.5 An appraisal has been undertaken of 4C's financial robustness based on the 3 year income and expenditure business plan provided. Current estimates suggest a funding deficit of £3,846 in year 1 which will be supported by financial reserves. Year 2 and 3 estimations suggest a funding surplus of £14,648 and £16,161 respectively as room occupancy rates increase.

7.6 Based on the latest company accounts filed on the Charity Commission website the organisation has acceptable levels of liquidity and net current assets. It should also be noted that 4C currently have no outstanding debts with the Council

8. MILESTONES

8.1 If approved, the project will be delivered in line with the programme shown in Table 2:

Table 2

Key Milestone	Target Date for Completion
SPCMP Approval	12 March 2018
Build start (16 weeks)	April 2018
Build completion	August 2018
New facility open	September 2018

9. OPTIONS APPRAISAL

- 9.1 Table 3 sets out the options which have been considered for the 4C Community Centre Ashton. Option 1 has been rejected as it does not deliver the projects benefits identified in the report:

Table 3

Option	Reason
1. Do not progress with the scheme	<p>The Council has been faced with significant budgetary challenges over previous years and this situation is likely to continue. As a result of this, new and innovative approaches to delivering services whilst reducing the cost of provision are needed.</p> <p>The demographics of the borough mean that the Council has a rapidly ageing population that will potentially increase demand on intensive and costly services at a time when resources are reducing.</p> <p>In view of the demographics and potential impact of the budgetary challenges, the proposals in this bid will mean that a new provision at the centre can grow and develop whilst benefiting the residents of the Borough by promoting and facilitating health and wellbeing activities, volunteering opportunities and building community capacity and social capital and reducing demand on costly social care and health services.</p>
2. Do the minimum Scheme	<p>This is the “do minimum scheme”. The partnership has been driven by the Asset Based Community Development (ABCD) approach as there is clearly a valuable resource already existing in our community, which with additional support and capital funding can deliver its vision.</p>
3. Can the scheme be scaled down?	<p>This is already a scaled down version of what could have been a very costly project if we were to try and deliver this from scratch. It is beneficial to use an existing resource and support an already established organisation to achieve the shared vision and outcomes already realised at the Grafton using this approach.</p> <p>An alternative would be a dispersed approach across a number of different community groups and settings and would lose the connectivity that is hoped for.</p>

10. RISK MANAGEMENT

10.1 The major risks associated with all capital schemes include increasing costs and time delays occurring during the development and delivery phases. CCCD has a robust business plan and cost plan in place. Grant funding conditions are to be applied which will outline the monitoring and evaluation requirements of the Council, including the mitigation of risks.

10.2 The primary risks associated with the 4C Community Centre are set out in table 4:

Table 4

Risk	Impact	Status
No take up of Services	Intensive, ongoing engagement with communities has taken place and consultation has highlighted that people are very interested in the centre and take up will be high. Plans are in place to focus on all areas of the community and good relationships have already been achieved and are being maintained.	Green
No volunteers to support the development of the centre	As above. The centre already has a pool of volunteers and trustees and could be supported by paid workers once the centre is financially viable.	Green
Other external funders do not take up the investment opportunity	Match funding discussions are taking place and the CCCD are confident of the planned investment opportunities. There are a number of investors very interested in the opportunity.	Amber
Maintaining interest and demand for building throughout final build stage of the project.	There has been ongoing and continued engagement with the local communities as highlighted above.	Amber

11. RECOMMENDATIONS

11.1 As stated on the report cover.

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Report to:	EXECUTIVE CABINET
Date:	21 March 2018
Reporting Officer:	Councillor Brenda Warrington – Executive Leader Stephanie Butterworth – Director of Adult Services
Subject:	REVIEW OF LEARNING DISABILITY DAY SERVICES – OXFORD PARK DEVELOPMENT
Report Summary:	<p>On 27 November 2017 the Oxford Park development (£0.455 million) was provisionally agreed by the Strategic Planning and Capital Monitoring Panel (see Appendix 1 for business case) pending a response to a two part question requesting from Active Tameside assurance that the project is deliverable and that it will not adversely impact on Active Tameside’s revenue generating activities as this may effect the contribution sought from the Council through the leisure management contract.</p> <p>Active Tameside have provided this assurance within Appendix 2, and verbally as part of the project management group.</p> <p>The report also provides a brief overview of the project governance going forward including:</p> <ul style="list-style-type: none">• Identified project lead• Project group formation• Development of a service level agreement (SLA) to formally agree utilisation of site / service• Identification of improved Better Care Funding (iBCF) funding to support revenue funding during transition of new service• A group of performance indicators for on-going performance management of the project <p>Once final agreement to funding is given then planning permission can be sought and construction can commence. The current estimated completion date is January / February 2019.</p>
Recommendations:	Members are recommended to acknowledge the assurance provided in Appendix 2 from Active Tameside in response to minute 32 of the Strategic Planning and Capital Monitoring Panel meeting of 27 November 2017 approved by the Executive Cabinet on 13 December 2017.
Links to Community Strategy:	The proposals contained in this report will support the delivery of the community strategy.
Policy Implications	In compliance with Council policy.
Financial Implications: (Authorised by the Section 151 Officer)	<p>The report provides an update on the project following approval of the £0.455 million capital sum at the Strategic Planning and Capital Monitoring Panel meeting of 27 November 2017 on condition of the assurance provided by Active Tameside at Appendix 2.</p> <p>Section 3.3 of the report explains the allocation of improved Better Care Funding (iBCF) to pump prime the initial revenue funding</p>

required to support this scheme become operational within Adult Services. It is expected there will be a transitional period in terms of the movement of existing service users from out of borough day care provision and new demand required within the service. A part year sum of £0.098 million has been allocated via the iBCF in 2018/19 and £ 0.390 million in 2019/20.

It remains essential that the Council monitors the predicted Adult Services out of borough costs saved and future service demand avoided which will be realised via this development to finance the recurrent costs beyond 2019/20 and to ensure the assumptions upon which the decision was based were correct.

**Legal Implications:
(Authorised by the Borough
Solicitor)**

The Council has power to approve the recommendation.

The delivery of the project should be closely managed to ensure delivery of the scheme on time and within budget.

The Council should record and monitor the costs avoided through the development to ensure that best value can be shown and the assumptions upon which the decision was based were correct.

Risk Management:

A risk assessment is included in the report.

Access to Information:

The background papers relating to this report can be inspected by contacting the report writer Mark Whitehead:

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1. INTRODUCTION

- 1.1 The Oxford Park business case report was submitted to Strategic Planning and Capital Monitoring Panel on the 27 November 2017 and was agreed in principle pending a response to a two part question which is detailed within this report. The business case submitted on the 27 November 2017 is attached as **Appendix 1** to this report and contains the relevant information on the project for information. This report has been reported to the Strategic Leadership Team (SLT), and Strategic Commissioning Board (SCB) in early 2017 prior to submission to Strategic Planning and Capital Monitoring Panel.
- 1.2 This report is focused on answering the actual questions posed by the Strategic Planning and Capital Monitoring Panel and also updates on project governance and management arrangements including some of the proposed performance measures that will be used to monitor the effectiveness and efficiency of the project.

2. ASSURANCE FOR STRATEGIC CAPITAL AND MONITORING GROUP

- 2.1 Strategic Planning and Capital Monitoring Panel agreed in principle the capital investment on the Oxford Park development on the 27 November 2017 pending a response to a two part question detailed below:

‘That capital investment of £0.455 million to fund the development of the Oxford Park site be approved, subject to agreement being reached with Active Tameside to ensure that the project, as described, is deliverable and will not adversely impact Active Tameside’s revenue generating activities as this may affect the contribution sought from the Council through the leisure management contract.’

- 2.2 Subsequent meetings have taken place with Active Tameside to ensure the viability and delivery of the project and to seek assurances that the Oxford Park Development will not impact on existing income generating activity as per leisure management contract. Active Tameside have offered verbal assurances and have submitted this in written form which is contained within **Appendix 2** of this report.
- 2.3 Active Tameside have been clear that the Oxford Park development will be managed independently of other capital investment programme schemes currently underway across their portfolio.
- 2.4 One concern has been the time taken to progress this report through governance (11 months) and the inflation of construction costs during this period. New plans will need to take this into account to ensure the scheme is affordable within the approved capital budget.

3. PROJECT MANAGEMENT AND FINANCE

- 3.1 Since November 2017 a project group has been formed with Active Tameside and other key stakeholders to ensure that assurances are secured on this project prior to commencement of construction. A larger more diverse project group is planned to include Active Tameside, Adult Services, Children’s Social Care Service and Education to ensure full engagement and planning for utilisation of the site. This includes agreement on the actual spend on the development, planning, and agreements in principle on utilisation of the site once operational. Adult Services have identified a Project Manager for the development and will be developing over the next month a Service Level Agreement (SLA) with Active Tameside to capture the detail in a more formal structure. The group will seek legal advice on this agreement prior to final sign off.

- 3.2 An initial £10,000 investment has been agreed to fund the provision of detailed plans for progression within the planning process. Meetings will be arranged with the local Elected Members together with a visit to the Active Medlock sports facility to showcase what the intentions are for Oxford Park and to secure support by local leaders for the plans for the site.
- 3.3 Improved Better Care Funding (iBCF) has been allocated to pump prime the initial revenue funding required to support this scheme become operational within Adult Services. It is expected there will be a transitional period in terms of movement of existing service users from out of borough day care provision and new demand required within the service. A part year sum of £0.098 million has been allocated via the iBCF in 2018/19 and £ 0.390 million in 2019/20. This cost will be financed on a recurrent basis thereafter via savings realised from reduced out of borough day care provision and future service demand avoided.

4. TIMESCALES

- 4.1 It is estimated that once planning approval has been secured, construction of the extension will take approximately eight months to complete. It is envisaged that the site will be operational in January / February 2019.

5. PERFORMANCE MANAGEMENT

- 5.1 Below are listed some of the indicative performance measures that can be utilised to monitor the performance of the site in terms of return on investment / cost avoidance going forward. The intention will be that final performance measures / indicators will be agreed by the project group and this will include reporting mechanisms, information collection and reporting to support the effective management and success of the project.

- 5.2 Key performance indicators include:

- Number of adults with learning disabilities accessing Oxford Park.
- Number of adults accessing paid, unpaid and voluntary employment.
- Number of 16-24 year olds securing vocational qualifications.
- Number of 16-24 year olds accessing paid employment through the Supported Internship Programme.
- Number of LAC supported into paid employment.
- Number of LAC supported to gain vocational qualifications.
- Number of GP referrals for the Tameside Active programme at Oxford Park.
- Number of young people (SEND aged 16-25) accessing Oxford Park as an alternative to educational placement in borough.
- Number of young people (SEND aged 16-25) accessing Oxford Park as an alternative to education placement out of borough.
- Range of activities run from the site.
- Financial return on investment. (Adults Services, Children's Social Care, Education, Health, other)
- Non-financial return on investment. (Adults Services, Children's Social Care, Education, Health, other)
- Number of people self-funding access to services.

6. CONCLUSION

- 6.1 The intention of this report was to update Strategic Planning and Capital Monitoring Panel on progress to date in terms of the Oxford Park development and offer final assurances in terms of the questions posed on the 27 November 2017.
- 6.2 The report contained in **Appendix 1** of this pack is the business case that has been agreed at SLT and SCB in March 2017, and was provisionally agreed by Strategic Planning and Capital Monitoring Panel in November 2017. This report provides an overview of the project including the justification and financial projections associated with the project.
- 6.3 **Appendix 2** contains confirmation from Active Tameside in terms of the questions asked by the Capital Group on the 27 November 2017 assuring the group that the Oxford Park development will not impact on revenue generating activity and will not affect the contribution sought from the Council through the leisure management contract. Active Tameside have offered these assurances as the Oxford Park development is being managed separately to other capital programme developments and initiatives.
- 6.4 The report also offers some assurances around the governance and management of the project going forward and includes an example of some of the performance indicators being considered to assist in managing and monitoring the success of this development. This includes the identification of a project manager, formation of a project group, development of an SLA and non recurrent revenue investment from iBCF to support the start-up / transition costs at project commencement.

7. RECOMMENDATIONS

- 7.1 As stated on the report cover

Oxford Park Capital Planning and Monitoring Panel Report

Business Case

27 November 2017

1. BACKGROUND

- 1.1 This report follows the review of learning disability and Autistic Spectrum Disorder (ASD) day service provision that is currently provided and/or commissioned by Adult Services. The content of this report was endorsed in principle by Single Commissioning Management Team (SCMT) and Professional Reference Group (PRG) in February and March 2017 respectively and by the Single Commissioning Board on 11 April 2017.
- 1.2 The review is one of a number of reviews that have been undertaken across day services over the past six years. Since 2010 a number of day service pre-employment schemes have been closed to meet increasing funding reductions and in 2012 a substantial commissioning and market development / shaping exercise was completed with service users, carers and local providers. The aim was to develop more diverse day service options within the borough with a focus on offering more choice and control to individuals regarding the services on offer and a significant reduction in the daily unit cost of provision. This resulted in four internal day services closing and the re-provision of services by a range of providers including People First Tameside, Tameside Arts, Tameside Countryside Service and Active Tameside at a reduced daily unit cost. This initiative achieved a reported £137.000 per annum saving.
- 1.3 The strategic vision was based on diversification of services being offered to facilitate greater choice and control, the introduction of a more diverse market to increase competition, drive up quality and reduce cost and to differentiate internally provided services to focus on the provision of higher cost specialist complex provision of day services to adults who have learning disabilities and/or Autistic Spectrum Disorder (ASD) who have complex needs. This has been successful in that there is a more diverse range of service options on offer at a significantly reduced cost.
- 1.4 The review also considered demand and capacity in terms of children with disabilities and Looked After Children (LAC) and the increasing demand for specific services for these groups as well as considering the provision of alternative services for children and young people with special educational needs (SEND) post 16 in the borough as an alternative to out of borough placements in specialist education establishments. The focus being on improving outcomes for young people in terms of targeted education around the development of independent living skills, offering pre-employment and employment support and supporting more varied service options to improve choice and control while reducing costs of provision in the future.

2. POLICY CONTEXT

- 2.1 While day service provision does not form part of our statutory duty directly, if the provision is providing an identified service to meet an assessed eligible need within the Care Act (2014) it becomes the local authority's duty to meet that need. This fact, coupled with the benefits that day service activity offers in terms of providing day time support, an opportunity for people to keep in touch, meet people and develop relationships, respite to carers and in some cases essential care and therapeutic interventions, day services role

and function, does become more fundamental in supporting individuals in the community while reducing the need for long term residential provision by supporting people to live at home.

- 2.2 Key legislation, guidance and statutory guidance in relation to day services and the recommendations proposed within this report include:
- Valuing People and Valuing People Now
 - Care Act (2014)
 - The Children and Families Act - Special Educational Needs and Disability (SEND) (2014)
 - Autism Act (2009)
 - Autism Act Strategy *Fulfilling and Rewarding Lives* (2010)
 - Autism Act Guidance *Think Autism* (2014)
 - Statutory Guidance for Local Authorities and NHS Organisations to Support Implementation of the Adult Autism Strategy (2015)
 - Transforming Care: A national response to Winterbourne View Hospital (2012).
 - Greater Manchester Learning Disability and Autism Fast Track Programme
 - Putting People First (2007) and subsequently the Think Local Act Personal Programme.
- 2.3 Valuing People 2001; Valuing People Now 2009 and Putting People First 2008 all support the four key principles of rights, independence, choice and inclusion as being at the heart of change for people who have learning disabilities. People with learning disabilities should have the same opportunities to live an ordinary life, fully involved in the community alongside everyone else as equal citizens. Recent developments around day services within Tameside has meant that partnership working with other agencies has become essential both in terms of the provision of services but also in terms of more creative and efficient ways of providing and funding services, managing budgets and improving individual outcomes. Prevention, early intervention and personalisation are core elements of the Putting People First and Think Local Act Personal programme of work.
- 2.4 Fundamental elements of the Care Act (2014), the Children's and Families Act (2014) (SEND) and statutory guidance around the Autism Act (2009) places emphasis on good transition planning for children and young people moving from Children's to Adult Services. That the duty to undertake assessment of need and in planning of the provision of relevant services to meet identified need is essential for young people with disabilities and autism. Also recognised is the profound impact on the individual's ability to meet their full potential through access to further learning, training, employment and independent living is recognized as a fundamental element of the transition process and in preparing young people for adulthood.
- 2.5 Employment is promoted as a positive outcome for the majority of children and young people with autism and disabilities as it enables the individual to be less reliant on the state, be more independent, promotes health and wellbeing including good mental health and enables the individual to become an active citizen. This includes access to work through the Work Programme, Supported Employment or via the Supported Internship Programme which specifically focuses on young people in the 16-24 age group.
- 2.6 Care Act (2014), Autism Statutory Guidance (2015), Children and Families Act (2014) all emphasize the importance and need for co-operation between all services that support children and young people with special educational needs and their families and recognizes the need for local leadership in relation to the planning and provision of services to adults who have autism and disabilities.

3. DAY SERVICE REVIEW OVERVIEW

Day Services

- 3.1 The current internally provided learning disability / autism day service provision consists of four bases that have 65 places per day and support 78 adults with varying packages of day support. The current mean unit cost per person per day is £77. Costs do vary depending on levels of need and some of the most complex individuals are supported by these services some of which require high staffing support ratios per person based on risk. The alternate providers of day services have a set payment per person per day of just under £32 per day. Although in a very small number of cases where needs require more intensive support this daily cost increases by approximately £10 per hour of additional 1:1 support thus increasing the daily cost. People who use day services are financially assessed and are required, where appropriate, to pay a contribution towards their care in line with the Care Act (2014).
- 3.2 The principle reasons for this review are to meet financial savings targets and also to future proof the service to enable complex day services to be provided in borough as further client's transition through from Children's Social Care. We are aware that over the next two years 21 young people are coming through transition who have complex needs with 59 young people projected in total coming through transition over the next five years. As of September 2017 there are 8 individuals waiting for internal day services primarily at the centre that provides intensive support to people who present challenging behaviour and/or have autism this is fundamentally unmet need.
- 3.3 Many of these individuals will require the complex service provision that is currently provided by internal services and many will also access existing services provided by partners through Children's Services. While closure of a day centre will contribute to the overall savings target, this is a short term solution to a budget pressure that will result in significant increased costs in the coming years as the young people with eligible needs transition into Adult Services and demand significantly exceeds service capacity which could realistically result in increases in high cost out of area placements. As a result of the known pressures this review has become a cost avoidance exercise rather than a savings exercise in terms of maintaining and possibly increasing current capacity to meet current and future demand.

Post 16 Education

- 3.4 In 2014 Adult Services created and funded a Transition Coordinator post to liaise between Adults, Children's, Education and Health and to develop the transition pathway for children and young people moving from Children's to Adults. As part of this work it became apparent that there was insufficient provision of post 16 educational placements available in Tameside. Post 16 placements have traditionally been provided by Tameside College's Dovestones Unit, and by placements in colleges outside the borough. These out of area placements can be at significant cost and they do not always meet the required outcomes identified with individuals. Due to capacity issues and syllabus changes at Dovestones their offer of a five day per week service has been reduced which has meant that more young people are being referred to Adult Services for day service provision, increasing pressure on existing services to provide day service provision.
- 3.5 Current figures provided indicate that we currently have 533 children and young people from Year 7 onwards who have an Education Health Care Plan or Statement. We currently have 53 young people post 16 who are placed out of area. These are primarily placed due to autism related needs however sixth form education ends at 19 and we have responsibilities under SEND until age 25. The question is could these young people access services in borough at a significantly reduced cost if we had a site and capacity in terms of a service to provide these services locally with the assistance of Tameside College for Education or other providers if not education based?

3.6 As part of this review and the requirements of the Children and Families Act (2014) SEND agenda the provision of effective transition, post 16 education, training and/or employment is a major issue for services going forward in terms of the 0-25 offer for young people with disabilities and/or autism and this is an area for development going forward, particularly in terms of the local offer under the SEND agenda.

Looked After Children (LAC)

3.7 Adult Services are experiencing increasing referrals for young people coming through the care system who are vulnerable who may not meet Adult Services access criteria but who need support to learn skills for daily living and who may need additional support and training to support them into employment. Active Tameside are working with Children's services on a project focused on the training and skills development of LAC to better prepare them for adult life. Currently 3 pupils are piloting this scheme.

3.8 There are currently 237 cases open in Leaving Care who are young people / young adults 16-25 years of age.

3.9 It is reasonable to assume that in addition to the Integrated Service to Children with Additional Needs (ISCAN) numbers, other LAC who would be using the service would equate to approximately 23 (10% of leaving care open cases).

3.10 Approximately 10% of all open cases across the service are defined as having a disability, this equates to 105 children and young people who could be eligible for services.

3.11 In terms of LAC a dedicated transitional support team has been established to proactively work with children in the most complex placements in order to ensure pace of change and ability to achieve independence is maximised. This will produce better outcomes for young people whilst also reducing spend in the longer term.

3.12 In addition the team will provide direct support to care leavers who are in semi-independent/independent living situations. This support will offer independent living skills, education support and interventions, health support and interventions and address readiness to work. The overall aim is to improve life chances, increase employability and reduce demand and dependency. The aim is to "break the cycle" of involvement or dependency with wider public services which leads to high cost on the public purse.

3.13 This team will work alongside key partners from Health, Education, New Charter Housing, Active Tameside and other local voluntary sector providers thereby utilising the full resource of the Corporate Parent.

3.14 Tameside has a profile inherited from previous years whereby over the coming 5 years plus, we have more teenagers who will need this service than would be expected. Failure to provide for them will make the cost unaffordable.

3.15 The work with this group of young people will follow the already well established Transition Pathway that is in place for young people with SEND. This model of working demonstrates improved outcomes for young people and a clear evidence base. The Oxford Park development will be a support to this process going forward.

Market Pressures

3.16 A number of day service providers are operating across Tameside providing day services to adults with learning disabilities and/or autism these include Tameside Arts, People First Tameside, Tameside Countryside Services and Active Tameside.

3.17 Active Tameside has proven to be a popular service offer with approximately 140 people currently accessing the base at the Medlock Sports Centre. This is significantly more people than the planned capacity of the service and there are concerns that this scheme

needs to expand capacity to meet current and possible future demand. The primary reasons for this growth is that the services offered are very popular and 70% of people who have commissioned services also pay privately to access services on days which are not commissioned. The scheme also provides a range of services to children and young people with disabilities at the same site. Active Tameside have been proactive in developing the supported internship programme with Education and during 2016 supported 13 out of 15 individuals into paid employment as a result of this programme. This has been supported by an independent provider who offers education and training opportunities to the young people on the programme.

Employment Review

- 3.18 As a result of funding reductions in Supported Employment capacity and service provision, performance in this area has dropped from above the Greater Manchester (GM) average several years ago to one of the poorest performers in GM, with only 2% of people with learning disabilities in paid employment. Routes to Work (Supported Employment) is another facet of this area of operations and is an area that there is significant interest in from the Department of Health, CQC and Ofsted in terms the Special Educational Needs 0-25 agenda, transition in terms of people with disabilities and autism accessing education and employment and generally in terms of adults accessing employment. While this report refers to employment throughout because employment is one means of reducing day service demand and in meeting other positive outcomes for individual's employment is being looked at separately as part of the Supported Employment Review.

4. OXFORD PARK PROPOSAL

- 4.1 Oxford Park is a small park on the outskirts of Ashton which contains gardens, sports pitches and a small sports centre managed and run by Active Tameside. The site is owned by the Council. The collaborative proposal is that the Oxford Park site is developed through the provision of an extension to the existing building which will accommodate:
- Sensory Room
 - Several classrooms with access to internet
 - Teaching kitchen
 - Studio
 - Utilisation of outdoor areas including the pavilion and grounds

Please see back of the report for the initial building plan.

- 4.2 The proposed development will provide a purpose built disability / community facility within Tameside that will host a wide range of services to children and adults. The proposed service will provide the following opportunities:

Opportunity	Outcome
Special education provision for young people excluded from college (alternative curriculum)	<ul style="list-style-type: none"> • Introduction to a structured programme focused on reducing levels of support required, introduction to Supported Internship Programme focused on employment and / or introduction to day services provision. • Delivery of Maths and English and various vocational skills including gaining qualifications. • Based on current pilot estimated savings of £25.000 per student per year as opposed to out of area placement based on current pilot with three young people. (Need to clarify

	figures).
Expand the supported internship programme. Support for 16-24 year olds with Special Educational Needs into paid employment. In 2016 13 young people were supported into paid employment.	<ul style="list-style-type: none"> • Increase current capacity to support young people 16-24 into paid employment. • Reduce reliance on the state, improve lives and support improved health and wellbeing. • Scheme is focused on supporting life skills, functional skills and vocational qualifications.
Holiday, community and respite provision to support families. Active Tameside provide 1056 places and 5000 hours respite on this scheme each year for holiday provision for children and young people with disabilities. Oxford Park will expand capacity to increase this provision significantly.	<ul style="list-style-type: none"> • Better support for families. Helping individuals to stay at home rather than being placed in residential or out of area care.
Support for hard to reach young people in conjunction with New Charter, Integrated Neighbourhoods, GM Police, Transport for Greater Manchester and other local community groups.	<ul style="list-style-type: none"> • Oxford Park will provide a base for this service in engaging these vulnerable young people. Increased engagement will result in potentially better outcomes and life chances for the youngsters involved.
Expansion of Learning Disability and Autism Day Service provision across the borough	<ul style="list-style-type: none"> • To meet current and projected increased demand. • Reduce higher cost provision spot purchased or provided out of area due to insufficient local capacity. • To provide a diverse service offer to increase choice and control. • To expand the employment offer to support adults with learning disabilities and autism into employment.
To provide support and training to LAC and to support transition into adulthood	<ul style="list-style-type: none"> • To build on the existing pilot assisting individuals to secure qualifications, work experience and employment. • To better prepare LAC for adulthood in terms of promoting independent living skills.
To work with Children with disability services in the provision of respite locally.	<ul style="list-style-type: none"> • To date 51 children and young people have moved from Direct Payments and external respite provision both in and out of borough with significant cost savings. Work is underway with a further 42 families.
To provide better facilities that are appropriate for the Pupil Referral Unit (PRU) in conjunction with White Bridge College	<ul style="list-style-type: none"> • To provide an inspiring environment for continued learning and routes to independence.
Expansion of 'Live Active' programme with local GP surgeries around low intensity support and clinical exercise sessions for people with long-term health conditions such as diabetes etc.	<ul style="list-style-type: none"> • Improve health and wellbeing of the population • Increased capacity to expand work programme • Healthier population. • Reduced demand on health providers • Offers proactive solutions for GP's to access for patients.
Work with the local BME population to reduce cardio vascular disease with the provision of culturally	<ul style="list-style-type: none"> • Improved health and wellbeing. • Healthier population • Reduced demand on health providers.

appropriate exercise programmes. Oxford Park development increases capacity for this work with particular emphasis on Asian women.	
The provision of alternative 16-25 SEN provision locally based on developing skills for daily living, improved employment opportunities and experience (see supported internship above).	<ul style="list-style-type: none"> • Reduction in out of area Sixth Form provision. • Significantly reduced cost of provision. • Greater choice and control for individuals and families

4.3 Services will be jointly commissioned / funded from Adult Services, Children's Services and Education to provide more economical and efficient provision that is more effective at meeting the outcomes of vulnerable children and adults within the borough.

4.4 The actual capital cost of the development is in the region of £455,000 and revenue will be based on invest to save initiatives / investment from different service areas and cost avoidance in terms of ensuring that there is adequate capacity to efficiently meet increasing demand now and in the future. The revenue for running the building will form part of the existing management fee. The range of services would generate a surplus income to offset additional utility costs. Boiler and heating for example would take the same terms as the current arrangements and would be included in the asset management plan. Current capital investment is allocated as follows:

Capital Cost	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	Total £000
Feasibility study					
Professional fees		£42,500			£42,500
Development costs					
Purchases e.g. plant / equipment , please specify	Captured in total cost				
Payments to contractors e.g. construction, renovation, environmental please specify		£382,500			£382,500
Acquisition e.g. land, please specify	NA	NA	NA	NA	NA
Other – please specify Furnishings		£30,000			£30,000
Total					Project Total £455,000

4.5 Exploration of the existing property portfolio in the borough to establish if this scheme could be provided in an existing building thus reducing capital investment costs, however no other

buildings exist that could meet the requirements particularly in terms of the overall site that supports gardens and other facilities that will be utilized.

- 4.6 While the proposed scheme is led by Active Tameside we would expect other providers across the borough to be able to access and contribute towards service provision where appropriate to strengthen a more diverse and stronger market locally. An example is that Active Tameside work closely with Supported Employment and Pure Innovations to provide access to supported internship work and employment generally including validated educational programmes to support individual development and ability to secure employment. It is envisaged that other service provider's will be engaged to provide specific courses / activities. Active Tameside already have a good track record of working with partners including Tameside College, Action Together, Sport England, Tameside Arts, Green Space, Public Health, Tameside MBC and Denton Community College.

5 FINANCIAL PROVISION

- 5.1 This review has highlighted that current and future demand for day service provision exceeds current capacity and that over the next five years we expect to see increased demand for service provision for individuals with more complex needs. This review, while originally focused on savings, has become focused on future cost avoidance through the provision of more capacity within the sector and increasing greater specialisation of internally provided day service provision to better meet the needs of people with complex disabilities.
- 5.2 The cost of adult day services within Tameside are £1.8m per annum, People who use day services are financially assessed and are required, where appropriate, to pay a contribution towards their care in line with the Care Act (2014) and Tameside's Charging Policy 2015. Current income generated by day services is £300,000.
- 5.3 Revenue funding in terms of the management and maintenance of the proposed structure will be captured in the existing management fee and high cost items such as boiler maintenance will form part of the current asset management plan A Project Board has been established and will report into the wider single commissioning programme management board to monitor progress and spend of this development and it's future use. This will include performance measures that will be reported into the Adults Transformation Group.
- 5.4 Estimated Cost Avoidance based on current known cases;

Current Day Service model	2018-19	2019-20	2020-21	2021-22	2022-23
Cost per Service User per day	77.00	78.93	80.90	82.92	84.99
Number of users transitioning through (cumulative)	14	36	52	64	74
Estimated number of days provision per annum (based on 3 days provision p/w average)	2,100	5,400	7,800	9,600	11,100
Estimated annual cost under current model	161,700	426,195	631,005	796,038	943,429
Proposed Oxford Park model	2018-19	2019-20	2020-21	2021-22	2022-23
Cost per Service User per day	30.60	31.37	32.15	32.95	33.78
Estimated annual cost under current model	64,260	169,371	250,763	316,347	374,921
Cumulative cost avoidance	(97,440)	(256,824)	(380,242)	(479,690)	(568,508)

5.5 The above figures are only based on the direct care provision element and exclude any potential transport savings (although it is estimated that these would not be material)

5.6 The calculations are based on a number of assumptions:

- That the market daily rate remains is £30.60 per day, increasing in line with inflationary projections each year.
- Calculations are on the differential between internal provision costs and the current market. Specialist provision both in borough and out of borough would be at a significantly higher cost thus increasing the actual cost avoidance estimation quoted above. However a detailed review of the out of borough cases would need to be undertaken to quantify this.
- Figures are based on the assumption that individuals' needs would be 3 days provision per week. If provision is higher (5 days assessed need per week) than the level of cost avoidance would increase.
- That if the needs are complex in the population then costs of provision would increase thus reducing current predicted cost avoidance and extending financial return timescale.

6. RISK MANAGEMENT

Risk	Consequence	Impact	Likelihood	Actions to Mitigate Risk
Close day centre base to achieve current savings target	Reduced capacity in provision of identified need, Increased cost of out of area placements, challenges regarding meeting assessed need	High	High	To retain current levels of provision in terms of future cost avoidance. Establish efficiencies to meet some of the identified savings
Do not close day centre base	Savings targets will not be fully realised	Medium	Medium	Establish efficiencies to meet some of the identified savings Potential system wide and community efficiencies through the provision of lower cost service offers for Children, Education, and Adults through the provision of early intervention and prevention services such as employment access.
Failure to secure capital investment	Lack of capital will mean the Oxford Park development	Medium	High	Collaborative working across all stakeholders. Business case

	could not progress impacting on current and future day service capacity and on system wide offers and subsequent efficiencies that can be achieved.			regarding benefits of the development both in terms of outcomes and efficiencies across all stakeholder agencies.
Failure to fully utilize the Oxford Park site	Lack of ROI in terms of savings across the system	Medium	Low	Full engagement from all stakeholder agencies. Current demand is high and predicted use will be high.

7. RECOMMENDATION

- 7.1 The review found that current and future demand for services exceeds current capacity within borough leading to more out of area placements at a significantly increased cost to the Council. The recommendation to the Single Commissioning Board (SCB) in April 2017 proposed the development of a new scheme within Tameside to meet current and future predicted demand going forward. This was agreed through governance pending a decision to release capital to fund the construction work to the Oxford Park site to meet this need.
- 7.2 Alternative sites and options have been explored that would negate the need and or reduce the capital cost of this development but no alternative sites have been identified.
- 7.3 The recommendation is that the Strategic Capital Panel consider this proposal and agree that capital funding be released to fund the Oxford Park Development.

8. CONCLUSION

- 8.1 The day service review was initially triggered by the need to make savings across day services. Since 2012 over 50% of internal day service provision and 100% of pre-employment provision has closed and been re-provided by the independent sector including Tameside Countryside Service, Tameside Arts, Active Tameside and People First Tameside. This market shaping and development has been a success in terms of achieving significant savings and also in offering improved choice and control to people with learning disabilities and/or autism within Tameside. Based on current and future demand for services and increasing out of area placements for provision of these services the review found that there was a need to expand existing capacity to meet this need locally.
- 8.2 Active Tameside has proven to be a popular choice amongst people and the service based at Medlock is fundamentally over-subscribed with current provision to 115 individuals. This includes the Supported Internship programme supporting young people (16-24) into paid employment with 13 out of 15 young people securing paid employment in the past year. The programme also includes a pilot working with 3 LAC which appears to be a successful

scheme for expansion in the future. A further recommendation of this report is that a review is undertaken of current supported employment opportunities with the sector to have a clear joined up strategy towards employment for vulnerable young people and adults.

- 8.3 As part of the SEND work it has been identified that there is also a gap in post 16 provision locally in terms of the 0-25 offer and demand exceeds current capacity with numbers of young people being placed out of area or being referred into Adult Services.
- 8.4 The report concludes that due to current and future predicted demand that it would be unwise to close a day centre base as this would result in possible increased cost in future to meet demand and assessed needs. The report highlights the developmental proposal of Oxford Park as a means of meeting current and future demand of children, young people and adults who have learning disabilities and autism as well as providing a base to assist with the provision of services to other vulnerable groups such as LAC and hard to reach young people as well as providing a resource for post 16 further education and independent living opportunities. The scheme would also fit with the upcoming Employment Review and would link in this work with the Oxford Park offer and other provider offers to increase pre-employment training, qualifications and placements.
- 8.5 Following a review of the available options the recommendation is to seek capital investment to develop the Oxford Park site to become a disability service base for children, young people and adults, and to review internal day service packages to establish if individuals currently using internal services could move into services provided by the sector releasing capacity for more complex individuals. Capital investment is predicted for £455.000 and revenue will be provided by partners who commission services from Active Tameside at Oxford Park. Both financial and non-financial efficiencies and benefits will be realized across partner agencies with cost avoidance return on investment being realized within three years of the scheme opening.

9. RECOMMENDATION

As stated at the front of the report.



**TMBC
FAO Mark Whitehead**

Dear Mark

Oxford Park impact of the TMBC adaptation

Please accept this letter in response to your question below

“That capital investment of £0.455 million to fund the development of the Oxford Park site be approved, subject to agreement being reached with Active Tameside to ensure that the project, as described, is deliverable and will not adversely impact Active Tameside’s revenue generating activities as this may affect the contribution sought from the Council through the leisure management contract.”

Active Tameside response:

I can confirm that the building construction and hard fit out intimated cost, captured at the time of the concept plan would be deliverable within the funding envelope of £0.455 million. No land or environmental surveys had been completed at this stage. If the scheme was to exceed this figure a value engineering exercise would be conducted and agreed to meet the allocated budget. It is considered that the scheme will not adversely impact on Active Tamesides revenue generating activities.

Should you need anything further please do not hesitate to contact myself.

Yours sincerely

Stuart Chilton

Stuart Chilton
Director of Resources and Business Management

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Report To:	EXECUTIVE CABINET
Date:	21 March 2018
Executive Member / Reporting Officer:	Councillor Gerald Cooney - Executive Member, Healthy and Working Robin Monk – Director of Place
Subject:	HYDE POOL EXTENSION
Report Summary:	This report seeks approval to increase the capital budget for the Hyde Pool scheme by £88,280.72 or 2.85% to cover the costs associated with unavoidable inflationary increases and ground condition risk.
Recommendations:	That the Executive Cabinet APPROVES the increased capital budget by £88,280.72 to £3,185,000 for 2018-2019, which will allow works to start on site in May 2018.
Links to Community Strategy:	The Community Strategy 2012-2022 (and the Corporate Plan 2013-2018) outlines the priorities for improving the Borough of Tameside. This proposal directly links to the Tameside Sustainable Community Strategy objective of 'Healthy Tameside'.
Policy Implications:	This proposal supports the Tameside Health and Wellbeing Strategy and specifically the strategic priority pertaining to reducing physical inactivity and improved physical activity levels across Tameside.
Financial Implications: (Authorised by the Section 151 Officer)	The Executive Cabinet approved a £20.4m leisure facility investment budget on 24 March 2016, which included £2m for the Active Hyde pool extension scheme. On 30 August 2017 Executive Cabinet approved an increase in the budget for the Active Hyde pool extension scheme of £1.096m, taking the total revised budget to £3.096m. This revised total budget of £3.096m was reflected in the three year capital programme approved by Executive Cabinet in October 2017. This report seeks a further increase in the budget which will increase the overall budget to £3.185m. This increase in the overall budget can be funded from underspends on other capital projects reported in the period 10 Capital Monitoring report. However it should be noted that the cost analysis set out within section 2 of this report includes minimal contingency for any further unforeseen costs. There is very limited contingency funding set aside for capital schemes, and any significant variation in capital expenditure and resources, will have implications for future revenue budgets or the viability of future capital schemes. Demand for capital resources exceeds availability and it is essential that those leading projects ensure that the management of each scheme is able to deliver them on plan and within the allocated budget.
Legal Implications:	Officers need to ensure that through robust project

(Authorised by the Borough Solicitor)

management techniques the project referred to in the report is delivered within the available budget and time frame. Clearly any variations over £100k will need clear and transparent governance.

The proposed contract route is via the LEP. At present the contract is in draft form and awaits approval by the LEP. The LEP will then need to appoint the subcontractor to carry out the works. Any delays in entering into the contracts will lead to a delay in the programme which will eat into the already limited contingency.

Risk Management:

There is a clear risk to both the Council and Active Tameside that delays to facility completion dates will impact on the opportunity for Active Tameside to realise the expected levels of additional revenue which will subsequently enable the Council to reduce the level of annual revenue investment payable during the existing contract period. The cost of delays to the Active Hyde scheme in unrealised income is estimated to be £6,000 per month.

Access to Information:

The background papers can be obtained from the author of the report, Ade Alao, Head of Investment and Development, by:



Telephone: 0161 342 2795



e-mail: ade.alao@tameside.gov.uk

1. INTRODUCTION

- 1.1 Executive Cabinet approved a £20.4m leisure facility investment budget on 24 March 2016 which included £2m for the Active Hyde pool extension scheme. Since then the cost of the scheme has increased by £1.096m to £3.096m.
- 1.2 The original budget estimate for the scheme was based on limited building survey information which made a number of assumptions about the feasibility of extending the existing mechanical, electrical and pool filtration systems at the existing facility. When establishing the likely cost of the scheme it was envisaged that much of the existing mechanical, electrical and pool filtration infrastructure could be adapted to support the new conventional pool installation keeping costs to a minimum.
- 1.3 Extensive surveys of the existing systems, commissioned since the Executive Cabinet report, have confirmed that services cannot be integrated as planned due to positioning, capacity and condition issues. This directly resulted in the cost increase of £1.096m. The additional investment to finance the increase was approved by the Executive Cabinet on 30 August 2017.
- 1.4 Tenders were received by the LEP on 2 May 2017, with Aspect Construction Group Limited (Aspect) being selected as the preferred contractor subject to Council approval. The Council's Strategic Planning and Capital Monitoring Panel (SPCMP) recommended award of a contract to Aspect and a budget of £3.096m on 10 July 2017, which was subsequently approved at Executive Cabinet.
- 1.5 Following the approval by Executive Cabinet, a head contract was issued by the Council on 10 October 2017, based on the standard Design and Build Contract agreed between the LEP and the Council in 2009. The head contract for the Hyde Pool Extension was agreed by the Council and the LEP in late October 2017.
- 1.6 The LEP issued a copy of the sub contract to Aspect on 23 October 2017. The sub contract effectively steps down all of the terms and conditions in the head contract to the sub-contractor. Aspect was uncomfortable with a number of clauses within the sub-contract.
- 1.7 Discussions continued throughout November and December 2017, between the LEP, Aspect and Council officers to work through the various outstanding issues. The outstanding issues are as follows:
 - a) Cost increases resulting from inflation on some elements of the work. The tender price was fixed until August 2017. Aspect have stated their inability to place firm orders for some of the Mechanical and Electrical elements of the project means that they now have to pay increased prices.
 - b) The fact that Aspect (nor other contractors who tendered) had not priced to take ground condition risk as it wasn't explicit in the version of the sub contract that the LEP issued accompanying the tender documents)
 - c) Aspect still have concerns that LEP could be placed in compulsory liquidation due to the fact that Carillion still has a 80% equity share in the LEP. Despite assurances that the LEP is a separate company and not impacted by Carillion's liquidation, their concerns remain. The warranty referred to in clause 31.1.1 of the sub contract states that the Authority 'may' step in.
- 1.8 This report seeks approval to increase the capital budget for the Hyde Pool scheme by £88,280.72 or 2.85% to cover the costs associated with unavoidable inflationary increases and ground condition risk. The Council cannot change the terms of the head contract and therefore the step in provision amendment proposed by Aspect cannot be achieved. Aspect has indicated that they are willing to enter in to contract, without amendment to step-in provision, if the additional budget requirement is met by the Council.

2. FINANCIAL SUMMARY

- 2.1 Following the meeting on 26 January 2018, Aspect reviewed their potential exposure to ground condition risk, based on the proposed project and the various surveys that have been undertaken. They have assessed the cost of the increased risk to take all ground condition risks to be £20,000.
- 2.2 In addition, in February 2018, Aspect estimated that the costs of the project have increased by £85,634.70, due to inflationary increases being passed on by suppliers and sub-contractors not a blank increase across the contract.

Area of Cost Increase	£
Pool	24,510.35
M&E	22,179.22
Concrete / cement	8,121.71
Joinery elements	7,686.39
Steel / metal	7,099.58
Masonry	6,077.86
Roof	4,993.27
Windows and doors	4,966.32
Total	85,634.70

- 2.3 Following additional negotiation, Aspect have confirmed that the Mechanical and Electrical contractor will reduce their price by £15,000 if the contract is agreed by the end of March 2018. The revised costs are shown in the table below.

Hyde Pool Extension Cost Analysis			
Section	Aspect Price July 2018	Price as at 16th February 2018	Potential Contract Sum March 2018
	£	£	£
1. Main Building works	2,495,117.87	2,495,117.87	2,495,117.87
2. Preliminaries	187,844.00	187,844.00	187,844.00
3. Fees Included within D&B Contract	46,636.00	46,636.00	46,636.00
4. Client Provisional Sums (in contract)	54,597.00	54,597.00	54,597.00
5. OH&P	69,604.13	69,604.13	69,604.13
6. Additional survey risk & inflation	-	105,634.70	90,634.70
Sub Total	2,853,799.00	2,959,433.70	2,944,433.70
Architects Fees	47,313.00	47,313.00	47,313.00
Mechanical and Electrical Fees	25,990.00	25,990.00	25,990.00
Civil and Structural Fees	26,015.00	26,015.00	26,015.00
Quantity Surveyors Fees	21,525.00	21,525.00	21,525.00
Surveys	15,760.00	15,760.00	15,760.00
Project Management to Contract Award	4,422.00	4,422.00	4,422.00
Fee Risk Contingency	5,000.00	5,000.00	5,000.00
Sub Total	2,999,824.00	3,105,458.70	3,090,458.70
LEP Fee	23,998.59	24,843.67	24,723.67
Project Management Post Award	28,396.69	29,611.49	29,438.99
Independent Certifier	7,500.00	7,500.00	7,500.00
Legal Fees & Insurance	10,000.00	10,000.00	10,000.00
Contract Contingency	27,000.00	22,586.14	22,878.64
Total	3,096,719.28	3,200,000.00	3,185,000.00

- 2.4 The £20,000 cost increase in respect of the ground condition risk does not appear unreasonable given the type of construction planned and what is known of the ground conditions.
- 2.5 The total increase assuming that the contract is awarded by the end of March 2018 is - £88,280.72 or 2.85% of the approved contract sum.
- 2.6 This project has already been out to tender by the LEP on two occasions. The first occasion resulted in limited interest from the construction sector.
- 2.6 Re-procuring the contact again would incur a delay of approximately 5 months and almost certainly result in a contract price that is as competitive.

3. IMPACT ON PROGRAMME

- 3.1 If the contract is executed by the end of March 2018, Aspect would be looking at a commencement on site approximately 8 May 2018. The tender programme showed a construction period of 45 weeks so completion would be in March 2019.

4. RISK MANAGEMENT

- 4.1 There is a clear risk to both the Council and Active Tameside that delays to facility completion dates will impact on the opportunity for Active Tameside to realise the expected levels of additional revenue which will subsequently enable the Council to reduce the level of annual revenue investment payable during the existing contract period. The context of the additional revenue that would not be realised for each month facility completion is an estimated sum of £ 6,000 for Hyde Pool.

5. RECOMMENDATIONS

- 5.1 As set out on the report cover.

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