

EXECUTIVE CABINET

Day: Wednesday
Date: 26 August 2015
Time: 2.00 pm
Place: Lesser Hall - Dukinfield Town Hall

Item No.	AGENDA	Page No
1.	APOLOGIES FOR ABSENCE To receive any apologies for the meeting from Members of the Executive Cabinet.	
2.	DECLARATIONS OF INTEREST To receive any declarations of interest from Members of Executive Cabinet.	
3.	MINUTES	
a)	EXECUTIVE CABINET To receive the Minutes of the last meeting held on 24 June 2015.	1 - 8
b)	STRATEGIC PLANNING AND CAPITAL MONITORING PANEL To receive the Minutes of the last meeting held on 13 July 2015.	9 - 18
c)	ENFORCEMENT CO-ORDINATION PANEL To receive the Minutes of the last meeting held on 29 July 2015.	19 - 24
d)	ASSOCIATION OF GREATER MANCHESTER AUTHORITIES / GREATER MANCHESTER COMBINED AUTHORITY To consider the Minutes of the meeting of the AGMA Executive Board and Greater Manchester Combined Authority held on 29 May 2015 and 26 June 2015.	25 - 58
e)	FORWARD PLAN OF STRATEGIC DECISIONS FOR THE GMCA AND AGMA EXECUTIVE To note the Forward Plan of Strategic Decisions of the GMCA and AGMA Executive.	59 - 62

From: Democratic Services Unit – any further information may be obtained from the reporting officer or from Robert Landon on robert.landon@tameside.gov.uk or 0161 342 2146, to whom any apologies for absence should be notified.

Item No.	AGENDA	Page No
4.	FINANCIAL MONITORING	
a)	REVENUE MONITORING To consider the attached report of the First Deputy (Performance and Finance)/Assistant Executive Director (Finance).	63 - 88
b)	CAPITAL MONITORING To consider the attached report of the First Deputy (Performance and Finance)/Assistant Executive Director (Finance).	89 - 106
5.	CABINET OUTCOMES To consider the attached report of the Executive Leader/Executive Director (Governance and Resources).	107 - 132
6.	CUSTOMER SERVICES EXCELLENCE - OUTCOME OF ASSESSMENT To consider the attached report of the Deputy Executive Leader/First Deputy (Performance and Finance)/Chief Executive/Executive Director (Governance and Resources).	133 - 144
7.	NEXT STEPS FOR CUSTOMER SERVICE To consider the attached report of the Executive Member (Neighbourhoods and Health)/Executive Director (Place).	145 - 192
8.	CORPORATE EQUALITY SCHEME To consider the attached report of the Executive Member (Adults Social Care and Wellbeing)/Executive Director (Governance and Resources).	193 - 254
9.	SCHOOL ADMISSIONS To consider the attached report of the Executive Member (Learning, Skills and Economic Growth)/Assistant Executive Director (Education).	255 - 288
10.	MARKETS POLICY To consider the attached report of the Deputy Executive Leader/Assistant Executive Director (Environmental Services).	289 - 306
11.	DEFERRED PAYMENT AND CHARGING POLICY To consider the attached report of the Executive Member (Adult Social Care and Wellbeing)/Assistant Executive Director (Adult Services).	307 - 326
12.	COMMUNITY RESPONSE SERVICES CHARGING AND A.R.S. BANDING To consider the attached report of the Executive Member (Adult Social Care and Wellbeing)/Assistant Executive Director (Adult Services).	327 - 348
13.	URGENT ITEMS To consider any additional items the Chair is of the opinion shall be dealt with as a matter of urgency.	

From: Democratic Services Unit – any further information may be obtained from the reporting officer or from Robert Landon on robert.landon@tameside.gov.uk or 0161 342 2146, to whom any apologies for absence should be notified.

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ITEM NO: 3(a)

EXECUTIVE CABINET

24 June 2015

Commenced: 2.00pm

Terminated: 2.45pm

Present: Councillor K. Quinn (Chair)
Councillors: Cooney, J. Fitzpatrick, Gwynne, Kitchen, Robinson, Taylor, Travis and Warrington.

Apology for Absence: Councillor M. Smith.

1. DECLARATIONS OF INTEREST

There were no declarations of interest to report at this meeting.

2. MINUTES

a) Executive Cabinet

Consideration was given to the minutes of the meeting of Executive Cabinet held on 25 March 2015.

RESOLVED

That the Minutes of the Meeting of Executive Cabinet held on 25 March 2015 be taken as read and signed by the Chair as a correct record.

b) Enforcement Co-ordination Panel

Consideration was given to the minutes of the meeting of the Enforcement Co-ordination Panel held on 1 April 2015

RESOLVED

That the Minutes of the Enforcement Co-ordination Panel held on 1 April 2015 be approved.

c) Association of Greater Manchester Authorities/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 AGMA Executive Board meetings and the Greater Manchester Combined Authority held on 24 April 2015.

RESOLVED

That the report be noted.

d) Forward Plan of Strategic Decisions for the GMCA and AGMA Executive

Consideration was given to the Forward Plan of Strategic Decisions for the GMCA and AGMA Executive held on 24 April 2015.

RESOLVED

That the Forward Plan of Strategic Decisions for the GMCA and AGMA Executive held on 24 April 2015 be noted.

3. FINANCIAL MONITORING

a) Revenue Monitoring – Outturn 2014/15

Consideration was given to a report of the First Deputy (Performance and Finance) / Assistant Executive Director (Finance) detailing the overall net revenue expenditure in 2014/2015, which had exceeded the allocated budget by £2.506m, in line with previous forecasts.

It was reported that strong budget management was required to ensure that the Council achieved its financial plans and this was set out in the context of challenging savings targets: £13m for 2014/15 and a further £24m and £14.1m planned for 2015/16 and 2016/17 respectively.

Details were given of the summary financial position, savings, Council Tax and Business Rates and procurement monitoring and it was –

RESOLVED

- (i) That the revenue outturn position be noted and planned use of current corporate resources confirmed;
- (ii) That the detail for each service area be noted;
- (iii) That the changes to the in-year and future year revenue budgets as outlined are approved.

b) Capital Monitoring Report – Outturn 2014/15

Consideration was given to a report of the First Deputy (Performance and Finance) / Assistant Executive Director (Finance) detailing the capital outturn for 2014/15. The Council had a capital programme totalling £41.569m in 2014/15 and had spent £37.500m, which had resulted in the need to re-profile the capital programme by £4.069m.

It was reported that actual spend in 2014/15 of £37.500m represented 90% of the budget, which compared with the 2013/14 performance of 75% of a budget of £29.072m. Details of the variation totalling £4.069m were shown by service area in **Appendix 1**, together with variations of over the whole life of the scheme, in year scheme variations, capital receipts, changes to the future capital programme, capital financing statement, requests for approval of re-profiling and the revised capital programme.

RESOLVED

- (i) That the capital outturn position for 2014/15 in **Appendix 1** to the report be approved.
- (ii) The capital financing statement for 2014/15 in **Appendix 3** to the report be approved.
- (iii) The revised capital programme for 2015/16 – 2017/18 in **Appendix 5** to the report be approved (which includes the changes in **Appendix 2** to the report and the re-profiling in **Appendix 4** to the report).

c) Treasury Management Activities

Consideration was given to a report of the First Deputy (Performance and Finance) / Assistant Executive Director (Finance) detailing the Treasury Management activities for the financial year 2014/15.

It was reported that as investment rates were lower than external borrowing rates throughout the year, cash reserves had been used to fund internal borrowing, which had resulted in lower than anticipated borrowing costs, with an external interest saving of £4.322m. Investment returns had been £0.05m less than estimated and the net amount had been transferred to reserves at year end.

Details were given of the following:-

- Treasury Management;
- Debt;
- Interest Rates;

- Activities 2014/15:
 - Borrowing
 - Rescheduling
 - Year-end position
 - Investments – managing cash flow
 - Interest payable and receivable in the year;
- Current activities;
- GMMDAF activities;
- Prudential Limits; and
- Co-operative Bank.

RESOLVED

- (i) **That the treasury management activities undertaken on behalf of both Tameside and the GMMDAF be noted.**
- (ii) **The outturn position for the prudential indicators in Appendix A to the report be approved.**

4. CHARGING FOR TOWN HALLS AND CIVIC BUILDINGS UPDATE

Consideration was given to a report of the First Deputy (Performance and Finance) / Assistant Executive Director (Asset Management and Investment Partnership) detailing the proposed revised charging policy for town halls and civic buildings.

It was reported that the hire rates and charging policy for civic and corporate buildings were last reviewed in July 2013 and the main changes implemented were a relaxation of the need to book venues for a minimum of 4 hours at weekends and evenings and the introduction of a 50% discount rate or actual cost, whichever was the higher, for charities and community groups which not already in receipt of financial support from the Council.

Furthermore, the opening hours for most buildings had also been extended and buildings were open from 7.00am until 7.00pm Monday to Friday. Refurbishment works had been undertaken at Dukinfield, Hyde and Denton Town Halls and Stalybridge Civic Hall, George Lawton Hall and Ryecroft Hall. The lease at Hattersley Hub had been signed and the Highfield Pavilion was now fully operational and open 7 days a week.

Details were given of the proposed charging rates and it was –

RESOLVED

That the current hire rates be amended as detailed in the report and approval be given to the making of a Key Decision to implement the proposed changes.

5. AUTHORITY'S PLANNING POLICY MONITORING REPORT

Consideration was given to a report of the Executive Member (Transport and Land Use) / Assistant Executive Director (Development, Investment and Growth), which informed Members of the Council's duty to produce the Authority's Monitoring Report (AMR) under Part 6, s133 of the Localism Act 2011.

The document set out the progress made against a range of thematically based economic, social and environmental topic. Other key parts of the AMR were:

- Progress on documents detailed in the Borough's Local Development Scheme;
- Unitary Development Plan Policy Assessment; and
- Steps taken to comply with the Duty-to-Cooperate.

It was explained that Section 8 of the AMR set out the key findings of the Local Development Scheme Monitoring. This part of the document established whether there was a need to amend the Council's Local Development Scheme based on documented progress. Given developments around the production of the Greater Manchester Spatial Framework a clear conclusion was that the Local Development Scheme needed to be revised with a fresh Local Plan timetable.

It was reported that the AMR also played an important role in the provision of evidence for emerging strategies and enables the authority to understand the wider social, economic and environmental issues that affect the local area. It also identified current and future trends through comparison with policy and potentially identifies issues or other matters of concern. It is also used as evidence that informs and supports the determination of planning applications.

In considering this item, Members noted that there were some challenges within the system and it was essential that the Council's position on residential developed was robust and that the Council was not exposed.

RESOLVED:

That the Cabinet notes the updates to the statistical monitoring information, the Local Development Scheme monitoring and the Unitary Development Plan Policy Assessment.

6. OMBUDSMAN REPORT

Consideration was given to a report of the Statutory Monitoring Officer, advising Members of the further findings of the Local Government Ombudsman (LGO) report of the 15 March 2015 and the action that had to be taken by the Cabinet to receive the further report of fault causing injustice on the part of the Council, consider and determine a way forward and respond to the LGO in accordance with the statutory provisions.

Members were reminded that a report had been considered at Cabinet on 22 October 2014, which was reported to Council on the 2 December 2014. Previous papers could be found at **Appendix 1** to the report including report of LGO and Monitoring Officer together with decision of the Cabinet and press releases of both LGO and the Council.

It was reported that the LGO not been satisfied with the Council's response and had now issued a further report, a copy of which is attached at **Appendix 2** to the report, the contents of which were self-explanatory. Members noted that the names used in the report were not the real names of the people and place concerned, the protection of which was a legal requirement.

It was further reported that a copy of the further report had to be sent to all Members of the Council as required by the Local Government Act 1974 as amended by the 1989 Act. This would occur as soon as the Cabinet issued their report and no later than 7 July 2015 when the minutes would be published to be received by Full Council on the 14 July 2015 and all elected members would receive a full copy of the papers.

Furthermore, as required by s30 of the Local Government Act 1974, the Council had published a notice within 14 days of receiving the LGO's report, in the Tameside Advertiser and the Tameside Reporter on the 26 March 2015.

It was further stated that as required by the Local Government Act 1974 as amended by the 1989 Act, the Cabinet must formally consider this further report, within 3 months of receipt by the Council and as soon as practicable prepare a report which specified:

- (a) what action (if any) it proposes to take in response to the LGO's report;
- (b) if it proposes to take any action in response to the LGO's report, when it proposes to take that action; and
- (c) the reasons for taking the action specified in the LGO's report, or, the reasons for taking no action.

Members were informed that the report had been received on the 12 March 2015, missing the last Cabinet of the Municipal Year before the Notice of Election was published on the 30 March 2015. The LGO had advised, therefore, that the first opportunity at which this matter could be considered by the Executive Cabinet at a public meeting was the first meeting of the Executive Cabinet of the Municipal Year 2015/16 on the 24 June 2015. The LGO had also been provided with copies of the legal notices as published in accordance with the law.

It was reported that the Monitoring Officer's views were supported by independent Queen's Counsel, who had advised throughout the investigation given the significant legal points and importance of this matter to the Council to raise the standards in care homes in the borough whilst balancing the interests of the tax payer who funded them. His opinion in this matter was attached at **Appendix 3** to the report together with as requested by the Cabinet a suggested draft response to the LGO which was attached at **Appendix 4** to the report for consideration should the Cabinet be minded to reject the Ombudsman findings. Members of Cabinet must consider the matter afresh in light of the Ombudsman's further report and consider all the available options open to them as follows:

- (a) to accept the LGO's findings and recommendations either fully or in part and to offer compensation to Mr X, ;
- (b) to reject those findings and recommendations, to make no offer of compensation and to notify the LGO of its reasons; or
- (c) to re-offer the ex-gratia payment to Mr X without any admission of fault or liability on the part of the Council on the basis that the LGO ought to have notified him of this offer at the time it was made.

RESOLVED

That the Ombudsman findings be rejected and that no offer of compensation be made and that the LGO be notified of the reasons for this decision.

7. BIN SWAP PROGRAMME

Consideration was given to a report of the Deputy Executive Leader / Assistant Executive Director (Environmental Services) which provided two alternatives for the roll out of bin swap following the evaluation of the pilot project.

An explanation and risk analysis was provided in respect of details of the timeframe, costs and expansion of the roll out of 'Bin Swap' following the evaluation of trials. The report provided further details about the invest to save proposals; the roll out plan and future enforcement activity.

Members were informed that during 2015/16 any residual waste diverted from landfill through the Greater Manchester Waste Disposal Authority contract would save the council £307 per tonne. The total charge for residual waste sent to landfill during 2014/15 had cost the council £12.04m. It was explained that the areas covered by Bin Swap trials were generating less landfill waste and this equated to cost avoidance of approximately £24k per week.

Members were advised that a full roll out of Bin Swap, based on cost avoidance of £24k per week, could be scaled up to £3.12m per annum with borough wide implementation. The savings from diverting landfill were also evident at the end of year levy correction, whereby Tameside MBC received a rebate of £377,802.12 predominantly due to the fact that the Borough is sending less waste to landfill and other authorities have not achieved this rate of recycling and/or reduction in waste.

It was noted that during the pilot and implementation of phase 1 of Bin Swap the Waste Service saw significant increases in the demand for bins and at its peak the demand for bins tripled. To meet demand it was necessary to triple the team, from 2 delivery crews to 6 delivery crews. In a

phased implementation 6 crews could cope with the demand; in an accelerated implementation, it is predicted 8 crews would be required, but for a shorter period.

Any borough wide expansion of the scheme would require short term investment because following lessons learned and feedback from the previous phased roll out, there would need to be expansion of the engagement team; more support to the call centre team; expansion of the bin delivery service and temporarily extension of the service during the times when double collections were made at the launch of the Bin Swap project in new areas. Costs associated with this project would be met via cost avoidance of waste going to landfill charges, in the years following full implementation.

It was explained that under the phased option all suitable domestic properties in the Borough would be on the Bin Swap system by the end of this calendar year. Specifically the roll out plan would be undertaken according to the following programme:

- Droylsden – August 2015
- Audenshaw – August 2015
- Denton – August 2015
- Dukinfield – August/November 2015
- Ashton Under Lyne – November 2015
- Hyde – November 2015
- Longdendale – November 2015
- Stalybridge – November 2015
- Mossley – Complete

The accelerated option would see all suitable domestic properties in the Borough on the bin swap system by August 2015. A lengthy discussion took place on the relative merits of both options and the risks associated with each. Subject to a detailed implementation plan picking up the issues and concerns raised it was:

RESOLVED

- (i) That the Council agrees a new policy for waste collection for the whole borough known as 'Bin Swap' which will result in the current 240 litre (black) bin becoming the recycling bin for glass, metals and plastic and the 140 litre (green) bin would become the bin for residual general (landfill) waste. The consequences of this would be to increase capacity for recycling of those materials by approximately 70% whilst reducing the residual waste capacity by approximately 40%.**
- (ii) That approval be given to an accelerated roll out of the bin swap as outlined in the report with the intention that this would be effective from 1 September 2015.**
- (iii) That the Exceptional Circumstances Policy (Appendix 1 to the report) approved for the pilots be adopted for the whole borough under the new Bin Swap regime agreed for the Borough.**
- (iv) That the necessary support for the implementation roll out be put in place as set out in the report and the £1.2million associated costs be met from the savings realised as a consequence of the Bin Swap.**

8. SECONDARY SCHOOLS ADMISSIONS

Consideration was given to a report of the Executive Member (Learning, Skills and Economic Growth)/Assistant Executive Director (Education) detailing the objection to the admission arrangements for September 2016 onwards that had been received by the Office of the Schools Adjudicator. The objection specifically related to oversubscription criterion 4, attendance at a Tameside primary school.

It was reported that the latest version of the Schools Admissions Code came into effect on 19 December 2014 and applied to school admissions arrangements determined in 2015 for admission in school year 2016/17 and any future years. The Code required school admission arrangements

in 2016 to be determined by 15 April 2015 this year and published on the Council website by 1 May together with notice informing members of the public that they could write to the Schools Adjudicator by 30 June should they have objections to the arrangements and the School Admissions Code amended the dates slightly for future years.

It was further reported that on 14 April 2015, the Council had been informed that the Office of the Schools Adjudicator had received an objection to the admission arrangements for Tameside community high schools and the objection only related to community high schools as follows:

- Alder Community High School;
- Astley Sports College and Community High School;
- Denton Community College;
- Hyde Community College;
- Longdendale High School; and
- Mossley Hollins High School.

RESOLVED

That a consultation on amending the determined admission arrangements for community high schools for entry in September 2016 to replace the current criterion 4 be approved.

9. GREATER MANCHESTER GROWTH DEAL ROUND 2 – DENTON LINK ROAD PROJECT

Consideration was given to a report of the First Deputy (Performance and Finance), Executive Member (Transport and Land Use) and the Assistant Executive Director (Development, Growth and Investment) which sought approval for the Council to accept the £1.67 million available from the Greater Manchester Growth Deal Round 2 funding towards the delivery of the Denton Link Road project. It further seeks approval for a £238,570 capital contribution to the project and other delegated authority required to secure project delivery.

RESOLVED

- (i) **That the Council accepts £1.67 million for the Denton Link Road project from the Greater Manchester Growth Deal Round 2 funding available through Transport for Greater Manchester (TfGM).**
- (ii) **That the heads of terms for the deed of variation to the Crown Point East CPO Indemnity and Development Agreement be agreed as set out in the report.**
- (iii) **That the Executive Director (Place), in consultation with the Executive Director (Governance & Resources), be authorised to negotiate the final terms and complete the deed of variation to the Crown Point East CPO Indemnity and Development Agreement with Langtree plc.**
- (iv) **That the Executive Director (Place), in consultation with the Executive Director (Governance & Resources) be authorised to negotiate and complete any land transfer agreements required with Langtree plc and other land owners in respect of any landholdings required to construct the Denton Link Road and dedicate as a public highway.**
- (v) **That the Council's Environmental Services (Design and Delivery) team be responsible for the design and delivery of the Denton Link Road.**
- (vi) **That the Council approves a £238,570 capital contribution to fund the contingency element of the project. Any amount of contingency left unspent on completion of the project will be returned to the Council's reserves.**

10. URGENT ITEMS

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

CHAIR

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ITEM NO: 3(b)

STRATEGIC PLANNING AND CAPITAL MONITORING PANEL

13 July 2015

Commenced: 2.00pm

Terminated: 3.00pm

Present: Councillor J Taylor (Chair)
Councillors Cooney, Dickinson, Fairfoull, J Fitzpatrick, McNally and Reynolds.

Monitoring Officer Sandra Stewart

Section 151 Officer: Ben Jay

Also in attendance Robin Monk, Stephanie Butterworth, Damien Bourke, Ian Saxon, Elaine Todd and Beverley Stephens.

Apology for Absence: Councillor K Quinn

1. DECLARATIONS OF INTEREST

There were no declarations of interest reported at this meeting.

2. MINUTES

The Minutes of the meeting of the Strategic Planning and Capital Monitoring Panel held on 2 March 2015 were signed by the Chair as a correct record.

3. CAPITAL MONITORING REPORT

Consideration was given to a report of the First Deputy (Performance and Finance) / Assistant Executive Director (Finance) detailing the capital programme, which totaled £41.569m in 2014-15 and £37.500m had been spent. This had resulted in the need to re-profile the capital programme by £4.069m.

It was reported that actual spend in 2014-15 of £37.500m represented 90% of the budget (£41.659m), which compared with the 2013-14 performance (75% of a budget of £29.072m).

Details of the variation totaling £4.069m were shown by service area in **Appendix 1** to the report.

Reference was made to the following:-

- Variations over the whole life of the scheme;
- In year scheme variations;
- Progress update on outstanding issues / liabilities;
- Capital receipts;
- Changes to the future capital programme;
- Capital financing statement;
- Request for approval of re-profiling; and
- Revised capital programme.

RESOLVED:

- (i) That the capital outturn position for 2014-15 detailed in Appendix 1 to the report be approved.**
- (ii) That the capital financing statement for 2014-15 detailed in Appendix 3 to the report be approved.**
- (iii) That the revised capital programme for 2015-16 – 2017-18 detailed in Appendix 5 of the report be approved (which included the changes in Appendix 2 and re-profiling in Appendix 5).**
- (iv) That the progress on outstanding issues / liabilities be noted.**

4. VISION TAMESIDE PHASE 2

Consideration was given to a report of the Assistant Executive Director (Asset Management and Investment Partnership) detailing the progress to deliver the Vision Tameside Phase 2 Programme. This also included details of the investment and decant programme required for the retained corporate and civic buildings to address conditions of the buildings and accommodate staff and services, throughout the decant period and in permanent locations, into the future. Since the Stage 1 report had been issued and approved, the design of the Vision Tameside Phase 2 building had been progressed, with a number of options put forward for building finishes and the northern elevation as well as developing the internal areas of the entire building.

It was reported that Wilkinsons had moved out to their temporary store in the Arcades on 6 May 2015, with the surrender of their lease being imminent, once the strip out of their old store had been completed. An agreement for lease for the retail unit within the redeveloped Vision Tameside Phase 2 building had been signed.

The surrender of the current lease with the Co-operative Bank Plc had progressed, with the bank leasing an alternative retail unit, the former Car Phone Warehouse building on the Market Place in Ashton. They were in the process of refitting the unit and were expected to vacate their existing building at the end of July 2015.

The plans for the demolition of the current TAC building had progressed and a planning application was approved at Speakers Panel in April 2015, for the demolition of the TAC building and Listed Building Consent for the works to Ashton Town Hall and the former Water Board building and subsequently confirmed by the National Casework Unit. A detailed planning application for the new building was submitted on 12 June 2015. There could be no further delays in the vacation of the TAC building as it had to be handed over for demolition in July 2015 to achieve the target completion date for the new building of January 2018. Discussions had also progressed with plans for the College, Job Centre Plus and the Clinical Commissioning Group about their proposed space.

Details were given of the Vision Tameside Phase 2 Scope and it was explained that a revised Council contingency of 5% had been projected at this stage to take account of remaining risks that were excluded from the projected contract price, including:

- Potential poor ground conditions under TAC;
- Additional costs of addressing Town Hall façade over £400,000;
- Highways works at the junction of Wellington Road / Warrington Street; and
- Tameside College fixed furniture and equipment – the TIP had agreed to survey projected requirements in the new building and prepare a priced schedule for consideration by the Council and the College. If the costs exceeded the budgeted £300,000 the agreed contribution from the Council would need to be funded from this contingency.

Reference was also made to wider benefits related to the construction programme, financial implications, grant funding, impact of design development, risks, tenancies and the next steps. It was stated that the programme to deliver the Vision Tameside Phase 2 project was progressing

well. However, there were cost implications from design development, IT, programme management and decant works that needed to be managed within the programme. Approval was required to vire funds from the construction and general contingency budgets to meet the projected costs of the scheme and containing costs within the overall approved budget.

There were as yet unquantified risks relating to the treatment of the exposed Ashton Town Hall façade and also the extent of the fixed furniture in the College element of the Vision Tameside Phase 2 building. If costs exceeded budget, virement from the contingency allocation or savings elsewhere would need to be identified. Significant risks remained in connection with the aerials still located on the TAC roof which would need to be disconnected and removed before the building could be demolished and a number of options were being progressed to ensure this happened within the required timescales.

In conclusion, it was reported that all elements of the programme would be closely monitored on a fortnightly basis to ensure that the programme was delivered within the approved budget. The outstanding agreements for lease and leases with partners and particularly the College must be resolved as soon as possible to confirm the occupation by the College of the new building and also enable capital and revenue budgets to be confirmed.

RESOLVED

That the progress of the Vision Tameside Phase 2 be noted.

5. ASSET MANAGEMENT UPDATE

Consideration was given to a report of the Assistant Executive Director (Asset Management and Investment Partnership) detailing the 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 dilapidated arising from the termination of leases.

Details were given of the disposal of assets and it was reported that most buildings which had been leased by the Council had already been vacated or dilapidations were in the process of being negotiated in respect of the remaining tenancies. The exact level of dilapidation in respect of Good Hope Mill was now estimated at £58,000, however, this could change and would be the subject of further reports. Oldham Street would require no dilapidations costs, however there would be a commuted rent of £55,000 to be confirmed plus fees. It was also reported that the Council still had a number of long leases in respect of Plantation Estates and Portland Basin and in addition, leases the former St Ann's RC Primary School in Ashton as a training centre.

It was also reported that during the TAC demolition and the new building construction period, it would be necessary to lease additional office and service accommodation although significant numbers of staff would be accommodated in retained Civic buildings. In respect of leased buildings these would include the following:-

- Shirley House, Hyde – Education and Call Centre;
- Clarence Arcade, Ashton – Customer Services, CAB, Credit Union and Investment and Development;
- Patterson and Rothwell, Ashton – IT, Asset Management and Investment Partnership, TIP, Carillion, Legal Services and iNetwork;
- Birchcroft – Drugs Intervention Programme; and
- Primary Care Centre, Ashton – Public Health and IRIS Team.

With regard to investment in civic and corporate buildings, it was reported that there was no reactive maintenance budget included within the corporate landlord budgets and any repairs or upgrading of buildings required a request for additional investment to be made to the Panel for approval by Cabinet. However, in the past few months a number of requests had been received

for repairs for civic and corporate buildings for which there was no revenue or capital budget allocation. An analysis of repairs was detailed totalling £96,555.

As previously reported, the capital receipts that were anticipated to be received over the next three years were as follows:

Estimated Receipt Required to Balance Capital Programme	2014/15 Actual	2015/16 Est	2015/16 Actual to date	2016/17 Est	Post 2016/17 Est	Total	Projected Shortfall/ Surplus Est
£000	£000	£000	£000	£000	£000	£000	£000
16,333	4,498	8,000	135	10,000	6,000	34,298	17,965

Reference was also made to capital receipts for 2014/15 totalling £4,697,971 and capital receipts and completions received since the last report to Panel. Information in respect of properties that had been identified for disposal or where tenants had sought to acquire the freehold of the properties being leased were detailed in **Appendix 1**.

In conclusion, it was reported that the Council had signed a contract to provide soft and hard facilities management services, capital projects and maintenance in November 2011. Since that time a number of properties had been disposed of and taken out of the contract with the price being reduced accordingly. In addition, a small number of new properties had been added including Highfield Pavilion and the decant locations. The original value of the contract was £4,625,020 subject to indexation based of RPIx. The current value of the contract was £3,774,180 including £314,515 inflation and it was proposed that a formal variation detailing the analysis of all the changes and the contract be rebased at 1 July 2015 to take account of the fact that TAC was closing.

RESOLVED

That the following recommendations be made to Executive Cabinet:

- (i) That the list of disposals identified in Appendix 1 to the report be approved;**
- (ii) That the allocation of £96,555 to enable building condition replacement / repair projects to be undertaken be approved;**
- (iii) That approval be given to the issue of formal variation to the Facilities Management Agreement with the TIP and the rebasing of the contract with effect from 1 July 2015.**

6. EDUCATION CAPITAL UPDATE

Consideration was given to a report of the Assistant Executive Director (Asset Management and Investment Partnership) advising the Panel of work required to address condition needs in a number of primary school and plans for increased capacity in schools identified for expansion. It was explained that the Council had a statutory duty under the Education Act 2011 to secure sufficient and suitable places for pupils in its area in primary and secondary schools across the borough. The Council also had the responsibility for the maintenance of community and voluntary aided school buildings, even though it did not own voluntary aided school buildings.

In addition to the assessment of how well each Council performed in relation to its ability to meet the demand for places and the condition of its maintained and voluntary aided schools, the DfE had also carried out condition surveys of all schools across the country over the last two years. The condition of Tameside schools had been assessed by the DfE to be in the lowest quartile of investment need, with the condition of Tameside's schools overall being better than 88.6% of other local authority schools nationally. It was anticipated that this position would improve in the future now that work at Russell Scott Primary, Astley and Cromwell High Schools had been completed.

The construction of the replacement Flowery Field Primary building had also been completed and there would be further improvements when Broadoak and Holden Clough schools were completed over the coming months.

The DfE had confirmed in February 2015 that the majority of the bids for funding through the Priority Schools Building Programme 2 would not be supported due to the fact that their assessments of these schools' condition needs were not sufficiently high compared to other schools nationally. There was unlikely to be another opportunity to bid for additional condition funding for at least three years, therefore some condition work needed to be urgently carried out on maintained schools with the most serious condition needs. A thorough review of commitments against schemes already approved in the Education Capital Programme had been carried out and approval was requested to amend the capital programme as proposed. It was also proposed to carry out the proposed Basic need and condition related schools, through the Tameside Investment Partnership.

In conclusion, it was reported that there had been significant capital investment in schools over the last 15 years which would support the Council's delivery of its statutory responsibilities connected with the provision of sufficient and suitable places. The delivery of the core strategy would further increase the demand for places within the next 5 to 20 years as the impact of new homes increased the number of school age children in the Borough which would need to be planned for carefully.

RESOLVED

That the following recommendations be made to Executive Cabinet:

- (i) **Approve the amendment of the Education Capital Programme to reflect the outcome of the review of commitments at 31 March 2015 as follows:-**

School/Premises	Funding Source	Required Change in Funding for 2014/15 £
Cromwell Special	School Contribution	50,505
Cromwell Special	Basic Need	137,447
Cromwell Special	Retained School DFC	16,060
Astley Sports College	School Contribution	93,834
Astley Sports College	Retained School DFC	40,441
BSF ICT Capital	Basic Need	144,000
Yew Tree Primary	Basic Need	-45,000
Linden Road Primary	Capital Maintenance	-15,000
Milton St John Primary	Capital Maintenance	-7,538
Corrie Primary	Capital Maintenance	-2,120
West End Primary, Ash	Capital Maintenance	-2,554
Manor Green Primary	Capital Maintenance	-12,000
Hurst Knoll Primary	Capital Maintenance	-174,230
Manchester Road Primary	Capital Maintenance	-25,000
Former Stamford School Site	BSF Capital Receipts	-48,000
Millbrook Primary	Capital Maintenance	-91,794
Silver Springs and Holden Clough Primary	Basic Need	-750,000
Linden Road Primary	Capital Maintenance	-12,281
Broadoak Primary School	Capital Maintenance	-63,345
Broadoak Primary School	School Contribution	68,420
Total Change		-698,155

- (ii) Approve the allocation of funding within the Education Capital Programme 2015/16 and 2016/17 as follows:

School/Premises	Planned Investment	Funding Source	Total Required Increase in Funding at April 2015 £
Milton St John Primary	Creation of bulge class	Basic Need	40,000
Aldwyn Primary	Extension	Basic Need	1,500,000
Hawthorns			
Livingstone Primary	Remodelling / extension	Basic Need Maintenance	355,000
Samuel Laycock Special	Support for IT Infrastructure	Basic Need	24,000
SEN Review	Virement of funding to Samuel Laycock IT Infrastructure	Basic Need	-24,000
Bradley Green Primary	Roof Replacement	Maintenance	207,692
The Heys Primary	Replacement Floor	Maintenance	50,000
Audenshaw Primary	Replacement pipework and flooring	Maintenance	169,580
Greswell Primary	Roof works and rewiring	Maintenance	113,095
Gorse Hall Primary	Power and fire alarm replacement	Maintenance	210,000
Wild Bank Primary	Lighting and power	Maintenance	180,000
Corrie Primary	Heating	Maintenance	90,000
St James Ashton Primary	Replacement heating	Maintenance	152,000
Milton St Johns Primary	Lighting, power and alarm replacement	Maintenance	350,000
Fairfield Primary	Car Park Repairs	Maintenance	18,000
Gorse Hall Primary	Replacement Windows	Maintenance	15,826
Micklehurst	Fire Alarm	Fire Alarm	10,281
Ryecroft Hall - New Location for KS2 PRU	Replacement of internal wall	Basic Need	8,650
BSF telephones relocation	Relocation from TAC	Maintenance	13,800
Linden Road Children's Centre	Refurbishment and electrical works	Maintenance	17,198
Flowery Field Primary	Additional furniture	Basic Need	16,000
Milton St John Primary	Emergency works	Maintenance	16,000
Inspire Academy	ICT Equipment	Basic Need	88,869
Inspire Academy	Classroom Equipment	Basic Need	25,857
Discovery Academy	ICT Equipment	Basic Need	15,000
	Classroom Equipment	Basic Need	
Broadoak Primary School	FF&E	FF&E Grant	106,970
Total			3,769,818,

- (iii) Approval of the procurement of the identified work through the Tameside Investment Partnership, with the achievement of local spend and other value added outcomes, being reported within future reports to Strategic Capital Panel, Executive Board and Executive Cabinet.

- (iv) **All academies and maintained schools to seek the Council's consent for work to be carried out prior to commissioning the work in order to ensure that building regulations, planning requirements and all health and safety issues as well as any impact on capacity are complied with before work on site commenced.**

7. TRANSPORT FLEET REPLACEMENT

Consideration was given to a report of the Assistant Executive Director (Environmental Services) which explained that the Council currently operated a varied fleet of 164 vehicles from vans to refuse vehicles to provide its numerous services to the residents of the Borough. A report for the essential replacement of 12 vehicles was approved by the Panel and a subsequent Key Decision in September 2014 and these were procured through Prudential Borrowing as this was shown to represent best value. The report identified a further 66 vehicles of various types that had been extended beyond their operational lives (average age at replacement 2015 was 8.4 years) as part of the Council's Medium Term Financial Strategy.

From these 66 vehicles, 8 were on contract hire and had been extended by a further 12 months. It was now essential to the continued operation of services that the remaining 58 vehicles be replaced. The report set out the business case for the replacement of these vehicles. The options presented represented the best value way of meeting the Council's needs and achieving a variety of options of savings available, whilst maintaining the operational efficiency of the services.

In the identification of the Council's fleet requirements and replacement vehicles, consideration had been given to a number of factors. Fleet vehicles supported the provision of both direct operational services to the public and also support services. The Council was currently reviewing its options in terms of service delivery with consideration being given to bringing together all direct operational services into a single area and examination of fleet requirements to support these operations needed to be addressed. It was also essential that a cost benefit analysis be undertaken for the remaining 94 vehicles in the fleet in conjunction with this review to determine the most appropriate vehicle strategy going forward.

Details of financial considerations, current fleet profile, and a summary of risks, impact and mitigating factors divided into two categories for replacing or not replacing the fleet were discussed. In terms of environmental issues, the current fleet had an average of 8.4 years and operated on Euro 3 type engines. A replacement fleet would operate on Euro 6 engines providing both improved fuel efficiency and a reduction in harmful emissions and improved air quality.

RESOLVED

That the following recommendations be made to Executive Cabinet:

- (i) **That the 58 vehicles identified in Appendix 1 to the report be procured via a competitive EU tendering process and funded by Prudential Borrowing and relevant service areas be recharged an annual rental to cover purchase, borrowing and maintenance costs covering the relevant borrowing period.**
- (ii) **That a review be undertaken of the whole fleet to determine the Council's service needs over the next 3 to 5 years to support the delivery of those identified services in the most effective manner.**
- (iii) **That a cost benefit analysis be undertaken for the remaining fleet (maximum 94 vehicles) in conjunction with the above review to determine the most appropriate vehicle strategy going forward for the next 3 to 5 years.**

8. ENGINEERING CAPITAL PROGRAMME 2015-16 AND BEYOND

Consideration was given to a report of the Assistant Executive Director (Environmental Services) detailing the Engineering Capital Programme for Environmental Services and sources of funding with specific reference to the Highways Structural Maintenance Programme for 2015/16.

It was reported that the duty to formulate Local Transport Plans was the responsibility of Transport for Greater Manchester (TfGM) who reported to the Greater Manchester Combined Authority (GMCA). In order to support the objectives and strategies at local and regional level the proposed Engineering Capital Programme was divided into a number of headings based on the funding detailed at **Appendix 1** as follows:-

- Capital Minor Works budget (£0.913m);
- Structural Maintenance (Bridges and Structures) (£1.199m);
- Structural Maintenance (Principal/Non Principal Roads) (£1.304m);
- Street Lighting (£0.185m);
- Other Specific Funding (£11.847m);
- Carriageway Structural Maintenance Improvements (£0.048m);
- Ongoing Major Schemes:
 - Longdendale Integrated Transport Strategy (£0.480m);
 - Ashton Northern Bypass Stage 2 (£0.308m);
- Section 106 Schemes:
 - Lord Sheldon Way (IKEA) Roundabout, Ashton (£0.024m);
 - Street Lighting to footpath/cycleway Denton Rock (£0.010m);
- Developer Contribution Schemes:
 - Traffic Calming Lower Bennett Street (£0.016m); and
- Other Schemes (£10.961m).

It was also explained that Council had agreed to accept £1.670m of grant funding towards the Denton Link Road Project (detailed in **Appendix 1** to the report under other schemes) and it was intended to 'top up' the funding with £0.072m of Capital Contributions and agreement was sought for a further £0.167m of grant funding until virement from the Integrated Transport Block Minor Works Budget was approved by Transport for Greater Manchester.

RESOLVED

That the following recommendations be made to Executive Cabinet:

- (i) That the Engineering Capital Programme for 2014/15 as detailed in Appendix 1 to the report be approved.**
- (ii) That approval be given to the temporary Corporate Funding of £0.167m towards the Denton Link Road scheme until the approval to vire the monies from the ITB Minor Works Budget had been granted by Transport for Greater Manchester.**

9. DEVELOPER CONTRIBUTIONS AND SECTION 106 AGREEMENTS

Consideration was given to a report of the Executive Director (Place), detailing the current position with regard to receipts received from Section 106 Agreements and Developer Contributions.

It was reported that the summary position as at 1 July 2015 for Section 106 Agreements totalled £178,000, with Developer Contributions totalling £232,000. The balance of unallocated section 106 funds and developer contributions were as follows:-

- Services for Children and Young People - £124,000 (s106) and £12,000 developer contributions;
- Community Services (Operations) - £44,000 (s106) and £208,000 developer contributions; and
- Engineering Services - £10,000 (s106) and £10,000 developer contributions.

With regard to new section 106 agreements there was one new agreement relating to an outline proposal for a mixed housing / commercial development at the former Frank Hoyle Transport site off Broadway, Hyde.

RESOLVED

That the current position with regard to receipts received from Section 106 Agreements and Developer Contributions be noted.

10. TAMESIDE INTERCHANGE LAND ASSEMBLY GOVERNANCE ARRANGEMENTS

Consideration was given to a report of the Assistant Executive Director (Development, Growth and Investment) seeking approval of the proposed governance arrangements for land assembly in respect of the new Transport Interchange (Ashton).

It was explained that the funding for the new Tameside Transport Interchange had been awarded in July 2014 as part of the Greater Manchester Growth Deal submission to Government and design work for the scheme had begun in earnest. A proposed Transport for Greater Manchester led consultation exercise was due to commence in summer 2015 with a full planning submission expected in autumn of this year. Part of the layout design would consider a number of issues around land ownership for which the report sought governance.

In order to achieve the most efficient layout of the proposed interchange and to ensure it “wrapped” around the Metrolink platform, it had been agreed at the early design stage that a land assembly exercise was required. In parallel, Transport for Greater Manchester had drawn up a draft ‘Contract for Advance Funding and the Exchange of Freehold Land’ agreement between Transport for Greater Manchester and Tameside MBC for consideration setting out how the land assembly process would be taken forward.

Land ownership for the new Transport interchange would be vested with Transport for Greater Manchester and included the Probation Service Land and New Charter land detailed on the plan attached to the report. The development opportunity to the land to the east of the new interchange would be vested into Tameside ownership.

In order to secure governance around land procurement two options were proposed for consideration:

- Option 1 – Tameside to act as ‘agent’ for Transport for Greater Manchester in securing all the required land for the initiative; or
- Option 2 – Tameside to request Transport for Greater Manchester as the scheme promoter to secure the requisite land.

The advantages and disadvantages of both options including financial considerations and risks associated with utilising either Option 1 or Option 2 to secure the land for the new interchange were considered.

Option 1 would take advantage of the close working relationships Tameside officers had established over a number of years with both the New Charter and the Probation Service through the Ministry of Justice. This was already proving advantageous with New Charter during the advanced negotiations in respect of purchasing their land. In addition, through this mechanism the Council could shape the future use of the important area of land to the east of the new interchange and minimise the Authority’s financial exposure to the land assembly process.

Should option 2 be adopted by the Council, a future land funding contract would be required potentially adding delay to the overall delivery programme for the Transport Interchange.

RESOLVED

That a recommendation be made to Executive Cabinet to approve Option 1 as the most appropriate way forward.

11. LAND TRANSFERRED FOR AFFORDABLE HOUSING – EARLY REPLAYMENT OF CAPITAL RECEIPT FROM NEW CHARGER HOUSING TRUST

Consideration was given to a report of the Assistant Executive Director (Asset Management and Investment Partnership) explaining that a Key Decision had been made on 27 March 2013 to transfer land at Kynder Street, Katherine House and Cavendish Street to New Charter Housing

Limited, for development of affordable housing, on the basis of a deferred capital receipt. The value of the land was intended to be repaid as tenants exercised their Right to Buy the properties, at some point in the future.

New Charter Housing Limited had advised the Council that they wished to use the now developed sites to raise additional capital funding, therefore triggering a disposal by charge. A current market valuation had been undertaken by an independent suitably experienced and qualified surveyor and valuations of a total of £549,689 had been agreed subject to contract. To enable the early claw back of the capital receipt, approval was required in respect of this valuation of the sites.

It was noted that the development had also increased the Council's annual Council Tax income by an estimated £61,205 and a total of £367,230 New Homes Bonus in respect of Kynder Street, Katherine House and Cavendish Street.

RESOLVED

That Executive Cabinet be recommended to approve the valuation of the early repayment of the capital receipt of £549,689 in respect of the sites at Kynder Street, Katherine House and Cavendish Street, which would release the restrictive covenant in favour of the Council and give New Charter Housing Limited an unencumbered title.

12. URGENT ITEMS

There were no urgent items for consideration at this meeting.

CHAIR

ITEM NO: 3(c)

ENFORCEMENT CO-ORDINATION PANEL

29 July 2015

Commenced: 9.00 am

Terminated: 10.15 am

Present: Councillor S Quinn (Chair)

Councillors Middleton, Robinson, Taylor and Sweeton.

In Attendance: Sandra Stewart Executive Director (Governance and Resources)

Ian Saxon Assistant Executive Director (Environmental Services)

Lisa Lees Head of Neighbourhood Services

Alan Jackson Head of Environmental Services (Highways)

Sharon Smith Head of Environmental Services (Public Protection)

Jason Dugdale Development Manager (Planning)

Mark Hobson Senior Enforcement Officer (Planning)

**Apologies for
Absence:** Councillors Bowerman and D Lane

1. DECLARATIONS OF INTEREST

There were no declarations of interest submitted at this meeting.

2. MINUTES

The Minutes of the meeting held on 1 April 2015 were approved as a correct record.

3. ENFORCEMENT ACTIVITIES

(a) Planning

The Panel received a report of the Assistant Executive Director (Development, Growth and Investment) summarising the enforcement activities during the first quarter (April to June) showing that 74 complaints were received alleging a breach of planning control, of which 49 were found to be proven as breaches. The level of planning breaches of 66.2% meaning two thirds of the complaints received required further investigation and possibly further action. During the April to July 2015 period, 4 formal notices had been issued. This included two Planning Contravention notices, one Enforcement notice and one Breach of Condition notice.

The Enforcement Notice related to a property in Ashton-under-Lyne where the owner had erected a large shed / aviary building in the rear garden area. The Planning Contravention Notices related to a residential property in Dukinfield being used as a children's home and a property in Denton where the owners were carrying out a dog grooming and boarding business from home. The Breach of Condition Notice related to a property in Denton where the developer building a house on the land had failed to comply with a working hours condition attached to the planning permission.

It was further reported that successful prosecution had recently been taken by the Planning and Building Control Enforcement Service against the owner / occupier of a detached dwelling house with large grounds in Stalybridge. The owner had purchased the property in 2014 and whilst undertaking large renovation works on site had carried out the unauthorised felling of 11 trees from the front, side and rear garden areas that were subject to protection by Tree Preservation Orders.

The owner had claimed he did not know the trees were protected despite the fact that they were revealed on his Local Land Charges Search and his solicitor had notified him in correspondence.

The owner pleaded guilty to four separate charges at Tameside Magistrates Court and was fined £1,600 and £350 costs. Tree Replacement Orders would be issued to the owner in the next few weeks and advice was being sought from the Council's Arboricultural Officers on the species, size and location of trees to be planted in the garden area of the property.

Reference was made to the current enforcement activity where formal notice had been served and cases recently concluded and responses were provided to queries raised relating to individual cases.

RESOLVED

That the report be noted.

(b) Environmental Enforcement

The Assistant Executive Director (Environmental Services) submitted a report summarising the key enforcement activity undertaken by the Environmental Enforcement Team during the period January to March 2015.

The Panel Members were advised that on 13 January 2015 the owner of a carpet business in Hyde was fined £10,000 and ordered to pay £4,000 costs after pleading guilty for failing to comply with Section 3(2) of the Health and Safety at Work Act 1974 following an investigation into a fatal accident that occurred on 3 November 2012 at his shop premises. A carpet fitter had fallen down the cellar staircase whilst retrieving underlay from the basement and during a visit to the premises Environment Health Officers had found that there was no handrail on the staircase, no barrier to prevent a fall into the basement when the hatch was open and there was a significant slop on the cellar staircase. Although the breaches were not established as being causative of the death, the condition of the cellar staircase was such that it presented a risk to the health and safety of those utilising the cellar.

Reference was also made to the offences associated with Hajj and Umrah Pilgrimages where Tameside Business Compliance had been investigating the activities of a travel agent based in Ashton-under-Lyne specialising in arranging pilgrimages. The business had been unable to obtain visas for travel and pilgrims lost their money which had been paid to the company estimated at £500,000. The director of the business had been interviewed under caution and a prosecution report had been submitted relating to offences under the Fraud Act 2006, the Consumer Protection from Unfair Trading Regulations 2008, the Package Travel, Package Holidays and Package Tours Regulations 2008 and the ATOL Regulations 2012. Summons had been served for these offences and the initial hearing date for the case would be 7 July 2015 at Tameside Magistrates Court.

In addition, officers from Tameside Business Compliance had interviewed an Ashton-under-Lyne motor trader regarding the selling of a Renault campervan for £7,295 to an 85 year old man and the vehicle was in such poor condition that it had to be scrapped. When the purchaser complained to the garage and stopped his cheque he was visited at home and assaulted but due to the lack of witnesses the Police had been unable to take action. However, the sale of mis-described goods and aggressive trading were an offence under the Consumer Protection from Unfair Trading Regulations 2008 and a report had been submitted to Legal Services with a recommendation that the trader be prosecuted.

A waste transfer station in Hyde was currently in the process of constructing new, covered, storage bays for the waste and it was hoped, along with current controls, that this would alleviate any further potential issues with dust and litter escaping from the site. There appeared to be a delay with the erection of a 7 metre fence at the site and enquiries would be made with the company to ascertain if there were any issues to be addressed.

In addition, the following matters were also highlighted:

- Number of 5 star increased by 20% showing an improvement in Food Hygiene compliance;
- A number of Health and Safety Prohibition Notices served of businesses;
- Launch of the Tameside's Tattoo Hygiene Rating Scheme;
- Investigation by Business Compliance Officers of an American food and drink importer based in Droylsden following complaints received from consumers, other importers and trading standards authorities;
- Following a routine inspection of a restaurant in Dukinfield, Hygiene Improvement Notices were served on the owners;
- Tameside Trading Standards had signed up to the Stop Loan Sharks Charter;
- Following an Abatement Notice served on Network Rail for the accumulation of bird droppings under the railway bridge at Turner Lane, Ashton-under-Lyne, further compliance visits had been carried out;
- Officers had met with the Environment Agency and representatives of Total Petrochemicals to discuss the remediation of the site on Bridge Street, Stalybridge, following the demolition of the site;
- A Noise Abatement Notice had been served on a food manufacturing business in Droylsden following the investigation of complaints of noise nuisance disturbing their sleep;
- Two licensed drivers had their licences revoked following their attendance at Speakers Panel in March 2015;
- Co-ordinated visits carried out across the Borough at 60 off licenced premises.

RESOLVED

That the content of the update report be noted.

(c) Engineering Services

The Environmental Services Manager (Highways) submitted a report detailing information on enforcement activities relating to abandoned vehicles, skips, scaffolding, pay and display car parks / on-street parking, bus lane enforcement, banner permits and private drainage and utility works.

In terms of abandoned vehicles, there were 88 reports in the reported quarter as compared to the previous quarter of 68 reports. The majority were untaxed vehicles which had been reported straight to the DVLA for their attention. Since the move to Tame Street offices, the DVLA WEE system used to check for keeper details had been unavailable and work was continuing to identify the fault and rectify the situation.

Statistics for all off street car parking had remained fairly consistent but the number of PCNs issued had decreased by 663 this quarter. This was due to a number of staff vacancies and a recruitment process had been undertaken and training of the new members of staff had begun. The number of payments made was 1492 and although this was a small decrease remained it similar to previous quarters. In relation to on-street car parking there had been a slight decrease for penalty notices over the past quarter in Ashton-under-Lyne. All other towns remained fairly similar apart from Hyde and Stalybridge which had seen an increase.

In terms of New Roads and Street Works Activities, the number of utility openings had decreased slightly since the last quarter but remained fairly consistent. The number of defects had decreased from 930 to 620 and there were no 'overstays' during the reported quarter.

As predicted, there had been an increase in income for bus lane enforcement. It was anticipated that this would decrease and begin to plateau as drivers became aware that cameras were live. A second camera on Audenshaw Road near Manor Road had now been made active and also a camera on Manchester Road South in Denton. It had also come to light during works in the area that a resident had removed bus lane enforcement signage from Audenshaw Road resulting in the Council not being able to take enforcement action. The Police had been contacted and advice from Legal Services would be sought regarding prosecution / recovering costs for the loss of income. In relation to New Beech Street, Hyde, this site required further work and consultation on Traffic Regulation Orders.

RESOLVED

That the update report be noted.

(d) Neighbourhood Services

Consideration was given to a report of the Head of Stronger Communities, outlining enforcement activities carried out by Neighbourhood Services over the period 1 January to 31 March 2015 and detailed partnership initiatives relating to enforcement and prevention activities and details of prosecutions which had taken place during the reported period.

As Neighbourhood Services increased the level of integration with partners, a new multi-agency meeting was launched in March 2015, bringing together key partners and agencies to look at how ongoing concerns and issues could be addressed. The meetings take place in each of the four neighbourhoods targeting issues posing a threat to Tameside communities and providing an opportunity for early action through prevention and enforcement, reducing the risks of problems escalating and reducing the pressures on frontline service providers.

In relation to incidents of dog fouling, 258 complaints were received during the reported period compared to 273 during the corresponding quarter of 2013/14 representing a reduction of 5%. Days of action and observations carried out in specific hot spot locations were detailed and a total of 4 FPNs for dog fouling had been issued during the quarter.

The number of littering complaints received during the quarter had decreased by 95 on the corresponding quarter last year and 56 FPNs had been issued for this offence. Saturday 21 March 2015 was the first National Clean-Up Day and groups from across the Borough took part in litter picks and community led clean-up events.

However, it was noted that there had been an increase in the number of fly tipping reports received and 966 complaints had been received during the quarter representing a rise of 16%. For future reports, photographs of the fly tipping incidents the service was responding to would be included.

RESOLVED

That the content of the report be noted.

4. WASTE POLICY AND ENFORCEMENT STRATEGY

Consideration was given to a report of the Assistant Executive Director (Environmental Services) seeking the comments of the Panel on undertaking a consultation exercise on the introduction of a draft Waste Policy and Enforcement Strategy setting out what Tameside residents and key stakeholders could expect from the Waste and Recycling Service, including education and support and enforcement action.

As bin swap was rolled out across the Borough it was recognised that it was important to have a clear policy regarding waste collection. The Council would be aiming to maximise the amount of waste recycled by residents and reduce waste disposal charges. Litter and illegal dumping of waste was expensive to remove and had a negative impact on the visual amenity of the

environment. Alongside the waste policy, it was proposed that a formal enforcement policy be adopted setting out in a transparent manner how the Council would take enforcement action for occurrences of non-compliance. Clear work instructions had also been developed outlining the Council's approach to enforcement. As part of the consultation process, a full equality impact assessment would be undertaken.

RESOLVED

- (i) That the draft Waste Policy and Enforcement Strategy be noted.**
- (ii) That the commencement of a consultation exercise on the introduction of a proposed Waste Policy and Enforcement Strategy be supported, following which a report would be submitted to Executive Board.**

5. 'A' BOARDS AND OTHER ADVERTISING STRUCTURES ON THE HIGHWAY

Consideration was given to a report of the Assistant Executive Director (Environmental Services) outlining the arrangements to be introduced for the safe management and enforcement of 'A' Boards and other advertising structures on the highway, detailing the background, objectives and procedures.

The Council supported businesses as key drivers for the local economy, and the Panel recognised that for businesses to succeed and expand they would need to advertise. However, there had been a steady rise in the amount of 'A' Boards placed on the public highway causing problems for pedestrians and particularly those with restricted mobility or the visually impaired. It was acknowledged that a balance needed to be achieved between meeting the needs of businesses to advertise but also protecting highway users and improving the street environment.

This type of service described would be subject to a charging policy in line with other services to recover the costs of administration, monitoring and enforcement of the scheme. The proposed charging regime was for an annual registration fee of £72 plus a weekly charge of £5 per 'A' Board. This would be subject to an annual review of Fees and Charges in Environmental Services.

RESOLVED

That the Panel recommends the introduction of a scheme for the safe management and enforcement of 'A' Boards which would be detailed in a subsequent report to Executive Board.

6. URGENT ITEMS

The Chair advised that there were no urgent items for the consideration at this meeting.

7. DATE NEXT MEETING

It was noted that the next meeting of the Enforcement Co-ordination Panel would take place on Wednesday 28 October 2015 commencing at 10.30 am.

CHAIR

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ITEM NO: 3(d)

Report To:	EXECUTIVE CABINET
Date:	26 August 2015
Executive Member/Reporting Officer:	Councillor Kieran Quinn, 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 May, June and July meetings of the AGMA Executive Board and Greater Manchester Combined Authority meeting. Under the AGMA Constitution there are provisions to ensure that AGMA 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>Joint Meeting of the GM Combined Authority and AGMA Executive Board: 29 May 2015</p> <p>GM Combined Authority: 29 May 2015</p> <p>AGMA Executive Board Annual Meeting: 26 June 2015</p> <p>Joint Meeting of GM Combined Authority and AGMA Executive Board: 26 June 2015</p> <p>GM Combined Authority Annual Meeting: 26 June 2015</p> <p>GM Combined Authority: 26 June 2015</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 Borough Treasurer)	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. The matter relating to the airport is picked

up as a separate report for consideration by members.

Risk Management:

There are no specific risks associated with consideration of the minutes.

Access to Information:

The background papers relating to this report can be inspected by contacting Robert Landon, Head of Democratic Services by:



phone: 0161 342 2146



e-mail: robert.landon@tameside.gov.uk

**DECISIONS MADE AT THE JOINT MEETING OF THE
GREATER MANCHESTER COMBINED AUTHORITY AND THE AGMA EXECUTIVE
BOARD HELD ON 29 MAY 2015**

**Decisions published on the 4th June 2015 and will come into force from 4:00pm on
the 11th June 2015, subject to call-in, except for any urgent decisions.**

The process for call in of decisions is set out as an Appendix to this note, extracted from GMCA and AGMA's constitution. The address for the purposes of the schedule is that of the GMCA & AGMA Secretary, c/o GMIST, Manchester City Council, P.O. Box 532, Town Hall, Manchester, M60 2LA; or by contacting k.bond@agma.gov.uk

The reports detailed in this note can be accessed at the AGMA website via the following link:- <http://www.agma.gov.uk/calendar/index.html> Any report not available on the web site will be available for Scrutiny Pool members from the GMCA Secretary on request, on a private and confidential basis.

1. GREATER MANCHESTER TRANSFORMATIONAL CHALLENGE AWARD ALLOCATION (agenda item 7)

The Joint meeting of the Combined Authority and AGMA Executive Board considered a report from Andrew Lightfoot, GM Strategic Director, GM Public Service Reform, updating members on the Transformation Challenge Award received from Department for Communities and Local Government to support reform in Greater Manchester, and proposing allocations for the funding to be split between supporting locality exemplar projects, delivery of enablers in particular data and information sharing and the scale up requirements of the GM Devolution agreement

RESOLVED/-

1. To agree the overarching split of the £12.4m between locality exemplars (£4m), enablers (£4m) and supporting delivery of the devolution agreement (£4.4m).
2. To agree the allocation of the locality element of the Transformational Challenge Award funding using population proportions.
3. To agree to retain £1.4m of the devolution element of the allocation to support potential further requirements as the detailed delivery plans become clearer.

2. PROPOSAL TO CREATE A GREATER MANCHESTER AGEING HUB (agenda item 8)

The Joint meeting of the Combined Authority and AGMA Executive Board considered a report from Simon Nokes, Interim Chief Executive, New Economy, and Andrew Lightfoot, GM Strategic Director, GM Public Service Reform, seeking approval for Greater Manchester to adopt a leadership role on ageing, and outlining the forthcoming opportunity for Greater Manchester to work with the Centre for Ageing Better.

RESOLVED/-

1. To note the substantial opportunity for Greater Manchester in adopting a leadership role on the ageing agenda.
2. To endorse the concept and development of a Greater Manchester Ageing Hub.
3. To delegate to New Economy and Public Service Reform authority to explore the possibility of a strategic partnership between Greater Manchester and the Centre for Ageing Better.

EXTRACT FROM THE GMCA and AGMA CONSTITUTION

Call in of decisions

5.1 Call in of decisions of Executive Board, GMCA and TfGMC

5.1.1 Members of the Scrutiny Pool appointed under this Protocol will have the power to call in:-

- (i) any decision of the Executive Board;
- (ii) any decision of the GMCA;
- (iii) any major or strategic decision of the TfGMC which is taken by the TfGMC in accordance with the delegations set out in Schedule 1, Parts B, C and D of this Operating Agreement.

5.2 Publication of Notice of Decisions

5.2.1 When:-

- (i) a decision is made by the Executive Board or the GMCA, or
- (ii) a major or strategic decision is made by the TfGMC in accordance with the delegations set out in Schedule 1, Parts B, C and D of this Operating Agreement,

the decision shall be published, including where possible by electronic means, and shall be available from normally within 2 days of being made. It shall be the responsibility of the Secretary to send electronic copies of the records of all such decisions to all members of the Scrutiny Pool within the same timescale.

5.2.2 The notices referred to at paragraph 5.2.1 above will bear the date on which they are published and will specify that the decision will come into force, and may then be implemented, as from 4 .00 pm on the fifth day after the day on which the decision was published, unless 5 members of the Scrutiny Pool object to it and call it in.

5.3 Call-in of decisions of Executive Board, GMCA, and TfGMC

5.3.1 During the "Call-in" period specified at paragraph 5.2.2 above the Secretary shall:-

- (a) call-in a decision of the Executive Board for scrutiny by a joint meeting of Scrutiny Pool members if so requested by any five members from the Scrutiny Pool, and shall then notify members of the Executive Board of the call-in. The Secretary shall call a joint meeting of Scrutiny Pool members on such date as he/she may determine, where possible after consultation with the Chair of the Scrutiny Pool, and in any case within 2 weeks of the decision to call-in;
- (ii) call-in a decision of the GMCA for scrutiny by a joint meeting of Scrutiny Pool members if so requested by any five members from the Scrutiny Pool, and shall then notify members of the GMCA of the call-in. The Secretary shall call a joint meeting of Scrutiny Pool members on such date as he/she

may determine, where possible after consultation with the Chair of the Scrutiny Pool, and in any case within 2 weeks of the decision to call-in;

- (iii) call in a major or strategic decision made by the TfGMC in accordance with the delegations set out in Schedule 1, Parts B, C and D of this Operating Agreement for scrutiny by a joint meeting of Scrutiny Pool members if so requested by any five members from the Scrutiny Pool, and shall then notify members of the TfGMC of the call-in. The Secretary shall call a joint meeting of Scrutiny Pool members on such date as he/she may determine, where possible after consultation with the Chair of the Scrutiny Pool, and in any case within 2 weeks of the decision to call-in.

5.3.2 If, having considered :-

- (i) a decision made by the Executive Board or the GMCA; or
- (ii) a major or strategic decision made by the TfGMC in accordance with the delegations set out in Schedule 1, Parts B, C and D of this Operating Agreement;

the joint meeting of Scrutiny Pool members is still concerned about it, then it may refer it back to the Executive Board, the GMCA or the TfGMC (as appropriate) for reconsideration, setting out in writing the nature of its concerns. If a decision is referred by a joint meeting of Scrutiny Pool members to the Executive Board, the GMCA or the TfGMC (as appropriate), then the Executive Board, the GMCA or the TfGMC (as appropriate) will reconsider the decision before adopting a final decision.

5.3.3 If, following an objection to:-

- (i) a decision of the Executive Board, or the GMCA; or
- (ii) a major or strategic decision made by the TfGMC in accordance with the delegations set out in Schedule 1, Parts B, C and D of this Operating Agreement;

the joint meeting of Scrutiny Pool members does not refer it back to the Executive Board or the GMCA or the TfGMC (as appropriate) for reconsideration, the decision shall take effect on the date of the joint meeting of Scrutiny Pool members.

5.3.4 The call-in procedure set out above, shall not apply where:-

- (i) the decision being taken by the Executive Board, or the GMCA; or
- (ii) the major or strategic decision made by the TfGMC in accordance with the delegations set out in Schedule 1, Parts B, C and D of this Operating Agreement;

is urgent.

A decision will be urgent if any delay likely to be caused by the call-in process would seriously prejudice the interests of the GMCA, the Constituent Councils, or the residents and/or businesses of Greater Manchester. The record of the decision and the notice by which it is made public shall state whether in the opinion of the decision making body, the decision is an urgent one, and therefore not subject to call-in. The Executive Board or the GMCA or the TfGMC (as

appropriate) must agree both that the decision proposed is reasonable in all the circumstances and to it being treated as a matter of urgency.

5.3.5 The call-in procedure set out above, shall not apply where:-

- (i) a decision taken or matter to be considered by the GMCA or the Executive Board, or
- (ii) a major or strategic decision taken or to be considered by TfGMC, where
- (iii) the joint meeting of the Scrutiny Pool members has already reviewed the decision or matter under either the call-in procedure of pre-policy scrutiny.

**MINUTES OF THE ANNUAL AGMA EXECUTIVE BOARD
HELD ON 26 JUNE 2015 AT OLDHAM CIVIC CENTRE**

GM INTERIM MAYOR	Tony Lloyd (in the Chair)
BOLTON COUNCIL	Councillor Cliff Morris
BURY COUNCIL	Councillor Mike Connolly
MANCHESTER CC	Councillor Richard Leese
OLDHAM COUNCIL	Councillor Jim McMahon
ROCHDALE MBC	Councillor Richard Farnell
SALFORD CC	Ian Stewart
STOCKPORT MBC	Councillor Iain Roberts
TAMESIDE MBC	Councillor Kieran Quinn
TRAFFORD COUNCIL	Councillor Sean Anstee
WIGAN COUNCIL	Councillor Peter Smith

JOINT BOARDS AND OTHER MEMBERS IN ATTENDANCE

GMP	Ian Hopkins
GMWDA	Councillor Nigel Murphy
DEPUTY POLICE AND CRIME COMMISSIONER	Jim Battle
TfGMC	Councillor Andrew Fender

OFFICERS IN ATTENDANCE

Howard Bernstein	GMCA Head of Paid Service
Liz Treacy	GMCA Monitoring Officer
Richard Paver	GMCA Treasurer
Paul Najsarek	Bolton Council
Mike Owen	Bury Council
Rodney Lund	Manchester CC
Carolyn Wilkins	Oldham Council
Ben Dolan	Salford CC
Eamonn Boylan	Stockport MBC
Steven Pleasant	Tameside MBC
Theresa Grant	Trafford Council
Donna Hall	Wigan Council

Jon Lamonte
Andrew Lightfoot
Mark Hughes
Simon Nokes
Clare Regan
Julie Connor
Sylvia Welsh
Kerry Bond

TfGM
GM Director of Public Service Reform
Manchester Growth Company
New Economy
Office of the Police and Crime Commissioner
) Greater Manchester
) Integrated Support Team
)

01/15 APOLOGIES

Councillors Sue Derbyshire, David Acton, Cath Piddington and Jim Taylor, Peter Fahy.

02/15 APPOINTMENT OF THE CHAIR OF THE EXECUTIVE BOARD

RESOLVED/-

The AGMA Executive Board agreed to appoint Richard Leese, Leader, Manchester City Council as the Chair of the AGMA Executive Board for this meeting and until GM Local Authorities have determined a request for the GMCA to become a full member of AGMA, at which point the appointment of the Chair of AGMA Executive for 2015/16 to be reconsidered.

03/15 APPOINTMENT OF VICE CHAIRS

RESOLVED/-

The Combined Authority agree to appoint 3 Vice Chairs for 2015/16, one from each political group on the GMCA as set out below-

Political Group	Member
Labour	Vacant – to be determined following appointment of Chair, as detailed in above minute 02/15
Lib Democrats	Sue Derbyshire
Conservative	Sean Anstee

04/15 DECLARATIONS OF INTEREST

None received.

05/15 CONSTITUTION

RESOLVED/-

To note the AGMA Constitution as agreed by the Executive Board in June 2012.

06/15 GREATER MANCHESTER APPOINTMENTS AND NOMINATIONS 2015/16

The AGMA Executive Board received a report from Donna Hall, Secretary to AGMA requesting members to agree A) AGMA appointments and nominations received from the GM local authorities to Greater Manchester statutory bodies; B) nominations received from Greater Manchester local authorities for appointment to joint GMCA and AGMA bodies; and C) appointments to other outside bodies for 2015/16

RESOLVED/-

A) AGMA Appointments and Nominations received from the Greater Manchester local authorities to Greater Manchester Statutory and other bodies.

1. To note the appointments from local authorities to the AGMA Executive Board as set out below-

District	Member	Substitute Member
Bolton	Cliff Morris	Linda Thomas Ebrahim Adia
Bury	Michael Connolly	Rishi Shori Vacancy
Manchester	Richard Leese	Sue Murphy Bernard Priest
Oldham	Jim McMahon	Jean Stretton Dave Hibbert
Rochdale	Richard Farnell	Peter Williams Allen Brett
Salford	Ian Stewart	David Lancaster Paul Dennett
Stockport	Sue Derbyshire	Iain Roberts Shan Alexander
Tameside	Kieran Quinn	John Taylor Jim Fitzpatrick
Trafford	Sean Anstee	Michael Young Patrick Myers
Wigan	Peter Smith	David Molyneux Christopher Ready

2. To note the appointments from local authorities to the Police and Crime Panel as set out below-

District	Member
Bolton	Cliff Morris
Bury	Michael Connolly
Manchester	Richard Leese
Oldham	Jim McMahon
Rochdale	Richard Farnell
Salford	Ian Stewart
Stockport	Sue Derbyshire
Tameside	Kieran Quinn
Trafford	Sean Anstee
Wigan	Peter Smith
Co-opted member	Diane Curry
Co-opted member	Maqsood Ahmad

3. To note that the Police and Crime Panel will be considering the re-appointment of the 2 co-opted members to the Police and Crime Panel for a further 3 year term.
4. To note the appointments from local authorities to the Police and Crime Steering Group as set out below-

District	Member
Bolton	Derek Burrows
Bury	Tamoor Tariq
Manchester	Nigel Murphy
Oldham	Barbara Brownridge
Rochdale	Daalat Ali
Salford	David Lancaster
Stockport	Shan Alexander
Tameside	Joe Kitchen
Trafford	John Lamb
Wigan	TBC

5. To agree to approve the appointment of Mike Connolly, the GMCA Police and Crime Portfolio Holder to the Police and Crime Steering Group.
6. To note the appointments from local authorities to the GM Health Scrutiny Committee as set out below-

District	Member	Substitute Member
Bolton	Champak Mistry	Carol Burrows

Bury	Sarah Kerrison	Joan Grimshaw
Manchester	Glynn Evans	Vacancy
Oldham	Brian Ames	Colin McLaren
Rochdale	Sara Rowbotham	Pat Sullivan
Salford	Margaret Morris	Jim King
Stockport	Tom McGee	June Somekh
Tameside	Claire Reynolds	Vacancy
Trafford	Patricia Young	Angela Bruer-Morris
Wigan	John O'Brien	Nigel Ash

7. To agree to appoint 6 members, from the nominations received, plus the Health and Wellbeing portfolio holder to the Interim GM Health and Wellbeing Board as set out below-

District	Member
Portfolio holder	Cliff Morris
Bury	Andrea Simpson
Manchester	Paul Andrews
Salford	Lisa Stone
Stockport	John Pantall
Trafford	Patricia Young
Wigan	Keith Cunliffe

8. To agree to appoint 6 members from the nominations received, plus Planning and Housing portfolio holder to the Planning and Housing Commission as set out below-

District	Member
Portfolio holder	Sue Derbsyshire
Manchester	Bernard Priest
Oldham	Dave Hibbert
Rochdale	Jacqueline Beswick
Salford	Derek Antrobus
Tameside	Gerald Cooney
Trafford	Michael Young

9. To approve the nominations by local authorities to the Statutory Function Committee as set out below-

District	Member	Substitute Member
Bolton	Madeline Murray	Cliff Morris
Bury	Judith Kelly	Vacancy
Manchester	Alistair Cox	Vacancy
Oldham	Graham Shuttleworth	S Bashforth

Rochdale	Daalat Ali	Peter Williams
Salford	Ann Marie Humphreys	Jane Hamilton
Stockport	John Pantall	Keith Holloway
Tameside	Jackie Lane	Vacancy
Trafford	Bernard Sharp	Dylan Butt
Wigan	Paul Kenny	Bill Clarke

B) Nominations received from the Greater Manchester local authorities for appointments to Joint GMCA and AGMA Bodies

10. To note the appointments from local authorities to the GMCA and AGMA Scrutiny Pool as set out below-

District	Member
Bolton	Anne Graham Andrew Morgan Alan Bury
Bury	Iain Bevan Jane Black T Tariq
Manchester	Ahmed Ali Angeliki Stogia Matt Strong
Oldham	Colin McLaren Cath Ball Julia Turner
Rochdale	Niel Butterworth Sara Rowbotham Robert Clegg
Salford	John Ferguson Jillian Collinson John Walsh
Stockport	Sue Ingham Wendy Wild John McGahan
Tameside	John Bell Gill Peet Maria Bailey
Trafford	Pamela Dixon Jonathan Coupe Barry Brotherton
Wigan	Pam Stewart John O'Brien Edward Houlton

C) Nominations received from the Greater Manchester local authorities for appointment by the AGMA to Outside Bodies

11. To approve the appointment of 10 members, nominated by the local authorities to the GM Pensions Fund Management Panel as set out below-

District	Member
Bolton	Mike Francis
Bury	Joan Grimshaw
Manchester	Luthfur Rahman
Oldham	Peter Dean
Rochdale	Allen Brett
Salford	Paul Dennett
Stockport	John Pantall
Tameside	Kieran Quinn (Chair)
Trafford	Alan Mitchell
Wigan	Terry Halliwell

12. To appoint 7 members, from the nominations received from the local authorities to the Asylum Seekers Board as set out below-

District	Member
Portfolio Holder	Mike Connolly
Bolton	Kate Lewis
Manchester	Paul Andrews
Oldham	Barbara Brownridge
Rochdale	Aftab Hussain
Salford	Paul Dennett
Stockport	Patrick McAuley
Tameside	Lynn Travis

13. To agree that appointment of representative to the Halle Board be determined at the next meeting.
14. To agree to approve the appointment of 1 member to the People's History Museum Board as set out below-

District	Member
Salford	Derek Antrobus

15. To note the appointment of Councillor Zuman Chauhan (Oldham) in June 2014 to the Council of Governors for the Christie Hospital NHS Foundation

Trust for a three year term of appointment, to be reviewed in June 2016.

07/15 SCHEDULE OF MEETINGS 2015/16

RESOLVED/-

To approve the planned cycle of meetings as detailed below-

Friday 31 July 2015	-	Rochdale
Friday 28 August 2015	-	Salford
Friday 25 September 2015	-	Stockport
Friday 30 October 2015	-	Bury
Friday 27 November 2015	-	Trafford
Friday 18 December 2015	-	Manchester
Friday 29 January 2016	-	Bolton
Friday 26 February 2016	-	Oldham
Friday 18 March 2016	-	Rochdale (25 March is Good Friday)
Friday 29 April 2016	-	Salford
Friday 27 May 2016	-	Stockport
Friday 24 June 2016	-	Tameside

Chair

**MINUTES OF THE JOINT MEETING OF THE GREATER MANCHESTER
COMBINED AUTHORITY AND THE AGMA EXECUTIVE BOARD
HELD ON 26 JUNE 2015 AT OLDHAM CIVIC CENTRE**

INTERIM MAYOR	Tony Lloyd (in the Chair)
BOLTON COUNCIL	Councillor Cliff Morris
BURY COUNCIL	Councillor Mike Connolly
MANCHESTER CC	Councillor Richard Leese
OLDHAM COUNCIL	Councillor Jim McMahon
ROCHDALE MBC	Councillor Richard Farnell
SALFORD CC	Ian Stewart
STOCKPORT MBC	Councillor Iain Roberts
TAMESIDE MBC	Councillor Kieran Quinn
TRAFFORD COUNCIL	Councillor Sean Anstee
WIGAN COUNCIL	Councillor Peter Smith

JOINT BOARDS AND OTHER MEMBERS IN ATTENDANCE

GMP	Ian Hopkins
GMWDA	Councillor Nigel Murphy
DEPUTY POLICE AND CRIME COMMISSIONER	Jim Battle
TfGMC	Councillor Andrew Fender

OFFICERS IN ATTENDANCE

Howard Bernstein	GMCA Head of Paid Service
Liz Treacy	GMCA Monitoring Officer
Richard Paver	GMCA Treasurer
Paul Najsarek	Bolton Council
Mike Owen	Bury Council
Rodney Lund	Manchester CC
Carolyn Wilkins	Oldham Council
Ben Dolan	Salford CC
Eamonn Boylan	Stockport MBC
Steven Pleasant	Tameside MBC
Theresa Grant	Trafford Council
Donna Hall	Wigan Council

Jon Lamonte
Andrew Lightfoot
Mark Hughes
Simon Nokes
Clare Regan
Julie Connor
Sylvia Welsh
Kerry Bond

TfGM
GM Director of Public Service Reform
Manchester Growth Company
New Economy
Office of the Police and Crime Commissioner
) Greater Manchester
) Integrated Support Team
)

33/15 APOLOGIES

Councillors Sue Derbyshire, David Acton, Cath Piddington. Jim Taylor and Peter Fahy.

34/15 DECLARATIONS OF INTEREST

None received.

35/15 MINUTES OF THE JOINT GMCA AND AGMA EXECUTIVE BOARD MEETING – 29 MAY 2015

RESOLVED/-

To approve the minutes of the Joint GMCA and AGMA Executive Board meeting held on 29 May 2015 as a correct record.

36/15 FORWARD PLAN OF STRATEGIC DECISIONS

RESOLVED/-

To note the Forward Plan.

83/15 MINUTES OF THE GREATER MANCHESTRE HEALTH AND SOCIAL CARE STANDING CONFERENCE EXECUTIVE – 4 JUNE 2015

RESOLVED/-

To note the minutes of the Greater Manchester Health and Social Care Standing Conference Executive meeting held on 12 June 2015.

84/15 OUTCOME OF THE REVIEW OF THE JOINT GMCA AND AGMA SCRUTINY POOL

The Joint meeting of the Combined Authority and AGMA Executive Board considered a report from Liz Treacy, GMCA Monitoring Officer and Julie Connor, Head of GMIST, detailing the findings of the GMCA and AGMA scrutiny review that reflects Greater Manchester's desire to ensure that the scrutiny function can play a full role in supporting GM's strategic ambitions, particularly in the light of November's Devolution Agreement.

Councillor Sean Anstee reported that he had attended the joint meeting with scrutiny members and that it had been a positive discussion, scrutiny members had supported the findings, had supported that the existing membership numbers should be retained to allow a task and finish approach; there should be regular meetings with Leaders in relation to their portfolios; and that the majority of members did not support allowance payments for scrutiny members.

Members referred to the need to convey through effective communication the benefits of the work of the GMCA, in particular Devolution and the need for greater understanding and transparency across the GMCA's governance structures. Better use of IT eg live streaming meetings where possible could help to achieve this.

RESOLVED/-

1. To note findings of the review.
2. To approve the implementation of the review's recommendations by officers with members of the scrutiny pool as amended and detailed in the report including areas for further development.
3. To agree that a report on the progress made towards implementing these findings be submitted to Scrutiny Pool early in 2016.
4. To note that the Cities and Local Government Devolution Bill makes provision in relation to overview and scrutiny of combined authorities and that officers be requested to submit a report to the scrutiny pool on the implications of the Bill.

**85/15 JOINT GREATER MANCHESTER HEALTH SCRUTINY COMMITTEE
CHAIR'S ANNUAL REPORT**

The Joint meeting of the Combined Authority and AGMA Executive Board considered a report from Councillor John O'Brien, Chair, GM Health Scrutiny Committee, detailing the activity undertaken by the GM Joint Health Scrutiny Committee over the past 12 months.

RESOLVED/-

To note the report.

86/15 AGMA REVENUE OUTTURN REPORT 2014/15

The Joint meeting of the Combined Authority and AGMA Executive Board considered a report from Richard Paver, AGMA Treasurer, informing members of the revenue outturn positions for 2014/15, and to approve requests submitted to AGMA for carry forward of underspends in to 2015/16.

RESOLVED/-

1. To note the revenue outturn position for 2014/15, which is an underspend of £982,000 after contributions to earmarked reserves.
2. To approve the contribution of £1,394,000 to earmarked reserves as detailed in paragraphs 1.8 and 2.5 of the report.
3. To note the position on reserves as detailed in paragraph 2 of the report.
4. To approve the proposal to transfer the balance on County Records Office reserve to the AGMA General Reserves as detailed in paragraph 2.2 of the report.
5. To approve the carry forward requests as detailed in paragraph 2.6 of the report and to approve that the carry forward requests will be funded, as appropriate, from the balance declared on the general reserves as at 31 March 2015.
6. To note that the statement of accounts will be completed by 30 June 2015 and signed by the AGMA Treasurer in accordance with audit requirements.
7. To note that the final outturn position subject to the completion of the annual external audit to be finalised by 30 September 2015 which will be reported to the GMCA and AGMA Audit Committee at its meeting on 18 September 2015.

**87/15 GREATER MANCHESTER STRATEGY PERFORMANCE
FRAMEWORK**

The Joint meeting of the Combined Authority and AGMA Executive Board considered a report from Sir Howard Bernstein, Head of Paid Service, GMCA comprising a performance framework for the Greater Manchester Strategy as a whole.

RESOLVED/-

To note the report and welcome its findings and request that the good progress made across targets be made public.

Chair

GREATER MANCHESTER COMBINED AUTHORITY

**MINUTES OF THE GREATER MANCHESTER COMBINED AUTHORITY ANNUAL
MEETING HELD ON FRIDAY 26 JUNE AT OLDHAM CIVIC CENTRE**

GM INTERIM MAYOR	Tony Lloyd (in the Chair)
BOLTON COUNCIL	Councillor Cliff Morris
BURY COUNCIL	Councillor Mike Connolly
MANCHESTER CC	Councillor Richard Leese
OLDHAM COUNCIL	Councillor Jim McMahon
ROCHDALE MBC	Councillor Richard Farnell
SALFORD CC	Ian Stewart
STOCKPORT MBC	Councillor Iain Roberts
TAMESIDE MBC	Councillor Kieran Quinn
TRAFFORD COUNCIL	Councillor Sean Anstee
WIGAN COUNCIL	Councillor Peter Smith

JOINT BOARDS AND OTHER MEMBERS IN ATTENDANCE

GMP	Ian Hopkins
GMWDA	Councillor Nigel Murphy
DEPUTY POLICE AND CRIME COMMISSIONER	Jim Battle
TfGMC	Councillor Andrew Fender

OFFICERS IN ATTENDANCE

Howard Bernstein	GMCA Head of Paid Service
Liz Treacy	GMCA Monitoring Officer
Richard Paver	GMCA Treasurer
Paul Najsarek	Bolton Council
Mike Owen	Bury Council
Rodney Lund	Manchester CC
Carolyn Wilkins	Oldham Council
Ben Dolan	Salford CC
Eamonn Boylan	Stockport MBC
Steven Pleasant	Tameside MBC
Theresa Grant	Trafford Council
Donna Hall	Wigan Council
Jon Lamonte	TfGM
Andrew Lightfoot	GM Director of Public Service Reform
Mark Hughes	Manchester Growth Company

Simon Nokes
Clare Regan
Julie Connor
Sylvia Welsh
Kerry Bond

New Economy
Office of the Police and Crime Commissioner
) Greater Manchester
) Integrated Support Team
)

73/15 APOLOGIES

Councillors Sue Derbyshire, David Acton, Cath Piddington. Jim Taylor and Peter Fahy.

74/15 APPOINTMENT OF THE GREATER MANCHESTER INTERIM MAYOR

The Combined Authority considered a report from Liz Treacy, GMCA Monitoring Officer and Julie Connor, Greater Manchester Integrated Support Team detailing the recommendations of the Appointment Panel, the outcome of the Independent Remuneration process and requesting further resolutions to allow the role of Interim Mayor to be fully integrated into the decision making process of the GMCA and AGMA.

RESOLVED/-

1. To approve the recommendation of the Appointment Panel to appoint Tony Lloyd to the role of Interim Mayor for Greater Manchester for the period of June 2015-May 2017 following a successful interview process.
2. To note the outcome of the Independent Remuneration Panel's recommendations in relation to the allowance payment to the Interim Mayor.
3. To approve the resolution as per section 5.2 to allow voting rights to the Interim Mayor on all decisions taken by the GMCA.
4. To agree to the GMCA applying to become a full member of AGMA in its own right; and to request that each GM Local Authority is recommended to agree to this proposal as soon as possible.

74/15 APPOINTMENT OF VICE CHAIRS

The Combined Authority agree to appoint 3 Vice Chairs for 2015/16, one from each political group on the GMCA as set out below-

District	Member
Manchester	Richard Leese
Stockport	Sue Derbyshire
Trafford	Sean Anstee

75/15 DECLARATIONS OF INTEREST

None received.

76/15 GMCA CONSTITUTION

The Combined Authority considered a report from Liz Treacy, GMCA Monitoring Officer detailing proposed revisions to the GMCA Constitution.

RESOLVED/-

1. To agree to adopt revised Parts of the GMCA Constitution, namely – Part 1, Part 2, Part 3, Part 4, Part 5, Part 6, Part 7 and Part 8 as detailed in the report.
2. To note that Appendix 1 of the Constitution will contain the updated Greater Manchester Combined Authority Order 2011 to include the amendments arising from the Greater Manchester Combined Authority (Amendment) Order 2015.

77/15 GREATER MANCHESTER APPOINTMENT AND NOMINATIONS 2015/16

The Combined Authority considered a report from Donna Hall, Secretary to the GMCA requesting members to agree A) portfolio responsibilities for 2015/16; B) GMCA appointments and nominations received from the GM local authorities to Greater Manchester statutory bodies; C) nominations received from Greater Manchester local authorities for appointment to GMCA and AGMA bodies; and D) requests for GMCA appointments to other outside bodies for 2015/16.

RESOLVED/-

A) Proposed Portfolio holders

1. To agree that the allocation of portfolio holder responsibilities to appropriate Leaders and Chief Executives for 2015/16 will be determined at the meeting scheduled for 31st July 2015, existing responsibilities stand until this meeting.

B) GMCA Appointments and Nominations received from the Greater Manchester local authorities to GM Statutory and other bodies

Greater Manchester Combined Authority

2. To note the appointments by local authorities to the Greater Manchester Combined Authority as set out below-

District	Member	Substitute Member
Bolton	Cliff Morris	Linda Thomas
Bury	Michael Connolly	Rishi Shori
Manchester	Richard Leese	Sue Murphy
Oldham	Jim McMahon	Jean Stretton
Rochdale	Richard Farnell	Peter Williams
Salford	Ian Stewart	David Lancaster
Stockport	Sue Derbyshire	Iain Roberts
Tameside	Kieran Quinn	John Taylor

Trafford	Sean Anstee	Michael Young
Wigan	Peter Smith	David Molyneux

3. To agree to appoint 5 GMCA members or substitute members (3 Labour, 1 Liberal Democrat, 1 Conservative) to the Standards Committee.

District	Member
Bolton	Cliff Morris
Salford	Ian Stewart
Stockport	Sue Derbyshire
Trafford	Sean Anstee

4. To note that the GMCA, in July 2012, appointed 1 Co-opted Independent member, Amanda Isles, to act as the Chair of the Standards Committee and 2 Independent Persons, Elizabeth Carmichael and Naseem Malick, to assist the Monitoring Officer and Hearing Panel in dealing with allegations that members of the GMCA have acted in breach of the GMCA's Code of Conduct.
5. To note the resignation of Naseem Malick as an Independent Person on the GMCA Standards Committee and to delegate authority to the Monitoring Officer to make arrangements for the recruitment of 1 'Independent Person, in accordance with the requirements of the Localism Act 2011, and whose appointment must be approved by the majority of the members of the GMCA.
6. To note the appointments by local authorities to the Transport for Greater Manchester Committee for 2015/16 as set out below-

District	Members
Bolton	David Chadwick Guy Harkin Stuart Haslam
Bury	Noel Bayley Joan Grimshaw
Manchester	Andrew Fender Chris Paul Naeem Hassan Josie Teubler TBC
Oldham	Dave Hibbert Norman Briggs Howard Sykes
Rochdale	Shakil Ahmed Philip Burke Ian Duckworth
Salford	Robin Garrido Roger Jones Barry Warner
Stockport	Geoff Abell Syd Lloyd Dean Fitzpatrick Iain Roberts

Tameside	Warren Bray Doreen Dickenson Peter Robinson
Trafford	Rob Chilton June Reilly Michael Cordingley
Wigan	Mark Aldred Lynne Holland Eunice Smethurst James Grundy

7. To agree to appoint 4 GMCA members (Chair and Vice Chairs) to the Local Enterprise Partnership as set out below-

District	Member
Chair of GMCA	Tony Lloyd
Vice Chair of GMCA	Richard Leese
Vice Chair of GMCA	Sue Derbyshire
Vice Chair of GMCA	Sean Anstee

8. To agree to appoint 5 GMCA members to the Manchester Growth Company, as set out below-

Portfolio	Member
Economic Strategy/Growth Deal	Richard Leese
Internationalisation & Marketing (including Trade & Investment)	Richard Farnell
Skills, Employment & Worklessness	Sean Anstee
Investment Strategy & Finance	Kieran Quinn
Business Support & Business Finance	Ian Stewart

9. To agree to appoint 5 GMCA members or substitute members, including the Skills & Employment portfolio holder, to the Skills and Employment Partnership as set out below-

District	Member
Portfolio Holder	Sean Anstee
Manchester	Bernard Priest
Salford	Ian Stewart
Stockport	Iain Roberts
Trafford	Michael Young

10. To agree to appoint Sue Derbyshire, the GMCA Low Carbon portfolio holder to the GM Low Carbon Hub.
11. To agree to appoint 1 representative and 1 substitute to the NW European Programmes Local Management Committee as set out below-

District	Member
Manchester	Sue Murphy
Salford	Ian Stewart

12. To agree to appoint 5 GMCA members to the Greater Manchester (European Programmes) Local Management Committee as set out below-

Portfolio	Member
Economic Strategy/Growth Deal	Sue Murphy
Transport	Jim McMahon
Skills, Employment & Worklessness	Sean Anstee
Investment Strategy & Finance	Kieran Quinn
Business Support & Business Finance	Ian Stewart

13. To agree to appoint 3 GMCA members to the Greater Manchester Investment Board as set out below-

Portfolio	Member
Economic Strategy/Growth Deal	Richard Leese
Investment Strategy & Finance	Kieran Quinn
Business Support & Business Finance	Ian Stewart

14. To note the appointments by local authorities to the Joint GMCA and AGMA Scrutiny Pool for 2015/16 as set out below-

District	Member
Bolton	Alan Bury Annie Graham Andrew Morgan
Bury	Jane Black Iain Bevan Tamoor Tariq
Manchester	Ahmed Ali Angeliki Stogia Matt Strong

Oldham	Colin McLaren Cath Ball Julia Turner
Rochdale	Neil Butterworth Robert Clegg Sara Rowbotham
Salford	John Ferguson Jillian Collinson John Walsh
Stockport	Sue Ingham Wendy Wild John McGahan
Tameside	Maria Bailey John Bell Gill Peet
Trafford	Pamela Dixon Jonathan Coupe Barry Brotherton
Wigan	Pam Stewart John O'Brien Edward Houlton

15. To agree to appoint Ian Stewart to the Joint GMCA and AGMA Audit Committee.
16. To agree to appoint 3 GMCA Substitute members to the Joint GMCA and AGMA Audit Committee as set out below-

District	Member
Salford	David Lancaster
Vacancy	
Vacancy	

17. To agree to appoint 3 members to the Joint GMCA and AGMA Audit Committee from the Joint GMCA and AGMA Scrutiny Pool of members, from the nominations received from the local authorities.

District	Member
Bolton	Alan Bury
Oldham	Colin McClaren
Wigan	Pam Stewart

D) Nominations received from the Greater Manchester local authorities for appointment by the GMCA to Outside Bodies

18. To agree to appoint Ian Stewart to the Atlantic Gateway Board for 2015/16.
19. To agree to appoint 3 representatives to the North West Flood and Coastal Committee as set out below, and that those appointed be requested to appoint their own substitute.

District	Member
Salford	Derek Antrobus
Stockport	Chris Gordon
Wigan	Kevin Anderson

20. To agree to appoint 3 GMCA members to the Regional Leaders Board as set out below-

District	Member
Chair / Interim Mayor	Tony Lloyd
Manchester	Richard Leese
Trafford	Sean Anstee

78/15 SCHEDULE OF MEETINGS 2015/16

Members agreed that the meetings of the Greater Manchester Combined Authority will take place on the same day as the AGMA Executive Board, as set out below-

Friday 31 July 2015	-	Rochdale
Friday 28 August 2015	-	Salford
Friday 25 September 2015	-	Stockport
Friday 30 October 2015	-	Bury
Friday 27 November 2015	-	Trafford
Friday 18 December 2015	-	Manchester
Friday 29 January 2016	-	Bolton
Friday 26 February 2016	-	Oldham
Friday 18 March 2016	-	Rochdale (25 March is Good Friday)
Friday 29 April 2016	-	Salford
Friday 27 May 2016	-	Stockport
Friday 24 June 2016	-	Tameside

GREATER MANCHESTER COMBINED AUTHORITY

**MINUTES OF THE GREATER MANCHESTER COMBINED AUTHORITY MEETING
HELD ON FRIDAY 26 JUNE AT OLDHAM CIVIC CENTRE**

GM INTERIM MAYOR	Tony Lloyd (in the Chair)
BOLTON COUNCIL	Councillor Cliff Morris
BURY COUNCIL	Councillor Mike Connolly
MANCHESTER CC	Councillor Richard Leese
OLDHAM COUNCIL	Councillor Jim McMahon
ROCHDALE MBC	Councillor Richard Farnell
SALFORD CC	Ian Stewart
STOCKPORT MBC	Councillor Iain Roberts
TAMESIDE MBC	Councillor Kieran Quinn
TRAFFORD COUNCIL	Councillor Sean Anstee
WIGAN COUNCIL	Councillor Peter Smith

JOINT BOARDS AND OTHER MEMBERS IN ATTENDANCE

GMP	Ian Hopkins
GMWDA	Councillor Nigel Murphy
DEPUTY POLICE AND CRIME COMMISSIONER	Jim Battle
TfGMC	Councillor Andrew Fender

OFFICERS IN ATTENDANCE

Howard Bernstein	GMCA Head of Paid Service
Liz Treacy	GMCA Monitoring Officer
Richard Paver	GMCA Treasurer
Paul Najsarek	Bolton Council
Mike Owen	Bury Council
Rodney Lund	Manchester CC
Carolyn Wilkins	Oldham Council
Ben Dolan	Salford CC
Eamonn Boylan	Stockport MBC
Steven Pleasant	Tameside MBC
Theresa Grant	Trafford Council
Donna Hall	Wigan Council
Jon Lamonte	TfGM
Andrew Lightfoot	GM Director of Public Service Reform
Mark Hughes	Manchester Growth Company

Simon Nokes
Clare Regan
Julie Connor
Sylvia Welsh
Kerry Bond

New Economy
Office of the Police and Crime Commissioner
) Greater Manchester
) Integrated Support Team
)

ORDINARY MEETING

79/15 APOLOGIES

Councillors Sue Derbyshire, David Acton, Cath Piddington. Jim Taylor and Peter Fahy.

80/15 DECLARATIONS OF INTEREST

None received.

81/15 MINUTES OF THE GMCA MEETING ON 29 MAY 2015

RESOLVED/-

To approve the minutes of the GMCA meeting held on 29 May 2015 as a correct record.

82/15 FORWARD PLAN OF STRATEGIC DECISIONS

RESOLVED/-

To note the Forward Plan.

83/15 MINUTES OF THE JOINT GMCA AND AGMA EXECUTIVE SCRUTINY POOL – 12 JUNE 2015

RESOLVED/-

To note the minutes of the Joint GMCA and AGMA Executive Scrutiny Pool meeting held on 12 June 2015.

84/15 MINUTES OF THE TRANSPORT FOR GREATER MANCHESTER COMMITTEE – 12 JUNE 2015

To note the minutes of the Transport for Greater Manchester Committee meeting held on 12 June 2015.

85/15 GMCA REVENUE OUTTURN 2014/15

The Combined Authority considered a report from Richard Paver, GMCA Treasurer, informing members of the revenue outturn for 2014/15 and to note the position on reserves and asked to approve the transfer of funds to earmarked reserves and requests submitted for carry forward of underspends in to 2015/16.

RESOLVED/-

1. To note the revenue outturn position for 2014/15 which is a net surplus of £0.196 million after contributions to earmarked reserves.
2. To approve the contribution of £15.042m to earmarked reserves as detailed in paragraph 2.3 of the report.
3. To note and approve the budget adjustments referred to in paragraph 2.5 of the report.
4. To note the position on reserves as detailed in paragraph 4 of the report.
5. To approve the carry forward requests as detailed in paragraph 5 of the report and to approve the carry forward requests be funded, as appropriate from the balance declared on the general reserves as at 31 March 2015.
6. To note that the statement of accounts will be completed by 30 June 2015 and signed by the GMCA Treasurer, in accordance with audit requirements.
7. To note that the final outturn position is subject to the completion of the annual external audit to be finalised by 30 September 2015 which will be reported to the GMCA and AGMA Audit Committee at its meeting on 18 September 2015.

86/15 GMCA CAPITAL OUTTURN 2014/15 (agenda item 15)

The Combined Authority considered a report from Richard Paver, GMCA Treasurer, presenting the 2014/15 GMCA capital expenditure outturn.

RESOLVED/-

To note the 2014/15 actual capital expenditure compared to the forecast position agreed by GMCA in January 2015.

87/15 DIGITAL, CREATIVE AND TECHNICAL SECTOR STRATEGIC PLAN

The Combined Authority considered a report of Theresa Grant, Chief Executive, Trafford Council and Mark Hughes, Chief Executive, Manchester Growth Company, updating members on the progress towards delivering Greater Manchester's ambitions in relation to the digital, creative and technology industries.

RESOLVED/-

1. To agree that the ambition for Greater Manchester to become a global digital city as outlined in the report.
2. To agree the outline action plan to support the ambition under the four priority themes of: profile and perception; investment finance; skills and infrastructure.
3. To agree that Manchester Growth Company should co-ordinate the implementation of this action plan, working closely with the private sector, and report progress back to the Combined Authority through the MGC Business Support Advisory Board.

88/15 GROWTH DEAL UPDATE – TRANSPORT

The Combined Authority considered a report of Jon Lamonte, Chief Executive, TfGM, providing a quarterly update on the latest position in relation to the Local Growth Deal Transport Programme.

RESOLVED/-

1. To note the current position in relation to the initial Growth Deal Major Schemes programme.
2. To note the current position in relation to the initial Growth Deal Minor Works programme.
3. To approve the addition of the Growth Deal 2 transport schemes into the capital programme.
4. To approve the release of up to £6 million from the total Growth Deal grant received in 2015/16 for the Growth Deal 2 scheme promoters costs.
5. To note the current position in relation to the Growth Deal 2 Additional Priorities and minor works programmes.
6. To note the ongoing activities that are taking place in order to progress the programme generally.

89/15 GREATER MANCHESTER TRANSPORT STRATEGY 2040

The Combined Authority considered a report of Jon Lamonte, Chief Executive, TfGM, updating members on progress made in developing a new long term transport strategy for Greater Manchester to replace the current Local Transport Plan, and seeking comments on the draft GM Transport Strategy 2040 'Vision' document, to act as the focus for local consultation on the revised strategy.

RESOLVED/-

1. To note the need to revise the current Local Transport Plan (LTP3) to reflect the future emerging transport priorities for Greater Manchester and the transport devolution and reform programme underway.
2. To approve the GM Transport Strategy 2040 Vision as the basis for consultation.

90/15 TRANSPORT FOR GREATER MANCHESTER – APPOINTMENT OF NON EXECUTIVE DIRECTOR

The Combined Authority considered a report of Jon Lamonte, Chief Executive, TfGM, confirming the outcome of the recruitment process, whereby one candidate is recommended for appointment as Non Executive Director at TfGM.

RESOLVED/-

1. To approve the appointment of Mr Les Mosco as a Non-Executive Director of TfGM.
2. To delegate authority to Jon Lamonte, Chief Executive, TfGM, to formalise the terms of his appointment.

91/15 GREATER MANCHESTER HOUSING FUND – INVESTMENT STRATEGY

The Combined Authority considered a report of Bill Enevoldson, GMCA, Chief Investment Officer, detailing the proposed Investment Strategy that will guide the selection, structuring and management of investments made by the £300m GM Housing Fund.

RESOLVED/-

1. To approve the Investment Strategy at appendix 1 of the report.
2. To note that any changes to the Investment Strategy would be subject of further GMCA approval, following consideration by the GM Investment Board.

ITEMS CONSIDERED UNDER PART B OF THE AGENDA

92/15 GREATER MANCHESTER INVESTMENT FRAMEWORK AND PROJECT APPROVALS

The Combined Authority considered a report of Eamonn Boylan, Chief Executive, Stockport MBC seeking approval for a project.

RESOLVED/-

1. That the project funding application be given conditional approval and progress to due diligence.
2. To delegate authority to Richard Paver, GMCA Treasurer and Liz Treacy, GMCA Monitoring Officer to review the due diligence information and, subject to their satisfactory review and agreement of the due diligence information and the overall detailed commercial terms of the transaction, to sign off any outstanding conditions, issue final approvals and complete any necessary related documentation in respect of the loan at 1) above.

93/15 NORTH WEST FUND – FUND INVESTMENT STRATEGY

The Combined Authority considered a report of Eamonn Boylan, Chief Executive, Stockport MBC, detailing the proposals to bid for an extension to the existing North West Fund programme so that it is able to continue to invest beyond 2015 whilst the new fund (NWF2) is established. Members were also asked to note the letter of support provided in respect of the extension fund which was signed by Mike Blackburn, Chair, GM LEP Chair and Councillor Kieran Quinn, the GM Portfolio Holder for Investment Strategy and Finance.

RESOLVED/-

To note that a bid for an extension to the existing North West Fund programme has been submitted to the Department for Business, Innovation and Skills together with a letter of support signed by Mike Blackburn, Chair, GM LEP Chair and Councillor Kieran Quinn, the GM Portfolio Holder for Investment Strategy and Finance.

94/15 PROPOSED FUNDING ARRANGEMENTS FOR WORKING WELL EXPANSION

The Combined Authority considered a report of Theresa Grant, Chief Executive, Trafford Council, and Simon Nokes, Interim Chief Executive, New Economy, detailing the proposed funding model arrangements to expand the Working Well from dealing with 5,000 people to 50,000 people as a key part of the Devolution Deal signed with Government.

RESOLVED/-

1. To agree to pursue Local Co-Financing Organisation status for European Social Fund (ESF) funding, to support the upscale of Working Well, subject to further discussions with the Department of Work and Pensions (DWP) and should a direct ESF application not be possible.
2. To note that the implementation of Local Co-Financing Organisation status would be subject to a further paper to the GMCA that addresses the risks set out in this report.
3. To note the proposal for Trafford Council to act as the Local Co-Financing Organisation applicant in the short term, until the Combined Authority receives data sharing powers, and for the exchange of letters between authorities to cover any initial responsibilities/liabilities equally between the 10 authorities.

Chair

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GMCA

GREATER MANCHESTER COMBINED AUTHORITY

Date: 31 July 2015

Subject: Forward Plan of Strategic Decisions for the GMCA

Report of: Julie Connor, Head of Greater Manchester Integrated Support Team

1. INTRODUCTION

- 1.1 At their meeting on 24 June 2011, the GMCA agreed procedures for developing a Forward Plan of Strategic Decisions for the Authority, in line with the requirements of the GMCA's constitution. The latest such plan is attached as the Appendix to this report.

2. RECOMMENDATIONS

- 2.1 GMCA members are invited to note, comment and suggest any changes they would wish to make on the latest Forward Plan of Strategic Decisions for the GMCA; attached to this report.

3. FORWARD PLAN: CONSTITUTIONAL REQUIREMENTS

- 3.1 In summary the Secretary of the GMCA is required to:-

- prepare a plan covering 4 months, starting on the first day of the month
- to refresh this plan monthly
- to publish the plan fourteen days before it would come in to effect
- state in the plan
 - (i) the issue on which a major strategic decision is to be made;
 - (ii) the date on which, or the period within which, the major strategic decision will be taken;
 - (iii) how anyone can make representations on the matter and the date by which any such representations must be made; and
 - (iv) a list of the documents to be submitted when the matter is considered

- 3.2. The constitution is also quite specific about the matters which would need to be included within the Forward Plan:-

- any matter likely to result in the GMCA incurring significant expenditure (over £1 million), or the making of significant savings; or

- any matter likely to be significant in terms of its effects on communities living or working in the area of the Combined Authority.

plus the following more specific requirements:-

1. a sustainable community strategy;
 2. a local transport plan;
 3. approval of the capital programme of the GMCA and TfGM and approving new transport schemes to be funded by the Greater Manchester Transport Fund;
 4. other plans and strategies that the GMCA may wish to develop;
 5. the preparation of a local economic assessment
 6. the development or revision of a multi-area agreement,
 7. the approval of the budget of the GMCA;
 8. the approval of borrowing limits, the treasury management strategy and the investment strategy;
 9. the setting of a transport levy;
 10. arrangements to delegate the functions or budgets of any person to the GMCA;
 11. the amendment of the Rules of Procedure of the GMCA;
 12. any proposals in relation to road user charging
- 3.3 All the matters at 1-12 above require 7 members of the GMCA to vote in favour, except those on road user charging, which require a unanimous vote in favour
- 3.4 The attached plan therefore includes all those items currently proposed to be submitted to the GMCA over the next 4 months which fit in with these criteria. GMCA members should be aware that:-
- Only those items considered to fit in with the above criteria are included. It is not a complete list of all items which will be included on GMCA agendas
 - Items listed may move dependent on the amount of preparatory work recorded and external factors such as where matters are dependent on Government decisions; and
 - In some cases matters are joint decisions of the GMCA & AGMA Executive Board.

CONTACT OFFICER:

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GREATER MANCHESTER COMBINED AUTHORITY

FORWARD PLAN OF STRATEGIC DECISIONS 1 August 2015 – 30 November 2015



The Plan contains details of Key Decisions currently planned to be taken by the Greater Manchester Combined Authority; or Chief Officers (as defined in the constitution of the GMCA) in the period between 1 August 2015 and 30 November 2015.

Please note: Dates shown are the earliest anticipated and decisions may be later if circumstances change.

If you wish to make representations in connection with any decisions please contact the contact officer shown; or the offices of the Greater Manchester Integrated Support Team (at Manchester City Council, P.O. Box 532, Town Hall, Manchester, M60 2LA, 0161-234 3124; info@agma.gov.uk) before the date of the decision.

KEY DECISION /CONTACT OFFICER/CONSULTATION DETAILS	ANTICIPATED DATE OF DECISION & DOCUMENTS TO BE CONSIDERED	DECISION TAKER
<p>Legislative Changes to Greater Manchester Road Activities Permit Scheme</p> <p>Wider Leadership Team Lead Officer: Jon Lamonte</p> <p>Contact Officer: Peter Molyneix</p>	28 August 2015	GMCA
<p>Metrolink Trafford Park Line – Outcome of the Procurement of the Works Contract</p> <p>Wider Leadership Team Lead Officer: Jon Lamonte</p> <p>Contact Officer: Steve Warrener</p>	To be confirmed	GMCA
<p>Housing Investment Fund – Pipeline and Status of Projects</p> <p>Wider Leadership Team Lead Officer: Eamonn Boylan</p> <p>Contact Officer: Andrew McIntosh</p>	To be confirmed	GMCA

ITEM NO: 4(a)

Report To:	EXECUTIVE CABINET
Date:	26 August 2015
Executive Member/ Reporting Officer:	Cllr J M Fitzpatrick - First Deputy (Performance and Finance) Ben Jay – Assistant Executive Director, (Finance)
Subject:	REVENUE MONITORING – QUARTER 1 2015/16
Report Summary:	<p>This report shows that at Quarter 1 the overall net projected outturn revenue position for 2015/16 is £12.7m over budget.</p> <p>Strong budget management is required across the Council to ensure that the Council achieves its financial plans. Higher than budgeted spending will need to be addressed. This forecast is set in the context of challenging savings targets: £24m for 2015/16 and a further £14.1m and £15.4m planned for 2016/17 and 2017/18 respectively.</p>
Recommendations:	<ol style="list-style-type: none">1) That the projected revenue outturn position is noted;2) That the detail for each service area is noted;3) That the changes to the revenue budgets as outlined are approved4) Note the 2014/15 Summary Annual Accounts Appendix 5
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)	Failure to deliver balanced budgets within the financial year will leave problems which will need to be resolved in the next financial year.
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.
Access to Information	<p>The background papers relating to this report can be inspected by contacting the report writer, Ben Jay, Assistant Executive Director of Finance by:</p> <p> Telephone: 0161 342 3864</p> <p> e-mail: ben.jay@tameside.gov.uk</p>

1 INTRODUCTION

- 1.1 This is the first revenue monitoring report of the 2015/16 financial year. The report summarises the projected revenue outturn position of the Council at the 31 March 2016.
- 1.2 Details of the various sections and appendices within the report are shown below:
- **Section 2:** a summary of the revenue financial position of the Council.
 - **Section 3:** updated performance position against the agreed savings proposals.
 - **Section 4:** Business Rates and Council Tax collection performance.
 - **Section 5:** 2014/15 Summary Annual Accounts.
 - **Section 6:** the recommendations of this report.

 - **Appendix 1:** the Council's budget and outturn revenue position for 2015/16.
 - **Appendix 2:** details for each directorate showing the revenue outturn position, and:
 - An explanation of significant variations to budget
 - Analysis of expenditure and income
 - A savings update
 - **Appendix 3:** details the changes to the Council's in-year revenue budget since March 2014.
 - **Appendix 4:** analysis of the Council Tax and Business Rates collection performance.
 - **Appendix 5:** 2014/15 Summary Annual Accounts.
- 1.3 This report details Directorates' projected revenue outturn position for 2015/16 against budgets for the year and shows the net of income and expenditure as a variation to budget.
- 1.4 Separate tables, which break down the budgets into elements of expenditure and income, are included in **Appendix 2**, to show how Directorates are utilising their allocated funding.

2 SUMMARY FINANCIAL POSITION

- 2.1 The Council's overall projected net revenue expenditure in the 2015/16 financial year is expected to exceed the allocated budget by £12.7m. Table 1 shows the projected revenue outturn position for 2015/16. This is included at **Appendix 1** in greater detail.
- 2.2 Brief explanations of the variations to budget are included in Table 1 below. The Council is actively developing ways to deliver services differently, but is also continuing to provide necessary services.

Directorate	Service	2015/16 Budget £000	Projected Outturn £000	Variation to Budget £000	Explanation
People	Children's Social Care	14,264	23,080	8,816	Planned savings are not being realised as rapidly as expected, work is in hand reviewing the level of allocated budget. £2m of efficiency savings are required to be delivered in 15/16 and 16/17.
People	Strategy and Early Intervention	2,623	2,623	0	
People	Education	5,517	5,508	(9)	
People	Adult and Early Intervention Services	48,980	55,062	6,082	Planned savings are not being realised as rapidly as expected along with an increased demand on services.
People	Stronger Communities	6,867	9,709	2,842	Savings to be identified which will materialise following July Board.
	Total Director of People	78,251	95,982	17,731	
Place	Asset and Investment Partnership Management	5,663	5,629	(34)	
Place	Environmental Services	45,502	45,191	(311)	Savings as a result of vacant posts not being filled and other efficiencies across the service.
Place	Development Growth and Investment	2,604	2,604	0	
Place	Digital Tameside	1,824	1,821	(3)	
	Total Director of Place	55,593	55,245	(348)	
Director of Public Health	Director of Public Health	17,155	17,155	0	
Director of Governance & Resources	Director of Governance and Resources	12,034	10,392	(1,642)	Savings achieved in advance, through contract and service review
Other	Corporate Costs and Capital and Financing	24,724	21,715	(3,009)	Efficiencies including the review of insurance costs and savings from internal borrowing.
	Total	187,757	200,489	12,732	

Table 1: Projected outturn revenue position for 2015/16

- 2.3 The position for Children's services will need to be tackled through a combination of efficiency improvements and a review of the base budget. Plans for improved efficiency were set out in the budget report approved by Council in February 2015. Ongoing budget deficits unaddressed at year end will be carried forward to be resolved in future years.
- 2.4 The position for adults services will require remedial action not be taken by the service within the year. Ongoing budget deficits unaddressed at year end will be carried forward to be resolved in future years.
- 2.5 The revenue position reported needs to be considered in the context of the Council's Medium Term Financial Strategy (MTFS). Below is a summary taken from the MTFS, which sets out the £24m savings planned for 2015/16 and the requirement of future savings to 2019/20.
- 2.6 The targets for 2016/17 and 2017/18 are the current estimated position before any mitigating actions are put into place. They take account of known funding reductions and anticipated demand and cost increases. These assumptions will be kept under review.

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Total Planned Expenditure	211,962	195,617	196,917	202,803	209,320
Total Estimated Resources	(211,962)	(195,617)	(181,562)	(172,705)	(164,756)
	0	0	15,355	30,098	44,564
Savings already allocated	24,050	14,100	0	0	0
Savings not yet allocated (annual)			15,355	14,743	14,464
Savings not yet allocated (cumulative)			15,355	30,098	44,564

Table 2: Summary Medium Term Financial Strategy

3 SAVINGS

- 3.1 Savings targets were allocated in line with consideration of the Council's core purpose, policy priorities, and assessed risks. The Council agreed a savings target of £24m for 2015/16 as part of a two year budget plan. Detailed savings proposals were drawn up for 2015/16 and agreed by Full Council in February 2015. Progress against these targets is being reviewed on an ongoing basis by the Senior Management Team.

4 COUNCIL TAX AND BUSINESS RATES

- 4.1 The Business Rates Retention Scheme means that a reduction 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 quarter 1 both the level of Business Rates and Council Tax income are slightly under targeted collection rates. Both areas will be closely monitored during the financial year and it is anticipated that all target income will be collected within 2015/16. **Appendix 4** includes two tables that show how the Council is performing against target collection rates in both Business Rates and Council Tax.

5 2014/15 SUMMARY ANNUAL ACCOUNTS

- 5.1 The summary of the annual accounts during the last financial year has been produced at **Appendix 5**; this will be published with the Council's annual Statement of Accounts for 2014/15.

6 RECOMMENDATIONS

- 6.1 The recommendations of this report are:
- a. That the projected revenue outturn position is noted;
 - b. That the detail for each service area is noted;
 - c. That the changes to the revenue budgets as outlined are approved
 - d. Note the 2014/15 Summary Annual Accounts **Appendix 5**

APPENDIX 1

	2015/16 Budget £000	Projected Outturn £000	Variation to Budget £000
<u>DIRECTOR OF PEOPLE</u>			
Childrens			
Childrens Social Care	14,264	23,080	8,816
Strategy and Early Intervention	2,623	2,623	0
Education	5,517	5,508	(9)
	22,404	31,211	8,807
Adult and Early Intervention Services			
Adult Social Care	47,661	53,747	6,086
Adults and Early Intervention	1,319	1,315	(4)
	48,980	55,062	6,082
Stronger Communities	6,867	9,709	2,842
TOTAL DIRECTOR OF PEOPLE	78,251	95,982	17,731
<u>DIRECTOR OF PUBLIC HEALTH</u>	17,155	17,155	0
<u>DIRECTOR OF PLACE</u>			
Asset and Investment Partnership Management	5,663	5,629	(34)
Environmental Services	45,502	45,191	(311)
Development Growth and Investment	2,604	2,604	0
Digital Tameside	1,824	1,821	(3)
TOTAL DIRECTOR OF PLACE	55,593	55,245	(348)
<u>RESOURCES</u>			
Director of Governance and Resources	12,034	10,392	(1,642)
Corporate Costs	6,404	5,903	(501)
TOTAL RESOURCES	18,438	16,295	(2,143)
Capital and Financing	18,320	15,812	(2,508)
TOTAL	187,757	200,489	12,732

DIRECTOR OF PEOPLE

1. CHILDRENS

	2015/16 Budget	Projected Outturn	Variation to Budget
	£000	£000	£000
Childrens Social Care	14,264	23,080	8,816
Strategy and Early Intervention Education	2,623	2,623	0
	5,517	5,508	(9)
TOTAL	22,404	31,211	8,807

a. **Overview**

Children's is expected to exceed its overall budget by £8.807m in 2015/16. Although plans are in place to deliver the specific savings proposals in future years, remaining within the annual budget has proved more difficult due to a combination of more demand for the service and greater complexity of the cases presented and a corporate review of the budget position is underway. The service is committed to reducing placement costs, for example through renegotiating prices and a specialist fostering scheme.

Reasons for the significant variations to budget:

	£000
<u>Children's Social Care</u>	
The service is currently evaluating options and strategies to reduce expenditure in the current year and on a recurrent basis thereafter in line with savings proposals set out in the February 2015 budget report.	8,816
Children's Social Care Total	<u>8,816</u>
	£000
<u>Education</u>	
Other minor variations.	<u>(9)</u>

b. Budget Analysis

An analysis of expenditure and income for each service within Children's is detailed below:

Childrens Social Care

	2015/16 Budget £000	Projected Outturn £000	Variation to Budget £000
Employee Costs	8,601	8,184	(417)
External Agency Placements Residential/Fostering	7,518	7,164	(354)
Internal Carer Payments	6,238	6,331	93
Placements 16+	1,025	998	(27)
Other Expenditure	2,481	2,411	(70)
Savings to be achieved	(9,586)	0	9,586
EXPENDITURE	16,277	25,088	8,811
Grants and Contributions	(1,118)	(1,118)	0
Sales, Fees and Charges	(507)	(502)	5
Other Income	(388)	(388)	0
INCOME	(2,013)	(2,008)	5
TOTAL	14,264	23,080	8,816

Strategy and Early Intervention

	2015/16 Budget £000	Projected Outturn £000	Variation to Budget £000
Employee Costs	2,923	2,734	(189)
Other Expenditure	2,298	2,292	(6)
EXPENDITURE	5,221	5,026	(195)
Grants and Contributions	(780)	(780)	0
Sales, Fees and Charges	(104)	(104)	0
Other Income	(826)	(826)	0
INCOME	(1,710)	(1,710)	0
Use of one-off monies	(888)	(693)	195
TOTAL	2,623	2,623	0

Education – Core Services

	2015/16 Budget £000	Projected Outturn £000	Variation to Budget £000
Employee Costs	3,468	3,504	36
Teachers Pensions Costs	1,985	1,985	0
Special Education Transport	1,254	1,254	0
Other Expenditure	4,141	4,116	(25)
EXPENDITURE	10,848	10,859	11
Grants and Contributions	(430)	(430)	0
Dedicated Schools Grant (DSG)	(2,585)	(2,585)	0
Non-Academy Schools Income	(1,849)	(1,865)	(16)
Academy Schools Income	(149)	(153)	(4)
Other Income	(181)	(181)	0
INCOME	(5,194)	(5,214)	(20)
B/fwd from 2014/15	4	4	0
Use of one-off monies	(141)	(141)	0
TOTAL	5,517	5,508	(9)

Education - DSG Specific Services

	2015/16 Budget £000	Projected Outturn £000	Variation to Budget £000
Employee Costs	3,308	3,308	0
Special Education Transport	0	0	0
Other Expenditure	11,654	11,654	0
EXPENDITURE	14,962	14,962	0
Grants and Contributions	(321)	(321)	0
Dedicated Schools Grant (DSG)	(14,457)	(14,457)	0
Non-Academy Schools Income	(144)	(144)	0
Academy Schools Income	(40)	(40)	0
Other Income			0
INCOME	(14,962)	(14,962)	0
TOTAL	0	0	0
OVERALL EDUCATION TOTAL	5,517	5,508	(9)

2. ADULT AND EARLY INTERVENTION SERVICES

	2015/16 Budget	Projected Outturn	Variation to Budget
	£000	£000	£000
Adult Social Care	47,661	53,747	6,086
Adults and Early Intervention	1,319	1,315	(4)
TOTAL	48,980	55,062	6,082

a. Overview

The original estimated financial gap for Adult Social Care was approximately £7m, as part of a recovery plan to bridge the gap the decision has been taken to reduce the placement profile into Residential and Nursing Care homes by 1 placement per week effective 6th July, a number of other areas are currently being considered to further bridge the funding gap.

£000

Adult Social Care

Reduction of the placement profile into Residential and Nursing Care homes by 1 placement per week effective 6th July. The 2015-16 cost benefit of this decision is £0.7m. 7,001

Reduction in placement profile into residential and nursing care of 1 per week effective 6th July 2015. (700)

The decision has been taken to not offer inflationary uplifts to contracts outside residential and homecare. (140)

The creation of St Anne's house younger adults' facility has reduced costs associated with transitions from childrens services. (150)

Other minor variations. 75

Adult Social Care Total

6,086

Adults and Early Intervention

Other minor variations. **(4)**

b. Budget Analysis

An analysis of expenditure and income for each service within Adult and Early Intervention Services is detailed below:

Adult Social Care

	2015/16 Budget £000	Projected Outturn £000	Variation to Budget £000
Employee Costs	19,338	19,290	(48)
Residential and Nursing Care	24,505	25,037	532
Other Expenditure	30,507	30,507	0
Savings to be identified	(5,919)	0	5,919
EXPENDITURE	68,431	74,834	6,403
Grants and Contributions	(2,073)	(2,319)	(246)
Sales, Fees and Charges	(8,259)	(8,766)	(507)
Residential and Nursing Care	(10,365)	(9,946)	419
Other Income	(73)	(56)	17
INCOME	(20,770)	(21,087)	(317)
TOTAL	47,661	53,747	6,086

Adults and Early Intervention

	2015/16 Budget £000	Projected Outturn £000	Variation to Budget £000
Employee Costs	571	533	(38)
Other Expenditure	1,005	901	(104)
EXPENDITURE	1,576	1,434	(142)
Grants and Contributions	(87)	(87)	0
Sales, Fees and Charges	(37)	(32)	5
INCOME	(124)	(119)	5
Use of one-off monies	(132)	0	132
TOTAL	1,319	1,315	(4)

3. STRONGER COMMUNITIES

	2015/16 Budget	Projected Outturn	Variation to Budget
	£000	£000	£000
Stronger Communities	6,867	9,709	2,842
TOTAL	6,867	9,709	2,842

a. Overview

Stronger Communities is expected to exceed its budget by £2.842m. The service will continue to be closely monitored budget pressures increase. The reasons for the service being over budget are:

	£000
Savings to be identified within Stronger Communities. Work underway on identifying savings which will materialise following July Board.	2,762
Expenditure in excess of budget brought forward from 2014/15.	80
Total	<u>2,842</u>

b. Budget Analysis

	2015/16 Budget £000	Projected Outturn £000	Variation to Budget £000
Employee Costs	4,938	4,938	0
Other Expenditure	5,679	5,679	0
EXPENDITURE	10,617	10,617	0
Grants and Contributions	(123)	(123)	0
Sales, Fees and Charges	(785)	(785)	0
INCOME	(908)	(908)	0
B/fwd from 2014/15	(80)	0	80
Savings Planned and Savings to be Identified	(2,762)	0	2,762
TOTAL	6,867	9,709	2,842

4. DIRECTOR OF PUBLIC HEALTH

	2015/16 Budget £000	Projected Outturn £000	Variation to Budget £000
Director of Public Health	17,155	17,155	0
TOTAL	17,155	17,155	0

a. Overview

Public Health is projected to have a nil variation to budget. The service will continue to be closely monitored in future years as budget pressures increase. The service is currently planning for an anticipated £962,000 Public Health Grant funding reduction in 2015/16 as per the Emergency Budget announcement on 04/06/2015.

b. Budget Analysis

	2015/16 Budget £000	Projected Outturn £000	Variation to Budget £000
Employee Costs	1,377	1,377	0
Other Expenditure	16,306	16,306	0
EXPENDITURE	17,683	17,683	0
Sales, Fees and Charges	(528)	(528)	0
INCOME	(528)	(528)	0
TOTAL	17,155	17,155	0

DIRECTOR OF PLACE

5. ASSET AND INVESTMENT PARTNERSHIP MANAGEMENT

	2015/16 Budget	Projected Outturn	Variation to Budget
	£000	£000	£000
Asset and Investment Partnership Management	5,663	5,629	(34)
TOTAL	5,663	5,629	(34)

a. Overview

The service is projected to spend less than budget by £0.034m due to minor variations.

b. Budget Analysis

	2015/16 Budget £000	Projected Outturn £000	Variation to Budget £000
Employee Costs	3,299	3,265	(34)
PFI Unitary Charges and FM Service Fees	19,674	19,674	0
Other Expenditure	13,766	13,765	(1)
EXPENDITURE	36,739	36,703	(35)
Grants and Contributions	(14,383)	(14,383)	0
Sales, Fees and Charges	(3,205)	(3,203)	1
School / Academy Contributions	(6,980)	(6,980)	0
Other Income	(5,522)	(5,526)	(4)
INCOME	(30,090)	(30,093)	(3)
Movements to/from Earmarked Reserves	(981)	(981)	0
Savings to be identified	(5)	0	5
NET	5,663	5,629	(34)

6. ENVIRONMENTAL SERVICES

	2015/16 Budget	Projected Outturn	Variation to Budget
	£000	£000	£000
Environmental Services	45,502	45,191	(311)
TOTAL	45,502	45,191	(311)

a. Overview

The service is projected to spend less than budget by £0.311m. In addition the service continues to scrutinise all spending with a view to identifying further savings for future years.

£000

Savings relating to employee costs across the service arising as a result of vacant posts not being filled. (304)

Other minor variations. (7)

Total (311)

b. Budget Analysis

	2015/16 Budget £000	Projected Outturn £000	Variation to Budget £000
Employee Costs	14,013	13,709	(304)
Passenger Transport Levy	15,854	15,854	0
Land Drainage Levy	106	106	0
GMC Waste Disposal Levy	16,519	16,519	0
Other Expenditure	20,782	20,838	56
EXPENDITURE	67,274	67,026	(248)
Sales, Fees and Charges	(15,457)	(15,520)	(63)
Other Income	(7,330)	(7,330)	0
INCOME	(22,787)	(22,850)	(63)
B/fwd from 2014/15	255	255	0
Savings being planned	760	760	0
TOTAL	45,502	45,191	(311)

7. DEVELOPMENT GROWTH AND INVESTMENT

	2015/16 Budget £000	Projected Outturn £000	Variation to Budget £000
Development Growth and Investment	2,604	2,604	0
TOTAL	2,604	2,604	0

a. Overview

Development growth and investment is projected to have a nil variation to budget.

b. Budget Analysis

	2015/16 Budget £000	Projected Outturn £000	Variation to Budget £000
Employee Costs	3,125	3,125	0
British Waterways Levy	76	76	0
Other Expenditure	1,663	1,663	0
EXPENDITURE	4,864	4,864	0
Grants and Contributions	(1,072)	(1,072)	0
Sales, Fees and Charges	(1,278)	(1,278)	0
Other Income	(100)	(100)	0
INCOME	(2,450)	(2,450)	0
B/fwd from 2014/15	228	228	0
Savings being planned	(38)	(38)	0
TOTAL	2,604	2,604	0

8. **DIGITAL TAMESIDE**

	2015/16 Budget	Projected Outturn	Variation to Budget
	£000	£000	£000
Digital Tameside	1,824	1,821	(3)
TOTAL	1,824	1,821	(3)

a. **Overview**

The projected outturn position is due to planned savings achieved through reviewing the service structure.

b. **Budget Analysis**

	2015/16 Budget £000	Projected Outturn £000	Variation to Budget £000
Employee Costs	1,377	1,386	9
Supplies & Services Expenses	1,112	1,179	67
EXPENDITURE	2,489	2,565	76
Sales, Fees and Charges	(122)	(201)	(79)
Recharge Income	(543)	(543)	0
INCOME	(665)	(744)	(79)
TOTAL	1,824	1,821	(3)

DIRECTOR OF GOVERNANCE AND RESOURCES

9. DIRECTOR OF GOVERNANCE AND RESOURCES

	2015/16 Budget £000	Projected Outturn £000	Variation to Budget £000
Director of Governance and Resources	12,034	10,392	(1,642)
TOTAL	12,034	10,392	(1,642)

a. Overview

The projected outturn position of expenditure under budget of £1.642m is due to several factors, including planned savings achieved through reviewing service structure, delays in recruiting to posts and reviewing a number of small contracts and the way of working.

b. Budget Analysis

	2015/16 Budget £000	Projected Outturn £000	Variation to Budget £000
Employee Costs	12,078	10,876	(1,202)
Housing Benefit Payments	96,002	96,002	0
Other Expenditure	3,169	2,734	(434)
EXPENDITURE	111,249	109,613	(1,636)
Grants and Contributions	(987)	(627)	360
Sales, Fees and Charges	(2,475)	(2,575)	(101)
Housing Benefit Subsidy	(92,554)	(92,554)	0
Other Income	(3,480)	(3,546)	(66)
INCOME	(99,495)	(99,302)	193
B/fwd from 2014/15	280	81	(199)
TOTAL	12,034	10,392	(1,642)

10. CORPORATE COSTS

a. Overview

Corporate Costs include a range of central functions including Insurance, AGMA and Coroners costs and the cost of Democracy. The achievement of efficiencies and the receipt of additional income have resulted in an outturn position of spending below budget of £0.501m, as detailed below:

	£000
Efficiencies achieved as a result of the insurance review.	(299)
Efficiencies in the cost of Democracy	(202)
	<u>(501)</u>

b. Budget Analysis

	2015/16 Budget	Projected Outturn	Variation to Budget £000
	£000	£000	
Employee Costs (incl. employee insurance)	4,904	4,810	(94)
Other Expenditure	4,430	4,021	(409)
EXPENDITURE	9,334		(503)
Grants and Contributions	(80)	(78)	2
Sales, Fees and Charges	(370)	(370)	0
Other Income	(2,480)	(2,480)	0
INCOME	(2,930)	(2,928)	2
TOTAL	6,404	(2,928)	(501)

APPENDIX 3

AMENDMENTS TO THE APPROVED BUDGET

Since the 2015/16 Budget Report was approved at Full Council in March 2015 a number of changes to budgets have been required. Details of the changes are summarised below:

	2015/16 £000	2015/16 £000
Original Budget		208,640
Budget Report March 2015		
Allocation of balances brought forward	1,142	
Leaders pledge- Development & Growth	1,000	
Leaders pledge- Big tidy up	1,000	
Grant additional allocations:		
- Deprivation of Living Grant	123	
- Welfare Reform Funding	55	
- Helping People Home Grant	40	
- Bus Subsidy Grant	12	
- Allocation of Housing Implementation	3	
Grant reduction:		
- Education Support Grant	(51)	
- New Homes Bonus Refund	(2)	3,322
Revised Budget at Quarter 1		211,962

APPENDIX 4

The tables below detail how the Council is performing against target collection rates in both Business Rates and Council Tax. The aim is to collect 100% of all income due. Arrears are pursued and recovery of current year arrears will continue in future years in the same way that previous year's arrears continue to be recovered.

Council Tax In-year Collection Performance 2015/16				
	Cash Collected £m	Cash Collected %	Cash Target %	Variation %
April 2015	9.208	10.60	10.40	+0.20
May 2015	16.695	19.17	19.50	-0.33
June 2015	24.608	28.24	28.40	-0.16

Business Rates In-year Collection Performance 2015/16				
	Cash Collected £m	Cash Collected %	Cash Target %	Variation %
April 2015	6.679	10.88	9.90	+0.98
May 2015	11.629	18.98	20.90	-1.92
June 2015	17.543	28.96	30.40	-1.44

APPENDIX 5

Summary Accounts 2014/15

The full Statement of Accounts, as required under government guidance, runs to 145 pages of detailed and often highly technical information. However, the summary accounts below presents the key elements of the accounts for 2014/15. These are divided into the income received and expenditure incurred by the Council in delivering services (from the income and expenditure statement) and the financial position of the Council in terms of our assets and liabilities at the end of the financial year (the Balance Sheet). *

The full Statement of Accounts is available on the Council's website, at:
<http://www.tameside.gov.uk/statementofaccounts/1415>

Performance against Budget

The final revenue monitoring report for the year showed that the Council spent £2.5m more than the available budget, mainly due to increasing demand for Childrens Social Care Services. Since our available resources from Government will continue to decrease significantly over the coming years, we are working hard to refocus the work of the Council – aligning limited revenue and capital resources with key policy priorities.

The table below shows how the reported position relates to the position set out in the accounts. The Council is required to report the cost of services in a different format in the accounts to that included in our budget reports, which reflect our local priorities and management structure.

	Net Expenditure £000
Service	
Children's Social Care	23,217
Strategy and Early Intervention	2,623
Education	5,599
Adult and Early Intervention Services	51,879
Stronger Communities	9,234
Asset Management	3,744
Environmental Services	42,138
Development Growth and Investment	1,520
Digital Tameside	1,865
Director of Public Health	14,318
Director of Governance	6,073
Director of Finance	4,780
Corporate Costs	5,626
Capital and Financing	19,941
Total net expenditure reported for budget monitoring	192,557
Technical adjustments between internal and statutory formats	(12,712)
Costs shown as service costs for budget purposes but as non-service costs in the accounts	(934)
Total net expenditure for the accounts	178,911

Some items are included in our budget reports but are required to be excluded when reporting the Council's service income and expenditure in the accounts and other items are not included in the budget reports but we are required to include them in the accounts, to ensure that proper accounting practice is adhered to. The net total of these items are shown in the bottom section of the table above and include interest payments, investment income, gains or losses on the disposal of surplus property and payments to levying bodies, as well as movements to/from reserves and non-cash items such as depreciation and the revaluation of land and buildings.

Income and Expenditure

The table below sets out the Council's day to day income and expenditure for the year. The deficit on the provision of services arises as it includes a number of non-cash accounting adjustments (e.g. revaluations of land and buildings) in order to ensure that proper accounting policies are adhered to, as required by Government.

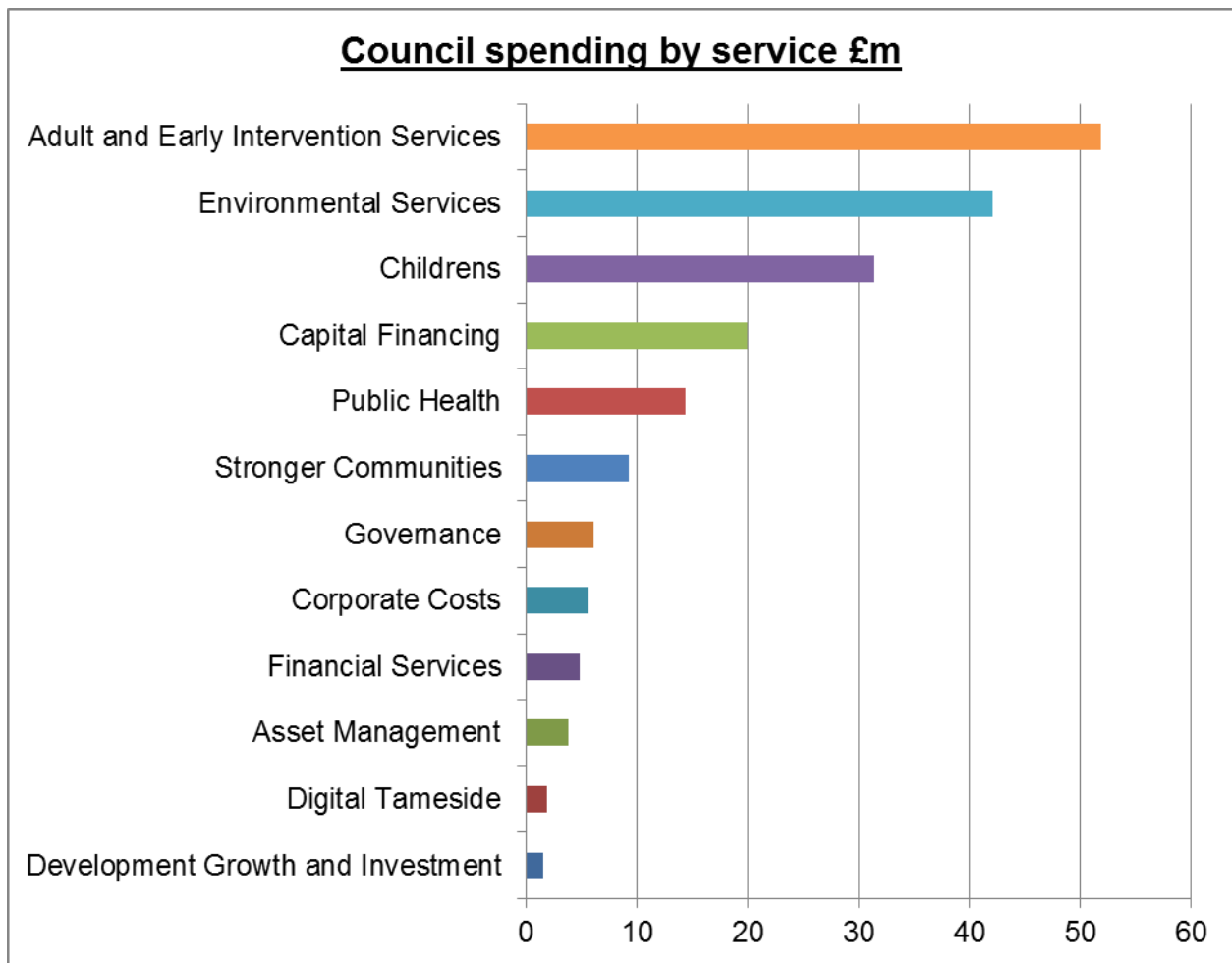
The top section of the table below shows that the gross expenditure of the Council on the services we provide was £517m. After taking into account income from specific government grants and other sources, the net cost of providing Council services was £178.9m.

Further non-service costs are also reported in the accounts, including payments to levying bodies for waste disposal and transport investments (both managed on a Greater Manchester basis), interest payments on our borrowings (used to fund long term investments in buildings and parks, for example), investment income from the cash balances held during the year and any gains or losses on the disposal of surplus property.

The bottom section of the table below shows how this net cost has been financed from Government funding and local taxation (Council Tax and Business Rates). It shows that £95.7m (or about 45%) of the Council's funding is provided by local taxpayers (Council Tax provides 32%). This means that the Council is more dependent on the level of funding we receive from Government, so we will be affected more severely by the reductions in Government funding currently being experienced by all councils.

General Fund Services	Gross Expenditure £000	Gross Income £000	Net Expenditure £000
Central Services to the Public	13,200	(2,907)	10,293
Cultural and Related Services	16,523	(2,351)	14,172
Environmental and Regulatory Services	7,864	(865)	6,999
Planning Services	8,316	(3,700)	4,616
Children's and Education Services	263,091	(185,174)	77,917
Highways and Transport Services	11,083	(4,921)	6,162
Housing Services	103,244	(96,277)	6,967
Adult Social Care	79,259	(27,286)	51,973
Public Health Services	14,416	(14,604)	(188)
Cost Of Services	516,996	(338,085)	178,911
Other Operating Income and Expenditure (including Levies)	49,980	(4,898)	45,082
Financing and Investment Income and Expenditure	41,685	(16,470)	25,215
<u>Financed by Government Grants and Local Taxation:</u>			
Council Tax	0	(68,769)	(68,769)
Retained Business Rates	0	(26,894)	(26,894)
Revenue Support Grant	0	(60,534)	(60,534)
General Government Grants and Other Income	0	(58,234)	(58,234)
(Surplus) or Deficit on Provision of Services	608,661	(573,884)	34,777

The chart below shows the proportion of net expenditure for different services. This chart shows that most of the Council's spending relates to social care – protecting vulnerable children and adults, and ensuring that our residents get both a good start in life and are able to enjoy their old age. It also shows significant investment in other core services such as waste collection and disposal, transportation, highways and other environmental services; community services such as parks, leisure, and libraries; the management of the Council's buildings and related assets; and capital investment and financing.



Financial Position at 31 March 2015

The summarised Balance Sheet set out below shows the Council's overall financial position at 31 March 2015, the last day of the financial year. It is split between what the Council owns or is due (its assets) and what it owes or must pay (its liabilities) as well as the net worth of the Council (assets less liabilities). It shows that at the Balance Sheet date the Council held assets with a total value of £762.5m but after deducting the value of liabilities, the net worth of the Council was £89.3m (£212.9m in 2013/14).

Assets	£000	Liabilities	£000
Property, Plant and Equipment	464,770	Borrowing	(137,344)
Heritage Assets	12,471	Provisions for Future Liabilities	(13,469)
Investment Properties	27,410	Liability for the Pension Scheme	(348,259)
Other Assets	129,368	Grants Received in Advance	(3,250)
Investments	77,439	Value of Donated Assets	(10,658)
Money Owed to the Council	51,083	Money Owed by the Council	(160,241)
Total Assets	762,541	Total Liabilities	(673,221)
Net Worth of the Council			89,320

The value of the Council's Property, Plant and Equipment has seen a significant reduction in 2014/15. This is due to the difference in approach taken by the previous internal valuers of the Council and the Council's current external valuers' (Matthews & Goodman) commercial approach. Tameside Administration Complex has also been revalued down to its land value in light of the imminent demolition of the building, which has also contributed to the significant reduction. The Council's liabilities, which include borrowing, provisions and PFI lease liabilities has increased by

£97.7m in 2014/15, which is mainly due to an increase in the liability for the pension scheme. The value of the Council's investments has reduced by £54.4m in 2014/15, which was mainly as a result of the Council holding an increased amount of cash balances in Money Market Funds (classed as Cash and Cash Equivalents) rather than Fixed Term Deposits (classed as Short Term Investments).

The Council's main General Reserve reduced by £1.2m in 2014/15 as a result of monies being utilised to support revenue spending, where the achievement of 2014/15 savings was below target.

The calculated net worth of the Council is expected to change each year as property assets are acquired or sold, and as assumptions are changed about long term assets and liabilities where the current value must be estimated.

Capital Expenditure

Capital expenditure is related to the purchase or enhancement of assets that have a long term value to the Council, such as land and buildings. This is different to revenue expenditure in that the Council and its residents receive the benefit from capital expenditure over a longer period (more than one year).



Capital Expenditure	£000
Property, Plant & Equipment	32,458
Investment Properties	43
Capital Expenditure not relating to Council Assets	4,526
Other Long Term Investments	474
Total	37,501

This has been spent within the following directorates:

Service	£000
Director of People	18,234
Director of Place	19,267
Total	37,501

** the figures included are correct at the time of preparing this report, but may be changed as a result of the independent external audit of the accounts which takes place between June and September.*

ITEM NO: 4b

Report To:	EXECUTIVE CABINET
Date:	26 August 2015
Executive Member/Reporting Officer:	Cllr Jim Fitzpatrick - First Deputy (Performance & Finance) Ben Jay – Assistant Executive Director (Finance)
Subject:	CAPITAL MONITORING REPORT – 30 JUNE 2015
Report Summary	This report summarises the capital monitoring position at 30 June 2015. The report shows projected capital investment of £53.991m by March 2016. Some schemes will be delivered earlier or later than planned, and this is set out in the report.
Recommendations:	<ul style="list-style-type: none">(i) That the current capital budget monitoring position is noted.(ii) That the resources currently available to fund the capital programme are noted.(iii) That the re-phasing to reflect up-to-date investment profiles is approved.(iv) That the current position in regards to Compulsory Purchase Orders (CPO's) and Indemnities is noted.(v) That the changes to the capital programme are noted.(vi) That the capital receipts position is noted.(vii) The Prudential Indicator position is noted.
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 Implication:	The subject of the report.
(Authorised by the Section 151)	
Legal Implication:	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.
(Authorised by the Borough Solicitor)	
Risk Management:	Failure to properly manage and monitor the Council's budget will lead to service failure and a loss of public confidence.
Access to Information:	The background papers relating to his report can be inspected by contacting Ben Jay, Assistant Executive Director, Finance by:  phone: 0161 342 3864  e-mail: ben.jay@tameside.gov.uk

1. INTRODUCTION

- 1.1 This is the first capital monitoring report for 2015/16, summarising the position as at 30 June 2015. There will be three further monitoring statements during 2015/16, which will be quarter two (for the period to the end of September 2015), quarter three (for the period to the end of December 2015) and the final outturn report (for the period to the end of March 2016). All Capital Monitoring reports are submitted to the Board, Strategic Planning and Capital Monitoring Panel, Executive Cabinet and Overview (Audit) Panel.
- 1.2 This report has been produced in a revised format - changes to note include the removal of the Milestone forms and the change to a rolling re-phasing programme.
- 1.3 The report also incorporates an update on major capital schemes and an update on Compulsory Purchase Orders (CPOs), indemnities, and potential liabilities.

2. KEY POINTS

- 2.1 The current forecast is for services areas to have made £53.991m of capital investment by March 2016.
- 2.2 At present, £53.991m of investment is £15.992m less than the current budget. Therefore, it is proposed that the capital investment programme is re-profiled to reflect current information. **Proposed re-phasing of £15.390m into the next financial year will reduce this variation to £0.602m.**
- 2.3 In quarter one of 2014/15, the projected investment for the year was £58.243m, representing £9.754m less than the annual budget of £67.997m.
- 2.4 Details of the projected outturn capital expenditure at June 2015 by service area is shown in section 3 of the report, explanations are also provided for capital projects with a projected variation of £0.100m or above over the life of the project.
- 2.5 Section 3 also details schemes with an in-year variation in excess of £0.100m and seeks approval to re-profile the capital expenditure of the project. An explanation for the need to re-profile the capital expenditure is also provided.
- 2.6 Table 1 below provides a high level summary of capital expenditure by service area.

Table 1: Overall capital monitoring statement, April-June 2015

CAPITAL MONITORING STATEMENT - JUNE 2015					
	Table Reference	2015/16 Budget	Actual	Projected Outturn	Projected Outturn Variation
		£000	£000	£000	£000
PEOPLE					
Adults		0	0	0	0
Education	Table 4	16,748	1,067	16,356	(392)
Community Services	Table 5	552	18	544	(8)
Public Health	Table 6	9,724	127	945	(8,779)

PLACES					
Asset Investment Partnership Management	Table 7	11,891	183	11,891	0
Development & Investment	Table 8	9,839	435	9,839	0
Digital Tameside	Table 9	3,076	291	3,024	(52)
Engineering Services	Table 10	15,448	677	8,687	(6,761)
Environmental Health	Table 11	1,565	28	1,565	0
Transport	Table 12	1,140	388	1,141	1
Subtotal		69,983	3,214	53,991	(15,992)
Unallocated		6,820			
Total		76,803			

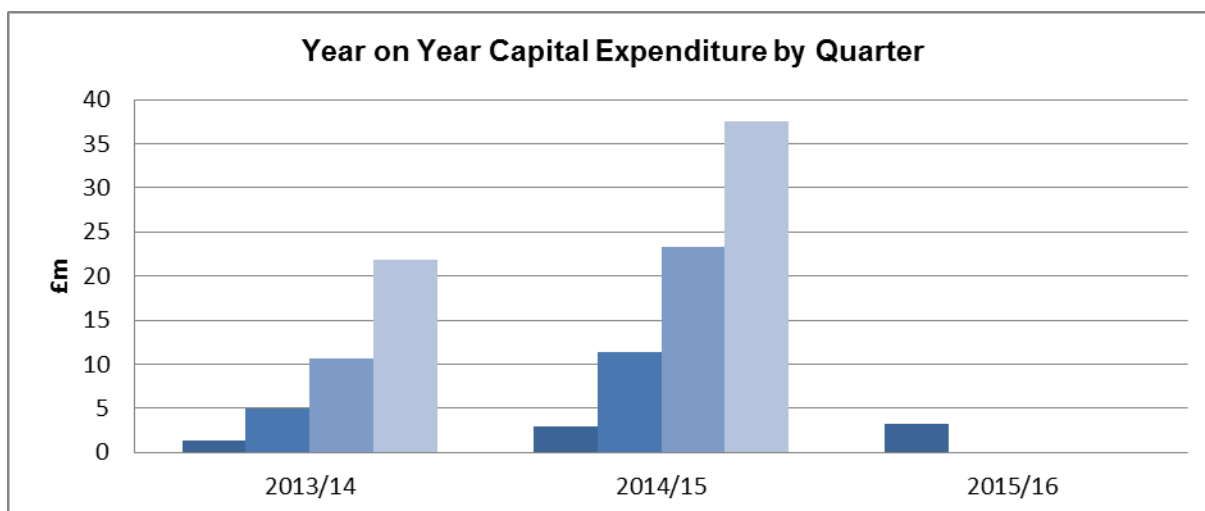
2.7 Table 2 below shows the current Resources included funding the 2015/16 Capital programme, including the unallocated funding streams. The resourcing structure, however, is not final and the Assistant Executive Director of Finance will make the best use of resources available at the end of the financial year.

Table 2: Funding statement 2015/16

Resources	£000
Unsupported Capital Expenditure (Borrowing)	30,296
Capital Grants	28,790
Revenue Contributions	15,386
Specific Capital Receipts	1,746
Capital Contributions	576
Supported Capital Expenditure	9
Total	76,803

2.8 The chart below shows a year on year comparison of Capital expenditure on quarterly basis.

Table 3: Comparison of quarterly capital spend levels, 2013-15



3. CAPITAL EXPENDITURE TO DATE AND PROJECTED OUTTURN 2015/16

3.1 This section of the report provides an update of Capital expenditure to date along with details of previously re-phased budgets, re-phasing to be approved in this report and the overall projected outturn position of the Capital projects. Where variances of £0.100m and over are anticipated over the life of the scheme an explanation is also provided.

Education

3.2 The table below outlines the projected investment for Education services. At present no re-phasing is required.

Table 4: Detail of Education Capital Investment Programme

Education Capital Programme Statement					
Capital Scheme	Original 2015/16 Budget	Actual	Projected Outturn	Projected Outturn Variation	Re-phasing to be approved in this Quarter
Hyde Targeted Basic Need New School	6,336	211	6,000	(336)	
Ashton Targeted Basic Need New School	2,175	510	2,175	0	
Samuel Laycock Targeted Basic Need Extension	942	240	942	0	
Short Breaks Centre At Cromwell Site	912	0	912	0	
Devolved Schools Capital	487	0	487	0	
Yew Tree - Extension	469	0	469	0	
Specific Capital Reserve	403	0	403	0	
Aldwyn Primary Additional Accommodation	400	0	400	0	
Ict High Schools - Replacement Ict Servers	400	0	420	20	
Greswell Primary Roof Heating & Asbestos Removal	363	0	363	0	
Livingstone Remodelling/Extension	355	0	355	0	
Milton St John Lighting, Power And Alarm Replacement	350	0	350	0	
Primary Capital Programme - Russell Scott	276	0	276	0	
Gorse Hall Power And Fire Alarm	210	0	210	0	
Other Minor Schemes	2,670	106	2,594	(76)	
Total	16,748	1067	16,356	(392)	0

Community Services

- 3.3 The table below outlines the projected investment for Community Services. At present no re-phasing is required.

Table 5: Detail of Community Services Capital Investment Programme

Community Services Capital Programme Statement					
Capital Scheme	Original 2015/16 Budget	Actual	Projected Outturn	Projected Outturn Variation	Re-phasing to be approved in this Quarter
Implementing The New Library Offer	229	0	229	0	
Supporting Customer Experience And Contact	179	0	179	0	
Safe And Secure Project	136	18	136	0	
Street Art In The Community	8	0	0	(8)	
Total	552	18	544	(8)	0

Public Health

- 3.4 The table below outlines the projected investment for Public Health. Explanations are also provided for the necessary rephasing.

Table 6a: Detail of Public Health Capital Investment Programme

Public Health Capital Programme Statement					
Capital Scheme	Original 2015/16 Budget	Actual	Projected Outturn	Projected Outturn Variation	Re-phasing to be approved in this Quarter
Hyde Leisure Phase 2	405	0	50	(355)	(350)
Active Tameside Centre	8,410	0	0	(8,410)	(8,410)
Active Playzone	711	119	711	0	
Copley Leisure Centre Boiler Replacement	150	0	150	0	
Droylsden Youth Centre	48	8	34	(14)	
Total	9,724	127	945	(8,779)	(8,760)

Table 6b: Public Health Capital Investment Programme – rephasing

Explanation of Rephasing at Quarter 1			
Service Area	Capital Project	Explanation for Re-phasing	Amount (£000)
Public Health	Active Tameside Centre	The existing partnership with Active Tameside is currently under review. The outcome of the review, including proposals for facility rationalisation, will be known in October of this year. Any new partnership arrangement will not come in to effect until the 1 April 2016. It is unlikely that there will be any spend against this budget in 2015/16. However, this may be subject to change.	(8,410)
Public Health	Hyde Leisure Phase 2	The capital budget for this scheme is being used as match funding towards a Football Foundation Grant funding bid to support the development of community football facilities at Hyde FC. The bid, submitted by the club some time ago has now reached a conclusion; the Football Foundation is not willing to support the existing application. The club is considering its position and may reapply to the Football Foundation or seek to remodel the project in consultation with the Council. A Key Decision is required to progress the scheme. It is unlikely that there will be any significant spend in year. The only spend, subject to a key decision, will be on design development	(350)

Asset Investment Partnership Management (AIPM)

3.5 The table below outlines the projected investment for AIPM. At present no rephasing is required.

Table 7: Detail of Asset Investment Partnership Management (AIPM) capital programme

AIPM Capital Programme Statement					
Capital Scheme	Original 2015/16 Budget	Actual	Projected Outturn	Projected Outturn Variation	Re-phasing to be approved in this Quarter
Vision Tameside	8,225	6	8,225	0	
Decant Costs	1,329	33	1,329	0	
Opportunity Purchase Fund	573	17	573	0	
Document Scanning	500	0	500	0	
Building Fabric Works	409	41	409	0	
Mottram Showground (Opf)	165	0	165	0	
Wellington Works	131	7	131	0	
Prep Of Outline Planning Applications	130	6	130	0	
Energy Consumption Pilot Scheme Dukinfield Town Hall	110	64	110	0	

Structural, Asbestos, Mechanical And Electrical Surveys	107	0	107	0	
Dukinfield Crematoria Clock Tower	98	0	98	0	
Development Of Former Stamford High School Site	50	0	50	0	
Other Minor Schemes	39	8	39	0	
TAC CCTV Upgrade	25	0	25	0	
Total	11,891	183	11,891	0	0

Development and Investment

3.6 The table below outlines the projected investment for Development and Investment. At present no rephasing is required.

Table 8: Detail of Development and Investment Capital Programme

Development and Investment Capital Programme Statement					
Capital Scheme	Original 2015/16 Budget	Actual	Projected Outturn	Projected Outturn Variation	Re-phasing to be approved in this Quarter
Ashton Town Centre And Civic Square	5,077	168	5,077	0	
Ashton Old Baths	3,013	136	3,013	0	
Disabled Facilities Grants	1,321	131	1,321	0	
St Petersfield	200	0	200	0	
Godley Hill Development And Access Road	112	0	112	0	
GM Broadband	54	0	54	0	
Longlands Mill	32	0	32	0	
Hyde Town Centre	27	0	27	0	
Ashton Market Hall Incubator Units	3	0	3	0	
Total	9,839	435	9,839	0	0

Digital Tameside

3.7 The table below outlines the projected investment for Digital Tameside. At present no rephasing is required.

Table 9: Detail of Digital Tameside Capital Investment Programme

Digital Tameside Capital Programme Statement					
Capital Scheme	Original 2015/16 Budget	Actual	Projected Outturn	Projected Outturn Variation	Re-phasing to be approved in this Quarter
ICT - Enablement Project	2,097	133	2,045	(52)	
Working Differently - It Hardware & Software	879	58	879	0	
My Home Finance	100	100	100	0	
Total	3,076	291	3,024	(52)	0

Engineering Services

3.8 The table below outlines the projected investment for Engineering Services. Explanations are also included where rephasing has been requested.

Table 10a: Detail of Engineering Services Capital Investment Programme

Engineers Capital Programme Statement					
Capital Scheme	Original 2015/16 Budget	Actual	Projected Outturn	Projected Outturn Variation	Re-phasing to be approved in this Quarter
LED Street Lighting Investment	5,000	0	1,000	(4,000)	(4,000)
Denton Link Road	1,909	0	300	(1,609)	(1,600)
Ashton-Stalybridge Cycle Route	460	0	60	(400)	(400)
Junction Improvements On/Off At J23 M60	379	1	120	(259)	(250)
Ashton Northern Bypass - Stage 2	308	0	75	(233)	(230)
Pinch Point Schemes	174	0	20	(154)	(150)
Mossley Road Retaining Wall Continuation Scheme	240	2	240	0	0
Principal/Nonprincipal Roads - Ashton	410	151	410	0	0
Principal/Nonprincipal Roads - Audenshaw	241	1	241	0	0
Principal/Nonprincipal Roads - Hyde	213	1	213	0	0
The Longdendale Integrated Transport Strategy	480	0	480	0	0
BT Roundabout	424	12	424	0	0
Asda Roundabout	1,118	292	1,118	0	0
Cycle City Ambition Grant	511	8	511	0	0
Other Minor Schemes	3,581	209	3,475	(106)	0
Total	15,448	677	8,687	(6,761)	(6,630)

Table 10b: Detail of Engineering Services Capital Programme - rephasing

Engineers - Explanation of true variances over the life of a project			
Service Area	Project	Explanation	Amount (£000)
Engineering	Shepley Bridge Budget - £0.360m	Detailed site investigation and development of the design have led to the scheme being amended from the original proposal, resulting in reduced cost for scheme. Works primarily involve the waterproofing of the bridge deck.	(100)
Explanation of Rephasing at Quarter 1			
Service Area	Capital Project	Explanation for Re-phasing	Amount (£000)
Engineering	Pinch Point Schemes	Works are currently being funded on the linkage between the two Asda and BT Pinch Point schemes through the DfT grant funded element. Expenditure below budget is therefore expected, which is to be carried forward into the next financial year. The cycle tracks between Asda and BT were an additional scheme programmed to follow on from the two junction works. The profile has now been amended accordingly.	(150)
Engineering	Ashton Northern Bypass – Stage 2	There are still outstanding land compensation claims which remain to be settled, therefore expenditure below budget is expected which is to be carried forward into the next financial year.	(230)
Engineering	Junction Improvement	Discussions are still being held with the Highways Agency around access for trial holes and site investigation. This involves working on the slip road exiting the M60 at junction 23. Approval from the Highways Agency is still pending. Work will commence when this is received.	(250)
Engineering	LED Street Lighting Improvements	This scheme is a three year programme to undertake extensive replacement of street lighting stock. Anticipated expenditure this financial year is expected to be £1.000m with the remaining funding to be carried forward into next two financial years. This was always envisaged as a three year installation programme. Tender evaluation has led to the rephasing requirement in order to reflect the likely programme of work	(4,000)
Engineering	Ashton – Stalybridge Cycle Route	Scheme originally funded through Local Growth Fund (LGF). City Cycle Ambition Grant funding is yet to be confirmed, therefore major elements of construction works for the link road have been delayed until 2016-17.	(400)

Engineering	Denton Link Road	Approval for this scheme was taken at Executive Cabinet in June 2015. Start on-site is anticipated in January 2016 with the majority of expenditure occurring in 2016/2017. Resources will be carried forward into the next financial year.	(1,600)
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Environmental Services

3.9 The table below outlines the projected investment for Environmental Services.

Table 11: Detail of Environmental Services Capital Investment Programme

Environmental Services Capital Programme Statement					
Capital Scheme	Original 2015/16 Budget	Actual	Projected Outturn	Projected Outturn Variation	Re-phasing to be approved in this Quarter
Guide Lane Former Landfill Site	509	28	509	0	
Retrofit (Basic Measures)	359	0	359	0	
Carbon Reduction	311	0	311	0	
Other Minor Schemes	386	0	386	0	
Total	1,565	28	1,565	0	0

Transport

3.10 The table below outlines the projected investment for Transport.

Table 12: Detail of Transport Capital Investment Programme

Transport Capital Programme Statement					
Capital Scheme	Original 2015/16 Budget	Actual	Projected Outturn	Projected Outturn Variation	Re-phasing to be approved in this Quarter
Fleet Replacement Programme	1,140	388	1,141	1	
Total	1,140	388	1,141	1	0

4. COMPULSORY PURCHASE ORDERS, INDEMNITIES AND POTENTIAL LIABILITIES

Redmond Close

4.1 The Council have purchased and demolished property numbers 2 – 18 (evens). Property number 22 is to remain in situ with a remedial solution to be installed. Property number 20 is adjoining number 22 and is to be demolished, a party wall agreement is now in place which allows the Council to undertake a site investigation. The gable end wall of number 22 needs to be reconstructed because of the demolition of number 20. The Council is about to tender for the remedial works.

Wellington Works

- 4.2 This is a complex compulsory purchase compensation matter, which is being litigated.

Denton Link Road

- 4.3 The Council entered into a CPO Indemnity and Development Agreement with the owners of the site in 2008 (subsequently amended in 2011). Through the agreement, the Council is indemnified by the developer against the CPO costs and the costs of the related consents needed to facilitate and complete the development.
- 4.4 Following the confirmation of the CPO by the Secretary of State and non-receipt of blight notices to date, and changes to the overall project, the developer has requested a variation to the Development and a CPO Indemnity agreement to better reflect the current situation and enable the Council to assume responsibility for the delivery of the link road.
- 4.5 The existing CPO Indemnity and Development Agreement envisaged that the link road will be delivered by the developer. With the latest position being that the Council will deliver the link road, it will be necessary to enter into Land Transfer Agreements with the developer and other third parties.

Ashton Northern Bypass

- 4.6 As part of the Construction of the bypass the Council purchased and demolished a number of properties by CPO. One of the properties was a place of worship, the Council therefore agreed to construct a replacement building for the trustees. There are still a number of snagging issues that are yet to be resolved between the Contractor and the trustees before the transfer of legal ownership can be completed.

Hattersley CPO

- 4.7 The Council is supporting the proposal for the development of the final phase of the new district centre for Hattersley. Outline planning consent was secured in February 2015 for a major retail development on land at the junction of Stockport Road and Ashworth Lane. The 75,000 square feet development will include new retail, foodstore and leisure units to enhance retail choice and amenities for local residents and thereby improving the long-term vitality and viability of Hattersley as a place to live. The Council approved the making of a compulsory purchase order in respect of one outstanding property in June 2015 and is currently working with its partners, Peak Valley Housing Association and the Homes and Communities Agency, to secure the appointment of a developer partner by October 2015.

5. CHANGES TO THE APPROVED 3 YEAR CAPITAL PROGRAMME

- 5.1 Since the capital programme was approved by Overview Audit Panel in June 2015 there has been an increase in the programme totalling £8.803m over the period 2015/16 – 2017/18. This increase mainly relates to education grants. Full details are listed in **Appendix 1**.

6. CAPITAL RECEIPTS

- 6.1 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 following years annual capital bidding round, together with any other available resources identified in the medium term financial strategy.
- 6.2 £11.3m of BSF Capital Receipts are to be repaid corporately, to repay temporary corporate funding of the Schools Capital Programme.

6.3 Receipts of £0.135m have been generated to date from the disposal of Council assets, with a further £7.865m forecast to be completed before 31 March 2016.

7. PRUDENTIAL INDICATORS

7.1 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 demonstrated that the objectives of the Code are being fulfilled. The Prudential Indicators for 2015/16 and the following two years were set out by the Council in February 2015.

7.2 The Prudential Indicators as at June 2015 are shown in **Appendix 2**.

APPENDIX 1

Changes to the Capital Programme

SERVICE	SCHEME	SOURCE OF FUNDING	BUDGET CHANGES 2015/16 £000	BUDGET CHANGES 2016/17 £000	BUDGET CHANGES 2017/18 £000	TOTAL £000
Capital Programme 2015/16 Opening			75,831	39,328	27,488	159,964
A) Increases to the Programme						
Dev & Investment	Longlands Mill	Contributions	32			32
Education	Basic Need Funding Stream	Grant			6,543	6,543
Education	Aldwyn Primary Additional Accommodation	Grant	23			23
Education	Minor Schools Capital Schemes	Grant	260	326		586
Engineers	Denton Link Road	Grant	1,670			1,670
Engineers	Whiteacre Road /Curzon Road Junction Improvements	Grant	130			130
Engineers	Peak Forest Canal Access Improvements Ph2	Grant	61			61
Engineers	Ashton-Stalybridge Cycle Route	Grant	460			460
Engineers	Ccag School Partnership	Grant	188			188
Engineers	Asset Management Plan	Grant	5			5
Engineers	Living Streets	Grant	8			8
Engineers	Congestion Performance Fund (Tranche 4)	Contributions	4			4
Engineers	A670 Mossley Road(West) – Retaining Wall, Mossley	Grant	31			31
Engineers	Principal / General Bridge Inspections	Grant	31			31
Engineers	Principal/Nonprincipal Roads - Stalybridge	Grant	3			3
Engineers	Principal/Nonprincipal Roads - Ashton	Grant	6			6
Engineers	Asset Management Plan	Grant	42			42
Engineers	Mossley Road Retaining Wall Continuation Scheme	Grant	47			47
Operations	Access Works Rocher Vale, Hulmes and Hardy Wood	Contributions	80			80
			3,081	326	6,543	9,950

B) Reductions in Programme

Engineers	Pothole Funding	Corporate	(1,000)			(1,000)
Engineers	Shepley Bridge	Grant	(78)			(78)
Engineers	Manchester Road Canal Bridge	Grant	(69)			(69)
			(1,147)	0	0	(1,147)

C) Funding Transfers in Programme

AIPM	Vision Tameside	RCCO	(124)			(124)
AIPM	Decant Costs	Corporate	500			500
AIPM	Decant Costs	RCCO	124			124
AIPM	Document Scanning	Corporate	(500)			(500)
AIPM	Building Fabric Works	Corporate	146			146
AIPM	Vision Tameside	Corporate		(194)		(194)
Digital Tameside	ICT - Enablement Project	Corporate	194			194
Education	Alder Buy Out Fitness Centre	Grant	(1,000)	1,000		0
Education	Hyde Targeted Basic Need New School	Corporate	(156)	156		0
Engineers	Highways Maintenance Funding	Grant	(2,322)			(2,322)
Engineers	Public Rights Of Way	Grant	25			25
Engineers	Cycling	Grant	25			25
Engineers	Asset Management Plan	Grant	50			50
Engineers	Network Performance/Resilience	Grant	130			130
Engineers	Strategic Drainage	Grant	40			40
Engineers	Strategic HRA	Grant	50			50
Engineers	Strategic Surface Improvements	Grant	50			50
Engineers	Town Centre E70/Block Paving	Grant	30			30
Engineers	Asset Management Plan	Grant	8			8
Engineers	Bridgeward 3 Mitigation Measures	Grant	5			5
Engineers	Richmond Street Bridge	Grant	60			60
Engineers	Huddersfield Road Retaining Wall	Grant	123			123
Engineers	Walkerfold Culvert	Grant	75			75

Engineers	Wilson Brook Culvert	Grant	200			200
Engineers	Principal/Nonprincipal Roads - Ashton	Grant	404			404
Engineers	Principal/Nonprincipal Roads - Denton	Grant	39			39
Engineers	Principal/Nonprincipal Roads - Dukinfield	Grant	142			142
Engineers	Principal/Nonprincipal Roads - Audenshaw	Grant	241			241
Engineers	Principal/Nonprincipal Roads - Droylsden	Grant	110			110
Engineers	Principal/Nonprincipal Roads - Hyde	Grant	213			213
Engineers	Principal/Nonprincipal Roads - Longdendale	Grant	12			12
Engineers	Principal/Nonprincipal Roads - Mossley	Grant	38			38
Engineers	Principal/Nonprincipal Roads - Stalybridge	Grant	96			96
Engineers	Street Lighting	Grant	156			156
Engineers	Denton Link Road	Corporate	167			167
Engineers	Highways Maintenance Funding	RCCO	(200)			(200)
Engineers	Footway Works	RCCO	200			200
Resources	Resources	Corporate	(313)			(313)
			(962)	962	0	0
	Net Changes		972	1,288	6,543	8,803
	Capital Programme 2015/16 Outturn		76,803	40,616	34,031	168,767

notes

RCCO stands for "Revenue Contribution to Capital Outlay" and describes where capital investment is funded from revenue sources.

AIPM stands for Asset Investment Partnership Management.

APPENDIX 2

Prudential Indicators

Actuals v limits as at 01/07/2015			
	Limit	Actual @ 01/07/2015	Amount within Limit
	£000's	£000's	£000's
Operational Boundary for External Debt	£237,319	£120,566	-£116,753
Authorised Limit for External Debt	£257,319	£120,566	-£136,753
Upper Limit for fixed	£211,163	£94,542	-£116,621
Upper Limit for variable	£63,349	-£122,948	-£186,297
Capital financing requirement	£211,163	£207,239	-£3,924
Capital expenditure	£53,763	£46,986	-£6,777

Prudential Indicators

Gross borrowing and the capital financing requirement	CFR @ 31/03/15 + increase years 1,2,3	Gross borrowing @01/07/2015	amount within limit
	£211,163	£120,566	-£90,597



Maturity structure for borrowing 2015/16

Fixed rate

Under 12 months	0% to 15%	0.86%
12 months and within 24 months	0% to 15%	0.90%
24 months and within 5 years	0% to 30%	5.78%
5 years and within 10 years	0% to 40%	4.43%
10 years and above	50% to 100%	88.04%

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ITEM NO: 5

Report to :	EXECUTIVE CABINET
Date :	26 August 2015
Executive Member/ Reporting Officers:	Cllr Jim Fitzpatrick – First Deputy (Performance and Finance) Sandra Stewart – Executive Director (Governance & Resources)
Subject :	TAMESIDE COUNCIL CABINET OUTCOMES 2015
Report Summary :	Tameside Council Cabinet Outcomes 2015 sets out, by Cabinet Deputy portfolio, the outcomes and plans achieved in 2014/15 and the objectives for 2015 and beyond.
Recommendations :	<ol style="list-style-type: none">1. Tameside Council Cabinet Outcomes 2015 is approved.2. Tameside Council Cabinet Outcomes 2015 is published on the Council's website from September 2015.
Links to Community Strategy :	Tameside Council Cabinet Outcomes 2015 aligns with the priorities of the Corporate Plan 2015-20 and the partnership wide Community Strategy.
Policy Implications :	Tameside Council Cabinet Outcomes 2015 will underpin the Council's Policy Framework and will be critical in implementing some of the Council's key policies.
Financial Implications : (Authorised by the Section 151 Officer)	There are no direct financial implications of this report but the ongoing work regarding savings and achievement of a balanced budget has a direct correlation with the delivery of the outcomes framework and Corporate Plan.
Legal Implications : (Authorised by the Borough Solicitor)	It is important that given the significant financial challenges the Council faces and the economic and welfare challenges the Borough faces that we set out clear outcomes and deliverables that we need to achieve through the governance framework which requires the Cabinet to lead on these.
Risk Management :	Tameside Council Cabinet Outcomes 2015 will support the effective management of risk across the organisation.
Access to Information :	The background papers relating to this report can be inspected by contacting the report writer Sarah Dobson:  Telephone: 0161 342 4417  e-mail: sarah.dobson@tameside.gov.uk

1.0 TAMESIDE COUNCIL CABINET OUTCOMES 2015

- 1.1 This report presents Tameside Council Cabinet Outcomes 2015 document to Executive Cabinet for approval.
- 1.2 Tameside Council continues to face major financial challenges. Within that context it is important that the Council has an agreed a programme of work, which both enables the Council to deliver a balanced budget through a series of savings programmes while remaining focused on key initiatives which will deliver the longer term vision for the Borough as outlined in the Corporate Plan 2015-20.
- 1.3 Tameside Council Cabinet Outcomes 2015 is a key part of the council's framework for delivering key projects and programmes and the document sets out publically achievements to date, ongoing challenges and future projects.
- 1.4 A copy of Tameside Council Cabinet Outcomes 2015 is attached at **Appendix 1**.

2.0 RECOMMENDATIONS

- 2.1 As set out on the front of the report.

Tameside Council Cabinet Outcomes 2015



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Front cover image: Tameside Apprentices



Councillor Kieran Quinn
Executive Leader

Executive Leader

The Executive Leader is the head of Tameside Council's Executive Cabinet. He has a role in all the Council's affairs although in practice most areas of operation are assigned to designated Executive Members. The Executive Leader has responsibility for the budget, strategic economic development, regeneration and skills. He chairs Executive Cabinet meetings and exercises responsibilities in conjunction with the Executive Members. The Executive Leader chairs the Greater Manchester Pension Fund. He is also Tameside Council's representative at the Association of Greater Manchester Authorities (AGMA).

Introduction

The last year has been an extremely challenging one for Tameside Council. The Government's ongoing austerity programme has forced us to cut £142 million from the budget over the last four years, and we are now faced with the challenge of removing a further £83 million over the next 5 years and facing a possible further £10m in year cut in 2015 as a result of the government's 'stability' budget.

Despite this, we have remained focused and continue to deliver high-quality, value-for-money services. This document details the Cabinet's work over the last year and outlines what it has achieved in the face of severe financial pressure.

We opened the organisation up to external scrutiny through a Peer Challenge. The feedback was really positive and enabled us to celebrate our strengths and identify some important areas for us to focus on in the future.

We are an organisation with a track record which responds and delivers. We have strong and stable political and managerial leadership, and have a good understanding of the needs of Tameside. We are working hard to sustain and strengthen our financial base into the future, in part, through building our tax base and through developing new, lower cost service offers. We continue to work hard to protect hard working families from the impact of cuts as well as supporting our most vulnerable residents. We are growing the economy and helping to create more jobs and opportunities, particularly for our young people.

Tameside has been at the forefront of Devolution negotiations with Government which have seen over £6bn of health funding devolved and enabled decisions about Greater Manchester to be made in Greater Manchester, in the critical policy areas of skills, transport and housing.

We are dealing with cuts by focusing on early intervention and prevention, reducing the need for high cost services which respond to failure and crisis. We are also putting people and services before buildings, while co-locating services and staff across the public sector to reduce the number of expensive buildings we occupy.

We are looking to how we can further harness the power of technology to deliver services more cheaply, more imaginatively and in a way in which the majority of our population want to access them. We are looking at ways to strengthen our working relationships with key partners to join up services, exploiting every available opportunity to do more with less.

Despite the financial challenges we face we remain ambitious for the people of Tameside. Vision Tameside is an exciting programme of activity designed to provide state of the art learning facilities for our young people on their doorstep. Vision Tameside will also reinvigorate our town centres, safeguard prestigious buildings across the Borough and bring vital public services together making them easier for residents to access.

We remain committed to protecting the most vulnerable, children, the elderly, sick and those in poverty. We have launched initiatives to protect our residents from the impact of poverty including 'My Home Finance', Tameside Help with Benefits and the Better Energy Deal. In recent years we have made staggering progress with apprenticeships. Tameside has successfully delivered apprenticeship schemes for over 30 years in one form or another; from our original Junior Entrant Scheme to our innovative Tameside Apprentice Programme (TAP). Currently we are supporting over 40 apprenticeships across 12 different frameworks. In 2015 the Council has hosted the 'Tameside Apprenticeship Fair' bringing together local employers and training providers to showcase apprentice opportunities, with over 1200 children and young people in attendance.

We have taken some difficult decisions about the future of high profile services such as libraries, streetscene and children's centres, but where we have done this it has been on the basis of a strong evidence base about need and in the context of developing a new, service offers that support our priorities. Through our successful budget consultation we engaged over 1,000 residents in a detailed conversation about how we target increasingly scarce resources for the people of Tameside.

The majority of people responding to the consultation supported a modest rise in Council Tax in the face of significant cuts to our budget now totalling over 56% of our government grant. The majority of respondents also supported key initiatives to deliver savings and improve our tax base including, full roll out of the Bin Swap, release of key sites for housing and economic development, rationalisation of council owned buildings, more electronic service delivery and more volunteering.

This year we embarked on the delivery of our 15 for 15 Pledges programme an ambitious set of priorities which we know will improve life for our residents.

15 Pledges for 2015

- 1** Youth jobs pledge
- 2** Tameside Enterprise Scheme
- 3** Free swimming events for the under 16s
- 4** Fair credit and fair pay
- 5** Helping older people feel safe in their homes
- 6** Family activities
- 7** Free travel for the long term unemployed
- 8** Affordable homes reserved for Tameside people
- 9** Veterans jobs pledge
- 10** Town centre loyalty scheme
- 11** £1 million to tidy up town centres
- 12** Greening Tameside
- 13** £1 million to repair potholes
- 14** Cheaper car parking
- 15** Youth Council



Outcomes 2014/15

- **Devolution** - Secured the biggest Devolution deal ever, £6bn of healthcare funding devolved, along with powers over transport, skills and housing.
- **Unemployment** - have dropped rapidly and are now well below the England and Greater Manchester averages, Job Seeker Allowance claims are at an all-time low, as is the number of young people not in education, employment and training.
- **Digital Infrastructure** - We have recently completed the installation of superfast digital infrastructure in the area which is capable of delivering the fastest broadband speeds in the UK.
- **Tameside Loyalty Card** - We have put in place a shopper loyalty scheme across all of our town centres with over 205 businesses and 1145 shoppers registered.
- **Car Parking** - We have lowered car parking charges across the Borough, and now have the cheapest Council Car Parking in Greater Manchester.
- **Affordable Homes** - We have delivered 270 affordable homes, through an innovative partnership with one of our Registered Social Landlord (RSL) partners, New Charter Housing, in a ground breaking partnership, bringing both much needed housing and investment.
- **Transport Infrastructure** - We continue to lever in investment for our road infrastructure with improvements at pinch points (Ashton By-pass / Park Parade, M60 junctions 23/24 and Hurst Cross). We continue to lobby to improve Tameside's rail infrastructure, including connectivity to High Speed 2 (HS2), and the possible re-opening of the Denton rail line.
- **Public Sector Reform** - Tameside has helped to drive the Public Sector Reform (PSR) programme across Greater Manchester, now seen as nationally important, and which has acted as a lever for significant reforms including greater freedom and flexibilities for local government.

- **Greater Manchester Pension Fund** - Tameside hosts the Greater Manchester Pension Fund, the largest local authority pension fund in the country which controls over £17bn worth of assets. The Leader is the Chair of the National Local Authority Pension Fund Forum (LAPFF) and a Member of the Local Government Pension Scheme's scheme Advisory Board. More of our pension fund investments have been focussed on local opportunities so that they support the sub regional economy and deliver commercial returns.
- **New Pension Fund Headquarters** - We have also built a new headquarters for the Pension Fund in the heart of Droylsden bringing much needed investment and jobs and skills associated with this important employer in Tameside.
- **Buildings and Facilities** - Our buildings and facilities are managed through the Tameside Investment Partnership (TIP) with Carillion (a development from our Local Education Partnership) and our strategic partnership is also providing us with the capacity to deliver key strategic infrastructure developments including, Vision Tameside. The partnership has realised a reduction in operating costs of a third since 2010.

Objectives 2015 and beyond

Economic Development

- **High Quality Corridor** - Deliver a high quality corridor across Ashton linking Ashton Moss, St Petersfield, Marks and Spencer, Ikea and the town centre.
- **Relaunch Tameside Works First** - A programme designed to ensure that local businesses benefit from the procurement activities of the Public Sector in Tameside.
- **Deliver Dragon's Den Business Start Up investment project**- A scheme targeting at supporting local, innovative Business Start Ups.
- **Ashton Baths** - Deliver the Ashton Baths project. Providing high quality flexible space in one of the Borough's most prestigious buildings.

- **Investment Strategy** - Develop a 20 year Investment Strategy for Tameside, including the development of a town offer for Tameside with Ashton and work to open up a high quality corridor across Ashton linking St. Petersfield, M&S / IKEA and the town centre and deliver the 'Vision Tameside' plan to re-develop Ashton Town Centre.
- **Manufacturing Hub** - Work to position Tameside as the manufacturing hub of Greater Manchester, with a particular focus on developing cross-Pennine links with Yorkshire (with a focus on transport, manufacturing & devolution).
- **Digital Infrastructure** - Promote & expand the Tameside Digital Infrastructure Co-operative (TDIC) bringing state of the art connectivity to Tameside and giving the Borough the fastest Broadband speeds in the country. As part of this programme we will deliver the Ashton Old Baths Digital Hub development.
- **Work and Skills** - We will develop a comprehensive work & skills offer for all ages that is integrated across different providers and agencies. This will involve redesigning the support available those who need additional help to get into work through programmes like Working Well & Local Services Support Fund.
- **Town Centres** - We will continue to invest in town centres, strengthening our Town Teams and developing a loyalty scheme for local spending to reward local people and support local shops.



Councillor John Taylor
Deputy Executive Leader

Deputy Executive Leader

The Deputy Executive Leader is deputy chair of the Executive Cabinet and, as such, deputises for the Executive Leader in respect of all the Council's affairs. As such, the Deputy Executive Leader is responsible for liaising with other Members of the Executive Cabinet, particularly where matters within the brief, affect other aspects of Council business or affect the Borough. The Deputy Executive Leader is also responsible for all matters relating to the Council's affairs in respect of the environmental services portfolio.

Outcomes 2014/15

- **Bin Swap** - We have rolled out a successful Bin Swap pilot exercise, which will see residual capacity reduced and a planned increase in recycling rates at no significant capital cost. Overall, the tonnage of residual waste sent to landfill was down by up to 25%, and recycling rates increased. The Tameside 'bin app' allows residents to see real time information about waste collection services and to report problems. This app was developed by a resident using information we have put into the public domain and has subsequently been adopted and promoted by the Council. This is a model we intend to use across the organisation.
- **Markets** - Our markets continue to excel. Ashton Market has been voted Britain's favourite for two years running (with over 100,000 public votes), the market has also been voted Britain's Favourite Coach Destination and Britain's Greenest Market. Our Christmas Markets go from strength to strength and we have introduced a number of other seasonal and specialist markets including Farmers Markets and the Droylsden Easter Market.
- **Workforce** - Our workforce is the most important asset we have in driving forward our change programme. We have been working hard to listen and respond to our workforce, looking for ways to empower people while being clear that we need to change in terms of our adaptability and flexibility going forward.
- **Engagement** - We have focused heavily on strengthening our engagement with staff using mechanisms such as the Employee Survey and by opening up more channels for employees to provide feedback.
- **Training and Development** - We have launched our GEARs, workforce development and training offer, designed to enable staff to access a wide range of learning opportunities including the provision of secondment opportunities, cross multiple organisations, Webinars and E-Learning, Social media and internal networking. We are supporting the workforce through initiatives such as our 'Learn at Work Day' and the Tameside e-learning portal for on-line training. We also have 'Good Work Good Health' and 'Happy, Healthy & Here' programmes to ensure that our workforce remains healthy, resilient and able to deliver.
- **Sickness Absence** - We have again delivered the lowest rates of sickness absence across all Greater Manchester councils. During 2014/15 the Council lost on average 7.4 days per full time equivalent employee due to sickness absence, these figures include support staff and teaching staff within schools.
- **Elected Member Development** - Our elected member development programme, which has achieved level two accreditation through North West Employers provides a broad scope of opportunities and experiences for elected members.

Objectives 2015 and beyond

- **Bin Swap** - We will continue with roll out of the Bin Swap pilot programme to deliver significant costs savings and increase recycling rates in Tameside.
- **Waste Collection and Disposal** - We will continue to explore other opportunities to strengthen our approach to waste collection and disposal with a focus on maximising efficiency and increasing recycling rates.
- **Energy Costs** - We will launch further mass energy switch / purchasing schemes, helping the residents of Tameside to access lower cost heating through the power of collective buying.
- **Buy with Confidence** - We will expand further the 'Buy with Confidence' scheme to support local small business and protect citizens from rogue traders.
- **Staffing and organisational development** - Despite the changes and challenges that the organisation faces during this period of austerity, we will continue to be a good employer. We will support employees in the work place, promote ongoing personal development and the general health and wellbeing of our workforce. This will lead to improved levels of attendance and productivity, higher levels of motivation and pride in work.
- **Ashton Market Square re-development** - Work has now started on our Ashton Market Square re-development, a £4.5 million project which has been through three phases

of consultation & engagement and will support existing and new businesses, increase employment, secure investment and improve the quality of open space within the town centre.

- **Digital By Design** - We will fundamentally redesign all of our services to ensure that wherever possible we offer the opportunity to engage with us digitally, through our website, through apps and through a new Citizen's Portal.
- **Agile and Mobile Working** - The Council will move from an office based working model towards a greater degree of agile and mobile working, following the decant from Tameside Administrative Centre in Ashton.
- **IER** - We will implement Individual Electoral Registration (IER), a government driven programme to change the way in which the electoral register is updated.
- **Managing Attendance** - We are currently refreshing our approach to managing attendance through the implementation of a refreshed policy with reduced absence triggers for intervention and support, a strong and supportive emphasis on good health and wellbeing following a recent slight increase.
- **Ongoing Workforce Cost Reduction** - We will review and simplify job roles across the Council to create a more flexible and adaptable workforce and we will continue to work to reduce the employment costs i.e. mileage, overtime, agency etc

Hospital Outdoor Market







Councillor Jim Fitzpatrick
First Deputy
(Performance and Finance)

Executive Member - First Deputy (Performance and Finance)

The Executive Member is responsible for all council matters in respect of performance, finance and Information Technology. He is responsible for liaising with other members of the Executive Cabinet, particularly where his brief affects the borough or other aspects of council business.

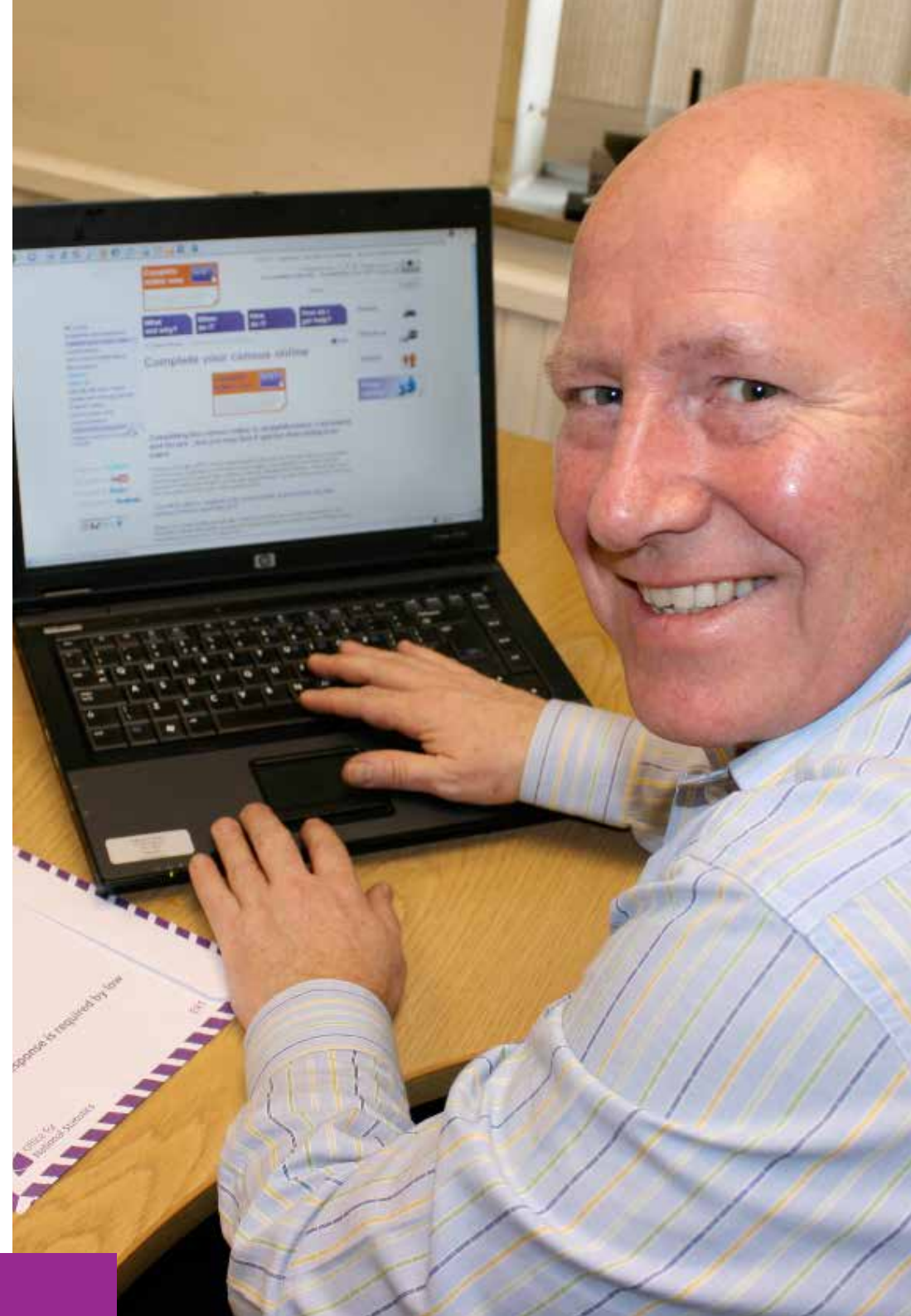
Outcomes 2014/15

- **Financial Management** - Tameside has balanced its budget, despite having to face a reduction in funding of £104 million since 2010, further cuts this year and next of £38 million and up to £10 million of additional in year cuts as a result of the government's stability budget this year. Work on the council's medium-term financial strategy has enabled sound financial planning in the face of unprecedented cuts in resources. The Audit Commission has stated that our management arrangements provide strong foundations for financial resilience and that we are well placed to identify and deliver efficiencies.
- **Local Government Finance Act** - We have successfully responded to the requirements of the Act, including the successful introduction of a new Local Council Tax Support Scheme. The Council continues to maintain a high Council Tax collection rate, which exceeds forecasts at 94%.
- **Corporate Peer Challenge** - We volunteered to undertake a Corporate Peer Challenge which was concluded in June 2014. The challenge process praised our financial management and recognised the commitment and loyalty exhibited by staff and leadership alike.
- **The Annual Audit Letter** - from Grant Thornton stated 'current arrangements for securing a sound financial position are good. The Council remains well-placed to deal with the current and anticipated financial environment within local government'. Alongside this, Tameside achieved a green rating across all the areas of focus assessed for the Securing Financial Resilience Report.
- **Business Rates Revenue** - has become ever more important to the Council following the introduction of the Business Rate Retention System. Collection rates have remained at a high level of 96% to assist the Council's budget. We have introduced the Business Rates Retail Relief Scheme so that retail premises with a rateable value below £50,000 receive up to £1,000 reduction on their business rates bill.
- **Automation** - The Council has worked hard over the last two years to automate as many processes as possible to achieve efficiencies and reduce costs. We are one of the first authorities in Greater Manchester to achieve automation of the thousands of DWP records sent to us every day. This ensures that benefits are paid correctly and on time. We have successfully implemented self-service for customers to access their Council Tax and benefit accounts on line. Landlords can also access their rent payment details in the same way.
- **Pre-payment** - Pre-paid cards for Direct Payment customer have been implemented and have realised efficiencies in processing Direct Payments and offer a number of improvements to the customer's journey.
- **Audit and Fraud detection** - Several audits have been undertaken which have identified significant cash savings for the Council and the Greater Manchester Pension Fund. We remain fully committed to the prevention, deterrence and detection of housing and Council Tax benefit fraud.
- **Information Governance** - The Information Governance Framework has been introduced and an awareness campaign was launched to disseminate the details of the framework to all staff. Training sessions were delivered for managers to outline the importance of the supporting documents with particular reference made to the Information Governance Policy and the Information Governance Conduct Policy.
- **Consolidation** - We continue to reduce the number of staff and spend in various support services across the Council and are developing new ways of working to improve the way we work at lower costs.

- **Buildings and Assets** - We continue to put services before buildings and are only protecting our most prestigious civic buildings (primarily our town halls); everything else is subject to review. We have disposed of over 60 surplus buildings (and plots of land) with another 20 disposals in progress. We are increasingly co-locating services across the public sector asset base for example in Ashton Police Station, Hattersley Hub and Stalybridge Fire Station and we have a range of partners including Citizen's Advice Bureau (CAB), Greater Manchester Fire and Rescue Service (GMFRS) and the Department for Work and Pensions (DWP) operating from our main base in Ashton. We will continue to further rationalise surplus office space in preparation of the new Joint Public Service Centre.

Objectives 2015 and beyond

- **Charging and Collection** - We will continue to strengthen our approach to charging and collection of Council Tax and Business Rates, this will include liaising closely with the Valuation Office Agency to ensure that outstanding appeals for Business Rates customers are resolved in line with Government's stated aim.
- **Data Matching** - The Department for Work and Pensions announced a data matching project which was implemented in September 2014, whereby real time information in relation to earned income, is provided to the Council. This provides increased opportunity to identify fraud and error within the benefits system.
- **Support to Residents** - We will continue to work with partners to provide support for our residents following the changes the Government have introduced to the welfare reform as part of this we will continue to support customers in accessing their Council Tax and Benefit accounts on line. This will help our residents prepare for the channel shift proposed by Government to be digital by default.
- **Care Act 2014** - We will implement the changes to the Adults Services charging and assessment framework as required by law, for implementation from April 2015.
- **Universal Credit** - We will continue to constructively engage with Universal Credit roll out to ensure we can best address the impact on local people.
- **Open Data** - We will develop an approach to 'Open Data' & 'Transparency' that promotes new ideas and innovation.
- **Reduction in the Number of Council Owned Buildings** - We will continue to actively review our buildings and assets and will reduce where necessary. Where this can safeguard precious public resources, moving to co-locate public services wherever possible and develop a public service building in every neighbourhood. We will progress the demolition of Tameside Administrative Centre and its replacement with a smaller, more efficient joint service centre. We will also reduce the carbon footprint of the Council's buildings.





Councillor Brenda Warrington
Executive Member -
(Adult Social Care and Wellbeing)

Executive Member - Adult Social Care and Wellbeing

The Executive Member is responsible for all matters relating to the Council's affairs in respect of the Adult Social Care and Wellbeing brief. As such, the Executive Member is responsible for liaising with other members of the executive cabinet, particularly where matters within the brief, affect other aspects of Council business or affect the Borough.

Outcomes 2014/15

- **Rationalisation** - £1.5m was saved through management and staffing rationalisation.
- **Learning Disabilities** - New housing options were developed across the borough for adults who have learning disabilities. These schemes allowed people greater choice of available housing while also leading to savings in the region of £300,000. The rationalisation and redesign of learning disability day services means a wider range of services are provided by the independent / voluntary sector individuals have greater choice and control of services received while achieving combined savings of £488,000.
- **Personal Budgeting** - There are now 2,014 individuals who have a personal budget and choose how their long term care and support is delivered.
- **Direct Payments** - A review of individual outcomes for people in receipt of a direct payment resulted in savings of £407,000 whilst continuing to support choice and control.
- **Out of Borough Provision** - Reductions in the number of people living outside the borough that are funded by the local Authority led to £130,000 in savings while facilitating the return of people back to the area to live closer to family and friends.
- **Integration** - The development of the Integrated Response and Intervention Service for Older People (IRIS) team has led to a significant reduction in avoidable admissions to hospital while ensuring individuals have appropriate health and social care interventions within their own home.
- **Technology** - The use of technology such as Telehealth and Telecare, the use of equipment and adaptations in people's homes, has meant more people have been helped to live more independently at home reducing the need for hospital admissions, admissions to residential care or reductions in packages of care provided in the person's home.
- **Early Intervention** - Early intervention from IRIS, reablement services and health and wellbeing services has led to reductions in admissions to residential care and access to more formal care services.
- **Commissioning** - Working with contractors / providers of services across the borough has meant that increases in spend have been kept to a minimum, contributing to the Council's budget reductions / savings targets.
- **Peer Review** - The Peer Review of Adult Safeguarding within the borough found that Tameside had "very strong adult safeguarding arrangements" in place
- **External validation** - The Local Government Association (LGA) has acknowledged that Tameside Adult Services' performance in relation to the efficiency programme has been excellent and senior managers from Adult Services were invited to present initiatives to an LGA conference in London to share this work with directors and senior managers from across the country.

Objectives 2015 and beyond

- **Housing** - We continue to review and develop the range of housing options in the borough in conjunction with providers. Accessible housing, the use of Telehealth and Telecare technology and the use of aids and adaptations all contribute to promoting independence and greater choice and control to individuals about how and where they want to live.
- **Autism Services** - We continue to improve and develop services for children and adults on the autistic spectrum in line with the Autism Act, statutory guidance and Tameside's Joint Autism Strategy. Priorities focus on greater access to diagnosis and assessment, access to services both formal and leisure through awareness raising and the promotion of reasonable adjustments across all areas of society.
- **Integration of Learning Disability Services** - A key priority for the forthcoming year is the merger of local authority and NHS Children and Adult Learning Disability Services to create a fully integrated all age learning disability service. Our aim is to improve responsiveness and outcomes for people with learning disabilities, their families and carers. This work includes better partnership working with other agencies such as Education in developing more locally based specialist education, transition, housing, employment and care services to reduce out of borough placements.
- **Commissioning** - Working with the voluntary and community sector we continue to support the development of new and innovative services available to vulnerable people in the borough. Our focus is on increasing community capacity and engagement to assist in key priorities around early intervention and prevention, offering a greater range of service options to promote increased choice and control and to reduce the number of services directly commissioned by the Council. This work is underpinned by the Adult Services Market Position Statement.
- **Care Together** - We recognise the importance of much greater integration between health and social care services to enable people to get care in the right place, at the right time, from the right service. To this aim we are committed to Tameside and Glossop's Care Together Integration Programme which will deliver a combined integrated care organisation that will provide all health and social care services in the Borough.
- **Care Act** - Implementation of the first phase took place in April 2015 and we will ensure that we are in a position to deliver on all of the new statutory responsibilities including the provision of a statutory adult safeguarding board and the development of assessment and care planning systems for citizens and their carers. We will also ensure that the necessary systems and processes are in place ahead of the April 2016 care funding changes set out in the Care Act.
- **Integrated Response and Intervention Services** - We will further develop the work of the Integrated Response and Intervention Service to ensure that when people are in crisis there is a response that enables people to remain in their own home rather than have to attend hospital or an emergency residential care placement. We will also develop an integrated locality model of care and support that will bring key staff groups from the council and NHS together to ensure that people receive the right help and support at the time they need it.

- **Dementia Care** - We understand that dementia is one of the biggest challenges we are faced with today, with the future scale of dementia increasing alongside an ageing population. We are committed to working with health services to reduce the burden of dementia focusing on prevention, early intervention and providing appropriate support for vulnerable adults with the condition. Additionally we will work with the Alzheimer's Society and key stakeholders towards making Tameside a dementia friendly community.





Councillor Allison Gwynne
Executive Member
(Children and Families)

Executive Member - Children and Families

The Executive Member is responsible for all matters relating to the Council's affairs in respect of the Services for Children and Families brief. As such, the Executive Member is responsible for liaising with other members of the executive cabinet, particularly where matters within the brief affect other aspects of council business or affect the Borough.

Outcomes 2014/15

- **Troubled Families** - We have worked with over 600 troubled families in Tameside, dealing with a range of issues including crime, unemployment, school attendance and an additional 1,400 families in our early intervention service.
- **Children's Centre Review** - We have implemented the Children's Centre Review and Integrate the Early Help Offer across the public sector.
- **HUB** - We have launched our children and families hub (public service hub) and have in place a daily multi agency safeguarding hub (MASH) meeting with agreed screening, allocations and step up / down processes within HUB, Early Help, universal services and Inspire. We have taken a staged approach to developing phase two of our HUB in Denton.
- **Fostering and Adoption** - We have entered into a strategic alliance to improve outcomes and reduce costs in our adoption and fostering service. Our Four4adoption service, a partnership between Tameside, Stockport, Trafford and Cheshire East, is increasing the number of adoptions across all four boroughs by bringing together our collective capacity.
- **Young People Not in Education Employment and Training** - We have continued to work very hard to encourage our young people to stay in education or work. The proportion of 16 to 18-year-old NEETs (not in employment, education or training) has fallen from 6.6 per cent in 2012 to 4.4 per cent.
- **Child Sexual Exploitation** - We have been working hard to address child sexual exploitation through our newly created multi agency Phoenix team. This integrated approach focuses on providing a tailor made service for each child to provide the best outcome and protect our children across the borough.

Such developments are critical if we are to succeed in addressing the huge challenge that child sexual exploitation presents.

- **Youth Services** - 2014 saw the development of the Partnership Youth offer – integrated with partners, community and the voluntary sector.

Objectives 2015 and beyond

- **Out of Borough Placements** - We will review our approach to out of borough placements for vulnerable children to ensure they are placed in the best and most cost-effective settings, using in borough provision wherever possible.
- **Foster Carers** - We will enhance our programme of activity designed to identify and support more foster carers to take children with complex needs.
- **Child Sexual Exploitation** - We will continue to develop our multi-agency approach to ensure young people are protected from sexual exploitation.
- **Troubled Families** - We will support more troubled families to turn their lives around and become more self-sufficient.
- **HUB** - We will further develop the children and families Hub to ensure a co-ordinated and multi-agency approach to families in need.
- **Healthy Child Programme** - We will deliver and roll out the Early Years Delivery model and links to the integrated Wellness Offer to improve the health and wellbeing of all children through the Healthy Child programme.
- **Drug and Alcohol** - We will transform the way in which we support children and young people who either have drug and alcohol needs or who are affected by parental substance misuse.





Councillor Lynn Travis
Executive Member -
(Health and
Neighbourhoods)

Executive Member - Health and Neighbourhoods

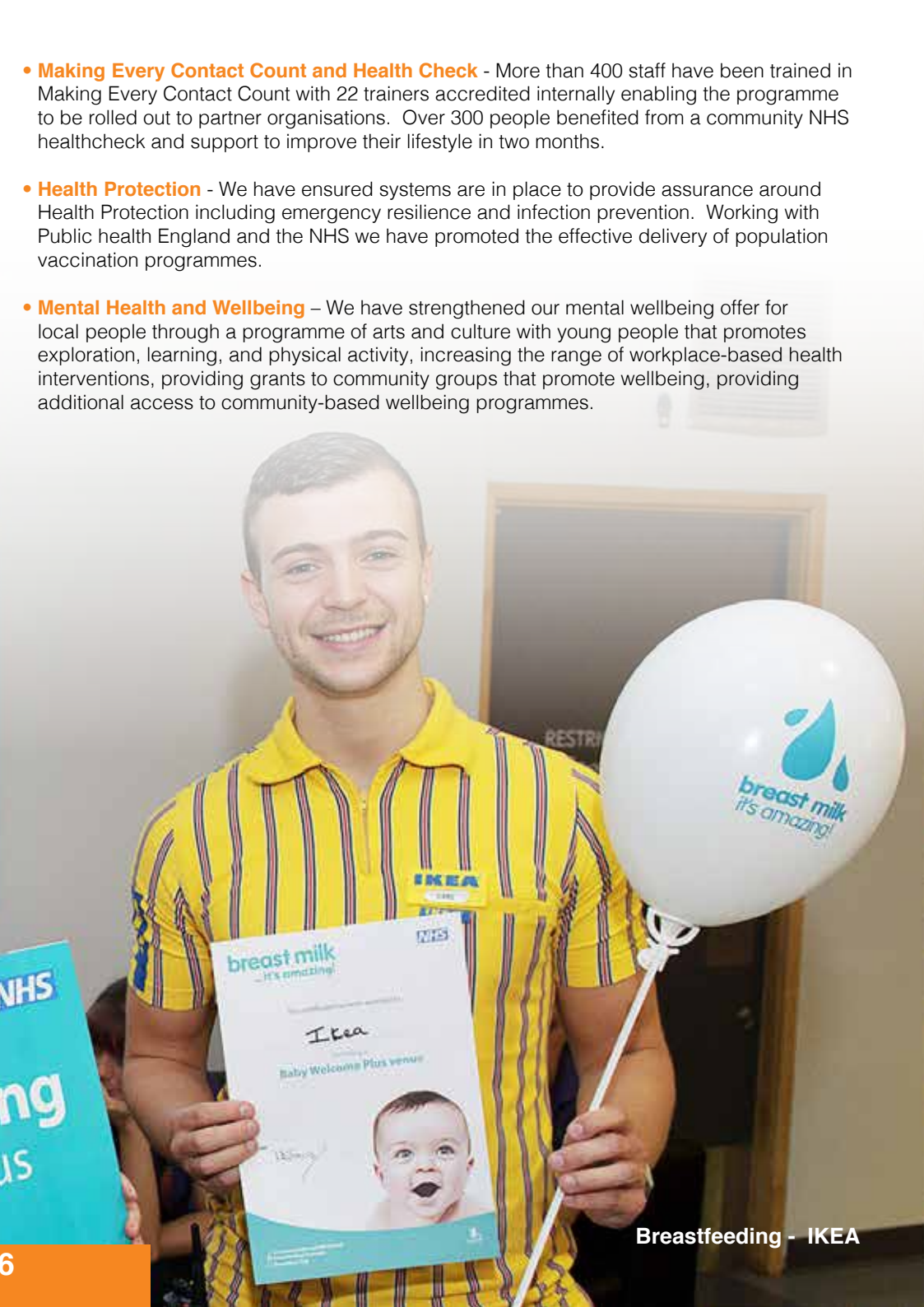
The Executive Member is responsible for all matters relating to the Council's affairs in respect of the Health and Neighbourhoods brief. As such, the Executive Member is responsible for liaising with other Members of the Executive Cabinet, particularly where matters within the brief affect other aspects of Council business or affect the Borough.

Outcomes 2014/15

- **Customer Services** - We have continued to develop our Customer Services offer which provides a face to face service offering in-depth information and advice on council based services. Primarily handling housing benefit and Council Tax enquiries including for the most vulnerable residents who are unable to access services by other methods.
- **Customer Services Excellence** - We have recently been reaccredited by independent assessors from Customer Service Excellence (CSE) having achieved 100% compliance across all CSE standards. In addition we have been awarded eight areas of Compliance Plus, clear evidence of our continuing commitment to customer services.
- **Welfare Rights and Debt Advice** - We have worked hard to continue to develop our Welfare Rights and Debt Advice Service through the provision of specialist advice on welfare benefits and debt including representation at court and tribunal.
- **Homelessness** - We have achieved the national Gold Standard Accreditation for Homelessness which accredits our services as providing comprehensive homelessness prevention support that is both efficient and cost effective.
- **Cultural Offer** - We have refocused our Cultural Offer to engage and include more residents and the community with mass participation events like the Lantern Parade, Cinema in the Park and Armed Forces Day. We have been identified as a National Centre of Excellence for Arts Award by the Arts Council having engaged with over 6,000 young people in the Arts Award programme to get an accredited qualification.
- **Neighbourhood Services** - We have established a comprehensive Neighbourhood Service with four integrated neighbourhood teams. In addition we have explored opportunities within the third sector for harnessing community assets.
- **Alcohol Services** - We have undertaken a wide ranging transformation project to enhance our local response to the harm caused by Drugs and Alcohol. Our approach has been peer assessed and widely praised
- **Casserole Club** - We have implemented the 'Casserole Club' model where people provide meals for vulnerable neighbours.
- **Operations and Greenspace** - We have fundamentally redesigned our Operations and Greenspace functions, implementing a more efficient zonal approach to street cleansing and grounds maintenance. Introducing multi-functional roles to our workforce enabled us to respond to any increased demand and challenges with greater efficiency. Key parks, town centres and high profile sites are clean and well maintained.
- **Community Payback** - In 12 months 20,000 unpaid hours have been committed to the Operations and Greenspace service from Community Payback. In addition to reducing our agency spends this has provided valuable work experience for Tameside residents. This project won a national Local Government Chronicle Award.
- **Volunteering** - We continue to develop volunteering opportunities across service areas to carry out operational tasks which now includes taking ownership of some rights of way. The Operations and Greenspace Service also engages with hard to reach groups i.e. Routes to Work and now works closely with other Council services i.e. Looked After Children, Public Health and Adult Services to tackle demand reduction.

- **Public Health** - The Council has developed its Public health workforce. This has enabled a transformational approach to major service redesign projects such as substance misuse. We have been reviewed all Public Health contracts and worked with partners to promote prevention and early intervention opportunities.
- **Joint Strategic Needs Assessment** - We have developed a whole system approach to supporting the health and social care economy by refreshing the Joint Strategic Needs Assessment and producing a partnership led Joint Health and Wellbeing Strategy.
- **Health and Wellbeing Strategy** - The Health and Wellbeing Board continues to develop a comprehensive work programme built on the priorities of the Joint Health and Wellbeing Strategy and the Joint Strategic Needs Assessment. The focus has been on developing collaborative actions needed to improve the health in Tameside and reduce health inequalities.
- **Teenage Conceptions and Alcohol Related Admissions** - Our collaborative approach to supporting young people who are at risk, has contributed to a significant reduction in teenage conception rates.

- **Making Every Contact Count and Health Check** - More than 400 staff have been trained in Making Every Contact Count with 22 trainers accredited internally enabling the programme to be rolled out to partner organisations. Over 300 people benefited from a community NHS healthcheck and support to improve their lifestyle in two months.
- **Health Protection** - We have ensured systems are in place to provide assurance around Health Protection including emergency resilience and infection prevention. Working with Public health England and the NHS we have promoted the effective delivery of population vaccination programmes.
- **Mental Health and Wellbeing** - We have strengthened our mental wellbeing offer for local people through a programme of arts and culture with young people that promotes exploration, learning, and physical activity, increasing the range of workplace-based health interventions, providing grants to community groups that promote wellbeing, providing additional access to community-based wellbeing programmes.



Objectives 2015 and beyond

- **Tameside Together** - Continue to drive forward the Tameside Together approach, supporting communities to make Tameside a safe, clean and healthy place to live, work and play. This includes:

- Establishing Neighbourhood Forums where partners and community representatives will drive forward an ambitious programme of work to make a real difference in neighbourhoods. To agree priority issues they want to tackle ensuring communities become self sufficient.
- Integrating Young People into all aspects of council and community work, supporting them to develop and flourish into our adult community of tomorrow.

- **Offer to residents** - We will continue to provide a strong cultural and leisure offer to all residents, including heritage, accessible leisure centres and a modern, digitally enabled library service including self issues with the fastest broadband in Greater Manchester.
- **Cultural Opportunities** - We will work to deliver a range of high quality activities and events in partnership with the community, raising civic pride and attracting inward investment including delivery of Arts Award and the Artsmark programme throughout the community and in all schools to raise aspiration and achievement. We will particularly focus on ensuring that vulnerable groups such as looked after children have the breadth and equality of opportunity to participate in cultural and sporting activity.
- **Sports Trust** - Despite ongoing budget pressures, we will work to develop a more sustainable operating model for the Tameside Sports Trust (Active Tameside).
- **Volunteering** - We will continue to encourage volunteering within the community alongside residents and local businesses.
- **Wellness Offer** - We will improve health and wellbeing for residents working with local communities and partners. The aim is to develop a wellness approach and newly commissioned integrated wellbeing service, to improve health and wellbeing outcomes for all those living and

working in Tameside. Following an extensive consultation with over 700 residents we are working on a new vision and delivery model with all our partners. The Partnership Wellness Offer Reference Group is tasked with leading this work during 2015, ensuring that the needs and views of residents are at the heart of the newly emerging Wellbeing Service.

- **Primary Care** - We will enhance the role played by Primary Care by redesigning public health contracts with local GPs and other primary care providers in collaboration with Tameside & Glossop Clinical Commissioning Group and NHS Greater Manchester.
- **Gift of Land** - Develop a community garden in each town of Tameside through a gift of land.
- **Mental Health and Wellbeing** - We will be undertaking a review of mental health services with partners focusing on prevention, early intervention and recovery models of care. A programme of interventions that reduce loneliness and promote community cohesion are being delivered during 15/16. We will be also deliver a digital online service to improve children's access to emotional health advice and support.
- **Social Marketing** - Enable behavioural change and a shift in social norms by maximising the role of Social Marketing. This will include launching a Movement for Health and Wellbeing, being part of the Drinkwise "Let's Look Again at Alcohol" project, and actively engaging in other key campaigns over the next two years.
- **Early Years Delivery Model** - We will work to give all children the best start in life through a Public Health investment fund which will enable roll out of the Early Years Delivery Model across Tameside.
- **More Active More Often** - We will increase our efforts to get Tameside residents 'more active, more often' through a Public Health Investment Fund to enable the Sports Trust to deliver new community offer focusing on early years, supporting people with long term conditions and older people.

- **Affordable Credit** - We will work to expand the My Home Finance finance scheme to provide fair and affordable credit, the Cashbox Credit Union to provide fair and affordable credit and develop the Bank of Tameside idea to develop a safe place for local savers and borrowers.
- **Domestic Abuse** - A comprehensive needs assessment and system review is enabling work on a new delivery model focusing on the prevention of domestic abuse and services that support victims.
- **Healthy Child** - We will develop a Healthy Child programme including a review and implement a revised approach to health visiting and school nursing.
- **5 - 25 Health and Wellbeing Offer** - We are developing and delivering a partnership Health and Wellbeing Programme for all Children and Young People across Tameside.
- **Drug and Alcohol** - We will be embarking on a transformational redesign of drug and alcohol services which will significantly improve the quality of service provided in Tameside and reflect the wider spectrum of need.
- **Sexual Health** - Following the current sexual health review with partners we will be redesigning services to improve access and outcomes particularly for vulnerable young people and at risk adult groups.
- **Complex dependencies** - We will further work with partners targeting our most vulnerable residents with multiple needs that include substance misuse, mental health and homelessness.
- **Digital service Delivery** - We will continue to deliver Digital Tameside programme, saving money and offering better customer service shifting to digital delivery channels wherever possible





Councillor Ged Cooney
Executive Member
(Learning, Skills and
Economic Growth)

Executive Member - Learning, Skills and Economic Growth

The Executive Member holds responsibility for education services. The Council is wholly committed to improving the quality of education across the Borough to ensure that every school is judged good or better by Ofsted.

Outcomes 2014/15

- **School Buildings** - We have invested heavily in the physical infrastructure underpinning educational attainment in recent years and continue to do so as we believe that the right environment can help to create the conditions which inspire and underpin higher levels of aspiration. Through the Building Schools for the Future programme (BSF) virtually every Secondary school in Tameside has been replaced or re-modelled, 14 primary schools have been re-built and 20 undergone major remodelling.
 - **BSF Programme** - The £200 million BSF programme was completed in July 2014, with the remodelling and extension of Astley Sports College and the extension of Cromwell High School.
 - **Primary School Programme** - The new 630 place building for Flowery Field Primary School was completed in February 2015. The £3.5m extension and remodelling programme was completed for Russell Scott Primary School.
 - **Primary School Replacement** – The following primary school have been delivered:
 - Broadoak (Ashton)
 - Holden Clough (Ashton)
 - Flowery Field (Hyde)
 - Silver Springs (Stalybridge)
 - **Autism Provision** - A new Autism Spectrum Condition unit within Samuel Laycock school has been opened. Providing state of the art facilities for pupils.
 - **Capacity** - We have reshaped the service with a new structure, revised focus and refreshed team. We have put in place Strategic Leaders for English and Maths and we have developed a new performance framework underpinned by a School Performance and Standards Panel and Member led Education Attainment Improvement Board. We have also increased capacity in our Special Educational Needs team
- to ensure that those children with additional needs are receiving the support that they need.
- **Schools Good or Outstanding** - The proportion of pupils attending schools in the Borough which are judged as good or better is 79.8% for primary and 49% for secondary. Clearly, there is still further work to be done and we will be continuing to focus our efforts on further improvements in the next two years.
 - **Early Years** - In the Early Years Foundation Stage, we have seen the percentage of children in the Borough achieving a “Good level of development” rise from 42% in 2013 to 52% in 2014.
 - **Our Key Stage 1 results** - have improved slightly in Reading and Maths, and we are in line with the preliminary North West regional averages.
 - **Reading, Writing and Maths** - 80% of children in the Borough achieved Level 4 or above in Reading, Writing and Maths combined at Key Stage 2. We have improved by 6% since 2013 and this increase makes Tameside the most improved authority in the North West. We are also in line with or above both the provisional national and North West averages for Key Stage 2.
 - **Governor Support** - Tameside governors have continued to demonstrate their commitment by attending in impressive numbers the LA’s training and support programme. Last year there was a record 2140 attendances at courses or online GEL (Governor E-learning) training. The impact of our new training programme can be seen in the improved Ofsted outcomes for schools that were inspected over the last year, where the quality of governance was mentioned frequently in the Leadership and Management section of the report.

- **A Plus Trust and Learning 3s** - We have been building capacity for schools to support one another through the development of the 'A Plus Trust' (Secondary schools with Ashton Sixth Form College) and Learning 3s (primary) networks. The creation of the A+ Trust in October 2013 is an innovative, 'not for profit' collaboration between six secondary schools in Tameside (Alder High School, Astley Sports College, Cromwell Special School, Denton Community College, Longdendale High School and Mossley Hollins High School), together with Ashton Sixth Form College. The Trust enables the sharing of expertise and best practice, along with peer challenge, as well as offering better transition arrangements between years 6-7 and 11-12.

In addition, we are working to facilitate other partnership groupings between schools and academies to ensure that there are robust models of peer challenge and support in place.

- **Vision Tameside** - We've made great progress delivering on our Vision Tameside programme. With a new college building opening to the community in the coming weeks on Camp Street, Ashton. Our Advanced Learning Centre and Joint Public Service Centre are well underway.
- **Apprenticeships** - Currently we are supporting over 40 apprenticeships across 12 different frameworks via our Tameside Apprenticeship Programme. Since 2009, over 80 apprentices have secured permanent employment with the Council. The Council hosted the 'Tameside

Apprenticeship Fair' bringing together local employers and training providers to showcase apprentice opportunities, which approximately 1200 pupils and young people attended. In addition, the Council has launched the Jobs with Tameside programme which has enabled over 20 young people, previously claiming out of work benefits to access a work placement programme. Many participants have gone on to secure permanent employment directly as a result of this programme.

- **School Admissions (2015)** - For secondary schools, 87% of applicants were offered their first preference and 97% were offered one of their preferences. For primary schools, 88% of applicants were offered their first preference and 97% were offered one of their preferences.
- **Special Educational Needs and Disabilities** - This year, we responded to the new Special Educational Needs and Disabilities (SEND) reforms introduced under the Children and Families Act, which came into force from September last year. Every Council was required to have their 'Local Offer' on their website by 1 September 2014 and Tameside's offer can be accessed by parents, carers and young people from that date. The 'Local Offer' sets out the services, opportunities and access for children in one place covering additional, targeted and specialist services. Thanks to feedback from parents, carers and our young people, it will continue to develop over the next few years to ensure that it is providing helpful information and advice.



Objectives 2015 and beyond

- **Primary School Replacement/improvement Programme** - The following primary schools will be completed :
 - Silver Springs (Stalybridge)
 - Inspire Academy (Ashton)
 - Discovery Academy (Hattersley, Hyde)
- **Improving Educational Outcomes** - Improving educational outcomes for our children and young people is a key priority for Tameside Council. We want every child in Tameside to achieve above expectations and not be held back by their social circumstances. Furthermore, we want every young person to benefit from a range of opportunities suited to their needs which will lead to successful pathways for further learning or employment.
- **Education Summit** - We will deliver an education summit for educational leaders across Tameside, forging a new future for education across the Borough.
- **Working In Partnership** - We will do this by focusing relentlessly on improving standards in our schools and by ensuring that all children are school ready and achieve at least a good standard of development in their EYFS provision. We will work with other agencies and our health practitioners to ensure that those working through our children's centres and early offer are providing the highest quality early learning and childcare. We will act as champions for children, parents and carers so that every child can go to a good school where they can make good progress in all of their learning year on year.
- **Facilitation** - We will act as a facilitator to share the very best practice and we will broker, both locally and nationally, the best support that is available to help our schools raise standards and tackle underachievement. We will continue to support, monitor and challenge schools to ensure that they continue to improve, helping those who require improvement to make rapid progress to becoming good, and those schools which are already judged as good, to become outstanding.
- **School Support and Brokerage** - We will support the best schools and school leaders to drive improvement through collaborative working and we will broker high quality support for those schools in challenging circumstances so that the pace of improvement is rapid and sustained.
- **Young People** - Our view is that learning is a continuous process in which all learners should be able to progress successfully to the next stage of their lives. We want all of our young people to have the skills and ability to move onto meaningful training and employment and be active contributors to the Tameside economy.
- **Schools Leadership** - Build the leadership capacity in schools through targeted training to ensure we have a model of school to school support which is self-sustaining. We will raise the aspiration and attainment of pupils at all Key Stages by ensuring schools analyse progress data and set challenging goals which increase year on year and are above national averages. Maintain the high quality governor support programmes so that Governors have skills and expertise to support the leadership and management of schools.
- **Absence and Exclusion** - Increase participation in learning and significantly reduce the number of permanent exclusions by supporting schools to develop robust strategies to manage behaviour issues and ensure learning pathways facilitate effective reintegration in to school.
- **Out of Borough Placements** - Reduce the number of placements out of Borough through increasing the development of a comprehensive 'local offer' which is responsive to need, and increase the range of specialist provision within the borough at our special schools (including the new ASC provision at Samuel Laycock in 2015).
- **Post 16 Provision** - Further develop post 16 provision for high needs learners with our local colleges and specialist providers so that young people can access training and development opportunities locally and develop their independence.
- **School Places** - Ensure sufficient capacity for Tameside pupils through successful bids for additional capital to create the extra places we need so that Tameside children can attend Tameside schools.
- **Academy Conversions** - Support & guide the Academy conversions programme to ensure successful and effective change over.
- **Apprenticeships** - We will continue to build on our success around apprenticeships by expanding the Tameside Apprenticeships and Tameside Jobs with Training schemes, through the delivery of Vision Tameside we continue to provide opportunities for apprentices with 30 opportunities being planned.
- **Vision Tameside** - The ongoing delivery of the Vision Tameside programme will remain a key priority for us.



Councillor Peter Robinson
Executive Member
(Transport and
Land Use)

Executive Member - Transport and Land Use

The Executive Member is responsible for all matters relating to the Council's affairs in respect of the Transport and Land Use brief. As such, the Executive Member is responsible for liaising with other members of the executive cabinet, particularly where matters within the brief, affect other aspects of council business or affect the Borough.

Outcomes 2014/15

- **Pinchpoint Construction Programme** - Work started last year at the BT/Asda roundabout. This construction programme is nearing completion and will increase road user and pedestrian safety, improve access and traffic flow.
- **Mottram - Longdendale Bypass** - Following years of lobbying plans have been announced to make this much needed relief road a reality. Delivery of this will remain a key priority.
- **Metrolink** - The arrival of Metrolink in Droylsden and Ashton was an important watershed for Tameside. Developing this connectivity further is a priority.
- **Strategic Transport** - Other key strategic transport developments include; lobbying around rail infrastructure, including connectivity to HS2, the possible reopening of the Denton rail line, Velocity 2025 (a Greater Manchester scheme aimed at delivering a sustained and strategic programme of investment in cycling), and the Ashton-Hyde Cycle Path.
- **Highways** - Recognition of our good practice has resulted in Tameside Council leading on Greater Manchester-wide projects for maintenance work, asset management and highway claims
- **Civil Protection** - We have consolidated our civil protection functionality into a Greater Manchester wide team hosted by Tameside and have good infrastructure in place to respond to incidents, with fire service fire protection officers based at the council offices working with our own staff. This helped us to respond effectively to major incidents, for example the serious fire at Bredbury Waste Disposal Site and the threatened collapse of Park Road New Mill, Dukinfield which involved the evacuation of a number of residents pending demolition of parts of the building following damage caused by storms.
- **Food Hygiene** - The Scores on the Doors food hygiene safety rating scheme has continued to successfully help consumers choose where to eat out or buy food by giving information about the cleanliness standards in restaurants, cafes, takeaways, hotels and shops. The information is made available on the Food Standards Agency website and in the form of a door sticker which displays a rating of zero to five. The scheme also promotes self-regulation within the food industry and will lead to an improvement in food standards.
- **Cemeteries** - Tameside's cemeteries have been recognised as being among the best green space in the country. Dukinfield and Denton have both been awarded a green flag for the third consecutive year.
- **Buy with Confidence** - The Buy With Confidence scheme continues to grow in popularity and now has in excess of 220 members. Trading Standards officers visit all applicants before allowing them on to the approved list which makes it easy for the public to find a trusted trader. The Buy With Confidence iPhone app has been downloaded almost 1,000 times. The success of the scheme is regularly recognised by traders and residents searching for tradesmen.

Objectives 2015 and beyond

- **Transport Infrastructure** - We will lobby for the immediate reinstatement of the work to electrify the Trans-Pennine rail line. We will continue to deliver on local major transport schemes across the borough including a new Tameside Interchange and lobbying to reopen Denton Train Station.
- **Connectivity** - We are undertaking a Tameside Integrated Transport Review, focused on increasing levels of connectivity to key strategic employment sites across Greater Manchester and beyond, ensuring we have the strategic connectivity needed to attract further investment. Tameside is the only council in GM working with Transport for Greater Manchester (TfGM) to take this forward following a challenge from the Council to Transport for Greater Manchester.
- **LED Street Lighting** - LED street lighting to be introduced across Tameside to replace traditional fluorescent bulbs. This will deliver significant cost savings and result in increased energy efficiency.
- **Housing** - We will work to develop a diverse housing offer that reflects a diverse community (affordable, middle and executive homes). We will work to bring vacant land back into use for housing & business developments and will work with owners to bring empty properties back into use.
- **Tameside Works First** - We will refresh and relaunch the Tameside Works First scheme with a focus on digital, media and communications.





ITEM NO: 6

Report To:	EXECUTIVE CABINET
Date:	26 August 2015
Executive Member/Reporting Officer:	Councillor John Taylor (Deputy Executive Leader) Councillor Jim Fitzpatrick First Deputy (Performance & Finance) Steven Pleasant – Chief Executive Sandra Stewart - Executive Director - Governance & Resources
Subject:	CUSTOMER SERVICE EXCELLENCE ASSESSMENT 2015
Report Summary:	The purpose of this report is to advise and update Cabinet members on the recent Customer Service Excellence Assessment and the recommendations submitted and ratified by Centre for Assessment – Accredited Body for the Cabinet Office.
Recommendations:	That Cabinet note the award of the Customer Service Excellence standard which has been achieved for the whole of the Council.
Links to Community Strategy:	The Customer Service Excellence standard links across all aims of the Sustainable Community Strategy. The standard is a tool that shows that the council and its services put the customer at the heart of service delivery.
Policy Implications:	It is an essential component for the organisation to have external validation to view the way that we deliver our services and that we constantly review and continually strive to improve.
Financial Implications: (Authorised by the Section 151 Officer)	There are no direct financial implications as a result of this report.
Legal Implications: (Authorised by the Borough Solicitor)	It is important particularly as the Council addresses its significant budget reductions that we have external measures of performance and delivery of services to residents.
Risk Management:	High standards of customer care impacts significantly on the customer's perceptions of the council and their satisfaction with our services.
Access to Information:	The background papers relating to this report can be inspected by contacting the report writer Julie Speakman Head of Executive Support.

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1. BACKGROUND

- 1.1 The aim of the Customer Service Excellence standard is to encourage, enable and reward organisations that are delivering services based on a genuine understanding of the needs and preferences of their customers and communities.
- 1.3 The foundation of this tool is that the Customer Service Excellence standard tests in great depth those areas that research has indicated are a priority for customers, with particular focus on delivery, timeliness, information, professionalism and staff attitude. Emphasis is also placed on developing customer insight, understanding the user's experience and robust measurement methods.
- 1.4 There are five criteria within the standard that we are judged against. These are:-
 - a) Customer Insight
 - b) Culture of the Organisation
 - c) Information and Access
 - d) Delivery
 - e) Timeliness and Quality of Service
- 1.5 Once accredited with the standard the organisation is subject to annual review for the next two years followed by a full review at year three.
- 1.6 Since the initial accreditation of the standard in 2009, the Council has gone from strength to strength in terms of the continued compliance and a summary of the achievements are outlined below:-
 - a) 2009 Full Assessment – 100% compliance and 2 areas of Compliance Plus.
 - b) 2012 Full Assessment – 100% compliance and 6 areas of Compliance Plus.
 - c) 2013 Surveillance – 100% compliance and a further 1 area to Compliance Plus to add to the existing 6.

(Compliance plus is a discretionary element that can be awarded for parts of a criteria and recognises exceptional best practice.)

2. THE PROCESS FOR 2015 ACCREDITATION

- 2.1 The reaccreditation process for 2015 began some months ago, when service areas began preparing and collating written submissions of evidence to outline how we thought we would meet the standard.
- 2.2 With the information provided an overall council submission was developed and sent for an initial pre assessment known as a Desk-Top Review. The process allows the assessors to check remotely our evidence against the standard's criteria and provide us with some feedback on how far we fared against the standard requirements at that moment in time. This also aided us in planning the assessment site visit timetable.
- 2.3 The next and final stage of the process involved a 5 day onsite assessment. The onsite visits gave the assessors the opportunity to meet with elected members, staff, partners and customers to gain an understanding and demonstration of how we work together to place the customer at the heart of all our service provision.

3. OUTCOME OF THE ASSESSMENT

- 3.1 The assessment was received very positively across the organisation and with our partners and customers. Informal final overall feedback was excellent, with extremely positive comments including:-

“The sense of consistency across service areas in delivery high quality services to customers was even more evident at this assessment.

The passion and motivation of staff is as strong as previous if not stronger and keeping sight of the customer at the end of the process was always at the forefront of service delivering.

The standard that has been witnessed during the assessment week has been extremely high and it continues to be even more remarkable given the continued reduction of resources”

- 3.2 The informal recommendation made by the lead assessor was that the Council should be awarded the standard with 100% compliance against all criteria.
- 3.3 In the Council's previous full assessment in 2012 the organisation in addition to complying the standard 100%, was also awarded **six** areas of compliance plus. Compliance plus is a discretionary element that can be awarded for parts of a criteria and recognises exceptional best practice.
- 3.4 On this occasion, the Lead Assessor confirmed that he was recommending that that not only was the council fulfilling the full requirements of the standard, he was also recommending for this assessment that the council be awarded **eight** new areas of Compliance Plus. This is a tremendous outcome and the Lead Assessor stated ***“in all my time as an assessor for this standard I don't think I have every recommended any organisation for this many areas of compliance plus. This recognises the depth and breadth the organisation places customer services excellence at the heart of what it does”.***

Noted below are the criteria recommended for the Compliance Plus:-

Criteria 1.1.3 – We make particular efforts to identify hard to reach and disadvantage groups and individuals, and have developed our services in response to their specific needs.

Criteria 1.3.5 – We have made positive changes to services as a result of analyzing customer experience, including improved customer journeys.

Criteria 2.1.1 - There is corporate commitment to putting the customer at the heart of service delivery and leaders in our organization actively support this and advocate for customers.

Criteria 2.1.6 – We empower and encourage all employees to actively promote and participate in the customer-focused culture of our organization.

Criteria 2.2.4 - We can demonstrate how customer-facing staffs' insight and experience is incorporate into internal processes, policy development and service planning

Criteria 3.4.1 – We have made arrangements with other providers and partners to offer and supply coordinated services, and these arrangements have demonstrable benefits for our customers

Criteria 3.4.2 – *We have developed coordinated working arrangements with our partners to ensure customers have clear lines of accountability for quality of service.*

Criteria 3.4.3 – *We interact within wider communities and we can demonstrate the ways in which we support those communities.*

- 3.5 The recommendations as a whole have been ratified by the Customer Service Excellence Panel and a copy of the full report can be found at **Appendix 1**.

4. SUMMARY

- 4.1 Service areas will continue to ensure that excellence in customer service is intrinsic in future deliver models and through the Big Conversation the organisation will continue with its commitment to listen to customer's views and feedback.
- 4.2 Communications with our employees, elected members and communities through the use of internal and external channels are being planned to widely publicise the outcome of the assessment.
- 4.3 Coordination of certifications to be displayed in public buildings will be distributed on receipt of the documentation.
- 4.4 The council will be subject to a 12 month on site surveillance visit in the summer 2016 and this is currently scheduled to take place 24 and 25 June 2016.

5. RECOMMENDATION

- 5.1 As set out on the front of the report.

Customer Service Excellence Commercial in Confidence Assessment Report

Organisation	Tameside MBC
Certificate Number	14/3469
Date of next Surveillance	22.06.15
Duration of next Surveillance	TBC
Legal Status	Public

Date: 22 to 25 June 2015

Andrew Mackey and Hugh Keachie
Assessor name
On behalf of Centre for Assessment Ltd

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Introduction

Tameside is a mixed Borough with a mix of rural and urban areas. It is roughly eight miles across and has just under 215,000 people settled in its 40 square miles. It is bordered to the north by the River Medlock, to the south by the River Etherow and Werneth Low, to the east by the Pennines, and to the west by the City of Manchester. It was created in 1974 and comprises 9 towns: Ashton-under-Lyne, Audenshaw, Denton, Droylsden, Dukinfield, Hyde, Longdendale (comprising the villages of Broadbottom, Hollingworth and Mottram), Mossley and Stalybridge. The area includes historic market towns, a canal network and industrial heritage areas as well as direct motorway links and a 20-minute journey to Manchester International Airport.

There is a rich mixture of different cultures, religions and ethnic groups in Tameside. Over five percent of the population is made up of people from ethnic backgrounds other than European, including Afro-Caribbean, Bangladeshi, Chinese, East African, Asian, Indian and Pakistani families. Many more Tamesiders are of Irish, Italian, Polish and Ukrainian backgrounds. In common with all Local Authorities, the Council continues to deal with major reductions in funding, while striving to maintain service levels wherever possible.

The Authority has previously been accredited under the CSE standard following a building block approach in 2009 and a recertification in 2012. This latest assessment looked at the work of the Council as a whole and covered all service areas.

The key objective of the assessment was to establish whether or not the Authority as a whole continues to meet the requirements of the standard; no additional objectives were agreed with the client.

Executive Summary

Overall impression

It was very clear from the evidence provided throughout the assessment process that the organisation does meet the requirements of the Customer Service Excellence standard and the recommendation is therefore that accreditation be agreed. There was clear evidence that the organisation has continued to improve and to focus on the development and delivery of customer-focussed services, despite the continuing financial challenges. Working with the CSE framework has had a definite impact and the client has provided a short statement of the impacts which is provided below.

Areas of particular strength were identified as follows:

- Services across the Council continue to strive to identify the needs and expectations of all their customers, particularly those who are considered to be 'hard to reach'. As a result of the evidence presented, element 1.1.3 has been scored as 'compliance plus'.
- Customer data is being used effectively to inform the ongoing development of services and many examples were provided to show how this works in practice. Element 1.3.5 has been scored 'compliance plus'.
- The corporate commitment is clear and the message about customer service has been communicated and embedded effectively across service areas. Element 2.1.1 has therefore been scored 'compliance plus'.
- The level and impact of empowerment of staff at all levels is clear and this helps drive the continued focus on customer service. Element 2.1.6 has been scored as 'compliance plus'.
- A great deal of work has been done (and continues) to ensure that the workforce in all areas are engaged and involved in the ongoing development of the services, including a series of workforce

engagement sessions hosted by the Chief Executive. Element 2.2.4 has been scored as 'compliance plus'.

- Partnership working has long been seen as being an important part of service delivery and several key examples were provided to show how this has continued over the last 3 years. As a result elements 3.4.1 and 3.4.2 have been scored as 'compliance plus'
- Another area that has always been strong in Tameside has been the support that is provided for local businesses, organisations and communities and again this is an area where further developments have been achieved over the past three years and element 3.4.3 has been scored as 'compliance plus'

Scoring overall across the whole of the framework was very strong and as a result there were no partial compliances. However, a number of areas for ongoing development were identified as follows:

- Information is provided to customers in a range of ways including on the web site and via more traditional means such as local notice boards. It would be helpful to ensure that all information displayed is dated so that customers can see how current the information is. In addition, someone should have responsibility for making regular checks to update and refresh local notice boards. If out of date information is displayed it can cause people to be cynical about the organisation's commitment to really share information.
- Many examples were shown of how good practice has been shared, especially with external agencies, it might be helpful to think about how the Authority could provide regular structured opportunities for staff in different service areas to share good practice across services.

Impacts of using CSE Framework (NB The following was provided by the client)

For many years Tameside MBC has valued the use of the Customer Service Excellence, now more than ever it is important for the organisation to receive external validation on the services and functions we deliver to our customers.

Just because we think we are doing a good job and delivering what is important to customers doesn't necessarily mean it to be the case, that's where the external validation is extremely important to us.

We use the CSE Standard as a tool for learning and improvement across the organisation. We know we have service areas that specialise in key specific fields of work and where best practice can be shared and the standard gives us a platform to support this.

The criteria of the standard helps us to focus our efforts and question ourselves and the work that we do, to make sure that we do what matters in a way that makes a positive difference to customers. By "checking back" to the standard helps us to go back to basics to see we are doing things right in a way that the standard guides us.

The learning of the standard is also of importance to us and each year we review what we have submitted and showcased and reported back through the organisation, so all staff and elected members are aware of the outcome. More important too though is that we share the outcomes with our customers and partners. Finally the external value we get from the standard is of importance. Linking up with likeminded organisations and those that are on the journey of CSE is good for us. We can share good practice but also learn from others in this key field area of work.

Having an accredited body that knows and understands the organisation is of key importance too and over the years we have built a good working relationships with colleagues both in CFA office and our lead assessor Andrew and colleague Hugh.

Summary of findings against Customer Service Excellence

Criterion 1 - CUSTOMER INSIGHT

During the past 3 years the Council's understanding of its customer base has grown and developed. As in previous years, Tameside continue to use appropriate demographic data but this has been supplemented by data from a number of initiatives. For example, the Public Services Hub has helped all the agencies involved to understand their customers and what they need and expect from services. This knowledge is being used to continually shape and develop the range and type of service offered via the hub, especially to individuals and families with complex and challenging needs. Work with the 'hard to reach' groups has included working with local organisations providing services to specific ethnic communities, projects to contact and engage with 'troubled families' and work to help make sure that parents of young children are fully engaged and involved in making sure their children are school-ready when they go into full time school.

Consultation and engagement have become real watchwords for the Authority and several examples were provided to show how these processes work in practice, both with external customers and with staff. A wide range of methods is used to collect feedback from customers, ranging from informal (e.g. in Museums and visitor attractions) to more formal processes (e.g. in relation to Electoral Registration). When consultation takes place the results are analysed effectively and published (e.g. via the website or in the regular newsletter). Many examples were provided to show how the feedback received from customers has been used to improve services for them. 'You said, We did' communications are used to make sure customers know that their input does make a difference.

Satisfaction with services is measured regularly in most service areas and satisfaction rates are generally high. Results are published via the website and on noticeboards at appropriate points around the Borough. Again, several examples were shown to demonstrate how the data collected about customer satisfaction has been used to good effect in developing improved services and better customer journeys – for example the development of partnership working to bring appropriate support services together in the Customer Contact Centre, work on improving support for people to enable them to live independently in their own homes (including at least 6 people aged over 100) and greater coordination between services (e.g. through the 'Making every contact count' initiative) to make customer journeys easier and more effective.

Criterion 2 - THE CULTURE OF THE ORGANISATION

The corporate commitment to the customer and to developing and delivering customer-focussed services is crystal clear, well-documented and effectively communicated. The Chief Executive and the Leader are passionate about what they do and this passion is shared effectively with staff throughout the organisation. A series of workforce engagement sessions has been developed to help further embed this approach for all staff and these are proving to be successful and popular. The Chief Executive and his senior team are visible around the organisation and staff reported that they are easily able to access the senior management team when needed; this helps model the behaviours that the senior team wish to see in their staff. The commitment to customers is embodied in a number of corporate documents including the Corporate Plan, the Mission Statement and in the agreed '15 pledges for 2015'. Staff empowerment across the piece is very high and was evidenced clearly in many service areas. Several staff talked about not allowing the systems to get in the way. Staff retain a clear focus on the person at the end of each contact and they will do what they can to make things right for them. One group of staff talked about 'the power of saying sorry', emphasising the importance of the 'no blame' culture. It was clear from how this approach is implemented that staff are effectively empowered to deliver.

The focus on effective recruitment, selection and training for staff is clear and effective. The approach to training and development has been developed to apply equally to elected members, helping ensure that they have the skills, knowledge and support they need to deliver effectively to local residents. Both

assessors saw clear evidence that staff are helpful and friendly to their customers and this was confirmed by some of the customers spoken to. One customer in the Customer Contact Centre commented *'I might not always like what they say, but they are always brilliant with me'*. Performance is monitored and reported appropriately. Staff ideas and suggestions are actively encouraged – for example as a result of the recent workforce engagement sessions, around 900 staff suggestions have been received and are being processed. Staff feel that they are valued in the organisation – one staff member commented that the workforce engagement sessions made her feel *'validated'* and *'listened to'*.

Criterion 3 - INFORMATION AND ACCESS

Information for customers is made available in a variety of ways and again these have been developed and added to during the last 3 years. Traditional methods including leaflets, newsletters and other written formats, including the website, have been supplemented by the increasing use of social media, including Facebook and Twitter. These developments provide further evidence that the Council continues to monitor what its customers want and respond to those expressed needs as much as possible. A lot of information is provided face to face and staff are trained in information giving – especially in helping make sure that customers have both received and understood the information that has been provided. Alternative formats and presentations are used where appropriate (e.g. through translations, interpreters, provision of large print or Braille and, in some cases, the provision of audio options).

Usage of the various channels is monitored and appropriate action is taken to address any identified issues. For example, recent analysis of customer services appointment data showed a sharp decline in demand over time. With the exception of Ashton, the use of Customer Service Centres has fallen significantly between over the last 3 years and therefore an extensive consultation was undertaken with local residents to ask their views on how they would like customer services to operate in future. In other areas of provision the use and appearance of many buildings owned and operated by the Council are changing as the Vision Tameside initiative takes hold. In the longer term this will deliver better services more efficiently (e.g. through co-locating services and through moving some provision out into the Borough rather than being centred on Ashton).

Partnership working has long been an essential part of how Tameside MBC works and this is no less true today. Many examples were provided during the assessment process to show how this is working in practice to develop and deliver services that better meet the needs and expectations of all customers. Major initiatives include the Public Sector Hub and work towards the development of the Integrated Care Organisation (ICO). However, smaller but equally effective partnership examples were also evidenced (e.g. co-location of the CAB, Credit Union and other supporting bodies in the Customer Contact Centre). The positive impacts of these developments was clearly evidenced, as well as the effective ways in which lines of accountability and responsibility are maintained, even in the closest partnerships. Support for local communities is effective and includes many innovative elements – for example a 'speed networking' event was held to bring local businesses into contact with local charities. The businesses were asked to consider what they could offer to the voluntary sector and the charities were asked to consider their needs. As a result some interesting and productive schemes were developed. Staff rewards schemes also help local businesses through offering discounts at local outlets.

Criterion 4 - DELIVERY

Service standards are well established in all service areas and are documented in a number of areas. Different services publicise and promote their service standards in different ways, appropriate to their own services, but methods used across the piece include information provided on the website, leaflets, information on notice boards and information provided face to face. Performance is monitored and reported effectively and any dips in performance are identified, addressed and reported back to customers as appropriate. Wherever possible the public are engaged in developing, reviewing and raising service standards. A recent major consultation process has taken place on setting local budgets; as part of this project customers were helped to consider the impacts of budget decisions on service levels and service

standards. Wherever possible, standards and performance are benchmarked against those of other Local Authorities and good practice is shared effectively, both internally and with outside bodies.

Inevitably, things will go wrong and there is a clear commitment from staff to do what they can to put things right. Several people gave examples to show how they will strive to resolve issues as close to the event as possible and as a result the number of formal complaints is kept quite low. When a complaint is formalised there is a clear and effective procedure to receive, review and address the issue as quickly and as effectively as possible. Staff show a real appreciation that resolving issues early on not only benefits the customer but also takes further demand out of the system, reducing the workload for themselves. This provides an additional incentive for staff to really try to get things right first time as far as possible.

Criterion 5 - TIMELINESS AND QUALITY OF SERVICE

The service standards evidenced for Criterion 4 included standards covering timeliness and quality of service. Although there are some generic standards across the Council (e.g. response to communications), different service areas will also have their own, more service-specific standards which will reflect the needs and expectations of their own customer groups. Some of the specific initiatives evidenced during the assessment process are designed to help, amongst other things, to ensure that customer needs are identified and met at the first point of contact wherever possible – for example the Public Sector Hub brings together such a range of services that it is more than likely that the customer can be provided with an appropriate response immediately without being transferred out to another service. This has been shown to be especially effective in maintaining levels of engagement with particular customer groups who might otherwise have fallen through the net.

Again, where possible, the performance of Tameside is benchmarked against other Local Authorities and good practice identified and shared.

Scoring

- To achieve Customer Service Excellence an organisation may not have any non-compliances
- To achieve Customer Service Excellence organisations must demonstrate compliance with each of the criteria. To do so the organisation must achieve full compliance or compliance plus in at least 80% of the elements contained in each of the criteria

Criterion	Number of Elements	Maximum number of partial compliances	Actual number of partial compliances	Actual number of major compliance plus elements
1	11	2	0	2
2	11	2	0	3
3	12	2	0	3
4	13	3	0	0
5	10	2	0	0

- The maximum number of partial compliances allowed within each criterion is shown in the table below

Conclusions

Assessment

Having carried out the assessment process in accordance with the guidelines provided for assessors by the Cabinet Office the Assessor was satisfied beyond any doubt that Tameside MBC meets the requirements of Customer Service Excellence. The Assessor recommends to the Panel that the organisation be recognised under the standard. On behalf of Centre for Assessment Ltd. the assessor would like to congratulate all the staff on their achievement.

Assessor Name: Andrew Mackey and Hugh Keachie

Date of report: 30 June 2015

June 2015

ITEM NO: 7

Report To:	EXECUTIVE CABINET
Date:	26 August 2015
Executive Member/Reporting Officer:	Councillor Lynn Travis Executive Member – Neighbourhoods and Health Emma Varnam – Head of Stronger Communities
Subject:	NEXT STEPS FOR CUSTOMER SERVICES
Report Summary:	The way in which people access Council Services is changing and it is necessary to consider the future face to face Customer Service offer to ensure it meets demand whilst being affordable and cost effective to deliver. Following an Executive Decision on the 14 May 2015 public consultation was undertaken via the Council's Big Conversation on 3 potential options for future service provision. This report considers the current provision, the reasons for reduction in demand, the cost to provide the service and the results of the public consultation.
Recommendations:	It is recommended that: <ol style="list-style-type: none">i) Option 1 is implemented as the future face to face Customer Service model.ii) The service is kept under review to ensure that it meets demand whilst at the same time being affordable and cost effective.
Links to Community Strategy:	The Community Strategy sets out a number of priorities and delivery of these priorities relies heavily on effective customer contact and care.
Policy Implications:	The report recommends a new model of face to face Customer Service provision is implemented to meet demand whilst being affordable and cost effective.
Financial Implications: (Authorised by the Section 151 Officer)	<p>This report considers 3 options for the future delivery of Customer Services which have been consulted upon:</p> <ul style="list-style-type: none">• Option 1, as detailed in section 6.6, would reduce spending each year by £0.079m• Option 2, as detailed in 6.7, would reduce spending each year by £0.041m.• Option 3, as detailed in section 6.9, would reduce spending each year by £0.070m. <p>The report recommends Option 1 is considered as the proposed model for future face to face Customer Service provision. This option reduces spending by the greatest amount while also reflecting user needs.</p> <p>The Stronger Communities service has needs to reduce spending by £ 2.8m.</p>
Legal Implications: (Authorised by the Borough	The Council has a statutory duty to deliver services in the most effective and efficient way possible. It is important that when

Solicitor)

subject to significant reductions in budget that the Council reviews all its functions and the way they are undertaken.

The service has undertaken consultation and engagement with those currently affected as set out in the report. Members will need to consider and take into account any feedback which may affect the making of the decision or require moderation, and consider any equality impact. The impact of the equality assessment has been summarised in the report and the assessment is attached at **Appendix 6**. Members' need to ensure they read and take into account the assessment before making their decision, as case law now requires them to do so to mitigate the risk of challenge. It is not sufficient to simply read the summary.

Risk Management:

There is a risk that some customers will be unable to travel to Ashton to access the service. However, the majority of survey respondents indicated that they would still be able to access services by other channels or by travelling to Ashton. Libraries will remain a central facility in the community and officers working in that service will ensure that customers can access relevant services. In some cases this may mean acting as an advocate for the customer and contacting a service on their behalf.

Access to Information:

The background papers relating to this report can be inspected by contacting Mandy Kinder, Head of Customer Care and Advocacy



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1. INTRODUCTION

- 1.1 In July 2012 following a comprehensive review Executive Cabinet agreed a new face to face customer service offer. The new offer included the relocation of Hyde and Denton Customer Service Centres into the libraries in their respective towns and implementation of an appointment based service in satellite Customer Service Centres from October 2012.
- 1.2 Implementation of the new face to face customer service offer resulted in savings of £0.140m.
- 1.3 With the advent of social trends and technological advancements the way customers' access council information and services has changed. This change has seen a reduction in the need for face to face customer services. Whilst it is recognised that for some residents face to face is a necessary access channel, for many others the telephone, internet and phone applications are channels of choice to access services. UK Government figures estimate that 85% of the population now have access to the internet either directly or via a friend, family member or advocate. Access is available via public computer facilities within libraries.
- 1.4 The reduction in the demand for face to face customer services has continued since the implementation of the appointment based service in October 2012 resulting in the service no longer being as cost effective as it should be and the need to consider again the requirement for the future.
- 1.5 A report was taken to Executive Board on 11 February 2015 detailing the case for a review of the service provision and recommending that public consultation be undertaken to establish views on 3 options for future service delivery. Following an Executive Decision on the 14 May 2015 public consultation commenced on the 18 May 2015 and closed on the 28 June 2015.
- 1.6 This report reviews the impact of the appointment based service implemented in 2012, considers current demand for face to face customer service, details the findings of the consultation and recommends a cost effective service for the future which meets customer demand.
- 1.7 In this report level 1 and level 2 enquiries are referred to. Level 1 enquiries are regarding in-depth Housing Benefit claims and Council Tax queries; these are dealt with solely by the dedicated Customer Services Staff. Level 2 enquiries are to book, pay, request a service and also general enquiries e.g. report a missed bin, details of councillor surgeries etc. Also referred to are satellite offices which are those customer service access points based in libraries outside Ashton and include Micklehurst Housing Office.

2. BACKGROUND – CURRENT PROVISION

- 2.1 A Key Decision on the 4 July 2012 gave authority, amongst other things, to introduce an appointment system at all Customer Service Centre venues with the exception of Ashton which would remain a reactive drop-in service in addition to some appointments.
- 2.2 The same Key decision approved the relocation of both Hyde and Denton Customer Service Centres into the libraries in their respective towns. This was necessary to enable library staff to make appointments for customers who had previously been used to a drop in service and also to handle all level 2 enquires.
- 2.3 At the library locations all library staff can deal with level 2 enquiries. The ability for library staff to deal with the more common level 2 enquiries provides a customer services function

during library opening hours, which are generally longer than those of the dedicated Customer Service Centres.

2.4 Statistical data was analysed to determine the opening hours required at each office to ensure that customers could be provided with an appointment within a reasonable amount of time. The rule of thumb was that all level 2 enquiries would be handled by library staff immediately and there should be sufficient resource available to deal with all level 1 enquiries within a week of request of appointment.

2.5 Current opening hours for level 1 service at each venue is detailed in the table below:

	ASHTON	HYDE	DENTON	DROYLSDEN	DUKINFIELD	MOSSLEY	STALYBRIDGE
MONDAY	8.30am to 5.00pm	9.00am to 5.00pm	9.00am to 5.00pm	9.00am to 12.00noon	CLOSED	CLOSED	CLOSED
TUESDAY	8.30am to 5.00pm	9.00am to 5.00pm	CLOSED	CLOSED	CLOSED	CLOSED	9.00am to 5.00pm
WEDNESDAY	8.30am to 5.00pm	9.00am to 5.00pm	CLOSED	CLOSED	CLOSED	9.00am to 11.30am	9.00am to 5.00pm
THURSDAY	8.30am to 4.30pm	CLOSED	9.00am to 4.30pm	CLOSED	9.00am to 2.00pm	CLOSED	CLOSED
FRIDAY	8.30am to 4.00pm	9.00am to 4.00pm	CLOSED	12.00noon to 4.00pm	CLOSED	CLOSED	CLOSED
Micklehurst Housing Office – Tuesday 10am – 12 noon Mottram/Hattersley – by appointment only							

2.6 Level 2 access is provided in Ashton as above plus all libraries across the Borough in accordance with each venues opening hours.

3. DEMAND FOR CUSTOMER SERVICES

3.1 Over the years there has been a reduction in demand for face to face Customer Services and this reduction has continued since the appointment system was introduced in October 2012. It is highly likely this downward trend will continue given the increase in access to digital services resulting in a need to reconsider the face to face customer service function and the requirement to meet future demand whilst providing a cost effective service.

3.2 Annual demand across the whole service

Year	Number of Visitors
2010/11	83,065
2011/12	75,828
2012/13	71,210
2013/14	62,440
2014/15	43,325 – 48% reduction on 2010/11 visitor numbers

3.3 Demand at each office

Year	Number of Visitors						
	Ashton	Denton	Droylsden	Dukinfield	Hyde	Mossley	Stalybridge
2010/11	39357	9219	4769	2927	16552	3110	7131
2011/12	33009	9012	4708	3099	16765	3229	6006
2012/13	44144	4999	3334	2136	11406	1795	3396
2013/14	52229	1704	1117	528	5348	143	1371

2014/15	36800	1378	872	436	2669	196	974
% change 2010/11 to 2014/15	-6.5%	-85.1%	-81.7%	-85.1%	83.9%	-93.7%	-86.3%

- 3.4 Since the implementation of appointments some customers chose to attend the Ashton office and visitors to this office initially increased, although have now decreased again in 2014/15, but there have been significant reductions in other offices in every location around the Borough.
- 3.5 Analysis has been undertaken of the use of appointments at all Customer Service Centres. Appointment times vary depending on the appointment type e.g. an appointment to check housing benefit claim status would be made for 10 minutes whereas for an appointment to explain housing benefit entitlement would be lengthier and 15 minutes would be scheduled. Appointments to complete a Disability Living Allowance application form would be scheduled for 90 minutes. Accordingly there are not a set number of appointments available in each session and therefore when demonstrating the take-up of appointment time the analysis is undertaken using minutes available against available minutes used.
- 3.6 The following table demonstrates the average percentage of take up of appointment time at each office over 3 separate months (November 2014, February 2015 and May 2015). The full analysis of each month is contained in **Appendix 1**.

Office	Average % take-up of appointment time available
Stalybridge	30%
Denton	25%
Hyde	29%
Dukinfield	30%
Droylsden	51%
Mossley	16%
Average Total	30%

- 3.7 The data above indicates that demand for appointments at each of the offices is extremely low and on average only 30% of the available appointment time is being used. Consideration therefore needs to be given to how the face to face customer service function should be delivered in the future to provide a service which meets customer needs but is also cost effective.

4. REASONS FOR REDUCTION IN DEMAND

- 4.1 There are a variety of reasons why demand at customer service centres would reduce and some of this at Hyde and Denton is due to library staff handling all the lower level enquiries but primarily this is because of more streamlined application processes, more services being available electronically and more people becoming self-sufficient and accessing services digitally.

Customers becoming more self-sufficient and accessing services digitally

- 4.2 Society is changing with the advent of technological advancement and more and more people are using the internet, phone applications and tablets to access services. UK Government figures estimate that 85% of the population now have access to the internet either directly or via a friend, family member or advocate. Access is available via public computer facilities within libraries.

- 4.3 The majority of the enquiries handled by Customer Services relate to Housing Benefit and Council Tax matters and many of these are about making a benefit claim, verifying documents to enable a benefit claim to be assessed and change of circumstances.
- 4.4 Housing Benefit and Council Tax Support claims now have to be made on-line as opposed to via a paper form and similarly change of circumstances are notified on-line. Customers can do this from home and those without access can be assisted in the Hub within Ashton Customer Service Centre. Citizens Advice Bureau provides a volunteer in the Hub and during 2013/14 3529 accessed the service in this way, during 2014/15 this increased to 4708. A self-service portal is also available for claimants and landlords to use to access information about their claims without the need to attend customer services.
- 4.5 Tameside is a Universal Credit (UC) pathfinder area and as this benefit is rolled out wider this will potentially lead to a further reduction in the requirement for face to face customer services. Claimants of UC will still need to apply to the Council for Council Tax Support if they have a Council Tax Liability, however enquiries are likely to be quicker to resolve as this is a single enquiry without the need to resolve a Housing Benefit issue at the same time. The number of UC claimants in Tameside as at April 2015 was 2,610.

Implementation of Risk Based Verification (RBV)

- 4.6 In April 2013 the Housing Benefit service introduced a Risk Based Verification (RVB) policy. This policy saw the implementation of differing levels of checks for different circumstances depending on a complex mathematical risk profile given to each customer.
- 4.7 Prior to the implementation of this policy all customers applying for Housing or Council Tax Benefit (now Council Tax Support) had to provide a substantial amount of documentary evidence e.g. wage slips, passports, birth/marriage certificates, bank statements etc. Original documentation was required and this was brought to Customer Services who copied the documents, verified that the original documents had been seen and forwarded the evidence to the Housing Benefit Service.
- 4.8 Following implementation of RBV provision of original documents was required based on a low, medium or high risk rating with those classified as low risk only needing to provide a National Insurance Number and proof of identity. It was estimated that this would apply to 55% of new claims and change of circumstances. An estimated 25% of claims would be classified as medium risk and be required to provide proof of income and capital in addition to the requirements of the low risk category. However, the documentary evidence could be photocopies rather than original documents. This potentially increased the willingness of customers to send evidence through the post rather than bring the documentation in personally. The remaining 20% of claims were subject to more stringent checks. During 2014/15 the number of claims classified as low risk was 60%, those at medium risk was 17% and high risk 26%.
- 4.9 Implementation of this policy served to reduce the numbers of customers attending Customer Service Centres for verification of their evidence.
- 4.10 Reductions in demand have been seen in other areas due to either a service no longer being available unless there are exceptional circumstances e.g. clothing grants, moving to electronic channels e.g. education admissions or application processes being streamlined e.g. free school meals are now assessed from the information provided on the housing benefit claim.
- 4.11 The table below details significant reductions in demand between 2010/11 and 2014/5.

Type of enquiry	Number of Enquiries			% Reduction
	2010/11	2014/15	Reduction	
Housing Benefit	40027	23455	16572	41%
Council Tax	11986	8878	3108	26%
Education Admissions	457	284	173	38%
Clothing Grants	2954	3	2951	99.9%
Parking Services	1258	550	708	56%
Other enquiries	26383	10155	16228	62%
Total	83065	43325	39740	48%

5. COST OF THE SERVICE

- 5.1 The cost to serve for the traditional face to face customer service function far outweighs the cost of other channels. The table below details the cost for each channel:

Period	Web		Call Centre		Face to Face		Total Average	
	Volume	Average Cost	Volume	Average Cost	Volume	Average Cost	Volume	Average Cost
2003/04	452378	£0.45	303511	£1.29	100126	£8.57	856015	£1.70
2004/05	679813	£0.30	314602	£1.20	104986	£8.46	1099401	£1.34
2005/06	1499904	£0.14	275555	£1.31	92560	£8.92	1868019	£0.75
2006/07	1954604	£0.07	225516	£1.46	81110	£9.23	2261230	£0.53
2007/08	1984500	£0.06	272043	£1.28	83463	£9.07	2340006	£0.52
2008/09	2286087	£0.05	219804	£1.68	74694	£9.90	2580585	£0.47
2009/10	2423329	£0.05	211957	£1.65	77599	£8.70	2712885	£0.42
2010/11	2378582	£0.04	197061	£1.59	83065	£7.96	2658757	£0.41
2011/12	2601214	£0.014	170532	£1.61	75828	£7.62	2847642	£0.31
2012/13	2316793	£0.016	180135	£1.35	71210	£6.08	2568190	£0.28
2013/14	2244788	£0.017	166957	£1.36	62440	£5.55	2474185	£0.25
2014/15	3000404	£0.012	165369	£1.31	43225	£7.48	3208998	£0.18

- 5.2 The cost to serve is calculated using the number of visits against the cost of providing the service and therefore it follows that if the number of visits reduces and the cost to provide the service does not take a corresponding reduction, the cost per visit will increase.
- 5.3 In 2014/15, the number of visits reduced to 43225 a reduction of 19,215 from 2013/14. The cost per visit increased to £7.48. When compared to the cost for 2012/13 and 2013/14 the service is becoming less cost effective to deliver in its current format.
- 5.4 The trend of reduction in the requirement of face to face customer services has prevailed over the last 5 years and it is therefore safe to assume that this will continue. If we do nothing the service will become increasingly less cost effective to deliver.
- 5.5 The largest cost element within the budget to operate the customer service function is staffing costs. This comprises 97% of the expenditure. Staffing levels have reduced over the years and the budget has reduced accordingly which has enabled a cost effective service to be delivered. However it is not possible to reduce staffing levels further and retain the current operating hours as there is only 1 officer at each satellite office.

- 5.6 The reduction in demand for face to face customer services at the satellite offices coupled with the increasing cost to serve demonstrates that action is required. Whilst there is a need to retain the service for those residents who would be unable to access other channels, the offer needs to be proportionate to the demand and kept under review as the demand further reduces in years to come.

6. OPTIONS FOR THE FUTURE SERVICE PROVISION

- 6.1 The Council has to make a cut of £38m in spending over the 2 year period of 2015/16 and 2016/17. This will bring the cumulative reductions since 2010/11 to £142.4m. It is incumbent on all services, including customer services, to continually review and refine the offer to ensure that it is affordable in the current financial climate whilst achieving the required outcomes. Continuing to deliver a service at the same level when demand is falling is not an option for the future when the Council is faced with unprecedented reduction in budgets.
- 6.2 Between the 16 September and the 9 December 2014, Tameside Council conducted a budget consultation exercise that sought residents and businesses views on how to make savings to set a balanced budget. The consultation was conducted via a budget simulator which enabled residents to reduce or increase different service budgets in order to balance the Council's budget. In total 3,000 people engaged with the budget consultation process with 1,004 people completing the budget simulator. On average residents reduced the budget for customer service functions by 21%; this was the joint highest percentage reduction to a service budget.
- 6.3 Analysis of the current usage of the face to face customer service function, the likely reduction in the need for this service in the future, the increasing cost to serve and the public's determination that this is an area where budget cuts could be made have led to the development of 3 possible options for future provision.

Option 1

- 6.4 Option 1 would achieve our offer by providing level 2 customer services at all Libraries (book, pay, request a service and general enquiries including verification of housing benefit documents etc).
- 6.5 Ashton customer services would be retained at the new location of Clarence Arcade in its current format and would therefore continue to provide level 2 service and also in-depth housing benefit claims and council tax queries (Level 1 service). Ashton is the most used Customer Service Centre and the only one which has seen an increase in use over recent years. All other level 1 service provided from customer service centres within libraries would stop. The opening hours for Ashton would remain as currently provided.
- 6.6 This option would achieve the greatest savings, an estimated £0.079m
- 6.7 The Tameside Administrative Centre is currently being demolished and re-developed. During this period if Option 1 were to be implemented the service would continue to be delivered at Clarence Arcade. However this is a temporary venue which will be reviewed prior to vacation. This would mean that Tameside would have a single provision for the face to face customer services and the most suitable location for that facility would be determined at the time that the Council has to vacate Clarence Arcade taking into account customer volumes and preferences at that time. It is predicted that this review will take place in early 2018.

Option 2

- 6.8 Option 2 would achieve our offer by providing level 2 customer services at all Libraries (book, pay, request a service and general enquiries including verification of housing benefit documents etc). In-depth housing benefit claims and council tax enquiries (Level 1 service)

would be retained at Dukinfield, Mossley and Droylsden Libraries and Micklehurst Housing Office at the current opening hours. However the opening hours of the following customer service provision would reduce as follows:

- Hyde – provision to be reduced from 4 days to **2 days per week**
- Denton – provision to be reduced from 2 days to **1 day per week**
- Stalybridge – provision to be reduced from 2 days to **1 day per week**

6.9 This option would allow more than sufficient time to handle current demand also a little extra in case of increased demand. This option would achieve estimated savings of £0.041m.

Option 3

6.10 This option would be as option 2 described above, however provision at Hyde would be further reduced from 4 days a week to **1 day per week**. The reduction in provision would be as follows:

- Hyde – provision to be reduced from 4 days to **1 day per week**
- Denton – provision to be reduced from 2 days to **1 day per week**
- Stalybridge – provision to be reduced from 2 days to **1 day per week**

6.11 This option would allow more than sufficient time to handle current demand whilst also providing estimated saving of £0.070m.

7. PUBLIC CONSULTATION

7.1 Public consultation on the 3 Options was undertaken for a 6 week period between 18 May and 28 June 2015 to seek views of those using the service and others who may wish to in the future before any decision was made on the future of the service

7.2 The consultation was in the form of a standard questionnaire with an introduction to explain the reason for the proposed changes followed by the options and a series of questions to seek relevant views which would be used to shape the future provision of face to face customer service. Additionally a free format text box was available to allow for people to provide any comments, views and suggestions they wished to be taken into account. Staff within Customer Service Centres and Libraries actively encouraged people to complete the questionnaire and have their say.

7.3 The survey formed part of the Council's Big Conversation consultation which is prominently publicised via the Council's website. The consultation pack was also available in paper format from any Customer Service Centre or Library. The pack which was used as the basis for the consultation is included at **Appendix 2**.

7.4 In order to encourage as many people as possible to express their views contact was made with the following organisations with a request to make their service users, tenant groups and members aware. The link to the on-line consultation along with a word document version for printing in paper format was provided.

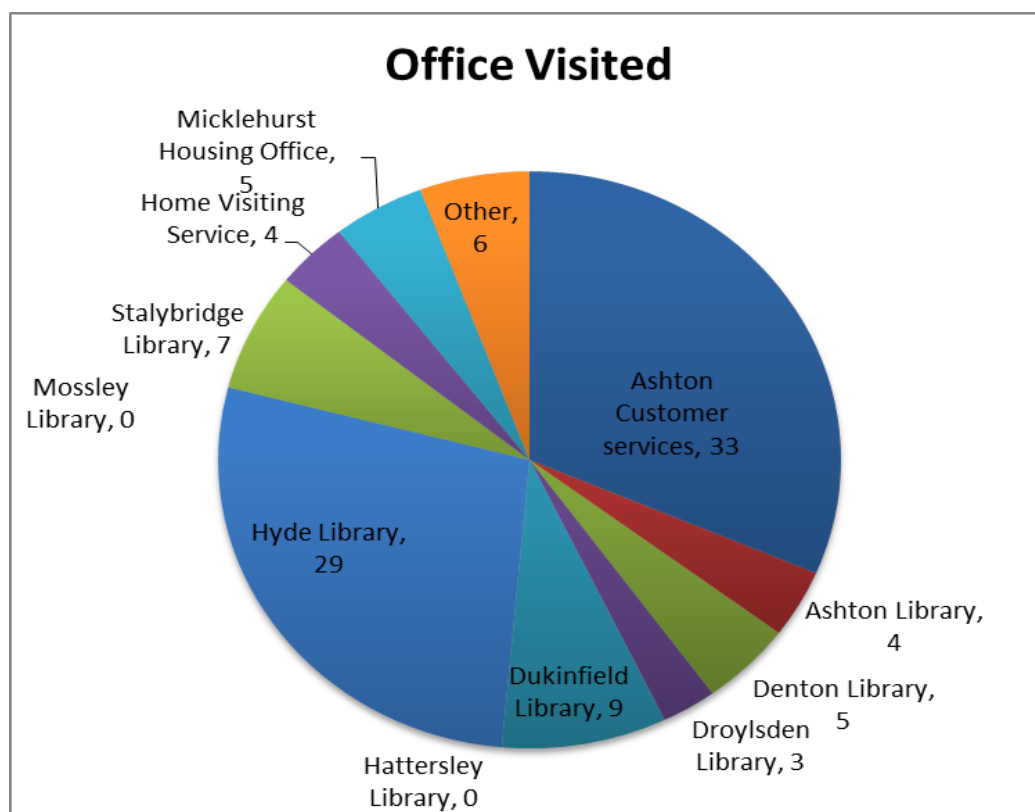
- Registered Housing Providers
- CVAT
- Bangladeshi Welfare Association
- Greater Manchester Fire Service
- MIND
- Citizens Advice Bureau
- Job Centre Plus
- Carers Centre

Information Ambassadors Network (232 Ambassadors representing 215 community groups/outlets and potentially reaching 13,617 people across Tameside)

- 7.5 Views of elected Members were sought by way of a briefing note setting out the reasons for the consultation and encouraging their contribution.
- 7.6 Staff in Customer Services and Libraries were encouraged to complete the survey so that their perspective could be included in the evaluation.

8. RESULTS AND FINDINGS FROM THE CONSULTATION

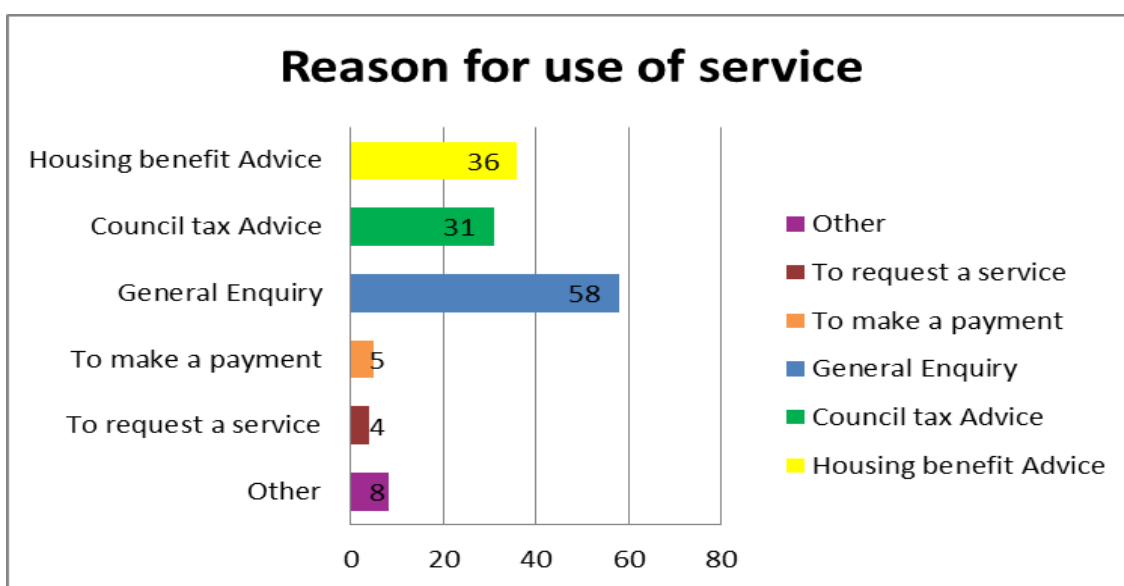
- 8.1 The consultation ran from the 18 May – 28 June 2015 during which 130 questionnaires were completed and responses were analysed. The full results are at **Appendix 3** and a summary is detailed below.
- 8.2 122 respondents answered the question on whether they had used customer services in the past 12 months. Of these 72.1% (88) indicated that they had used the service and 27.9% (34) indicated that they had not used the service.
- 8.3 84 responders indicated which office they had used; the majority at 39.29% (33) had used Ashton with the next popular office being Hyde at 34.52% (29), followed by Dukinfield at 10.71% (9). Two offices – Mossley and Hattersley Libraries were not used at all and the Droylsden Office was used only 3 times. **Survey respondents were asked to tick all that applied and therefore the total was greater than the 84 responders.**



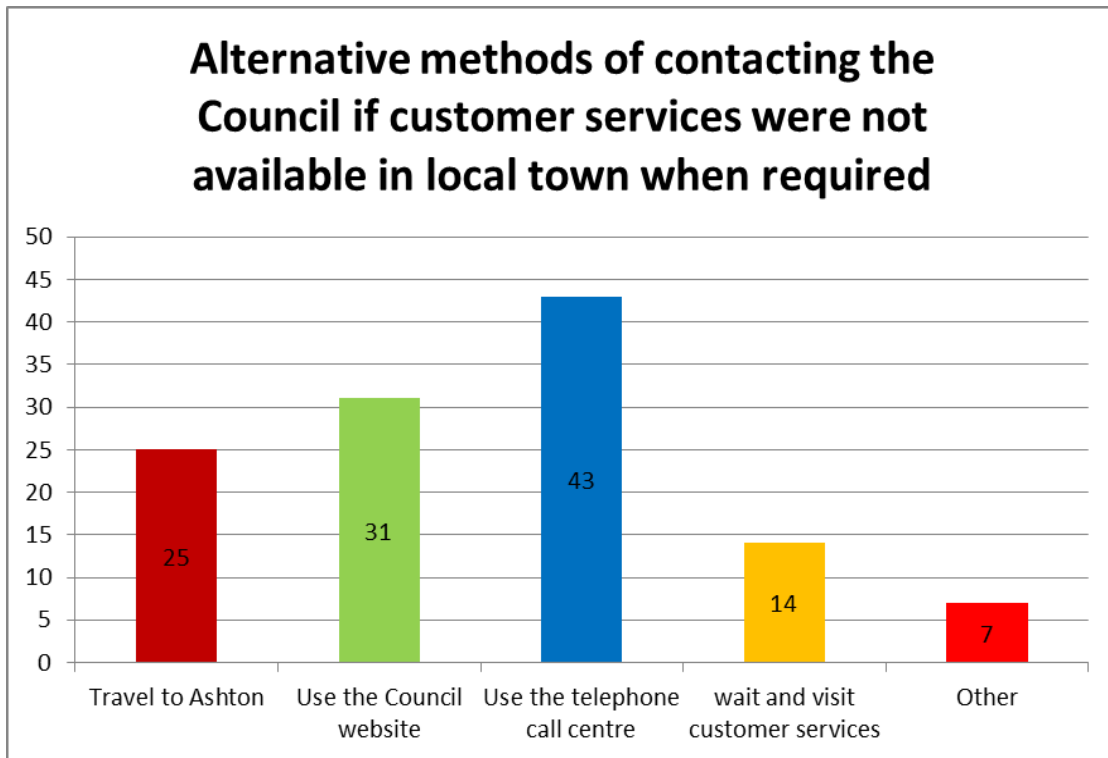
- 8.4 Respondents were asked to provide detail on the reason why they had used Customer Services. This question was asked to ascertain if the service was being used for level 1 enquiries – in-depth housing benefit and council tax matters or level 2 enquiries comprising of book, pay or request a service and general information. Level 1 enquiries require a Customer Service Officer fully conversant in both the Council Tax/Housing benefit system and also the

regulations in order to handle these more complex enquiries. Level 2 enquiries can be handled at a lower level and need less specific training.

- 8.5 Respondents were able to select all services they had used within the last 12 months. Of the 85 respondents who answered this question, 42.35% (36) customers used the service for Housing Benefit and 36.47% (31) for Council Tax enquiries. The majority of people used the service for general enquiries 68.24% (58), to make a payment 5.88% (5) or to request a service 4.71% (4). Housing Benefit and Council Tax are level 1 type enquiries whilst the rest are all level 2 enquiries.
- 8.6 As a multi response question respondents could tick all services they had used. Additional analysis was undertaken to determine those respondents who had selected the use of level 1 services only, level 2 services only and those who had contacted customer services for both a level 1 and level 2 enquiry. Of those who provided a reason for contact the majority (48.8%) did so for a level 2 enquiry only. A fifth (20%) did so for a level 1 enquiry only and 31.2% had been in contact for both a level 1 and 2 enquiry.

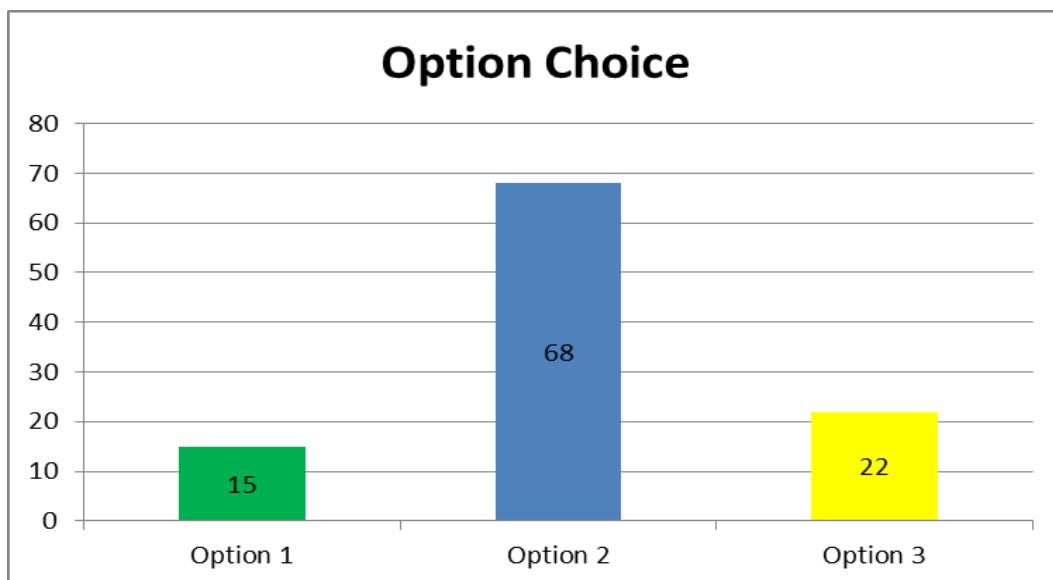


- 8.7 Question 5 posed the question of how customers would choose to contact the Council if Customer Services was not available at the time it was required in their local town. 120 respondents answered this question. Over three quarters of respondents 76.2% (99) indicated that if the service was not available in their local town when they required it they would travel to Ashton 20.83% (25); use the web 25.83% (31) or use the telephone 35.83% (43). Less than a quarter 11.67% (14) indicated they would wait until the service was available in their local town. 5.83% (7) indicated they would do something else and these included – get daughter to contact on my behalf, use the Mossley Hub, use the new care system after 6 April 2015, ask for support from website, and use carers.



8.8 Question 6 asked respondents to indicate which of the 3 options they would prefer the Council to implement. Only 105 respondents of the 130 completing the survey chose to respond to this question meaning 25 people did not express a view on which would be their preferred option.

- Option 1 – 14.292% (15)
- Option 2 – 64.76% (68)
- Option 3 – 20.95% (22)



8.9 Respondents were asked for their reasons for choosing their preferred option to which only 92 comments were made. A table of the full responses is at **Appendix 4** but the most commonly mentioned themes were:

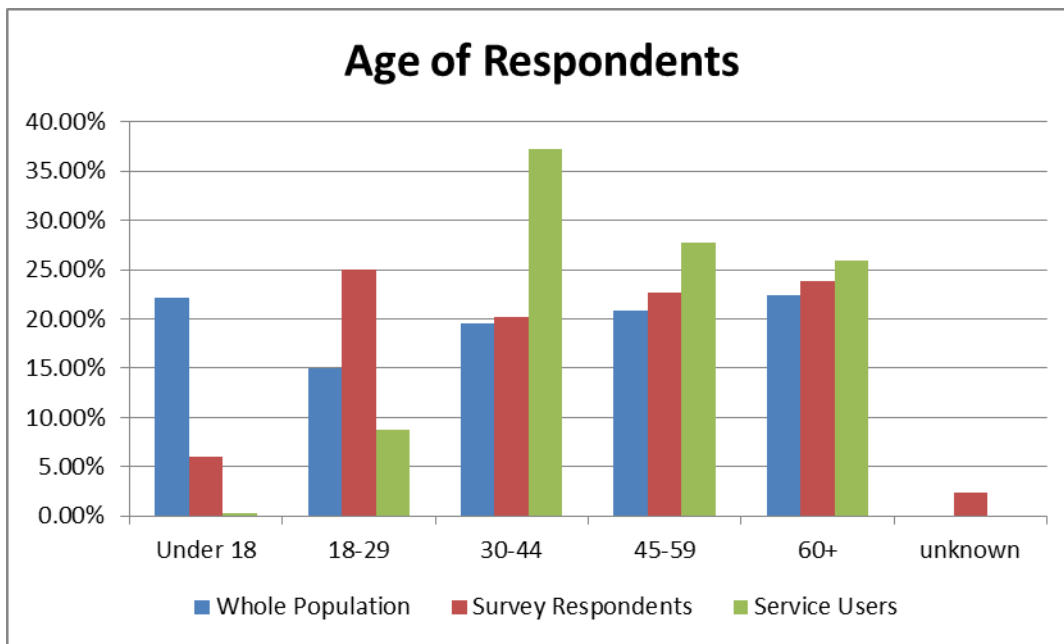
- More accessible – 38 comments
- Convenience – 31 comments

Travel – cost/time/difficulty – 18 comments

- 8.10 In the event of Option 2 or 3 being implemented respondents were asked which day of the week they would prefer Hyde, Denton and Stalybridge to be closed. 61 people responded to this question with regard to Denton with a slight majority at 55.74% (34) expressing a preference for Denton to be closed on Thursday. 60 respondents answered with regard to Stalybridge with 63.33% (38) expressing a preference for closure on Tuesday.
- 8.11 With regard to Hyde if Option 2 was implemented of the 76 respondents who expressed a preference 46.05% (35) wished Hyde to be closed on Tuesday and Wednesday but if Option 3 were to be implemented preferred closed days were Wednesday (62.50%), Tuesday (58.33%) and Friday (47.22%).
- 8.12 As the requirement for face to face customer service has reduced dramatically over the years respondents were asked if they agreed that the service should be kept under review and adjustments made to ensure customer demand is met but that the service remains affordable and cost effective. 99 survey respondents chose to answer this question and of those 85.86% (85) indicated that they agreed service should be kept under review whereas 14.14% (14) did not agree.
- 8.13 Question 13 offered the opportunity for respondents to provide any comments they wished to make about the future customer service provision. Only 20.8% (27) of respondents made comments. A full table of responses is contained in **Appendix 5** but the main comments were:
- Want to keep the service x 9
 - Enough cuts been made already x 3
 - Do not have internet access x 1
 - need to sort the website x 1
 - Travel issues x 2
 - Appointments should be implemented x 2
 - Must always be face to face for vulnerable people x 1

About You

- 8.14 Survey respondents were asked to best describe their interest in the issue. 106 respondents answered this question with the overwhelming majority of 83.96% (89) indicating that they were a member of the public and 4.72% (5) members of staff. However respondents also included CAB, MIND, Tameside Housing Advice. People First and a Mossley Town Councillor.
- 8.15 Of the 108 people who chose to disclose their gender 50% (54) were female and 50% (54) were male. This is representative of the overall population of 50.8% female and 49.2% male.
- 8.16 84 people responded to the question about their age and of those a quarter (25%) were between 18 – 29 years of age. There was a fairly even split between 30 – 44 years (20.24%), 45 – 59 years (22.62%) and 60+ (23.81%). Fewer respondents were under 18 at (5.59%) and 2 people (2.38%) declined to provide their exact age but classed themselves as over 21 and 40+. The graph below displays the age of the respondents against the whole population and also against the age, where data is available, of customers using the service. It should be noted that the Service Users data covers the age range under 16 – 19 years in the first column of the graph.



8.17 In all age brackets with the exception of under 18 years of age survey respondents were over representative when compared against Tameside population as a whole. Analysis of statistical data collected from those in the age range 16 – 19 years who contacted the council during 2014/15 and provided equalities data indicate that only 0.28% have used the service which also indicates an under representation when compared to Tameside population as a whole.

8.18 With regard to ethnicity 102 people answered the question. Of these the large majority 81.37% (83) classed themselves White – English/Welsh/Scottish/Northern Irish/British. 18.63% (19) classed themselves as White and Asian/Asian/Asian British/Indian/Bangladeshi/Black African/mixed. 28 respondents skipped the question and there is no way of determining their ethnicity. For Tameside population as a whole the vast number of residents are from a white background 90.9% with only 9.1% being black and minority ethnic and therefore survey respondents were over represented from BME communities and under-represented from White backgrounds.

8.19 87 people answered a question regarding whether their day to day activities were limited a little or a lot due to a health problem or disability lasting or expecting to last over 12 months. Of these 70.11% (61) stated they had no limitations, whereas 16.09% (14) were limited a little and 13.79% (12) were limited a lot. This is higher than the census figures for 2011 which indicated 79.1% were not limited at all, 10.3% being limited a little and 10.6% of people being limited a lot. Statistical analysis of data of those using the service during 2014/15 indicated that 75.58% had no limitations and 24.42% had limitations.

8.20 88 people responded when asked if they looked after or undertook support for others. Of these 73.86% (65) indicated they did not carry out this function, whereas 15.91% (14) did so for between 1 – 19 hours a week, 4.55% (4) between 20 – 49 hours a week and 5.6% (5) for 50+ hours a week. Those respondents providing unpaid care were over represented when compared with the Census 2011 which indicated that 11% of the population were providing unpaid care.

9. ADDRESSING CONCERNS

9.1 Survey responders were asked their reasons for choosing the option they preferred for the future delivery model. This was in a free format text box to enable concerns to be detailed and considered.

- 9.2 A full table of the comments provided as detailed at **Appendix 4**. The main comments are detailed below
- More accessible – 38 comments
 Convenience – 31 comments
 Travel – cost/time/difficulty – 18 comments
- 9.3 Only 92 comments were made by the 130 respondents to the survey meaning that 29% (38) of people declined to share reasons for their choice of the three options being consulted upon.
- 9.4 The comments were very similar throughout and centred on local offices being more convenient and therefore easier to access for people. There were some concerns about travelling to Ashton if Option 1 were implemented. However over three quarters of respondents 76.2% (99) indicated that if the service was not available in their local town when they required it they would either travel to Ashton 20.83% (25); use the web 25.83% (31) or use the telephone 35.83% (43). Less than a quarter 11.67% (14) indicated they would wait until the service was available in their local town. A conclusion could be drawn from this that whilst people would prefer to access the service in their local town, if it were not available they would be able to either access by other channels or travel to Ashton and would therefore not be excluded from accessing the service.
- 9.5 The home visiting service for those who are housebound will remain a feature of the face to face service.

10. PROPOSED NEW SERVICE PROVISION

- 10.1 64.76% (68) of people indicated a preference for option 2 which would provide the least reduction in the service. Whilst a conclusion could be drawn that Options 1 and 3 are less favourable and therefore should not be adopted, consideration needs to be given to all factors affecting this decision. Factors include the alternatives respondents would take if the service was not available in their local town, the type of enquiry respondents need assistance with, usage of the service, cost to provide the service and the financial constraints that the Council finds itself in.

Alternatives if service unavailable in local town

- 10.2 The majority of people (76.2%) indicated that they would either travel to Ashton, use the internet or the telephone if their local office was not open at the time they required it. This is an indication of the appetite for channel migration for the services which can be accessed by channels other than face to face and this would fit in with the latest government figures estimating that 85% of the population now has access to the internet with directly or via a friend, family member or advocate.

Type of enquiry customers need assistance with

- 10.3 The majority of responders to the survey 48.8% used customer services for level 2 service only (book, pay, request a service or general enquiry). All libraries within the Borough will continue to offer this level of service to customers on a drop in basis and for longer hours than the Customer Service Officer is available.

Usage of the service

- 10.4 Usage of the face to face customer service function has reduced dramatically over the past 5 years and this reduction is set to continue. The roll out of Universal Credit will mean for the majority of claimants their housing costs will be included in their benefit payment rather than via housing benefit. Increasingly more residents are becoming self-sufficient and are accessing services on-line and the Council has commenced a program of work – digital by design – which will ensure more services are delivered digitally.

Cost to provide the service

- 10.5 Since the appointment based system was introduced in 2012 only an average of 30% of available appointment time is being utilised making this a cost prohibitive way to provide the service. The cost per visit has increased from £6.08 in 2012/13 to £7.48 in 2014/15 and this is set to increase further if the service remains in its current format.

Financial position of the Council

- 10.6 The Council has made savings of £104m from 2011 to 2015 and has to save a further £38m between 2015 – 2017 and therefore must continue to review all services to ensure they are as cost effective and efficient as possible. Consultation undertaken between September and December 2014 revealed that 21% of residents would reduce the budget for customer service functions in order to achieve a balanced budget.

Proposed model

- 10.7 Taking all the relevant factors into consideration it is proposed that Option 1 would provide an offer suitable to meet the majority of residents needs whilst also being affordable for the Council.
- 10.8 Option 1 would provide Level 2 customer service at all Libraries (book, pay, request a service and general enquiries including verification of housing benefit documents. Ashton Customer Services would be retained in its current format and would therefore continue to provide level 2 service and also in-depth housing benefit claims and council tax enquiries (Level 1 service). Ashton is the most used Customer Service Centre which has only seen a very small reduction in visits during the last 12 months. All other Level 1 service provided from customer service centres within libraries and Micklehurst Housing Office would stop. The opening hours for Ashton Customer Services would remain as currently provided.
- 10.9 Whilst some customers would be affected if this option is implemented the majority of the survey respondents could still access the service they require in their local town at the library. As three quarters of people have indicated that they would access services by alternative methods it is not felt that Option 1 would cause a significant detrimental impact on residents.

11. STAFF IMPLICATIONS

- 11.1 If Option 1 was implemented staffing levels within the service would also need to be reduced accordingly. Analysis of the relevant data indicates that the service could be delivered by 9.7 Full Time Equivalent staff (FTE). The current structure for Customer Services provides for 12.8 FTE and therefore a reduction of 3.1 FTE would be required.
- 11.2 A new staffing structure would be developed and there may be a competitive process for some of the positions. However, some officers within the service requested voluntary severance/early retirement when the offer was previously available in 2012 but were unable to exit the authority as their posts were required at that time. With a reduction in the service if severance/early retirement were available there are likely to be officers wishing to take this option. If this option is unavailable staff will be placed at risk and alternative posts will need to be sought.
- 11.3 One officer in the service retired in December 2014 and another has recently requested to exit the Authority for personal reasons unrelated to their employment with the Council. Therefore implementation of Option 1 would mean a reduction of 1.41 FTE.
- 11.4 To date staff have been briefed on the service review and the consultation that has been undertaken in the public realm. It will be necessary to consult with staff to ensure they are fully aware of the changes to the service and the new staffing structure which would be required.

12. FINANCIAL IMPLICATIONS

- 12.1 The proposed Option 1 model generates an annual saving of £0.079m for a full financial year. This results from reducing staffing levels and operating Level 1 service from Ashton Customer Services only.
- 12.2 This assumes that 3.1FTE posts within the service will be deleted. It is important to note that the savings will only be achieved if staff are released by the service and do not remain as a cost ie supernumery. Early indications are that some staff would like to exit the Authority and 2 officers have approached managers for details of job sharing opportunities.
- 12.3 The savings would contribute to the overall savings allocation for Community Services in 2015/16 of £0.329m. The Option which is implemented would deliver a part year saving in 2015/16 with full year savings achievable from 2016/17 onwards.

13. IMPLEMENTATION

- 13.1 Should the proposed option be implemented communication with residents and potential service users would be required. Publicity would be undertaken through Customer Service Centres, Libraries and on the web site. Flyers would be produced to hand to current service users for a period of time prior to any changes being implemented. Partner organisations such as Registered Housing Providers, Community Voluntary Action Tameside and internal networking groups such as Information Ambassador Network would be asked to assist in circulating information on the new service provision. The publicity campaign would provide details of how customers can access services including on-line, telephone and face to face at Libraries and Ashton Customer Services.
- 13.2 It is proposed that the new service would be implemented with effect from the 2 November 2015.

14. EQUALITY IMPACT ASSESSMENT

- 14.1 A full equality impact assessment has been undertaken on the consultation process and how the proposed changes to the face to face customer service might impact on customers and particularly those with a protected characteristic. The full equality impact assessment can be found at **Appendix 6**.
- 14.2 It is not proposed to withdraw the face to face customer service facility, but to provide level 2 service at all Libraries around the Borough and retain the centralised Ashton Customer Service facility. This will be on a reactive drop in basis although appointments can be made if necessary.
- 14.3 The Equality Impact Assessment revealed that some negative impact could be felt by residents due to **age** and **disability** if Option 1 were implemented as there may be difficulty in travelling to Ashton Customer Service Centre to access level 1 customer service.
- 14.4 Tameside has a comprehensive bus service operating within the Borough. Over 85% of buses operating in Greater Manchester are easy access and largely meet the accessibility standards laid out below:
- Brightly coloured grab rails;
 - Slip resistant flooring;
 - Brightly coloured stop buttons that are reachable from a seated position;
 - A route number and destination display on the front and nearside of the bus, and a route

- number display on the back of the bus;
- A ramp or other device to bridge the gap between the bus and the kerb;
- A space on the bus for a wheelchair user (this space is also accessible for pushchairs)

Following the introduction of the 1995 Disability Discrimination Act, design standards were introduced for accessible buses. Since 2000 all new buses must meet these standards. All buses used on local services must meet the design standards by 1 January 2016 for single-deck buses and 1 January 2017 for double-deck buses.

14.5 All libraries around the Borough will continue to offer access to Level 2 service to residents and there will be assistance from staff at these venues both in terms of enquiries and free access to the internet. In addition level 1 service is available over the telephone and on the Council's website which the majority of survey respondents (76.2%) indicated they would access if their local office were unavailable when they required it. The majority of residents using customer services are already travelling to Ashton to access the service. The home visiting service will remain a feature of the future provision for those residents who are housebound and unable to access services by other channels. In addition access to the telephone interpreter service and loop hearing systems will continue to be available.

14.6 It is felt that implementing Option 1 is reasonable and proportionate and offers the best value for money in terms of usage of the service against the cost to provide and the financial constraints of the Council

15. RISKS

15.1 Concerns were raised around the convenience and accessibility of the service in local towns and some customers being unable to travel to Ashton if Option 1 were implemented. However, the majority of survey respondents indicated that they would still be able to access services by other channels or by travelling to Ashton. Libraries will remain a central facility in the community and officers working in that service will ensure that customers can access relevant services. In some cases this may mean acting as an advocate for the customer and contacting a service on their behalf.

15.2 The Council is currently relocating services out of the Council Offices in order to build a new service centre on the same site which is expected to be complete during 2018. Customer Services will be relocating to a different venue and customers will need to know the location of this venue. A comprehensive communication strategy is in place to ensure customers know where the new customer service centre in Ashton is located.

16. CONCLUSIONS

16.1 Although there is still a demand for traditional face to face customer service, this is reducing over time with technological advances and therefore changes to the service must be made to ensure it is affordable and efficient going forward.

16.2 Analysis of the use of the service at the current provision reveals that take up is on average only 30% at satellite offices. Delivery of the service in the current format is no longer efficient and the cost to serve has increased from £6.08 in 2012/13 to £7.48 in 2014/15 and this is set to increase further if the service remains in its current format. Coupled with that is the indication from the budget simulator consultation that the public would make cuts to customer service functions in order to achieve a balanced budget. The Council has made savings of £104m from 2011 to 2015 and has to save a further £38m between 2015 – 2017 and therefore must continue to review all services to ensure they are as cost effective and efficient as possible

- 16.3 Public consultation revealed that although customer preference would be to retain local customer service centres, three quarters of people would still access the service by either travelling to Ashton, using the internet or telephone call centre. Less than a quarter at 11.67% would wait for the service to be available in their local town.
- 16.4 The majority of responders to the consultation indicated that they were using the face to face service for level 2 enquiries only which can be undertaken at libraries in their local town.
- 16.5 Taking all the relevant factors into consideration it is proposed that Option 1 would provide an offer suitable to meet the majority of residents needs whilst also being affordable for the Council. It is further proposed to keep this model under review and make any further adjustments as necessary to ensure customer demand is met but that the service remains affordable.

17. RECOMMENDATIONS

- 17.1 As detailed on the front of this report.

APPENDIX 1

Percentage of take-up of available appointment time in satellite offices

Stalybridge – current availability Tuesday and Wednesday each week

Month	Minutes available	Minutes used	Percentage take-up
November 2014	3520	1294	37%
February 2015	3520	949	27%
May 2015	3520	969	28%
Total	10560	3212	30%

Denton – current availability Monday and Thursday each week

Month	Minutes available	Minutes used	Percentage take-up
November 2014	3400	762	22%
February 2015	3400	816	24%
May 2015	2520	803	32%
Total	9320	2381	25%

Hyde – current availability Monday, Tuesday, Wednesday and Friday each week

Month	Minutes available	Minutes used	Percentage take-up
November 2014	6800	2129	31%
February 2015	6800	1959	29%
May 2015	6300	1748	28%
Total	19900	5836	29%

Dukinfield – current availability Thursday from 9am – 2pm

Month	Minutes available	Minutes used	Percentage take-up
November 2014	1200	492	41%
February 2015	1200	329	27%
May 2015	1200	253	21%
Total	3600	1074	30%

Droylsden – current availability Monday 9am – 12 noon and Friday 12 noon – 4pm

Month	Minutes available	Minutes used	Percentage take-up
November 2014	1680	720	43%
February 2015	1440	831	58%
May 2015	1170	658	56%
Total	4290	2209	51%

Mossley – current availability Wednesday 9am – 11.30am

Month	Minutes available	Minutes used	Percentage take-up
November 2014	720	70	10%
February 2015	600	114	19%
May 2015	600	115	19%
Total	1920	299	16%

YOUR VIEWS ON THE FUTURE OF THE FACE TO FACE CUSTOMER SERVICES FUNCTION

1. INTRODUCTION

- 1.1 The way in which customers and residents interact with the council and access council information and services is changing. The traditional face to face contact is no longer preferred by many customers as they find telephone contact and web contact to be quicker and more effective. Advances in technology have allowed a much wider range of queries to be dealt with effectively on line and over the telephone. UK Government figures estimate that 85% of the population now have access to the internet either directly or via a friend, family member or advocate. This trend towards web and telephone contact has accelerated over the years and the Council needs to constantly review its services to meet future customer needs.
- 1.2 In addition, the Council is faced with unprecedented budget cuts of £38 million over the next two years. These cuts mean that we have to look at all our services to see how best we can continue to deliver excellent services whilst offering value for money for our residents. Between 16th September and 9th December 2014, Tameside Council conducted a budget consultation exercise that sought residents and businesses' views on where these cuts should be made. The consultation was conducted via a budget simulator which enabled residents to reduce or increase different service budgets in order to balance the Council's budget. In total 3,000 people engaged with the budget consultation process with 1,004 people completing the budget simulator. The customer services budget was included along with the budget for communications. On average residents reduced this budget by 21%; this was the joint highest percentage reduction to a service budget along with Core Corporate Services.
- 1.3 In October 2012 we introduced an appointment based system for face to face contact at all Customer Service locations around the Borough with the exception of the Ashton office. At the same time we relocated Denton and Hyde Customer Services into the libraries in their respective towns. The reason for this was so that library staff could deal with the lower level enquiries immediately without customers having to make an appointment and the Customer Service Officers could concentrate on the more complex enquiries, typically about Housing Benefit and Council Tax matters. This system has worked well and has meant that customers can choose an appointment time which suits their requirements rather than having to queue and enquiries are handled efficiently and in the most cost effective manner.
- 1.4 We are now two years further on and face to face contact at Customer Service Centres has reduced significantly. There are a number of reasons for this including more streamlined application processes, library staff at Denton and Hyde handling all lower lever enquiries but primarily this is because more services are available electronically and more people are becoming self-sufficient and accessing services digitally.
- 1.5 The table below indicates the decline in face to face contact. With the exception of Ashton, use of all Customer Service Centres has fallen significantly between 2010/11 and 2014/15 (projected figures)

Year	Number of Visitors						
	Ashton	Denton	Droylsden	Dukinfield	Hyde	Mossley	Stalybridge
2010/11	39357	9219	4769	2927	16552	3110	7131
2011/12	33009	9012	4708	3099	16765	3229	6006
2012/13	44144	4999	3334	2136	11406	1795	3396
2013/14	52229	1704	1117	528	5348	143	1371
2014/15 projection	41693	1301	797	464	2785	205	992
% change 2010/11 to 201415 (projection)	5.9%	-85.9%	-83.3%	-84.1%	-83.2%	-93.4%	-86.1%

1.6 The current opening hours of the Council's Customer Services Centres are as follows:

	ASHTON	HYDE	DENTON	DROYLSDEN	DUKINFIELD	MOSSLEY	STALYBRIDGE
MONDAY	8.30am to 5.00pm	9.00am to 5.00pm	9.00am to 5.00pm	9.00am to 12.00noon	CLOSED	CLOSED	CLOSED
TUESDAY	8.30am to 5.00pm	9.00am to 5.00pm	CLOSED	CLOSED	CLOSED	CLOSED	9.00am to 5.00pm
WEDNESDAY	8.30am to 5.00pm	9.00am to 5.00pm	CLOSED	CLOSED	CLOSED	9.00am to 11.30am	9.00am to 5.00pm
THURSDAY	8.30am to 4.30pm	CLOSED	9.00am to 4.30pm	CLOSED	9.00am to 2.00pm	CLOSED	CLOSED
FRIDAY	8.30am to 4.00pm	9.00am to 4.00pm	CLOSED	12.00noon to 4.00pm	CLOSED	CLOSED	CLOSED
Micklehurst – Tuesday 10am – 12 noon Mottram/Hattersley – by appointment only							

1.7 Below is the average take-up of appointment time over 3 separate months at each office (with the exception of Ashton)

Stalybridge – 30%
Denton – 24%
Hyde – 34%
Dukinfield – 29%
Droylsden – 48%
Mossley – 20%

Overall this equates to an average of only 32% of the available appointment time being used. We therefore need to consider how we deliver the face to face customer service function in the future in order to provide a service which meets customer demand but is also cost effective.

2. OUR PROPOSAL

2.1 Based on the evidence in section one, we are proposing to reduce the opening hours of our customer services provision.

- 2.2 Our proposal could be delivered by three different models and the purpose of this consultation is to get views on these models and to understand further, the impact that any changes may have on people.
- 2.3 We would like your views on the following 3 options.

Option 1

Option 1 would achieve our offer by providing level 2 customer services at all Libraries (book, pay, request a service and general enquiries including verification of housing benefit documents etc).

Ashton customer services would be retained in its current format and would therefore continue to provide level 2 service and also in-depth housing benefit claims and council tax queries (Level 1 service). Ashton is the most used Customer Service Centre and the only one which has seen an increase in use over recent years. All other level 1 service provided from customer services within libraries would stop. The opening hours for Ashton would remain as currently provided.

This option would achieve savings in the region of £79,351.

Option 2

Option 2 would achieve our offer by providing level 2 customer services at all Libraries (book, pay, request a service and general enquiries including verification of housing benefit documents etc). In-depth housing benefit claims and council tax enquiries (Level 1 service) would be retained at Dukinfield, Mossley and Droylsden Libraries and Micklehurst Housing Office at the current opening hours. However the opening hours of the following customer service provision would reduce as follows:

Hyde – provision to be reduced from 4 days to **2 days per week**

Denton – provision to be reduced from 2 days to **1 day per week**

Stalybridge – provision to be reduced from 2 days to **1 day per week**

This option would allow more than sufficient time to handle current demand also a little extra in case of increased demand. This option would achieve savings in the region of £40,818.

Option 3

This option would be as option 2 described above, however provision at Hyde would be further reduced from 4 days a week to **1 day per week**. The reduction in provision would be as follows:

Hyde – provision to be reduced from 4 days to **1 day per week**

Denton – provision to be reduced from 2 days to **1 day per week**

Stalybridge – provision to be reduced from 2 days to **1 day per week**

This option would allow more than sufficient time to handle current demand whilst also providing saving of £69,993.

- 2.4 It is also proposed to keep the service under review and reduce appointment availability further if required to achieve best use of resources whilst continuing to meet customer demand.

3 HOW DO YOU HAVE YOUR SAY

- 3.1 To allow everyone to have their say and get as many views as possible, we have developed a questionnaire that asks for your views.

- 3.2 The questionnaire is attached and can be either completed on-line or at any of our Libraries or Customer Service Centres. If assistance is required in completing the questionnaire this can be obtained at any of our libraries or through customer services.
- 3.3 Consultation will run from the 18 May to 28 June 2015. All returns will be considered along with our existing information to form firm recommendations for the Council's Executive Cabinet to consider.



THE FUTURE OF CUSTOMER SERVICES

Q1 We want to hear your views. Please help us by providing your personal details so that we can verify that the responses are valid, and so that we can give due weight and consideration to your views. This information will only be used as part of the public consultation and will not be used or processed for any other purpose. Thank you for joining in our Big Conversation.

Name:

Address 1:

Address 2:

Town:

Postcode:

Email Address:

HOW YOU CONTACT THE COUNCIL

Q2 Have you used face to face customer services in the past 12 months? (Please tick one box only)

- Yes No (If no, please go to question 5)

Q3 If you have used face to face customer services, where did you do this? (Please tick all that apply)

- Ashton Customer Services Tameside Central Library Denton Library
Droylsden Library Dukinfield Library Hattersley Library Hyde
Library Mossley Library Stalybridge Library Home visiting
Service Micklehurst Housing Office Other – please specify

Q4 What do you use customer services for? (Please tick all that apply)

- Housing Benefit Advice Council Tax Advice
 General Enquiry To make a payment
 To make a request for a service eg refuse collection
 Other – please specify

Q5 If face to face customer services were not available at the time you needed it in your local town, how would you choose to contact the council? (Please tick one box only)

- Travel to Ashton Use the Council website
 Use the telephone call centre Wait and visit customer services in your local town
 Other – please specify

OUR PROPOSALS

Q6 Which of the options would you prefer the Council to implement? (Please tick one box only)

PLEASE NOTE – In all options provision of Level 2 customer services (book, pay for or request a service and general enquiries including verification of housing benefit documents etc) would remain at all libraries. The options concern the more in-depth enquiries regarding Housing Benefit and Council Tax matter.

Option 1

Customer services retained at Ashton only with the current opening hours (Monday to Friday)

Option 2

Customer services retained at Ashton with the current opening hours. The service provided at Dukinfield, Mossley and Droylsden libraries would also stay the same, in addition to that at Micklehurst Housing Office. The opening hours of the in-depth customer services provision would reduce as follows:

Hyde – provision to be reduced from 4 days to **2 days per week**

Denton – provision to be reduced from 2 days to **1 day per week**

Stalybridge – provision to be reduced from 2 days to **1 day per week**

Option 3

As option 2, however the opening hours at Hyde would reduce further to 1 day a week. The reduction in opening hours of the in-depth customer services provision would be as follows:

Hyde – provision to be reduced from 4 days to **1 day per week**

Denton – provision to be reduced from 2 days to **1 day per week**

Stalybridge – provision to be reduced from 2 days to **1 day per week**

Q7 Please explain your reasons for choosing this option (Please state your reasons in the box below)

THE QUESTIONS IN THIS SECTION ARE ENTIRELY OPTIONAL. PLEASE FEEL FREE TO SKIP ANY QUESTIONS THAT YOU PREFER NOT TO ANSWER.

Q12 Please tick the box that best describes your interest in this issue? (Please tick one box only)

- A member of the public
- A staff member working at a library in Tameside
- A staff member at a Tameside School / A Tameside School Governor
- Other Council staff member
- A community or voluntary group (please specify below)
- A partner organisation (please specify below)
- A business /private organisation (please specify below)
- Other (please specify below)

Q13 Are you.....?

- Male
- Female

Q14 What is your age? (Please state)

Q15 What is your postcode? (Please state)

Q16 What is your ethnic group? (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)

Q17 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? This may include problems related to old age. (Please tick one box only)

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

Q18 Do you look after, or give any help or support to family members, friends, neighbours or others because of either: (Please tick one box only)

- Long term physical or mental ill-health / disability?
- Problems due to old age?

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

QUESTIONNAIRE RETURNS

If you have completed a paper copy of this questionnaire please hand in to a member of the library or customer services staff by **28 June 2015**

PLEASE BE ASSURED THAT YOUR PERSONAL DETAILS WILL BE KEPT STRICTLY CONFIDENTIAL AND THAT NO INDIVIDUAL WILL BE IDENTIFIED IN THE REPORTING OF RESULTS.

Thank you for completing this questionnaire

Please see attached Appendix 3

APPENDIX 4

Question 7 - Please explain your reasons for choosing this option
All areas need easy access for all.
All main services in one place, more convenient.
As I live in Mossley, the office at the library is local for me
Ashton is central
Aware that savings need to be made across all services and towns within Tameside. This option saves money and will maintain a service to the residents of all towns in the borough. It will also mean that if further reductions are required there would be a possibility to re visit and do a further review.
Because I live in Ashton
Because it's in Mossley
Because it's local to Mossley
Because of the language barrier I have no one to take with me.
Because this offers least reduction in provision
Bernie the lady I deal with has always been very helpful and courteous with my enquiries and I have every confidence in her. The library is only a short walk from my home and as I am almost 72 I really don't fancy the idea of traipsing all the way to Ashton when I can have contact with someone locally who is very efficient.
best balance of comprehensive service vs cost savings
Best for everyone
best for everyone
Better for me
Close to where I live
Convenience and high demand
Convenient for me in terms of times and days that are available
difficult for people to get to Ashton if only had service in Ashton
Difficult for people to travel if only had c/service in Ashton.
Doesn't reflect people of one location - more choice
Doesn't restrict people of one location - more choice
Each one have a day so people will get know which one is available
each one have a day so people will get to know which one is available
EASE OF STILL BEING ABLE TO SEE SOMEONE AT THE LIBRARY
Easier to reach for me
Easy access to me living in Mossley
Easy and more local
easy to get to Dukinfield and it is nicer atmosphere than Ashton
Expensive to travel to Ashton
Gives me more option to come again another day. Rather than travelling to Ashton.
Greater access for residents.
having these hours and being at different location is a life line for so many , not just because it's convenient for people and there are a lot of people that are in work that need help in sorting things it is hard for people just to get to Ashton
HYDE NEEDS TO BE SEEN AS BEING JUST AS IMPORTANT AS ASHTON
I cannot afford transport costs too often as I am on benefits. If there is an option for a local office to be open at least one day a week I would use it. I am completing this form with the help of my Threshold Customer Involvement worker as I do not have a computer and no internet access.

I live in Ashton
I live in Stalybridge
I live near to Ashton
I think reducing Hyde to just 1 day would make it hard to get an appointment
I use the Stalybridge Library and Ashton for everything related to the council
I want to
I want to keep this service in local area
I want to keep this service in my local town
I want to keep this service in my local town
I want to keep this service in my local town
I want to keep this service in my local town
I want to keep this service in my local town.
I want to keep this service in my town
I want to keep this service in my town
I want to keep this service in my town
I want to keep this service in your local area
I would struggle to get to Ashton but could manage to get to Hyde if the Denton office was not open on the day. However, I would prefer Denton as it is easier for me to get to.
If Customer Service staff were only at outlying post one day a week there would be more of them at Ashton to deal with people quicker
If want to keep costs to minimum makes sense for everyone to know when and where are available simple for customer
It is expensive for me to travel to Ashton
It is expensive to travel to Ashton and time consuming.
It seems to be the best option in retaining provision in most areas. (Ideally provision should be provided in all areas at least 4 days per week!)
It's expensive to travel to Ashton and time consuming
It's hard for me to travel and I have to take somebody with me
It's not easy to travel with children
Live in Ashton
More availability
More convenient
More days are required because if I can't make it one day, I can always make it another day.
More days required due to convenience. If I need my documents checked again I don't have to travel to Ashton on another day.
More online facilities and telephone advise available so could use that or get to Ashton if really needed urgent face to face information
More places the better
Mossley hub is much better for Mossley people
Mossley hub is much better for Mossley people
Mossley to stay the same
Most enquiries can be resolved by the Internet. If one needs to see customer services in person then there is still the option there if it can't be resolved over the phone.
My daughter can access at Denton locally on my behalf. I gave mobility problems and if I needed to attend with my daughter this is better for me.my daughter supports ne in all these matters
Near to where I live
No travelling is required a local place is available if you want important documents verified and posted internally.
Not always convenient to travel to Ashton.

People use Mossley hub because it's easier to get to
Provide residents of Tameside more opportunities and easier access to services (relating to elderly and immobile people)
Provide services to people who need it
Some people might feel the need to see someone and not be happy going to Ashton. Ashton is not the centre of everyone's world
staff in Ashton are more amenable and knowledgeable regarding different requests
The more services open the better for everyone
The reason being is that a lot of older people cannot travel far
There are still a number of people in particular the elderly who are not happy using telephone or internet for contacting. I am also pretty sure that staff would find it easier to extract the requirements face to face.
There needs to be a fair distribution and access to services not just in Ashton.
This option provides some access for everyone
this option provides some access for everyone
this would retain the very handy services near where I live parking in Ashton and the road systems through Ashton are a nightmare now
To enable more people with various starting time in their daily work to visit the officers as and when required. It's hard enough for employers to give time off.
To make sure I can always get support
We need more days if possible as there is high demand
WE STILL NEED TO ACCESS COUNCIL OFFICES IN DENTON. SOME PEOPLE CAN NOT GO ON BUSES TO THE OFFICES ELSEWHERE DUE TO THERE CIRCUMSTANCE IE HEALTH, FINIANCIAL REASONS. PEOPLE DO NOT LIKE THE ALTERMATED SYSTEIM ON THE TELEPHONE AND WOULD PREFER TO TALK FACE TO FACE WITH SOMEONE.
Would be most suitable as in the area.

APPENDIX 5

Question 13 - Please make any other comment you wish to make about the future options for our Customer Services provision
deadlines/timescales should be set to deliver a service i.e. replacement of wheelie bins etc
Dealings with customer services have always been okay. At one time customer Services and specified which department you wanted; now you are unable to do this. Had a problem in the past with Blue bin collections, a number of residents rang to say the bins hadn't been emptied,
Enough with the cuts already
I am more than happy with the service provided at Droylsden library and I cannot see what on earth my opinion on the closure of Stalybridge, Hyde or Denton has anything to do with me as I will never visit these options. I do not have a car so as stated before I would much rather walk round to my public library and have my enquiry dealt with in an efficient manner.
I THINK ENOUGH CUTS HAVE BEEN MADE TO THIS SERVICE ALREADY AND THOSE OF US THAT HAVE DISABILITIES ARE FINDING IT HARDER AND HARDER TO ACCESS SERVICES EASILY
I think lots of people are not aware of 'cost effective'
I think that appointments should be able to be implemented, so the time can be spent what's needed.
I think that appointments should be able to be implemented, so the time can be spent what's needed.
I want to keep it
I want to keep it
I want to keep it
I want to keep it
I want to keep it
I want to keep it
I want to keep it
I want to keep to it
I would the office in Denton to be kept open. Not everyone can travel, use a computer and it is expensive and time consuming trying to get through on the phone - long queues
In the current economic climate, however. Services should always be flexible in their approach to providing a service. However the level of funding cuts being done to local councils is disgraceful!
It is difficult for me to access advice when I do not have internet access.
Keep up the good work
none I can think of
Service should be available every day and early evenings for people who work.
Stay open as long as possible
There must always be a provision for the vulnerable people of Tameside who require face to face help at point of contact
They were ok as they where
until you sort out the website that never crashes and is updates all the time and all things run smooth with everything and people with zero hours contract etc are all running until then should have as much customer service as possible
with Ashton being accessible from all areas of Tameside I feel it best that only Ashton stays open the 5 days

APPENDIX 6

Subject	NEXT STEPS FOR CUSTOMER SERVICES	
Service / Business Unit	Service Area	Directorate
Customer Care and Advocacy	Customer Services	Directorate of People
EIA Start Date (Actual)	EIA Completion Date (Expected)	Completion Date (Actual)
10 January 2015	17 July 2015	17 July 2015

Lead Contact / Officer Responsible	Mandy Kinder
Service Unit Manager Responsible	Mandy Kinder

EIA Group (lead contact first)	Job title	Service
Mandy Kinder	Head of Customer Care and Advocacy	Customer Care and Advocacy
Denise Lockyer	Libraries and Customer Services Manager	Customer Care and Advocacy
Margaret Knowles	Customer Services Team Leader	Customer Care and Advocacy

SUMMARY BOX
<p>A review of the face to face customer service function was undertaken in 2012 at which time an appointment based service was implemented at venues around the Borough with the exception of Ashton Customer Services which remained a reactive drop in service.</p> <p>The way in which customers and residents interact with the Council and access Council information and services is changing. Advances in technology have allowed a much wider range of queries to be dealt with effectively on line and over the telephone. UK Government figures estimate that 85% of the population now have access to the internet either directly or via a friend, family member or advocate. Access is also available via public computer facilities within libraries. This trend towards web and telephone contact has accelerated over the years and has led to a reduction in visits to the face to face customer services facilities resulting in a need to review the service again.</p> <p>Analysis of statistical data of visitors to the satellite customer service centre reveals that on average only 30% of appointment time is being utilised.</p> <p>The Council has to make a cut of £38m in spending over the 2 year period of 2015/16 and 2016/17. This will bring the cumulative reductions since 2010/11 to £142.4m. It is incumbent on all services, including customer services, to continually review and refine the offer to ensure that it is affordable in the current financial climate whilst achieving the required outcomes. Continuing to</p>

deliver a service at the same level when demand is falling is not an option for the future when the Council is faced with unprecedented reduction in budgets.

3 possible options for delivery of the face to face customer service provision in the future have been developed and public consultation has been undertaken between 18 May 2015 and 28 June 2015. This EIA examines the consultation process, the future proposal for delivery of face to face customer services and the impact on customers.

Part of the function of the EIA is to ensure that sufficient due regard is paid to the public sector equality duty (Section 149 of the Equality Act 2010), and that no protected characteristic group(s) are disproportionately affected by the proposals.

It is not proposed to withdraw face to face customer services in its entirety but to implement a model based on a single centralised facility (Ashton Customer Services) handling all Level 1 enquiries (in-depth Housing Benefit and Council Tax) and also Level 2 (book, pay, request a service and general enquiries including verification of documents for housing benefit purposes) supplemented by Level 2 service at all libraries in the Borough. The home visiting service will be a feature of the service for those who are housebound due to disability/condition and unable to access services by other channels as will access to a telephone interpreter service for those where language may be a barrier and loop hearing systems.

The EIA revealed that some negative impact could be felt by residents due to **age** and **disability** if Option 1 were implemented as there may be inability to travel to Ashton Customer Service Centre to access level 1 customer service.

Tameside has a comprehensive bus service operating within the Borough. Over 85% of buses operating in Greater Manchester are easy access and largely meet the accessibility standards laid out below:

- Brightly coloured grab rails;
- Slip resistant flooring;
- Brightly coloured stop buttons that are reachable from a seated position;
- A route number and destination display on the front and nearside of the bus, and a route number display on the back of the bus;
- A ramp or other device to bridge the gap between the bus and the kerb;
- A space on the bus for a wheelchair user (this space is also accessible for pushchairs)

Following the introduction of the 1995 Disability Discrimination Act, design standards were introduced for accessible buses. Since 2000 all new buses must meet these standards. All buses used on local services must meet the design standards by 1 January 2016 for single-deck buses and 1 January 2017 for double-deck buses.

All libraries around the Borough will continue to offer access to Level 2 service to residents and there will be assistance from staff at these venues both in terms of enquiries and free access to the internet. In addition level 1 service is available over the telephone and on the Council's website which the majority of survey respondents (76.2%) indicated they would access if their local office were unavailable at the time they required it. The majority of residents using customer services are already travelling to Ashton to access the service.

Should the proposed option be implemented communication with residents and potential service users would be required. Publicity would be undertaken through Customer Service Centres, Libraries and on the web site. Flyers would be produced to hand to current service users for a period of time prior to any changes being implemented. Partner organisations such as Registered Housing Providers, Community Voluntary Action Tameside and internal networking groups such as Information Ambassador Network would be asked to assist in circulating information on the new service provision. The publicity campaign would provide details of how customers can access services including on-line, telephone and face to face at Libraries and Ashton Customer Services.

Resident's ability to access the service would be monitored via feedback from the libraries and any complaints.

Section 1 - Background

BACKGROUND

This EIA has been undertaken to examine the options for the potential future face to face customer service provision, the subsequent implementation of the chosen option and any impact this may have on groups of people with a protected characteristic.

A Key Decision on the 4 July 2012 gave authority, amongst other things, to introduce an appointment system at all Customer Service Centre venues with the exception of Ashton which would remain a reactive drop-in service in addition to some appointments.

The same Key decision approved the relocation of both Hyde and Denton Customer Service Centres into the libraries in their respective towns. This was necessary to enable library staff to make appointments for customers who had previously been used to a drop in service and also to handle all level 2 enquires.

At the library locations, all library staff can deal with level 2 enquiries; these enquiries are to book, pay, request a service and also general enquiries eg report a missed bin, details on councillor's surgeries, verification of documents for housing benefit claims etc. Level 1 enquiries are regarding in-depth housing benefit claims and Council Tax queries; these are dealt with solely by the dedicated Customer Services Staff. The ability for library staff to deal with the more common level 2 enquiries provides a customer services function during library opening hours which are generally longer than those of the dedicated Customer Service Centres.

Current opening hours for Level 1 service at each venue is detailed in the table below:

	ASHTON	HYDE	DENTON	DROYLSDEN	DUKINFIELD	MOSSLEY	STALYBRIDGE
MONDAY	8.30am to 5.00pm	9.00am to 5.00pm	9.00am to 5.00pm	9.00am to 12.00noon	CLOSED	CLOSED	CLOSED
TUESDAY	8.30am to 5.00pm	9.00am to 5.00pm	CLOSED	CLOSED	CLOSED	CLOSED	9.00am to 5.00pm
WEDNESDAY	8.30am to 5.00pm	9.00am to 5.00pm	CLOSED	CLOSED	CLOSED	9.00am to 11.30am	9.00am to 5.00pm
THURSDAY	8.30am to 4.30pm	CLOSED	9.00am to 4.30pm	CLOSED	9.00am to 2.00pm	CLOSED	CLOSED
FRIDAY	8.30am to 4.00pm	9.00am to 4.00pm	CLOSED	12.00noon to 4.00pm	CLOSED	CLOSED	CLOSED

Micklehurst Housing Office– Tuesday 10am – 12 noon

Mottram/Hattersley – by appointment only

Level 2 access is at Ashton as detailed above plus all libraries in accordance with the opening hours for each venue.

The way in which customers and residents interact with the council and access council information and services is changing. The traditional face to face contact is no longer preferred by many customers as they find telephone contact and web contact to be quicker and more effective. Advances in technology have allowed a much wider range of queries to be dealt with effectively on line and over the telephone. UK Government figures estimate that 85% of the

population now have access to the internet either directly or via a friend, family member, advocate or via public computer facilities such as within libraries. This trend towards web and telephone contact has accelerated over the years and the Council needs to constantly review its services to meet future customer needs and be as cost effective as possible.

The table below indicates the decline in face to face contact. With the exception of Ashton, use of all Customer Service Centres has fallen significantly between 2010/11 and 2014/15

	Number of Visitors						
Year	Ashton	Denton	Droylsden	Dukinfield	Hyde	Mossley	Stalybridge
2010/11	39357	9219	4769	2927	16552	3110	7131
2011/12	33009	9012	4708	3099	16765	3229	6006
2012/13	44144	4999	3334	2136	11406	1795	3396
2013/14	52229	1704	1117	528	5348	143	1371
2014/15	36800	1378	872	436	2669	196	974
% change 2010/11 to 2014/15	-6.5%	-85.1%	-81.7%	-85.1%	-83.9%	-93.7%	-86.3%

There are a number of reasons for declining visits including more streamlined application processes, library staff at Denton and Hyde handling all lower lever enquiries but primarily this is because more services are available electronically and more people are becoming self-sufficient and accessing services digitally.

Analysis has been undertaken of the use of appointments at all Customer Service Centres with the exception of Ashton. Appointment times vary depending on the appointment type e.g. an appointment to check housing benefit claim status would be made for 10 minutes whereas for an appointment to explain housing benefit entitlement would be lengthier and 15 minutes would be scheduled. Appointments to complete a Disability Living Allowance/Personal Independence Payment application form would be scheduled for 90 minutes. Accordingly there are not a set number of appointments available in each session and therefore when demonstrating the take-up of appointment time the analysis is undertaken using minutes available against available minutes used.

Below is the average take up of appointment time over 3 separate months at each office (with the exception of Ashton)

Stalybridge – 30%

Denton – 25%

Hyde – 29%

Dukinfield – 30%

Droylsden – 51%

Mossley – 16%

Overall this equates to an average of only 30% of the available appointment time being used.

The Council has to make a cut of £38m in spending over the 2 year period of 2015/16 and 2016/17. This will bring the cumulative reductions since 2010/11 to £142.4m. It is incumbent on all services, including customer services, to continually review and refine the offer to ensure that

it is affordable in the current financial climate whilst achieving the required outcomes. Continuing to deliver a service at the same level when demand is falling is not an option for the future when the Council is faced with unprecedented reduction in budgets.

Between the 16 September and 9 December 2014 Tameside Council conducted a budget consultation exercise that sought residents and businesses views on where budget cuts should be made. The consultation was conducted via a budget simulator which enabled residents to reduce or increase different service budgets in order to balance the Council's budget. In total 3,000 people engaged with the budget consultation process with 1,004 people completing the budget simulator. On average residents reduced the customer service functions budget by 21%; this was the joint highest percentage reduction to a service budget.

Analysis of the current usage of the face to face customer service function, the likely reduction in the need for this service in the future, the increasing cost to serve and the public's determination that this is an area where budget cuts could be made have led to the development of 3 possible options for future provision.

Option 1

Option 1 would achieve our offer by providing level 2 customer services at all our libraries (book, pay, request a service and general enquiries eg report missed bin, councillor surgery details, verification of housing benefit documents etc)

Ashton customer services would be retained and would continue to provide the current level 2 service and also the in-depth housing benefit and council tax enquiries (Level 1 service). Ashton is the most used customer service centre and the only one which has seen an increase in use over recent years. All other level 1 service from customer service centres within libraries would stop. The opening hours for Ashton would remain as currently provided.

This option would achieve the greatest savings in the region of £79,351

The Tameside Administrative Centre is currently being demolished and re-developed. During this period if Option 1 were to be implemented the service would continue to be delivered at Clarence Arcade. However this is a temporary venue which will be reviewed prior to vacation. This would mean that Tameside would have a single provision for the face to face customer services and the most suitable location for that facility would be determined at the time that the Council has to vacate Clarence Arcade taking into account customer volumes and preferences at that time. It is predicted that this review will take place in early 2018.

Option 2

Option 2 would achieve our offer by providing level 2 customer services at all Libraries (book, pay, request a service and general enquiries including verification of housing benefit documents etc). In-depth housing benefit claims and council tax enquiries (Level 1 service) would be retained at Dukinfield, Mossley and Droylsden Libraries and Micklehurst Housing Office at the current opening hours. However the opening hours of the following customer service provision would reduce as follows:

Hyde – provision to be reduced from 4 days to **2 days per week**

Denton – provision to be reduced from 2 days to **1 day per week**

Stalybridge – provision to be reduced from 2 days to **1 day per week**

This option would allow more than sufficient time to handle current demand also a little extra in case of increased demand. This option would achieve savings in the region of £40,818.

Option 3

This option would be as option 2 described above, however provision at Hyde would be further reduced from 4 days a week to **1 day per week**. The reduction in provision would be as follows:

Hyde – provision to be reduced from 4 days to **1 day per week**

Denton – provision to be reduced from 2 days to **1 day per week**

Stalybridge – provision to be reduced from 2 days to **1 day per week**

This option would allow more than sufficient time to handle current demand whilst also providing saving of £69,993.

Following an Executive Decision taken on the 14 May 2015 public consultation on the 3 options was undertaken from 18 May 2015 – 28 June 2015.

Section 2 – Issues to consider & evidence base

ISSUES TO CONSIDER

Consideration needs to be given to equality issues relating to ability to complete the questionnaire (it being on an-line tool) which could impact upon protected characteristic groups such as disability (it being a visual tool); age (issues relating to elderly having access to the internet, ethnicity (it being in English, and the need to ensure the full range of participation from all Tameside's communities); and the need to access the full range of views and opinions from Tameside's communities to reflect the impact any changes to the face to face customer service function on protected characteristic groups.

Face to face contact is in some instances a matter of preference for the customer. However, for certain groups it is a necessity for example particular customers who find it difficult to complete forms without assistance. This may include, amongst others, elderly customers, customers who require assistance with language barriers such as the Asian community in Hyde and customers who are disabled. In addition there are customers who do not fall into these groups but would still have difficulty completing transactions either by phone or on the internet. It is imperative that the views of these customers were received during the consultation to ensure that their needs were considered.

The consultation was in the form of a standard questionnaire with an introduction to explain the reason for the proposed changes followed by the options and a series of questions to seek relevant views which would be used to shape the future provision of face to face customer service. Additionally the consultation included 2 free format text boxes, 1 to give reasons for the option chosen and the other to make any comments about the future service provision. The consultation formed part of the Council's Big Conversation consultation which is prominently publicised via the Council's website. The consultation pack was also available in paper format from any Customer Service Centre or Library.

In order to encourage as many people as possible to express their views contact was made with the following organisations with a request to make their service users, tenant groups and members aware. The link to the on-line consultation along with a word document version for printing in paper format was provided.

- Registered Housing Providers
- CVAT
- Bangladeshi Welfare Association
- Greater Manchester Fire Service
- MIND
- Citizens Advice Bureau
- Job Centre Plus
- Careers Centre
- Information Ambassadors Network (232 Ambassadors representing 215 community groups/outlets and potentially reaching 13,617 people across Tameside)

Views of elected Members were sought by way of a briefing note setting out the reasons for the

consultation and encouraging their contribution.

Staff in Customer Services and Libraries were encouraged to complete the survey so that their perspective could be included in the evaluation.

Consideration needs to be given to the likely impact experienced by groups with a protected characteristic for each of the proposed options. For example, some residents may require more support in terms of accessing services (elderly / disabled) whilst others may face language barriers (ethnicity).

The consultation undertaken with residents helps us to identify where such impact might be experienced. Analysis from the consultation will be used to evidence where residents / service users may be affected and enables us to find ways to mitigate any anticipated impact.

LIST OF EVIDENCE SOURCES

Demographic data collected during customer transactions at customer service centres

Demographic data of residents of the Borough

Results of the public consultation on the 3 proposed options for future service provision

Service areas records of numbers of visitors and appointment take-up

Census 2011

Mid-year population estimates 2013 ONS

Financial data

Section 3 – Impact

IMPACT

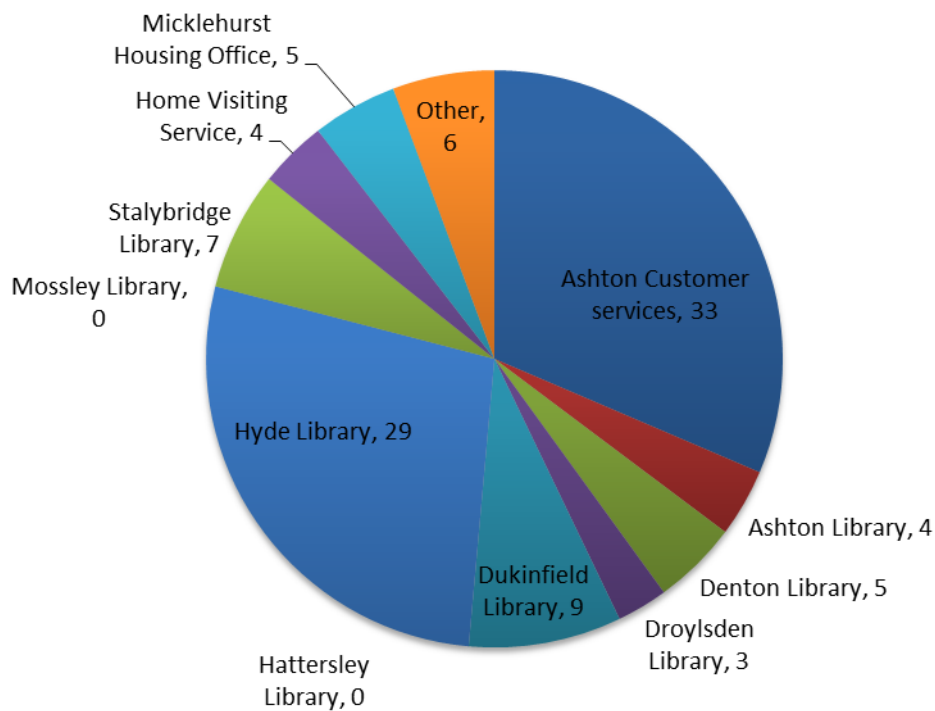
Results of the consultation

The consultation ran from the 18 May – 28 June 2015 during which 130 questionnaires were completed and responses were analysed. The full results are at **Appendix 3** and a summary is detailed below.

122 respondents answered the question on whether they had used customer services in the past 12 months. Of these 72.1% (88) indicated that they had used the service and 27.9% (34) indicated that they had not used the service.

84 responders indicated which office they had used; the majority at 39.29% (33) had used Ashton with the next popular office being Hyde at 34.52% (29), followed by Dukinfield at 10.71% (9). Two offices – Mossley and Hattersley Libraries were not used at all and the Droylsden Office was used only 3 times. **Survey respondents were asked to tick all that applied and therefore the total was greater than the 84 responders.**

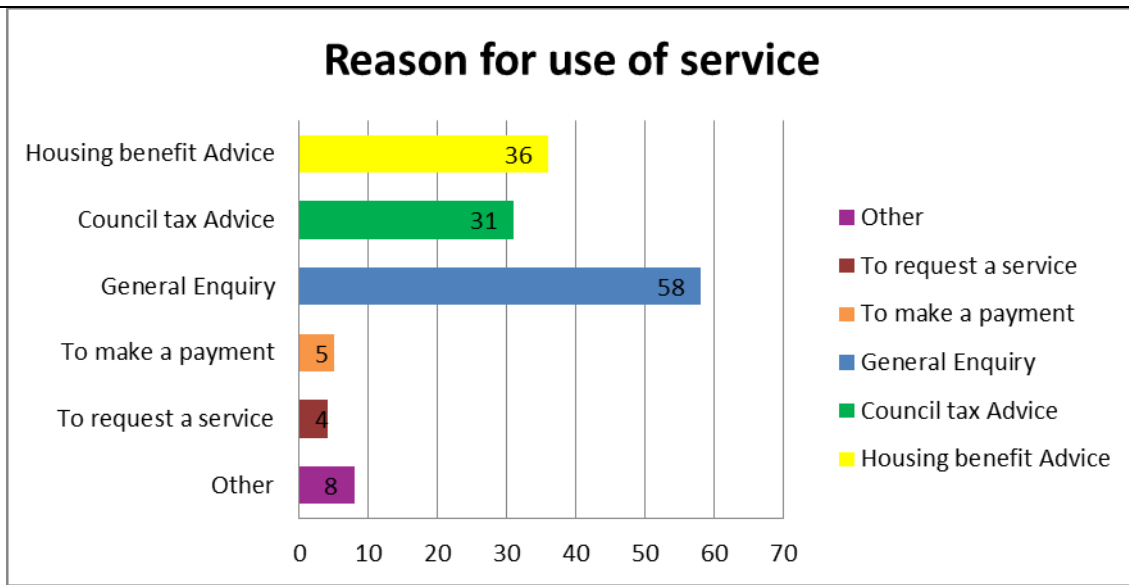
Office Visited



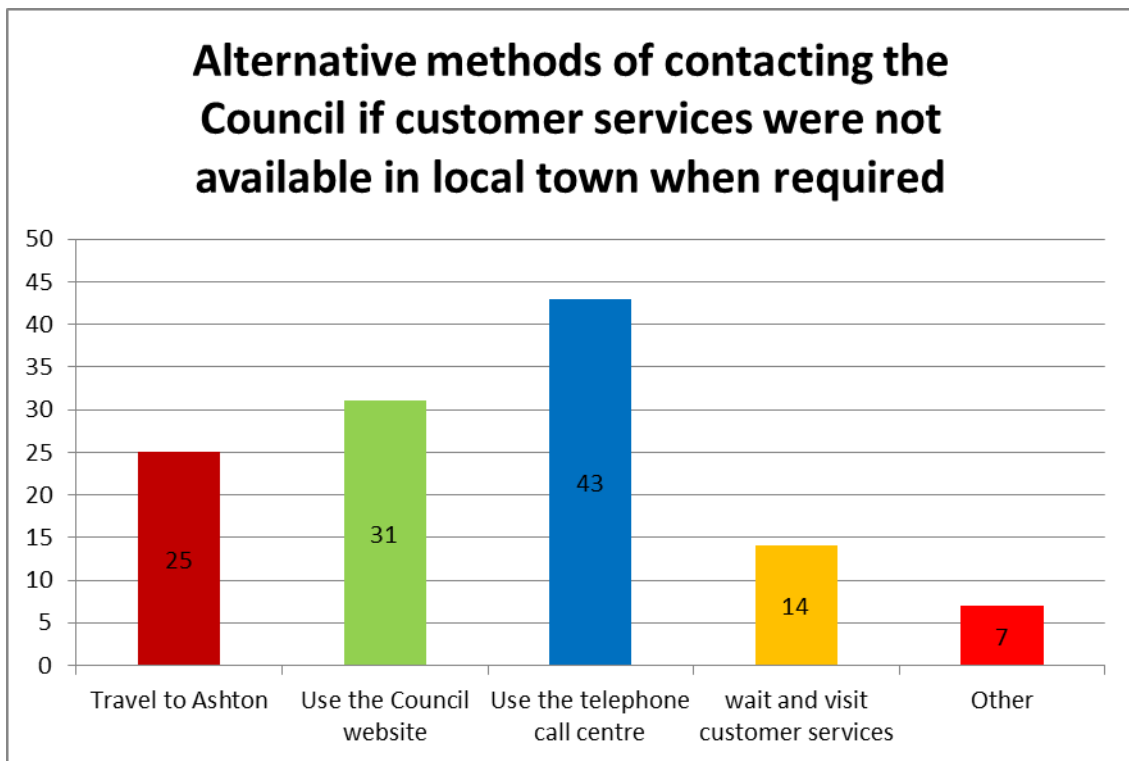
Respondents were asked to provide detail on the reason why they had used Customer Services. This question was asked to ascertain if the service was being used for level 1 enquiries – in-depth housing benefit and council tax matters or level 2 enquiries comprising of book, pay or request a service and general information. Level 1 enquiries require a Customer Service Officer fully conversant in both the Council Tax/Housing benefit system and also the regulations in order to handle these more complex enquiries. Level 2 enquiries can be handled at a lower level and need less specific training.

Respondents were able to select all services they had used within the last 12 months. Of the 85 respondents who answered this question, 42.35% (36) customers used the service for Housing Benefit and 36.47% (31) for Council Tax enquiries. The majority of people used the service for general enquiries 68.24% (58), to make a payment 5.88% (5) or to request a service 4.71% (4). Housing Benefit and Council Tax are level 1 type enquiries whilst the rest are all level 2 enquiries.

As a multi response questions respondents could tick all services they had used. Additional analysis was undertaken to determine those respondents who had selected the use of level 1 services only, level 2 services only and those who had contacted customer services for both a level 1 and level 2 enquiry. Of those who provided a reason for contact the majority (48.8%) did so for a level 2 enquiry only. A fifth (20%) did so for a level 1 enquiry only and 31.2% had been in contact with both a level 1 and 2 enquiry.



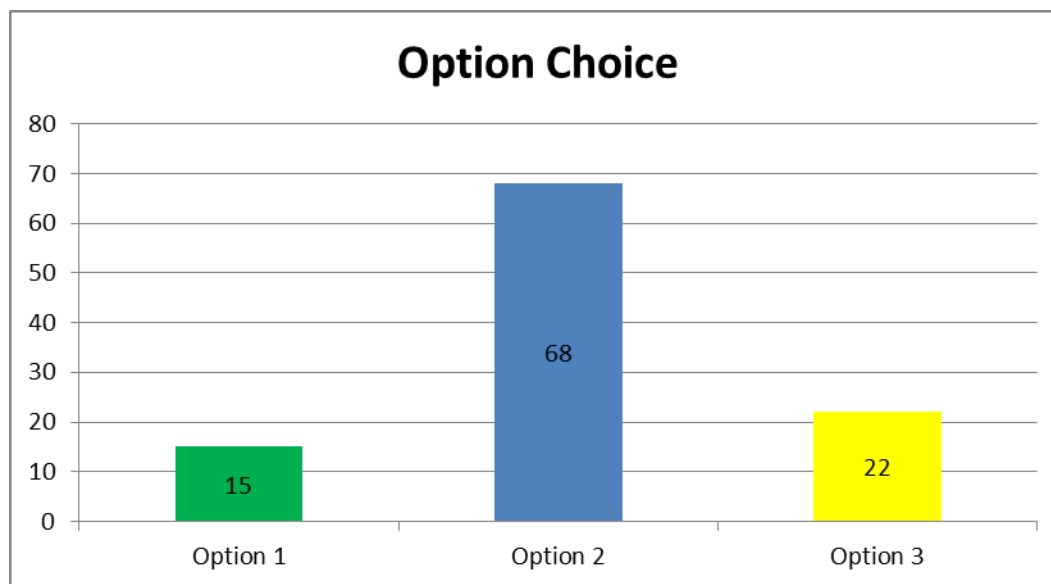
Question 5 posed the question of how customers would choose to contact the Council if Customer Services was not available at the time it was required in their local town. 120 respondents answered this question. Over three quarters of respondents 76.2% (99) indicated that if the service was not available in their local town when they required it they would travel to Ashton 20.83% (25); use the web 25.83% (31) or use the telephone 35.83% (43). Less than a quarter 11.67% (14) indicated they would wait until the service was available in their local town. 5.83% (7) indicated they would do something else and these included – get daughter to contact on my behalf, use the Mossley Hub, use the new care system after 6th April 2015, ask for support from website and use carers.



Question 6 asked respondents to indicate which of the 3 options they would prefer the Council to implement. Only 105 respondents of the 130 completing the survey chose to respond to this question meaning 25 people did not express a view on which would be their preferred option.

- Option 1 – 14.292% (15)
- Option 2 – 64.76% (68)

Option 3 – 20.95% (22)



Survey responders were asked their reasons for choosing the option they preferred for the future delivery model. This was in a free format text box to enable concerns to be detailed and considered. The main comments are detailed below

More accessible – 38 comments

Convenience – 31 comments

Travel – cost/time/difficulty – 18 comments

Only 92 comments were made by the 130 respondents to the survey meaning that 29% (38) of people declined to share reasons for their choice of the three options being consulted upon.

The comments were very similar throughout and centred on local offices being more convenient and therefore easier to access for people. There were some concerns about travelling to Ashton if Option 1 were implemented. However over three quarters of respondents 76.2% (99) indicated that if the service was not available in their local town when they required it they would either travel to Ashton 20.83% (25); use the web 25.83% (31) or use the telephone 35.83% (43). Less than a quarter 11.67% (14) indicated they would wait until the service was available in their local town.

As the requirement for face to face customer service has reduced dramatically over the years respondents were asked if they agreed that the service should be kept under review and adjustments made to ensure customer demand is met but that the service remains affordable and cost effective. 99 survey respondents chose to answer this question and of those 85.86% (85) indicated that they agreed service should be kept under review whereas 14.14% (14) did not agree.

Question 13 offered the opportunity for respondents to provide any comments they wished to make about the future customer service provision. Only 20.8% (27) of respondents made comments and these were:

- Want to keep the service x 9
- Enough cuts been made already x 3
- Do not have internet access x 1
- need to sort the website x 1
- Travel issues x 2
- Appointments should be implemented x 2

- Must always be face to face for vulnerable people x 1

Impact

Gender

Of the 108 people who chose to disclose their gender 50% (54) were female and 50% (54) were male. This is representative of the overall population of 50.8% female and 49.2% male. It is not felt that either gender will be disproportionately affected by any of the Options being considered as both male and female are equally likely to be able to access the service in whichever form the provision is provided.

Age

Consultation responses were over representative of the population with the exception of under 18 years where there was an under representation. It is likely that there is under representation of under 18s as the majority of the community in this age range do not contact the Council for services. Analysis of statistical data collected from those in the age range 16 – 19 years who contacted the council during 2014/15 and provided equalities data indicate that only 0.28% have used the service which also indicates an under representation when compared to Tameside population as a whole.

Age may be a factor in accessing the future service if Option 1 were to be implemented as some older residents may be unable to travel to Ashton due to infirmity, difficulty in using public transport or driving; also there may be inability to use newer technology such as the internet. If Option 2 or 3 were implemented whilst the appointment availability would reduce at satellite offices it would not be withdrawn completely.

Ethnicity

With regard to ethnicity 102 people answered the survey question. Of these the large majority 81.37% (83) classed themselves White – English/Welsh/Scottish/Northern Irish/British. 18.63% (19) classed themselves as White and Asian/Asian/Asian British/Indian/Bangladeshi/Black African/mixed. 28 respondents skipped the question and there is no way of determining their ethnicity. For Tameside population as a whole the vast number of residents are from a White background 90.9% with only 9.1% being Black and Minority Ethnic and therefore survey respondents were over represented from BME communities and under-represented from White backgrounds.

There is no evidence that any of the Options would disproportionately impact on groups due to ethnicity. The majority of comments from all sections of the community were around convenience/travel/accessibility only 1 person out of 19 from a BME background made a comment concerning language being a barrier to travel. Of the 19 people who identified themselves with a BME background 10 indicated they would use the telephone, 7 would travel to Ashton and 2 would use the website if their local office was unavailable. None indicated that they would wait until their local office was available.

The telephone interpreter service will remain a feature of the face to face customer service in the future.

Disability

87 people answered a question regarding whether their day to day activities were limited a little or a lot due to a health problem or disability lasting or expecting to last over 12 months. Of these 70.11% (61) stated they had no limitations, whereas 16.09% (14) were limited a little and 13.79% (12) were limited a lot. This is higher than the census figures for 2011 which indicated 79.1% were not limited at all, 10.3% being limited a little and 10.6% of people being limited a lot. Statistical analysis of data of those using the service during 2014/15 indicated that 75.58% had no limitations and 24.42% had limitations.

There may be some impact on those with a disability in terms of ability to travel to another location or ability to use technology such as the internet if Option 1 were implemented. Of the

25 people who responded to the survey and indicated they were either limited a little or a lot in their day to day activities 6 stated they would use the telephone, 6 would travel to Ashton, 6 would use the internet, 4 would wait until their local office was available and 3 would do something else (use carers, ask for support on web, get daughter to contact on my behalf) if their local office was unavailable.

Carers

88 people responded when asked if they looked after or undertook support for others. Of these 73.86% (65) indicated they did not carry out this function, whereas 15.91% (14) did so for between 1 – 19 hours a week, 4.55% (4) between 20 – 49 hours a week and 5.6% (5) for 50+ hours a week. Those respondents providing unpaid care were over represented when compared with the Census 2011 which indicated that 11% of the population were providing unpaid care.

There was no indication from the consultation that carers would be adversely impacted if any of the Options were implemented. Of the 22 respondents to the survey who indicated that they undertook some caring responsibilities 10 indicated they would use the telephone, 8 would use the website, 2 would travel to Ashton and 1 advised they would use the new care system if their local office were unavailable. 1 respondent did not complete this question. No respondents indicated that they would wait for their local office to be available.

Sexual Orientation/Religion/Belief/Gender

Reassignment/Pregnancy/Maternity/Marriage/Civil Partnership

No issues of this nature were raised in the consultation nor is it anticipated that there will be an impact on these protected characteristic groups as a result of the proposed changes. We will continue to monitor feedback from service users to identify any specific instances where changes to the service will impact on a protected characteristic.

Section 4 – Proposals & Mitigation

PROPOSALS & MITIGATION

PROPOSED NEW SERVICE PROVISION

64.76% (68) of people indicated a preference for option 2 which would provide the least reduction in the service. When making a decision as to which option to implement consideration needs to be given to a wide range of factors. These factors include the alternatives respondents would take if the service was not available in their local town, the type of enquiry respondents need assistance with, usage of the service, cost to provide the service and the financial constraints that the Council finds itself in.

Alternatives if service unavailable in local town

The majority of people (76.2%) indicated that they would either travel to Ashton, use the internet or the telephone if their local office was not open at the time they required it. This is an indication of the appetite for channel migration for the services which can be accessed by channels other than face to face and this would fit in with the latest government figures estimating that 85% of the population now has access to the internet with directly or via a friend, family member or advocate.

Type of enquiry customers need assistance with

The majority of responders to the survey 47.7% used customer services for level 2 service only (book, pay, request a service or general enquiry). All libraries within the Borough will continue to offer this level of service to customers on a drop in basis and for longer hours than the Customer Service Officer is available.

Usage of the service

Usage of the face to face customer service function has reduced dramatically over the past 5 years and this reduction is set to continue. The roll out of Universal Credit will mean for the majority of claimants their housing costs will be included in their benefit payment rather than via housing benefit. Increasingly more residents are becoming self-sufficient and are accessing services on-line and the Council has commenced a program of work – digital by design – which will ensure more services are delivered digitally.

Cost to provide the service

Since the appointment based system was introduced in 2012 only 30% of available appointment time is being utilised making this a cost prohibitive way to provide the service. The cost per visit has increased from £6.08 in 2012/13 to £7.48 in 2014/15 and this is set to increase further if the service remains in its current format.

Financial position of the Council

The Council has made savings of £104m from 2011 to 2015 and has to save a further £38m between 2015 – 2017 and therefore must continue to review all services to ensure they are as cost effective and efficient as possible. Consultation undertaken between September and December 2014 revealed that 21% of residents would reduce the budget for customer service functions to achieve the necessary savings.

Proposed model

Taking all the relevant factors into consideration it is proposed that Option 1 would provide an offer suitable to meet the majority of residents needs whilst also being affordable for the Council.

Option 1 would provide Level 2 customer service at all Libraries (book, pay, request a service and general enquiries including verification of housing benefit documents. Ashton Customer Services would be retained in its current format and would therefore continue to provide level 2 service and also in-depth housing benefit claims and council tax enquiries (Level 1 service). Ashton is the most used Customer Service Centre which has only seen a very small reduction in visits during the last 12 months. All other Level 1 service provided from customer service centres within libraries and Micklehurst Housing Office would stop. The opening hours for Ashton Customer Services would remain as currently provided.

Whilst some customers would be affected if this option is implemented the majority of the survey respondents could still access the service they require in their local town at the library. As three quarters of people have indicated that they would access services by alternative methods it is not felt that Option 1 would cause a significant detrimental impact on residents.

Mitigating Impact

Some negative impact may be felt by residents due to **age** and **disability** if Option 1 were implemented as there may be difficulty in travelling to Ashton Customer Service Centre to access level 1 customer service.

Tameside has a comprehensive bus service operating within the Borough. Over 85% of buses operating in Greater Manchester are easy access and largely meet the accessibility standards laid out below:

- Brightly coloured grab rails;
- Slip resistant flooring;
- Brightly coloured stop buttons that are reachable from a seated position;
- A route number and destination display on the front and nearside of the bus, and a route number display on the back of the bus;
- A ramp or other device to bridge the gap between the bus and the kerb;
- A space on the bus for a wheelchair user (this space is also accessible for pushchairs)

Following the introduction of the 1995 Disability Discrimination Act, design standards were introduced for accessible buses. Since 2000 all new buses must meet these standards. All buses

used on local services must meet the design standards by 1 January 2016 for single-deck buses and 1 January 2017 for double-deck buses.

All libraries around the Borough will continue to offer access to Level 2 service to residents and there will be assistance from staff at these venues both in terms of enquiries and free access to the internet. In addition level 1 service is available over the telephone and on the Council's website which the majority of survey respondents (76.2%) indicated they would access if their local office were unavailable. The majority of residents using customer services are already travelling to Ashton to access the service. The home visiting service will remain a feature of the future provision for those residents who are housebound and unable to access services by other channels as will the telephone interpreting service for those where language is a barrier and loop hearing systems.

Should the proposed option be implemented communication with residents and potential service users would be required. Publicity would be undertaken through Customer Service Centres, Libraries and on the web site. Flyers would be produced to hand to current service users for a period of time prior to any changes being implemented. Partner organisations such as Registered Housing Providers, Community Voluntary Action Tameside and internal networking groups such as Information Ambassador Network would be asked to assist in circulating information on the new service provision. The publicity campaign would provide details of how customers can access services including on-line, telephone and face to face at Libraries and Ashton Customer Services.

It is proposed that the new service would be implemented with effect from the 2 November 2015.

It is felt that implementing Option 1 is reasonable and proportionate and offers the best value for money in terms of usage of the service against the cost to provide and the financial constraints of the Council.

Section 5 – Monitoring

MONITORING PROGRESS



Mandy Kinder, Head of Customer Care and Advocacy

Issue / Action	Lead officer	Timescale
Ensure residents are able to access the service by monitoring feedback from libraries and via any complaints	Mandy Kinder	Following implementation of the new service model

Sign off

Signature of Service Unit Manager	Date
Signature of Assistant Executive Director / Assistant Chief Executive	Date

ITEM NO: 8

Report to :	EXECUTIVE CABINET
Date :	26 August 2015
Executive Member / Reporting Officers:	Cllr Brenda Warrington – Executive Member – Adult Social Care and Wellbeing Sandra Stewart – Executive Director (Governance & Resources)
Subject :	CORPORATE EQUALITY SCHEME 2015-19
Report Summary :	This report provides information on the Council's Corporate Equality Scheme 2015-19. This is the second scheme since the introduction of the Equality Act 2010 and builds upon the work and actions undertaken during the course of the previous Corporate Equality Scheme 2011-15.
Recommendations :	It is recommended that Executive Cabinet review and agree the content of the Corporate Equality Scheme 2015-19.
Links to Community Strategy :	Equality and diversity work is relevant to the vision provided in the Corporate Plan and all Community Strategy themes.
Policy Implications :	The issues highlighted in the report directly relate to meeting the requirements set out in the Equality Act 2010, and aid compliance with legislative and performance management frameworks.
Financial Implications : (Authorised by the Section 151 Officer)	There are no direct financial implications as a result of this report.
Legal Implications : (Authorised by the Borough Solicitor)	Tameside's Corporate Equality Scheme (CES) 2015-19 is the second scheme since the introduction of the Equality Act 2010, which details how we fulfil our legal obligations under the Public Sector Equality Duty. This builds on the achievements and developments made since the introduction of the first Corporate Equality Scheme (2011-15) which was produced following the Equality Act 2010 becoming law.
Risk Management :	This report fulfils the commitment for equalities issues to be monitored on a regular basis by Executive Board. It also ensures awareness of the agenda across the organisation.
Access to Information :	The background papers relating to this report can be inspected by contacting the report writer Jody Stewart:  Telephone: 0161 342 3170  e-mail: jody.stewart@tameside.gov.uk

1.0 INTRODUCTION

1.1 This report provides the Executive Board with details of the draft Corporate Equality Scheme (CES) 2015-19 and its development within the context of the Public Sector Equality Duty (PSED) of the Equality Act 2010. The report is structured as follows;

1. Background & Legislation
2. Corporate Equality Scheme (CES) 2015-19 Approach & Content
3. Recommendations

2.0 BACKGROUND & LEGISLATION

2.1 Tameside's Corporate Equality Scheme (CES) 2015-19 is the second scheme since the introduction of the Equality Act 2010 which details how we fulfil our legal obligations under the Public Sector Equality Duty. This builds on the achievements and developments made since the introduction of the first Corporate Equality Scheme 2011-15 which was produced following the Equality Act 2010 becoming law.

2.2 The Public Sector Equality Duty is laid out in section 149 of the Equality Act 2010. It came into force on 5th April 2011, and it states that a public authority must, in the exercise of its functions, have due regard to the need to:-

- a) Eliminate discrimination, harassment, victimisation and any other conduct prohibited by or under the Act;
- b) Advance equality of opportunity between people who share a protected characteristic and those who do not share it;
- c) Foster good relations between people who share a protected characteristic and those who do not share it

2.3 The Equality Act (Specific Duties) Regulations 2011 stated that by January 2012, and annually thereafter, we must publish information to demonstrate compliance with the general duty, including information about the protected characteristic status of employees, and other persons affected by our policies and practices. By April 2012, we were required to publish one or more specific and measurable equality objectives, and subsequently at intervals of no more than four years from the date of first publication.

2.4 Our first Corporate Equality Scheme was published in September 2011. Annual progress updates have since been produced to inform our understanding of how we are performing, and assist us in developing ways in which to better evidence our objectives. In line with the requirements of the Act, we have now revised our equality objectives and the scheme which are set out in the updated Corporate Equality Scheme 2015-19. This fulfils our obligation to publish our objectives at intervals of no more than four years from the date of first publication.

3.0 CORPORATE EQUALITY SCHEME (CES) 2015-19 APPROACH & CONTENT

3.1 The Corporate Equality Scheme (CES) 2015-19 consists of three parts, and is attached at **Appendix A:**

- Part 1 outlines our approach to the equality and diversity agenda, our achievements to date, and introduces the overarching themes of our forward looking equality objectives for 2015-19.
- Part 2 contains our objectives and explains the five high level themes under which they are headed;
- Part 3 summarises the legislative context of the Scheme, and provides further more detailed information on the Equality Act 2010 and the public sector equality duty.

3.2 The five thematic areas under which the equality objectives sit in the Corporate Equality Scheme (CES) 2015-19 are:

- Reduce Inequalities and Improve Outcomes
- Meeting our obligations under the Equality Act 2010
- Equality Training, Development and Awareness
- Consultation and Engagement
- Information, Intelligence & Need – Understanding Service Use & Access

3.3 The objectives are designed to allow services to demonstrate consideration of equality issues within their work areas, and show regard to, and compliance with, the public sector equality duty in a way that is complementary to existing strategies and frameworks.

4.0 RECOMMENDATIONS

4.1 As set out on the front of the report.

Corporate Equality Scheme 2015-19

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**Flowerly Field
Primary School**

Pupils at the opening of Flowerly Field
Primary School, Hyde



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Part 3: Legislation49



Part 1: Our Approach and Achievements

Details of how Tameside Council approaches and manages the equality and diversity agenda, together with some of our achievements and highlights in this area

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Introduction

Welcome to our forward looking Corporate Equality Scheme (CES) 2015-19. This Scheme, our second since the introduction of the Equality Act 2010, builds upon the work and actions undertaken during the course of the previous scheme (CES 2011-15), and highlights how we will be taking forward our commitment to equality and diversity in the coming years.

The Scheme is divided into three separate yet complementary sections.

This section, Part 1, outlines our approach to equality and diversity, some of our achievements to date, and introduces the overarching themes of our forward looking equality objectives for 2015-19.

Part 2 provides a more detailed look at our overarching themes, by breaking each down into a number of objectives that we will be working towards achieving over the course of the scheme. These objectives will help us fulfil our obligations under the Public Sector Equality Duty (PSED) and specific duties, as well as complementing our other strategic aims and the vision of the Corporate Plan.

Part 3 provides details of the legislative context to the Scheme, detailing how we are complying with the Equality Act 2010 and the PSED. It also provides more general background information on equality law, and signposts where further information can be found.

We hope you find these documents useful and informative.



Background to Tameside

Tameside lies on the eastern edge of Greater Manchester, sharing borders with Manchester to the West, High Peak, Derbyshire to the East, Oldham to the North and Stockport to the South.

It consists of nine towns - Ashton-under-Lyne, Audenshaw, Denton, Droylsden, Dukinfield, Hyde, Longendale, Mossley and Stalybridge.

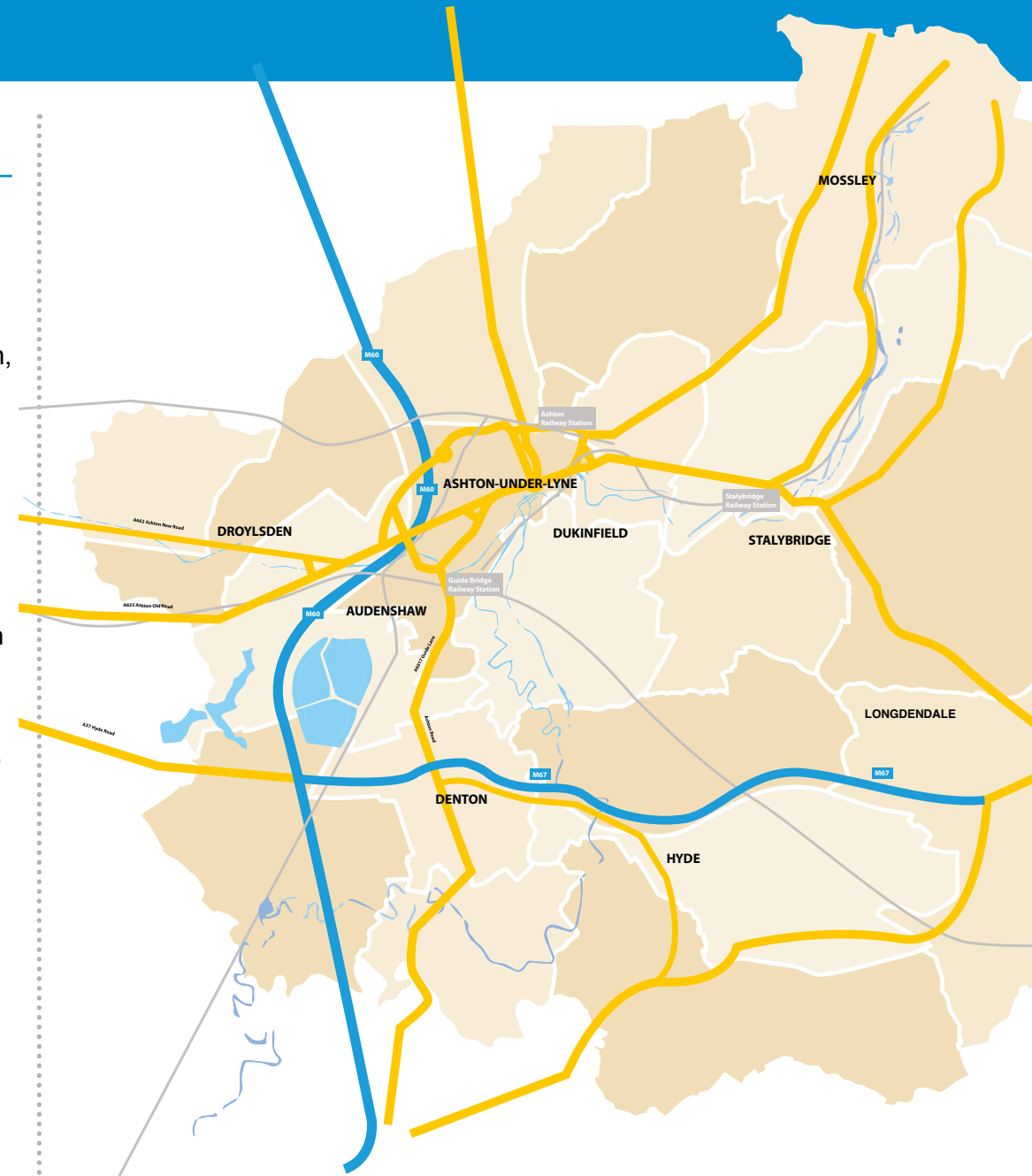
Covering an area of almost 40sq. miles, and combining a mix of urban and rural landscapes, it is home to approximately 220,800¹ people.

Our population is a fairly even split between male and female, with women comprising 50.8% of the population.

Almost a fifth (19.6%) of our population are children (under 16 years old), with slightly less (17.1%) being of pensionable age. The remaining 63.2% are of working age (16 to 64 years old).

Over the next 20 years, the age profile of our population is forecast to change dramatically, with a significant rise in the number of older people; residents aged 65 years plus are projected to increase by 64.9% by 2037 (from 37,000 to 61,000 residents in this age group).

The borough is also becoming increasingly diverse, with 9.1% of residents from black or minority ethnic groups, of which people of Asian and Asian British heritage make up the largest number.



¹ Office for National Statistics Mid Year Population Estimates 2014

Part 1: Our Approach & Achievements

Reducing inequality and disadvantage is central to our work as a Council, and our approach to equality and diversity is to ensure that this ethos runs through everything we do. In this challenging economic climate, ensuring that we deliver fair and equitable services is more important than ever.

Last year we participated in the Local Government Association (LGA) Peer Challenge which focused on scrutinising how well we are delivering for the people of Tameside. An independent team from the LGA, led by Cllr Peter Box (Leader Wakefield Council) and Tony Reeves (Chief Executive of City of Bradford Council), spent a week at the Council assessing our performance. Feedback from the assessment recognised the Council as “an organisation with ambition and a track record of taking tough decisions early which are leading to successful achievements”. The peer team also noted the Council’s sound approach to financial management, the strong political and managerial leadership, effective partnership working and the “proud, enthusiastic and energetic” frontline staff. They also found that the Council “has all the ingredients in place to make further progress on economic development and change the nature of public services”.

We have also recently been assessed as part of the Customer Service Excellence (CSE) standard. This aims to bring professional, high-level customer service concepts into common currency with every customer service by offering a unique improvement tool to help those delivering services put their customers at the core of what they do.

Despite the financial challenges we face, the CSE accreditation panel could see clear evidence of our continuing commitment to customer services and have awarded us 100% compliance across all the standards.

Following the full assessment we have been awarded eight areas of Compliance Plus, an increase on the six areas awarded at the time of last assessment and with five in new areas.

The areas awarded Compliance Plus clearly demonstrate how reducing inequality and disadvantage is at the heart of all we do. These areas are:

1. We make particular efforts to identify hard to reach and disadvantaged groups and individuals and have developed our services in response to their specific needs.
2. We have made positive changes to services as a result of analysing customer experience, including improved customer journeys
3. There is corporate commitment to putting the customer at the heart of service delivery and leaders in our organisation actively support this and advocate for customers.
4. We empower and encourage all employees to actively promote and participate in the customer focused culture of our organisation.
5. We can demonstrate how customer facing staffs’ insight and experience is incorporated into internal processes, policy development and service planning
6. We have made arrangements with other providers and partners to offer and supply coordinated services and these arrangements have demonstrable benefits for our customers
7. We have developed coordinated working arrangements with our partners that ensure customers have clear lines of accountability for quality of service
8. We interact within wider communities and we can demonstrate the ways in which we support those communities.

We aim to ensure that reducing inequality and disadvantage remains central to our work going forward, and this document outlines how we intend to achieve this through strong corporate ownership, effective partnership working, and above all, through listening to the needs of our diverse communities and responding accordingly.

The Corporate Plan sets out our vision, our top priorities, and our aim to deliver excellence to the people and businesses of Tameside. We are committed to maximising the wellbeing of local people, supporting economic growth, increasing the self-sufficiency of individuals and families, and protecting the most vulnerable.

Everything we do aims to make our vision a reality by focusing our resource on what matters. Our core purpose and values put people at the forefront of services to ensure that every decision we make supports economic growth and self-sufficiency. We will work with residents to do this by asking them to take on greater responsibility in their families, communities and area, supporting them when they need help.

In order to deliver against our vision and priorities the Council has a programme of key projects in place. These include:

- Tameside Enterprise Scheme
- Digital by Design
- Vision Tameside
- Early Years
- Care Together
- Wellness Offer
- Early Help
- Greening Tameside
- Transport connectivity
- Working Differently.

Some of the projects will be delivered in the short-term as part of the plans to make the £38 million savings required over the next two years. Other projects are more long-term and involve significant changes in the way the Council delivers services and works together with the community to grow Tameside. All of these projects will work in some way towards reducing inequality and disadvantage within the borough.

The CES 2015-19 provides the framework of how we manage our approach to equality and diversity, and details the processes, policies and actions that we have either already implemented, or intend to implement, and the outcomes we are seeking to achieve.

We recognise that equality and diversity goes beyond the nine 'protected characteristic' groups and the legal protection the law offers. In many cases, there are reasons beyond a person's race or gender or disability for example, which results in them having less opportunity or unequal access to services.

Inequality can exist as a result of an individual's socio-economic circumstances, or simply through their status as a vulnerable person in need of assistance.

Our CES 2015-19 takes a holistic approach to the equality and diversity agenda. It outlines the many ways in which we are seeking to identify and tackle the inequalities that exist within Tameside, as well as supporting those measures and actions which are making a valuable difference to the quality of people's lives.

This CES 2015-19 is not a standalone strategy. Whilst it focuses on equality in the legal sense, it also focuses on the wider and broader definitions of equality, to include vulnerability, and the focus on reducing inequality as a whole. It is based on best practice, and not simply minimum legal compliance.

Part 1 of the Scheme outlines both our:

- Approach to Equality and Diversity; and;
- Our Achievements

This section details how we manage our obligations under the law and put appropriate measures in place to ensure that our services are provided in a way that meets the needs of our customers. It also highlights some of the good work we are already doing in the Borough across a range of service areas and equality groups. Although our achievements demonstrate the depth and breadth of the work we undertake to reduce inequality and disadvantage, this document is not intended as an exhaustive list of case studies or performance measures.

This information is set out under the five key themes identified for taking forward the equality and diversity agenda. These themes were first outlined in the CES 2011-15 and were developed following analysis of key issues from various consultation and engagement projects, information taken from our other key strategic documents and plans, together with considering our legal requirements and resource considerations. As these still remain the key issues for the Borough, we have decided to retain the same key themes for our second CES.

The themes are:

- Reducing Inequalities & Improving Outcomes
- Meeting our obligations under the Equality Act 2010
- Equality Training, Development and Awareness
- Consultation & Engagement
- Information, Intelligence & Need - Understanding Service Use & Access



Reducing Inequalities & Improving Outcomes

The need to reduce inequality and improve outcomes for our residents is embedded in everything that we do. Our Corporate Plan clearly sets out how we want residents to have the best possible opportunities to live healthy and fulfilling lives by focusing our resources on:

- Working with families to ensure children are ready for school;
- Supporting families to care for their children safely;
- Increasing educational attainment and skills levels;
- Working with businesses to create economic opportunities for residents;
- Reducing levels of benefit dependency;
- Helping people to live independent lifestyles supported by responsible communities;
- Improving health and wellbeing of residents;
- Protecting the most vulnerable.

We believe Tameside is a great place to live and work and we will strive to make it even better by focusing on:

- Strengthening the local business community and our town centres;
- Improving transport infrastructure and digital connectivity;
- Growing levels of inward investment;

- Promoting cleaner, greener and safer neighbourhoods;
- Improving housing choice;
- Reducing our carbon footprint, both in energy and waste;
- Supporting a cultural offer that attracts people to the borough.

A range of services exist within the Council which help to achieve these aims. Examples of such services and some of the initiatives they undertake are set out below.

Our Customer Services and Welfare Rights Service ensure that residents are able to access the services they require, and also highlight other services available to them that they may otherwise have been unaware of. Enquiries can range in complexity from something as simple as a missed bin enquiry to supporting a resident with debt management advice.

During 2014 -2015, Customer Services assisted 43,325 customers; our call centre answered 165,369 calls; whilst our Welfare Rights service assisted residents with income gains of £3.6 million and assisted residents with an aggregate £2.8 million of debt to negotiate affordable repayments.

Customer Service Centres are located around the Borough in buildings which are accessible to all, whilst a home visiting service operates for those who cannot attend a Centre. There are language speakers within the service who speak Urdu, Hindi, Gujarati and Punjabi and can assist customers whose first language is not English. In addition, Language Line, a telephone interpreting service is available. A loop hearing system is available in the Customer Service Centres.

Customer satisfaction surveys are undertaken in Customer Services throughout the year. These surveys consistently show a high level of satisfaction with the advice given and wait time. The results can be disaggregated by some of the groups with a protected characteristic.

Recent funding has enabled Welfare Rights to deliver benefits and debt advice in GP surgeries. It is widely evidenced that having insufficient money to lead a healthy life is a significant cause of health inequalities. The poorest people often live the shortest lives with the worst health.

This project has initially been trialled in three GP surgeries in the borough. Often GP's are a point of contact where a person will present with health issues, sometimes exacerbated by financial difficulties, not knowing where to turn to. This project delivers advice directly to patients in their GP surgery.

Since January 2015, 94 cases have been dealt with. A total of £92,745 has been generated in benefit gains for these clients. £21,880 debt has also been dealt with.

The majority of patients report that it was a very positive experience being seen at the GP surgery. Most said that ease of access and familiarity was the main factor. One resident stated, "I was very grateful for the help I received. I just could not have done it myself due to my disability".

As a consequence of getting advice through the surgery, this has resulted in 94% feeling less anxious, 81% feeling less depressed and 94% report that their emotional and/or mental health has improved as a result of getting advice.

In addition, Welfare Rights have provided a service at Tameside Hospital's Mental Health Unit for many years. It is recognised that people with mental health are some of our most vulnerable and disadvantaged residents. It is difficult for patients on the mental health unit to access advice services, especially if they are very unwell or detained under the Mental Health Act. The welfare rights service understands this and provides casework support directly on the wards. The priority for this work is to ensure that people's benefits are assessed on admission and in payment for their discharge.

Patients are referred by members of nursing staff and the worker sees patients on the hospital wards at an appropriate time. The worker assists with claims for benefits, ensuring that the relevant benefit departments have been advised of the person's admission into hospital.

The worker also ensures that any housing benefit issues are addressed and where there is any risk of homelessness that these cases are referred to the Council's debt advice team.

In 2014, 110 patients accessed the service and £474,415 was gained in extra benefits.

Improving the health and wellbeing of our residents is a key priority in Tameside. Although health outcomes in the borough remain poor when compared to the England averages, there has been some improvement over the last year.

Healthy life expectancy for males is currently 57.9 years and for females is 58.6 years. This is 5.4 years below the England average for males and 5.3 years for females (2011/13). Over the last 10 years, premature deaths from cancer (173.3 per 100,000), and heart disease and stroke (121.2 per 100,000) have fallen, but still remain significantly worse than the England average. (144.4 and 78.2 respectively) (2011/13).

However, improvements in premature mortality have started to slow and some conditions have actually started to decline. For example there has been an increase over the last five years in premature mortality relating to alcoholic liver disease in Tameside (18.8 per 100,000 for Tameside compared to 8.7 per 100,000 for England)

The main cause for concern is that the gap between Tameside and England in overall life expectancy is not decreasing at the pace we would like. In particular for females the gap between Tameside and England has widened by 32%.

Since 1 April 2013, local authorities have been responsible for improving the health of their local population and for public health services including most sexual health services and services aimed at reducing drug and alcohol misuse. The following are just some examples of initiatives to address health and wellbeing issues in Tameside:

Pregnancy & Smoking

Tameside Public Health currently fund the local stop smoking service with advisors who specialise in supporting women during pregnancy. A pilot Midwife-led Stop Smoking Service from Tameside Hospital Maternity Unit has also been funded. This service provides additional support to mothers who want to stop smoking, but did not take up support from the local Stop Smoking Service. An evaluation has demonstrated the effectiveness of the service and it will continue for the foreseeable future.

Sexual Health - Black and Minority Ethnicity Residents (BME)

Of heterosexual transmissions of HIV in Tameside and Greater Manchester, the population group most affected are black African residents. The Black Health Agency is funded by the majority of GM authorities, including Tameside, to communicate safer sex information within appropriate settings and directly with our residents.

Teens and Toddlers

Teens and Toddlers are a national charity that aims to target young people (aged 14-15) who are identified as 'at risk' of becoming a teenage parent and/or Not in Education, Employment or Training (NEET) and to deliver a programme designed to help support these vulnerable young people. Teens and Toddlers aims to raise the young people's aspirations, self-esteem, resilience and sense of responsibility, so they can make informed positive decisions about their education, their health and their future.

The Teens and Toddlers programme enables young people to work with toddlers (normally within a nursery setting), giving them a sense of responsibility and thus raising their self-esteem. Alongside this, the young people have one-to-one support and group sessions to gain an understanding of behaviours and decisions.

The programme also benefits the smaller child as the young person supports the learning of the younger child with specific skills in order to improve their cognitive and emotional development, resulting in the smaller child's readiness for school.



Access to skills, training and employment opportunities are pivotal in ensuring we can improve the quality of life for residents.

Slightly more than four out of every five Tameside Primary Schools are now rated by Ofsted as either 'Good' or 'Outstanding'. Over half of our Secondary Schools & Academies are rated as either 'Good' or 'Outstanding' too.

Tameside is currently below the national averages for both the proportion of Primary school pupils (79.5% compared to 84%) and Secondary school pupils (49% compared to 76.9%) attending a 'Good' or 'Outstanding' school.

In 2014, 53.7% of children in Tameside achieved 5 A*-C GCSEs including English and Maths, in line the national average for all schools of 53.4%.

At Key Stage 2, 80% of Tameside pupils achieve Level 4 or above in 'Reading, Writing & Mathematics', in line with both the North West (79%), and England (78%) averages.

The Tameside rate for those aged 16-24 who are 'Not in Education, Employment or Training' (NEET) continues to fall from 4.2% in May 2014 to 3.3% in May 2015. This is lower than the England average of 4.8%.

The Council continues to operate the Apprentice Company sharing capacity and risk with local businesses who are offering apprenticeships. For young people who may lose their placement due to unforeseen circumstances, the scheme will support them into a new opportunity for a period of 4 weeks.

We have renewed our target of 100 apprenticeships across the Council, New Charter Trust Group and Tameside College and will also engage local businesses. We have successfully achieved this target in previous years and plan to continue delivering opportunities to young people across the Borough.

We are also delivering the Tameside Youth Employment Scheme, (linked with 'Jobs with Training') which will provide young people with 6 months paid employment or work related experience. This scheme will target those aged 16-24 years old and give them the tools to achieve sustainable employment,

therefore reducing unemployment, improving skills and increasing aspirations of young people throughout the Borough.

A package of measures to promote jobs, training and investment were launched at the Tameside Business Summit on 18 March 2015. Five of the 15 for 15 'A Vision for Tameside' pledges relate to training and investment;

- The Youth Jobs Pledge looks to provide a minimum of six months paid employment for those aged 16 and not in employment, education or training and are living in Tameside.
- The Enterprise grants offer businesses up to £1500 for creating jobs, apprenticeships and traineeships.
- The Trade grants, of up to £1000, are available to help young people and apprentices get kitted out – be it with the appropriate equipment, tools or clothing – for work.
- To support the long term unemployed back in to work, Tameside Council will provide free travel for up to 6 months to help people get to and from work.
- To offer help to veterans in the form of a six month employment opportunity or work placement with ongoing training and transition support.



Our Libraries continue to support jobseekers by offering free access to the internet and IT facilities. Library members receive up to one hours free internet access, and jobseekers are eligible for additional time where capacity allows. Libraries host eight National Careers Service (NCS) one to one advice sessions a week across the network, providing CV development support, searching and applying for jobs, finding funding support, and identifying career options. NCS also run three weekly Work Clubs at Tameside Central and Droylsden Library.

Libraries provide book stock on topics ranging from setting up your own business to interview techniques; and provide access to job adverts in papers, magazines and via the internet. Our libraries are used by many agencies as a venue to meet clients on a one-to-one basis, such as 'Routes to Work'. We have a long and successful partnership with The Work Company (formerly Work Solutions), who have commented positively that our libraries are an excellent venue, combining the benefits of a community venue, facilities for both themselves and their clients to use, and helpful staff. Many of their clients go on to become independent users of the library service, using the facilities and services we offer to continue with their job seeking and skills development. The model of partnership working which has developed in Tameside is quoted as an example of good practice by The Work Company in the region.

All Tameside Libraries have collections of books for adults who are studying to improve their English. Collections are called OK4U (entry level books) and RAW (level 1-2 books), and include the Quick Reads series, mainstream books that have had their readability SMOG tested, and material for people learning English as a second language.

Tameside Libraries hosted a programme of free events for Adult Learners' Week, from 13 to 19 June 2015. Adult Learners' Week is a national celebration of lifelong learning, first held in 1991. Events organised included chess for beginners, cake decorating, researching your family tree, sign language taster session, healthy minds workshop, armchair exercises and a creative writing workshop.

The Libraries Service offers class visits to schools to support the curriculum at all ages from Early Years to Key Stage 4.

Early Years visits involve active learning, creativity and new experiences for children. Key Stage 1 visits develop children's knowledge, skills and understanding, integrating work in speaking and listening, reading and writing.

Key Stage 2 visits develop knowledge and understanding, encouraging children to read a wide range of materials enthusiastically and independently for enjoyment and to develop skills in information handling through investigation, selection and evaluation. Key Stage 3 and 4 visits offer a library induction and tour of the facilities.

During 2014-15, 135 class visits were made to libraries, with 3,579 child participants and 628 adults, whilst the library service made 22 visits to schools, with 496 children taking part in these visits and 45 adults. The service also attended 56 assemblies across schools in the Borough.

To encourage less confident readers to improve their literacy skills the Library service participates in The Reading Agency's Six Book Challenge scheme. They have worked in partnership with Tameside College, Ashton Sixth Form College, and Tameside Adult and Community Education to deliver the challenge. To encourage library use and participation in the Six Book Challenge class visits are offered to learners on skills for life courses that are based on the adult literacy core curriculum. We have been successful in gaining a Reading Agency silver award for achieving over 100 finishers in 2015.

The library also runs 'learning for pleasure' and computer courses to encourage lifelong learning. These are provided in partnership with the Workers Educational Association and Tameside Adult and Community Education.

'Bookstart' and 'Time for a Rhyme' offers children and parents an accessible and important resource in developing early reading skills. The Tameside 'Bookstart' project is part of a national scheme that encourages young children to share books with a parent or carer, through the gifting of books at three stages in the child's development. Library staff run weekly 'Time for a Rhyme' sessions in all libraries for parents/carers and children aged 0-4 years old. Both help children with their personal, social and emotional development. Through work with Children's Centres the second 'Bookstart' pack is gifted to targeted children. In 2014-15 Bookstart has reached 6255 of eligible children in the borough gaining praise from the schemes national organisers, Book Trust.

The Health & Wellbeing Service continues to support carers and vulnerable adults who currently fall below the threshold for services.

The Service provides Early Intervention Assessments which are available to vulnerable adults, and Carers Assessments, available to their carers, which help people maintain independence in their own homes. A range of information, advice and support services, with the opportunity for Wellbeing Advisors to refer people to services they may not be aware of, means that people are signposted earlier and therefore supported in their homes and communities.

The Service supported Carers Week, which ran from 15 June 2015 and is an annual campaign designed to raise awareness of caring and highlight the challenges carers face. There are an estimated 24,000 Carers in Tameside, an increase on figures from previous years, but only around 4,000 are known to Tameside Carers' Centre. Those who are not known could be missing out on help, advice and support to which they are entitled.

In certain circumstances, the Community Engagement and Market Development Team have provided grant funding to community groups to help expand and develop. In 2014/15, the Team was able to provide small amounts of funding to groups such as the Grafton Centre in Hyde to purchase new equipment, as well as larger organisations such as 'Age UK Tameside' to deliver a Community Support Service to support older people with such things as help coming home from hospital, befriending and buddying.

The aim is to support community groups and organisations to thrive, develop and become sustainable, informed, skilled and connected within their communities, thereby building social capital and community capacity, whilst improving health and wellbeing.

Where the Team is not able to provide funding, it can put groups in touch with other organisations who can support them, such as CVAT (Community & Voluntary Action Tameside). As the leading support and development agency for voluntary, community and faith groups in Tameside, CVAT's overarching mission is to build and support a strong and vibrant voluntary and community sector in Tameside. They aim to do this through the provision of development services, (grass roots support to groups to set up, run effectively and access funding and development support), Partnerships Service offering groups and local partners the opportunity to make connections and have influence; and volunteer support services, offering support to individuals and those organisations involving volunteers.

As well as direct dedicated support to over 150 Voluntary, Community and Faith Organisations (VCFO) per year, CVAT also has a key role in helping disseminate grant funding to VCFOs, working in partnership with Tameside Council.

Through their funding advice service and grant management they have helped VCFOs access £558,714 in funding to help deliver services to meet local needs in the Borough.

The effects of the economic downturn are still being experienced by many residents, with households being left financially at risk. Further planned changes to the welfare system will also have an impact on those who are most vulnerable, making it more important than ever to have mechanisms in place to help support them.

As pressure on household budgets is increasing many people are turning to Pay-Day Loan companies for short term loans. Whilst accessing money from these companies is quick and simple to do, in many cases it leads to higher levels of debt.



My Home Finance

We have invested £100,000 in to “My Home Finance”, a non-profit company set up by the National Housing Federation and already in use by New Charter Housing for their tenants. This will help to provide wider Tameside residents with a more affordable alternative to Pay Day Loan companies.

Tenants can borrow as little as £50 to £300 initially (this can increase where subsequent loans are then taken on) which is repayable over a period suitable to the tenant but typically within a 12 month period.

Any interest received over and above what would normally be achieved from investing £100,000 through normal investment channels will be re-invested to encourage and support borrowers to begin saving through the Cashbox Credit Union.

This would be achieved by introducing a pound for pound matching scheme where a pound saved in the Credit Union by the borrower during the term of the loan repayment would be matched by a pound funded through interest received from the investment.

Both My Home Finance and Cash Box Credit Union are designed to encourage and support people into more affordable and sustainable financial arrangements. We have also banned access to pay day loan sites from all Council PCs, including those in libraries, and with our partners, have recently signed up to the Stop Loan Sharks Charter.



Cash Box Credit Union

Founded in 2004, Cash Box is a mutual financial service for everyone in Tameside. Locally delivered and ethically focused it offers straightforward savings and low interest loans across the Borough.

Membership costs £2 and savings can start from as little as £1 per week. It is a community savings and loan co-operative, where members pool their savings to lend to one another and help to run the credit union.

Membership currently stands at 4,580 adult members and 216 junior members. Members can save by standing order, salary deduction, or via one of the collection points in Ashton, Hyde, Denton, Mossley and Brushes Estate (Stalybridge). Total member deposits are presently £1,410,728 and £909,876 is on loan to members. Around 55 loan applications are processed each month and the average loan size is £1,000.



We know that crime, worklessness, substance misuse, school behaviour and health problems are issues which blight some residents' lives, they also disproportionately impact on the public purse. To tackle this we need to intervene early to prevent issues escalating.

We have developed a multi-agency HUB where agencies share information to build an intelligent picture of a family's needs. Experience, skills and knowledge from a range of professional backgrounds are brought together in joint decision making and leading whole system integration across public services in Tameside. Our Early Help team works with individuals or families facing a complex problem as soon as possible in an effort to provide issues escalating, whilst also addressing other areas where they may need support.

As of February 2015, 98% of Tameside families identified as part of the Troubled Families programme in 2012 have now been 'turned around' (96% across Greater Manchester overall).

The Working Well pilot is supporting 5,000 Greater Manchester residents towards sustained employment. GM is one year into the pilot and in recent months has agreed an expansion of the programme with Government to 50,000 residents.

Employment Support Allowance claimants in the Work Related Activity Group are supported into sustained employment through a key worker model following their completion of the Work Programme.

From the 1,993 clients attached to Working Well across Greater Manchester the largest age group is the 45-54 cohort (33%), the majority are male (56%) with over 85% white British. 60% have no dependent children and almost 80% are single. Tameside has the highest number of clients in rented accommodation and has more females than males engaged compared with the majority of GM. Half of those on the cohort have not worked in 7 years.

There have been 54 job starts across Greater Manchester. The most recent job starts figure in Tameside is five (June 2015). Working Well clients have been employed in a variety of roles including administration and service, sales and skilled construction and building trades.



Neighbourhood Services comprises of four Neighbourhood Teams; North, South, East and West; and an Integrated Youth Service. These teams are responsible for a number of activities within their geographical area including, Environmental Enforcement and Community Safety. The teams also work with communities to support them to be stronger more vibrant communities which are more self-sufficient. By working with key partner organisations they look to provide an integrated approach to service delivery and tackling key priorities in our neighbourhoods. Their position within the community ensures Neighbourhood Teams are well placed to directly support our aim to reduce inequality and improve outcomes.

Examples of Neighbourhood Team led projects which have impact on the equality and diversity agenda include:

Page 23 Reducing Re-offending

The North Neighbourhood team led a project with low level offenders to reduce re-offending, increase skills and employability and address personal wellbeing.

The aim of the project was to develop a multi-agency drop in service for low level offenders currently managed through the probation service, to help break the cycle of behaviour and to prevent re-offending, before more expensive interventions and management systems are required.

This project was initially set up for 6 months, developed between Thameside Council North Neighbourhood Team and the Probation Service. The drop-in sessions were held on a weekly basis. It allowed users to “sign in” with probation and to have an opportunity to engage with various agencies for support and assistance on issues including housing, debt and benefit advice, health improvement, sexual health, drugs and alcohol dependency, personal aspirations and wellbeing.

Individuals were able to progress into education, volunteering and/or employment as well as sign up to basic skills courses or pre-employment training. Thameside College provided information on apprenticeships for those under 24 years of age. Advice and support with job searches, CV writing and volunteering programmes were also offered.

Stalybridge Volunteer Pod

Officers from the East Neighbourhood team recently worked in partnership with Stalybridge Town Team and Tesco to set up a volunteer pod. The pod is used to store tools and equipment that is accessed by around 80 volunteers from several organisations including: Stalybridge Town Team, Greystones, Grosvenor House and the Canal & River Trust.

Greystones and Grosvenor House both cater for adults recovering from addictions that have prevented them from sustaining independent living. The two groups use the pod to deliver a range of skills around gardening and their latest project is a ‘grow to eat’ initiative on land handed over by Tesco. Both groups also support local traders by assisting with their entry into North West in Bloom, which is part of a wider scheme to encourage residents to shop locally, increasing footfall and reinvigorating Stalybridge town centre.

Ridge Hill Women’s Group

Silver Springs School hosts weekly meetings of the Ridge Hill women’s group. The group is made up of local residents of all ages, most are unemployed and are signposted to the group by Probation Services, who run the club.

The club is used to provide help and advice on various topics including; debt, CV writing and health and wellbeing issues. The group also delivers practical skills, such as cookery, as well as leisure activities, like photography.

Get Up & Go Bags

Three members of the East Neighbourhood team received training on the 'Get Up & Go Bags' procedures. The scheme offers assistance to victims of domestic violence by providing them with a safe location to build up the contents of a bag that can be accessed at any time of the day or night should they need to escape a violent partner. The scheme is supported by several partner organisations, including; Bridges, GM Fire & Rescue Service and New Charter. Items stored in 'Get Up & Go Bags' would be relevant to a particular person and could include items such as personal documentation, cash and a mobile phone.

Home Watch Dementia Pilot

The Home Watch Dementia Pilot is a scheme where neighbourhoods are able to look out for and protect vulnerable adults. Home Watch residents are asked to provide details of any vulnerable adults on their street, such as those with Dementia, to the Community Response Service. Co-ordinators and volunteers assist in a search for any of these adults who go missing. Once reported, the Community Response service will check databases to see if the vulnerable person is registered. If the individual is not recorded, however is considered to be vulnerable, then a referral will be made by Community Response Service to Tameside Health and Well Being Service.

The information held on the Carer's Card database is to be extended to enable vulnerable persons without a carer to have their information recorded on the system.

Staff and volunteers will be trained to record key information to assist in locating the vulnerable persons should they go missing.

Hattersley Snow Patrol

South Neighbourhood services alongside Public Health, Peak Valley Housing Association, Pennine Care, Mancunian Reunion and local residents collaborated together to deliver a "Snow Patrol", a project to help older and vulnerable people in severe snowy weather.

They deliver a service contacting residents to see if they need help, clearing snow from footpaths, collecting shopping, sorting out prescriptions, helping to report heating issues and any other problems that they may need support with.

The project provides unemployed residents the chance to learn and build on skills for their CV as well offering them new experiences that can lead to full time employment.



Steps to Stay Safe Event – Droylsden Over 55's Phoenix Club

Droylsden's over 55s Phoenix Club won their bid to fund a doorstep crime and personal safety event, Steps to Stay Safe, for older residents who live in Droylsden. The aim of the day was to raise awareness amongst older adults who may be vulnerable or have been a victim of doorstep crime, giving them advice and tips on how to stay safe to improve their knowledge, wellbeing and welfare. The programme for the day was developed with the Phoenix Group and Partners; West Neighbourhood Team, Age UK, New Charter Housing Trust, Health Improvement and GM Fire Service, GMP and the Grafton Centre Drama Group.

The West Neighbourhood Team explained the Home Security Assessment process and packs available as well as promoting the NHS Message in a Bottle scheme, which advocates keeping personal and medical information in the event of an emergency in a bottle kept in the fridge. The Grafton Drama group acted out short crime scenes related to doorstep burglary crime and telephone crime.

This type of approach is proven to be more successful as visual displays can be more memorable, with one of the barriers to the safety of older adults being that they can be forgetful.

Greater Manchester Fire Service spoke about fire prevention and safety in relation to falls and oxygen safety and Age UK covered useful services available to older adults such as the Handy Man Service and Garden Maintenance Scheme.

Weekly Partnership Meeting

Multi agency meetings take place in each ward on a weekly basis. Partners include the Council Neighbourhood teams, Police and Registered Social Landlords as the core group. Other services and agencies attend as required. The objective of the meeting is to problem solve local issues and reduce duplication with improved communication and shared information between key agencies. This set up allows a range of priorities surrounding crime, antisocial behaviour and environmental issues.

The meetings also focus on females in custody in an attempt to divert women, where possible, from appearing at court and into a positive intervention. This is done via a formal criminal justice disposal aimed at meeting female specific needs earlier and preventing further re-offending. Trained staff visit females in custody and an assessment is carried out using criteria such as education, health and finance.

We continue to work with vulnerable adults in a variety of ways. Two of our most successful and vital services are Greystones Ltd, a small, local private company contracted by the Council to provide specialist supported housing services for the vulnerable and socially excluded, and Adullam Homes who provide support, mentoring and coaching, for people who have experienced or who are at risk of homelessness.

Greystones Ltd continues to provide an outreach, day facilities and accommodation for some of our most vulnerable and excluded homeless men and women i.e. those who are experiencing or at risk of rough sleeping.

The support provided includes advice, information, and the use of practical facilities such as a shower, a laundry or a telephone. The service also provides four self-contained units with bed and shower facilities.

Adullam Homes provide support in the community for people who may be struggling to manage their home (any tenure), or who have experienced homelessness. The support is provided in 1:1 sessions and group work. Adullam provide opportunities for vulnerable people to become trained and accredited volunteers.

Bridges also provides integrated community services for people who are victims of domestic abuse such as an independent advocacy service, advice, support and access to community based agencies and help with housing. The service is funded by Tameside Council, led by New Charter Homes (Threshold), in a partnership with Turning Point and the Family Support Charity. The Bridges service brings together the council, police, victim support and other agencies and promotes early intervention and prevention alongside services for people who are victims of domestic abuse.

Following the Government's withdrawal of funding for schemes such as Tameside Support for Independent Living (TSIL), this has now been replaced by the Tameside Resettlement Scheme. The new scheme is for Tameside residents, aged 16 and over who are on a low income and who need help to move out of an institutional (hospital, prison, hostel) or unsettled way of life, including homelessness and who without help would suffer serious harm to themselves and / or their family.

The Early Help Team also works with families who are experiencing challenges and would like some support before issues escalate. In July 2014, the team implemented a group at the Children's Centre in Ashton, specifically for Young Parents aged 13 and over. Initially this was a 12 week project, looking at providing support for both parents and their children. Due to the success of the project it was agreed the session continues on a weekly basis as part of the Children's Centre Offer.



Tameside has a history of strong partnership working. We are always looking for ways to work in conjunction with partner organisations to improve how services are delivered for residents. This is particularly important in light of ever reducing public sector budgets.

Active Tameside have delivered a series of services and events that support a number of equality objectives in Tameside.

Their Adult Services provide day time provision for adults with learning disabilities or additional needs and provide a programme that includes: swimming, sport, life skills to develop independence through education in cooking, shopping, price comparison, menu planning and travel training, drama and arts and crafts. They support over 50 adults each week.

Active Tameside work in partnership with the Integrated Service for Children with Additional Needs (ISCAN), Our Kids Eyes (a local charity supporting children with special needs and their families), Tameside College and Tameside special schools to develop the community offer through sessions delivered for children with a disability and additional needs. Social workers and the ISCAN team are using these sessions as a way to reduce spend in the way of direct payments, local council payments for people who have been assessed as needing help from social services, and are purchasing a number of sports passes for parents to use as respite. The project has been shortlisted for the final of UK Active Flame awards, and North West Social Enterprise of the Year, due to the cost saving to the council of over £200,000.

Looked after children are provided with 12 free holiday activity places at Medlock, Copley and Denton each day for 12 weeks per year. They receive free community sport passes, individual swimming lessons, gym passes and trampoline places. This is in addition to delivering two, two hour sessions every week to over 100 young people.

Working with Denton Community College, Active Tameside has set up the Positive Pathways project. An initiative working with 12 year nine students at risk of exclusion to look at raising behavioural levels and their education attainment.

ACTIVE
TAMESIDE



Active Tameside are also working with Parochial and Rose Hill Primary schools and have developed a creative curriculum for Year 4, aimed at working with 60 children per school to raise their team work and social development.

During school holidays, holiday camps are set up working with ten schools across the borough to deliver a range of activities, with over 500 attendances last year.

Active Tameside develop and deliver weekend youth provision of over 18 hours a weekend. In addition they deliver 40 hours of weekly sessions to young people across the Borough that are free to attend in partnership with Tameside Council and New Charter Homes. Community attendances for 2014-15 were in excess 25,000. They also provide coaches and sessional workers to support Veterans Day in Victoria Park, Tulip Sunday at Stamford Park, Safe4Summer and various other events organised through various agencies.

Creative sessions have been delivered for 0-5 years olds across three sites to allow young parents the opportunity to access either gyms or group exercise sessions whilst children are in a safe environment with fully qualified staff. This is in addition to delivering five adventure play sessions across Medlock and Copley for 0-3 years that allow parents to come and interact with other parents and share issues. The sessions also invite professionals into the session to information share with parents.

Active Tameside are also delivering two weekly sessions of Dementia Café at Medlock Leisure Centre. Over 50 people attend these each week, equating to over 2500 attendances annually.

New Charter Homes also work towards reducing inequality and improving the outcomes of local residents. Examples of events which evidence this approach include Assheton House Community Get Together Day which was held in May 2015. With tenants from increasingly diverse backgrounds, it was recognised by the residents association that they wanted to encourage good neighbour relations by bringing people together to celebrate and embrace who

they are, despite any differences, no matter what race, religion, gender, sexual orientation, age, nationality or disability.

New Charter also held a number of events during Diversity Week (January 2015) including a two day event at the Silver Springs Academy. The school hosted a whole week of diversity awareness for students, parents and the wider community where they could learn about different countries and their customs and traditions.



Meeting our Obligations under the Equality Act 2010

The Equality Act 2010 came into force on 1 October 2010. It covers the basic framework of protection from discrimination, victimisation and harassment across the nine 'protected characteristic' groups.

The Public Sector Equality Duty, Section 149 of the Act, came into force the following year on 5 April 2011. The duty requires public bodies to have due regard to the need to eliminate discrimination, advance equality of opportunity, and foster good relations between different people when carrying out our activities.

Part 3 of the CES 2015-19 provides details of the legislative context to the Scheme, further information on some of the terms used by the Act, and some of the specific obligations placed on the Council and other public bodies in respect of publishing information.

The CES 2015-19, together with other strategic plans such as our Corporate Plan 2015-20, demonstrates how we are taking forward work to ensure we meet our responsibilities under this legislation.

Our original Corporate Equality Scheme was published in 2011, ensuring we satisfied the requirement of the Act to publish one or more achievable objectives by no later than 6 April 2012.

The Regulations of the Act state that we are required to review and republish our objectives at least every four years. Publishing this, our second version of the CES, fulfils this requirement. In addition, we are committed to providing yearly updates to our objectives.

Our workforce monitoring reports are published on the Council's website, and wherever possible provide a breakdown of our workforce by ethnicity, gender, age, and disability, across a number of areas – overall workforce, promotion, disciplinary action, grievances and those leaving the authority.

It also includes maternity leave applications and whether staff have returned to work following maternity leave, or left the organisation due to maternity related reasons.

In April 2015, 91.2% of our workforce identified themselves as being from a White background, whilst BME representation stood at 5.6%, an increase of 0.1% since 2013. The ethnic origin of employees unknown is 3.2%.

The percentage of the Council's workforce that is female has slightly decreased from 68.6% as of April 2013 to 67.9% as of April 2015. This compares to the higher percentage of 77.4% in 2009.

As at April 2015 the age range of our employee base varies, with the biggest percentage being in the age range of 50 years and over (41.2%). This has risen when compared with previous years - in 2013 35.4% of the workforce were aged 50+ and 33.3% in 2009. With regards to the age range 40 to 49, 2015 levels stand at 29.6%, showing a 3.7% reduction since 2013. In contrast 17.1% of our employees were aged 30 to 40 in April 2015, falling by 1.1% since 2013 and by 5.1% since 2009. The percentage of our staff aged 20 to under 30 years stands at 11.3% and staff under the age of 20 years stands at just 0.8%.

We continue to take steps towards understanding our workforce better across all the protected characteristic groups. As part of our recruitment processes, applicants are asked to confirm personal information, including age, gender, ethnicity, disability (and / or any caring responsibilities), sexual orientation, religion and belief, and transgender status.

All adult social care and substance misuse contracts include a standard equalities clause, with the right the request each provider organisation produce a report confirming compliance with equalities legislation if required.

All our current adult social care contracts require the provider to submit equalities reports annually in addition to work-force data being provided by all contractors at least every 12 months.

We always undertake to produce and publish Equality Impact Assessments (EIAs) to support Key Decisions which are published online. Services are required to use the EIA process when engaging in redesigns that could potentially affect service delivery, as a means of ensuring that sufficient due regard is being paid to the Public Sector Equality Duty.

The form used for the EIA process has recently been revised to ensure the framework remains as clear and effective as possible.

Publication of our EIAs also helps satisfy the requirement to publish information regarding persons affected by our policies and practices, as laid out in the specific duties.

Tameside's Partnership Information Portal (PIP) is also a source of data which can help to inform the completion of EIAs. PIP provides access to statistics and indicators at differing geographical levels across the borough, and covers a number of themes including educational achievement, health, employment and public perceptions. Demographic information is also available, with certain datasets being broken down by equality group.

Open Data has increased transparency about the information we hold and allows the community to creatively use the data for the benefit of Tameside.

Open data is data that can be freely used, reused and redistributed by anyone - subject only, at most, to the requirement to attribute and share-alike.

Nationally the Transparency and Open Data agenda has been driven by national government. The Transparency Code, in particular designates a number of datasets which must be published in order to meet statutory requirements and the manner in which they must be published. Tameside Council recognised the need to not only meet these requirements but also to go further whenever possible to ensure that information about how we operate is published in an open and transparent fashion.

This information is available at www.tameside.gov.uk/transparency and www.tameside.gov.uk/opendata.

Making sure any relevant data is open and transparent will help support us in ensuring we meet our obligations under the Equality Act.



Equality Training, Development & Awareness

Following on from the Council's 'One Workforce: Tameside Workforce Development Plan 2013-16', the Council launched a full programme of activity to increase employee engagement and involvement as part of its 'Working Better Together Strategy'. The Chief Executive and the Senior Management Team decided they would hold a series of sessions with the entire workforce across different council venues to allow all employees to meet the Senior Management Team and experience first-hand hearing key messages around the Council's priorities and challenges. More importantly this also allows them the time and space to meet colleagues and discuss their ideas, suggestions and burning issues, therefore increasing their direct engagement and involvement.

A total of 25 sessions have been held so far, with 1398 employees from across all service areas of the Council having attended and participated. Further sessions are scheduled over the coming months. Improvements from the sessions have included an updated Annual Development Review scheme, refreshed values, new leadership behaviours and a development programme that keeps valuing diversity and equality at the top of the agenda.

Following the implementation and the roll out of the Virtual College e-learning system (which can be accessed through the 'GEARS Portal'), employees are now able to access the necessary training connected to their roles. The personal e-learning account stipulates certain mandatory courses depending on the job role and its requirements.

All staff are required to complete some form of equality training, and the Equality & Diversity in the Workplace module is one of four modules made available for all staff by default. Depending on job role, staff will undertake more detailed training and development courses, for example where there may be issues relating to child or adult safeguarding.

E-learning courses include Equality & Diversity in the Workplace; Equalities & Cohesion Duties for Managers; Hate crimes & Hate incidents; Equality

& Inclusion in Health, Social Care or Children & Young People's settings; Safeguarding issues; and Mental Health Awareness.

As of June 2015, there were 2317 learner records registered on the e-learning system. Of the four courses, 86.6% of learners had completed the Data Protection training, 63.0% the Equality & Diversity training; 59.4% the Fire Safety training and 55.1% the Health & Safety training.

The equality agenda is also embedded across many of the other e-learning modules including Safeguarding and Information Management.

Arrangements are in place through the AGMA Training Procurement Framework for Managers and Staff to access group courses, and the overall training provision offer has been assessed to ensure sufficient coverage across all equality groups. This remains under review to ensure continued and proportionate coverage.

Service specific Equality, Diversity & Identity, is delivered for the Looked After Children Service twice per year for Residential and Fostering Service. It was agreed by Residential Managers that they would continue to send new staff on this session despite still being required to complete the E Learning Equality and Diversity in the Workplace because of the specific links to Looked After Children and identity. The E Learning Equality and Diversity is also available to Foster Carers for those carers who are not always able to access classroom style courses

There are consistent messages related to Equality and Diversity in many other training courses too, examples including Voice of the Child and Safeguarding Children Awareness as it underpins all working practice.

Staff based at key access points, and in frontline services, such as Customer Services & Welfare Rights, undertake equalities training and equality training forms part of the induction for all new staff. All members of staff have regular team meetings which allow them to discuss any issues related to delivery as well as use them to organise additional training when required.

Equalities briefings are circulated via Senior Managers and the Equality Champions Group. The Equality Champions Group meets quarterly and is chaired by Cllr Margaret Sidebottom, with Cllr Brenda Warrington (portfolio lead for Equalities) in attendance. The Group continues to discuss and share information around developments in the equality agenda such as changes to legislation, council equality policies and procedures, and best practice.

We continue to work with schools to raise awareness of equality legislation, their responsibilities regarding publication of equality objectives and equality information, and how to tackle issues such as bullying and hate-crime reporting.

Tameside Libraries have collections of books, newspapers and magazines in a number of languages: Bangla, Urdu, Gujarati, Polish and Chinese. Dual language children's books are also available in English and the following languages: Albanian; Arabic; Farsi; French; Portuguese; and Russian. The Local Studies & Archives Centre holds a collection of tape recorded interviews with people who have come to Tameside from the Indian subcontinent.

The library service provides special library membership and packs for children from homeless families and Looked After Children, with 166 children (aged 0-17) and 27 adults caring for Looked After Children, benefiting from this special membership.

Libraries stock a range of books covering Lesbian, Gay, Bisexual & Transgender (LGB&T) themes. The Local Studies and Archives Unit collect books and other material 18 which relate specifically to LGB&T history in the towns of Tameside or the Manchester area.

With over 160,000 visitors a year (of which 10% on average are from a BME background), and delivering educational sessions to approximately 4,000 school pupils a year, our Museums & Galleries Service is active in developing exhibitions, activities and resources to help communicate, educate and publicise the wide cultural heritage of the borough.

The borough's two museums and two art galleries host over 14 temporary exhibitions every year and organise a range of events and activities, providing access to topics of relevance to a number of equality groups.

Additionally, museums and galleries educational reach has been extended due to the funding and support we have received from Arts Council England and Curious Minds, the Arts Councils bridge organisation. The Cultural Services teams has worked hard in creating good working relationships with all Borough based schools and community organisations to support them in delivering 'Arts Award'.

Arts Award is a unique national qualification that helps young people to develop as artists and arts leaders. The programme develops their creativity, leadership and communication skills. It is open to anyone aged from 5 years to 25 years and embraces all interests and backgrounds. Through Arts Award young people learn to work independently, helping them to prepare for further education and employment. The award is managed by Trinity College London in association with Arts Council England working with 10 regional Bridge organisations.

Arts Award offers young people an inspiring arts journey. Each path can take a different direction; from fashion to film-making, dance to design and photography to poetry. Whichever route they choose to follow, young people are always in the driving seat.

Over the last two years we have worked with approximately 10,000 pupils and young people, supporting them on their Arts Award journey. Most participants have been entered at either 'Discover' or 'Explore' level, though we have successfully submitted 50 young people at Bronze level with each participant achieving a pass.

Arts Award has provided an opportunity to have additional educational reach across the Borough and enabled local school children and young people access to a fantastic creative and cultural experience.

We offer most, if not all of our theatre productions either free of charge or at a significant discount for any Looked After Children and their parents and carers. This aims to increase take up within this group and increase their proactive cultural engagement. We also seek to remove as many barriers and encourage as far as feasible this groups access to high quality cultural experiences.

Tameside Diversity Festival

The first ever Tameside Diversity Festival took place in January 2015 as part of National Hate Crime Awareness Week. The aim of the Festival was to promote diversity and celebrate the different communities that make up Tameside.

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Just a few examples of activities undertaken during the festival period include:

- Pupils from Denton Community College worked together with Adult Services to help a local disability group with swimming, cooking, sport and dance at Medlock Centre, Droylsden
- Both a Men's and Ladies Lunch Club at Hyde Bangladesh Welfare Association provided an opportunity for members of the community to come along and join in a celebration of Asian food
- Celebration of African Culture with snacks, games, music and dance organised by People First Tameside in Ashton
- Hate Crime Artwork comprising banners, badges and bags created by local people with learning difficulties to raise awareness of Hate Crime was on display for the whole week at Portland Basin Museum
- "Tales from Across the World" – cultural storytelling sessions with Simon the Storyteller at Portland Basin Museum on Saturday 24 January

- Diversity focused assemblies were delivered every day at Droylsden Academy and Denton Community College
- Silver Springs and Arlies Primary School, Stalybridge organised a week long programme of activities across the whole school to celebrate Diversity and challenge bullying and discrimination
- Tameside Youth Service provision throughout the week had a Diversity focus with young people exploring what Diversity meant to them and spent time thinking about what it would be like to walk in someone else's shoes – such as someone with a disability or who came from a marginalised community
- Diversity Event at Bennett Street Youth Centre in Hyde on Saturday 25 January which provided a mixture of performances and stalls which celebrated diversity and promoted strong messages about reporting hate crime.

Based on the success of the event it is proposed to hold a similar festival during National Hate Crime Awareness Week in January 2016.



Continuing to raise awareness of groups who may face increased levels of discrimination remains one of our priorities. The following are examples of initiatives undertaken to achieve this.

Lesbian, Gay, Bisexual and Transgender

We recognise that our LGBT population often face discrimination and additional barriers when needing support. In partnership with the other nine local authorities of Greater Manchester, specific funding has supported work to reach out to Tameside LGBT residents. The collaborative contract with the Lesbian, Gay, Bisexual and Transgender Foundation supports the provision of one on one support, training for professionals, safer sex information packs and additional HIV testing opportunities.

In addition during 2014/15:

- The LGBT foundation surveyed 100 LGBT Tameside residents to seek their views about health and life in Tameside.
- More young LGBT and young people who are questioning their sexuality accessed support from OutLoud a fantastic support for young people who just want to meet other young people who are LGBT and get support. The group is run by the youth service in a safe positive environment.
- Gay and bisexual men have accessed different methods to test for HIV, as supported by national guidance, and safer sex packs in a range of venues recognising that the largest group affected by HIV in Tameside and Greater Manchester are gay and bisexual men.
- LGBT communities are detailed as a specific population group who need reaching by smoking cessation services.

People living with HIV

People living with HIV are protected in law against discrimination. In partnership with other GM authorities Tameside work with George House Trust to support residents living with HIV. This support aims to provide direct emotional and practical support and recognises that the reality of being HIV positive means that many people living with HIV will still experience the negative experiences of living with a condition which are not physiological but societal. HIV remains a very misunderstood infection by many professionals and the wider community.

Hate Awareness Week

As part of the national Hate Crime Awareness Week teams from Neighbourhood Services delivered a number of events across the borough.

The purpose of Hate Crime Awareness Week is to tackle Hate Crime issues by raising awareness of what Hate Crime is and how to respond to it and to encourage reporting of incidents. Staff worked with local groups and community organisations to deliver a series of events across Tameside, as well as working in partnership with the police, fire service and local schools.

Hate Crime Action Plan

To tackle hate crime in Tameside and provide safe places for victims to report such incidents, specific engagement work is being undertaken with young disabled adults to help develop and shape the service around their needs.

The main objective is to redesign hate reporting centres as “Safe Spaces” where residents can get advice on a broader range of issues to keep them safe (such as crime prevention advice).

The Disability People First User Group has been engaged with a view to developing a consultation on Safe Spaces and to undertake wider consultation with people with a disability.

The young disabled adults were asked to tell the staff where they feel safe – which tended to be with friends, family, support staff and their own User Group. It was felt that this would be the ideal starting point for developing safe spaces rather than the existing corporate buildings which had been identified as Reporting Centres.

The Group were asked to share their experiences of the last week in terms of something good which had happened but also to speak up on any problems they had encountered. It was clear that whilst most of them had experienced some forms of unacceptable comments which could be classified as “hate crime” the vast majority of them did not recognise this as such – as they had grown up used to having others make unfavourable comments to them.

Following on from these sessions it was clear that the Council and Partner organisations needed to link in more with disabled people to help them shape the development of safer spaces and publicity materials to be produced to promote these venues.

A detailed action plan has now been developed for the Tameside Hate Incident Panel not just around the development of the “Safe Spaces” but others which link into this initiative. These include:

- Production of a short and authoritative myth busting document for use in the wider community aimed at ending mental health discrimination.
- The Young Disability Group and the People First User Group are working together to design a logo for the Safer Spaces – along with a suitable strap line to be used on literature and training material around hate crime and promotion of the Safer Spaces venues.
- To continue to strengthen links with the Shadow Learning Disability Board facilitated by People First and engage with disabled users on the Safe Spaces venues and wider community safety issues.

Mental Health & Community Resilience

This pilot project is commissioned by Public Health and provided by Tameside, Oldham and Glossop Mind. It is a prevention and early intervention service that harnesses the opportunities that key local people e.g. hairdressers, pub landlords and community group leaders have to build community resilience. With support and training provided by Tameside, Oldham and Glossop Mind, these “Community Partners” offer advice and guidance to their staff and customers which will improve their wellbeing and reduce access to higher end services.

Individuals in key community roles across Tameside were recruited with the objective of forming a network of Community Partners. Roles include community group workers, sports coaches, teachers, pharmacists, library workers, hairdressers, beauty therapists and hospitality workers (pubs, cafés and restaurants). Training sessions will be held in each of the nine townships with a view to recruit a balanced representation of individuals across the borough.

A “Train the Trainer” model is used to equip local people to support their communities and build up knowledge and skills that could be sustained over the longer term. The content of the workshops is tailored to the needs of individual communities including:

- Support and listening skills
- Dealing with individuals in distress
- Making Every Contact Count resources
- 5 Ways to Wellbeing self-help guide
- Details of services and support available in Tameside and practical information about how to access them (e.g. public transport timetables, maps etc.).

At the end of the training, individuals are given a Certificate, a package of Support Resources and encouraged to join our network of Community Partners.

128 individuals have been trained to date, with one additional session planned for summer 2015. MIND have also created a network of community partners – 92 of the attendees have signed up to MIND’s e-distribution list and expressed an interest in participating further.



Consultation & Engagement

Tameside has a strong history of consultation and engagement. It allows us to use people's views and opinions to help shape services to meet the needs of service users and residents.

The recent Customer Service Excellence assessment has seen Tameside awarded eight areas of Compliance Plus, one of which in recognition of our ability to interact within wider communities and demonstrate the ways in which we support those communities. In addition, our particular efforts to identify hard to reach and disadvantaged groups / individuals and to develop our services in response to their specific needs has also been noted.

Ensuring robust consultation and engagement processes are in place is particularly important in the current economic climate. Since 2010 we have had to cut £104 million from our budget and by 2016/17 a further £38 million will be cut. Providing residents with the opportunity to have their say on how we can best make these cuts whilst delivering inclusive services is crucial.

The 'Big Conversation' is our primary tool for obtaining the views and opinions of local residents and service users on service delivery and redesign. Consultations undertaken via the Big Conversation can be supported by other consultation and engagement methods including focus groups and deliberative workshops. This can help to ensure that the views of groups who may be less likely to engage are collected and taken into consideration.

The following are examples of key consultations which have recently taken place via the Big Conversation:

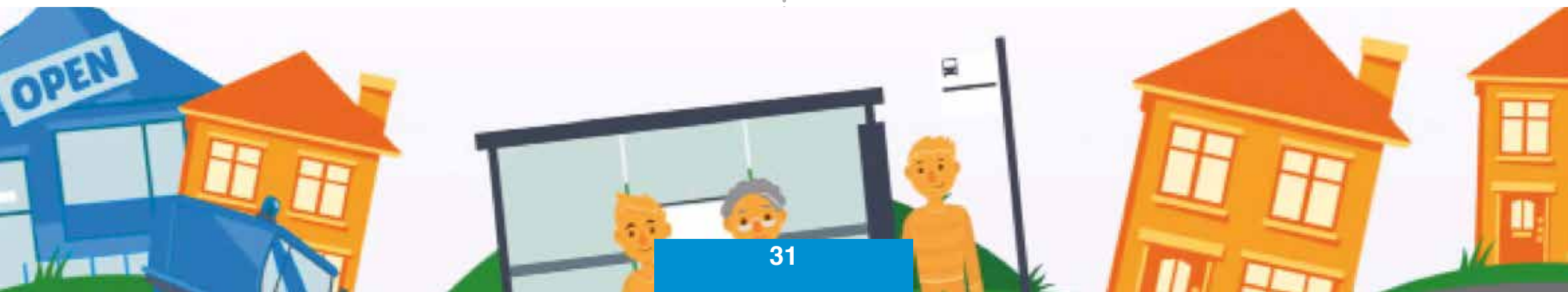
Budget Consultation

In light of the scale of impending budget cuts, it was agreed to undertake an extensive budget consultation exercise. The approach included a video, which set out the financial challenges facing the council, and a budget simulator which asked residents to engage with a 2-year £38 million savings challenge. The budget simulator is a free tool hosted by the Local Government Association (LGA). It asks members of the public to consider where council cuts should fall, where efficiencies might be made, and where additional resources might be generated. Participants were also able to submit written suggestions.

The budget consultation was launched by the Executive Leader at Full Council on the 16 September 2014 and ran for 12 weeks until 9 December 2014.

In order to raise awareness of the budget consultation, and encourage participation, a set of flyers, posters and screensavers were designed to promote the consultation.

A number of channels were used to communicate the budget consultation to the public; this included both traditional methods such as press releases and articles in the local papers and the use of social media e.g. Facebook and Twitter.



In addition to promotion through written media, a full programme of engagement events took place across the borough. These included promotion at children's centres, libraries, sheltered accommodation sites as well as facilitated group sessions with young and older people.

Infographics were designed to help explain and distil the findings from the budget consultation in a clear and effective manner.

A total of 144 engagement events were held where members of the public had the opportunity to participate in the budget consultation. These took the form of both formal organised sessions with specific groups, for example engagement with older people through sessions run in sheltered housing or social groups, a hosted event with college students, sessions in supported housing and with carers.

A total of 2882 contacts have been received to the budget consultation across all channels including social media, emails, letters etc.

A total of 1,004 completed responses were received to the budget consultation via the simulator. In addition participants were able to provide comments and suggestions on how money could be saved from the Council's budget. All these responses were analysed and classified by theme, based on commonly mentioned issues and concerns. The comments submitted via Twitter, Facebook, dedicated email address and letter were also analysed and themed in the same way. A total of 608 comments and/or suggestions were received.

The findings from the budget consultation exercise were used, in conjunction with other considerations, to inform the Council's budget setting process. The council's budget was set at Full Council on the 24 February 2015 and took into account the findings from the consultation.

The full report on the budget consultation can be viewed at www.tameside.gov.uk/executive/cabinet/04feb15/agenda under item 4.

Care Act

The Care Act 2014 changed the rules governing how local authorities provide care services in the future, helping to improve people's independence and well-being. Local authorities must provide or arrange services that help prevent people developing needs for care and support or delay people deteriorating such that they would need ongoing care and support services.

Between 17 November 2014 and 9 January 2015 an extensive consultation exercise was undertaken with service users and residents on proposals for a new financial charging policy.

The consultation was challenging due to both the complexity of the Care Act implications and also the cohort of residents who would be affected by any proposals. It was important that any consultation undertaken was accessible to adult social care service users.

The primary consultation method was a questionnaire which could be accessed via the Big Conversation on the council's website. Hosting the consultation online provided increased reach and flexibility for respondents.



The consultation was publicised widely across different media outlets including Tameside Radio and local papers. In total 102 respondents completed the consultation, which is considered a good response rate given the nature of the subject.

In addition to the questionnaire, a series of deliberative workshops were undertaken. This targeted work helped to ensure a wide range of individuals from different backgrounds and protected groups could take part. Examples included the Multiple Sclerosis Society, Bangladeshi Welfare Association and Age UK.

The views and feedback from both the questionnaire and deliberative workshops were collated and translated into quantitative data to inform a report of the findings.

An Equality Impact Assessment was also undertaken to ensure the Care Act consultation did not discriminate against any particular group of residents. A copy of the full report presented to Executive Cabinet on 25 March 2015 can be found at www.tameside.gov.uk/executive/cabinet/25mar15/agenda (Item 10).

We engage with community groups through our work with Community and Voluntary Action Tameside (CVAT). Examples of recent projects where CVAT have supported engagement with community groups include;

Care Together – CVAT facilitated three engagement events on behalf of Care Together with High Peak CVS and Volunteer Centre Glossop in October 2014 on the 9 Outline Business Cases (OBCs) for phase 1 of the Care Together programme. 130 people attended the events overall.

Asset Based Community Development – CVAT were commissioned by the Public Health team to lead a 'Valuing our communities' programme identifying how to enable asset based community development approaches to build stronger and more resilient communities in Tameside.

Supporting Public Sector Reform - CVAT have committed an officer funded by Tameside Council in order to create pathways in and from the Public Service HUB into VCFOs in order to appropriately direct demand. A grants scheme 'Step up, Step out' supports this work via our consortium Better Futures Tameside (BFT).

'Generation Noise' and 'Generation Air' at Central Art Gallery were two exhibitions funded by Arts Council England to engage families with contemporary art. Young children were under-represented at the gallery and so the exhibitions and marketing were specifically created to appeal to families with children. Feedback from visitors shows this approach has worked, with new families visiting the gallery and visitor numbers increasing. There are two more 'Generation' exhibitions planned for 2015-16.

Every year the Museum Service runs an Open Art exhibition, where anyone who lives in Tameside can see their artwork hanging on the walls of Central Art Gallery. There is also an annual schools exhibition, where all schools are invited to submit work. Both exhibitions are successful at fostering community engagement, local pride and a sense of ownership of the gallery.

In 2014, the Museum Service launched Little Hands, a free weekly group for under 5s at Portland Basin Museum. The sessions involve storytelling, dancing and craft activities and aim to support school-readiness and increase confidence among pre-schoolers. The sessions have proved very popular each week and attract dads as well as mums. The museum has also held two sleepovers for local Brownies.

During Black History Month 2014, the Museum Service worked with Tameside's African community to host 'Kumbu Kumbu'; a celebration of African culture and traditions. The museum exhibited African paintings from an internationally renowned African artist, and contemporary African fashions were displayed among the museum's industrial gallery. Two event days were also held, showcasing African drumming, dancing and singing. This was the first time the museum had participated in Black History Month and was successful in attracting new audiences.

During Spring 2015, Portland Basin Museum hosted a series of weekly 'Storybox' sessions for people with dementia and their families/carers. This is part of an ongoing Cultural Services project to support people with dementia.

In May 2015, Portland Basin held its first 'Evening at the Museum' event, aimed at adults. Abney Orchestra, who are a community orchestra based in Moseley, played in the museum and the event attracted almost 300 people. Entry to our venues is free, as are most of the events and activities that we run, making them accessible to as many people as possible.

The Museums and Galleries Services is part of the Viewpoint Survey which benchmarks visitor profiles, demographic information, experience and satisfaction across the Greater Manchester area within museum venues. This information is analysed and provides us with data to improve our customer service, make changes to our exhibitions and to develop new interactives within the museum sites. In addition, the Museum Service has recently signed up to a new visitor survey, along with other Greater Manchester museums, which will give us further information about our visitors.

Portland Basin Museum has been rated as 'Excellent' by visitors on Trip Advisor and has received a 'Certificate of Excellence' for four years in a row. We read every comment and use them to make improvements where necessary. We also have comments books at each venue. We evaluate every school workshop via feedback forms given to teachers.

Evaluation has been a key aspect of our Arts Council England funded 'Generation' exhibitions at Central Art Gallery. A full report will be compiled at the end of the project to fully assess the impact the exhibitions have had on attracting families with young children.

Museums and Galleries also have a number of forums who are consulted with including the Heritage Consultation Group and the Trustees of the Manchester Regiment. Tameside Cultural Services has over 2500 followers on Twitter and also posts on Facebook via Tameside Council.

The Health and Wellbeing Service has established the Information Ambassador Network (IAN), which has 232 members from community, voluntary and faith groups. The purpose of the IAN is to disseminate key information to members of groups, and receive feedback from the community via Information Ambassadors, and to consult with the community.

The Information Ambassadors, between them, represent 215 groups and over 13,600 people, from a range of backgrounds. Information gained from consultation is used to inform the development of sub-threshold services, and as a means of informing grant funding.



The Making Every Contact Count Programme (MECC) is now in its third year. MECC is a programme that makes best of every appropriate opportunity to raise the issue of healthy lifestyles. It is also:

- Systematically promoting the benefits of healthy living within an organisation and to local residents
- Raising the issue of lifestyle change with individuals and discussing changes they may wish to make
- Responding appropriately to the lifestyle issues that may be raised
- Taking appropriate action by either offering information or signposting to relevant services

Other health related consultation and engagement programmes include the Public Health Ageing Well programme which provides project-based activities on age-related agendas, including dementia; falls prevention; loneliness; and challenges to dominant dependency narratives of ageing. Much of this work also lent itself to engaging people with dementia in positive and therapeutic activity that focused on the process of participation to achieve changes in terms of improved quality of life and clinical outcomes.

One specific example used cultural arts interventions, as an alternative to using pharmacological interventions to manage behaviours. The use of music enabled older people with memory problems to make connections and build relationships.

The project began in September 2014 and is due to be completed by September 2015, followed by an in-depth evaluation. Recommendations to Tameside's Care Together integration programme will be made from the findings of the evaluation, for the purpose of informing dementia service redesign.

The project has already made an impact, with Tameside Hospital NHS Foundation Trust seeking to invest in a three-year Storybox residency that will see a performance artist working with dementia patients and staff. Participants who have taken part in this experience have been featured on BBC Radio Manchester.

The project was delivered by Manchester Camerata and Small Things arts companies, to provide 'Music in Mind' and 'Storybox' sessions respectively.

It is hoped that the pilot will be extended and scaled up across the borough, as part of the Care Together Programme.

The Health and Housing project is a community asset research project, delivered by the local community and taking place in Cavendish Mill and Dukinfield Central Estate. It is collaborative project involving: New Charter, Tameside Council, Manchester University, CVAT, GMP and NHS Health Improvement. Ten local people who are currently out of work have been recruited by CVAT to develop and complete research. In return they receive training from Manchester University and a certificate to add to their CV to further job opportunities.

Dukinfield Central and Cavendish Mill have often been target areas of improvement across many agencies due to poor health rates, high unemployment and high crime area. As a response, agencies have put in place services to improve the outcomes of the area. However, the areas also have many positive aspects and a high level of community spirit.

Health and Housing aims to build on the good, engaging with all the residents with regards to the positive experiences they have got from living on the estates. The expected outcomes are:

- The researchers' will gain new skills, work experience and a qualification which can then improve opportunities for future employment
- To build and enhance skills in the community to assess local health needs and give residents the skills and resources to be part of the solution
- Through evaluation of the research, we hope to achieve positive changes in local service delivery and local community activities that promote health
- To bridge the gap between decision makers and local residents
- Positive changes to the social and environmental factors affecting health and wellbeing
- Engages with all residents on the estates ensuring the community voice is heard.



Within the Library Service, the Local Groups and Organisation Database is the largest listing of local groups in Tameside, containing over 900 organisations covering a broad range of interests and protected characteristic groups.

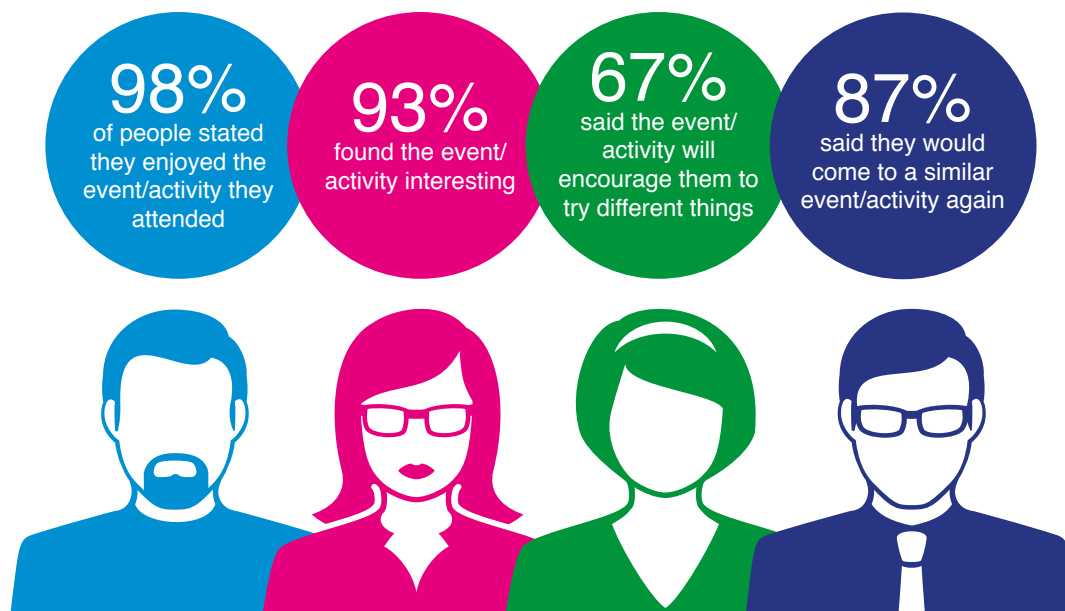
Young volunteers between the ages of 12-18 are regularly involved in helping to deliver activities and events in libraries throughout the year, in particular during the summer holidays.

Originally developed with Tameside Older People's Partnership, the 'Book Time for Yourself' group for over 50s has been established as a successful model which now runs in six libraries, offering talk therapy, befriending and social activities.

At the end of September 2014 Tameside Libraries hosted a series of Wellbeing Events for the elderly to coincide with International Day of Older Persons, taking place on 1 October every year. The libraries received funding from the Tameside Health and Wellbeing Service Fund to organise the programme as part of the Boroughs wider Older Peoples Day celebrations. The aim of the celebration events was to offer accessible and interesting sessions for older people to enjoy at each of the libraries in Tameside. Events included: author talk, writing workshop, e-books workshop, computer basics and various other talks. A total of 50 people attended the events. A high percentage were women, more than 50% were over 65, and 20% of those completing feedback forms stated they had a disability.

All the activities directly supported four of the 5 ways to wellbeing; connect, take notice, be active and keep learning.

On feedback:



We will always look to develop specifically tailored consultation and engagement activity for certain equality groups and disadvantaged or vulnerable people within the Borough as required.

Bangladeshi women in Tameside are identified as being more socially isolated than other groups of people. A partnership project between Hyde Community Action, Tameside Council, Greater Manchester Fire & Rescue Service and Greater Manchester Police aimed to address this isolation by engaging these women in their own communities to help them contribute to society and as a result increase aspirations.

Trained Bangladeshi women volunteers visit each household in the area and offer home security surveys, home fire risk assessments (GMFRS), help with recycling, information about schemes such as alley gating and any other issues they may need assistance with.

With this increased contact the volunteers hope to help residents to access and further advice they may need towards increasing social inclusion, and to help in areas such as entering further education, training and employment.

Active Tameside has a disability sport and physical activity objective in which they seek to increase participation within a high quality bespoke offer for people with disabilities or additional needs. The Trust will provide a new offer for the under 5's to support the development of physical literacy attracting over 12,750 visits a year, provide a multi-sport and physical offer for young people and adults with disabilities or additional needs increasing from 14,000 to over 30,000 visits a year. In addition, they aim to provide a bespoke training facility at Active Medlock attracting over 6,600 visits a year focusing on the development of life skills and achieving an active healthy lifestyle. The Trust also continues to support the boroughs disability sports club 'Tameside Titans'.



Information, Intelligence & Need – Understanding Service Use & Access

Understanding our customers and service users is vital in ensuring that we deliver effective and cost efficient services. The use of information and intelligence in order to better understanding our communities is crucial to this.

The Tameside Integrated Needs Assessment (TINA) is a suite of tools that have been designed to enable staff to better understand the differing needs of communities within the borough and provide services in a more targeted way. For example one particular area of the borough may need specific health interventions whilst another may require more help with tackling anti-social behaviour.

The borough is divided into four neighbourhood areas, each with its own neighbourhood team. In order to assist the team in setting its priorities a neighbourhood needs assessment has been produced for each of the four areas based on the information contained within TINA. TINA is updated on a quarterly basis to ensure that any emerging/changing issues can be identified quickly.

The suite of tools included within TINA are:

- Lower super output area descriptors
- 60 Socio Economic Indicators
- Tameside Insight
- Census Profiler
- Community Asset Mapping
- Partnership Information Portal (PIP)
- Cost benefit analysis (CBA) tool
- Unit cost database
- Monitoring and evaluation framework

A dedicated area on the Council's Intranet site provides all the resources and further guidance to aid practitioners in using the different tools.

We are also in the process of refreshing Tameside Insight, our bespoke customer segmentation tool, demonstrating our commitment to the continued use of customer monitoring, information and intelligence. Tameside Insight was first developed in 2009 to create a semi-bespoke customer segmentation tool for Tameside. The reason for creating our own segmentation tool was because 50% of the population fell into three categories of the national Mosaic segments and in order to better understand our residents we needed to differentiate them more effectively.

Tameside Insight apportions all households within the borough into one of twelve segments based on their needs and behaviours. This was built by combining Experian Mosaic data with an extensive range of Tameside Council's and the Fire Service's customer focused data.

Since the development of the original dataset, the latest Census has taken place and other data providers such as DWP, Public Health Observatory, HMRC, Home Office etc. have also released new and updated indicators. In light of the Open Data agenda organisations are also more willing to share data which will result in additional data sets being included this time around making it an ideal time to refresh the data. In order to ensure that we continue to understand our different customers, their characteristics and their differing needs and behaviours it is important to undertake a refresh of Tameside Insight.

Alongside the refresh, three bespoke models will also be developed to assist us in delivering the most efficient and effective services for local residents. The models are:

• High Dependency Model

A bespoke model to identify households that are in receipt of a high level of public sector services and the reasons why.

• Health Risk Stratification

A bespoke health risk stratification model – identifying those households with the highest risk of developing certain conditions, those with the lowest life expectancy and likely to access adult social care.

• High Net Worth Segment

A high net worth segment that represents individuals we would like to attract to the borough and the services applicable to them.

An example of where we have used a range of information and intelligence to inform service redesign in light of the financial challenges faced is Bin Swap.

In 2013/14 in order to help us reduce the costs of collecting and disposing of household waste and meet savings targets, we scoped a number of approaches aimed at reducing the amount of recyclable waste sent to landfill.

A scheme was drawn up that swaps what goes in the green and black bins – landfill waste goes in the green bin while glass, cans and plastic bottles go in the larger black bin, which has more capacity for recycling. This saves us money by reducing the amount of waste going to landfill.

Four pilot areas were selected based on recycling performance, population make-up, operational considerations and officer knowledge. Selecting a variety of pilot areas with different populations and characteristics was important to ensure the learning from the pilot is broad-based.

In total the four pilot areas make over 4,000 properties (4.3% of all properties in Tameside). The four areas selected included a mixture of protected characteristics such as BME, socio-economically deprived and the elderly.

In advance of the start of the pilot an extensive communications campaign was undertaken to notify residents in the pilot areas of the planned change to their waste collection arrangements. This included leaflet drops, articles in the local newspaper, updated collection schedules on the bin app and website, the recycling awareness trailer visiting the four pilot areas, new bins provided where needed, and liaison with community groups in each area.

The learning from the pilot, in particular the service user feedback, highlighted the need to consider the impact of the changes proposed on different groups of people within the community. An EIA was undertaken to ensure that the needs of the whole community were understood. As such an exceptional circumstances policy was developed to deal with those households where there is a genuine issue of capacity due to their specific circumstances e.g. a large number of children. In addition, the Bin Swap is not anticipated to have any impact on the Pull Out and Return Service which supports those residents unable to present their own waste bins for collection e.g. due to physical disability.

Due to the success of the pilot Bin Swap is being rolled out across the Borough in August 2015.

The redesign of our Greenspace & Operations Service also demonstrates how the use of intelligence resulted in a more flexible operating model with increased productivity. Active engagement was undertaken with staff, senior management, Elected Members, Trade Unions, and other partners, to create a service that was fit for purpose.

Switching to a unique zonal cleaning approach, and integrating two important Council agendas in crime and worklessness, and demand reduction, has allowed the service to broaden its remit whilst maintaining its core purpose. A prime example of this has been our partnership with the Probation Service Community Payback Team, and the Council's Youth Offending and Routes to Work (Learning Disability) teams. With reductions in our front line resource these partnerships have meant we can maintain environmental standards without seeing the drop off in service that usually accompanies large reductions. At the same time, we have been able to positively engage with a number of groups and individuals who often struggle to adjust to the demands of being in a work environment.

Over the past twelve months 20,000 unpaid hours have been committed to the service from Community Payback which has benefited all our communities.

Other outcomes include a reduction in operating costs by 42% over the last three years; the number of depots used reduced from 13 to three; a multi-functional service has been developed consolidating 26 job roles to six, and reducing the number of shift patterns from 16 to nine; still cleaning 715km but to a better quality standard, with estates swept every 28 days; continually improving resident satisfaction with the cleanliness of the borough - complaints dropped from 59 to 13 as the service was being transformed.

The work of the Greenspace & Operations Team was recognised at the recent Local Government Chronicle (LGC) Awards 2015 when they were awarded with the Efficiency Award. The judges commented, "The winner delivered an inspiring presentation and is a good example of moving forward despite tough economic conditions. It has not only made financial savings, but actually improves lives of residents".

With the recent national and local elections taking place on 7 May, it was important that as many residents as possible were registered to vote. Without registering people are unable to have their say on issues which affect them or decide who should represent them at all levels of government.

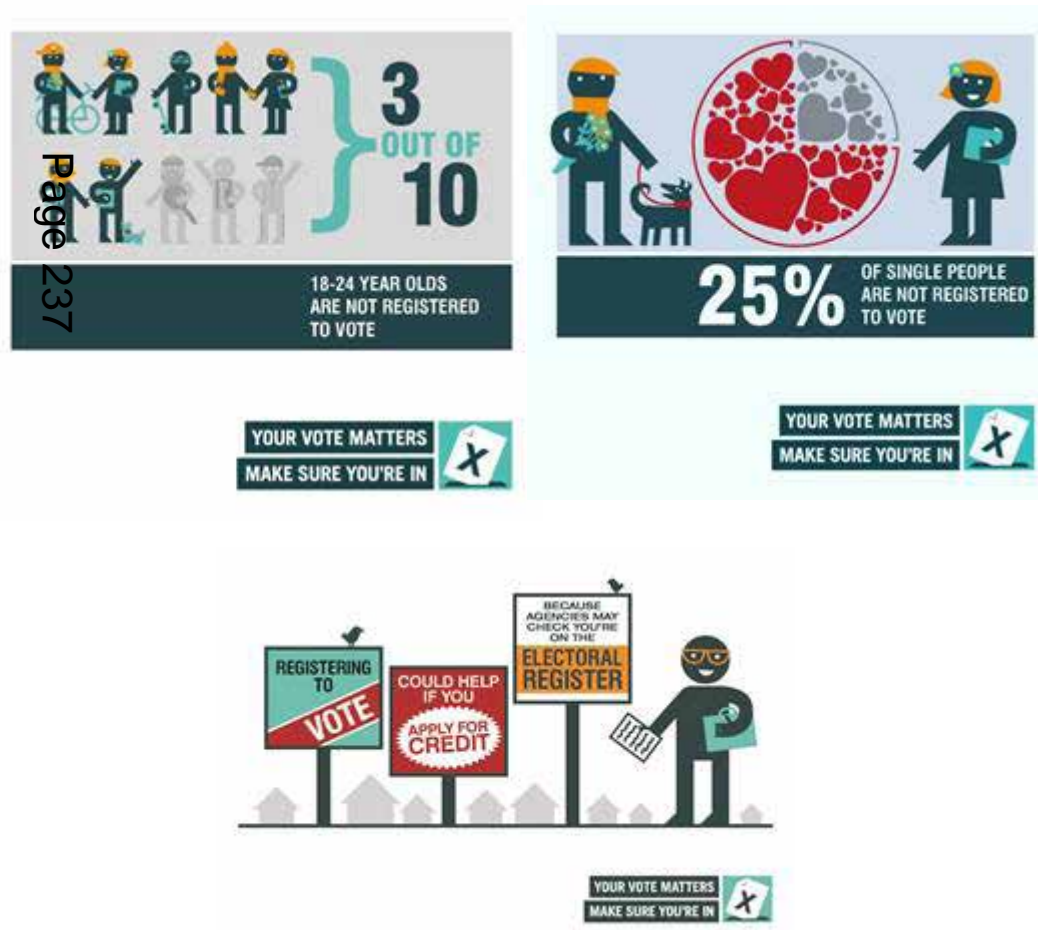
To support this, a localised Elections Engagement Strategy was developed to support both the national and Greater Manchester wide register to vote campaigns which were also running simultaneously. This required the tailoring of communication methods to ensure the message reached all residents.

Although the main focus of the strategy was to widely communicate the register to vote message amongst all residents, it also looked to target those less likely to vote, for example, young people, BME communities and private renters.

In addition to an extensive communications programme using social media and local press, partner organisations were engaged to help promote the register to vote message. These partner organisations included Registered Providers; Voluntary & Community Groups (CVAT, Hyde Community Action, Age Concern, MIND); Active Tameside; Citizens Advice Bureau; all schools and colleges with students aged 16-18. Partners were encouraged to promote the register to vote message in a variety of ways including through newsletters, websites, social media channels and community meetings.

Neighbourhood Teams were also engaged as another conduit to promote the message to local residents and community groups. The register to vote message was also promoted via our Call Centre so anyone contacting the Council was reminded about the importance of registration. Reorganisation of the Elections web pages was also undertaken to make them more accessible and user friendly. This included the introduction of polling station maps to help electors easily identify where their polling station is situated.

With national figures showing that three out of ten 18-24 year olds are not registered to vote, we were also particularly keen to engage with our younger residents and emphasise the importance of registering. Bite the Ballot, a party neutral not for profit community interest organisation, were invited to facilitate a 'Democracy Day' for local students aged 16 to 18. The Democracy Day, which was held on 25 March 2015 at Ashton Sixth Form College, was attended by over 50 students. A lunchtime 'Registration Rally' was also held in the canteen area of the college where all students were invited to come and find out more about registering to vote.



Forward Look

Part 1 of the Scheme has given an overview of how we approach equality and diversity, together with some notable achievements and successes.

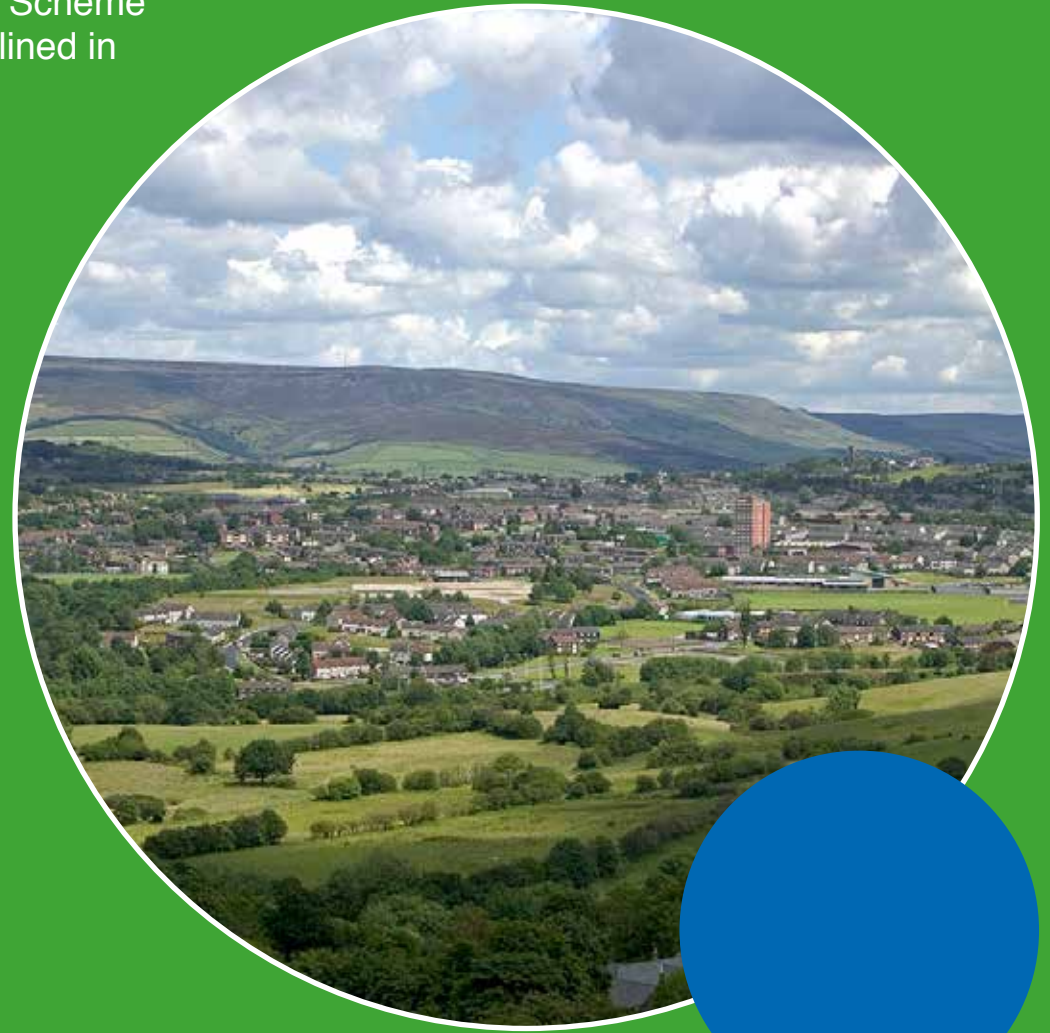
It has also shown that our approach to equality and diversity considers both the legal requirements of the nine protected characteristics and the broader aspects of inequality and disadvantage.

Part 2 of the Scheme explores in more detail the five key themes identified, setting out our objectives for taking forward the equality and diversity agenda in Tameside.

Part 2: Objectives

Information on the overarching themes of the Corporate Equality Scheme 2015-19, and the objectives which underpin our approach as outlined in 'Part 1: Our Approach & Achievements'

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Introduction

In Part 1 of our Corporate Equality Scheme 2015 -19 we outlined our approach to managing equality and diversity in Tameside. We also highlighted some areas of achievement in line with the overarching themes that this section expands upon.

The aim was to demonstrate how we are doing a lot of work with regards to ensuring compliance with the relevant legislation; promoting awareness of equality and diversity through appropriate training and community events; and making positive strides to reducing inequalities in Tameside. This part of the scheme provides further information on the five key overarching themes, and the objectives which underpin them.

Our CES 2015 -19 themes

We have identified five key themes for taking forward the equality and diversity agenda in Tameside. These were first outlined in the CES 2011-15 and were developed following analysis of key issues arising from consultation and engagement, information taken from our other key strategic documents and plans, together with considering our legal requirements and resource considerations. As these remain the key issues for the Borough, we have decided to retain the same key themes for our second CES.

The five key themes are:

- Reducing Inequalities & Improve Outcomes
- Meeting our obligations under the Equality Act 2010
- Equality Training, Development and Awareness
- Consultation & Engagement
- Information, Intelligence and Need - Understanding Service Use and Access

Each is explained in more detail below.

Reducing Inequalities & Improving Outcomes

This theme lies at the heart of not just the CES 2015-19, but at the heart of all our strategies and initiatives.

Reducing inequalities is the reason for the Equality Act 2010 and the Public Sector Equality Duty. It is also the reason for much of the work we do as a Council, and it is this theme to which all the previous themes work towards achieving.

The objectives under this theme are high level and focus on key areas of inequality in Tameside. They are by no means exhaustive. Rather, they are the key areas that our work in developing this scheme highlighted as being in need of increased attention and focus. Other schemes and strategies are working to achieve these aims too.

In particular, our work towards achieving the aims outlined in the Corporate Plan, and the measures against which we will be assessing our progress, are particularly linked to this theme.

We know that in certain areas such as people's health, employment status and educational level, there are gaps that we need to address and attempt to narrow.

In developing the key priorities for the Corporate Plan we have considered wherever possible variation in outcomes as a result of geography, socio-economic status, ethnicity, age, gender, disability, and the circumstances of people which make them vulnerable.

For example, residents aged 50 and over are more likely to be long term unemployed. Of those residents in receipt of Job Seekers Allowance, 3 in 10 aged 25 to 49 are unemployed¹ for over 12 months. This rises to 4 in 10 residents for those aged 50 to 64.

¹ In receipt of JSA for 12 months or more (June 2015, Nomis)

Women in Tameside have a lower healthy life expectancy than men, and this is significantly lower than the national average². Mortality from causes considered to be preventable is significantly higher in males than females; with premature mortality from preventable liver disease twice as high in males than females in Tameside.

As is the case nationally, educational attainment at Key Stage 2 and at GCSE level in the Borough remains higher for girls than boys.

Residents from a BME background are more likely than those from a White background to have a level 4 qualification or above³.

A far higher proportion of residents who state that their day-to-day activities are limited a lot do not have access to a car or van than those who state their day-to-day activities are not limited (42.4% compared to 18.0%).

The Corporate Plan provides a framework for how we measure our progress towards narrowing the gaps and improving peoples lives.

Where possible and practical, we will look to disaggregate results by equality group.

Meeting our obligations under the Equality Act 2010

These steps are the minimum we must take in order to achieve legal compliance but we aim to go beyond this. They are a combination of what the law specifically requires us to do, coupled with things that we have decided need to be done in order to help us meet the general duty, or Public Sector Equality Duty as it is also known.

The Equality Act 2010 is both very broad in its expectations of what public bodies must strive to achieve, and also very specific in certain areas regarding the information it expects us to publish on equalities.

You can read more about the Public Sector Equality Duty in Part 3 of the Scheme, but in short, it requires us to have due regard to the need to eliminate discrimination, victimisation and harassment in the services we deliver, as well as advancing equality of opportunity and fostering good relations between those who share a protected characteristic and those who do not.

The objectives contained under this heading will help us do this. However, given how broad the requirements of the general duty are, the actions contained across all themes will be in some way connected to us meeting our duties.

Equality Training, Development and Awareness

If we are to ensure that we meet our legal obligations, and deliver services that are fair and equitable, we need ensure that our staff are aware of their responsibilities. We also need to ensure that they are fully equipped to deal with the often complex needs of our service users.

Similarly, our customers and service users need to be aware of their rights too, and the ways in which we can support and assist them.

Equality training, development, and awareness is about both internal measures such as staff training, and external ones, such as raising awareness of the support available for different groups and individuals to access services.

It is also about the way in which we communicate with the Borough as a whole, the work we are doing and the varied range of services we offer to a range of people.

² This inequality is due to high levels of cancer, cardiovascular disease and respiratory disease. (Healthy life expectancy for women in Tameside is 56.6 yrs.)

³ Census 2011 - Level 4 and above: Degree (for example BA, BSc), Higher Degree (for example MA, PhD, PGCE), NVQ Level 4-5, HNC, HND, RSA Higher Diploma, BTEC Higher level, Foundation degree (NI), Professional qualifications (for example teaching, nursing, accountancy)

Consultation & Engagement

This theme runs heavily throughout the CES 2015-19. Without effective and meaningful consultation and engagement, we are unable to shape our services to meet customer need in the most efficient and service user friendly way.

The objectives contained in this section relate to how we maintain effective dialogue with our residents, communities and businesses to make best use of our resources, with a particular focus on ensuring that the needs of the most vulnerable and disadvantaged are heard.

Information, Intelligence & Need – Understanding Service Use & Access

Once we know what our customers and service users need, and we are aware of any inequalities that exist, we need to make sure that those most in need and at a disadvantage can access services to improve their situations. This links to the awareness aspect of the earlier theme, but also to an understanding of how services are accessed.

Access to services is about, amongst other things, service availability, service location (both physical and virtual), and potential barriers. With increasing budgetary pressures and constraints, we need to consider how best to utilise our resources and those of partners to ensure the maximum benefit for those most in need.

Monitoring Progress

We intend to carry out a full review of the above themes and objectives every four years, in line with current legislative requirements.

An annual review of progress will be undertaken in order to inform our understanding of how we are performing, and assist us in developing ways in which to better evidence the objectives.



Corporate Equality Scheme 2015-19: Themes & Objectives

Reduce Inequalities & Improve Outcomes

1	Address key priority quality of life issues such as health inequalities, educational attainment, access to skills, training and employment opportunities, and health and wellbeing, across equality groups and the vulnerable and disadvantaged, with a view to narrowing the gap
2	Help people to continue to live independent lives, and support the most vulnerable in our communities to access services that exist to support this aim, through targeted interventions and tailored service provision
3	Aim to increase the level to which people believe that Tameside is a place where people get on well together, amongst the population as a whole and by protected characteristic group

Meeting our obligations under the Equality Act 2010

4	Publish our equality objectives and ensure that they are published in a manner that is accessible
5	Publish our workforce monitoring information by equality group (where known)
6	Undertake to produce and publish Equality Impact Assessments (EIAs) to support key decisions and to be published with papers. These will help us to understand the impact of our policies and practices on persons sharing a relevant protected characteristic

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Equality Training, Development and Awareness

7	Ensure that staff are appropriately trained on equality legislation and their responsibilities under it, and are offered support and guidance through a range of methods and approaches such as briefing notes, training sessions and workshops
8	Raise awareness and understanding of equality and diversity by working with partners (such as CVAT, voluntary organisations, community groups and service providers) to ensure that those from protected characteristic groups are represented and supported
9	Develop and support, in conjunction with partners, community cohesion and cultural awareness events across a range of themes and activities to raise the profile of our varied communities and shared cultural heritage
10	To continue to work alongside partners and communities to raise awareness of Hate Crime and the impact on people's lives, with a focus on providing an environment where people feel able to report incidents e.g. Safe Spaces

Consultation and Engagement

Page 243	Consult and engage with our communities through a broad a range of methods and forums, such as surveys, consultation events and customer feedback to ensure comprehensive and meaningful coverage
	Disaggregate the results of monitoring, surveys, feedback and consultation exercises by equality group (where appropriate and practical) to inform our understanding of the needs of different groups and individuals
	Develop specifically tailored consultation and engagement activity where appropriate and when required for certain equality groups and disadvantaged / vulnerable people within the Borough

Information, Intelligence & Need - Understanding Service Use & Access

14	Use a range of intelligence gathering, customer monitoring and insight tools, together with specific pieces of analysis, to inform both our understanding of residents, service users, service delivery and design, and to develop services that provide a varied, flexible and accessible offer
15	To encourage and promote the use of customer monitoring and disaggregation of data by equality group (where practical)
16	Use a variety of tailored communication methods to increase the accessibility and understanding of council services, that allows our different customers, residents and service users to make informed choices

Part 3: Legislation

Details of the legislative requirements underpinning the Corporate Equality Scheme 2015-19 and information on the Equality Act 2010

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Building on the achievements and developments made since the introduction of the first Corporate Equality Scheme (2011-15), Tameside's Corporate Equality Scheme (CES) 2015-19 is our second since the introduction of the Equality Act 2010 which details how we fulfil our legal obligations under the public sector equality duty.

This part of the scheme provides details of how the CES 2015-19 fulfils our legal obligations under the Public Sector Equality Duty of the Equality Act 2010. It also explains in more detail the meaning of the 'protected characteristics' that fall under the remit of the Act, and the Act's coverage.

At the end of the document, there are details on where further information can be accessed.

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The Public Sector Equality Duty and our responsibilities

The Public Sector Equality Duty is laid out in section 149 of the Equality Act 2010. It came into force on 5th April 2011, and it states that a public authority must, in the exercise of its functions, have due regard to the need to:-

- a) Eliminate discrimination, harassment, victimisation and any other conduct prohibited by or under the Act;
- b) Advance equality of opportunity between people who share a protected characteristic and those who do not share it;
- c) Foster good relations between people who share a protected characteristic and those who do not share it.

These are often referred to as the three 'arms' of the duty.

In short, this means that we must consider the impact our actions have on equality, and whether when delivering a particular service or function, or in our role as an employer, we are furthering the aims set out in law. The specific duties, detailed below, show the minimum amount of information we must publish in order to show that we are complying with the general duty.

This new duty replaced the previous public sector equality duties that were in force covering race, gender and disability. It expands the scope of the previous duties to cover all 'protected characteristics' (although only the first 'arm' of the duty applies to marriage or civil partnership).

The duty also applies to bodies that deliver services on our behalf, as in doing so they are exercising a public function. So for example, a private sector provider that is contracted to deliver a service in relation to adult social care would be required to consider the general duty and would be subject to its provisions.

However, only the part of the organisation that is delivering the public service is subject to the duty; the organisation as a whole is not.

Having 'due regard' for advancing equality involves:

- a) Removing or minimising disadvantages suffered by people who share a relevant protected characteristic that are connected to that characteristic;
- b) Taking steps to meet the needs of people who share a relevant protected characteristic that are different from the needs of persons who do not share it;
- c) Encouraging people who share a protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

This means that when we are considering how our practices, policies and procedures impact upon equality we need also be considering the ways in which we can mitigate any potentially negative impacts, and ensure that access to our services remains fair and equitable.

For example, the law requires us to make reasonable adjustments to the way in which services and public functions are delivered where a disabled service user may be placed at a substantial disadvantage. In considering how a service is delivered or offered, we need to consider the potential barriers that a disabled person may have to overcome in order to access it, and put in place reasonable adjustments to lessen these. Such adjustments may be physical, or they may involve providing an auxiliary aid, or altering the way in which the service is delivered.

The specific duties

The specific duties are contained within the Equality Act 2010 (Specific Duties) Regulations 2011. They came into force from July 2011, and confirm the minimum steps that public bodies must take in relation to publishing information on equalities, such as workforce monitoring data and equality objectives.

The regulations state that by January 2012, and annually thereafter, we must publish information to demonstrate compliance with the general duty, including information about the protected characteristic status of employees, and other persons affected by our policies and practices.

By 6 April 2012, we must publish one or more specific and measurable equality objectives, and subsequently at intervals of no more than four years from the date of first publication.

The information we publish must be in a manner that is accessible to the public, and may be contained within another published document. This in effect removes the requirement on public bodies to publish separate and specific equality schemes, as noted earlier.

However, in order to build on existing good practice and for ease of reference, we have decided to continue with the publication of a Corporate Equality Scheme.

Compliance with the duty

Publication of the CES 2015-19 ensures that we are adhering to the regulation stating that we must publish one or more specific and measurable equality objectives, and subsequently at intervals of no more than four years from the date of first publication. In addition to the annual progress reports which have taken place since the publication of our first CES in 2011, this is a refresh of the full scheme.

As with our previous scheme, parts 1 & 2 of the CES 2015-19 contain our equality objectives. We have ensured that these are outcome focussed and are in alignment with other key strategic documents, most notably the Corporate Plan.

These sections also detail the processes and structures we have in place to ensure that appropriate consideration of equality issues is embedded in our decision making and day to day work.

The scheme is published online. If required, a hard copy is also available with an easy read version on request. Similarly, it can also be translated on request. Furthermore, it builds upon the work done as part of our previous scheme by including details of how we have engaged with our communities and ensured that those protected under legislation have been involved as part of influencing, developing and shaping service delivery.

In providing the framework of how we approach equality in the Borough, it confirms a number of actions and processes that our services undertake in order to meet the general and specific duties. For example, the Equality Impact Assessment (EIA) process helps us ensure that the decisions we take have been properly considered for their impact on relevant protected characteristic groups, and are based on solid evidence, including feedback from consultation and engagement. We use the EIA process, and the principles embedded within it, to ensure that we are complying with the general Public Sector Equality Duty.

Similarly, the EIA process is just one of the ways in which we satisfy the requirement of the specific duties by publishing information relating to individuals sharing a relevant protected characteristic who are affected by our policies and practices.

Our EIAs support key decisions which are available on the council's website at <http://public.tameside.gov.uk/forms/CommitteeDocs.asp>

Information on the equalities information of our workforce is published online too, at www.tameside.gov.uk/workforceequalitydata

Protected characteristics

The main provisions of the Equality Act 2010 came into force on 1st October 2010.

These provide the basic framework of protection against discrimination, harassment and victimisation, for the nine recognised 'protected characteristics' in employment, public functions and services, transport, premises, education, and associations.

The Act replaces all existing anti-discrimination laws¹ with a single piece of legislation. The aim is to streamline previous laws and 'level up' protection across the protected characteristic groups.

The nine protected characteristics, and what is meant by them, are detailed below, as are details of the protection given by the Act.

The nine protected characteristics are:

- Age
- Disability
- Race
- Sex / Gender
- Religion or Belief
- Sexual Orientation
- Gender Reassignment
- Pregnancy & Maternity
- Marriage & Civil Partnership

¹ Equal Pay Act 1970; Sex Discrimination Act 1975; Race Relations Act 1976; Disability Discrimination Act 1995; Equality Act 2006; Employment Equality (Religion or Belief) Regulations 2003; Employment Equality (Age) Regulations 2006; Equality Act (Sexual Orientation) Regulations 2007

Please note that this is intended as a general overview and introduction only, and does not constitute legal advice.

The Equality Act 2010 is a wide-ranging piece of legislation and will apply differently in certain situations and circumstances. There are, for example, areas where discrimination is lawful, such as where the provisions of another law demand it, or where an action can be justified as a proportionate means of achieving a legitimate aim. The level of protection afforded by the Act will depend on individual circumstances.

Details of where you can obtain further more detailed advice is at the end of this section.

Age

This is defined as a reference to a person's age group. This can mean people of the same age, or a range of ages, for example 'under 18s' or 'over 50s', or a specific age group e.g. '25-34 year olds'. People who share the protected characteristic of age are therefore in the same age group, although this can be broad as well as very specific. Age groups do not have to be defined numerically, they can be relative e.g. 'older than you/me'.

Disability

The Equality Act 2010 defines a disability as a physical or mental impairment which has a long-term and substantial adverse effect on a person's ability to carry out normal day to day activities. This includes sensory impairments such as those affecting sight or hearing, and also any impairment which consists of a severe disfigurement. Long term means that the impairment has lasted, or is likely to last, for at least 12 months or the rest of the affected person's life.

The Act has changed previous disability law, in that a person now no longer has to demonstrate that their disability affects a particular function such as mobility or speech. This used to be known as the 'list of capacities'.

Some illnesses, such as cancer, multiple sclerosis and HIV infection, are covered by the Act, from the point of diagnosis, under the protected characteristic of disability. Progressive conditions, and those with fluctuating or recurring conditions, will also be considered as disabilities in certain circumstances.

The Act strengthens the support given to people associated with someone with a disability, such as carers, by expanding the coverage of discrimination by association to cover disability.

It also introduces the concept of discrimination arising from a disability, where someone suffers unfavourable treatment as a consequence of something arising from their disability.

The Act also seeks to ensure that disabled people are given fair treatment when applying for positions of employment, in that it now bans the asking of pre-employment health questions, including sickness absence (other than in certain, specific circumstances).

For information as to what constitutes a disability under the Act, and where the Act applies, please consult the Statutory Codes of Practice or the information held on the Office for Disability Issues website.

Race

A person who is from a particular racial group will have the protected characteristic of race. A racial group is defined as a group of people who have, or share, a colour, nationality or ethnic or national origins. All racial groups are protected from unlawful discrimination under the Act, and an individual may fall into more than one racial group.

Sex / Gender

Sex or gender refers to a man or woman of any age, or groups of men and/or boys, and women and/or girls. The protected characteristic of sex / gender does not include gender reassignment or sexual orientation. These are covered separately.

Religion or Belief

Religion or belief includes any religion and any religious or philosophical belief. This protected characteristic therefore includes the commonly recognised religions such as Christianity, Islam, Judaism, Sikhism and Buddhism for example. However, in order to be protected, a religion does not necessarily need to be mainstream or particularly well known, but it must have a clear structure and belief system. It also includes a lack of any religion or belief, for example philosophical beliefs such as Humanism and Atheism.

Sexual Orientation

Sexual orientation refers to a person's sexual orientation towards persons of the same sex (i.e. a gay man or a lesbian), persons of the opposite sex (i.e. heterosexual), and persons of either sex (i.e. bisexual). It also relates to how people feel, as well as their actions. Discrimination under this protected characteristic covers discrimination as a result of how someone's sexual orientation manifests itself i.e. in how that person presents themselves, or the places they choose to visit.

Gender Reassignment

Gender reassignment is the act of moving away from one's birth sex to the preferred gender i.e. from male to female, or vice-versa. It covers anyone who is proposing to undergo, is undergoing, or has undergone the process (or part of the process) to reassign their sex.

The Act removes the requirement for the person proposing to undergo this change to be under medical supervision in order to be protected, recognising that it is a personal process and not necessarily a medical one.

Pregnancy and Maternity

Where a woman is pregnant or on maternity leave she is covered by this protected characteristic, as well as being covered by protection and rights afforded to her by other statutory rights such as time off for antenatal care and health and safety protection. In cases where an employer has to treat a pregnant employee more favourably than other workers, men cannot make a claim for sex discrimination based on this more favourable treatment.

Marriage and Civil Partnership

When the Equality Act 2010 was first introduced marriage referred to any formal union of a man and a woman which is legally recognised in the UK as a marriage.

Civil Partnership refers to a registered civil partnership under the Civil Partnership Act 2004, including those registered outside of the UK. Civil partners must not be treated less favourably than married couples (except where permitted by the Equality Act).

However following legal changes in 2014, same sex couples can now marry in civil ceremonies or religious ones where the religious organisation allows it throughout England, Scotland and Wales. Civil partners who wish to convert their civil partnership into marriage are also able to do so. Additionally, married transgender men and women are now able to change their legal gender without having to end their marriage.

The status of being unmarried or single is not protected. Similarly, people who intend to marry or form a civil partnership but have not yet done so, or who are divorced or have had their civil partnership dissolved, are not protected by this characteristic.



Discrimination, victimisation and harassment

The Equality Act provides the basic framework of protection for people in relation to employment, public functions and services, transport, premises, education, and associations. Most protected characteristic groups are covered by the Act in relation to the areas below, although there are some differences as to when and where this protection applies.

The information given below is intended as a brief overview of the main principles and coverage of the Act. It is not definitive and it does not constitute legal advice.

Direct Discrimination

Direct discrimination occurs when a person is treated less favourably than someone else because of a protected characteristic. This definition is broad enough to cover cases where the less favourable treatment is because of the victim's association with someone else who has that characteristic (discrimination by association), or because the victim is wrongly thought to have that characteristic (discrimination by perception).

The Equality Act extends the coverage of discrimination by association and discrimination by perception to disability, sex, and gender reassignment.

Previously, discrimination by association and discrimination by perception only applied to race, religion or belief, and sexual orientation.

Indirect Discrimination

Indirect discrimination occurs when a rule or policy which applies in the same way for everybody has an effect which particularly disadvantages people with a protected characteristic. Where a group of people are disadvantaged in this way, a person in that group is indirectly discriminated against if he or she is put at that disadvantage, unless the person applying the rule or policy can justify it. Where this rule or policy can be justified it is said to be a

proportionate means of achieving a legitimate aim. Indirect discrimination is therefore not always unlawful.

The Equality Act extends the coverage of indirect discrimination to disability and gender reassignment.

Harassment

Harassment is unwanted conduct related to a particular protected characteristic, which has the purpose or effect of violating a person's dignity, or of creating an intimidating, hostile, degrading, humiliating or offensive environment for that person. When considering whether conduct has that purpose or effect, the victim's perception is taken into account, as well as all the circumstances of the case and whether it is reasonable for the conduct to have that effect.

Whilst there is no specific prohibition on harassment related to religion or belief, sexual orientation or pregnancy and maternity, direct discrimination provisions prohibits treatment such as bullying and harassment which results in a person being treated less favourably.

Victimisation

Victimisation occurs when someone is treated badly because they have done something in relation to the Equality Act, such as making or supporting a complaint or raising a grievance about discrimination, or because it is suspected that they have done or may do these things.

Similarly, a victim of harassment need only demonstrate that they have been treated badly; they do not have to show that they have been treated less favourably than someone who has not made or supported a claim under the Act by way of comparison.

A person is not protected from victimisation if they have maliciously made or supported an untrue complaint.

Further information

The Equality Act 2010 is wide ranging and broad in scope, drawing together numerous pieces of legislation and covering a multitude of situations, as it seeks to ensure that people are treated fairly and equally.

This part of our CES 2015-19 provides an introduction to some of the main concepts embedded in the Act, the principles which underpin it, and our responsibilities under it. Parts 1 and 2 of the CES 2015-19 show how we are putting this into practice.

If you wish to access further, more detailed information, about the Equality Act or Equalities in general, a number of sources are listed below.

Tameside's Corporate Equality Scheme 2015-19 is available online on the Council's website:

www.tameside.gov.uk/equalitydiversity

The Equality & Human Rights Commission (EHRC), which was established under the Equality Act 2006 and brought together the Equal Opportunities Commission (EOC), the Commission for Race Equality (CRE) and the Disability Rights Commission (DRC), has a statutory remit to promote and monitor human rights, and to protect, enforce and promote equality across the nine 'protected characteristics'.

They have published a number of guidance notes on the public sector equality duty, which are available on their website here:

www.equalityhumanrights.com

In addition they have published guidance notes on the protection afforded by the Equality Act 2010, which are also available online:

www.equalityhumanrights.com/advice-and-guidance/new-equality-act-guidance/equality-act-guidance-downloads/

For those wanting more detail, the Statutory Codes of Practice are also available. These are intended as the authoritative, comprehensive and technical guide to the detail of law. There are three Codes of Practice – 'Services, public functions, and associations'; 'Employment'; and, 'Equal pay' – with each providing specific details of the circumstances in which the Act is applicable. These can be accessed on the EHRC website here:

www.equalityhumanrights.com/legal-and-policy/equality-act/equality-act-codes-of-practice/

The Equality Advisory Support Service (EASS) is an advice service aimed at individuals who need expert information, advice and support on discrimination and human rights issues and the applicable law, particularly when this is more than advice agencies and other local organisations can provide.

The EASS was commissioned by Government in 2012 to replace the EHRC Helpline, which is now closed. The EHRC is no longer able to respond to individual enquiries as the EASS has taken over this role. Information about the decision to close the Helpline is available on the Government Equalities Office website.

The EASS can:

- Give bespoke advice to individuals across the whole of Great Britain on discrimination issues
- Explain legal rights and remedies within discrimination legislation, across the three nations
- Explain options for informal resolution and help people to pursue them
- Refer people who cannot or do not wish to go down this road to conciliation or mediation services

- Help people who need or want to seek a legal solution by helping to establish eligibility for legal aid and, if they are not eligible, to find an accessible legal service or to prepare and lodge a claim themselves

But it cannot:

- Provide legal advice
- Provide representation in any legal proceedings
- Provide advice on court or tribunal procedures once a claim has been issued
- Advise on the strength of a case or the evidence needed to prove a case
- Provide advice to employers
- Provide advice to solicitors and other professional advisors

EASS can be contacted on 0808 800 0082 or by text phone on 0808 800 0084.

www.equalityhumanrights.com/about-us/about-commission/equality-advisory-support-service

The Government Equalities Office (GEO) is the department responsible for the Government's overall strategy and priorities on equality issues. It aims to improve equality and reduce discrimination and disadvantage for all, at work, in public and political life, and in people's life chances.

The GEO has also produced guidance material on the Equality Act, which is available online here:

www.equalities.gov.uk/equality_bill.aspx

The Office for Disability Issues (ODI) is part of the Department for Work & Pensions (DWP). It leads on the government's vision of achieving equality for disabled people, and through its work aims to ensure that disabled people have the same choices and opportunities as non disabled people. Information on their work, together with further guidance on how the Equality Act 2010 affects the laws protecting disabled people can be found online at:

www.gov.uk/government/organisations/office-for-disability-issues



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ITEM NO: 9

Report To:	EXECUTIVE CABINET
Date:	26 August 2015
Executive Member Reporting Officer:	/ Councillor Gerald P Cooney – Executive Member - Learning, Skills and Economic Growth Heather Loveridge – Assistant Executive Director (Education)
Subject:	ADMISSION ARRANGEMENTS FOR TAMESIDE COMMUNITY HIGH SCHOOLS AND OVERSUBSCRIPTION CRITERIA
Report Summary:	The report details the outcomes of the consultation on a proposal to review oversubscription criterion 4, ‘attendance at a Tameside primary school’ and replace it with specified partner (Feeder) schools linked to each community secondary school to ensure that the Council has a fair admission arrangements compliant with the Code, whilst managing our statutory duty to ensure we are able to provide a place for every Tameside resident of school age. It should be noted that the Council only has jurisdiction as admission authority in relation to community schools and hence why no Academy, or voluntary aided (Faith) school are referred to. There were eight responses to the consultation.
Recommendation:	The Executive Board are recommended to approve: <ol style="list-style-type: none">(1) that criterion 4 of the secondary school admission arrangements for September 2016 is amended to: Children attending the named partner primary school at the time of application. Preference will be given to pupils living nearest to the school. When a parent has moved from further than ½ mile to an address within ½ mile of a named partner school, whilst their child is in Year 5 or 6, and they have chosen to keep their child at their current primary school, this will be considered as an exceptional circumstance under criterion 4, provided details are given on the special circumstances form together with satisfactory evidence of the house move.(2) the named partner primary schools detailed in Appendix 2 are partner (‘feeder’) schools for the purposes of the school admission arrangements for September 2016.
Links to Community Strategy:	The proposals will support the delivery of the objectives of the Community Strategy.
Policy Implications:	The recommendation will lead to a change in the admission arrangements for all Tameside community high schools for September 2016 onwards.
Financial Implications: (Authorised by the Section 151 Officer)	There are no direct financial implications from this proposal as the change in process will be managed within existing service budgets.

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

Whilst there was no requirement in law to consult the Council did so in the interests of transparency and openness. The preferred option has been approved by Leading Counsel as a lawful alternative in the circumstances, and subject to any alternative rationale put forward as a viable proposition during the consultation process, appears to be an appropriate way for the Council to agree to amend its policy.

The Council will need to fulfil its obligations under the Equalities agenda and conduct an Equalities Impact Assessment. This is required to meet its public sector equality duty under section 149 of the Equalities Act 2010 and to address concerns raised during the consultation process. The report's author has confirmed that the Equalities Impact Assessment is under development and will be made available to Members when a formal decision is being made.

Following approval of the revised admission arrangements a copy will need to be submitted to the Schools Adjudicator.

Risk Management:

Failure to determine admission arrangements that comply with the School Admissions Code could result in the Secretary of State imposing admissions arrangements on the Council and lead to the displacement of children from community high schools.

One of the Council's remaining statutory responsibilities is to deliver sufficient and suitable places to meet projected demand for both primary and secondary pupils. The proposals contained within this report will enable the Council to fulfil its statutory responsibilities in 2016/2017. However, careful planning will be required to ensure the provision of both primary and secondary places in future years.

Access to Information:

The background papers relating to this report can be inspected by contacting Heather Loveridge – Assistant Executive Director, Education by:



Telephone: 0161 342 2050



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

1. BACKGROUND

- 1.1 On the 25 March 2015 Executive Cabinet determined that the admission arrangements for Tameside community and voluntary controlled primary and secondary schools for admission in 2016-17 without change from those that applied for admission in 2015-16. The admission arrangements relate only relates to community high schools which are:
- Alder Community High School
 - Astley Sports College and Community High School
 - Denton Community College
 - Hyde Community College
 - Longdendale High School
 - Mossley Hollins High School
- 1.2 In April 2015, local publicity surrounding the outcome of an objection to the School Adjudicator about the admission arrangements at Chorlton High School prompted a review of Tameside's admission arrangements. Chorlton High School had a similar oversubscription criterion to Tameside Council's criterion 4. In that case, the School Adjudicator ruled that the criterion breached the School Admission Code as it had failed to name feeder schools and this was in breach of section 1.9 of the School Admissions Code. The school has changed the relevant criteria. Manchester City Council who had the same criteria as Chorlton High School have recently consulted on changes to their admission arrangements for September 2016 and removed that criterion.
- 1.3 On 17 June 2015, Executive Cabinet considered a report that outlined a proposal to review oversubscription criterion 4, 'attendance at a Tameside primary school' to ensure we comply with the Code.
- 1.4 The report outlined the rationale for this criterion but also looked at possible alternatives so that the Council complies with the School Admissions Code. The alternatives discussed include moving to a distance based criterion; a geographical priority area criterion and a feeder school criterion together with the reasons both for and against each approach.
- 1.5 Although there is no requirement to consult in law, in the interests of transparency and effective working relations, Executive Cabinet approved a consultation on amending the determined admission arrangements for community high schools for entry in September 2016 to replace the current criterion 4 with specified feeder schools linked to each community secondary school, and consider any viable alternative put forward to ensure that the Council has a fair admission arrangements compliant with the Code, whilst managing the statutory duty to ensure we are able to provide a place for every Tameside resident of school age.

2 CONSULTATION

- 2.1 The consultation ran from 25 June 2015 and closed on 6 August 2015. A consultation document (**Appendix 1**) was available and was published on the Council website's school admission 2016 page. The Headteachers of all Tameside high schools and primary schools were sent an email informing them of the consultation.
- 2.2 There were eight responses to the consultation. These were from the Headteacher of Alder Community High School and the Headteacher of St Raphael's Roman Catholic Primary School and six parents. The issues they raised are:

Concerns	Directorate of People Response
Can the word 'feeder' be replaced with 'partner' therefore removing any notion of hierarchy or that those students in that school cannot go to any other school.	Agreed.
That Greave and Woodley Primary schools in Stockport are named partner school for Alder as we have strong curriculum links with both schools.	Whilst it is acknowledged that some of the pupils from Greave and Woodley Primary schools may live in Tameside, the reason for rejecting other potential oversubscription options was to balance the statutory requirement for Tameside to provide sufficient places for Tameside residents against a geographical legacy of schools being on the geographical borders. This was discussed in detail in the Executive Cabinet report of 24 June 2015 and in the consultation document. It is likely that parents of pupils at Greave and Woodley will have a higher ranking than in previous years as there will no longer be ranked lower than many other pupils from non- partner schools as would happen with the current criterion.
Respondent feels that the basic proposal of linking primary schools to secondary schools will disadvantage/ discriminate against parents in Tameside, especially those who choose a Catholic primary school for their child's early, formative education.	The reasons for needing to move to a system of partner primary schools was discussed in detail in the Executive Cabinet report of 24 June 2015 and in the consultation document. There are a lot of factors that have been taken into account in coming to these proposals and maintaining the status quo is unfortunately not an option because of the need to comply with the statutory code.
Currently at St Raphael's pupils are from Catholic and non-Catholic families (approximately 50:50). The proposal actively discourages parents (especially non Catholic families) from choosing St Raphael's as it effectively limits their choice of secondary school.	Currently, the Roman Catholic high schools have oversubscription criteria based on (designated) feeder primary schools and all Roman Catholic primary schools are linked to one of the Roman Catholic high schools in the borough. Some parents will choose St Raphael's for that reason. The proposed partner primary schools are based on existing geographical and curriculum links however, it is acknowledged that non-Catholic applicants from Catholic primary schools may be disadvantaged by maintaining the proposed list of partner schools as outlined in the consultation document. It will be recommended in this report that the list of partner schools for Mossley Hollins is expanded to include St Raphael's RC Primary School.
The proposal has the knock on effect of marginalising many primary schools as parents have to consider	Agreed. Unfortunately, any oversubscription criteria will necessitate parents making choices, for example, in some other local authority areas that have catchment areas and parents will make decisions about where they live. Tameside

Concerns	Directorate of People Response
<p>the secondary school place when choosing the primary school. This should be a choice open to parents at the correct time, not 8 years before they have to make final decision.</p>	<p>Council wants all our high schools to be good or outstanding schools and is working in partnership with schools to achieve this so that parents are happy for their children to attend all of our high schools.</p>
<p>St Raphael's RC Primary School is currently a feeder school only for All Saints RC High School and this is too far to travel</p>	<p>All Catholic high schools in Tameside have designated feeder Catholic primary schools within their over-subscription criteria as they are part of their school family and this has been the case for a number of years. The implementation of partner primary schools as part of the oversubscription criteria does not preclude parents for expressing a preference for any school and the distance that a pupil may have to travel is not part of the consideration other than for allocation purposes. However, there are many children that travel large distances to access the school of their preference.</p>
<p>Children from out of Tameside could be allocated a place at a school before Tameside children</p>	<p>Agreed. However, the School Admissions Code does not allow admission authorities to set oversubscription criteria which actively discriminate against applications on the grounds of the local authority area that they live in. This is discussed in detail in section 5 of the Executive Cabinet report from 24 June 2015 http://www.tameside.gov.uk/executive/cabinet/24jun15/agenda.</p>
<p>Millbrook Primary School should also be included in the list of feeder schools for Mossley Hollins High School as Buckton Vale is and both schools are in the Carrbrook area of the borough. One respondent says that teaching staff meet and share information and insight, there are regular visits between the schools, they have at least one governor who is both a governor of Millbrook Primary and a governor of Mossley Hollins. They use the Mossley Hollins minibus.</p>	<p>The proposed list of partner primary schools was drawn up in consultation with secondary headteachers and was based on current curriculum links. However, it is accepted that the school allocations from Carrbrook area of the borough have traditionally been split between Mossley Hollins High School and Copley Academy and there are geographical considerations in that area that aren't reflected in the proposed partner school list. It will be recommended in this report that the list of partner schools for Mossley Hollins is expanded to include Millbrook Primary School.</p>
<p>The proposed change limits freedom of choice for parents</p>	<p>The reason for proposing the changes to the oversubscription criteria are described in detail in the Executive Cabinet report from 24 June 2015 http://www.tameside.gov.uk/executive/cabinet/24jun15/agenda. Changes are needed in order to comply with the School Admissions Code, however, this doesn't limit parents from</p>

Concerns	Directorate of People Response
	expressing a preference for up to six secondary schools.
The consultation paper does not clearly assess the impacts of the policy change.	An Equality Impact Assessment will be concluded before the Key Decision is taken by Executive Cabinet which will look at the impact of the proposed policy change which is necessary to ensure the council remains legal.

3 CONSIDERATION OF FACTORS

- 3.1 The Council carefully considered a number of options to ensure that the school admission arrangements are fully compliant with the School Admissions Code.
- 3.2 In discussion of the options for possible oversubscription criteria, a purely distance criteria or geographical priority areas were discounted. Due to the specific geographical placement of the community high schools in the borough, a purely distance criteria could mean that Tameside residents are displaced by applicants from outside the borough as they live closer to the school. The geographical priority areas are also problematic due to the geographical locations of the schools and 5 out of the six community high schools being in one half of the borough.
- 3.3 The best option for Tameside community high schools is to implement partner schools and three models of implementation were discussed which can be summarised as:
- All Tameside community, voluntary controlled and Church of England voluntary aided primary schools as partner schools for all six community high schools; this would not be compliant with the Schools Admissions Code.
 - To mirror the school place planning areas and name partner schools on a wider geographical area; again this would be difficult to reconcile with the Schools Admissions Code; and
 - To have a number of partner primary schools for high schools so that each primary school is a partner school for a set number of high schools.
- 3.4 There are advantages and disadvantages with each of these three approaches but the responsibility of the Council therefore in setting its oversubscription criteria is to be “reasonable, clear, objective, procedurally fair, and comply with all relevant legislation, including equalities legislation” (para 1.8 School Admissions Code), it is not to ensure that all parents are able to be allocated a place at their preferred school.
- 3.5 The consultation on a proposal to implement a system of named partner schools for the six community high schools has prompted eight responses one was in favour of the proposal and seven were against. Five of the six who submitted responses that were against proposals have suggested additions to the list of partner schools and these have been incorporated into a revised list which is at **Appendix 2**.
- 3.6 Making the decision now will ensure that the new oversubscription criterion can be published in the Moving On document, the borough’s composite prospectus so that all parents will be fully informed on the new criterion before making their application for a Year 7 place for September 2016.

4 IMPACT

- 4.1 An Equalities Impact Assessment has been conducted and is included as **Appendix 3**.
- 4.2 The removal of the current Category 4 from the oversubscription criteria for a number of high schools in the borough will have an impact on the numbers of children from different primary schools (including some outside the borough) that will be successful in their applications to Tameside community high schools.
- 4.3 It is difficult to assess the extent of this, as it is entirely dependent on the preferences expressed by parents in future admissions rounds. This impact is likely to be more significant in schools' close to the Tameside border, where children who reside in a neighbouring authority may be a higher priority for a place within category 4 because of the closer distance of their address to the school than other children who reside in Tameside. This may have an effect on children who attend a Tameside primary school which is not a partner primary school and whose application might, as a consequence, be less likely to be successful.
- 4.4 There is likely to be an impact on the applications for partner primary schools for the most popular community secondary schools in Tameside. This may lead to some parents trying to move their children into these schools before their making application for a place in Year 7. However, this can only happen when there are places available in the relevant year group.
- 4.5 A potential negative impact was identified during the consultation for non-Catholic pupils attending Catholic primary schools. The proposed list of partner primary schools has been adjusted to take account of this feedback.
- 4.6 The current criterion 2 relating to children and families with exceptional medical or social needs will remain for the foreseeable future so that pupils and their families will continue to be able to put forward a case for having their needs met at a particular school. Children with a statement of special educational needs or an Education, Health and Care Plan will also be allocated a school place in advance of all other allocations. The legislation, guidance and data considered in this Equalities impact assessment does not identify other negative impacts that can be considered under the Equality Act.
- 4.7 The School Admissions Code requires admission authorities to consult on changes to their admission arrangements on an annual basis. It is proposed that the whole admission arrangements should be the subject of public consultation for admission in September 2017 so that parents and other interested parties have an opportunity to comment further on partner primary schools as an oversubscription criterion for community secondary schools.
- 4.8 It remains the Council's statutory duty to ensure that there are sufficient places available for all children requiring a place within the borough. The Council continues to plan strategically to increase capacity, expanding existing schools and creating, and supporting the creation of, new schools in partnership with local providers.

5 RECOMMENDATION

- 5.1 As detailed at the front of this report.

APPENDIX 1

CONSULTATION ON AMENDMENT TO SCHOOL ADMISSION ARRANGEMENTS FOR TAMESIDE COMMUNITY SCHOOLS

JUNE 2015

BACKGROUND

1.1 On the 25 March 2015 Executive Cabinet determined that the admission arrangements for Tameside community and voluntary controlled primary and secondary schools for admission in 2016-17 without change from those that applied for admission in 2015-16. The admission arrangements relate only relates to community high schools which are:

- Alder Community High School
- Astley Sports College and Community High School
- Denton Community College
- Hyde Community College
- Longdendale High School
- Mossley Hollins High School

1.2 This consultation follows local publicity surrounding the outcome of an objection to the School Adjudicator about the admission arrangements at Chorlton High School. The school had a similar oversubscription criterion to Tameside Council's criterion 4. In that case, the School Adjudicator ruled that the criterion breached the School Admission Code as it had failed to name feeder schools and this was in breach of section 1.9 of the School Admissions Code. The school has changed the relevant criteria. Manchester City Council who had the same criteria as Chorlton High School have recently consulted on changes to their admission arrangements for September 2016 and removed that criterion.

1.3 This consultation specifically relates to oversubscription criterion 4, which states:

4. Children attending local authority maintained or Academy primary schools in Tameside and pupils educated at home at the time of application

Preference will be given to pupils living nearest to the school.

When a parent has moved from further than ½ mile to an address within ½ mile of any Tameside Primary school, whilst their child is in Year 5 or 6, and they have chosen to keep their child at their current primary school, or where the child is educated at home and the address is within half a mile of a Tameside primary school, this will be considered as an exceptional circumstance under criterion 4, provided details are given on the special circumstances form together with satisfactory evidence of the house move.

2 ALTERNATIVES TO CURRENT CRITERION 4

2.1. In looking at alternatives, the following information is useful. Tameside has fifteen high schools:

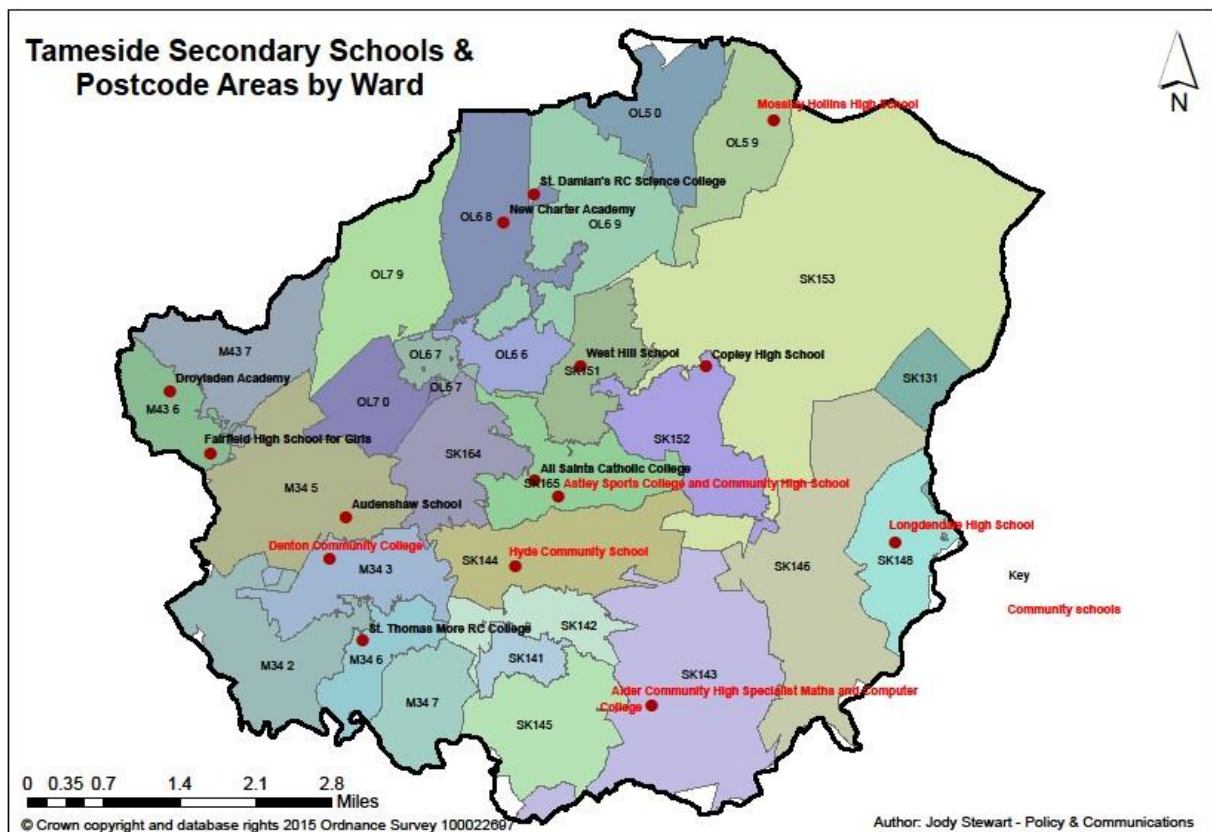
- 6 community high schools;
- 2 academies for boys;
- 1 academy for girls;
- 2 Roman Catholic voluntary aided schools;
- 1 Roman Catholic academy;

- 3 academies.

2.2 The three Roman Catholic schools have faith based oversubscription criteria and the girls' academy and two single sex boys' schools have oversubscription criteria that reflect a preference for single sex education. The other 10 schools have similar oversubscription criteria although the review only relates to the six community schools as the Council is the admissions authority for those schools.

2.3 Tameside is geographically small and was founded in 1974 following local government reorganisation. The borough was previously served by three counties; Cheshire, Lancashire and Yorkshire. This has given the borough a legacy of school locations that are unique to Tameside.

2.4 The map below shows the distribution of high schools across the borough and illustrates the issue that the borough has wrestled with in terms of ensuring that there are enough places for Tameside residents. As can be seen, ten of the fifteen high schools are close to the border of the local authority boundaries. Of the five schools in the middle of the borough, one is a single sex school for boys (West Hill School), one is a Roman Catholic school (All Saints Catholic College) and one is an academy (Copley High School).



2.5 There are three possible options for a new oversubscription criterion:

- Have a criterion that is based purely on distance;
- Create geographical priority areas for the six community schools;
- Have feeder schools for community high schools.

2.6 There are advantages and disadvantages with each option.

- 2.7 The Executive Cabinet of the Council considered a report on these options and the full report can be found on the Council's <http://www.tameside.gov.uk/executive/cabinet/24jun15/agenda>. The decision that the Executive Cabinet took was to consult on implementing feeder schools.

3 FEEDER SCHOOLS

- 3.1 Most of our schools have specific links with many primary schools in their area and many high schools have committed significant resources to establish maintain these links.

- It would maintain the geographical links that many parents have with their local high school and also reflect the schools that the largest group of Year 6 pupils historically move to;
- It would maintain the active links between all schools ranging from the shared induction to more specific curriculum links but it would encourage high schools to focus on stronger and earlier links with a smaller group of schools than they may do currently.

- 3.2 Under paragraph 1.15 of the Schools Admission Code:

*“Admission authorities may wish to name a primary or middle school as a feeder school. The selection of a feeder school or schools as an oversubscription criterion **must** be transparent and made on reasonable grounds.”*

- 3.3 The six community schools in the borough already have established links with their cluster primary schools which extend beyond the obvious links in relation to transition. These clusters are in effect their established feeder schools and much stronger links are being forged to ensure that primary education can prepare children well for the challenges they will encounter at a secondary level. Most of the Secondary community schools have put in place a number of the following developments:

- Making more effective use of assessment data from primary schools;
- Planning for effective curriculum continuity and progression;
- Monitoring pupils work;
- Regular meetings between Year 5 & 6 teachers with Year 7 teachers;
- Year 7 teachers observing primary children in their learning environments;
- Secondary language teachers timetabled to teach in cluster primary schools;
- Primary and Secondary groups of schools working together to plan induction;
- Sporting and cross curricular opportunities between Secondary and cluster primaries;
- Year 6 students starting at Secondary school in the last two weeks of term;
- Senior leaders regularly meeting with their cluster primary schools in relation to curriculum, assessment, leadership and data.

- 3.4 There are also specific geographical links that have been taken into account, for example, travel to school patterns.

- 3.5 In effect, there are already active and specific links between groups of primary schools with specific secondary schools and this consultation would formalise the arrangement to assist in the allocation of school places for all six community high schools.

- 3.6 The proposed list of feeder schools for entry to Year 7 in September 2016 is attached as

Appendix 1.

3.7 The proposed wording for Criterion 4 will be:

- 4 Children attending the named feeder school at the time of application. Preference will be given to pupils living nearest to the school.

When a parent has moved from further than ½ mile to an address within ½ mile of a named feeder school, whilst their child is in Year 5 or 6, and they have chosen to keep their child at their current primary school, this will be considered as an exceptional circumstance under criterion 4, provided details are given on the special circumstances form together with satisfactory evidence of the house move.

4 CONSULTATION

- 4.1 Whilst there is no specific requirement to consult on making the proposed changes, it is good practice to do so. The consultation exercise will run from 25 June 2015 until 6 August 2015. At the end of the consultation period, a report will be taken to Executive Cabinet at its meeting on 26 August 2015 to ensure that admission arrangements can be incorporated into the composite prospectus (Moving On), which the Council is required to publish by 12 September each year.
- 4.2 If you wish to make your views known on this consultation, please send them to Catherine Moseley, Head of Access and Inclusion, Tameside MBC, Shirley House, Oldham Street, Hyde, SK14 1LJ or by email catherine.moseley@tameside.gov.uk. Please note that only views expressed in writing can be considered. There is no public access to Shirley House so please send your written response through the post or hand in to any of the Council's customer service centres <http://www.tameside.gov.uk/customerservices>.

ANNEX 1

PROPOSED FEEDER PRIMARY SCHOOLS FOR TAMESIDE COMMUNITY HIGH SCHOOLS

COMMUNITY HIGH SCHOOLS					
Alder Community High School	Astley Sports College and Community High School	Denton Community College	Hyde Community College	Longdendale High School	Mossley Hollins High School
Arundale	Bradley Green	Audenshaw	Arundale	Arundale	Buckton Vale
Bradley Green	Broadbent Fold	Corrie	Bradley Green	Bradley Green	Livingstone
Discovery Academy	Lyndhurst	Dane Bank	Broadbent Fold	Broadbottom CofE	Micklehurst
Dowson	Oakfield	Denton West End	Discovery Academy	Discovery Academy	Milton St John's CofE
Gee Cross Holy Trinity	Ravensfield	Greswell	Dowson	Dowson	St George's CofE
Godley	St John's CofE	Linden Road	Flowery Field	Godley	St Joseph's RC
Greenfield	St Mary's RC (Dukinfield)	Manor Green	Gee Cross	Gorse Hall	
Leigh	Yew Tree	Poplar Street	Godley	Greenfield	
Mottram CofE		Russell Scott	Greenfield	Hollingworth	
Pinfold		St Anne's CofE	Leigh	Mottram CofE	
St George's CofE Hyde		St Stephen's CofE	Linden Rd	Pinfold	
St James' RC Hyde			Oakfield	St James' RC Hyde	
St Paul's RC Hyde			Pinfold	St Paul's RC	
Stalyhill Juniors			St George's CofE Hyde	Stalyhill	
			St Paul's RC Hyde	Yew Tree	

PROPOSED FEEDER PRIMARY SCHOOLS FOR TAMESIDE ACADEMY HIGH SCHOOLS

ACADEMIES		
New Charter	Copley	Droylsden
The Heys	Arlies	Aldwyn
Arlies	Buckton Vale	Audenshaw
Ashton West End	Gorse Hall	Fairfield Road
Broadoak	Millbrook	Greenside
Canon Burrows CofE	Silver Springs	Manchester Road
Canon Johnson CofE	St Paul's CofE Stalybridge	Moorside
Holden Clough	Stalyhill Junior	Poplar St
Holy Trinity CofE	Wild Bank	St Anne's RC, Audenshaw
Hurst Knoll		St Mary's CofE Droylsden
Inspire Academy		St Stephen's CofE
Parochial CofE		St Stephen's RC
Rosehill Methodist		
Silver Springs Academy		
St James' CofE Ashton		
St Peter's CofE		
Waterloo		

APPENDIX 2

PARTNER PRIMARY SCHOOLS FOR TAMESIDE COMMUNITY HIGH SCHOOLS

COMMUNITY HIGH SCHOOLS					
Alder Community High School	Astley Sports College and Community High School	Denton Community College	Hyde Community College	Longdendale High School	Mossley Hollins High School
Arundale	Bradley Green	Audenshaw	Arundale	Arundale	Buckton Vale
Bradley Green	Broadbent Fold	Corrie	Bradley Green	Bradley Green	Livingstone
Discovery Academy	Lyndhurst	Dane Bank	Broadbent Fold	Broadbottom CofE	Micklehurst
Dowson	Oakfield	Denton West End	Discovery Academy	Discovery Academy	Milton St John's CofE
Gee Cross Holy Trinity	Ravensfield	Greswell	Dowson	Dowson	St George's CofE
Godley	St John's CofE	Linden Road	Flowery Field	Godley	St Joseph's RC
Greenfield	St Mary's RC (Dukinfield)	Manor Green	Gee Cross	Gorse Hall	St Raphael's RC
Leigh	Yew Tree	Poplar Street	Godley	Greenfield	Millbrook
Mottram CofE		Russell Scott	Greenfield	Hollingworth	
Pinfold		St Anne's CofE	Leigh	Mottram CofE	
St George's CofE Hyde		St Stephen's CofE	Linden Rd	Pinfold	
St James' RC Hyde			Oakfield	St James' RC Hyde	
St Paul's RC Hyde			Pinfold	St Paul's RC	
Stalyhill Juniors			St George's CofE Hyde	Stalyhill	
			St Paul's RC Hyde	Yew Tree	

Subject	Tameside community secondary school admission arrangements – oversubscription criteria	
	EQUALITY IMPACT ASSESSMENT	
Service / Business Unit	Service Area	Directorate
Access and Inclusion	Education	People
EIA Start Date (Actual)	EIA Completion Date (Expected)	Completion Date (Actual)
June 2014	August 2015	<i>To be completed by Corporate Performance</i>

Lead Contact / Officer Responsible	Catherine Moseley
Service Unit Manager Responsible	Catherine Moseley

EIA Group (lead contact first)	Job title	Service
Catherine Moseley	Head of Access and Inclusion	Education
Heather Loveridge	Assistant Executive Director	Education
Julie Waterhouse	Access Manager	Education

The following annex is attached:

Annex 1 – ethnicity data for all Tameside community secondary schools and their proposed partner primary schools.

SUMMARY BOX
<p>On the 25 March 2015, the Executive Cabinet determined the admission arrangements for Tameside community and voluntary controlled primary and secondary schools for admission in 2016-17 without change from those that applied for admission in 2015-16 other than to amend operative dates and comply with statutory requirements of the School Admissions Code issued in December 2014 in accordance with Regulation 19(2) of the School Admissions (Admission Arrangements and Co-Ordination of Admission Arrangements)(England) Regulations.</p> <p>In June 2015 following local publicity about a recent complaint to the Office of the Schools Adjudicator about the admission arrangements for a school in a neighbouring borough which were similar to the Tameside arrangements, the Council decided to review oversubscription criterion 4, ‘attendance at a Tameside primary school’ to ensure we comply with the Code for Tameside community secondary schools.</p> <p>A report to Executive Cabinet outlined the rationale for the current criterion and looked at possible alternatives so that the Council complies with the School Admissions Code. The alternatives discussed include moving to a distance based criterion; a geographical priority area criterion and a feeder school criterion together with the reasons both for and against each approach. The accompanying executive decision gave permission to consult on introducing partner primary schools.</p>

Consultation took place on implementing partner primary schools as an oversubscription criterion between 25 June and 6 August 2015. A proposed list of partner primary schools for each community secondary school was included. Eight responses were received.

A potential negative impact was identified during the consultation for non-Catholic pupils attending Catholic primary schools. The proposed list of partner primary schools has been adjusted to take account of this feedback.

The current criterion 2 relating to children and families with exceptional medical or social needs will remain for the foreseeable future so that pupils and their families will continue to be able to put forward a case for having their needs met at a particular school. Children with a statement of special educational needs or an Education, Health and Care Plan will also be allocated a school place in advance of all other allocations. The legislation, guidance and data considered in this Equalities impact assessment does not identify other negative impacts that can be considered under the Equality Act.

The School Admissions Code requires admission authorities to consult on changes to their admission arrangements on an annual basis. It is proposed that the whole admission arrangements should be the subject of public consultation for admission in September 2017 so that parents and other interested parties have an opportunity to comment further on partner primary schools as an oversubscription criterion for community secondary schools.

Section 1 - Background

BACKGROUND

There are two elements to the school admission process. Each local authority must publish a coordinated admissions scheme. The scheme outlines the process by which local authorities coordinate the distribution of offers of places for schools in their area. The coordinated scheme applies to all applications to all schools in an area. The second element are the admission arrangements that each admission authority must have. Admission arrangements are the rules by which school places are allocated. The School Admissions Code imposes mandatory requirements on all admission authorities and they are required to ensure that admission arrangements are compliant with the Code. Tameside Council is the admission authority for all community and voluntary controlled schools in the borough but not Academies, voluntary aided or free schools.

Admission arrangements are determined on an annual basis and this was last done in March 2015.

Current policy

A review of the determined arrangements was necessary following local publicity surrounding the outcome of an objection to the School Adjudicator about the admission arrangements at Chorlton High School. The school had a similar oversubscription criterion to Tameside Council's criterion 4. In that case, the School Adjudicator ruled that the criterion breached the School Admission Code as it had failed to name feeder schools and this was in breach of section 1.9 of the School Admissions Code. The school have changed the relevant criteria. Manchester City Council who had the same criteria as Chorlton High School have recently consulted on changes to their admission arrangements for September 2016 and removed that criterion.

The review and EIA report specifically relates to oversubscription criterion 4, which states:

4. Children attending local authority maintained or Academy primary schools in Tameside and pupils educated at home at the time of application

Preference will be given to pupils living nearest to the school.

Rationale for change

A report to the Council's Executive Cabinet on 24 June 2015 examined a number of alternatives to the above criterion including a purely distance criterion; geographical priority areas; and feeder schools. The report reached the following conclusions:

Oversubscription criteria are necessary to ensure that the application process for schools is transparent and objective. Oversubscription criteria are used when there are more applications than places available at a school and there is a need to rank applications in a priority order. The implementation of equal preference applications means that all secondary schools use oversubscription criteria to determine which applicants are allocated a place. For example, for admission in September 2015, Mossley Hollins received 549 applications of which 225 were first preferences for 156 places meaning that at least 69 parents and children were not allocated a place at their first preference school.

Tameside Council has had a broadly similar oversubscription criterion 4 for its community high schools since 2003. That criterion is that children who have attended a Tameside primary school will be given a high priority than those that haven't. This was not done to prejudice children who lived outside the borough but avoid detriment to children within the borough.

Since 2003, several things have changed that have affected the implementation of this criterion. There have been several revisions to the School Admissions Code and the latest major revision in 2012 seems to have rendered our criterion 4 to be in breach of the Code in light of the School Adjudicators recent determination of a case involving the Governing Body of Chorlton High School in Manchester.

There is a dramatically different mix of schools in the borough. The number of high schools has reduced from 19 to 15 and there are now only six community schools as opposed to 12 in 2003. Nine high schools in the borough are now academies or voluntary aided and responsible for setting their own admission arrangements.

This change in the mix of schools impacts on how the Council can formulate oversubscription criteria. Consideration of other factors such as parental preference and geographical location also need to be taken into account.

In 2008, the Council sought external specialist legal advice from Leading Counsel on its oversubscription criteria. At that time, the advice was that "any criteria will distinguish between different categories of person and those who fall foul of them may say they are thus "unfair". The question is the nature of the unfairness." Taking this into account, by its very nature, any oversubscription criteria will give one application priority over another and therefore will be unpopular with parents who are not allocated a place in their preferred school because they do not rank high enough when the criteria are applied.

In discussion of the options for possible oversubscription criteria, the report discounted a purely distance criteria and geographical priority areas. Due to the specific geographical placement of the community high schools in the borough, a purely distance criteria could mean that Tameside residents are displaced by applicants from outside the borough as they live closer to the school. The geographical priority areas are also problematic due to the geographical locations of the schools and 5 out of the six community high schools being in one half of the borough.

The best option for Tameside community high schools is to implement partner primary schools and of the three models discussed, it was agreed to consult on having a number of feeder primary

schools for high schools so that each primary school is a feeder school for a set number of high schools.

It is acknowledged that there are advantages and disadvantages with each of the approaches and as Counsel opined, any oversubscription criteria will inevitably be unpopular with someone “because any criteria will lead to winners and losers and to that extent be “unfair” to the losers”.

The responsibility of the Council therefore in setting its oversubscription criteria is to be “reasonable, clear, objective, procedurally fair, and comply with all relevant legislation, including equalities legislation” (para 1.8 School Admissions Code), it is not to ensure that all parents are able to be allocated a place at their preferred school.

The proposed new criterion 4

A list of proposed feeder schools was drawn up in consultation with secondary Headteachers for each community secondary school taking into account a number of factors including home to school travel patterns; geographical considerations and current curriculum links. Consultation took place on implementing partner primary schools as an oversubscription criterion between 25 June and 6 August 2015. A proposed list of partner primary schools for each community secondary school was included. Eight responses were received. This EIA accompanies the report to Executive Cabinet to make a decision on the adoption of the revised criterion.

As has been mentioned, the admission arrangements are the way that applications for school places are treated and the oversubscription criteria provide a ranking system for all applications. This means that there are likely to be unsuccessful applications for every school in every year as parents can express a preference for up to six schools. Some schools will be oversubscribed on first preferences meaning that some parents will be disappointed with their allocation. As cited earlier, at least 69 parents and children were not allocated a place at their first preference school, Mossley Hollins for September 2015. This EIA sets out to show that whilst some applicants will be unsuccessful in their applications for a place, the decision not to offer a place was not based on any protected characteristic.

Section 2 – Issues to consider & evidence base

ISSUES TO CONSIDER

Legislation and regulations

Human Rights Act 1998

The Human Rights Act 1998 confers a right of access to education. This right does not extend to securing a place at a particular school. Admission authorities, however, do need to consider parents’ reasons for expressing a preference when they make admission decisions, though this may not necessarily result in the allocation of a place. These might include, for example, the parents’ rights to ensure that their child’s education conforms to their own religious or philosophical convictions (as far as is compatible with the provision of efficient instruction and the avoidance of unreasonable public expenditure).

Each local authority is required to have a coordinated admission scheme. The scheme is the process by which local authorities coordinate the distribution of offers of places for schools in their area. All local authorities are required to coordinate the normal admissions round for primary and secondary schools in their area. This is not being changed as part of this process. This means that parents will still have the right to express a preference for up to six schools. The application form includes free text areas for parents to express their reasons for expressing a preference for a particular school. All details are passed to the admission authorities for them to consider as part of

the application process.

School Standards and Framework Act 1998

Chapter 1 of Part 3 of the School Standards and Framework Act 1998 contains the key provisions regarding schools admissions, including the statutory basis for this Code.

Section 86 of the SSFA 1998 provides that the admission authority for a maintained school (with the exception of those that select wholly by ability) must comply with any preference expressed by a parent except where to do so would prejudice the provision of efficient education or the efficient use of resources.

Section 94 of the SSFA 1998 provides that parents (and in some circumstances children) may appeal against a decision to refuse admission to the school. Two or more admission authorities in the same local authority area may make joint arrangements.

The Codes largely include the provisions relating to school admissions made in regulations. The most relevant regulations are:

- a) The School Admissions (Admission Arrangements and Co-ordination of Admission Arrangements) (England) Regulations 2012;
- b) The School Admissions (Infant Class Sizes) (England) Regulations 2012;
- c) The School Admissions (Appeals) (England) Regulations 2012; and d) The School Information (England) Regulations 2008

As detailed above, the coordinated scheme covers many of the statutory requirements of the SSFA 1998 and this is not changing. The admission arrangements for Tameside community secondary schools outline the right of appeal and this is not being changed as part of this process.

Equality Act 2010

The School Admissions Code is clear on the extent to which the Equality Act 2010 is relevant:

This Act consolidates the law prohibiting discrimination, harassment and victimisation and expands the list of protected characteristics. All schools must have due regard to their obligations under the Act and review their policies and practices to make sure these meet the requirements of the Act, even if they believe that they are already operating in a non-discriminatory way.

An admission authority must not discriminate on the grounds of disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; or sexual orientation, against a person in the arrangements and decisions it makes as to who is offered admission as a pupil.

An admission authority must not harass a person who has applied for admission as a pupil, in relation to their disability; race; or sex.

An admission authority must not victimise a person in relation to a protected act either done, or believed to have been done by that person (e.g. bringing proceedings under the Equality Act 2010) in the arrangements and decisions it makes as to who is offered admission as a pupil.

This Act contains limited exceptions to the prohibition of discrimination on grounds of religion or belief and

sex. Schools designated by the Secretary of State as having a religious character are exempt from some aspects of the prohibition of discrimination on the grounds of religion or belief and this means they can make a decision about whether or not to admit a child as a pupil on the basis of religion or belief. Single-sex schools are lawfully permitted to discriminate on the grounds of sex in their admission arrangements.

Admission authorities are also subject to the Public Sector Equality Duty and therefore must have due regard to the need to eliminate discrimination, harassment and victimisation, advance equality of opportunity, and foster good relations in relation to persons who share a relevant protected characteristic and persons who do not share it.

The protected characteristics for these purposes are: disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; and sexual orientation.

The School Admissions Code

The School Admissions Code imposes mandatory requirements on all admission authorities and they are required to ensure that admission arrangements are compliant with the Code.

The Code is clear that the responsibility of setting admission arrangements lies with admission authorities. Oversubscription criteria must be reasonable, clear, objective, procedurally fair, and comply with all relevant legislation, including equalities legislation. Admission authorities must ensure that their arrangements will not disadvantage unfairly, either directly or indirectly, a child from a particular social or racial group, or a child with a disability or special educational needs. Admission arrangements must include an effective, clear and fair tie-breaker to decide between two applications that cannot otherwise be separated.

The Code is also clear that admission arrangements must not:

- a) place any conditions on the consideration of any application other than those in the oversubscription criteria published in their admission arrangements;
- b) take into account any previous schools attended, unless it is a named feeder school;
- c) give extra priority to children whose parents rank preferred schools in a particular order, including 'first preference first' arrangements;
- d) introduce any new selection by ability;
- e) give priority to children on the basis of any practical or financial support parents may give to the school or any associated organisation, including any religious authority. The exception to this is where parents pay optional nursery fees to the school or school-run nursery, for additional hours on top of their 15-hour funded early education, where children from the school nursery class or school-run nursery are given priority for admission to Reception;
- f) give priority to children according to the occupational, marital, financial or educational status of parents applying. The exceptions to this are children of staff at the school and those eligible for the early years pupil premium, the pupil premium and the service premium who may be prioritised in the arrangements in accordance with paragraphs 1.39 – 1.39B;
- g) take account of reports from previous schools about children's past behaviour, attendance, attitude or achievement, or that of any other children in the family;
- h) discriminate against or disadvantage disabled children, those with special educational needs, or those applying for admission outside their normal age group where an admission authority has agreed to this under paragraphs 2.17 to 2.17B;
- i) prioritise children on the basis of their own or their parents' past or current hobbies or activities (schools which have been designated as having a religious character may take account of religious activities, as laid out by the body or person representing the religion or religious denomination);

- j) in designated grammar schools that rank all children according to a pre-determined pass mark and then allocate places to those who score highest, give priority to siblings of current or former pupils;
- k) in the case of schools with boarding places, rank children on the basis of a child's suitability for boarding – more information on boarding schools is set out at paragraphs 1.40 - 1.41 below;
- l) name fee-paying independent schools as feeder schools;
- m) interview children or parents. In the case of sixth form applications, a meeting may be held to discuss options and academic entry requirements for particular courses, but this meeting cannot form part of the decision making process on whether to offer a place. Boarding schools may interview children to assess their suitability for boarding;
- n) request financial contributions (either in the form of voluntary contributions, donations or deposits (even if refundable)) as any part of the admissions process – including for tests; or
- o) request photographs of a child for any part of the admissions process, other than as proof of identity when sitting a selection test.

The admission arrangements for Tameside Council's community secondary schools do not disadvantage particular groups of children. The current admission arrangements allow for children with a statement of special educational needs or an Education, Health and Care Plan (EHC) to be allocated a place at a school that can meet their identified needs before all other applications are considered. The admission arrangements also include as its second oversubscription criterion the following:

Children and families with exceptional medical or social needs

Written evidence must be provided by a suitably qualified professional – e.g. a GP or consultant for medical needs, or a social worker for social needs – the information must confirm the exceptional medical or social need and demonstrate how the specified school is the only school that can meet the defined needs of the child. A panel of officers from Tameside MBC will make a decision as to whether to admit a child under this criterion, using the evidence provided. Parents/carers are responsible for providing all information in support of an application by the closing date, officers of the Council will not ask for additional information. All information provided will be treated in the strictest confidence.

Having this criterion enables parents to express a preference and have considered their reasons for a particular school which they believe will meet their child's and their own needs. For example, parents with a disability can apply for a place at a school that is easiest for them to get to but which may not be their nearest school or children may have medical conditions or disabilities that would not necessitate a statement or EHC and have those needs considered under this criterion.

The proposal to introduce partner primary schools is likely to have an impact on how parental preferences are dealt with. However, creating partner primary school links is the closest to the criterion currently in existence.

Under paragraph 1.15 of the Schools Admission Code:

“Admission authorities may wish to name a primary or middle school as a feeder school. The selection of a feeder school or schools as an oversubscription criterion must be transparent and made on reasonable grounds.”

Most of Tameside's secondary schools have specific links with many primary schools in their area. The collaboration described in the Key Decision report of 2008 has continued over many years. High schools in Tameside have recognised that the key to outstanding achievement and attainment at the end of Key Stage 4 is to be found, in part, in a dynamic and purposeful start to high school, where there is no loss of impetus from the end of Key Stage 2.

To this end many high schools have committed significant resources to ensuring that their new Year 7 students receive a comprehensive programme of transition once their Year 11 students have left, in addition to

- A deeper understanding of Key Stage 2 data and how it can be used in a high setting;
- A clearer understanding of the curriculum offer that their students enjoyed in Year 6, to avoid replication;
- First-hand experience of primary teaching so that high school teachers are familiar with the methodologies that are employed, in particular, in literacy and numeracy.

The choice of partner primary schools for each secondary school is important. As has already been described, the proposed lists of partner primary schools were agreed by Headteachers and were chosen based on existing curriculum links, geographical considerations and existing home to school travel patterns. Consideration has been given to ensuring that children from low income backgrounds are not disadvantaged and the level of free school meals and pupil premium has been looked at to ensure that there are not disproportionately large or small levels going into secondary schools:

January 15 census data					
Alder	Year 6 numbers	Free school meals numbers in year 6	Pupil Premium numbers in year 6	% free school meals in Year 6	% pupil premium in Year 6
Arundale	22	6	12	27	55
Bradley Green	29	8	8	28	28
Discovery	Opening September 2016				
Dowson	58	8	12	14	21
Gee Cross	30	2	8	7	27
Godley	30	2	8	7	27
Greenfield	38	10	18	26	47
Leigh	30	10	23	33	77
Mottram	18	2	4	11	22
Pinfold	42	18	18	43	43
St George's	27	7	13	26	48
St James' RC Hyde	20	8	7	40	35
St Paul's RC Hyde	30	1	11	3	37
Stalyhill Juniors	60	1	6	2	10
TOTAL	265	57	100	22%	38%
Alder (whole school)	752	126	229	17%	30%

January 15 census data

Astley	Year 6 numbers	Free school meals numbers in year 6	Pupil Premium numbers in year 6	% free school meals in Year 6	% pupil premium in Year 6
Bradley Green	29	8	8	28	28
Broadbent Fold	29	4	3	14	10
Lyndhurst	27	14	13	52	48
Oakfield	31	8	12	25	38
Ravensfield	50	16	27	32	54
St John's	28	4	5	14	18
St Mary's RC Dukinfield	29	2	7	7	24
Yew Tree	60	13	30	22	50
TOTAL	283	69	105	24%	37%
Astley (whole school)	571	180	291	32%	51%

January 15 census data

Denton Community College	Year 6 numbers	Free school meals numbers in year 6	Pupil Premium numbers in year 6	% free school meals in Year 6	% pupil premium in Year 6
Audenshaw	31	2	4	6	13
Corrie	32	8	13	25	41
Dane Bank	30	3	12	10	40
DWE	62	2	6	3	10
Greswell	58	19	26	33	45
Linden Road	28	5	14	18	50
Manor Green	53	14	21	26	40
Poplar Street	40	8	19	20	47
Russell Scott	53	10	17	19	32
St Anne's	31	1	7	3	23
St Stephen's CofE	24	6	14	25	58
TOTAL	349	65	124	19%	36%
Denton Community College (whole school)	1019	279	466	27%	46%

January 15 census data

Hyde	Year 6 numbers	Free school meals numbers in year 6	Pupil Premium numbers in year 6	% free school meals in Year 6	% pupil premium in Year 6
Arundale	22	6	12	27	55
Bradley Green	29	8	8	28	28
Broadbent Fold	29	4	3	14	10
Discovery	Opening September 2016				
Dowson	58	8	12	14	21
Flowery Field	59	23	34	39	58
Gee Cross	30	2	8	7	27
Godley	30	2	8	7	27
Greenfield	38	10	18	26	47
Leigh	30	10	23	33	77
Linden Road	28	5	14	18	50
Oakfield	31	8	12	26	39
Pinfold	42	18	18	43	43
St George's Hyde	27	7	13	26	48
St Paul's RC Hyde	30	1	11	3	37
TOTAL	256	61	117	24%	46%
Hyde (whole school)	910	248	426	27%	47%

January 15 census data					
Longdendale	Year 6 numbers	Free school meals numbers in year 6	Pupil Premium numbers in year 6	% free school meals in Year 6	% pupil premium in Year 6
Arundale	22	6	12	27	55
Bradley Green	29	8	8	28	28
Broadbottom	13	1	1	8	8
Discovery	Opening September 2016				
Dowson	58	8	12	14	21
Godley	30	2	8	7	27
Gorse Hall	58	7	15	12	26
Greenfield	38	10	18	26	47
Hollingworth	31	4	6	13	19
Mottram	18	2	4	11	22
Pinfold	42	18	18	43	43
St James's RC Hyde	20	8	7	40	35
St Paul's RC Hyde	30	1	11	3	37
Stalyhill	60	1	6	2	10
Yew Tree	60	13	30	22	50
TOTAL	299	57	100	19%	33%

Longdendale (whole school)	730	116	234	16%	32%
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	Year 6 numbers	Free school meals numbers in year 6	Pupil Premium numbers in year 6	% free school meals in Year 6	% pupil premium in Year 6
Mossley Hollins					
Buckton Vale	39	4	7	10	18
Livingstone	21	6	6	29	29
Micklehurst All Saints	24	4	12	17	50
Millbrook	21	7	11	33	52
Milton	30	3	5	10	17
St George's	26	5	7	19	27
St Joseph's RC	24	2	4	8	17
St Raphael's	25	4	8	16	32
TOTAL	210	35	60	17%	29%
Mossley Hollins (whole school)	774	119	223	15%	29%

Data in the tables above does not seem to indicate that the choice of partner primary schools will significantly impact on pupils from low income backgrounds.

Ethnicity data for all primary partner schools and community secondary schools is included in Annex A of this EIA. This shows that there are a range of partner primary schools for each of the community secondary schools and the mix of potential pupils is likely to increase diversity rather than negatively impact.

Consultation and engagement

Tameside Council is committed to seeking and understanding the views of local people and stakeholders before making changes to services it provides to residents and the local community.

The Executive Cabinet considered a report at the meeting on 24 June 2015 meeting. This report outlined the reasons for proposing a change to the admission arrangements for community secondary schools and discussed a range of options that had been considered.

Consultation took place on implementing partner primary schools as an oversubscription criterion between 25 June and 6 August 2015. The proposals were published on the Tameside Council website and all schools in the borough were notified of the consultation exercise. A proposed list of partner primary schools for each community secondary school was included.

Eight responses were received. Of these, several referred to the fact that a voluntary aided Roman Catholic primary school did not appear on the partner primary school list for the nearest community high school. The Headteacher of the school, along with several parents, made the point that not all pupils attending the Catholic primary school were Roman Catholic themselves and therefore would be a long way down the ranking using the oversubscription criteria for their associated Roman Catholic high school as their top criterion are for baptised Roman Catholic children. This has been accepted and following the analysis of feedback, the proposed partner primary schools have been adjusted where appropriate to take account of this.

Office of the Schools Adjudicator report

The Schools Adjudicator considered the admission arrangements for community secondary schools in June 2015 and the outcome can be found on the Office of the Schools Adjudicator website <https://www.gov.uk/government/publications/tameside-metropolitan-borough-council>

LIST OF EVIDENCE SOURCES

Human Rights Act 1998

Equality Act 2010

School Standards and Framework Act 1998

School Admissions Code 2014

Report to Executive Cabinet 24 June 2015

Consultation document June 2015

Responses to the consultation as discussed in the Cabinet Report of 26 August 2015

Tameside secondary school admission arrangements for September 2016

Section 3 – Impact

IMPACT

The removal of the current Category 4 from the oversubscription criteria for a number of high schools in the borough will have an impact on the numbers of children from different primary schools (including some outside the borough) that will be successful in their applications to Tameside community high schools.

It is difficult to assess the extent of this, as it is entirely dependent on the preferences expressed by parents in future admissions rounds. This impact is likely to be more significant in schools' close to the Tameside border, where children who reside in a neighbouring authority may be a higher priority for a place within category 4 because of the closer distance of their address to the school than other children who reside in Tameside. This may have an effect on children who attend a Tameside primary school which is not a partner primary school and whose application might, as a consequence, be less likely to be successful.

There is likely to be an impact on the applications for partner primary schools for the most popular community secondary schools in Tameside. This may lead to some parents trying to move their children into these schools before their making application for a place in Year 7. However, this can only happen when there are places available in the relevant year group.

It remains the Council's statutory duty to ensure that there are sufficient places available for all children requiring a place within the borough. The Council continues to plan strategically to increase capacity, expanding existing schools and creating, and supporting the creation of, new schools in partnership with local providers.

Section 4 – Proposals & Mitigation

PROPOSALS & MITIGATION
<p>A potential negative impact was identified during the consultation for non-Catholic pupils attending Catholic primary schools. The proposed list of partner primary schools has been adjusted to take account of this feedback.</p> <p>The current criterion 2 relating to children and families with exceptional medical or social needs will remain for the foreseeable future so that pupils and their families will continue to be able to put forward a case for having their needs met at a particular school. Children with a statement of special educational needs or an Education, Health and Care Plan will also be allocated a school place in advance of all other allocations. The legislation, guidance and data considered in this Equalities impact assessment does not identify other negative impacts that can be considered under the Equality Act.</p> <p>The School Admissions Code requires admission authorities to consult on changes to their admission arrangements on an annual basis. It is proposed that the whole admission arrangements should be the subject of public consultation for admission in September 2017 so that parents and other interested parties have an opportunity to comment further on partner primary schools as an oversubscription criterion for community secondary schools.</p>

Section 5 – Monitoring

MONITORING PROGRESS
See below

Issue / Action	Lead officer	Timescale
Monitor if changes to partner primary schools has an impact on admissions	Catherine Moseley	May 2016
Consult on admission arrangements for September 2017	Catherine Moseley	February 2016

Sign off

Signature of Service Unit Manager	Date
Catherine Moseley	August 2015
Signature of Assistant Executive Director / Assistant Chief Executive	Date
Heather Loveridge	August 2015

ANNEX A

Ethnicity Data

ALDER PARTNER PRIMARY	Asian or Asian British	Black or Black British	Mixed heritage	Chinese or other ethnic group	White	TOTAL	Asian or Asian British	Black or Black British	Mixed heritage	Chinese or other ethnic group	White
	Number						Percentage				
Greenfield	262	7	11	2	20	302	87%	2%	4%	1%	7%
Pinfold	0	2	5	1	390	398	0%	1%	1%	0%	98%
Arundale	0	0	8	1	177	186	0%	0%	4%	1%	95%
Stalyhill	7	0	8	0	223	238	3%	0%	3%	0%	94%
Bradley Green	10	0	11	0	204	225	4%	0%	5%	0%	91%
Dowson	27	0	15	0	429	471	6%	0%	3%	0%	91%
Godley	1	0	4	0	261	266	0%	0%	2%	0%	98%
Leigh	169	1	11	2	104	287	59%	0%	4%	1%	36%
Gee Cross	0	0	7	1	215	223	0%	0%	3%	0%	96%
St George's	132	0	6	4	76	218	61%	0%	3%	2%	35%
Mottram	0	0	6	0	130	136	0%	0%	4%	0%	96%
St Paul's	1	0	4	0	246	251	0%	0%	2%	0%	98%
St James'	0	1	7	2	161	171	0%	1%	4%	1%	94%
ALDER	54	1	20	7	640	722	7%	0%	3%	1%	89%

ASTLEY PARTNER PRIMARY	Asian or Asian British	Black or Black British	Mixed heritage	Chinese or other ethnic group	White	TOTAL	Asian or Asian British	Black or Black British	Mixed heritage	Chinese or other ethnic group	White
	Number						Percentage				
Bradley Green	10	4	11	0	204	229	4%	2%	5%	0%	89%
Broadbent Fold	3	0	11	0	217	231	1%	0%	5%	0%	94%
Lyndhurst	11	8	10	10	207	246	4%	3%	4%	4%	84%
Oakfield	9	6	5	0	211	231	4%	3%	2%	0%	91%
Ravensfield	13	6	11	0	413	443	3%	1%	2%	0%	93%
St John's	24	1	6	0	244	275	9%	0%	2%	0%	89%
St Mary's (Duk)	8	1	5	0	196	210	4%	0%	2%	0%	93%
Yew Tree	19	0	24	5	461	509	4%	0%	5%	1%	91%
ASTLEY	18	4	15	1	533	571	3%	1%	3%	0%	93%

DENTON COMMUNITY COLLEGE PARTNER PRIMARY	Asian or Asian British	Black or Black British	Mixed heritage	Chinese or other ethnic group	White	TOTAL	Asian or Asian British	Black or Black British	Mixed heritage	Chinese or other ethnic group	White
	Number						Percentage				
Corrie	5	12	20	2	303	342	1%	4%	6%	1%	89%
Dane Bank	0	2	23	1	213	239	0%	1%	10%	0%	89%
DWE	13	5	21	10	416	465	3%	1%	5%	2%	89%
Greswell	12	10	14	9	402	447	3%	2%	3%	2%	90%
Linden Road	7	10	5	2	242	266	3%	4%	2%	1%	91%
Manor Green	1	18	26	5	405	455	0%	4%	6%	1%	89%
Poplar Street	29	19	8	0	348	404	7%	5%	2%	0%	86%
Russell Scott	19	3	30	5	368	425	4%	1%	7%	1%	87%
St Anne's	4	1	6	0	203	214	2%	0%	3%	0%	95%
St Stephen's CofE	41	8	4	1	141	195	21%	4%	2%	1%	72%
DENTON CC	18	7	40	10	885	960	2%	1%	4%	1%	92%

HYDE COMMUNITY COLLEGE PARTNER PRIMARY	Asian or Asian British	Black or Black British	Mixed heritage	Chinese or other ethnic group	White	TOTAL	Asian or Asian British	Black or Black British	Mixed heritage	Chinese or other ethnic group	White
	Number						Percentage				
Arundale	0	0	8	1	177	186	0%	0%	4%	1%	95%
Bradley Green	10	4	11	0	204	229	4%	2%	5%	0%	89%
Broadbent Fold	3	0	11	0	217	231	1%	0%	5%	0%	94%
Discovery	New School						New School				
Dowson	27	0	15	0	429	471	6%	0%	3%	0%	91%
Flowery Field	101	3	19	2	376	501	20%	1%	4%	0%	75%
Gee Cross	0	0	7	1	215	223	0%	0%	3%	0%	96%
Godley	1	0	4	0	261	266	0%	0%	2%	0%	98%
Greenfield	262	7	11	2	20	302	87%	2%	4%	1%	7%
Leigh	169	1	11	2	104	287	59%	0%	4%	1%	36%
Linden Road	7	10	5	2	242	266	3%	4%	2%	1%	91%
Oakfield	9	6	5	0	211	231	4%	3%	2%	0%	91%
Pinfold	0	2	5	1	390	398	0%	1%	1%	0%	98%
St George's	132	0	6	4	76	218	61%	0%	3%	2%	35%
St Paul's	1	0	4	0	246	251	0%	0%	2%	0%	98%
HYDE CC	317	6	32	4	550	909	35%	1%	4%	0%	61%

LONGDENDALE PARTNER PRIMARY	Asian or Asian British	Black or Black British	Mixed heritage	Chinese or other ethnic group	White	TOTAL	Asian or Asian British	Black or Black British	Mixed heritage	Chinese or other ethnic group	White
	Number						Percentage				
Bradley Green	10	4	11	0	204	229	4%	2%	5%	0%	89%
Broadbottom	0	0	2	1	98	101	0%	0%	2%	1%	97%
Discovery	New School						New School				
Dowson	27	0	15	0	429	471	6%	0%	3%	0%	91%
Godley	1	0	4	0	261	266	0%	0%	2%	0%	98%
Gorse Hall	10	2	19	1	422	454	2%	0%	4%	0%	93%
Greenfield	262	7	11	2	20	302	87%	2%	4%	1%	7%
Hollingworth	2	2	4	0	211	219	1%	1%	2%	0%	96%
Mottram	0	0	6	0	130	136	0%	0%	4%	0%	96%
Pinfold	0	2	5	1	390	398	0%	1%	1%	0%	98%
St James'	0	1	7	2	161	171	0%	1%	4%	1%	94%
St Paul's	1	0	4	0	246	251	0%	0%	2%	0%	98%
Stalyhill	7	0	8	0	223	238	3%	0%	3%	0%	94%
Yew Tree	19	0	24	5	461	509	4%	0%	5%	1%	91%
LONGDENDALE	6	4	19	0	700	729	1%	1%	3%	0%	96%

MOSSLEY HOLLINS PARTNER PRIMARY	Asian or Asian British	Black or Black British	Mixed heritage	Chinese or other ethnic group	White	TOTAL	Asian or Asian British	Black or Black British	Mixed heritage	Chinese or other ethnic group	White
	Number						Percentage				
Buckton Vale	2	0	5	0	204	211	1%	0%	2%	0%	97%
Livingstone	4	5	7	4	142	162	2%	3%	4%	2%	88%
Micklehurst All Saints	13	0	3	2	172	190	7%	0%	2%	1%	91%
Millbrook	1	0	11	0	223	235	0%	0%	5%	0%	95%
Milton	0	0	11	0	227	238	0%	0%	5%	0%	95%
St George's	2	2	9	0	157	170	1%	1%	5%	0%	92%
St Joseph's RC	0	6	6	1	162	175	0%	3%	3%	1%	93%
St Raphael's	1	7	17	0	173	198	1%	4%	9%	0%	87%
MOSSLEY	18	3	14	6	726	767	2%	0%	2%	1%	95%

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ITEM NO: 10

Report To:	EXECUTIVE CABINET
Date:	26 August 2015
Executive Member/Reporting Officer:	Councillor John Taylor – Deputy Executive Leader Ian Saxon – Assistant Executive Director (Environmental Services)
Subject:	MARKET POLICY
Report Summary:	The report outlines a proposed Market policy covering :- <ul style="list-style-type: none">• Provisions that are available to the Local Authority for the creation of a lawful market• Powers that are available for maintaining operational control, order and public safety on markets that take place within the borough are• Procedures for monitoring trader compliance and detailing non-compliance are available• Definitions of Market Franchise Rights, what constitutes a Rival Market and the disturbance of Market Rights
Recommendations:	Recommend approval of proposed Market Policy by the Executive Cabinet at its meeting in August.
Links To Community Strategy:	The Market Policy is linked to promoting :- <ul style="list-style-type: none">• A Prosperous Society• An Attractive Borough• A Safe Environment
Policy Implications:	New Policy for approval.
Financial Implications: (Authorised By Section 151 Officer)	There are no additional costs to the Council of adopting the Markets policy. The granting of a market licence will be cost neutral in that the income generated will offset the costs associated with the administration of each licence.
Legal Implications: (Authorised By The Borough Solicitor)	As this will be a Policy of the Council it must be determined by Cabinet/Council. It seeks to clarify and set out existing Council practice and ensure transparency and fairness. It will be necessary to ensure that any fees are competitive but also fully cover the cost of any licensing, administration and enforcement. The Supreme Court has recently clarified that enforcement costs are a legitimate cost, which can be recovered from licensees and not borne by the public generally. Any fees charged would be kept under review together with the legal position relating to markets. Any approval granted as Market Authority should be subject to confirmation that any necessary planning permission and licensing requirements have been obtained and observed.
Risk Management:	The Market Authority has responsibility to protect and maintain consumer confidence and /or public safety and ensure that relevant quality and standards are maintained.

Access To Information:

The background papers relating to this report can be inspected by contacting the report writer Ian Saxon (Assistant Executive Director Environmental Services :



Telephone:0161 342 3470



e-mail: ian.saxon@tameside.gov.uk

1. INTRODUCTION

- 1.1 This report provides background information in regard to the proposed adoption of a Tameside Markets Policy. A copy of the proposed Markets Policy is attached at **Appendix 1**.
- 1.2 Tameside has a rich heritage of markets and the economic, cultural and social benefits they bring should not be underestimated. They contribute to a mix of retail opportunities and offer an alternative to mainstream shopping options. This is particularly significant in a recession when markets offer employment and provide access to high quality affordable goods. The importance of our Markets and the significance they have to the economic wellbeing of the Borough has been recently recognised by the Association of British Market Authorities (NABMA) and has been a contributing factor in our recent national awards, The UK's Greenest Market 2013/14, The UK's Favourite Market 2014/15.
- 1.3 A recent report commissioned by NABMA included survey data and research from visits to Ashton Market and 5 others from around the country. A quote from the report "Of the 6 markets we surveyed Ashton comes out first or joint first against all factors and demonstrates its economic contribution to the town. It's a big market that opens 6 days a week, in turn generating more than 200 full time jobs, which also generates a spend in the local economy close to £30 million per year". This independent research along with our own knowledge of the value of our markets reinforces the need to ensure a quality market offer across the borough, whilst maintaining and protecting the rights of our own offer.
- 1.4 There is an increasing commercial interest in the use of markets as ways to generate income from all sectors of our community and it is important the Council can clearly demonstrate a fair, consistent, and transparent policy when dealing with such interest.
- 1.5 Maintaining public protection and shopper's confidence is a priority within the borough and it is important to note that the policy contains information, rules, regulations and elements of law which Tameside markets service already adheres to and implements but which currently exist in a plethora of separate documents and procedures. One of the main benefits of the policy is to consolidate this information together into one document that is transparent and clearly sets out what is required.

2.0 RIVAL MARKETS

- 2.1 Historically, Local Authorities have operated markets through various legal routes. The way this Council has done so is set out later,
- The importance of legal status cannot be over emphasised. If a market has been lawfully set up then several important rights are possessed by the market owner
- 2.2 According to historical references the rights to hold a market within the borough had been granted via Royal Charter to Sir John de Ashton in 1413. The Charter granted the operation of a Monday Market and a twice yearly fair may be held on the site currently occupied by the now famous, Ashton Market Hall. Subsequently, these rights were extended by Local Acts of Parliament such as the Stalybridge Police and Market Act 1828 and the Ashton under Lyne Improvement Act 1849. These were repealed and replaced by Part XIV of the Greater Manchester Act 1981 that provided that the Council had the powers under, what is now, Part III of the Food Act 1984, to hold markets within its area and the right to licence and control the frequency of markets within its borough. In addition the Council has adopted Section 37 of the Local Government (Miscellaneous Provisions) Act 1982 that requires any person intending to hold a temporary market to notify the Council in advance, so that if appropriate the Council can take steps to remove the permitted

development rights to hold such a market and require the operator to apply for planning permission to do so.

- 2.3 The market policy will set out the basis on which applications to hold a market will be dealt with by detailing licensing conditions and making clear the criteria to whether an event constitutes a market or not.

3.0 CONSULTATION

- 3.1 The Council has undertaken a range of consultation activities in relation to the market policy:-

An exercise was undertaken to discover how other Authorities approached the control/licensing of commercial and non-commercial operated events/markets within their areas. We discovered that generally three approaches were adopted.

Firstly, it was discovered that many operators did not allow a commercial operator to organise events that were considered to have “market” element, unless as part of a tendering process they had been approached to do so by the Authority i.e. Christmas Markets, Continental/International Markets etc. Non-commercial operators (community groups/charities) were restricted to either organising a limited number of car boot sales, or again on a limited basis allowed the use of a platform within the area of a market already established by the Council. This approach is how Calderdale and Sheffield Councils currently operate.

Secondly, some Authorities have identified the potential financial benefit in allowing commercial operators to organise a limited number of events within their area. However, each application is carefully considered against any impact the events may have against the Authorities own markets and surrounding retailers. This approach tends to be adopted by city/district operators who have an interest in establishing this type of event within areas of demand, but don’t have the resources to provide them. Manchester, Bury, Liverpool and Birmingham currently operate this way with more operators considering the benefits of this approach. Controlling the amount of events is essential in encouraging other operators and in turn providing a varied events offer. Liverpool allows a commercial operator to organise a maximum 3 during any 12 month period, with Bury Council allowing two.

Thirdly, is an approach of having no stance. These Authorities do not regulate or attempt to control commercial or non-commercial operators who decide to hold markets/events of any type in their areas. This approach is not considered to be best practice and is normally found within areas where the Local Authorities don’t themselves have established markets.

- 3.2 **Tameside Citizens’ Panel Spring 2014.** The survey was sent out to all resident members of the Tameside Metropolitan Borough Citizens’ Panel. The table below provides the survey questions and responses.

“Tameside’s Market Service is responsible for the licensing of markets throughout the borough and to also ensure that there is consistency in the way that markets are organised. In this context the Council is considering implementing a Markets Policy which sets out the basis upon which markets are held and the process by which applications for new markets will be considered. Here are a number of statements about Tameside Council’s proposed Markets Policy. Please say how far you agree or disagree that the policy could.....”

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't Know
a) improve the way markets are managed and organised.	19.1%	43.2%	20.8%	2.5%	2.4%	12.1%
b) reinforce a consistent approach to the way markets operate in Tameside.	14.8%	51.5%	18.5%	2.6%	2.1%	10.5%
c) ...ensure the way decisions are made about new market applications are fair and transparent.	21.3%	47.1%	16.2%	2.2%	1.9%	11.4%
d) safeguard existing markets across Tameside.	30.2%	43.4%	11.0%	3.9%	3.1%	8.4%
e) ...improve the way in which markets contribute to the local economy.	24.8%	46.7%	13.6%	3.6%	2.6%	8.8%
f) improve customer protection and confidence by ensuring compliance with trading standards guidelines and health and safety requirements.	34.8%	43.7%	10.6%	1.6%	1.2%	8.1%

3.3 Further consultation was then sought via the Big Conversation. Analysis is based on 130 valid responses received to the consultation. The questions and responses were as follows:

Q1. Here are a number of statements about Tameside Council's proposed Markets Policy. Please say how far you agree or disagree that the policy could.....

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a) ...improve the way markets are managed and organised.	23.3% (30)	17.1% (22)	4.7% (6)	22.5% (29)	32.6% (42)
b) ...reinforce a consistent approach to the way markets operate in Tameside.	21.3% (27)	22.0% (28)	13.4% (17)	14.2% (18)	29.1% (37)
c) ...ensure the way decisions are made about new market applications are fair and transparent.	34.9% (45)	14.0% (18)	8.5% (11)	14.0% (18)	28.7% (37)
d) ...safeguard existing markets across Tameside.	29.7% (38)	12.5% (16)	6.3% (8)	15.6% (20)	35.9% (46)
e) ...improve the way in which markets contribute to the local economy.	35.7% (46)	9.3% (12)	5.4% (7)	14.7% (19)	34.9% (45)
f) ...improve customer protection and confidence by ensuring compliance with trading standards guidelines and health and safety requirements.	29.7% (38)	21.1% (27)	22.7% (29)	6.3% (8)	20.3% (26)

3.4 The consultation was designed to elicit responses from as many relevant people as possible. We added an open question with the intension of obtaining a truer reflection of how the proposed policy was perceived. The question was 'Are there any other comments you wish to make on the proposed Markets Policy?' There were 111 responses to this

question following data cleansing. The intention of the policy was generally understood. The two obvious commercial operators welcomed the guidance and licensing aspect, but expressed disappointment at the limitation of events per operator.

- 3.5 Consultation was also sought with NABMA on the subject of Public Safety and it was confirmed that the market authority had a responsibility to maintain consumer confidence and/or public safety and to ensure that relevant quality and standards are maintained within its area. The authority must also provide the basis on which market applications will be dealt with. The introduction of a Market Policy would be considered good practice, providing a transparent and efficient way to do this. It is to be noted that the majority of Local Authority Market operators already have similar policies in place and we have discussed the issue with colleagues in other markets services.

4.0 THE IMPACT ON CHARITY/COMMUNITY GROUPS

- 4.1 The introduction of the Market Policy will enable charity/community groups to receive regulatory guidance from the Authority as well as establishing a line of communication with the Market Service, who can offer advice and share examples of good practise. The Market Service currently works in partnership with groups such as Town Teams, the NHS, the Royal British Legion and various other community/charity organisations who “bolt onto” our currently established markets/events. This type of partnership working will be encouraged further. An equality impact assessment is attached at **Appendix 2**.

5.0 PARTNERSHIPS

- 5.1 Tameside MBC Markets service are looking to extend our offer of specialist markets and events at venues all the across the Borough. Partnership operators will have to demonstrate a sound knowledge in their chosen field and be able to source and organise an exciting and varied array of traders. Examples of specialist market/events could include:-

Records/ Vinyl / Music
Art and Design
Antiques
Craft
Horticultural
Vehicles / Bikes / Spares
Fashion

We have recently undertaken some soft market testing in the way of expressions of interest to gauge interest from potential partners. We are currently moving towards a procurement exercise which should be finalised before the end of the calendar year.

6.0 RECOMMENDATION

- 6.1 As set out on the front of the report.

MARKETS POLICY TAMESIDE MARKETS

1. INTRODUCTION

The Council recognises the importance of markets in the local economy and their contribution to the character of the area. They remain an important Council service and contribute in a number of ways to the local communities they serve.

The Council's markets are described in more detail in Section 2 of this policy and they represent an important investment by the Council in delivering economic regeneration and town centre vitality.

The Council is keen to maintain the balance of markets throughout its area and also ensure that there is consistency in the way that markets are organised. This markets policy sets out the basis upon which markets are held and the process by which applications for new markets will be considered.

The Council recognises that there are many different types of market activities **and this** policy adopted by the Council is intended to cater for each type of market. In particular, this policy distinguishes between commercial markets and those that are largely community-based with a strong charitable element. Section 5 of the markets policy deals with the different types of market and the Council's approach in considering applications in respect of such markets.

In producing this policy the Council has taken the opportunity of consulting with the following organisations: NABMA (The National Association of British Market Authorities), the NMTF (National Market Traders Association) and other UK Local Authority Market Operators. In addition, the Council has consulted internally with the relevant Council sections responsible for licensing, economic regeneration, legal services and town centres operations.

The policy will be kept under review.

2. MARKETS

Tameside Council operates several markets, Ashton-Under-Lyne's indoor and outdoor Markets, Hyde's indoor & outdoor Markets and Stalybridge Farmers Market. The Council can also run any number of ad-hoc markets at locations across the Borough and establish new markets if it chooses to do so.

3. LEGISLATIVE POWERS HELD BY THE COUNCIL

According to historical references the rights to hold a market within the borough had been granted via Royal Charter to Sir John de Ashton on 13th Feb 1413. The Charter granted the operation of Monday Market and a twice yearly fair to be held on the site currently occupied by the now famous, Ashton Market Hall. Subsequently, these rights were extended by Local Acts of Parliament such as the Stalybridge Police and Market Act 1828 and the Ashton under Lyne Improvement Act 1849. These were repealed and replaced by Part XIV of the Greater Manchester Act 1981 that provided that the Council had the powers under, what is now, Part III of the Food Act 1984, to hold markets within its area and the right to licence and control the frequency of markets within its borough. In addition the Council has adopted Section 37 of the Local Government (Miscellaneous Provisions) Act 1982 that requires any person intending to hold a temporary market to notify the Council in advance, so that if appropriate the Council can take steps to remove the permitted development rights to hold such a market and require the operator to apply for planning permission to do so.

This right has been exercisable for many years and this policy takes into account relevant UK and European legislation.

4. WHAT IS A MARKET EVENT?

The Council's markets policy is intended to cover all market events held within the borough. In order that potential market operators are fully aware of the Council's definition of a market the following guidelines are provided:

- a) The legal definition of a market is a “concourse of buyers and sellers” (this means that the public are entitled to attend market events to buy and sell).
- b) A market will comprise not less than five stalls, stands, vehicles, whether moveable or not or pitches from which articles are sold.
- c) There will be an operator of the market who will be responsible for the organisation and delivery of the event.
- d) The term “market event” includes car boot sales, antique and craft markets, general markets, farmers' markets and charity markets.
- e) A market may sometimes be held as an integral part of a special event and where this arises the market element will fall within the Council's markets policy.

The Council's markets policy differentiates between markets of a commercial nature and community-based markets which have a strong charitable element.

This markets policy does not cover street trading activities. This activity is regulated by the Council's licensing section.

5. LICENSING OF MARKETS UNDER THE COUNCIL'S MARKETS POLICY

The Council's consent to a market event must be given before the market takes place. Markets will only be licensed once an application for a markets licence has been approved. Any market that takes place without such a licence is in breach of the Council's markets policy and will be subject to enforcement action as described in Section 10.

The Council will consider applications in respect of the following categories of market events:

- i) Commercial markets
- ii) Markets with a strong charitable/community element

The criteria set out in Section 4 will be relevant in respect of both categories of market event.

i) Commercial markets

A commercial market is one which is operated for profit and where the traders are engaged in a business activity of selling goods for their own purposes.

The Council will consider applications in respect of commercial markets having regard to the following requirements:

- a) No market will be authorised to take place within the borough of Tameside unless it can be demonstrated that the new market will not undermine the existing markets and not prejudice

the overall market offer.

- b) In respect of any consent the operator must have adequate insurances, comply with trading standards guidelines, health and safety requirements and any other statutory provisions laid down by the Council.
- c) A fee will be charged for any application to the Council, and a further fee charged to successful applicants. The fee will be based on the size and frequency of the market. Please refer to Section 8 in respect of fees.
- d) The goods to be sold on the market will be approved by the Council.
- e) A licensing agreement will be entered into between the operator and the Council and such licensing agreement must be concluded before the market takes place.
- f) The Council will insist on such other requirements as are deemed appropriate to ensure consumer and public safety standards.

ii) Markets With A Strong Charitable/Community Element

Some markets are organised by local communities or organisations with the intention of raising funds for a specific charity or celebrating a special event. The Council will consider applications in respect of such market events having regard to the following requirements:

- a) The markets must be operated on a non-profit making basis to assist a charity/community, and the operator shall supply relevant information to the Council if requested. While it is acknowledged that some traders will be selling goods for their own purposes, the Council will look for the event to have a strong charitable element in the way the event is organised.
- b) In respect of any consent the operator must have adequate insurances, comply with trading standards guidelines, health and safety requirements and any other statutory provisions laid down by the Council.
- c) A licensing agreement will be entered into between the operator and the Council and such licensing agreement must be concluded before the market takes place.
- d) The Council will insist on such other requirements as are deemed appropriate to ensure consumer and public safety standards.
- e) The operator must hold adequate proof that the charity they represent is registered with the Charity Commission, and also provide written permission from the charity organisation to raise funds on their behalf.

6. HOW TO APPLY

The application form to hold a market in respect of both, commercial markets and charity/community-based markets can be requested from the Markets Manager at:

The Markets Manager
Ashton Market Hall
Bow Street
Ashton under Lyne
OL6 6BZ

Or via the Councils website at: <http://www.tameside.gov.uk/markets>

The application process will consider such matters as (but not limited to):

- Has an adequate Event Management Plan been completed with the inclusion of any relevant Risk Assessments?
- Has the operator held other events within the borough, if so how many and at what frequency?
- Has proof of any insurances/licences been provided? Including adequate Public and Employers Liability cover?
- Has permission been granted by the venue/land owner?

The Council will aim to deal with applications for a markets licence within a period of twenty eight days from receipt of all the necessary information. Please note the separate requirement for notice under s37 Local Government (Miscellaneous Provisions) Act 1982; 10 below. An operator of a market event is therefore urged to return the application as early as possible to ensure that the Council has adequate time to consider the relevant matters in an appropriate way. In considering the application the Council will require sufficient information to deal with all the issues set out in the criteria listed above and also covered on the application form. Failure to provide such information is likely to lead to a delay in the Council coming to a decision.

If the Council refuses an application it will set out the reasons for its decision. If the applicant wishes to appeal the decision then any appeal must be submitted within fourteen days of the Council's written decision, refer to section 7 in respect of the appeals procedure.

7. APPEALS PROCEDURE

An applicant can appeal in writing against refusal, with supporting reasons, to the Assistant Director - Environmental Services. If the appeal is not resolved at this stage, the applicant will be referred to the Council's Corporate Complaints Procedure.

8. FEES

A reasonable administrative fee will be charged for applications. The Fee takes into consideration the time and cost to the Council of considering the application. If successful, there will be an additional administration fee for the processing of a license and regularly scheduled compliance visits. The Fee Scale can be obtained upon request at

The Markets Manager
Ashton Market Hall
Bow Street
Ashton under Lyne
OL6 6BZ

Or via the Council's website at: <http://www.tameside.gov.uk/markets>

9. OTHER APPROVALS

It is important to emphasise that any approval given by the Council in respect of its market policy does not remove the requirement for other relevant approvals to be obtained. In particular the operator of a market should ensure that where the market is being held on private land, the approval of the landowner is obtained.

Planning permission might also be required and any market operator should consult with the Council's Planning Department to ascertain whether any planning considerations are relevant.

Attention is also drawn to the provisions of the Licensing Act 2003 in respect of any entertainment provided at the market or where a Temporary Events Notice might be required in respect of the sale of hot food or alcohol.

A market licence does not constitute approval under any other statutory regime or remove the need for planning permission for the event.

10. SECTION 37 OF THE LOCAL GOVERNMENT (MISCELLANEOUS PROVISIONS) ACT 1982

Tameside Council has approved the adoption of Section 37 of the Local Government (Miscellaneous Provisions) Act 1982.

This Section deals with temporary markets and any operator of a temporary market, together with the occupier of land on which the market is to be held, are required to give to the Council not less than one month's notice of the holding of the market.

Any notice given by the operator and the occupier of the land shall state:

- i) The full name and address of the person intending to hold the market.
- ii) The day or days on which it is proposed that the market will be held and its proposed opening and closing times.
- iii) The site on which it is proposed that the market will be held.
- iv) The full name and address of the occupier of the land if he is not the person intending to hold the market.

It is important to emphasise that the requirements of Section 37 are quite separate to the licensing of events under the Council's Markets Policy set out in Section 5. The operator and the occupier of the land should ensure that a notice is given to the Council under the requirements of Section 37 as soon as proposals for a temporary market are under consideration. This will enable the Council to give preliminary consideration to a proposal and indicate its likely view on a subsequent application for a markets licence.

Failure to give a notice under Section 37 is a criminal offence and liable to a summary conviction in the Magistrates' Court

11. ENFORCEMENT

The Council will monitor the application of its markets policy and any market event which is established will be subject to the Council's requirements.

Any market which is not approved by the Council under Section 5 of its markets policy will be subject to legal action and the Council will seek an appropriate remedy in the courts to prevent the market being held and/or damages as appropriate.

In addition, any market operator acting in contravention of any market license granted by the Council will run the risk of the license being terminated by the Council.

On such terms as the Council determines and, in such circumstances, the Council reserves the

right to refuse any future applications for market licenses submitted by the operator concerned, or any persons or organisation associated with the operator.

12. PARTNERSHIPS

12.1 Tameside MBC Markets service will work with partners to extend our offer of specialist markets and events at venues all the across the Borough. Partnership operators will have to demonstrate a sound knowledge in their chosen field, and be able to source and organise an exciting and varied array of traders. Examples of specialist market/events could include:-

- Records / Vinyl / Music
- Art and Design
- Antiques
- Craft
- Horticultural
- Vehicles / Bikes / Spares
- Fashion

APPENDIX 2

EQUALITY IMPACT ASSEMENT

Subject	Market Policy	
Service / Business Unit	Service Area	Directorate
Markets	Environmental Services	Place
EIA Start Date (Actual)	EIA Completion Date (Expected)	Completion Date (Actual)
July 2015	August 2015	<i>To be completed by Corporate Performance</i>

Lead Contact / Officer Responsible	Nicola Martin
Service Unit Manager Responsible	Alison Lloyd Walsh

EIA Group (lead contact first)	Job title	Service
Nicola Martin	Environmental Services Manager - Markets	Environmental Services
Alison Lloyd Walsh	Head of Environmental Development	Environmental Services
Steve Hadfield	Market Officer	Environmental Services

SUMMARY BOX
<p>Tameside has a rich heritage of markets and the economic, cultural and social benefits they bring should not be underestimated. They contribute to a mix of retail opportunities and offer an alternative to mainstream shopping options. This is particularly significant in a recession when markets offer employment and provide access to high quality affordable goods. A recent report commissioned by NABMA included survey data and research from visits to Ashton Market and 5 others from around the country. A quote from the report “Of the 6 markets we surveyed Ashton comes out first or joint first against all factors and demonstrates its economic contribution to the town. It’s a big market that opens 6 days a week, in turn generating more than 200 full time jobs, which also generates a spend in the local economy close to £30 million per year“. This independent research along with our own knowledge of the value of our markets reinforces the need to ensure a quality market offer across the borough, whilst maintaining and protecting the rights of our own offer.</p> <p>The introduction of the Market Policy will set out the basis on which applications to hold a market will be dealt with by detailing licensing conditions and making clear the criteria to whether an event constitutes a market or not.</p> <p>Maintaining public protection and shopper’s confidence is a priority within the borough and it is important to note that the Policy contains information, rules, regulations and elements of law which Tameside Markets service already adheres to and implements but which currently exist in a plethora of separate documents and procedures. One of the main benefits of the Policy is to consolidate this information together into one document that is transparent and clearly sets out what is required.</p> <p>To further enhance our relationship with non-commercial operators i.e. community/charity groups and Town Teams, the Market Policy will enable charity/community groups to receive regulatory guidance from the Authority as well as establishing a line of communication with the Market Service, who can offer advice and share examples of good practice.</p> <p>It is anticipated that the Policy will have positive impact the boroughs residents and visitors as it will encourage a more varied and well organised event calendar.</p>

Section 1 - Background

BACKGROUND

Within the Markets industry it is considered good practice to have a robust and transparent Market Policy. Across the Borough we are seeing a significant increase in the demand from potential operators in wanting to implement and establish market events, or events which have a “market” element. In view of maintaining public protection and shoppers confidence, the Policy brings together legislative guidance and provides a structured applications process.

The market policy will set out the basis on which applications to hold a market will be dealt with by detailing licensing conditions and making clear the criteria to whether an event constitutes a market or not. The application process will consider such matters as (but not limited to):

- Has an adequate Event Management Plan been completed with the inclusion of any relevant Risk Assessments?
- Has the operator held other events within the borough, if so how many and at what frequency?
- Has proof of any insurances/licences been provided? Including adequate Public and Employers Liability cover?
- Has permission been granted by the venue/land owner?

The Local Authority appreciates the demand for temporary specialist events within the borough and will consider applications from both commercial and non-operational operators. Tameside’s Market Service is also looking to establish partnerships with event operators who have experiences in organising specialised events/markets. Event operators will have a sound knowledge in their chosen field, and be able to source and organise an exciting and varied array of traders. The partnership arrangement will enable us to manage the frequency of such events in consideration of the impact they will have on our own interests and existing businesses that operate within the vicinity.

We believe that the introduction of the Policy will have a positive effect on the borough as residents and visitors will be able to attend well organised and varied events.

Section 2 – Issues to consider & evidence base

ISSUES TO CONSIDER

The Council has undertaken a range of consultation and research activity in relation to the market policy to help determine if the introduction of the policy will have an impact on a particular group of residents.

An exercise was undertaken to discover how other Authorities approached the control/licensing of commercial and non-commercial operated events/markets within their areas. We discovered that generally three approaches were adopted.

Firstly, it was discovered that many operators did not allow a commercial operator to organise events that were considered to have “market” element, unless as part of a tendering process they had been approached to do so by the Authority i.e. Christmas Markets, Continental/International Markets etc. Non-commercial operators (community groups/charities) were restricted to either organising a limited number of car boot sales, or again on a limited basis allowed the use of a platform within the area of a market already established by the Council. This approach is how Calderdale and Sheffield Councils currently operate.

Secondly, is an approach of having no stance. These Authorities do not regulate or attempt to control commercial or non-commercial operators who decide to hold markets/events of any type in their areas. This approach is considered bad practice and is normally found within areas where the Local Authorities don’t themselves have established markets. Thirdly, some Authorities have identified the potential financial benefit in allowing commercial operators to organise a limited number of events within their area. However, each application is carefully considered against any

impact the events may have against the Authorities own markets and surrounding retailers. This approach tends to be adopted by city/district operators who have an interest in establishing this type of event within areas of demand, but don't have the resources to provide them. Manchester, Bury, Liverpool and Birmingham currently operate this way with more operators considering the benefits of this approach. Controlling the amount of events is essential in encouraging other operators and in turn providing a varied events offer. Some operators have chosen to provide a cap on the number of events they are willing to permit others consider frequency as part of the approval process.

The following table details the number of markets permitted by the Local Authorities we researched.

Local Authority	Number of Markets permitted within a 12 month period
Manchester	N/A
Bury	2
Liverpool	3
Birmingham	N/A
Calderdale	0
Sheffield	0

Consultation has also been undertaken with residents as part of the Tameside Citizens' Panel Spring 2014. The survey was sent out to all resident members of the Tameside Metropolitan Borough Citizens' Panel. 2099 residents were on panel at the time of survey. The table below outlines the questions and responses.

"Tameside's Market Service is responsible for the licensing of markets throughout the borough and to also ensure that there is consistency in the way that markets are organised. In this context the Council is considering implementing a Markets Policy which sets out the basis upon which markets are held and the process by which applications for new markets will be considered. Here are a number of statements about Tameside Council's proposed Markets Policy. Please say how far you agree or disagree that the policy could....."

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't Know
a) improve the way markets are managed and organised.	19.1%	43.2%	20.8%	2.5%	2.4%	12.1%
b) reinforce a consistent approach to the way markets operate in Tameside.	14.8%	51.5%	18.5%	2.6%	2.1%	10.5%
c) ...ensure the way decisions are made about new market applications are fair and transparent.	21.3%	47.1%	16.2%	2.2%	1.9%	11.4%
d) safeguard existing markets across Tameside.	30.2%	43.4%	11.0%	3.9%	3.1%	8.4%
e) ...improve the way in which markets contribute to the local economy.	24.8%	46.7%	13.6%	3.6%	2.6%	8.8%
f) improve customer protection and confidence by ensuring compliance with trading standards guidelines and health and safety requirements.	34.8%	43.7%	10.6%	1.6%	1.2%	8.1%

Further consultation was also sought via the Big Conversation. This took place between 19 December 2014 and 30 January 2015. Consulting via the Big Conversation ensured that all Tameside residents and interested parties had an opportunity to respond. The questions took the

same format as those included in the Spring 2014 Citizens' Panel consultation. Analysis is based on 130 valid responses received to the consultation. The questions and responses were as follows:

Q1. Here are a number of statements about Tameside Council's proposed Markets Policy. Please say how far you agree or disagree that the policy could.....

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a) ...improve the way markets are managed and organised.	23.3% (30)	17.1% (22)	4.7% (6)	22.5% (29)	32.6% (42)
b) ...reinforce a consistent approach to the way markets operate in Tameside.	21.3% (27)	22.0% (28)	13.4% (17)	14.2% (18)	29.1% (37)
c) ...ensure the way decisions are made about new market applications are fair and transparent.	34.9% (45)	14.0% (18)	8.5% (11)	14.0% (18)	28.7% (37)
d) ...safeguard existing markets across Tameside.	29.7% (38)	12.5% (16)	6.3% (8)	15.6% (20)	35.9% (46)
e) ...improve the way in which markets contribute to the local economy.	35.7% (46)	9.3% (12)	5.4% (7)	14.7% (19)	34.9% (45)
f) ...improve customer protection and confidence by ensuring compliance with trading standards guidelines and health and safety requirements.	29.7% (38)	21.1% (27)	22.7% (29)	6.3% (8)	20.3% (26)

The consultation was designed to elicit responses from as many relevant people as possible. We added an open question with the intension of obtaining a truer reflection of how the proposed policy was perceived. The question was 'Are there any other comments you wish to make on the proposed Markets Policy?' There were 111 responses to this question following data cleansing. The intention of the policy was generally understood. The two obvious commercial operators welcomed the guidance and licensing aspect, but expressed concern at the potential limitation of events per operator.

LIST OF EVIDENCE SOURCES

Over the past twelve months the Market Service has recognised the need to introduce a Market Policy and have used numerous sources when drafting the document.

- Current policies from other Local Authorities including Manchester, Trafford, Bury, Calderdale, Sheffield, Liverpool and Birmingham, Bradford and Leicester
- National Association of British Market Authorities best practice guidance documents
- National Association of British Market Authorities toolkit guide
- ROI report – Ashton-Under-Lyne Market – Supporting the Local Economy
- Tameside Citizens' Panel Spring 2014
- The Big Conversation

Section 3 – Impact

IMPACT

During the drafting of the policy and the completion of this EIA, we have not identified any issues which will have an adverse impact on any individuals or groups who will attend our market events or ones arranged by commercial operators or charities.

The policy will ensure that there are varied events across the borough. It is hoped that this will

increase specialised markets in areas, for example an Asian Market in Hyde which will attract residents from the BME community, markets attracting families and residents of a variety of ages; both younger and older. We want to ensure our markets are open to all residents and are a place where our communities can come together. We recognise the social cohesion value our markets offer, in addition to their commercial element.

As the Policy does not impact on the physical aspect of the markets accessibility will not be affected.

The needs of individuals will be considered when licensing all market events.

Section 4 – Proposals & Mitigation

PROPOSALS & MITIGATION
<p>Maintaining public protection and shopper’s confidence is a priority within the borough and it is important to note that the policy contains information, rules, regulations and elements of law which will ensure that any operator running a market within the borough adheres to set guidelines.</p> <p>One of the main benefits of the policy is to consolidate information together into one document that is transparent and clearly sets out what is required from an operator.</p> <p>Giving the Market Service the ability to licence market activity will ensure there is consistency in the way that markets are organised and help us keep a balanced and varied market offer across the Borough.</p> <p>The introduction of the Market Policy will enable charity/community groups to receive regulatory guidance from the Authority as well as establishing a line of communication with the Market Service, who can offer advice and share examples of good practise. The Market Service currently works in partnership with groups such as Town Teams, the NHS, the Royal British Legion and various other community/charity organisations who “bolt onto” our currently established markets/events. This type of partnership working will be encouraged further.</p>

Section 5 – Monitoring

MONITORING PROGRESS
<p>Once the policy is in place the Environmental Services Manager – Markets will be responsible for agreeing to licence market events in a consistent way to ensure a balanced and varied market offer across the Borough.</p>

Issue / Action	Lead officer	Timescale
Ensure any changes in legislation are updated within the policy.	Nicola Martin	On-going
Maintain a balanced market offer across the borough whilst protecting our own markets.	Nicola Martin	On-going
Maintain public protection at any event licensed through the policy.	Nicola Martin	On-going
Continue to monitor any impact on particular groups of residents accessing our markets and licensed events through customer feedback.	Nicola Martin	On-going

NB – The version sent to Corporate Performance should be the version agreed and signed off by the relevant Senior Manager.

Sign off

Signature of Service Unit Manager	Date
Signature of Assistant Executive Director	Date

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ITEM NO: 11

Report To:	EXECUTIVE CABINET
Date:	26 August 2015
Executive Member/Reporting Officer:	Councillor Brenda Warrington – Executive Member (Adult Social Care and Wellbeing) Sandra Whitehead – Interim Assistant Executive Director (Adults Services)
Subject:	ADULT SOCIAL CARE CHARGING AND DEFERRED PAYMENTS POLICIES
Report Summary:	<p>The Care Act 2014 placed a number of duties and responsibilities on local councils when considering charging for adult social care services including residential and non-residential care (such as homecare, day care and respite care). The Act continues to allow councils some discretion as to what services they can charge for and what income, savings and assets can be taken into account when calculating a person's ability to pay for their care.</p> <p>Tameside Council has had a charging policy and a deferred payments policy for many years and this report follows an extensive review of the previous policies together with two consultation exercises engaging with the general Tameside population and with current users of adult social care services.</p> <p>The report highlights the key areas for discretion that the Council has when determining a charging policy and explains why changes are required.</p>
Recommendations:	<ol style="list-style-type: none">1. To accept the proposed discretionary elements of the Charging for Adult Social Care Policy and Deferred Payments Policy2. To accept the draft Charging for Adult Services Policy3. To accept the draft Deferred Payments Policy4. That the policies be kept under review by the Executive Directors of People and Resources and Governance, and updated accordingly by them to ensure legal compliance should the legislation and guidance require their amendment.
Links to Community Strategy:	Healthy, Safe and Supportive Tameside
Policy Implications:	These policies replace the previous Charging Policy and Deferred Payments Policy
Financial Implications: (Authorised by the Section 151 Officer)	<p>A service user receives a full financial assessment if they are assessed as needing a social care service. It is appropriate and fair that service users pay the whole cost of care if their personal wealth determines they are able to.</p> <p>Conversely it is also appropriate and fair that service users only pay a proportion of their care where again their personal wealth</p>

determines this to be the case. It is recognised that all charges should be equitable regardless of whether living in residential or supported accommodation or in own homes. This ensures all service users receive a level of care and support which has been appropriately assessed.

Charging policies should be transparent, fair and reflective of the true cost of care provided together with the ability to pay for that care without personal weekly income reducing to a level below the Government's recognised minimum income level guarantee.

It is essential that associated Council charging and deferred payment policies reflect these principles and the Council maximises the level of income receivable and implements procedures to ensure income due is reviewed in line with any subsequent variation to personal wealth.

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

Sections 14, 17 and 69 to 70 of the Care Act 2014 govern the single legal framework around local authorities' charging regime in this area. This framework enables the Council to decide whether or not to charge a person when it is arranging to meet a person's care and support needs, and is intended to make charging fairer and more clearly understood by everyone.

Where the Council decides to charge it must follow the Care and Support (Charging and Assessment of Resources) Regulations, or whichever regulations apply at the time, and have due regard to the associated guidance, ensuring that it does not charge more than is permitted therein. Basically this means that where a local authority chooses to charge, the maximum and the way in which it does so is determined by the current regulations, and in turn, the Council must develop, agree and maintain policies setting out how they will do so in settings other than care homes, where separate rules apply.

Only where a financial assessment has been carried out in accordance with the regulations can a charge be made, and this should be fully explained within local authority policies.

Policies should be in place regarding how the Council communicates, carries out financial assessments, collects debts, and which take into consideration the capacity of the person as well as any illness, condition or if they are in prison. The wellbeing principle lies at the heart of all policy decisions.

The proposed policies, if agreed by Members, should be kept under review and amended/updated as required to ensure they comply with the legislation and guidance. The Executive Director (People) in consultation with the Executive Director (Governance and Resources) should be responsible for ensuring this happens, and that the implementation of the legislation and guidance is effective at all times, to ensure the Council is behaving lawfully and fairly, and therefore safe from successful challenge in the courts or from complaints.

Members should also ensure they have read and fully understand the attached Equalities Impact Assessment and are happy with the consultation exercise carried out when

developing the attached policies.

Risk Management:

The risks associated with this decision are highlighted in detail in section 9 of this report.

The key risks are around people's ability to pay the charges that they are assessed for and the need to have robust financial monitoring and swift reactions between Exchequer and Adult Services to ensure that if people are struggling to pay that as much help and support is available so that people are either not left with adequate weekly income or without the correct level of care and support.

The Deferred Payments Scheme if taken up by large numbers of people could place unacceptable pressures on the Council's finances and ongoing monitoring of the activity within the Scheme is essential. It isn't envisaged however that there will be a large interest in this option.

Access to Information:

Information and details of this decision can be obtained from:
Paul Dulson (Head of Service)



Telephone: 0161 342 4077



e-mail: paul.dulson@tameside.gov.uk

1. INTRODUCTION

- 1.1 Services that are assessed by the Council's Adult Services as being needed have been subject to charging policies for a number of years. The Fairer Charging Policy and the Charging for Residential Accommodation Guide (CRAG) have been the mechanism for charging service users until recent legislative changes implemented following the passing of the Care Act 2014.
- 1.2 This report and key decision request is in response to a number of changes made within the Care Act that allow local councils some discretion over what and how they charge for their services.
- 1.3 There has been a period of consultation with Tameside citizens following an earlier Executive Decision and the analysis of the responses is also included in this report.
- 1.4 The report also covers another policy document laying out the Council's position on deferred payments. This follows a previous consultation exercise earlier this year following the Care Act's requirement for all Councils to have such a policy.

2. BACKGROUND

- 2.1 In February 2013 the Government announced reforms to the care system to give more certainty and peace of mind over the costs of old age, or of living with a disability. The Care Bill, which became the Care Act 2014 on 14 May 2014, has established a new legal framework putting wellbeing of individuals at the heart of care and support services.
- 2.2 The Act was intended to be implemented in two parts, the first from April 2015 and the second in April the following year (2016). However following a recent Government announcement, the implementation of the second part of the Act has been postponed until 2020 in recognition of the fact that it would have added further financial burdens onto already pressurised local adult social care systems.
- 2.3 The second part of the Act focussed upon the introduction of a financial cap on the amount of money a person in receipt of services will be required to pay as well as an increase of thresholds levels that would determine at what point someone would start to pay and also become a full cost payer. These changes will not now be implemented until 2020 at the earliest.
- 2.4 Part one of the Care Act 2014 comprises of 7 different elements as follows:
 - General duties and universal provision
 - First contact and identifying needs
 - Charging and financial assessments
 - Person centred care and support planning
 - Integration and partnership working
 - Transition to Adult Care and Support
 - Adults Safeguarding
 - Moving between areas (inter local authority & cross boarder issues)
- 2.5 All of these elements have been looked at and where necessary changes have been made in operational processes to ensure that the Council remains compliant with the Act.
- 2.6 In terms of the elements of the Act that are to do with charging for services, the Department of Health published two key sets of regulations that embody the statutory requirements of the Act as well as indicating the discretionary elements that are open to local interpretation and decisions.

- 2.7 The key regulations are:
- The Care and Support (Charging and Assessment of Resources) Regulation 2014
 - The Care and Support (Deferred Payment) Regulations 2014
- 2.8 Officers from the Council's Adult Services, Exchequer Services, Finance Department and Legal Services have worked together to interpret the guidance and regulations and have tried to align the new requirements against the previous charging policy which was itself influenced by national regulations and guidance embodied within the national Fairer Charging Policy and the Charging for Residential Accommodation Guide (CRAG). The former focussing on charging for services received either in a person's own home (for example home care) or within the community (e.g. respite or day care) and the latter on charging when people were admitted to long term residential and nursing care.
- 2.9 Councils have for many years had the ability to carry out a financial assessment of someone receiving social care support and have been required to assess their ability to pay for those services and to make decisions about which services will be charged for and how much the services will cost based on a number of calculations taking into account income, assets, various welfare benefits and expenses incurred due to the nature of any disability or ill health.
- 2.10 The Care Act continues to allow councils to maintain their charging functions and as well as laying out a number of statutory expectations for charging including residential care, have also suggested a number of other areas that may be considered for charging. The remainder of this report will concentrate on those areas that are discretionary and require a decision upon implementation.
- 2.11 Included in the charging expectations that the Act lays on councils is the expectation that it must also offer a Deferred Payment scheme so that service users (usually those living in residential care) can make a decision to postpone paying for their care if they have sufficient resources until such time that is suitable for them. In most cases this relates to people who own their own property and who need to sell it before being able to realise the capital to pay for their care. In these cases a charge is put against the value of the property and any outstanding money is recouped either on the death of the service user or at such time that the user sells their property or has an ability to pay for their care.
- 2.12 Deferred payments are not a new offer and people in Tameside have been offered this option for many years. The Care Act makes the offering of deferred payments a statutory requirement but again it carries a number of discretionary elements which were part of an earlier consultation exercise and subsequent Key Decision.

3. POLICY CONTEXT

- 3.1 The Care Act 2014 was implemented in part on 1 April 2015. Crucially part 1 of the Act focussed on the assessment and eligibility of people for social care and support and with that the acknowledgement that people who had the ability to pay should indeed pay for those services that they were assessed as requiring. This principle of financial assessment and payment for services has been well established within statute over the years and most recently has been encompassed within the Fairer Charging Policy and the Charging for Residential Accommodation Guide (CRAG).
- 3.2 The Fairer Charging principles have been accepted locally for many years within Tameside Council's own Fairer Charging Policy which has been reviewed and updated as required. The CRAG regulations are nationally prescribed.

- 3.3 The Care Act repeals both these sets of regulations and in their place sets out the Governments expectations of what Councils must charge for and what they might want to consider charging for.

4. FINANCIAL POSITION

- 4.1 Tameside Council relies significantly on income from charging for adult social care services. In the financial year 2014/15 income from charging amounted to just over £13.5million. This income can be further broken down to £10,565,488 for residential care and £2,994,859 for non-residential care. Income from charges accounts for 18% of the Adult Services gross budget of £74,661,185 (pre 2015-17 savings requirements).
- 4.2 The current financial pressures placed upon Councils does mean that where possible a person's ability to pay for the services that they receive is acknowledged and a fair and equitable system is in place to ensure a thorough financial assessment is carried out and any charges levied are proportionate to their level of income and assets.
- 4.3 Continued increases in the demographics of the borough particularly of older people and younger adults with disabilities and life limiting health conditions adds further pressure to the Adult Services budget at a time when unprecedented reductions in funding is having to be made due to the Government's financial austerity measures.
- 4.4 Given the additional pressures placed on the Council it is important that all aspects of budgets are heavily scrutinised to ensure that services can be protected and maintained as much as possible and to that end charging for services continues to be a crucial element of the management of the total budget.
- 4.5 Once accepted these policies will be implemented immediately however in line with the Care Act there will be a phased approach to implementation which will allow for financial reassessments to take place at the same time as a person's annual care and support reassessment and it is envisaged that all reassessments will have been completed by the end of the current financial year. Where people are facing increases in their charges it may be necessary to look at the individual circumstances that someone is facing and a phasing of the new charges may be necessary however it is important to recognise that the new policy proposals are based on a person's ability to pay and therefore the areas of current inequality are being rectified. Any decision leading to a phasing in caused by an immediate inability to pay will be taken on an individual basis taking all relevant circumstances into account.

5. PROPOSED DISCRETIONARY ELEMENTS WITHIN THE CHARGING POLICY

- 5.1 There are a number of discretionary elements proposed within the new charging policy for adult social care. There has been a public consultation exercise using the Council's Big Conversation website and letters were also sent to over 2,500 people who are currently using adult social care services and are effected by the Council's previous Fairer Charging Policy or Charging for Residential Accommodation Guidelines.
- 5.2 The consultation ran from 29 May until 7 July 2015 and in total only 49 people responded. The full breakdown of responses can be seen in **Appendix 1**.
- 5.3 Of the 49 respondents, 9 were service users, 8 were carers, 5 were both, 26 were family member and 1 was an interested member of the public.
- 5.4 At the beginning of the consultation people were asked a few general questions about the Charging for Adult Social Care Policy as a whole.

5.5 People were asked in the consultation if they had any views on the proposed charging policy. 17 people responded and most didn't have any views on the policy however some of the main points made included:

- *"Just read the Charging policy briefly but don't see any changes as to what is in place now. The policy based on how the council can obtain more funds. Does not address saving costs by improving social care in the first place. If my mother had received the proper treatment/diagnosis she would have not needed to be in a care home."*
- *"I think some services could be charged for but I don't have that much information to be fair"*
- *"A bullet point summary of changes would be useful in helping me to understand the proposed changes to the current system"*
- *"Yes my issue is around family members not being able to claim some of Direct Payments allowance to help with family member care"*
- *"I think it should be fair across everyone"*
- *"Very long and complicated to understand"*
- *"I think careful consideration needs to be given to the impact on service users"*

5.6 The consultation then went on to ask people how the proposed policy would affect them. 18 people responded and many couldn't really say how it would affect either them or their family member however some did make comment including:

- *"By making sure we have less to live on my bills rise but my money goes down"*
- *"Not really sure as to what happens when my Mother's savings run out"*
- *"No change to current situation"*
- *"As my son is a user of Day Services and respite care I would think so"*

5.7 When asked if there was anything missing from the proposed policy most of the 14 respondents to the question couldn't think of anything however a few commented:

- *"I need to review this further over a longer period before I can sensibly comment further"*
- *"I am unable to get a deferred payment agreement on my Mothers property as I do not have power of attorney-how will the policy affect me."*
- *"Consideration for the less well off the poor get poorer and the government rip more & more off them"*
- *"Proper means of recording the process, treatment and performance by all parties including hospital, social service, consultants, GPs and care home."*

5.8 The consultation then moved on to ask some specific questions about the proposed areas for consideration with regards to the discretionary elements charging for adult social care.

5.9 **Charging for temporary or short term care up to the first 8 weeks as if the person was living in permanent residential care.**

5.9.1 The Council currently charges people if they need to move into a residential care or nursing home for a temporary or short term period. The current charging arrangements are the same as if the person was living in a permanent placement with allowances made for ongoing housing/accommodation expenses in the community and the Council now has the opportunity to consider charging as if the person was remaining at home with a home care package, up to the first 8 weeks.

5.9.2 The current approach is to charge the person as if they were in a permanent placement taking the cost of the placement into consideration when carrying out a full financial assessment. The only difference being that the value of any property that may be owned is not taken into consideration for a temporary or short term

placement, which it clearly is when someone finally moves into a permanent placement.

5.9.3 There were a number of responses to this question many of which misunderstood the issue being raised.

- *“Don't agree because any person can be in hospital for 8 weeks without having to contribute. Will just lead to bed blocking.”*
- *“just one, its a rip off the infirm and most needy”*
- *“I see no problem with this”.*
- *“If it is emergency care I don't think the person should pay for it, sometimes they go into care when there is no bed available for them in hospital you can end paying more for your care till you have had a financial assessment”*
- *“The patient may not and most cases have the money to pay for this service, then the burden falls on the relative.”*
- *“Maintaining the Status Quo on this seems a reasonable approach to me”*

5.9.4 A financial modelling exercise has been carried out on all of the proposals and will be presented against each proposal in turn.

SHORT STAYS - ASSESSING FOR THE FIRST 8 WEEKS AS IF THE PERSON WAS LIVING IN A CARE HOME OR AS IF THE PERSON WAS LIVING AT HOME - FOR THE FIRST 8 WEEKS.

THIS DATA HAS COME FROM 13 CASES - THE CARE HOME COSTS RANGE BETWEEN £419.00 - £534.00	With maximum charge in place	no With maximum charge of £214.90	Cost to authority
Weekly client contribution when assessing a person as if living in a care home.	£3,630.02	N/A	£2,465.20
Weekly client contribution when assessing as if living at home.	N/A	£1,333.83	£4,761.39
Total of 8 weeks client contribution when assessing as if living in a care home.	£29,040.16	N/A	£19,721.60
Total of 8 weeks client contribution when assessing as if living at home.	N/A	£10,670.64	£38,091.12

5.9.5 If the Council started to charge a person in a temporary care home placement using the current non-residential charging policy then the cost to the authority for the 13 people affected by this change would be £38,091.21. If the current policy is left in place then the cost to the authority reduces to £19.721.

5.9.6 Given that the current position is to charge as if the person was in permanent care and that this ensures that more of the actual cost of the care and support is paid for by the person requiring care where it is appropriate and affordable then the proposal is that the Council continues to charge as it currently does.

5.10 Income that is disregarded from a financial assessment

5.10.1 Local Councils must ensure that a person's income is not reduced below a specified level after charges have been deducted. This must be at least the equivalent of the value of the basic levels of Income Support or the Guaranteed Credit element of Pension Credit plus a minimum buffer of 25%. The amounts are set out in the

Government's Care and Support (Charging and Assessment of Resources) Regulations. However, this is only a minimum and local authorities have discretion to set a higher level if they wish. At present Tameside Council applies this minimum buffer of 25%

5.10.2 It is recognised that the Government in setting the Minimum Income Guarantee has determined the level at which it considers that people can live. In adding a further 25% buffer to this figure there is a wider acceptance that people who are in need of care and support services may have further expenditure beyond that which the general public may have.

5.10.3 Comments within the consultation include:

- *"Should increase to 50%"*
- *"Perhaps the Council could increase the minimum buffer to 30% to allow for increases in prices."*
- *"I would like to see a higher buffer"*
- *"A person should be left with sufficient finances to be able to buy clothing etc which is not provided by a care home and also to be able to continue paying upkeep on any property they own and cannot be sold- e.g. costs to maintain heating, insurance. Cases need to be looked at on an individual basis to take this into account"*
- *"I think it should be 50% that is disregarded"*
- *"Sometimes the level of support falls outside the guidelines, what does the patient do then?"*
- *"It would depend on which level income support and independent living allowance is received. As the money coming in not much charges should be minimal or none."*
- *"I believe this is an equitable approach to adopt"*

5.10.4 As well as the 25% buffer the Council also includes other opportunities for people to identify areas of expenditure which are directly related to their condition or disability and which may be able to be disregarded when carrying out a financial assessment.

5.10.5 It is proposed to continue to disregard the value of Income Support/Guaranteed Credit element of Pension Credit plus the buffer of 25%.

5.11 Upper and Lower Capital Limits

5.11.1 The Care Act states that local councils set an upper and lower capital limit when determining how much someone will pay towards their care and support costs. This basically means that any savings or investments above the lower capital limit will count as income when calculating the charges that the Council will ask the person to pay. If someone has savings or investments above the upper capital limit then they will be expected to pay the full cost of their care package. The Care Act currently has set the lower capital limit at £14,250 and the upper capital limit at £23,250. The Council currently does not operate an upper capital limit for charging people when living at home.

5.11.2. When someone has to move into permanent residential care there has always been an upper capital limit so if someone has savings and assets above £23,250 they will be deemed to be able to afford the full cost of their care and support in a care home and as such will be required to pay the full cost. People living in their own homes are not currently treated in the same way and potentially could have the same amount of savings and assets as someone living in a care home but may not be paying the full cost of their care because an upper capital limit is not in place.

5.11.3 The responses to this specific question in the consultation were:

- *“Upper limit should be raised or reduced the amount of contributions to be expected to 50%”.*
- *“Perhaps the upper capital limit could be increased to say £30,000 to take into account the fact that when people are paying for care from their savings the amount of their savings will soon fall.”*
- *“As my Mother is getting close to the £23,250 threshold I would like to see her savings go much further.”*
- *“I understood an upper limit was already in force with Tameside council”*
- *“There should be no upper limit”*
- *“I think the limit should be at least £23,250 some people are quiet concerned about losing their home”.*
- *“Sounds ok”*
- *“Why should someone who has worked hard all their lives, paid a mortgage, got savings have most of it taken away from them when others who have probably lived off the state all their lives contribute nothing?”*
- *“Upper limit seems fair”*
- *“Do not do it.”*
- *“I would like to know how many other Local Authorities have adopted an upper Capital Limit?”*

CAPITAL LIMIT FOR NON-RESIDENTIAL

PLEASE NOTE THE NUMBER OF CASES ARE 91 AND THESE ARE ALL CURRENTLY NOT PAYING A FULL COST CHARGE BUT HAVE SAVINGS OVER THE UPPER CAPITAL LIMIT OF £23,250.00	With Maximum Charge of £214.90 but no upper capital limit (current position)	With Maximum Charge of £214.90 and an upper capital limit in place of £23,250.00	With Maximum Charge of £419.00 and an upper capital limit in place of £23,250.00 (new proposals)
Total of current weekly client contribution for service users who have over £23,250.00	£5,898.90	£9,715.72	£11,294.10

5.11.4 The current position is that there are 91 people who have savings over the upper capital limit of £23,250 (not taking their home property value into consideration) living in their own homes and they are currently paying a combined total of £5,898.90 per week towards their care costs. If the Council were to introduce an upper capital limit with the current maximum charge of £214.90 then then the charge to those individuals would increase to £9,715.72 which would be a fairer reflection of the person’s ability to pay and the true cost of the care and support they would be receiving. If a maximum charge for services was increased to the residential care rate level of £419.00 per week then the client contribution would increase to £11,294.10 per week for the 91 people who would currently be affected.

5.11.5 The Council believes that the setting of an upper capital limit in line with the residential care limit (not including the property value of the home that the person is living) demonstrates a fair and equitable solution also acknowledging that disability related expenses will be taken into account within any financial assessment and could be disregarded.

5.11.6 The proposal is that a lower capital limit is set at £14,250 and an upper capital limit is introduced at £23,250.

5.12 Charging for care and support outside of a care home setting

5.12.1 The Care Act gives local councils the discretion to set a maximum charge for care and support outside of a care home setting in their local authority areas.

5.12.2 The Council has previously set a maximum charge of £214.50 irrespective of a person's financial position and ability to pay.

5.12.3 Currently if someone moves into residential care then the Council has agreed a series of maximum amounts depending upon whether the care is in an on or off framework home and what level of care is to be provided (residential, nursing, residential EMI or nursing EMI). The minimum of these amounts is currently £419.00 per week. Following a financial assessment if it is determined that a person has the means to pay the full cost of the care then they are required to do so.

5.12.4 If a person remains in their own home and receives care and support then currently a maximum charge is set at £214.50 so even if the cost of someone's care is in excess of the £419.00 that they would have to pay if they were in residential care they are still only required to pay no more the £214.50.

5.12.5 The current practice is felt to be inequitable and results in people with the means to pay the true cost of their care not being required to do so and consequently needing the Council to subsidise the cost.

5.12.6 If a person's income and savings doesn't allow them to pay the cost of care then, as is the case now, following a financial assessment the appropriate level of charge will be determined.

5.12.7 Comments from the consultation to the suggestion that a maximum charge is introduced include:

- *"Good but need to focus on the quality of care."*
- *"At the present time this question does not apply to our situation."*
- *"No charge is fair"*
- *"Yes I think this is a good idea"*
- *"I think it should be on an individual means"*
- *"I would prefer the lower rate to be kept and increased with inflation if applicable"*
- *"Sounds like a positive move"*
- *"How many can afford a minimum? How many can afford a maximum? "*
- *"I would need further information about exactly how this would be implemented, in order to be able to express an informed view"*

INCREASING THE MAXIMUM NON-RESIDENTIAL CHARGE

THESE CASES ARE TAKEN FROM OUR CURRENT CASE LOAD WHO ARE CURRENTLY PAYING UP TO THE MAXIMUM CHARGE OF £214.90. THERE ARE 28 PEOPLE.	Total of weekly assessed contribution
Maximum Charge of £214.90 as at present.	£6,017.20
Maximum Charge of £419.00	£8,604.94
No Maximum Charge At All	£10,561.11

5.12.8 Looking at the current 28 people who are paying the maximum charge then if this was increased to £419.00 then this would result in a maximum increase in charges from £6017 per week to £8605, however it is not anticipated that everyone currently paying the maximum amount would necessarily be required to pay the full £419.00 charge as it will be dependent upon the actual cost of their care and many will not be receiving care packages that cost £419.00 or in excess of £419.00. People whose care package is less than £419.00 will only be expected to pay for the actual cost of their care if it is deemed that they have the resources to pay the full cost.

5.12.9 If the option not to have a maximum charge but charge the person the full cost of their care then the current people affected would have to pay £10,561.11 per week. This includes one person whose current care package costs in excess of £2,000. Given that people in residential care have a borough wide agreed figure for the type of care home they are in it would be inequitable to have an open ended charging policy with no maximum figure.

5.12.10 The Council is therefore proposing to raise the maximum charge so that it is in line with the residential care rate currently charged in the borough which is £419.00. Not all people who are currently paying the existing maximum charge will necessarily have to pay the new maximum as the financial assessment will determine the correct levels of charging.

5.12.11 In order to reduce the immediate impact of any significant increase in charges it is proposed that increases will be reassessed in line with a person's annual care reassessment and that sufficient notice of any increases will be given to allow for people to ensure that the charges are correct and they are able to pay for the care that they have been assessed as requiring

5.13 Disability related expenses - standard disregard

5.13.1 The Care Act states where disability-related benefits are taken into account, the local council should make an assessment and allow the person to keep enough benefit to pay for necessary disability related expenditure to meet any needs which are not being met by the local authority towards someone's care and support needs.

5.13.2 The Council recognises that people may have specific additional expenditure as a result of their condition or disability and that would affect their total weekly expenditure. The Council currently applies a standard disregard (reviewed annually) towards any disability related expenses someone may have which is currently set at £13.24 per week with the opportunity for a full assessment if required. That is to say the £13.24 of any income is automatically disregarded before any financial assessment is carried out on the rest of someone's income and savings.

5.13.3 These are the comments from the consultation that relate to the question that was posed asking if people felt that the Council should keep its current standard disregard.

- *“Far too low.”*
- *“I do not feel £13.24 is sufficient to allow a person to cover expenses they will still incur whilst living in a care home. The amount the person retains should be enough to allow them to purchase clothing , toiletries etc which are not provided by the care home, allow them to pay for any outings arranged by the home and cover other necessary expenses”*
- *“This must be kept for a person’s disability needs”*
- *“I think that’s fine”*
- *“Keep the standard disregard”*
- *“Continue to apply a standard disregard.”*
- *“Maintaining the status quo in relation to this seems equitable to me”*

5.13.4 Generally people responding were in favour of keeping the disregard however some confused the issue with the living allowance for people living in residential care which is a separate issue.

STANDARD DISABILITY RELATED EXPENSE	
	Total weekly amount disregarded
Service users who have the standard disregard amount for disability related expenses in their financial assessment (1295 CASES AT PRESENT)	£17,461.08

5.13.5 There are currently 1295 people who are having the standard figure of £13.24 disregarded from their financial assessment and if this were to be discontinued it would mean that a further £17,461 could be taken into account when calculating someone’s charging requirements.

5.13.6 The standard disregard is a basic but effective way of recognising a persons increased costs incurred as a result of their disability and condition.

5.13.7 The Council proposes to continue to apply the standard disregard.

5.14 Maximum percentage of disposable income

5.14.1 The Care Act suggests local Councils consider whether it is appropriate to set a maximum percentage of disposable income (over and above the guaranteed minimum income) which may be taken into account in charges. Currently Tameside Council takes 100% of the net disposable income into account for the purpose of levying a charge following a full financial assessment.

- *“Unjustified”*
- *“Perhaps this should be on an individual basis.”*
- *“There should be some leeway.”*
- *“I feel there could be some flexibility because one partner goes into care and the other one is at home and then has to learn to live on less which is not easy”*
- *“Everyone’s needs and income are different, how can 100% be right?”*

- *“This seems to have worked OK in the past, but it would be helpful to know what alternative approaches may have been considered?”*

5.14.2 In answer to the question do you feel that 100% of the net disposable income is fair 56% of the 16 people that responded said no with the other 44% stating that they felt it was fair.

5.14.3 When asked what people felt would be a fairer percentage the numbers ranged from 2% up to 90% with people suggesting 50%, 75% and a sliding scale between 50% and 100%.

DISPOSABLE INCOME ALLOWANCE			
Total weekly assessed client contribution	At present with 100% net disposable income	90% of Disposable Income	80% of Disposable Income
	£54,513.49	£52,739.06	£48,207.50

5.14.4 If the Council were to take a lesser percentage of a person’s disposable income when all relevant disregards and expenses have been taken into consideration then clearly this would mean a smaller amount of income coming into the Council to pay for the care and support being provided. Given the current financial pressures that the Council face less income would inevitable mean that services would have to be reduced and possibly even ceased.

5.14.5 The Council proposes to continue to set the maximum percentage of disposable income at 100%.

5.15 Personal Independence Payments

5.15.1 When carrying out a financial assessment the Council has the discretion to consider all or part of this benefit as income. The Council currently takes the whole Disabled Living Allowance (DLA) benefit into account if a person needs both night and day support, it disregards the night rate if no night support is provided. Personal Independence Payments (PIP) is a benefit paid to people in recognition of additional needs arising from their disabilities. It is anticipated that PIP will replace DLA and at the moment PIP although the total benefit is the same rate as a combined higher and lower rate DLA it does not distinguish daytime and night time needs in the same way.

- *“Again everyone is an individual and everyone should be judged on their own individual circumstances.”*
- *“I thought that’s what these payments were for?”*
- *“PIP should be excluded”*
- *“Is there any point in paying this to a person if it is then going to be taken away? Surely they should be allowed to retain this amount”*
- *“That’s fine “*
- *“Just how much do you think is left out of PIPs and Income Support from day to day living?”*
- *“I don’t feel I know enough about the algorithm used when calculating these charges?”*

DLA HIGHER and PIP ENHANCED RATE

PLEASE NOTE THAT ALL DLA CASES WILL EVENTUALLY BE TRANSFERRED OVER TO PIP.		Total Weekly Amount Currently Disregarded for Night Care Element
Number of service users with DLA High (£27.20 disregarded for night care element.)	435	£11,832.00
Number of service users with PIP enhanced rate (£27.20 disregarded)	4	£108.80

5.15.2 Given that Personal Independence Payments do not distinguish between day time and night time needs it would be unfair to take the whole of the PIP payment into consideration when calculating a person's charges when the Council currently disregards the night time rate of DLA if the person does not receive any night time care and support from the Council.

5.15.3 The Council proposes to only take the full PIP benefit into account if the person has both daytime and night time needs and if there are no night time needs requiring a service to be provided then an amount equivalent to the night time part of DLA will be disregarded so that people will be fairly treated.

5.16 Severe Disability Premium

5.16.1 Severe Disability Premium is another benefit paid to people with disabilities living in their own home. This can also be taken into consideration when carrying out a financial assessment. Currently Tameside Council disregards £10.00 of a person's Severe Disability Premium but could take the whole benefit into account when calculating how much a person will pay towards their care and support.

- *"Again everyone has different disabilities and needs, this should be done on an individual basis according to their needs."*
- *"No inclusion of any welfare benefits at all"*
- *"Remain at £10.00 not full amount"*
- *"I don't feel that's fair as that kind of person has complex needs"*
- *"The £10.00 of a person's Severe Disability Premium should still be disregarded."*
- *"Leave it as it is".*
- *"This is the first time I have come across the Severe Disability Premium, and don't know who qualifies for it, or on what basis, so don't feel able to comment"*

DISREGARD OF £10.00 OF SDP	
TOTAL NUMBER OF SERVICE USERS CURRENTLY WITH A £10 OR LESS DISREGARD	500
TOTAL WEEKLY AMOUNT BEING DISREGARDED	£4,953.48

5.16.2 It is proposed to take the whole of the Severe Disability Premium into account when calculating a person's charge.

6. DEFERRED PAYMENTS POLICY

6.1 Deferred payments is a key element within the Care Act allowing people to make a choice as to when they decide to pay their care costs. If a person has capital and assets that they do not want to use immediately when they move into residential care they can postpone making the payment to such a time as they feel able or on their death where their estate will be used to pay off any outstanding debt the person may have accrued.

6.2 Although until now the provision was a discretionary one Tameside Council has operated a Deferred Payments Scheme for many years. The Care Act now requires all Councils to have a scheme and allows a number of discretionary elements which have been consulted on separately and have been subject to a separate key decision earlier this year. There was however another few discretionary elements that required consultation and these are set out below.

7. PROPOSED DISCRETIONARY ELEMENTS WITHIN THE DEFERRED PAYMENTS POLICY

7.1 Deferring Third Party Top-ups

7.1.1 The Council has a duty to offer people in residential and nursing care the option of deferring paying for the full cost of the person's care and support until either they sell their property or on their death. The Council has the discretion of only allowing people to defer the basic cost of the residential placement and not additional costs, known as third party top-ups. These are payments above the standard charge for a care home and are usually for enhanced services or accommodation, not to meet the cost of care needs.

7.1.2 There were mixed responses to the question regarding allowing deferred payments in the consultation with some people feeling that it should be taken on individual circumstances whilst another didn't agree with the concept of deferred payments at all.

- *"I think party top up charges should be allowed to be deferred in the same way as basic costs. Not allowing them to be deferred may create real financial hardship for individuals & their families and also impact on the quality of care that they receive."*
- *"Do not agree with deferred payments."*
- *"Depends on personal income from pensions"*
- *"Will it result in movement for residents who will have to go to a place that falls within the scope of the LA funding, otherwise debt recovery will be invoked which will be stressful for the person and their family?"*
- *"I think it should be on an individual needs as everyone is different"*

7.1.3 The current position in Tameside is that there is an agreed fee structure with the homes who are either on or off the care homes framework. People who choose to access a home or room within a home that attracts a top up are made aware that they or their family would be required to pay the top up themselves. The top up is a private arrangement between the user/family and the care home and the Council is not involved in that transaction (other than noting that there is one in place).

7.1.4 The Council is proposing to use its discretion on a case by case basis and only allow top ups to be deferred if it can be shown that the deferred payment agreement can be sustained.

7.2 Extending Deferred Payments to Supported Living Schemes

7.2.1 The Care Act gives councils the discretion to extend the option of deferring paying for care costs using the deferred payments scheme to other forms of care settings such as supported accommodation. This would allow people moving into a supported accommodation scheme from their own property to delay selling their property until a later date or until their death when the accrued costs of their care would be recouped from the sale.

7.2.2 Within the consultation 14 people answered the question about extending the Direct Payments Scheme to Supported Living Schemes and 10 (70%) felt that it should be.

7.2.3 When asked why they felt it should there were a number of comments including:

- *“Because it might only be a temporary situation and their health may improve to a point where they may want to move back into their own home.”*
- *“it will be fair all-round”*
- *“This helps to maintain consistency of care for service users without the need transition to another accommodation.”*
- *“Some of these people have no other help than the Council and therefore need all the deferred payments they can get.”*
- *“It would support the LA's principle of fairness”*
- *“People should have a choice”*
- *“It would relieve pressure and stress from individuals requiring such a move into Supported Accommodation, and allow time to optimise the proceeds of sale from their property. It would minimise any negative impact from their having to move into supported accommodation.”*

7.2.4 Of those suggesting that it shouldn't be extended only 2 made comment. The first being that the respondent did not agree with the principle of deferred payments under any circumstances and the second saying

- *“Costs must be met for Council budgetary purposes”*

7.2.5 Whilst supported living is different to residential care it is acknowledged that people moving into supported living could be in the same position financially as if they were moving into residential care and therefore it would be inequitable to treat them differently.

7.2.6 It is proposed that the Deferred Payments Scheme is extended to those people living in supported living schemes.

7.3 Renting out a property that is subject to a Deferred Payments Agreement

7.3.1 The Care Act says that if a person decides to rent out their property during the course of their Deferred Payments Agreement, the Council may allow the person to retain a percentage of any rental income they possess. The decision as to whether or not to rent a property must be the person's and theirs alone.

7.3.2 Of the 16 people that responded to the question in the consultation 13 people (81%) agreed that people should be allowed to keep a percentage of any rental income, although only one person suggested what that percentage should be and said 50% of the rental income.

7.3.3 Given that this a new discretionary power it is uncertain how many people may request this option within the Deferred Payments scheme and it is proposed to allow

people to retain 25% of any rental income from their property but a constant review of this proposal will be made to ascertain its popularity and effectiveness.

8. EQUALITIES

- 8.1 An equalities impact assessment has been completed taking into account the proposed changes to the previous charging policy and recognises that whilst charging for services does inevitably have an impact on people as it reduces their income there is a recognition that the way that charges are made should be equitable for everyone whether they are living in residential or supported accommodation or in their own homes in the community.
- 8.2 The key foundation of any charging policy is that it is transparent and fair in that it takes into account the true cost of the care being provided and the person's ability to pay for that care without leaving them with a weekly income below the Government's recognised minimum income guarantee.
- 8.3 The proposed changes are in line with these key principles and in some cases are eliminating some inequalities that have existed before in the previous charging policy. For example the maximum charge element. This has been set at £214.90 for a number of years (only with annual uplifts in line with inflation) and does not reflect the actual cost of care and indeed an individual's ability to pay and is over half the amount the same individual would have to pay if they were in residential care.
- 8.4 The charging for adult social care services is based on a person's ability to pay and a full financial assessment is carried out on anyone assessed as needing a social care service. If the savings and assets they have means that they are able to pay the full cost of their care then this would be appropriate and fair. If on the other hand a person is unable to pay for their care then it is right and proper that the Council pays all or a proportion of the cost of the care so that everyone is able to receive the correct level of care and support that has been assessed as being needed.

9. RISK MANAGEMENT

Risk	Consequence	Impact	Likelihood	Action to Mitigate Risk
People are unable to afford the charges	Either they would decide not to receive the care or get into debt.	4	2	Full financial assessment of all service users and clear determination of an ability to pay will be established. If someone cannot afford to pay then further assessment may be required to ascertain the situation. The policy shouldn't leave people without adequate funds for daily living.
People accrue large debts once a charge has been set	Added anxiety to service user and family. Council unable to receive the full amount of the charge	4	2	Close scrutiny of the debts being accrued by exchequer and early warning system to be in place between Exchequer and Adult Services so that early

				intervention and support can be put in place.
Non-payment of charges	Council's budget negatively affected and services may need to be stopped	4	2	Effective debt recovery will be in place together with an early alert system allowing adult services to intervene and ensure that the person is aware of the consequences of non-payment and also is able to afford the charges.
People refuse to pay the charges	Potential for services to be stopped	4	1	Importance of explaining the charging policy from the start of the assessment process so that people are aware that they will be charged. Charges will be based upon an ability to pay and so if they are correct and the person refuses to pay then the consequences will be explained and inevitably services may need to be withdrawn.
Withholding or giving incorrect financial information	This could lead to an inaccurate financial assessment and the wrong charge being calculated	3	2	Clear explanation given to the user from the start of the assessment process explaining the consequences of withholding or giving inaccurate financial information.
Financial Pressures for the Council – acting like a bank and the ability to fund	If numbers of people requiring deferred payments increases then the Council will be expected to fund care placements in the short or medium term placing further financial pressure on the budget.	4	3	Charges for taking a deferred payment will reflect the true cost of administering the scheme. Close monitoring of the scheme will be maintained.

10. CONCLUSIONS

- 10.1 Councils have been charging for adult social care services for many years and the Care Act 2014 has reiterated the expectation that many services will continue to be charged for as well as giving council's the discretion on a number of elements of charging.
- 10.2 Tameside Council has had a charging policy in place for a number of years and whilst most of the changes suggested or determined in the Care Act have always been the practice in the Borough the previous charging policy was in need of reviewing and updating and the Care Act has given an opportunity to revisit the areas of discretion with a view to ensuring that they remain fair and equitable. In some cases this was found not to be the case and this key decision report gives the opportunity to regain more equity when charging for both residential and non-residential care.
- 10.3 The same is true of the Deferred Payments policy which again although Tameside Council has had one in place for many years was in need of reviewing and the changes contained within the Care Act have now been incorporated together with the discretionary elements highlighted in this report.

11. RECOMMENDATIONS

- 11.1 As detailed at the front of the report.

ITEM NO: 12

Report To:	EXECUTIVE CABINET
Date:	26 August 2015
Executive Member/Reporting Officer:	Councillor Brenda Warrington – Executive Member Adult Social Care and Wellbeing Sandra Whitehead – Interim Assistant Executive Director Adult Services
Subject:	COMMUNITY RESPONSE SERVICE (CRS) CHARGING AND BANDING CONSULTATION
Report Summary:	<p>The Council faces significant budgetary challenges over the coming years and therefore needs to diversify the service delivery market by looking at new and innovative approaches to deliver services whilst reducing cost of provision significantly. The service currently generates income from charges of £528,000 The Council currently supplements this income with core funding of £373,000. This core funding is being reduced by £175,000 during 2015/16 and £420,000 during 2016/17.</p> <p>CRS supports some of the most vulnerable citizens across the borough with a monitoring and response service through the use of a community alarm and telecare devices.</p> <p>CRS currently has 4072 clients using our services, within 3776 properties. The current charge is £5.90 per week for a 24 hour service. The cost includes a wide range of telecare devices installed to individual needs which is, monitored and maintained by the service. The service generates an income from 1,716 properties as private clients pay £5.90 per week per household.</p> <p>This report seeks authorisation to commence consultation using written correspondence in the form of a letter (Appendix 1 of the report) explaining the proposed changes, a questionnaire (Appendix 2 of the report) to seek feedback on the proposed changes, and meetings with key stakeholders who are affected by the proposals. Also included is a letter regarding Key Safe proposals (Appendix 3 of the report), and a questionnaire regarding Key Safe proposals (Appendix 4 of the report). We will fully brief all staff in CRS and the control centre and will offer telephone support and staffing support to assist individuals who may have difficulty communicating their opinion and views on the proposals. This will include support to people who may have sensory disabilities.</p> <p>Consultation will be with New Charter Housing Trust (NCHT) tenants, private and owner occupiers and Registered Social Landlords to cease funding the CRS through the Adult Services budget (what was Supporting People monies) and charge all customers who use the service offering a two tier / band service offer.</p> <p>At the same time this report seeks approval to consult with current and new customers regarding the proposed change in</p>

storing customer's house keys in alarm stations to customers purchasing and fitting a key safe themselves. Consulting with them through Focus Groups, Letters, questionnaires and the Big Conversation.

The report also seeks approval to consult with New Charter Housing Trust a charge for monitoring their door entries to NCHT sheltered schemes.

Although there appears to be a strong justification for the change it is important that we consult on these proposals and involve customers in the design of this service if it is to meet customer needs in the future.

Recommendations:

That Executive Cabinet is recommended to agree that:

1. Approval is given to enter into consultation with the 2060 customers who currently receive CRS services free of charge with a view of introducing the standard charge of £5.90 per week for services provided.
2. Approval is given to enter into consultation with customers and the wider public on the exploration of different service options that offer different levels of provision at different levels of cost that provide a greater range and choice of service options
3. Approval is given to enter into consultation on changes to key storage arrangements whereby the customer has to purchase a key safe for storage of house keys.
4. That approval is given to approach NCHT to discuss charges for monitoring the door entry systems at NCHT sheltered housing schemes across the borough.

Links to Community Strategy:

Healthy Tameside
Safe Tameside
Supportive Tameside

Policy Implications:

There are no policy implications in terms of this decision.

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

The Council approved efficiency savings allocation for Adult Services is £19.653m over the next 2 years. The proposal to introduce a two-tier charging structure for the Community Response Service would ensure the service is financially self-sustainable.

The part year estimated income to be realised in 2015-16 would be £0.175m with a full year estimate of £0.420m being realised in 2016-17.

The expenditure associated with carrying out the consultation will be financed from the existing Adult Services revenue budget.

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

Consultation is key in this area particularly given that it is addressing needs of vulnerable persons. Before Members make any final decision they should ensure that they fully understand the outcome of the consultation together with the equalities assessment which will need to run alongside this process to be presented with the final recommendations in due course. Clearly,

given the reducing budget it is fair to say any proposal will have an adverse impact – what will be important will be the test around fairness and inequalities.

Risk Management:

An initial risk assessment has been undertaken (Section 7, Page 15 of the attached report). The primary approach to mitigating potential risks identified is to fully consult with all stakeholders including RSL's and ensuring stakeholders are fully informed about the changes, their impact and alternative options available to customers.


Existing services will be maintained throughout consultation and any transition period to ensure that customers are safeguarded.

Access to Information:

We would recommend that financial information contained within this decision is kept confidential as this could be viewed as commercially sensitive.

Information and details of this decision can be obtained from:

Mark Whitehead (Head of Service)

 Telephone: 0161 342 3719

 e-mail: mark.whitehead@tameside.gov.uk

1. INTRODUCTION

- 1.1 This report is primarily focused on the decision to consult with customers who use the Community Response Service (CRS) on a number of measures that counter some the saving reductions and go some way to ensure the future sustainability of this service area. The key proposals for consultation are:
- CRS consultation and proposal to charge all customers who use the service.
 - To enter into consultation with customers and the wider public on the exploration of different service options that offer different levels of provision at different levels of cost that provide a greater range and choice of service options offered to customers.
 - To consult on the proposed change in procedure to stop using key stores and that customer's will be required to purchase and fit a key safe.
 - To consult with New Charter Housing Trust (NCHT) to charge for monitoring their door entries to NCHT sheltered schemes.
- 1.2 Due to Government imposed cuts, rising demands for services and inflationary pressures, over the next two years the Council will have £38m less to spend on services for local residents and businesses. This is on top of £104m that the Council has had to cut from its budgets since 2010.
- 1.3 As part of the contribution to the Council's required budget savings Adult Services' proposed savings in 2015-16 of £14.467 million and a further £4.856 million in 2016-17 whilst, at the same time, protecting essential services that continue to safeguard vulnerable citizens of Tameside. It is essential that all services are reviewed to ensure they are efficient and effective in meeting the needs of the most vulnerable in our society. While CRS does generate income that funds a significant part of the service, core funding of £451,060.00 per annum is provided by Adult Services (formerly Supporting People Grant funding). The 2015/16 savings plan identifies a £175,000 reduction in this contribution in recognition of part year implementation, with a full year effect of the reduction 2016/17 of £420,000. For the service to be sustainable a review of the service is necessary to ensure future sustainability.
- 1.4 CRS support some of the most vulnerable citizens across the Borough. Services commissioned include a monitoring and response service via a staffed emergency control centre. These are commissioned from a range of providers, including the in-house Community Response Service, which supports 1,716 paying customers.
- 1.5 CRS does not apply access eligibility criteria; anyone over 18 years of age can access the service for a charge. In 2009 CRS was commissioned by the Council through its Supporting People (SP) Grant Scheme to provide support to 2060 people who lived in sheltered housing schemes and also people who were in receipt of specific benefits who met the Supporting People grant eligibility criteria.
- 1.6 Upon referral CRS staff would check the persons Council Tax Benefits and Housing Benefit records to assess if the applicant was eligible for an SP funded place and advise the person concerned accordingly. If the applicant was not currently in receipt of benefits the CRS staff referred them to Welfare Rights for a benefits check. The customer had to be in receipt of pension credits to qualify for a Supporting People grant funded place and would not pay for the service themselves.
- 1.7 Of the 2060 Supporting People grant funded places 516 are New Charter Housing Trust (NCHT) tenants who reside in sheltered accommodation schemes, 724 tenants live in part sheltered accommodation and dispersed housing. There are 7 tenants who reside in Ashton Pioneer Housing and 1,813 who are owner occupiers or live in private rented accommodation.

- 1.8 The service generates an income from Registered Social Landlord Tenants, see Table 1 below, from customers who require the service but do not qualify for grant funded places.

Table 1

Registered Social Landlord	Number of tenants who pay	£ per week /income
Mosscafe	7	£4.97 per week
Peak Valley	6	£4.97 per week
Northern Counties	12	£4.97 per week
Irwell Valley	19	£4.97 per week
Ashton Pioneer Homes	1	£4.97 per week
Manchester City Council (overspill)	13	£4.97 per week
New Charter Housing Trust Part Sheltered	75	£2.41 per week
New Charter Housing Trust Dispersed	161	£4.97 per week

- 1.9 The NCHT sheltered housing service was funded by the Council through its Supporting People Grant. This funding was removed in 2014 as part of budget cuts. This funding paid for wardens who were based at each sheltered housing scheme who provided housing related support to tenants. Following this decision NCHT had to redesign its services and withdrew the warden service in October 2014. This meant that the support offered to tenants was reduced significantly. NCHT's expectation was that CRS would pick up some of the support activity as part of its service provision. This has led to more demand on CRS from sheltered housing tenants who form a large part of the non-paying customer base.
- 1.10 CRS provides peace of mind for those who feel at risk, by offering assurance that support is available at the press of a button. The service also prevents unnecessary admissions into hospital, long term residential care or the upheaval of having to live with relatives. The provision of a community alarm enables carers and families to continue in employment, safe in the knowledge that the person they care for is supported and will receive help if required. The service supports 72.6% of customers who have no other input from Adult Services and is seen as an effective preventative and enabling service that assists individuals to remain independent in the community.

2. CURRENT POSITION

- 2.1 CRS operates 24 hours a day, 365 days a year. It supports some of the most vulnerable citizens across the Tameside with a monitoring and response service through the use of a community alarm and telecare devices. When the customer presses the pendant a two-way communication channel is opened between the customer and a member of staff at the control center. The control centre staff will assess the situation and offer advice and reassurance. If necessary, they will contact a nominated person, next of kin or emergency services and, where appropriate, send out a fully trained Response worker to assist the customer, lift them if they have fallen, offer assurance and assess if they require medical treatment.
- 2.2 CRS currently has 4,072 Clients using our services, within 3,776 properties. CRS provides services to customers through an alarm system. A customer may have a 'hardwired' alarm or community alarm installed in their home which connects to the landline and the electric supply. The current charge is £5.90 per week for a 24 hour service which includes to provision of a physical response service. The cost includes a wide range of Telecare devices installed to individual needs which is, monitored and maintained by the service. The service generates an income from 1,716 properties as private clients pay £5.90 per week per household. The remainder of the client base (2,060) was funded via the Supporting People

Grant funding but responsibility for this funding was transferred to Adult Services core funding in 2014. CRS currently income generates approximately £527,140.00 per annum from various activities (this excludes Council funding contribution).

- 2.3 CRS has been redesigned to offer a more modern, responsive customer-facing service whilst still keeping the traditional community alarm focus on enabling customers to summon help where needed. Our emergency control centre is pivotal in supporting not only Telehealth customers but in being a point of contact offering advice and support to Tameside residents and professionals out of hours. In addition to the 176,381 inbound calls from service users' devices during 2014-2015 callers ringing the 2222 Council Emergency Control Service number rang the service 71,568 times. The calls range from informing us about dangerous buildings, road works, bins not being emptied to urgent calls for out of hours Adults Social Workers and Out of Hours Children's Social Workers. The cost of this service is subsumed by CRS and is at a cost of approximately £219,000 per annum.
- 2.4 The role of the Emergency Control Operator is varied; inbound calls also include the Child Safe Line, major incident line, Tameside Interpretation Service, Carers Cards and employee lone working monitoring.
- 2.5 The primary aim of this consultation is to fully evaluate and establish the business case for a number of initiatives focussed on mitigating the impact of budget savings on CRS and CRS customers by looking at current charging arrangements across a number of stakeholders who receive services from CRS at a reduced rate or at no cost. These are described in more detail below.
- 2.6 2060 people currently receive CRS free of charge. This is based on if a person is residing within a sheltered housing scheme and/or if a person is in receipt of certain benefits. This was funded by Supporting People Grant money and in 2014 this funding was replaced by Adult Services core funding which is currently £451.060 per annum. This core funding is being reduced over 2015-2017 by £420.000 so the first area for consultation is on the introduction of charging for CRS for this customer group. This will generate income to offset some of the Councils reductions in budget.
- 2.7 The second proposal is focused on exploring different levels of service that are offered at different levels of cost. The aim being to provide greater choice to the consumer and encouraging an increased customer base in the future by offering cheaper service options that might meet some customer needs better in terms of cost and outcome. Over a number of years a number of service users have refused to pay the £5.90 fee for CRS as it was seen as a high charge. This charge is significantly higher than other providers as CRS offers a significantly enhanced level of service in contrast to other providers. This includes no hidden extra charges for devices used within a person's home and more significantly CRS offer 24 hour, 365 day response services where staff can physically respond to calls to offer advice and assistance which other providers do not offer. This includes the use of mobile lifting equipment following falls. In the interests of offering customers a greater choice in terms of service packages the proposal is to continue to offer the full service at a cost of £5.90 per week but also offer other reduced packages, at a reduced cost per week which will not include the physical response element of the service. Customers who choose this package will rely on a named individual / next of kin to provide this response similar to other services on offer by competitors. Where a response is required a spot fee would be charged. Other providers charge a one off charge of £26 per call where this type of service is provided.
- 2.8 CRS currently holds keys for 1,247 customers who do not have a key safe - keys are stored in 165 alarm stations throughout the Tameside. The alarm stations/cabinets are the property of NCHT but CRS maintains these and the service is charged for electricity to the cabinets by EON - during 2014-2015 the cost of this was £10,500. The proposal is that CRS stop providing this service and ask current service recipients to pay for a key safe to be fitted outside their property that will hold individual keys. This would be at a cost to the individual of

approximately £70. A key safe allows only authorised persons to gain entry to the property if necessary in an emergency and can be a speedier response than collecting a key from an alarm station nearby. As part of the proposed charging for the service, changes to the current key holding procedures would need to be considered as capacity with the alarm stations is limited and cost of maintaining the alarm stations is rising.

3. FINANCIAL POSITION

3.1 The total cost of this service is £598,110.00 per annum including the provision of the Councils Emergency Control Service which equates for approximately 20% of this cost (£119,622.00 per annum). Adult Services (formerly Supporting People) currently provide core funding of £451,060.00 per annum and based on current financial pressures this budget is being reduced by £420,000.00 by 2017 with possible further reductions in the future. It is essential that the service reviews its current practice and charging regime to ensure that there is sufficient funding to sustain current levels of service operations and to encourage more people to take up the service offer by providing different service options which in this case is looking at different service options and the costs of these options in terms of charges. Currently the service generates £978,200.00 income per annum (including £451,060.00 council funding) which helps fund service operations. Income streams include:

- Council contribution £451,060.00 (covers free recipients)
- Telehealth income £68,680
- Private income £445,000.00
- RSL income £13,460.00

3.2 The reduction in Council funding will leave a shortfall of £70,970.00 in the CRS budget. If charges are introduced and one quarter of people who currently receive a service free of charge (500 people) decide to pay for the service the actual shortfall will be covered by the increased income. We do have a range of case scenarios worked up to inform consultation and the future funding models.

3.3 We are proposing introducing charges for those individuals who currently do not pay for the service to generate income that will be lost as part of the Council's savings plan. If the proposals are accepted, all Tameside CRS customers will pay a contribution towards both the cost of the equipment itself and, where appropriate, the monitoring and/or response service. This will fundamentally be a more equitable model going forward and could reduce the probability of challenges from fee payers.

3.4 The principles of charging are a key component of the in-house service moving equitably to a trading model, 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. The longer term strategic aims would be to provide similar services in other areas through the expansion of the service.

4. OPTIONS APPRAISAL

4.1 *Retain the current service model:* Continue to financially support the 2060 customers and provide free services to RSL customers. This is not a viable option if the service is to achieve identified efficiencies and continue to operate effectively and efficiently. A further concern is the risk of challenge from paying customers in terms of equity as self-funders pay £5.90 per week for the service while others are receiving the same service free of charge.

4.2 *Stop providing the service:* This service supports people who are vulnerable to safely maintain independence in their own home in the community cessation of this service would

lead to increases in people who require more costly packages of care and would not support positive outcomes for individual's families and carers who want to live in the community.

- 4.3 *To look at income generation:* To review the services currently offered and look at increasing income generation opportunities to raise funding that can be reinvested into the service to maintain service operations at their current levels and to invest in future service development and equipment. This would include looking at customers who currently pay reduced or no contributions towards the services provided and exploring the opportunity to charge these customers for these services.

Preferred Service Model

- 4.4 Based on the current financial situation with a significant reduction in core funding the recommended model would be that of income generation to supplement the funding that will be lost. In reality this option makes the most financial sense in terms of retaining a CRS service locally and coupled with other efficiencies should offer a degree of security in terms of the sustainability of this service. From an equity perspective 1,716 households currently pay a set charge for this service on a weekly basis so this option would include consulting with 2060 other customers who do not currently pay for this service. The exploration of alternative service options at lower cost will also offer greater choice to the consumer while also has potential to expand the services customer base in the future.

5. CONSULTATION METHOD

- 5.1 In order to consult with current users of the service, a letter (see **Appendix 1**), and a copy of the questionnaire (see **Appendix 2**) will be mailed out to 2060 CRS customers during August. A further letter (**Appendix 3**) and a questionnaire (**Appendix 4**) will be sent to customers affected by the proposed Key Safe changes. A self-addressed envelope will be provided to enable customers to return this, alternatively they can contact the service on 0161 342 5100 and a response worker will collect this.
- 5.2 If a customer requires support to complete the questionnaire then a dedicated worker will be available to provide this support. Customers can activate their alarm to ask for support to complete the questionnaire or telephone 0161 342 5100.
- 5.3 For those customers who are part of the sheltered housing scheme, a stakeholder event will be undertaken with Registered Social Landlords to gather their views and also ask whether providers would consult their customers before any changes are introduced.
- 5.4 Written correspondence will be sent to other Registered Social Landlords whose tenants are customers of CRS informing them that a questionnaire will be sent to tenants who access the service.
- 5.5 CRS staff and staff in the Emergency Control Centre are to be briefed and made aware of the channels available for collecting and recording responses from customers and residents.
- 5.6 Key questions will be published on the 'Big Conversation' website to ensure the wider public are made aware of the changes and can contribute to the consultation process. Information relating to the charging proposals and key management proposals will be publicized community alarm customers and residents will be directed to the dedicated consultation web pages dealing with the CRS consultation. The Council's website (Big Conversation) also presents information to all consultation's being carried out by Tameside Metropolitan Borough Council.
- 5.7 Locality Teams to be made aware of the proposals and the possible need for assessments and reassessments to establish individual need.

- 5.8 We will ensure that communication approaches are accessible in terms of people who have sensory or cognitive difficulties. Where appropriate individual meetings will be arranged with advocates including family members and carers.
- 5.9 The Executive Decision also seeks approval to discuss with New Charter Housing Trust the introduction of a charge for monitoring their door entries to NCHT sheltered schemes, a service that is currently provided free of charge to NCHT.
- 5.10 It is important that we consult on these proposals and involve service users, families and carers in the design of this service to ensure that the service offer is effective in meeting the current and future needs of current CRS customers and Tameside residents.

6. EQUALITIES

- 6.1 An Equality Impact Assessment will be completed as part of the Key Decision process and the findings will be presented in the Key Decision report.

7. RISK MANAGEMENT

- 7.1 There are a number of identified risks as a result of undertaking this review:

Risk	Consequence	Impact	Likelihood	Action to Mitigate Risk
That individuals refuse to pay which could mean that up to 2060 people could leave the service.	2060 people could leave the service which could lead to increases in current packages of care and/or new packages being required at a significantly higher cost.	High	Medium	Thorough consultation and engagement in process. Work closely with the Assessment Team in terms of assessing individual need.
That if up to 2060 people refuse the service income will be impacted upon.	This could destabilise the service. Posts will be put at risk.	High	Medium	Through consultation and engagement process. Offering lower cost / service offer as an alternative
That RSLs may decide on behalf of residents to source other service providers who are cheaper but who provide significantly reduced levels of service (see also the first point above)	This would mean the service would have to reduce in size and posts will be put at risk.	Low	Medium	Full consultation and engagement of individuals in the process. Offering a lower cost / service offer as an alternative. Work with the Assessment Team in terms of assessments of need where appropriate.

<p>That more people move to the lower band / tier service option which will reduce income for the service and present some difficulties in terms of not providing a physical response service to these individuals. People may wish to pay less but expect the same level of service currently enjoyed.</p>	<p>If service income reduces service activity will have to reduce. Posts will be put at risk to as we match capacity to demand.</p>	<p>Medium</p>	<p>Medium</p>	<p>Full consultation and engagement in process. Be very clear about what is offered in terms of service responses on a reduced cost package. This will form part of any agreements between the service and customer which will be entered into at commencement of service.</p>
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7.2 To try and further mitigate some of these risks CRS will work with NCHT, private/owner occupiers, Mosscares Housing, Peak Valley Housing, Northern Counties Housing, Irwell Valley Housing, Ashton Pioneer Homes and Manchester City Council regarding the new level of service proposed. The discussions will be based on the following principles:

- That CRS will provide emergency support during the consultation process.
- That CRS will ensure that customers are fully informed about the service options and available support from Adult Social Care should they choose not to pay and move to the two tier payment option service
- To offer greater choice in terms of services provided and cost of these services to mitigate potential customer losses.
- To complete an EIA and full analysis of feedback prior to submitting final recommendations in the Key Decision.

8. CONCLUSIONS

8.1 The Council faces significant budgetary challenges over the coming years and therefore needs to diversify the service delivery market by looking at new and innovative approaches to deliver services whilst reducing cost of provision significantly. The Council have further significant savings to make over the forthcoming years so continuing reviews of services are being undertaken to mitigate the impact of the financial reductions. The 2015/17 savings target for CRS is a £420,000 reduction in core funding which will need to be recouped by other means if the service is to maintain its current levels of service provision. The service does currently income generate so this report proposes an extension of current arrangements that are already in place however the impact on non-paying clients could be significant.

8.2 CRS supports some of the most vulnerable citizens across the borough with a monitoring and response service through the use of a community alarm and Telecare and Telehealth devices. This service is a core preventative service that supports vulnerable people to safely maintain independence in the community without the need for more costly interventions.

8.3 CRS currently has 4072 customers using the services, within 3776 properties. The current charge is £5.90 per week for a 24 hour service. 2020 of these customers currently get the service free of charge based on historic arrangements and this proposal is for these customers to be charged a fee for the service as core Council funding is reduced.

8.4 The cost includes a wide range of Telecare devices installed to individual needs which is, monitored and maintained by the service. The service provides a physical response to

emergencies 24 hours a day 365 days a year. The service generates an income from 1,716 properties as private clients pay £5.90 per week per household.

- 8.5 The report proposes several other efficiency measures including aligning RSL customer charges with the general £5.90 charge per week and to explore different lower cost service offers that provide greater choice to the consumer. This may include for example a service offer where no physical response is provided to an activation but where the weekly charge would be significantly lower. This report seeks approval to consult on the exploration of options proposal to establish an appropriate charge for services provided. The report also seeks approval to approach NCHT with regard to the management and charging of the key storage system which is currently provided free of charge.
- 8.6 It is important that we fully communicate and consult with customers regarding these changes and where appropriate offer support to individuals to fully understand the proposals, their impact on the individual and the commitment the individual is entering into with regard to charging. This will be done using various approaches including letters, focus groups and a questionnaire. We will also offer a telephone number for people to contact should they have any questions about the proposed changes, and we will offer support to individuals who require assistance providing feedback.

9. RECOMMENDATIONS

- 9.1 As set out at the start of the report.

APPENDIX 1

Customer mail out letter Charges

Communities, Children's, Adults & Health

Stephanie Butterworth
Executive Director

Community Response Service
Basement
Dukinfield Town Hall
King Street
Dukinfield
SK16 4LA

Call 0161-342-

www.tameside.gov.uk

email: xxxxxxxx@tameside.gov.uk

Doc Ref
Ask for
Direct Line **0161 342**
Date

Dear.....

The Directorate for People's Services are to commence a 4 week consultation process to look at some proposed changes to the way in which our Community Response Service customers contribute to the cost of the service.

We would very much like to hear your thoughts and comments on our proposals by (date).....

The proposed changes -The Community Response Alarm Service in some circumstances was funded through the Supporting People Grant and more recently by Tameside Council. Due to government reductions in funding core Council funding will cease to fund this service free of charge, therefore we are proposing that customers who have a community alarm service and receive this free of charge will have to pay a contribution towards the cost of both the equipment itself and where appropriate the monitoring and/or response service.

We are proposing two levels of service:

1. Monitoring only service.

The proposed cost for the service will be **£3.00 per week.**

When the customer presses the alarm a member of the staff team from the Community Response Service will call them to offer advice and reassurance. The monitoring only service is available for those customers who are able to provide the names of two people who can respond i.e. family, friend or neighbour. Where necessary Community Response Alarm staff will contact the nominated person on their behalf.

2. Monitoring and Response service.

The proposed cost for this service will be **£5.90 per week.**

When the customer presses the alarm or a telecare device is activated, a member of the staff from the Community Response Alarm Service will call them to offer reassurance. Where appropriate, Community Response Staff will send out a fully trained Response worker to assist them e.g. if they have fallen, feel unwell or have wandered. These services are available for anyone who wishes to pay for them.

Please note where there are two customers at the same address the proposed charge will only apply once.

Tell us what you think

To help us make decisions on how to deliver a charge for the Community Response Service we need your views and comments. By filling in the enclosed questionnaire you can give us your views and feedback about your current service and the proposed changes. Please try to answer all the questions as this will help us get a better understanding of your views on the proposals.

All the information you send to us will be treated anonymously and will only be used for the consultation. However if you disclose that you or someone else is at risk of harm we have a duty to assess this and may need to contact you or other relevant persons.

If you chose not to take part or not to answer the questions this will not affect the service you receive from us.

The consultation will run from.....to.....

If you have any questions or require any further information regarding the consultation exercise, including requesting information in a different format please contact our service on 0161 342 5100. This will be available Monday to Friday from 9am-4pm.

The results of the survey will be available shortly after the consultation completion date should you require a copy please let us know.

Thank you for your time in completing the questionnaire and helping Tameside Metropolitan Borough Council to improve the service we provide.

Yours sincerely



Community Response Service Alarm Consultation



Questionnaire 2015



Q1. About the person answering the questions. Are you.... (please tick one box only)

- A Customer of the Community Alarm Service Carer other

Q2. How satisfied are you with your current Community alarm service?

- Very satisfied Satisfied Dissatisfied Very dissatisfied
 Neither satisfied or dissatisfied

Q3. How often do you use your community alarm?

- Frequently Sometimes Never

Q4. For what reason have you MOST used the alarm service?

- Health emergency Property repair emergency Police / Nuisance
 Other Personal Care Never used

Q5. When/if the mobile warden attended your call how would you describe the way they dealt with your emergency?

- Very good Good Neither good nor poor
 Poor Very poor No answer

Q6. Do you currently pay towards the cost of your community alarm?

- Yes No Don't know

Q7. Do you feel the Alarm Service is good value for money?

- Yes No Not sure

Q.8. if charges were introduced which service you would want to purchase in the future?

Monitoring-only £3.00 per week for a telephone response when the alarm is activated. The service would contact Next Of Kin or the emergency service depending on the help required. The monitoring only fee includes a care- phone and pendent.

Monitoring-and-response £5.90 per week for a telephone and physical response by a member of the team to calls when the alarm is activated. The monitoring and response fee includes unlimited devices to meet the needs of the customer.

None

Don't know

Q.9 Do you think the proposed weekly charges are fair?

- Yes
 No
 Don't know

Q.10 Please may we now ask some questions about yourself? (this will be used purely for percentage reasons)

Are you

- Female Male

Q.11 Do you consider yourself to have a disability

- Yes No

Please tick one of the following boxes

I am

British	<input type="checkbox"/>	Pakistan	<input type="checkbox"/>
Irish	<input type="checkbox"/>	Bangladeshi	<input type="checkbox"/>
Any other white background	<input type="checkbox"/>	Any other Asian background	<input type="checkbox"/>
White & black Caribbean	<input type="checkbox"/>	Caribbean	<input type="checkbox"/>
White & black African	<input type="checkbox"/>	African	<input type="checkbox"/>
White & Asian	<input type="checkbox"/>	Any other black background	<input type="checkbox"/>
Any other mixed background	<input type="checkbox"/>	Chinese	<input type="checkbox"/>
Indian	<input type="checkbox"/>	Any other ethnic group	<input type="checkbox"/>

Thank you for taking the time to complete this questionnaire please return this in the envelope provided if you are unable to do this you can activate your alarm unit and speak with the operator who will arrange for this to be collected or telephone us on 0161 342 5100.

Customer mail out letter key safes

Communities, Children's, Adults & Health

Stephanie Butterworth
Executive Director

Community Response Service
Basement
Dukinfield Town Hall
King Street
Dukinfield
SK16 4LA

Call 0161-342-

www.tameside.gov.uk

email: xxxxxxxxx@tameside.gov.uk

Doc Ref
Ask for
Direct Line **0161 342**
Date

Dear.....

The Directorate for People's Services are to commence a 4 week consultation process to look at some proposed changes to the way in which our Community Response Service holds customers house keys.

The Community Response Service currently holds keys for customers who do not have a key safe, Keys are stored in alarm stations throughout the Borough.

Changes to the current key holding procedures need to be considered as space within the alarm stations is limited and the cost of maintaining the alarm stations is increasing at significant cost to the Council.

We are considering moving away from the current way in which we hold customers keys to customers purchasing and fitting a key safe to their property. A key safe allows only authorised persons to gain entry to the property if necessary in an emergency and can be a speedier response than collecting a key from an alarm station nearby.

We are proposing to change the current procedure for the Council holding customers property keys, to one where customers purchase and fit a key safe to their property. This would be at an estimated cost to the customer of £70.

We would very much like to hear your thoughts and comments on our proposals by (date).....

Tell us what you think

To help us make decisions on how to deliver a charge for the Community Response Service we need your views and comments. By filling in the enclosed questionnaire you can give us your views and feedback about your current service and the proposed changes. Please try to answer all the questions as this will help us get a better understanding of your views on the proposals.

All the information you send to us will be treated anonymously and will only be used for the consultation. However if you disclose that you or someone else is at risk of harm we have a duty to assess this and may need to contact you or other relevant persons.

If you chose not to take part or not to answer the questions this will not affect the service you receive from us.

The consultation will run from.....to.....

If you have any questions or require any further information regarding the consultation exercise, including requesting information in a different format please contact our service on 0161 342 5100. This will be available Monday to Friday from 9am-4pm.

The results of the survey will be available shortly after the consultation completion date should you require a copy please let us know.

Thank you for your time in completing the questionnaire and helping Tameside Metropolitan Borough Council to improve the service we provide.

Yours sincerely

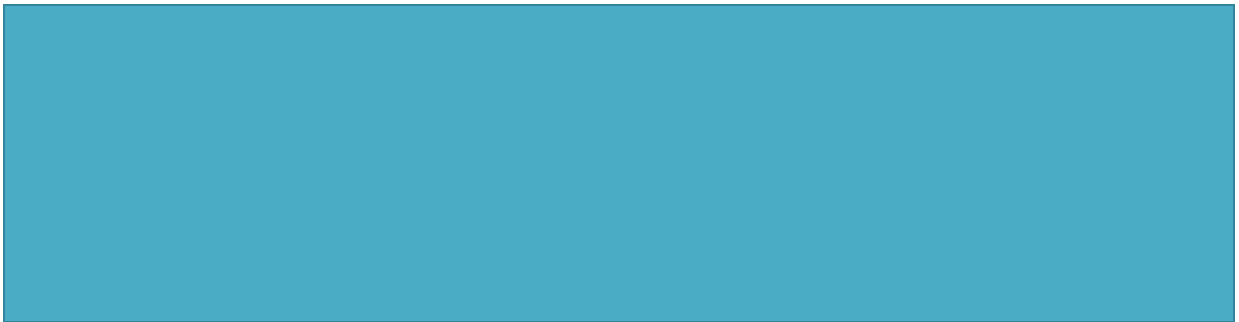
Customer Questionnaire Key safe



Community Response Service Alarm Consultation



Questionnaire 2015



Q1. About the person answering the questions. Are you.... (please tick one box only)

- A Customer of the Community Response Service Carer other

Q2. How satisfied are you with your current Community Response service?

- Very satisfied Satisfied Dissatisfied Very dissatisfied
 Neither satisfied or dissatisfied

Q3. How often do you use your community alarm?

- Frequently Sometimes Never

Q4. For what reason have you MOST used the alarm service?

- Health emergency Property repair emergency Police / Nuisance
 Other Personal Care Never used

Q5. When/if the mobile warden attended your call how would you describe the way they dealt with your emergency?

- Very good Good Neither good nor poor
 Poor Very poor No answer

Q6. If customers had to purchase and fit a key safe to their property in the future would you:

- Purchase and fit a key safe
 Not purchase and fit a key safe if you have chosen this answer please tell us why in the space below

.....
.....
.....

Q.7 Do you think the proposed changes are fair?

- Yes
 No
 Don't know

Q.8 Please may we now ask some questions about yourself? (this will be used purely for population information)

Are you

- Female Male

Q.9 Do you consider yourself to have a disability

- Yes No

Please tick one of the following boxes

I am

British
Irish

<input type="checkbox"/>	Pakistan
<input type="checkbox"/>	Bangladeshi

<input type="checkbox"/>
<input type="checkbox"/>

Any other white background	<input type="checkbox"/>	Any other Asian background	<input type="checkbox"/>
White & black Caribbean	<input type="checkbox"/>	Caribbean	<input type="checkbox"/>
White & black African	<input type="checkbox"/>	African	<input type="checkbox"/>
White & Asian	<input type="checkbox"/>	Any other black background	<input type="checkbox"/>
Any other mixed background	<input type="checkbox"/>	Chinese	<input type="checkbox"/>
Indian	<input type="checkbox"/>	Any other ethnic group	<input type="checkbox"/>

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