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EXECUTIVE CABINET

Day: Wednesday
Date: 18 October 2017
Time: 2.00 pm
Place: Lesser Hall 2 - Dukinfield Town Hall

Item No.	AGENDA	Page No
1.	APOLOGIES FOR ABSENCE To receive any apologies for the meeting from Members of the Executive Cabinet.	
2.	DECLARATIONS OF INTEREST To receive any declarations of interest from Members of Executive Cabinet.	
3.	MINUTES	
a)	EXECUTIVE CABINET To consider the minutes of the meeting of the Executive Cabinet held on 30 August 2017.	1 - 12
b)	STRATEGIC PLANNING AND CAPITAL MONITORING PANEL To receive the Minutes of the meeting of the Strategic Planning and Capital Monitoring Panel held on 9 October 2017.	13 - 24
c)	SINGLE COMMISSIONING BOARD To receive the minutes of the meeting of the Single Commissioning Board held on 26 September 2017.	25 - 28
d)	CARBON AND WASTE REDUCTION PANEL To consider the minutes of the Carbon and Waste Reduction Panel held on 7 September 2017.	29 - 32
4.	REGIONAL ADOPTION AGENCY To consider the attached report of the First Deputy (Performance and Finance)/Assistant Director (People and Workforce Development).	33 - 60
5.	NOTIFICATION OF CQC RATING FOR LEARNING DISABILITY SERVICE To consider the attached report of the Executive Member (Adult Social Care and Wellbeing)/Director (Adult Services).	61 - 78

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

Item No.	AGENDA	Page No
6.	GUIDE TO EMPOWERING COMMUNITIES - CHRISTMAS 2017 To consider the attached report of the Deputy Leader/Assistant Director (Stronger Communities).	79 - 136
7.	URGENT ITEMS To consider any items which the Chair is of the opinion shall be considered as a matter of urgency.	

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

MEETING OF EXECUTIVE CABINET

30 August 2017

Commenced: 2.00 pm

Terminated: 3.05 pm

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

Apologies for Absence: Councillors Gwynne and Robinson.

In Attendance:

Steven Pleasant	Chief Executive
Sandra Stewart	Director (Governance, Resources and Pensions)
Ian Duncan	Assistant Director (Finance)
Stephanie Butterworth	Director (People)
Angela Hardman	Director of Population Health
Robin Monk	Director (Place)
Sarah Dobson	Assistant Director (Policy, Performance and Communications)
Ian Saxon	Assistant Director (Environmental Services)
Sandra Whitehead	Assistant Director (Adult Services)

10. DECLARATIONS OF INTEREST

There were no declarations of interest submitted by Members of the Executive Cabinet.

11. MINUTES

(a) Executive Cabinet

Consideration was given to the Minutes of the meeting of Executive Cabinet held on 28 June 2017.

RESOLVED

That the Minutes of the meeting of Executive Cabinet held on 28 June 2017 be taken as read and signed by the Chair as a correct record.

(b) Strategic Planning and Capital Monitoring Panel

Consideration was given to the Minutes of the meeting of Strategic Planning and Capital Monitoring Panel held on 10 July 2018.

During consideration of this item Members discussed the process followed for the sale of land and the process for Members considering recommendations.

RESOLVED

That the Minutes of the meeting of Strategic Planning and Capital Monitoring Panel held on 10 July 2017 be received and the following recommendations approved:

Vision Tameside Phase 2 Progress Update

- (i) That the progress with the delivery of the overall Vision Tameside Phase 2 programme, be noted;
- (ii) That the emerging risk associated with the delay in securing an appropriate funding package for the Streetscape Improvement project, be noted;

- (iii) That the budget variations and virements identified in Section 7 to the report, be approved; and
- (iv) That the excellent progress being made to drawdown the £4 million Skills Funding Agency Capital Funding, be noted.

Corporate Asset Management Plan Update

- (v) That the list of disposals identified in Appendix 1 to the report be noted, further to clarification of precise locations on all sites being provided to Panel Members, before approval is given for disposal;
- (vi) That the following schemes be financed via the Council's earmarked reserve for capital investment , which was due to be considered in September 2017:
 - (a) Capital schemes on corporate buildings detailed in the report, (excluding the £40,000 identified for the Burlington Street, Ashton MUGA); and
 - (b) Initial refurbishment works at the Concorde Suite, Droylsden, as detailed in the report, of £500,000.

Education Capital Programme Update

- (vii) That the following Education Capital Funding allocations be noted:
 - Basic Need funding - £4,883,289
 - School Condition funding - £1,678,277
 - Devolved Formula Capital - £432,045
- (viii) That approval be given to the scheme proposal for Aldwyn Primary School Mobile Classroom (£80,000), as detailed in the report, to be financed from the Council's reserves; and
- (ix) That in respect of School Condition Grant 2017/18:
 - (a) The previously approved schemes totalling £386,275 as set out in and appended to the report, be noted;
 - (b) Scheme proposals amounting to £1,142,520, as set out in and appended to the report, be approved; and
 - (c) It be noted that £149,482 of School Condition grant for 2017/18 remained to be allocated.

Engineering Capital Programme 2017/18

- (x) That the Engineering Maintenance Block Allocation with specific reference to the Highways Structural Maintenance Programme and the additional investment of £2.750 million required in 2017/18 via the TAMP (as detailed in the report), be recommended for approval by Council.

Revised Protocol Re: Sale of Land

- (xi) That the revised protocol for the Sale of Land be approved, subject to ensuring that the Council's rationale for deciding which land was surplus to the Council's requirements and how it would be processed in accordance with the law was appropriately reflected in the policy, such amendment to be agreed by the Strategic Planning and Capital Monitoring Panel.

Active Tameside – Capital Investment Programme Update

- (xii) That the content of the report be noted;
- (xiii) An additional £1.096 million to the previously approved budget of £2.0 million for the Active Hyde scheme, be supported and approved; and
- (xiv) A permanent financing arrangement for this additional cost be explored and reported back as part of the capital investment programme review which is due in September 2017.

(c) Single Commissioning Board

Consideration was given to the Minutes of the meeting of the Single Commissioning Board held on 11 July 2017.

RESOLVED

That the Minutes of the meeting of the Single Commissioning Board held on 11 July 2017 be received.

(d) Enforcement Co-ordination Panel

Consideration was given to the Minutes of the meeting of the Enforcement Co-ordination Panel held on 26 July 2017.

RESOLVED

That the Minutes of the meeting of Enforcement Co-ordination Panel held on 28 June 2017 be received and the following recommendation be made to Council:

That Council be RECOMMENDED to adopt the powers and duties under the Anti-Social Behaviour Crime and Policing Act 2014 and to agree that the following delegations be added to Part 3 (a) of the Council's Constitution under Terms of Reference and Scheme of Delegation F. Director of Place:-

That the Director of Place and any officer authorised by him/her to exercise the Council's powers and duties under the Anti-Social Behaviour Crime and Policing Act 2014; and

That the Director of Place (b) may authorise Council enforcement officers or agreed representatives (who may be from any service area) to carry out enforcement powers in accordance with the Anti-Social Behaviour, Crime and Policing Act 2014.

(e) Carbon and Waste Reduction Panel

Consideration was given to the Minutes of the meeting of the Carbon and Waste Reduction Panel held on 29 June 2017.

RESOLVED

That the Minutes of the meeting of the Carbon and Waste Reduction Panel held on 29 June 2017 be received.

(f) 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 and Greater Manchester Combined Authority held on 30 June and 28 July 2017 and the Forward Plan of Strategic Decisions of the Greater Manchester Combined Authority and AGMA Executive.

RESOLVED

That the content of the report be noted.

12. REVENUE MONITORING – QUARTER 1 2017/2018

Consideration was given to a report of the First Deputy (Performance and Finance)/Assistant Director (Finance), which showed that at Quarter 1 the overall net service projected budget outturn revenue position was £5.830m in excess of budget. It was explained that strong budget management was required across the Council to ensure that its financial plans were achieved and that the Council was therefore able to control budgetary pressures in the future.

The report detailed each Directorate's projected revenue outturn position for 2017/2018 against budgets for the year and showed the net income and expenditure as a variation to the budget. Also included were details for those budgets that were held corporately and the projected outturn

position. These budgets included the cost of capital financing, democracy and where service areas were unable to affect spend against budget, e.g. AGMA costs.

It was explained that the Director of People had forecast outturn in excess of budget of £5.987m due to demand on service provision in Children's Social Care, the report provided further detail on the management of this budget.

The Director of Place forecast outturn was £1.410m in excess of budget due to cost pressures and lower than anticipated income in Environmental Services and Asset and Investment Management Partnership.

It was stated that given the difficult start to the financial year, strong budget management was required across the Council to ensure that financial plans were achieved, and to ensure that the Council was able to control budgetary pressures and deliver the required savings in the medium term.

RESOLVED

- (i) That the forecast revenue outturn position be noted;**
- (ii) That the detail for each service area be noted and that Directors be required to identify measures to ensure expenditure is maintained with the approved budget for the year;**
- (iii) That the changes to revenue budgets as set out in Appendix A to the report be approved; and**
- (iv) That the position on the s75 Integrated Commissioning Fund be noted and that the temporary support of £5m be met from the earmarked reserve for Care Together.**

13. CAPITAL MONITORING

Consideration was given to a report of the First Deputy (Performance and Finance)/Assistant Director (Finance), summarising the capital monitoring position at 30 June 2017 based on information provided by project managers, which showed that the current forecast was for service areas to spend £70.458m on capital investment by March 2018, which was £16.004m less than the current programmed spend. It was proposed, therefore, that the capital investment programme be re-profiled to reflect current information and the re-phasing of £15.584m into the next financial year identified within the individual service areas as detailed in the report.

The projected outturn capital expenditure by service area was detailed and explanations were provided for capital projects with a projected variation of £0.100m or above over the life of the project. Schemes with an in-year variation in excess of £0.100m were highlighted and approval was being sought to re-profile the capital expenditure of these project.

RESOLVED

- (i) That the following be approved:**
 - (a) The reprofiling to reflect up to date investment profiles;**
 - (b) The changes to the Capital Programme; and**
 - (c) The updated Prudential Indicator position.**
- (ii) That the following be noted:**
 - (a) The current capital budget monitoring position;**
 - (b) The resources currently available to fund the Capital Programme;**
 - (c) The current position in regards to compulsory purchase orders (CPOs) and indemnities;**
 - (d) The updated capital receipts position; and**
 - (e) The timescales for review of the Council's three year capital programme.**

14. PAYMENT TO SUPPLIERS

Consideration was given to a report of the First Deputy (Performance and Finance) / Assistant Director (Finance), which sought agreement to the standard payment terms to suppliers with an earlier payment to SMEs within the borough. It was explained that the Public Contracts Regulations 2015 had been introduced in February 2015 in which Regulation 113 required that contracting authorities must have regard to this guidance in relation to payment of valid and undisputed invoices within 30 days. Members were asked to agree that the standard term for payment to suppliers was 30 days from the receipt of the invoice, except in the circumstances set out in the report. The Council wished to continue its support for local businesses and therefore would continue to pay SMEs within 10 days (from the date the invoice was received) that met the definition below:

- a local supplier was defined as someone who held a postcode within the Tameside boundaries (this to be determined for companies as the registered office post code address and not a local branch/office within the borough);
- an SME was as defined by the European Commission as a business or company that has:-
 - Micro business – employ fewer than 10 employees (with an annual turnover under £2 million);
 - Small business – employ fewer than 50 employees (with an annual turnover under £10 million);
 - Medium Business – employ fewer than 250 employees (with an annual turnover under £50 million).

In addition the report stated that in order to operate the Premier Supply Services there would need to be changes and improvements in the processes for paying suppliers. One of those was to permit automatic goods receipting and automatic matching of invoices in certain circumstances to speed up the process; this would require an addition to the Council's Financial Regulation and Procedures.

RESOLVED:

- (i) That the continued application of the Local SME 10 day payment term from the date of receipt of the invoice be confirmed;
- (ii) That a standard term of 30 days from receipt of the invoice for all other suppliers be agreed;
- (iii) That the progress on implementing the new payment arrangements for Premier Supply Service be noted; and
- (iv) That the following addition to section 9.5 to the Council's Financial Regulations and Procedures be recommended to Council:

2. The S151 Officer may approve circumstances in which automatic goods receipting and payment can take place without the need for authorisation from an officer of the Senior Management Team.

15. COUNCIL TAX SUPPORT SCHEME

Consideration was given to a report of the First Deputy (Performance and Finance)/Assistant Director (Exchequer Services) which proposed a local Council Tax discount for care leavers residing in Tameside. The report considered available data on care leavers and outlined reciprocal arrangements between Greater Manchester (GM) Councils for the discount to apply (subject to eligibility) to any care leaver regardless as to which authority in GM provided care.

A snapshot from the Council's Children's Services team showed that the Council had a responsibility for 132 care leavers up to the age of 21 years old, as at April 2017, and living in Tameside. A further 17 had been identified by Children's Services as being 21 years old.

There were currently 101,730 Council Tax properties and 29 care leavers had a Council Tax liability, representing 0.02% of all charge payers in the Borough. Based on the available information the estimated cost of a discount in 2017/18 was £24k for Tameside care leavers aged between 18 and 21 years old with a Council Tax liability.

It was explained that a number of other Greater Manchester local authorities had adopted a policy position of not charging eligible care leavers for Council Tax. Four Greater Manchester local authorities offered a local discount to care leavers. Consideration had been given to whether there should be a reciprocal arrangement across Greater Manchester authorities whereby the Council tax discount was provided based on where the young person was liable for Council Tax.

RESOLVED

That the following be agreed:

- (i) A local discount under (s 13 A (1) (c) Local Government Finance Act 1992);
- (ii) A discount of up to 100% of the Council Tax that is due, be awarded to care leavers who live in Tameside aged 18, 19 and 20 years, up to the date of their 21st birthday.
- (iii) The discount be awarded after all other discounts, exemptions have been awarded where eligible.
- (iv) Where there is a shared liability for the Council Tax due the discount will only be paid to cover the share that the leaver would be liable for.
- (v) The discount will take effect from 1 September 2017 and care leavers who are liable for Council Tax after this date will be granted a discount from the date they occupy the property.
- (vi) That there is discretion to backdate entitlement to 1 April 2017.
- (vii) Where awarded the discount will remain in place until the care leaver reaches the age of 21 years old or ceases to be liable for Council Tax, whichever event occurs first.
- (viii) A Council Tax bill will be issued which will detail the discount.
- (ix) Should a discount be refused the reason for refusal will be notified to the applicant and Children's Services.
- (x) The costs of the discount be monitored during the first year of implementation and the scheme amended as required to support a Greater Manchester approach and policy.

16. BUSINESS RATES RELIEF

Consideration was given to a report of the First Deputy (Performance and Finance)/Assistant Director (Exchequer Services), which explained that the Government had introduced three new business rate relief schemes which were:

- Supporting Small Business Relief (SSB);
- New rate relief scheme for pubs;
- New discretionary relief scheme.

Guidance on the administration of the new schemes had been released on 20 June 2017, although all the new relief schemes were fully funded by government, specific guidance was had been released on how SSB and Pub relief only were to be administered. It was for local authorities to decide how the Discretionary Relief scheme should be administered to the most hard pressed ratepayers as a result of re-evaluation. The report detailed the results of consultation with the business community, precepting bodies and other interested parties in the design of the discretionary scheme. The report also detailed the associated equalities impact assessment and detailed the steps to be taken to implement each of the new relief schemes.

In designing a discretionary policy a number of factors had been considered including consultation results. The proposed discretionary relief scheme was as follows:

Discretionary Rate Relief Scheme

1. Applications would be considered on a case by case basis on their own merits upon completion of an application form. The application form would be available on the Council's website.

Applications made by agents on behalf of business ratepayers must include written confirmation that the application was being made on their behalf. The application form would also include a state aid declaration which must be signed by the ratepayer.

2. Any award would be made as a credit to a business rates account. Where an account was in credit as a result of relief being awarded then the amount would be refunded upon request from the ratepayer as is usual practice. The granting of discretionary relief must not exceed the funding envelope provided by central government and which would reduce each year as detailed in Section 2.6 of the report. The amount of award would be determined each year in accordance with funding provided.
3. Applications would be considered from business ratepayers who were facing an increase in their rates bills as a result of revaluation, and in line with government guidance as at March 2017 the starting point of the potential 'pool' of eligible business are those that had:
 - an increase by more than 12.5% compared to 2016/17 bill (before reliefs), and
 - a 2017 rateable value was less than £200k, and
 - less than 3 premises in the UK, and
 - not eligible for £1,000 Pub Relief, and
 - not in receipt of Small Business Rates Relief (SBRR) and
 - The business must be a continual occupation from 1 March 2017

The following factors would also then be taken into account in the determination of eligibility for discretionary relief:

- The Council would not grant relief where the business was deemed to have a detrimental impact on neighbours and communities;
- The individual merits of each application taking account whether the business supported the Council's wider objectives.

This equated to approximately 424 business ratepayers. The total relief awarded by the government in 2017/18 is £286k.

RESOLVED

That the discretionary (revaluation support) rate relief scheme as detailed in Section 8 to the report be adopted retrospectively from 1 April 2017 and remain in operation until government funding ceases.

17. CHILDREN'S SERVICES OFSTED INSPECTION UPDATE

Consideration was given to a report of the Executive Member (Children and Families) / Director (Children and Adult Services), which updated Members on the progress to date following the Ofsted Inspection in September 2016. The report also detailed the findings of the monitoring visit undertaken in June. Members were informed that the letter from this monitoring visit, attached at Appendix 1 to the report, had been published on the Ofsted website on 6 July 2017.

It was explained that in response to the findings from the second Ofsted monitoring visit a 12 week action plan had been developed. The action plan set out a planned escalation to the improvement work, to build on the progress made to date and to accelerate the improvement journey. The 12 week action plan was attached at Appendix 3 to the report.

It was stated that the acceleration plan did not replace the existing improvement plan rather it drew out a number of specific actions to be delivered over the next 12 weeks (July – September 2017) that would ensure progress against, and achievement of, the most time critical elements of the improvement plan. There was a key focus on ensuring compliance, continuing recruitment of appropriately skilled staff which in turn would impact on the caseload numbers and continuing the work on improving quality to remove variance.

Implementation of the 12 week action plan had commenced from the beginning of July and would be monitored on a weekly basis by the Director of Children's Services. This included significant data points which were monitored on a daily or weekly basis as necessary, for example caseload information, compliance with statutory timescales and recruitment data.

Cabinet was informed of the outcome of discussions on progress that had taken place at the six-monthly update meeting with Department for Education Advisors. Ofsted had advised that the next monitoring visit would take place on 12 and 13 September 2017.

RESOLVED

- (i) That the progress update and the content of the letter from Ofsted in relation to their monitoring visits in March and June 2017 be noted.**
- (ii) That the delivery of the 12 week action plan be supported.**

18. VISION TAMESIDE – NAMING OF JOINT PUBLIC SERVICE CENTRE

Consideration was given to a report of the First Deputy (Performance and Finance)/Assistant Director (Development and Growth) which outlined the approach to the naming of the new Joint Public Service Centre, being built in Ashton, in preparation for its opening in 2018.

Members were reminded that it had previously been agreed that the names for the new buildings would be:

Daniel Adamson Building – Joint Public Service Centre
Hannah Mitchell Building – Advanced Skills Centre

The report proposed that the building's names be displayed on plaques in the foyers of the respective buildings similar to the approach taken at Guardsman Tony Downes House.

In order to distinguish between the two buildings, it was proposed that signs be displayed on the ends of each of the buildings as illustrated in Picture 1 in the report using the Council's and Tameside College's logos.

RESOLVED

- (i) That the Joint Public Service Centre be named the Daniel Adamson Building and displayed on a plaque in the foyer.**
- (ii) That the Advanced Skills Centre be named the Hannah Mitchell Building and displayed on a plaque in the foyer.**
- (iii) That the entire building be known as Tameside One.**
- (iv) That a Tameside One logo be designed and used on relevant signage where appropriate.**
- (v) That high level back lit signage appear on each of the buildings displaying:**
 - **TMBC logo on the Joint Public Service Centre**
 - **Tameside College logo on the Advanced Skills Centre**
- (vi) That the Vision Tameside name continues to be used for investment, development projects and economic growth.**

19. TRANSFER OF GRAFTON CENTRE TO AN INDEPENDENT CHARITABLE INCORPORATED ORGANISATION

(Councillor J Fitzpatrick declared an interest in this item and left the room during its consideration)

Consideration was given to a report of the Executive Member (Adult Social Care and Wellbeing) / Assistant Director (Adult Services), which outlined progress to date on the transfer of the Grafton Centre to an independent charitable incorporated organisation.

It was explained that the Grafton Centre was in a very positive financial position and the future operating arrangements for the Centre needed to be agreed. The report outlined the various options and it was stated that the most viable option was the establishment of an Independent Charitable Incorporated Organisation and plans were in place for the CIO to commence independent delivery of the Grafton Centre.

RESOLVED:

That the establishment of a Charitable Incorporated Organisation be agreed with the intention to continue the delivery of sub-threshold services from the Grafton Centre.

20. HAUGHTON GREEN SUPPLEMENTARY PLANNING DOCUMENT

Consideration was given to a report of the Deputy Executive Leader/Assistant Director (Development and Investment) which described the work undertaken in developing the Haughton Green Supplementary Planning Document (SPD) and sought approval to adopt it and its associated supporting material as planning guidance with effect from 11 September 2017.

It was explained that the purpose of the SPD was to help guide future development within Haughton Green, particularly that of the former Old Rectory site. The SPD highlighted the importance of adopting a character based design led approach to sustaining an attractive and vibrant community through proposals which respected and enhanced local character.

Together with policies focused on future development, the SPD highlighted specific project principles which could further enhance the area's character. These included public realm projects at two key locations, the Village Green and along Meadow Lane, although these would require further detailed design work beyond the scope of the SPD. In addition it should be noted it was not the intention of the public realm policies to set out improvements which the Council would directly fund or deliver itself, rather the principles which should be followed when considering any such future interventions and which would be the subject of future funding decisions.

The SPD contained a number of policies to assist developers when designing schemes and help the Council to make consistent decisions when assessing planning applications. These policies aimed to ensure future developments apply character based design principles to ensure high quality, sustainable solutions were achieved

RESOLVED:

- (i) That the Haughton Green SPD as appended to the report be adopted, coming into effect as planning guidance on Monday 11 September 2017.**
- (ii) That the Sustainability Appraisal Report, Adoption Statement, Consultation Statement (including analysis of comments received through public consultation), Habitat Screening Opinion and Equalities Impact Assessment which support the SPD be adopted, coming into effect on Monday 11 September.**

21. CONCORDE SUITE

Consideration was given to a report of the Deputy Executive Leader / Assistant Director (Development and Investment), which presented proposals for the refurbishment and re-use of the Concorde Suite, outlining budget costs, delivery timescales and risks associated with the project.

Members were reminded that the following high-level scope had been established for the project:

- a) Refurbishment of the Concorde Suite to provide suitable office accommodation for Council staff in compliance with all relevant standards;
- b) To deliver Phase 1 of the Vision Tameside Recant Strategy;

- c) To ensure the “working better together” agenda can be delivered in the building including the provision of breakout and soft intervention space;
- d) Refurbishment of the Ballroom to make the facility more appealing and increase community use, bookings / income and town centre footfall.

In addition, it was recognised that the refurbishment of the building would help deliver the following benefits:

- a) Bringing an underutilised building back into full use in a cost-effective manner due to office infrastructure and links to the dark fibre network already being largely in place
- b) Secure the future use of a valued community resource and provide opportunities to expand usage
- c) Provide accessible office accommodation to a significant number of staff, close to excellent transport links and with town centre amenities.

RESOLVED:

That the project, outlined in the report, be approved with an estimated budget of £550,000 with the aim of delivering the project by the end of 2017.

22. EXCLUSION OF PUBLIC AND PRESS

RESOLVED:

That under Section 100A of the Local Government Act 1972 (as amended) the public and press be excluded for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 3 of Schedule 12A to the Local Government Act 1972. Information relating to the financial or business affairs of the parties (including the Council) had been provided to the Council in commercial confidence and its release into the public domain could result in adverse implications for the parties involved. Disclosure would be likely to prejudice the Council’s position in negotiations and this outweighs the public interest in disclosure.

23. ASHTON PIONEER HOMES

Consideration was given to a report of the Executive Leader/Director (Governance, Resources and Pensions) which sought final approval as a company member to the transition for Ashton Pioneer Homes to move its governance and rules to a Community Benefit Society, together with the suitable Model Rules for the business in order to ensure that it is financially viable and sustainable for the future

RESOLVED:

- (i) That the Council provides its necessary consent to the transition from a limited Company to a Community Benefit Society, pursuant to Section 115 of the Co-operative and Community Benefit Societies Act 2014 on the provision that:**
 - (a) There is no adverse impact on its representation as a member in order to protect and ensure the interests of residents and taxpayers alike; and**
 - (b) That it is acknowledged that this statutory conversion does not affect the entity’s position within the pension fund and to agree a deed of notice to this effect.**
- (ii) That the formal adoption of the Model Rules as agreed between the Council and Ashton Pioneer Homes and the negotiated side agreement set out at Appendix A to the report be agreed.**

8. ACTIVE TAMESIDE

(Having declared a prejudicial interest, Councillor Taylor left the meeting during consideration of this item and took no part in the voting or decision thereon).

Consideration was given to a report of the Executive Member (Healthy and Working)/Director Population Health/Assistant Director (Finance) which explained that following the report to Executive Cabinet on 24 March 2016 steps had been taken with Active Tameside to negotiate a long term outcome based contract to bring the contractual arrangements in line with the lease termination date of 31 March 2024.

A contract was entered into from 1 April 2016 to 31 March 2024 conditional on the entering into of a funding arrangement in line with the Cabinet decision, together with a commitment to agree an outcome based contract by 1 April 2017 as a non-material variation to the original agreement.

The funding arrangement was premised on the Council delivering the Denton Wellness Centre and the refurbishment of Hyde Swimming Pool within a set period of time. As this timescale had slipped, it would be reasonable for the Council to reconfigure the repayment profile and management fee to take account of this slippage.

Active Tameside was also engaged in bidding for commissioning works through third parties such as the integrated care foundation trust, and they had concerns that if they were unsuccessful the financial envelope set would again cause them issues. The Council was therefore requested by them to reconfigure the repayment profile and management fee in the contract to take account of this in the event it happens.

RESOLVED:

- (i) That the contractual re-profiling of the financial envelope to take account of the slippage in the development of the Denton Wellness Centre and Hyde swimming pool be approved;**
- (ii) That the contractual re-profiling of the financial envelope to take account of any successful bids in relation to commissioning of additional services be approved.**

CHAIR

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STRATEGIC PLANNING AND CAPITAL MONITORING PANEL

9 October 2017

Commenced: 1.00pm

Terminated: 3.00pm

Present: Councillor K Quinn (Chair)

Councillors Dickinson, Fairfoull, B Holland, and Taylor

Section 151/Chief Finance Kathy Roe
Officer:

Also in attendance: Ade Alao - Head of Investment and Development
Alan Jackson, Head of Environmental Services (Highways and Transport)
Aileen Johnson, Head of Legal Services
Robin Monk, Director of Place
Paul Moore - Head of Planning
Ian Saxon, Assistant Director (Environmental Services)
Emma Varnam, Assistant Director (Stronger Communities)
Tom Wilkinson - Assistant Director of Finance

11. DECLARATIONS OF INTEREST

Members	Subject Matter	Type of Interest	Nature of Interest
Councillor Taylor	Agenda Item 11 - Leisure Assets Capital Investment Programme Update	Prejudicial	Chair of Active Tameside

12. MINUTES

The Minutes of the meeting of the Strategic Planning and Capital Monitoring Panel held on 10 July 2017 were signed by the Chair as a correct record.

13. OBJECTIONS TO PROPOSED PAID PARKING TRAFFIC REGULATION ORDERS, ASHTON TOWN CENTRE

The Assistant Director, Environmental Services, submitted a report outlining objections from local businesses and residents and community leaders to a proposed paid parking scheme which supported the changes and improvements in the public realm as a result of investments in the redevelopment of Ashton Market, the re-location of the college into the Town Centre, the planned Transport Interchange and other developments to support economic growth.

It was explained that, previously, the Council had supported proposals for the introduction of a more innovative approach to parking within Ashton, allowing the potential for Controlled Parking Zones where applicable, and the use of technological solutions for the payment of charges in the form of a cashless system.

A business case was developed and following a Key Decision, Traffic Regulation Orders advertised to implement the scheme.

Objections were received to the proposed traffic orders and the objections were upheld by the Council's Speakers Panel (Planning) on 25 May 2016 (Minute 3 refers) and the scheme did not progress.

Plans were drafted to improve further pedestrian safety by exploring the re-commissioning of rise and fall bollards on Old Street and re-visited the business case for the Town Centre pedestrian and traffic offer. The proposed location of new bollards and the location of existing bollards was displayed in the report.

In order to resource the introduction of the bollards and thereby restore the safe environment for shoppers visiting the town centre, the opportunity was taken to revisit the Paid Parking scheme that had previously been discussed.

Members were informed that in order to make new proposals for paid parking that withstood the demands of the modern customer, it was proposed to advertise for public comments a 'smart' and cashless system for on-street parking. The advertised proposals were attached to the report as **Appendix B**. Details of the objections to the advertised proposals were attached as **Appendix C** to the report.

It was reported that the reduction in the charges on town centre car parks had encouraged greater patronage of the car parks and increased footfall in the town centre. Under the proposals, there would be no changes to the off-street parking machines, i.e. cash would still be able to be used.

It was recognised that there was an opportunity to enhance the existing car parks within the town centre to make users more aware of their parking options. Intelligent signage could be installed to inform drivers of alternative car parks if the one they were approaching was full, either by smart app or by text and signage at the car park entrance.

In respect of controlled parking zones, it was explained that, in identifying which streets (and sections of streets) to introduce on-street paid parking, care was taken to ensure that areas with residential properties were not adversely affected and in order to mitigate any displaced parking to residential areas surrounding the town centre several residential areas had been questioned as to their support for the implementation of Controlled Parking Schemes. This would secure parking for residents, businesses and their visitors to the exclusion of others.

It was explained that, whilst historically, the Council had received many calls for the introduction of parking for residents and businesses within the town centre, the areas had been surveyed for residents comments and 'buy in' to any scheme. None of the areas surveyed met the level of support required to introduce a Controlled Parking Zone and it was not proposed to introduce a zone in any of the areas even if the wider scheme were to be supported by the Panel.

It was further explained, that, to support and meet the needs of both motorists and pedestrians, the Council utilised a whole range of Traffic Regulation Orders including; waiting restrictions, reduced speed limits, permit parking, loading only areas, taxi ranks, bus lanes and pedestrian only areas. To allow the introduction of a safer town centre environment it was proposed to introduce waiting restrictions throughout the town centre. Full details of the advertised Traffic Regulation Orders were attached to the report at **Appendix D**.

In view of the objections received, it was recognised that some changes to the proposals may help overcome potential difficulties that may be experienced by users of the highway or adjacent properties. The proposed potential changes were outlined in the report including the impact the changes may have.

It was noted that an Equality Impact Assessment had been completed regarding the proposals and was attached as Appendix H to the report. The Equality Impact Assessment identified a number of impacted groups and provided various mitigations in order to address the identified groups' needs.

Members were informed that 166 letters of objection had been received including a petition:

- 50 objectors had suggested that the proposals would have a negative effect on business;
- 43 objectors had raised issues relating to the proposed tariff;
- 32 objections related to the cashless system;
- 18 objections related to repeating the exercise;
- 12 objections related to the negative impact on residents; and
- 5 general objections including representations from the voluntary sector.

A number of objectors attended the meeting and all those who wanted to speak to the Panel for 5 minutes were given the opportunity by the Chair to voice their objections, which 13 objectors did, particularly with regard to:

- The introduction of half an hour free parking – this would deter people from stopping in the town centre to run small errands or visit the opticians, which may take longer than ½ an hour, but could be complete within the current offer of 1 hour free parking;
- Cashless parking system – objectors raised the issue that significant numbers of people did not have a phone which would enable them to download an app and that this was discriminatory towards older residents/visitors who were the least likely to own mobile phones. Issues were also raised with the payment method, in that it was considered that using a mobile phone to process a payment may make them more likely to be victims of crime. Details of an AA survey was circulated which claimed that: ‘Drivers were avoiding parking spots that required payment by phone as cash remained a more popular way to pay’. It was also suggested that Contactless payments be considered as an alternative;
- Effect on businesses in the town centre - a significant number of objections received from the business community, expressing the view that the town centre was in decline and that this scheme would encourage people to seek alternative places to shop at big supermarkets and out of town retail parks, where parking was free;
- Access to amenities such as dentists, opticians, community groups, library, post office, etc. A representative of the Church of the Nazarene made particular reference to significant number of activities that were based in the church and which provided support and services to some of the most vulnerable residents;
- The need for improved signage to available car parks;
- Keeping the ‘status quo’ – why was this not an option?
- Lack of consultation with local businesses;
- Residents Parking – Residents/licensees of the Lord Napier Public House explained that they needed to park close to their property as one was a blue badge holder who was unable to walk a long distance and they were the only residents on the street.

The Assistant Director, Environmental Services further read out objections from three objectors who were unable to attend the meeting, however wished for objections to be heard. These objections echoed many of the points above, in particular, the perceived negative impact on businesses.

The Assistant Director, Environmental Services responded to the points raised and explained the benefits of being able to park for ½ an hour and being able to extend this by paying for an hour, should the need arise, via the app, reducing the risk of incurring a fine. He further explained that currently double parking on Stamford Street occurred regularly and that maintaining the ‘status quo’ in respect of the current parking offer in the town centre was not an option.

Members were informed that the use of a Contactless system had not been explored as this would require greater infrastructure and incur increased cost. The Assistant Director added that the Council would not profit from the proposals and that any surplus monies must be reinvested in the scheme.

Members were further informed that signage to car parks could be improved and that this would be addressed.

Detailed discussion ensued with regard to the proposals and all the objections raised, and Members sought clarification on a number of issues, including:

- Use of the App;
- The reduction of charges on town centre car parks;
- Public transport options and the need for improved signage to car parks;
- The replacement of the existing bollards around the town centre;
- The particular needs of a number of the visitors using the Church of the Nazarene and the requirement for proposals for this area of Stamford Street to be revised; and
- The unique circumstances of residents/licensees of the Lord Napier Public House.

The Chair explained that the Council had a duty to consider the community as a whole and not just vehicles / drivers. He expressed the need to develop a system that was fair to all.

The Panel gave full consideration to the proposals/points raised, including all the comments/views/objections raised by members of the public in attendance at the meeting and it was:

RESOLVED

- (i) **That authority be given for the necessary action to be taken in accordance with the Road Traffic Regulation Act 1984 to make the following order, as amended: the TAMESIDE METROPOLITAN BOROUGH (ON STREET PARKING) (PAID PARKING) (ASHTON TOWN CENTRE, ASHTON-UNDER-LYNE) ORDER 2017 AND TAMESIDE METROPOLITAN BOROUGH (ASHTON TOWN CENTRE, ASHTON-UNDER-LYNE) (PROHIBITION OF WAITING, LIMITED WAITING, LOADING AND LOADING ONLY) ORDER 2017 as detailed in Appendix D and illustrated in Appendix E, Drawing No 001, 002, 003, with the exception of the proposals for the area of Stamford Street Central adjacent to the Church of the Nazarene and at the section of Albion Street outside the Lord Napier Public House.**
- (ii) **That further consideration be given to the proposals affecting:**
 - (a) **the area of Stamford Street Central, Ashton-under-Lyne adjacent to the Church of the Nazarene, in order to consider the particular needs of the Community Groups using the Church; and**
 - (b) **The section of Albion Street, Ashton-under-Lyne outside the Lord Napier Public House, in order to allow a resident parking space for the licensees, who are the only residents on the street.**
- (iii) **That the scheme be reviewed in 6, 12 and 18 month's time and a report produced to this Panel.**

14. CAPITAL INVESTMENT PROGRAMME: 2017/2020

Consideration was given to a report of the First Deputy (Performance and Finance)/Director of Finance setting out a proposed revised Capital Investment Programme for the period 2017-2020 of just under £170m.

The report summarised the latest capital programme based on information provided by project managers. The report also recommended additional projects be added to the programme together with the proposed funding for the updated three year programme. New prudential indicators were also required in order to align with the updated programme.

It was explained that the proposed three year Capital Programme had been produced following review and prioritisation of bids for Capital Investment during the summer of 2017. The proposed programme was based on this prioritisation exercise and a review of available resources.

It was further explained that the opportunity presented in the report for a major capital investment boost was unique. Members must be certain that the proposed schemes for inclusion in the programme represented the priorities that must be addressed over the next three years. The significant resources available were non-recurrent and would not be available in future years once applied to fund capital investment.

The ability to utilise the significant capital investment reserves was dependent on a stable revenue budget position. The proposed funding sources and affordability of the programme would need to be kept under regular review.

A high level summary of capital expenditure by service area was provided in the report.

The additional schemes proposed for inclusion in the revised Capital Investment Programme for 2017/18 to 2019/2020 were detailed in Appendix 1 to the report.

RESOLVED

That the following RECOMMENDATIONS be made to Executive Cabinet:

- (i) That the changes to the existing programme (Table 2) and the revised Capital Investment Programme (Table 5) for 2017/18 to 2019/2020 be approved;**
- (ii) That the allocation of funds to additional schemes (Table 4) be agreed in principle, subject to full business cases for each scheme;**
- (iii) That the Chief Finance Officer provide regular updates on the funding sources proposed for the Capital Investment Programme and the affordability of the programme; and**
- (iv) That all additional schemes (Table 4) submit a business case for consideration by Strategic Planning and Capital Monitoring Panel, prior to full approval by Executive Cabinet.**

15. VISION TAMESIDE PHASE 2 PROGRESS UPDATE

The Director, Place, submitted a report providing a progress update on project delivery, costs and funding, delivery timescales and risks associated with the Vision Tameside Phase 2 Programme, which included the new Shared Service Centre and the Streetscape Improvement Project.

It was reported that, since the last report to the Strategic Planning and Capital Monitoring Panel on 10 July 2017, good progress had been made with key elements of the Programme as follows:

- Demolition contract completed on 12 September 2016;
- Enabling works for construction commenced on 13 September 2016;
- Piling works commenced on 19 September 2016;
- Construction contract awarded on 22 November 2016;
- Steel beam signing ceremony had been held on 6 December 2016;
- Construction of foundations complete;
- Steel frame erection complete;
- Metal decking complete;
- Topping out ceremony on 21 June 2017; and
- Upper floor slabs complete.

Members were informed that, overall, it was believed that the project was making good progress with the position against projected programme currently being maintained. Current works on site included; internal fit out with first fix partitions and mechanical and engineering meaning some areas of the building were now substantially watertight.

It was noted that progress of the façade had experienced delays in the last reporting period however this had not had a critical effect. A mitigation strategy was in place.

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

There had been no accidents in the period, however there had been 1 health and safety incident involving a member of staff requiring hospital treatment for a non-work related condition.

Details were given of programme management, including:

- Vision Tameside Working Group;
- Communications;
- Building Design and Scope;
- Reviewable Design Data process; and
- Lease negotiations.

It was explained that, following previous Council approvals a Streetscape Improvement (previously described as public realm) project had been included within the scope and funding for the Vision Tameside Phase 2 programme. Concept designs were approved in October 2016 subject to detailed proposals and funding. Progress with the development of the Streetscape Improvement project to date was detailed.

It was further explained that, the funding package for the project relied on financial contributions from external sources including the GM Growth Fund Deals. In the Autumn Statement 2016, the Government announced £490 million for the local roads element of the National Productivity Investment Fund (NPIF) for 2018/19 and 2019/2020, to be allocated via a competitive bidding process. Based on the size of the national funding pot (£490 million), and the fact that Greater Manchester might expect at least a 7% allocation (£34 million) based on population, it was proposed to develop a bid around a central planning figure of £50 million. The existing GM priority was for a series of major schemes leaving scope, however, to include a package of minor schemes. As part of the Greater Manchester minor scheme considerations, Tameside would be submitted a bid for the 'Streetscape' works along Wellington Road and Albion Way. Successful bids were expected to be announced in autumn 2017.

Previous reports had highlighted the fact that not all the public realm would be completed when the new Shared Service Centre opened in 2018. However, the Public Realm Task Group was currently developing a clear plan to ensure that the public realm interface provided suitable access to the new building.

If the Council was unable to secure an appropriate funding package then options would need to be considered to ensure that this critical element of the Vision Tameside programme could be delivered. A further report would be provided with recommendations once the final funding position for the project was established in the autumn.

In respect of the recant plan, a detailed Vision Tameside Recant Plan was currently being developed to form part of a wider Council Office Accommodation Strategy, which would be implemented when the new Shared Service Centre was completed in summer 2018. It was noted that this was required expediently with costings as these were to be found from the contingency budget in the first instance.

It was reported that partnership work continued between Carillion and the Council's Employment and Skills team to maximise opportunities for local employment, apprenticeships, work placements and local supply chains. A summary of the outputs achieved to date was provided in the report.

An analysis of furniture, fittings and equipment for all elements of the scheme, was completed as part of the Stage 2 submission. The original £1.5 million budget for the Council and partners had been confirmed to be sufficient at Stage 2. The last report to the Strategic Planning and Capital Monitoring Panel on 13 March 2017, highlighted that the projected FF&E contribution from the DWP and CCG, was anticipated to be £432,000. However due to negotiations still underway with NHS Property Services, acting on behalf of the CCG, and recent design changes requested by the DWP, this contribution was under review.

In respect of Variation Notices and impact on Contingency Budget, it was explained that the programme currently had a contingency allowance of £696,680. In addition to administering all Variations in line with Clause 15 of the Design and Build contract a robust internal process, agreed with Legal Service and Finance, had been implemented to ensure all costs were carefully monitored and there was transparency in the decision-making process for any variations over £100K thereby reducing the Council's financial risk.

Details were given of the Council's variation notices approved since the last meeting of the Panel on 10 July 2017, with a total value of £119,765. A summary of 'other' costs, which exceeded the previously approved budget allowance, was also provided. Additional virements were therefore requested from the contingency budget for those identified overspends to a value of £56,969. It was summarised that the proposed variations reduced the Vision Tameside Programme contingency budget from £696,680 to £639,711 noting that the contingency budget would also be used to fund the recant requirements.

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

In conclusion it was reported that, delivery of the Vision Tameside Phase 2 programme was key to the achievement of the Council's overall strategic priorities and a new exciting future for Tameside attracting new businesses, creating new jobs and future opportunities for Tameside residents.

It was important that the outstanding lease negotiations were progressed urgently to provide certainty around projected income and FF&E contributions.

Careful monitoring of the construction programme was required to ensure no further slippage thereby ensuring that the building could be open for business in September 2018.

Budget monitoring was critical to the successful delivery of this project to ensure costs were contained within the budget envelope. It was essential that the Reviewable Design Data process previously approved, continued to be reviewed, as a matter of urgency, following the instruction to change floor plan layouts.

Improvement to the public realm was critical to the success of the Vision Tameside programme and although good progress continued to be made with the design of the scheme, the delay in securing an appropriate funding package from external partners was putting the streetscape project at risk.

Following completion of the floor plan review, the work to develop a detailed Recant Plan could be progressed. Proposals would be the subject of a future report which was to be considered expediently.

Continuing to maximise opportunities for local employment, apprenticeships and work placements was contributing to economic prosperity in the Borough.

RESOLVED

That the following RECOMMENDATIONS be made to Executive Cabinet:

- (i) That the progress with the delivery of the overall Vision Tameside Phase 2 programme, be noted;**

- (ii) That the emerging risk associated with the delay in securing an appropriate funding package for the Streetscape Improvement project, be noted;
- (iii) That the budget variations and virements identified in Section 7 of the report, be approved;
- (iv) That the excellent progress being made to drawdown the £4 million Skills Funding Agency Capital Funding, be noted.

16. CORPORATE ASSET MANGEMENT PLAN UPDATE

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

With regard to the disposal of assets, it was reported that asset disposal process continued with a figure of £872,467 achieved since 1 April 2017.

A public consultation exercise for the disposal of the five larger school sites had been completed and terms were agreed subject to contract for the sale of the former Samuel Laycock site. The master planning for the Windsor Road site in Denton was now almost complete and discussions regarding a disposal were at an advanced stage.

Continued focus was being placed on future Auctions with one site being submitted in September 2017 and work ongoing for a number of sites to be potentially sold at future Auctions.

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

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

In respect of Investment in Civic and Corporate Buildings, it was reported that in July 2017, Heginbottom Mill, Ashton, was targeted by thieves who caused extensive damage to the original lead and slate tile roof. The theft coincided with a period of extensive and heavy rainfall, subsequent water ingress into the building caused major damage to the interior of the building. The interior damage resulted in teams being relocated to other buildings and an emergency exercise to ensure that valuable collections were safe from potential water damage.

A full inspection and survey of the remaining roof indicated that the criminal damage by the thieves and subsequent rain damage had taken the roof beyond the state of being able to economically repaired and the expert opinion recommended the reinstatement of a new roof. Work needed to be undertaken immediately and had now completed the cost of the new roof is £50,000.

In addition to the capital cost of the new roof the internal damage to the building was extensive and involved repairs to internal structural features, ceilings, flooring, electrics and soft furnishings. Teams were still working from alternative locations pending repairs being complete. It was estimated that the final capital cost for the internal works would be approx. £75,000.

RESOLVED

That the following RECOMMENDATIONS be made to Executive Cabinet:

- (a) That the list of disposals identified in Appendix 1 to the report be approved subject to further discussion on land at Staley Hill Drive;
- (b) That the capital scheme on Heginbottom Mill detailed in the section 3.1 of the report - £125,000, be approved; and
- (c) That the capital schemes on corporate buildings detailed in Section 3.2 of the report - £13,873.69, be approved.

17. EDUCATION CAPITAL PROGRAMME UPDATE

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

The report gave details of:

- Funding allocation;
- Basic Need Schemes progress update, including requests for additional funding allocations;
- School Condition Funding Scheme Proposals, including request for additional funding allocations/amendments;
- Procurement and value added; and
- Risk Management.

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

Members sought clarification in respect of funding for project development work at Astley Community High School. The Assistant Executive Director (Development and Investment) agreed to obtain further details on this matter and report back to Members.

RESOLVED

That the following RECOMMENDATIONS be made to Executive Cabinet:

- (i) That the allocation of Basic Need grant funding schemes as outlined in Section 3 and Appendix 1;
- (ii) The allocation of School Condition grant funding schemes as outlined in Section 4 and Appendix 2 and 3.

18. SECTION 106 AGREEMENTS AND DEVELOPER CONTRIBUTIONS

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

It was reported that the summary position as at 31 August 2017 for Section 106 Agreements totalled £483,000, with Developer Contributions totalling £294,000, less approved allocations of £148,000 leaving a balance of £178,000. The balance of unallocated section 106 funds and developer contributions were as follows:-

- Services for Children and Young People - £241,000 (s106) and £81,000 developer contributions;
- Community Services (Operations and Greenspace) - £210,000 (s106) and £74,000 developer contributions; and
- Engineering Services - £31,000 (s106) and £23,000 developer contributions.

It was reported that no new Section 106 Legal Agreements had been entered into since 20 February 2017, although there were a number of resolutions to grant planning permission subject to agreements being entered into. These would be reported to a future meeting of the Strategic Planning and Capital Monitoring Panel.

In respect of requests to draw down funding had been made since the previous report to the Panel, as follows:

- (i) £40,000 for Oxford Park Play Area: this play area had been in need of significant investment for some time now. This £40,000 would be used for a new multiplay unit with slide to replace the existing one and improvements to the wetpour safety surfacing. The development of the former Mono pumps site had commenced and the investment was part of a contribution secured through the Section 106 agreement associated with the site in which there was confidence it would be triggered and paid before the end of the year.
- (ii) £17,000 for Sam Redfern Green and Werneth Low: This £17,000 had been made as a contribution from the development at King Edward Court and Sam Redfern and Werneth Low were close to this site. New equipment would be introduced to Sam Redfern Green such as a small junior swing and the remainder would be put towards improvements to the Riding Track repairs opposite the Hare and Hounds, at Werneth Low.
- (iii) £30,000 towards Greenspace Improvements: This request was to draw £30,000 from Developer Contributions. Developer Contributions had been provided from sites across Tameside and were not linked to specific sites. Part of the funding would be used towards the Riding Track and Footpath repairs opposite the Hare and Hounds at Werneth Low (estimated at £24,000) and the rest would be used for other improvements required to Greenspace across the Borough.

Members were informed that, in 2016, a review was undertaken of Planning Obligations within the Development Management Service. The final report was published in April 2017 and key issues were reported to a previous meeting of the Panel.

In overall terms, the audit focused on both S106 Legal Agreements and the historic Developer Contributions which were collected up until 2015 when the community Infrastructure Levy Regulations 2010 changed the rules regarding financial contributions through the planning system.

The report recognised that management had responded positively to strengthen controls including additional temporary resource for improved monitoring and recording. Additionally the financial contributions calculator for inflation and changes to the way finance record and account for payments.

RESOLVED

That the content of the report be noted.

19. ENGINEERING CAPITAL PROGRAMME 2017/18

The Director Place, submitted a report updating Members on schemes being undertaken by the Highways Challenge Fund grant; gave details of the 2017/18 Engineering Capital Programme for Environmental Services and sources of funding with specific reference to the Highways Structural Maintenance Programme and capital funding made available by the Council for the Tameside Asset Management Plan (TAMP) for highways; and an update on proposed joint bid with Oldham MBC for safety improvement on A670 Mossley Road.

RESOLVED

That the following RECOMMENDATIONS be made to Executive Cabinet:

- (i) **The allocation of Highways Challenge Fund grant funding and the schemes detailed in Section 1.4, Table 1 of the report, be approved;**

- (ii) That the Engineering Maintenance Block Allocation, with specific reference to the Highways Structural Maintenance Programme for 2017/18 and the increased investment of £0.250 million to £3 million via the Transport Asset Management Plan, be approved and the planned profiled spend noted; and
- (iii) That the Department for Transport Safer Roads Fund bid be noted and supported.

20. FINANCING ARRANGEMENTS FOR GUARDSMAN TONY DOWNES HOUSE

Consideration was given to a report of the Director of Finance, which informed Members of the Panel that an opportunity existed for the Council to purchase Guardsman Tony Downes House, Droylsden and for the Pension Fund to be the tenant on a long lease-type of arrangement.

The report explained how this could bring financial advantages to both parties.

It was further explained that the most advantageous option for the Council's challenging position on the revenue budget was to use reserves to finance the purchase. This was because of the low interest rates currently available on its cash balances and the fact that if borrowing was used it would require principal and interest to be charged to the revenue budget, thus diminishing the benefit to the bottom line of the budget.

Members were informed that a major risk for the Council was that the occupation of the Guardsman Tony Downes House by GMPF would not be secured in the form of a binding lease agreement, because the Council could not enter into legal agreements with itself. There was the possibility that at some point over the next 25 years the Pension Fund no longer wished to occupy the building. In order to protect its position the Council would be seeking a commitment from the Pension Fund that if it moved out of Guardsman Tony Downes House, it would pay Tameside Council a sum equivalent to the NPV of the total annual passing rent for the period beginning on the date of vacation of the building to the 25th anniversary of the date the Council 'purchased' the building (currently assumed to be 1 January 2043 and discount rate for NPV purposes 5.2%).

Members were further informed that the ground floor had not yet been developed. It was originally planned that the Pension Fund would pay to bring the ground floor into use but given that the expected occupier would be the Council, and it would be the landlord under the proposed financing arrangement, then it would be more appropriate for the Council to carry out the necessary works (the alternative would be for the Pension Fund to carry out works and for the Council to pay a higher price for the building). At this stage it was recommended that a sum of £1.4m be set aside in the capital investment programme for these works. A future report would be presented with details of the plans for the ground floor.

The proposal had been tested with the external auditor for the fund and Council and they did not object to the proposals in principle, but it would be confirmed with them when final terms were agreed.

The report concluded that the construction of the Pension Fund building had been completed broadly on time and on cost and the building had been well received.

The environment since the original plan for the financing of the building and the use of the ground floor space had changed significantly.

The options of the Council taking the building onto its balance sheet and charging GMPF a rent for use whilst GMPF completes ground floor space in advance of the specific occupier fit out requirements had a number of compelling advantages

- Provided a practical solution for use of remaining space within the building;
- Provided a financial benefit to the Fund; and
- Provided a financial benefit to the Council.

The rationale and implications of this proposal had been discussed with the Council's and Fund's auditors. Neither auditor had objected to the proposal set out in the report in principle, subject to final confirmation of terms.

RESOLVED

That the following RECOMMENDATIONS be made to Executive Cabinet:

- (i) The payment of £7.0 million to Greater Manchester Pension Fund, subject to the Fund agreeing:
 - (a) To the payment of an annual rent with effect from the 1 January 2017 to the Council of £384,250 per annum, with upward annual reviews linked to RPI, plus service charges for the running of the building and for cyclical maintenance of plant and equipment; and**
 - (b) That in the event that the Fund vacates the building before the expiry of 25 years, it will pay the Council a sum equivalent to the total annual passing rent for the period beginning on the date of vacation of the building to the 25th anniversary of the date the Council 'purchased' the building (currently assumed to be 1 January 2043).****
- (ii) That the payment be financed from the earmarked reserve for Capital Investment; and**
- (iii) That the building be taken on to the Council's balance sheet.**
- (iv) That a further report be requested on the proposed use of the ground floor of Guardsman Tony Downes House and the associated financial implications.**

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

21. LEISURE ASSETS CAPITAL INVESTMENT PROGRAMME UPDATE

A report was submitted by the Director, Place, providing a summary of progress to date with the delivery of the Council's capital investment programme into improving sports and leisure facilities in Tameside.

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

- Active Copley Heating Replacement (£0.369m)
- Active Copley Pitch Replacement (£0.177m)
- Active Medlock Roof Replacement (£0.120m)
- Active Hyde Wave Machine Replacement (£0.060m)
- Active Hyde Pool Extension (£3.096m)
- New Denton Wellness Centre (£14.724m)
- Active Dukinfield (ITRAIN) (£2.3m)
- Active Longdendale (Total Adrenaline) (£0.6m)

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

RESOLVED

That the content of the report be noted.

CHAIR

TAMESIDE AND GLOSSOP SINGLE COMMISSIONING BOARD

26 September 2017

Commenced: 3.30 pm

Terminated: 4.30 pm

Present: Dr Alan Dow (Chair) – NHS Tameside and Glossop CCG
Councillor Gerald Cooney – Tameside MBC
Steven Pleasant – Tameside Council Chief Executive and Accountable Officer for NHS Tameside and Glossop CCG
Dr Alison Lea – NHS Tameside and Glossop CCG
Dr Jamie Douglas – NHS Tameside and Glossop CCG

In Attendance: Kathy Roe – Director of Finance
Stephanie Butterworth – Director of Adult Services
Anna Moloney – Consultant in Public Health Medicine
Ali Rehman – Head of Business Intelligence and Performance
Lynn Jackson – Head of Quality and Assurance

Apologies: Councillor Brenda Warrington – Tameside MBC
Councillor Peter Robinson – Tameside MBC
Dr Christina Greenhough – NHS Tameside and Glossop CCG
Carol Prowse – NHS Tameside and Glossop CCG

48. DECLARATIONS OF INTEREST

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

49. MINUTES OF THE PREVIOUS MEETING

The Minutes of the previous meeting held on 11 July 2017 were approved as a correct record.

50. FINANCIAL POSITION OF THE INTEGRATED COMMISSIONING FUND

Consideration was given to a joint report of the Tameside and Glossop Care Together constituent organisations on the consolidated financial position of the economy and provided a 2017/18 financial year update on the month 4 financial position at 31 July 2017 and the projected outturn at 31 March 2018.

The Director of Finance stated that the Clinical Commissioning Group was reporting that all financial control totals would be met. However, there was significant risk attached to the Quality, Innovation, Productivity and Prevention programme which was forecast £5.6m shortfall to plan. Overall the value of planned savings had reduced the majority of which related to continuing health care and elective services. Under the terms of the Integrated Commissioning Fund financial framework, a non-recurrent contribution of c£5m could be accessed from Tameside Council reserves towards the finance position of the Clinical Commissioning Group in 2017/18. This would need to be repaid within a 4 year period.

Children's Services remained a high risk area. The majority of the projected additional net expenditure related to placements within the independent sector provision of £5m. It was currently estimated that on average there would be an additional 68 children in need of external placement provision above the number of placements estimated when the 2017/18 budget was approved by the Council in February 2017. In addition, the average cost of some external placements had increased since the budget was approved and this equated to a projected increase of £0.6m in the current financial year.

The Single Commissioning Board discussed the financial position of the Integrated Care Foundation Trust. The Trust had still to agree a financial control total with its regulator, NHS Improvement. The Trust had agreed with NHS Improvement, due to the volatility of risk, that a detailed forecast would be presented at Month 6 and the Trust was developing an action plan to mitigate risk of delivery. However, this was affecting the Trust's eligibility to access the targeted element of Sustainability and Transformation funding as providers must have accepted an agreed control total.

The Chief Executive and Accountable Officer reported that the Health and Wellbeing Board, at its meeting on 21 September 2017, had also expressed its discontent at the Trust not being able to access Sustainability and Transformation funding which was now affecting transformation plans and had resolved to write to Jon Rouse, Chief Officer, Greater Manchester Health and Social Care Partnership. In order to progress matters, he proposed that consideration be given to exploring a local solution and the possibility of a single control total across the economy.

RESOLVED

- (i) That the 2017/18 financial year update on the month 4 financial position at 31 July 2017 and the projected outturn at 31 March 2018 be noted.**
- (ii) That the significant level of savings required during the period 2017/18 to 2020/21 to deliver a balanced recurrent economy budget be acknowledged.**
- (iii) That the significant amount of financial risk in relation to achieving an economy balanced budget across this period be acknowledged.**

51. PERFORMANCE REPORT

Consideration was given to a report of the Assistant Director (Policy, Performance and Communications) providing an update on quality and performance data. Assurance was provided for the NHS Constitutional Indicators. In addition, Clinical Commissioning Group information on a range of other indicators were included to capture the local health economy position. This was based on the latest published data at the end of June 2017.

Discussion took place on the following which were highlighted as exceptions:

- A&E Standards were failed at Tameside Hospital Foundation Trust;
- Diagnostic standard failed;
- Ambulance response times were not met at a local or at North West level;
- 111 Performance against Key Performance Indicators

Attached for information was the draft Greater Manchester Partnership dashboard and the latest NHS England Improvement and Assessment Framework Dashboard.

Reference was also made to the Quality and Safeguarding monthly exception report.

RESOLVED

That the quality and performance update report be noted.

52. SAVINGS ASSURANCE: GRANTS REVIEW

Consideration was given to a report of the Interim Director of Commissioning explaining that a Voluntary and Community sector grants report was presented to the Single Commissioning Board in June 2017 and it was agreed that no decisions about Voluntary and Community sector investment should be made until the outcomes of the Social Prescribing and Asset Based Approaches Programme were known in case there were duplications. The Single Commissioning Board agreed that Voluntary and Community sector grants were extended for a further 3 months to 30 September 2017. An exploration of the Asset Based Grants Programme had shown that:

- It was unlikely that there would be any duplication;
- It would be some time before the grants would be in place.

Concerns about duplication were unfounded as the small grants awarded through the Asset Based Grants Programme would be provided to support unmet needs identified through the findings from Social Prescribing and aimed to promote community development, not provide statutory functions. Decisions on funding through the asset based approach and social prescribing programmes would be taken by an investment board with representation from the sector patients, members of the public, the Integrated Care Foundation Trust and the Single Commission and all learning captured. A summary of the programme was provided in **Appendix 1** to the report.

The Single Commission had funded a range of services that provided a valuable contribution to the health and social care through Conditional Grants or Service Level Agreements. The funding had been based on NHS England regulations that supported Clinical Commissioning Groups to use grants to provide financial support to a voluntary organisation which provided or arranged for the provision of services which were similar to those in respect of the Clinical Commissioning Group had statutory functions. The schemes funded through Grants or Service Level Agreements were detailed in **Appendix 2** to the report. The Voluntary and Community organisations were engaged in an exercise to examine the impact of a 5%, 10% and 15% reduction in grant funding and all highlighted pressures across the sector.

A proposed way forward was outlined on the basis that:

- The priorities for grants from the Asset Based Approach Grants Programme would not be known until 2018;
- The Voluntary and Community Sector Compact was still under development;
- New approaches to commissioning from the Voluntary and Community Sector were underway (as indicated in the proposed actions section in Appendix 2 to the report);
- Learning would emerge from the Greater Manchester Person and Community Centred Programme.

It was proposed that Voluntary and Community Sector Grant and Service Level Agreement funding was maintained at the 2016/17 level in 2017/18 for most organisations except where a reduction had been proposed as detailed in **Appendix 2** to the report.

RESOLVED

- (i) **The value of the Voluntary and Community Sector in achieving Care Together aims and the need for the revised Voluntary and Community Sector Compact be embraced by the whole system to support a thriving voluntary and community sector be recognised.**
- (ii) **That the recommendations in terms of each Voluntary and Community Sector Grant allocation outlined in Appendix 2 to the report be approved.**

53. ATRIAL FIBRILLATION

Consideration was given to a report presented by Dr Alison Lea which explained that Atrial Fibrillation was a common heart condition which caused an irregular and often abnormally fast heart rate. It could increase the risk of a blood clot forming inside the heart. If the clot travelled to the brain it could lead to a stroke. Atrial Fibrillation increased stroke risk by around four to five times.

Single Commission officers and clinical leads were members of the Tameside and Glossop Heart Disease Board led by the Tameside and Glossop Integrated Care Foundation Trust and reported via the Trust's governance through the Director of Operations. The Heart Disease Programme Board identified Atrial Fibrillation as a priority area for their 2016-17 programme of work. As a

result, a pathway for Atrial Fibrillation management was developed and approved at the Single Commissioning Board in January 2017.

It was reported that the Single Commission members of the Heart Disease Programme Board have been tasked with taking forward further work to address the identification and management of patients with Atrial Fibrillation in primary care. The proposal for doing this was outlined in the report. The report also provided an update on action taken to date and a summary of the proposed activities for 2017-18 with a view to seeking the support of the Board for the project.

The aim of the project was to reduce the number of Atrial Fibrillation related strokes in the population of Tameside and Glossop through the effective identification and management of patients with Atrial Fibrillation.

The proposed project was being funded by the Academic Health Science Network and would require input from the 39 Tameside and Glossop member practices, led by the Single Commission, supported by the Network. Tameside and Glossop was the only locality in Greater Manchester receiving funding for an Atrial Fibrillation project and was being seen by the Network as a test site for their work which linked into the Greater Manchester Health and Social Care Partnership. The monitoring of the project would be supported by the Academic Health Science Network to ensure progress and delivery of the project aims and objectives could be reported.

The Clinical Leadership for the project would be provided by Dr Tom Jones, partner at Lockside Medical Centre and Clinical Commissioning Group Clinical Lead for Long Term Conditions. He would provide medical / clinical input to the project and would do so from the perspective of having carried out the reviews proposed in his own practice as part of the testing and development of the proposals.

In recognising that this was a well targeted project presenting opportunities to work with the Academic Health Science Network, the Chair commented that the proposal was asking General Practice to do more with no more resource and was concerned that some practices might not participate based on prevailing manageability or that it might be undertaken at the expense of something else.

RESOLVED

That the project outlined in the report be supported and proceed as described.

54. URGENT ITEMS

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

55. DATE OF NEXT MEETING

It was noted that the next meeting of the Single Commissioning Board would take place on Tuesday 31 October 2017 commencing at 3.30 pm at Dukinfield Town Hall.

CHAIR

CARBON AND WASTE REDUCTION PANEL

7 September 2017

Commenced: 10.00 am

Terminated: 11.30 am

Present: Councillors Kinsey (Chair), Cooper, Feeley, Patrick, Pearce, Taylor and Whitehead.

In Attendance:

Nigel Gilmore	Head of Strategic Infrastructure
Alan Jackson	Head of Highways and Transport
Alison Lloyd-Walsh	Head of Environmental Development
Garry Parker	Head of Waste Management
Danielle Bamford	Project Support Officer
Christina Morton	Environmental Development Officer

Apologies for Absence: Councillors B Holland and Peet

8. DECLARATIONS OF INTEREST

There were no declarations of interest.

9. MINUTES

The Minutes of the proceedings of the Carbon and Waste Reduction Panel held on 29 June 2017 were agreed and signed by the Chair as a correct record.

10. BREXIT: IMPACTS ON LOW CARBON AGENDA

The Project Support Officer gave an update on the possible impacts on the low carbon agenda as a result of the UK leaving the EU.

The Panel were informed that the EU had set ambitious emission reduction targets (80% reduction by 2050) and the UK was seen as a global leader in its commitments to cut emissions. It was unlikely that this target would be affected as the fifth carbon budget was adopted after the EU referendum, which contained a commitment to reduce emissions by 57% by 2030, a more ambitious target than the longer term EU target. Although target levels were not expected to be affected, the way the UK met those targets could change.

The Panel were provided with a list of EU and UK policies that had contributed to reducing emissions. The list included Renewables Directive 2009, EU Waste and Landfill Directives, EU Emissions Trading Systems, Carbon Price Floor, Devolution and Incentives for electric vehicles and infrastructure.

It was reported that the EU renewable energy directive set binding targets regarding the proportion of energy consumed from renewable sources by 2020. The UK had been against the European target of 20% therefore the UK target had been set at 15%. However, it was unlikely that the UK would meet this target. Dependent on the new arrangement with the EU, the UK may not have to face sanctions on missing the target.

Areas of possible change were outlined and included Carbon Pricing and the Paris Agreement. It was still possible for the UK to join Carbon Pricing and if the UK wished to participate in the Paris Agreement they would need to submit their own pledge. New policies would need to be created to replace EU policies, which was an opportunity to develop and improve on EU approaches.

RESOLVED:

That the information provided be noted.

11. GREEN TRAVEL - ELECTRIC VEHICLES

The Panel welcomed Matthew Roberts, TfGM, who attended the meeting to make a presentation on reducing transport emissions in Greater Manchester.

He commenced by advising the Panel that transport was responsible for one third of carbon emissions, there were 1000 deaths a year from air pollution and if climate change was not tackled there could be a 13% increase in winter rainfall and an annual mean temperature rise of 2.3 degrees by 2050. The largest element of air pollution (Carbon Dioxide, Nitrogen Oxide and particulate matter of 10 microns or less) came from roads, 79% of this pollution came from cars, however there was a disproportionate level of air pollution from vans.

Reasons for the increase in air pollution were outlined and included population densification, increased urban living, increased car ownership and dependence on cars. However, attitudes to car use were slowly beginning to change and in 2005/07 young people drove approximately 2000 fewer miles than in 1995/07 and 77% of 18-35 year olds planned to live in urban centres with amenities in walking distance.

The Office of Low Emission Vehicles was established to promote growth in the electric vehicle market. The current UK objectives were for every new car from 2040 to be an Ultra-Low Emission Vehicle (ULEV) with a decarbonised fleet by 2050. There were plans for a network of supporting infrastructure, a smarter electricity grid with world class skills and facilities for the development and manufacture of ULEV technology.

There were two types of ULEV - a battery electric vehicle and a plug in electric vehicle. Plug in vehicles had the largest sale growth in the UK (approximately 1,800 in 2017) which placed the UK in the middle of the European electric vehicle growth market with Norway the highest country.

A map showing the locations of electric vehicle charging points in Greater Manchester was shown to the Panel; there were 160 fast chargers and 4 rapid chargers across the conurbation. There were 12 charging point in Tameside; Ashton Pool (2), Ashton Moss Tram Stop (4), Dukinfield Town Hall (2), Rassbottom Car Park Stalybridge 2) and Henrietta Street Car Park Ashton (2). The associated statistics were detailed.

RESOLVED:

That the content of the presentation be noted.

12. GREENING THE FLEET

The Head of Environmental Services (Highways and Transport) gave a presentation on green transport.

The Council's current fleet of vehicles had an age profile of seven to ten years old, which was uneconomical, unclean and high maintenance. A new fleet replacement programme was currently underway and to date there were 22 new refuse vehicles in operation, new road sweepers, a new light van fleet, new grounds care fleet and a new municipal fleet. During the first three months of using the 22 new refuse vehicles, carbon emissions had reduced by 8.8% (19 tonnes).

The reasons for changing the Council's fleet of vehicles was outlined and included improving air quality, reducing the number of premature deaths and air related hospital admissions, improving the health and wellbeing of residents and achieving savings. It was reported that since October 2016

only Euro 6 category vehicles had been purchased, which were vehicles that produced a maximum of 80mg of nitrogen dioxide per kilometre.

It was reported that fleet tracking software had been introduced on 90% of the fleet. This was anticipated to reduce fuel consumption by 10% through routing and idling control. A new tyre casing bank was being utilised in partnership with Michelin Tyres and up to 86% of tyre casings were re-used. There had been a trial of an electric van, which had proved positive but was unviable at present due to the limited infrastructure.

RESOLVED:

That the content of the presentation be noted.

13. CLEAN ENERGY SWITCH

The Project Support Officer gave an update on the Big Clean Energy Switch, which was an initiative that the Greater Manchester Combined Authority was working on to encourage residents in Greater Manchester to switch to clean energy.

It was reported that 63% of UK residents were guaranteed to save money by switching to a clean energy tariff supplied by up to eight energy suppliers. The renewable energy market was small (less than 2% of UK residents) and based on variable tariffs. There was currently a pre-launch campaign underway prior to the official launch in mid-October 2017.

RESOLVED:

That the information provided be noted.

14. WASTE SERVICES UPDATE

The Head of Waste Management provided an update on waste services.

The Panel were informed that the current recycling rate for Tameside was 56%. There were 47,000 collections each day with an average of four complaints per day, the number of complaints had decreased significantly following the round re-design, which was implemented to address round imbalances. The Waste Twitter account had 2,115 followers and there had been 6,138 'tweets'.

An update was given on the extraction of the Waste PFI, which would formally terminate on 29 September 2017. The current supplier, Viridor, would continue to provide a disposal service until 2019 and waste collections would not be affected. A new contract was being written and a new supplier was being sought for April 2019.

The Panel were told that it had been one year since a decision had been taken to charge for new and replacement refuse bins, which brought Tameside in line with all other Greater Manchester Local Authorities. There was no charge for new or replacement recycling bins. This had helped contribute to Tameside's increase in recycling levels.

RESOLVED:

That the information provided be noted.

15. URGENT ITEMS

There were no urgent items.

CHAIR

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Agenda Item 4

Report To:	EXECUTIVE CABINET
Date:	18 October 2017
Executive Member/Reporting Officer:	Councillor Jim Fitzpatrick - First Deputy (Performance and Finance) Tracy Brennand – Assistant Director (People and Workforce Development)
Subject:	ADOPTION NoW REGIONAL ADOPTION AGENCY
Report Summary:	<p>This report seeks endorsement for Tameside Council to become a formal and constituent member of the Adoption NoW Regional Adoption Agency (Regional Adoption Agency) with effect from 6 November 2017, resulting in Adoption NoW becoming responsible for the delivery of the Council's statutory obligations with regard to adoption services. Adoption NoW is a partnership arrangement between ourselves, Bolton, Rochdale, Oldham, Bury and Blackburn Councils along with Caritas Care and Adoption Matters, and is in line with the Government's Education and Adoption Act 2016 which requires local authority adoption services to regionalise by 2020, with planning to have started by 2017.</p>
Recommendations:	<ul style="list-style-type: none">(i) That approval is given to Tameside Council becoming a formal and constituent member of the Adoption NoW Regional Adoption Agency (Regional Adoption Agency) with effect from 6 November 2017 and that affected staff are supported to second into the Regional Adoption Agency noting the additional financial implications for the Council by endorsing such arrangement.(ii) That Council is recommended to approve the necessary delegations and discharge of its duties in accordance with the legal provisions set in the Local Government Act 1972 and Local Authorities (Goods and Services Act) 1970;(iii) That the Borough Solicitor be authorized to enter into the necessary legal agreement to effect the new arrangements.(iv) That a programme of review against progress is agreed and presented to Executive Board members to ensure the Adoption NoW Regional Adoption Agency partnership arrangement remains fit for purpose for Tameside Council families, children and adopters.
Links to Community Strategy:	This development links to the aim of supporting Tameside's young people and children to grow in a stabled and settled environment and for children and families in Tameside to be successful.
Policy Implications:	The proposal is consistent with the Greater Manchester devolution collaboration aims, the move towards increased collaboration between North West Local Authorities and the Government's agenda to establish regional adoption agencies.
Financial Implications: (Authorised by the Section 151 Officer)	<p>Section 6 of the report explains the year one financial implications for the Council should it determine to become a member of the Regional Adoption Agency from 6 November 2017.</p> <p>There will be a core financial contribution to the Regional Adoption Agency of £117,500 in year one based on the related expenditure</p>

of 2016/17. It should be noted that the Council will be the highest contributor to the Regional Adoption Agency on this basis as we spend the most.

However there will be additional cost implications for the Council in the inaugural year totaling an estimated £59,400. This is to support the financing of additional posts of the Regional Adoption Agency, a business support post and the estimated impact of additional travel related costs for the Council employees within the Regional Adoption Agency. Executive Members should note that this will be an additional cost to the Children's Service budget which is already facing significant financial implications in 2017/18 to the available revenue budget.

There will be no interagency fees payable between the six constituent local authorities within the Regional Adoption Agency and this is expected to realise savings for each local authority. However at this stage the level of savings expected is not yet known.

Executive Members should also note that future year contributions to the Regional Adoption Agency will be reviewed on an annual basis and as such the financial impact on the Council budget will need to be considered in line with available resources should the decision to become a formal and constituent member of the Regional Adoption Agency be approved.

Legal Implications:

(Authorised by the Borough Solicitor)

This is in effect a pathfinder for what will be a statutory requirement in 2020. Given our Ofsted position we are not in a position to take our own direction. Moreover, we will need some very clear monitoring to ensure our position is enhanced. The legal powers that enable this are:

Section 101, 111, 112 and 113 of the Local Government Act 1972. S.113 allows a local authority to enter into an agreement with another authority to place its officers at the disposal of the other authority, subject to consultation with the staff concerned and negotiation about any changes to terms and conditions.

Section 1 of the Local Authorities (Goods and Services Act) 1970 enables a local authority to enter into an agreement to provide another local authority with goods and services, including administrative, professional or technical services; and

Section 2, 19 and 20 and 101(5) and 102 Local Government Act, Section 9EB of the Local Government Act 2000 the local authorities (arrangements for the discharge of functions) (England) Regulations 2012/1019 and Section 1 Localism Act 2011 and all other powers enabling the Council with this regard.

Risk Management:

Not proceeding with the Regional Adoption Agency proposal at this stage after 18 months of development work which has been funded by the Department for Education has the potential to cause reputational damage to the Council. The Council would ultimately be forced to join a Regional Adoption Agency by 2020 and it is better to engage in an arrangement that we have shaped and developed ourselves rather than wait until a later stage and have an arrangement forced upon us.

Access to Information:

The background papers relating to this report can be inspected

by contacting Bernadette Wilde, Head of HR Operations and Workforce Strategy, on:



Telephone: 0161 342 2925



e-mail: bernadette.wilde@tameside.gov.uk

1. BACKGROUND INFORMATION

- 1.1 In its January 2013 publication: *Further Action on Adoption: Finding More Loving Homes*, the Coalition Government outlined a vision of a new adoption system, particularly focusing on the adopter recruitment challenge. It set out that a system is needed where there were fewer organisations recruiting and assessing adopters with most of these organisations operating at a much greater scale.
- 1.2 Since then, the Adoption Leadership Board and Regional Adoption Boards have been introduced; there has been a growth in regional collaboration and consortia arrangements; and a significant increase in the number of adopters approved.
- 1.3 In June 2015, the Department for Education (DfE) issued its publication: *Regionalising Adoption*. This set out the Government's aim for "*all children with an adoption plan to find a loving, stable home as quickly as possible.*" The view expressed was that the national system was not working well enough for children waiting to be adopted, particularly for children that are harder to place. Examples of the challenges being faced was that the current system was highly fragmented with around 180 agencies recruiting and matching adopters for only 5000 children per year and the majority of agencies were operating at a very small scale. In the first three quarters of 2014-15, 20 local authorities/groups of local authorities recruited fewer than ten adopters and 58 recruited fewer than 20. Similarly, six voluntary adoption agencies (VAA's) recruited fewer than ten adopters and ten recruited fewer than 20. This was determined as not an effective and efficient scale to be operating at, with the likelihood of costs increasing due to management overheads and fixed costs being shared over smaller bases. *Regionalising Adoption* also indicated that further development of the adoption support market was needed so that the right services are available to adoptive families wherever they live. The Government's stated position was that they wanted all local authorities to be part of Regional Adoption Agencies (Regional Adoption Agency's) by the end of the Parliament. £4.5m of start-up funding was made available to support partnerships wishing to take forward their proposals early.
- 1.4 In addition to the proposal for provide start-up funding, the Government indicated that it intended to bring forward legislation in the Education and Adoption Bill to compel any unwilling local authorities joining Regional Adoption Agencies to do so. In these circumstances it therefore seemed sensible to look at the development of a coalition of willing local authorities and voluntary partners in the North West.
- 1.5 The Government subsequently legislated to provide powers in the Education and Adoption Act 2016 to require local authority adoption services to regionalise where they were not making voluntary plans to do so by 2020. Planning is required to have started by 2017 with entry into a regional adoption agency being completed by 2020.
- 1.6 As a result of discussion between Adoption Leads from a number of agencies, a partnership emerged comprising two Voluntary Adoption Agencies (VAA's), Caritas and Adoption Matters North West and the Blackburn with Darwen, Bolton, Bury, Rochdale, Oldham and Tameside Local Authorities. The partnership initially operated as the West Pennine Regional Adoption Agency and following substantial consultation was rebranded as Adoption NoW Regional Adoption Agency.
- 1.7 Approval was given by the Leaders and Lead Members and Directors of Children's Services of the six Councils and the Chief Executives and Board Chairs of the VAA's for the development of a Regional Adoption Agency bid. The bid was successful and funding was provided by the DfE to promote the development of the Adoption NoW Regional Adoption Agency. The DfE grant funding totaled £390,000, devolved over a two year period. This is set up funding only and will cease at the point that the Regional Adoption Agency becomes operational.

- 1.8 The initial Regional Adoption Agency proposal set out a plan to build on the strengths of the individual partners and on existing collaborative working arrangements. All participant agencies have been active members of Adoption 22, the consortium of North West adoption agencies which has worked together to match children and prospective adopters across the region. There have been existing collaboration arrangements within the group on recruitment, preparation and training of adopters and there are existing, productive partnerships with Caritas Care and Adoption Matters on Fostering to Adopt and Concurrent Planning. The very successful Adopt North West recruitment programme has been hosted by Bolton. Blackburn with Darwen, Rochdale and Bolton Councils have been amongst the very best performing Local Authorities nationally for performance in the proportion of children leaving care through adoption. A partnership between Caritas Care and Adoption Matters operates the successful regional Centre for Adoption Support.
- 1.9 The learning from best practice and innovation in each of the participant agencies and from other Regional Adoption Agencies will be embedded in the practice of Adoption NoW, with a particular focus on improving availability of adopters and addressing the current difficulties in placing harder to place children. In the medium term it is expected that increased efficiency in the recruitment of adopters within Adoption NoW will generate cost savings for participant Local Authorities, though the initial aim is to focus on improving quality of services.

2. VISION FOR THE Regional Adoption Agency

- 2.1 The Adoption NoW Regional Adoption Agency will create a single regional service operating across six Local Authorities areas in partnership with Caritas Care and Adoption Matters.
- 2.2 The Regional Adoption Agency will provide a service which has the flexibility and resilience to adapt and manage the needs of children for adoptive placements, the supply of adopters to meet those needs and which provides placement choice and high quality adoption support services. The Regional Adoption Agency will maximise the contribution that adoption can make to achieving legal permanence and the best possible outcomes for children by building on partners' individual and collective expertise and strengths. The vision is to "achieve timely adoption for each child with an adoption plan, regardless of age, ethnicity, disability or sibling status; promote identity and provide lifelong support to everyone involved in the adoption".
- 2.3 The Regional Adoption Agency aims to create a distinct regional agency, focusing on positive approaches to permanence; building on existing excellent practice and innovation; driving outstanding performance; ensuring that the voice of adopted children and of adopters shapes the service design and delivery. The Regional Adoption Agency will achieve and support as many adoptions as possible within the region; maximise flexibility, effectiveness, and efficiency of resource use; and ensure the quality and sustainability of adoption services in the sub region.
- 2.4 The Regional Adoption Agency's initial focus will be recruitment, assessment and training of adopters, improving family finding and matching, including maximising opportunities through concurrent planning and fostering to adopt and developing an improved range of post adoption support.

3. PRINCIPLES OF THE Regional Adoption Agency

- 3.1 In order to oversee the development and set up of the Adoption NoW Regional Adoption Agency arrangements Board ('the Board') was established at the beginning of the Regional Adoption Agency application process. This was chaired by the Director of People Services

in Bolton Council and attended by the Assistant Directors in each of the six local authorities and the two chief executives for Adoption Matters and Caritas Care. This Board agreed the following set of principles when considering the proposed development arrangements:

- The Board will be innovative and creative in its approach and be open minded to new ways of working and potential growth. It will be open to debate and discussion around this.
- The Regional Adoption Agency will provide a consistent, high quality service across the region, which is responsive, flexible and accessible to service user needs.
- The Board will make design decisions based on the best evidence-based outcomes for children and families, ensuring its work does not become detached from the care planning process.
- The Board will ensure the right back office structure is put in place to support the Regional Adoption Agency (e.g. IT, administration, etc.).
- The Regional Adoption Agency will be accountable to all partners in a fair and appropriate way.
- Staff will be skilled, experts in their field, supported and engaged.
- The Board will involve staff and service users in the design phase, and continue to seek feedback and challenge post implementation.
- The Board will minimise disruption to staff and service users during the period of change.
- The Board will focus on outcomes and not processes and this will govern everything the Board does.
- The initial two years of the Regional Adoption Agency arrangement will focus on improving quality and as such there is no intention to achieve savings from the formation of the Regional Adoption Agency, with each local authority committing to maintain staffing levels and operational budgets during this period of time.

4. CORE SERVICES AND FUNCTIONS OF THE Regional Adoption Agency

4.1 The core business of the Regional Adoption Agency will be to deliver the following services on behalf of the partner organisations:

- Provide a high quality and efficient family finding service for children who have a plan for adoption.
- Services for adopters to include:
 - a. Delivery of an effective recruitment strategy for adopters that results in a supply of adopters to meet the needs of 60% rising to 80% of the Regional Adoption Agency's children.
 - b. Prepare, assess and approve prospective adopters in line with statutory timeframes.
- Provide adoption panels to meet the need of the six local authorities.
- Support the panels through the role of a panel advisor and advise and support the Agency Decision Maker in each authority in the process of deciding that a child should be placed for adoption and matching a child with adopters.
- Provide adoption support services for adopters and adopted children / adults.
- Host regional adoption agency commission for birth parent support.
- For those authorities who hold children's adoption cases in their adoption teams then to support them to continue to do so within the Regional Adoption Agency.
- Support each of the six local authorities in care planning and considering adoption as a permanent option for children at the earliest opportunity.

4.2 These service will be delivered under three work streams:

- Care planning / family finding

- Adoption support
- Adopter assessment and recruitment

4.3 The main tasks within these areas will be as follows:

Care planning / family finding

- Find families for all the children who have a plan for adoption.
- Utilise the Regional Adoption Agency IT system to link potential families with children.
- Utilise national and local methods for family finding such as activity days, exchange days, Linkmaker, National Adoption Register etc. Prepare and support children in these events as required.
- Provide support to help social workers prepare children for adoption and in some cases provide a worker to do that preparation.
- Provide a worker to attend early care planning meetings in each local authority to advise on permanence options and in particular in relation to early permanence.
- Advise children's social workers in the process of preparing paperwork for SHOBPA and matching.
- Provide a duty system to ensure that there is always advice available on issues relating to adoption.
- For those authorities that hold children's adoption cases, supporting them to continue to do so.
- Provide information and court statement (as required) to advise courts about availability of families and prospects of successful adoption for children.

Adoption Support

- Respond to all requests for support received from adopters – this may be to offer advice; signpost to another service; provide a short intervention; or provide a full assessment of need that may lead to therapeutic work or other forms of support being offered.
- Support the process of 'adoption support fund' applications.
- Support staff with therapeutic skills to utilise those skills effectively within the Regional Adoption Agency.
- Provide a range of adoption support events across the Regional Adoption Agency including social events, training events, groups for children and adopters.
- Commission some therapeutic support services (on a case by case basis).
- Ensure that referrals to local authorities are made when thresholds are met for 'child in need' or 'child protection'.
- Provide support to adult adoptees seeking information about birth relatives and / or wishing to access their adoption records.
- Support birth parents with letter box arrangements and promoting access to independent birth parent provision.

Adopter assessment and recruitment

- Deliver against an effective adopter recruitment strategy.
- Build on existing data and develop Regional Adoption Agency data to evidence 'what works' in recruitment across the region.
- Develop specialist recruitment services for Asian heritage adopters.
- Provide recruitment events, activities and advertising campaigns.
- Develop and maintain an effective web site for the Regional Adoption Agency.
- Provide a duty system to respond effectively and efficiently to prospective adopters.
- Provide preparation groups for prospective adopters.
- Assess and approve adopters within the required timeframe.

- Support adopters through the process of being approved at panel, finding a child and that child being matched and placed through to the making of the adoption order.

5. DELIVERY OPERATING MODEL

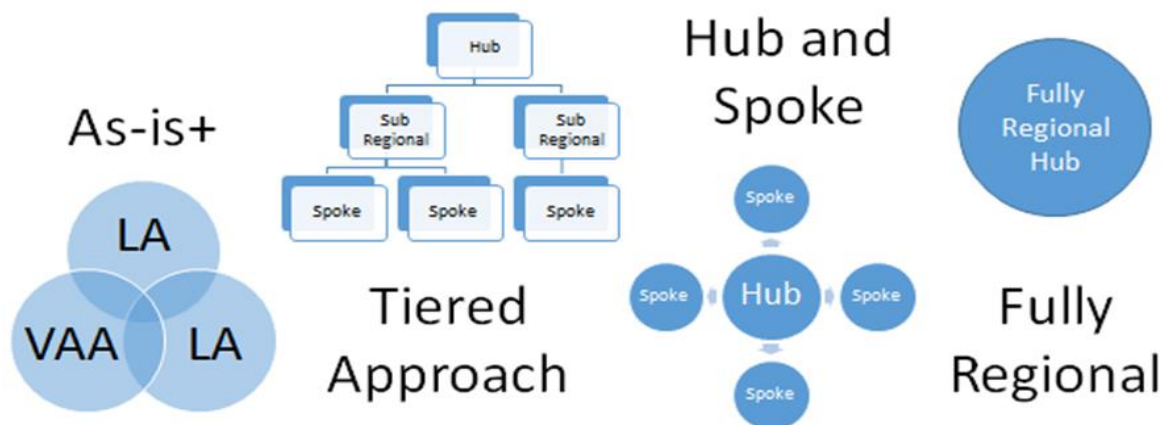
5.1 In overseeing the development of the Regional Adoption Agency the Board considered a range of options for its delivery mechanism:

- Joint venture
- Local authority limited company
- Local authority hosted model
- Voluntary sector hosted model

The Board determined that their preference was for adoption services to remain within a local authority hosted setting and expressions of interest were considered with regard to who would host this. Bolton Council was felt best placed to deliver this service as host as a consequence of previous good record of delivering adoption services, financial stability and a desire to do so.

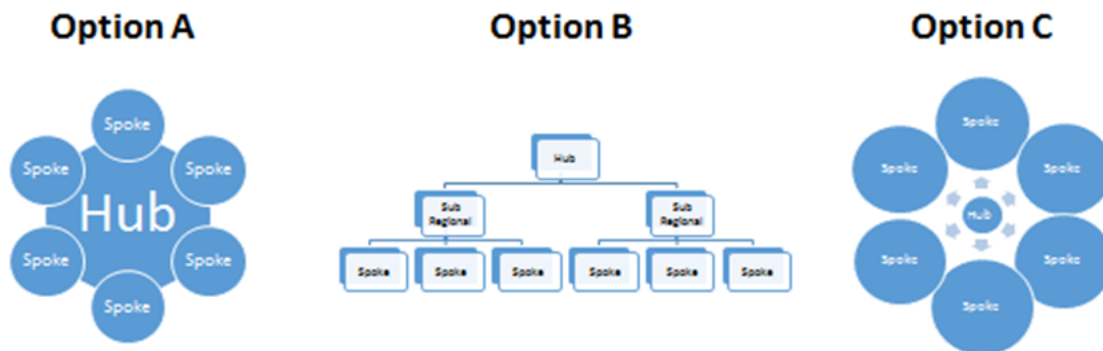
5.2 Model of operating delivery were carefully considered and a number of initial options were presented to the Board in January 2016. These were:

Figure 1: Initial operating delivery model options



5.3 The Board, in consultation with the DfE coach, decided that the 'As is' model was not sufficient to satisfy the requirements of the DfE as it was not sufficiently different to how services are currently being run. Equally the Board eliminated the fully regionalised (central) model as it did not take into consideration the fact that adoption links very closely with children's services teams within each authority and the Board members still wanted some adoption presence in individual authorities. Consequently the Board considered a number of refined and reduced options:

Figure 2: Refined operating delivery model options:



5.4 The idea of more than one hub or a hub and two sub hubs was considered, however there were issues about not being able to identify another possible office space in one of the other six local authorities. In addition to this the geography of the Regional Adoption Agency is such that it is possible to have one central hub and continue to operate some of the core services and functions from spokes via a central management system. The Board considered that in order to achieve as much consistency as possible and to spread good practice, then one management team with one hub would best facilitate this and be most economical. Accordingly option B above was ruled out and discussion resulted in a model somewhere between option A and C being agreed, with some core services and functions being based in a hub, based in Bolton as the host, with some core services and functions being based in spokes sited within each of the six local authorities, but with a centralised management function overseeing both the hub and spokes to ensure consistency of practice.

6. FINANCIAL IMPLICATIONS

- 6.1 The Board oversaw a financial bid which was successful in securing funding from the DfE to promote the development of the Regional Adoption Agency. The DfE grant funding totaled £390,000, devolved over a two year period. This is set up funding only and will cease at the point that the Regional Adoption Agency becomes fully operational.
- 6.2 A set of Regional Adoption Agency financial principles were agreed at the Regional Adoption Agency Board meeting in May 2017, the details of which are provided in **Appendix 2**.
- 6.3 At the start of each financial year each of the six local authorities will agree a minimum amount to be paid into the Regional Adoption Agency ensuring the Regional Adoption Agency has sufficient monies to operate. In the first year this will be no less than the previous financial year's (2016/17) expenditure on adoption services. This equates to a year one core contribution of £ 117,528 (details provided within **Appendix 3**) for the Council which will be pro-rated for the remaining period within 2017/18 from the proposed commencement date of 6 November 2017 i.e. £48,970.
- 6.4 **Appendix 4** provides details of each constituent local authority year one core contribution where it should be noted that the Council is the largest contributor at 21% of the total.
- 6.5 In addition to the core contribution detailed in section 6.3, each Council has also been requested to contribute towards the financing of three new positions with the Regional Adoption Agency (two Recruitment Officers and one Marketing Officer). The year one contribution for the Council will be £15,000. Table 1 below provides details of the respective contributions of each local authority (total of £85,000).

TABLE 1 - Local Authority	(£'000)
BwD	15
Bury	15
Bolton	15
Oldham	15
Rochdale	10
Tameside	15

- 6.6 The Council will also be expected to transfer the financial value of a business support position to the Regional Adoption Agency (Grade C) as referenced in section 7.15 of the report. The year one value of this including oncosts will be £21,438.
- 6.7 Section 12.6 of the report explains details of consultation feedback from Council employees effected by the construct of the Regional Adoption Agency, one of which relates to additional travel related expenditure due the location of the Regional Adoption Agency hub at Bolton. It is currently estimated there will be additional travel related expenditure for the Council of £23,000 under this arrangement.
- 6.8 Quarterly financial reports will be provided to the Regional Adoption Agency board, including year-end projections. The Regional Adoption Agency board will agree financial arrangements, in consultation with their respective local authority finance departments on the financing or distribution of any projected year end deficit or surplus that may arise.
- 6.9 There will be no interagency fees between the six local authorities which is expected to realise savings for the constituent local authorities. However interagency fees will continue to be paid to the Regional Adoption Agency's voluntary agency partners for placing our children with their adopters.
- 6.10 Overhead costs (i.e. HR, ICT accommodation etc.) will be financed by the six local authorities to ensure fairness and equity and that the burden is not placed solely on the host authority should the Regional Adoption Agency not be able to absorb this expenditure. However, under the initial model, LAs will not be asked to contribute to the Regional Adoption Agency's overhead costs for the first two years of the Regional Adoption Agency.
- 6.11 The Regional Adoption Agency will not be bound by any cash savings targets until at least April 2020, however an income and savings projection report is being presented to the Regional Adoption Agency board on 19 October 2017.
- 6.12 Table 2 provides details of the estimated additional year one liability for the Council to the core contribution as detailed in section 6.3. It is envisaged that the total sum will be pro-rated for the remaining period within 2017/18 from the proposed commencement date of 6 November 2017.

TABLE 2 - Expenditure – Year One	£'000
Core Contribution	117.5
Additional Liability	
Contribution To Three Regional Adoption Agency Positions (details within section 6.5)	15.0
Business Support Post (details within section 6.6)	21.4
Estimated Additional Travel Related Expenditure (details within section 6.7)	23.0
Total Estimated Additional Liability	59.4

6.13 All local authority contributions to the Regional Adoption Agency will be reviewed on an annual basis.

7 PROPOSED STAFFING MODEL AND STRUCTURE

Proposed secondment arrangements

7.1 With Bolton Council proposed as host for the Regional Adoption Agency a variety of proposals were considered with regards to how the Regional Adoption Agency would combine six local authority staffing teams into the one new agency. The following table shows the pros and cons of the different models that were considered:

Description of staffing model option and its features	Pros	Cons
<p>TUPE:</p> <ul style="list-style-type: none"> • Permanent arrangement. • Day to day management by the host. • The host is the employer. • The host has all employment liabilities. 	<ul style="list-style-type: none"> • New complete identify for the Regional Adoption Agency. • The host controls. • Gives opportunity for organisational restructuring, subject to TUPE obligations. 	<ul style="list-style-type: none"> • Lengthy process. • Staff would have no substantive post should the Regional Adoption Agency fail or staff feel the arrangement is not for them. • The host would take on all the risks associated with setting up a brand new organisation.
<p>FORMAL SECONDMENT:</p> <ul style="list-style-type: none"> • Fixed period of time. • Day to day management by the host. • The partner local authority remains the substantive employer. • The partner local authority has the employment liabilities. 	<ul style="list-style-type: none"> • Flexible arrangement. • The employee retains links with its own substantive employer. • Easier to get in place if unable to undertake TUPE arrangements in timeframes available. • Provides best balance of establishing a new identity for the Regional Adoption Agency with security for staff should the Regional Adoption Agency fail or staff feel the arrangement is not for them. 	<ul style="list-style-type: none"> • Regional Adoption Agency staff will remain on different terms and conditions of employment. • Temporary arrangement with the host only in part control of the staff, including performance issues.
<p>CONTRACT CHANGE, SECTION 113 OR FLEXIBLE SECONDMENT:</p> <ul style="list-style-type: none"> • ‘Lending’ staff to each other. • Adhoc basis • Day to day management remains with the partner local authority. • The partner local authority remains the substantive employer. • The partner local authority has the employment liabilities 	<ul style="list-style-type: none"> • Flexible arrangement. • Minimum disruption. 	<ul style="list-style-type: none"> • Lack of central management by the host. • Lack of identity for the Regional Adoption Agency. • Does not fulfil the DfE requirement in that the Regional Adoption Agency must be a new adoption agency covering a wider geographical area and combining a number of local authority adoption services. • Staff will remain on different terms and conditions of employment

7.2 Following consideration of the options above the Board preferred a formal secondment arrangement for the establishment of the proposed staffing model, for the following reasons:

- The progression of TUPE would not allow the Regional Adoption Agency to meet the DfE deadlines for 'Go Live'.
- TUPE would result in the transfer of all risks to Bolton Council from the outset and as the Regional Adoption Agency would be a new entity it was felt that a period of secondment would offer Bolton Council and all staff concerned across the six partner local authorities' greater security.
- Less than secondment arrangements would not meet the requirements of the DfE as the Regional Adoption Agency would be a new agency providing adoption services across all partners and staff would be required to complete duties for the Regional Adoption Agency as a whole, not just for their own local authority.
- Identifying staff as being part of the Regional Adoption Agency would be hard to establish if anything less than secondment arrangements were in place, feeling that staff would consider themselves continuing to work solely for their own Council.
- Central management of the Regional Adoption Agency was essential to ensure consistency and improvement of practice.

7.3 Having agreed that formal secondment arrangements would be the preferred option for the deployment of staff from the partner authorities into the Regional Adoption Agency, there was recognition that this would bring some complexities associated with staff being subject to different terms and conditions. The differences in terms and conditions of employment include:

- Staff being paid on different pay scales for undertaking similar job roles.
- Annual leave entitlements.
- Weekly working hours.
- The management of flexible working.
- Excess travel arrangements.
- Different employment policies and procedures.

7.4 Whilst there are no proposals to alter substantive terms and conditions of employment for seconded staff, it is proposed that a working group be established to consider the alignment of some employment policies, such as supervision and annual review processes. Staff will continue to be paid via Tameside Council's payroll systems.

7.5 All other employment processes will continue to be managed in accordance with the staffs substantive terms and conditions of employment, albeit some staff may find themselves being line managed by someone seconded to the Regional Adoption Agency from a different partner authority, dependent on what team they are placed within across the three work streams identified in point 4.2 of this report.

Proposed staffing structure

7.6 The proposed staffing structure (**Appendix 1**) was developed on the agreed principles of the Board, taking into account the three work streams of a) Care planning / family finding; b) Adoption support; and c) Adopter assessment and recruitment. Some of the six local authorities already align their existing staffing structures to these work streams, and Tameside Council is one of those authorities.

7.7 The rationale for a three work stream structure is that being a larger organisation it will be much easier to ensure each work stream receives the level of priority it deserves to improve practice. It is also deemed a more efficient way of working in the family finding arena in that multiple children can be considered when attending events or making telephone calls.

- 7.8 It was agreed there were to be no job losses as a consequence of setting up and moving into a Regional Adoption Agency arrangement, as the focus of the Regional Adoption Agency is to improve the services provided to children and families and to get teams together to work more consistently, ensuring that best practice is spread more widely. Accordingly the proposed structure is based on resources currently committed across the existing partners.
- 7.9 The proposed structure maintains current job titles, however it is recognised that Family Support or Child Support Officer roles exist in some local authority structures, but not in others. These posts have been aligned to certain areas of business within the Regional Adoption Agency, however these roles may be utilised flexibly across more than one work stream.
- 7.10 For those local authorities whose adoption team already operates under the proposed three work stream model staff will be seconded into the area they presently work within. In respect of the other local authorities that are not presently structured in this manner, they are being asked to nominate workers across the three work streams in advance of the Regional Adoption Agency 'Go Live', ensuring that each council puts in sufficient resource in each of the three work streams to meet its own needs.
- 7.11 Opportunities will arise for staff to work more flexibly across the three work streams if they wish to do so, as pressures within the areas of adoption work shifts. Equally this opportunity will arise when posts become vacant and normal recruitment activity is undertaken. Recruitment activity whilst being overseen by Regional Adoption Agency central management, will remain the responsibility of the substantive employer, with any vacant posts remaining on its existing terms, conditions and post grade.
- 7.12 The proposed structure has introduced 5 new posts, funded by the DfE set up monies:
- 1 x Senior Team Manager
 - 1 x Agency Advisor
 - 1 x Marketing Officer
 - 2 x Recruitment Officers
- 7.13 The new post of Senior Team Manager has in recent months been appointed to following an external recruitment campaign and is employed by Bolton Council and will be based in the Hub at Bolton. This postholder is now instrumental in driving forward the day to day development and implementation activity of the Regional Adoption Agency. The other four new positions will also be based at the Hub and will provide opportunity for career development for some staff seconded to the Regional Adoption Agency. Where ringfenced recruitment activity across the Regional Adoption Agency does not achieve successful appointment the posts will be advertised as Bolton Council positions.
- 7.14 Each local authority has agreed to provide business support resource to the Regional Adoption Agency, amounting to 8 FTE's across the six authorities. It has been agreed this resource can either be in the form of seconded staff or a monetary resource to allow funding for recruitment to the required 8 FTE allocation, with the successful applicant being a substantive employees of the local authority that has provided the monetary resource.
- 7.15 It is proposed that Tameside Council will provide business support equivalent to 1 FTE post (Grade C), with our resource being one of monetary value, not transferred staff.
- 7.16 Wherever possible work will be allocated to people best placed geographically to do the work as it will make sense to allocate work to staff that live and are familiar with a specific locality wherever possible. Staff will be able to touch down in any of the local authority based spokes when working in that locality and it is still the expectation that support will be

delivered locally, with staff able to be based in the local authority spoke when they are mainly working with families of a particular locality.

- 7.17 Team Managers will be based in the Hub at Bolton although they will spend considerable amounts of time in the spokes. Deputy Managers (and equivalent) will have a base in the Hub as well as the local authority spoke to ensure management offers consistency. This arrangement will result in staff based in the spokes not always having a manager on site with them. However normal management support systems will remain in place through monthly supervision, monthly team meets, annual review and on a day to day basis managers will remain contactable through e-mail and telephone.
- 7.18 Support staff will also have a base in the Hub; however it would not mean they are required to work from Bolton each day. There will be opportunity for them to also work from the spokes.

8. GOVERNANCE FOR THE Regional Adoption Agency

- 8.1 As already presented, a Regional Adoption Agency Board ('the Board') which includes the six Local Authority Children's Services Assistant Directors and the Chief Executives of the two Voluntary Adoption Agencies was established at the beginning of the Regional Adoption Agency application process, and has overseen the development of the Regional Adoption Agency. It is proposed that this Board will continue to be responsible for the strategic development, leadership, performance and evaluation of the Regional Adoption Agency and the co-ordination of appointment of staff.
- 8.2 It is further proposed that a Regional Adoption Agency Steering Committee is established to oversee and monitor the development and progress of the Regional Adoption Agency. The Steering Committee will comprise of one representative from each Voluntary Adoption Agency (Caritas Care and Adoption Matters) and the Lead Member for Children's Services from each Local Authority (or their designated deputy). The Steering Committee will meet quarterly and the Regional Adoption Agency Board will provide progress reports to the Committee on all aspects of the Regional Adoption Agency.
- 8.3 A legal agreement has been developed which the Council will be expected to sign up to on an individual basis and which sets out the arrangements for the provision of Tameside Council adoption services within the Regional Adoption Agency.

9. OFSTED INSPECTION REGIME

- 9.1 Presently Ofsted's position is that it will not inspect Regional Adoption Agencies in their own right and that adoption services will continue to be inspected through the eyes of each local authority.
- 9.2 Prior to November 2013 local authority adoption services were subject to their own individual Ofsted inspection. From November 2013 Ofsted inspections of local authority services for children in need of help and protection, children looked after and care leavers included inspection of local authority adoption agencies and fostering services. Accordingly the Council's 2016 Ofsted inspection for our Children's services included the adoption service and responsibility for that would remain with the Council under these Regional Adoption Agency proposals.

10. TIMEFRAMES FOR IMPLEMENTATION AND REVIEW

- 10.1 'Go Live' for the Regional Adoption Agency is aimed for Monday 6 November 2017.

- 10.2 Point 6.2 of this report has already presented that at the start of each financial year each of the six local authorities will agree a minimum amount to be paid into the Regional Adoption Agency ensuring the Regional Adoption Agency has sufficient monies to operate.
- 10.3 Point 8.2 of this report has already presented the proposal for the establishment of a Regional Adoption Agency Steering Committee to oversee and monitor the development and progress of the Regional Adoption Agency, with the Steering Committee to comprise of one representative from each Voluntary Adoption Agency and the Lead Member for Children’s Services from each Local Authority (or their designated deputy). It is proposed this Steering Committee will meet quarterly and the Regional Adoption Agency Board will provide progress reports to the Committee on all aspects of the Regional Adoption Agency.
- 10.4 It is envisaged that these proposed arrangements will be in place for an initial two year period, following which further proposals will be presented as to the future of the Regional Adoption Agency as a consequence of its progress and success against its planned aims and objectives.

11. IMPLICATIONS OF THESE PROPOSALS ON TAMESIDE COUNCIL STAFF

11.1 Tameside Council Adoption Services team consists of the following:

Post Title	Grade	Salary Range (£)	Total no. of posts	Full Time Equivalent (FTE)	Permanent/ Temporary
Team Manager	Grade J	£38,237 - £41,025	1	1	Permanent
Practice Manager	Grade I	£33,437 - £36,379	1	1	Permanent
Social Worker	Grade H	£29,323 - £32,496 Plus discretionary market supplement	11	8.5	10 Permanent 1 Temporary (Maternity leave cover)
Family Support Worker	Grade F	£21,962 - £24,964	2	2	Permanent
TOTALS			15	12.5	

- 11.2 All employees above are in scope to become part of the Regional Adoption Agency arrangements. In addition, and as already presented in point 7.15 of this report, business support equivalent to 1 FTE post will also be included, with our resource being one of monetary value as opposed to a person due to our business support post presently being vacant.
- 11.3 A main implication of this arrangement is that five members of the team (Team Manager, Practice Manager, some social workers along with business support post once resourced) are expected to predominantly work from the Hub based in Bolton Town Centre, with the remainder of staff (social workers and Family Support Workers) continuing to be based at the Linden Centre, Denton, which will become a ‘spoke’ and which will have significant links into the Hub.
- 11.4 Employees who are to work from the Hub will not necessarily be required to travel to Bolton each working day, and the Regional Adoption Agency Senior Team Manager is keen to promote an agile/flexible working environment whereby staff can make best use of their time and avoid additional travelling time wherever possible. This approach is not dissimilar to the agile working environment the Council has been promoting since the decant from TAC offices.

- 11.5 It is proposed that our staff will second into the Regional Adoption Agency under these arrangements, with the secondments being reviewed on an annual rolling basis from the 'Go Live' date.
- 11.6 As already presented in this report under section 7, the proposed secondment arrangements do bring some complexities, particularly surrounding our staff potentially being line managed by someone seconded to the Regional Adoption Agency from a different partner authority and our staff working alongside other staff in similar roles that are subject to different terms and conditions; e.g. different salaries, different working week times and different holiday arrangements. However the Council is familiar with joint working arrangements, as they already exist in other areas of the council and therefore officers feel able to support staff appropriately under these circumstances. In addition it has been proposed that a working group be established to consider the alignment of some employment policies, such as supervision and annual review processes, with our staff continuing to be managed across all other employment processes in accordance with their existing substantive terms and conditions of employment they presently hold with the Council.
- 11.7.1 A fundamental principal of the Regional Adoption Agency is its commitment to focus on improving quality during the initial two year period with no intention to achieve savings from the formation of the Regional Adoption Agency, with each local authority committing to maintain staffing levels and operational budgets during this period of time. Accordingly there are to be no reduction in post levels at this time and the Board is committed to minimising disruption to staff during this period of change.

12. STAFF CONSULTATION AT BOTH A REGIONAL AND LOCAL LEVEL

- 12.1 Throughout the development of the Adoption NoW Regional Adoption Agency, updates on progress have been provided to staff in a variety of settings, such as team brief, workforce development sessions. More detail on the proposed arrangements were formally launched with affected staff at the end of June 2017, where staff across the 6 partner local authorities were invited to an initial staff briefing session, held on Friday 30 June 2017. This session provided further clarification on the wider context of the Government's drive to move to regional adoption arrangements and gave the first opportunity for staff to see how the proposed Regional Adoption Agency arrangements would affect them personally from an employment perspective. A number of Frequently Asked Questions (FAQ's) were produced as a consequence of this initial staff briefing session and responses have since been circulated to staff.
- 12.2 Around this same time and to assist in the regional consultation process, a HR working group was established, with each of the 6 local authority partners asked to nominate a HR representative who would act as a link during the consultation period between the Regional Adoption Agency Senior Team Manager and affected staff and their local trade union representatives. The first meeting of this group took place on 27 June 2017 and the group was subsequently provided with a consultation pack that was to be launched individually by each local authority. The use of the same consultation pack ensured consistency of approach across all partners, ensuring all affected staff received the same messages.
- 12.3 The launch of formal consultation with Tameside Council staff commenced with the proposals being presented to our local trade union representatives at the Council's Employment Consultation Group on 18 July 2017. Following this an initial staff consultation session took place on 25 July 2017. At that time it was presented that the formal consultation period with staff would close on 21 August 2017, with 'Go Live' aimed for the beginning of October 2017.

- 12.4 These initial consultation meetings gave staff their first opportunity to see the proposed staffing structure (as already referenced at Appendix 1), which identified the proposed team split across the three work streams and the proposed daily work base for each of these three work streams (i.e. whether the team was proposed to work primarily based from the Hub in Bolton, or primarily based in a spoke within their existing local authority locality, or an amalgamation of the two). Since the launch of formal consultation at a local level a number of subsequent consultation meetings have taken place with our staff and their local trade union representatives and a number of local FAQ's have been developed and responses have been circulated.
- 12.5 Whilst local consultation with staff continued to take place during July/August 2017 the Regional Adoption Agency Board members received formal communications from various local trade union representatives, stating they did not accept consultation being undertaken at that time was at any formal stage. They requested a meeting with representatives from the Regional Adoption Agency Board and employers. A meeting was arranged for 1 September 2017 and both our local UNISON and GMB full time representatives attended this meeting. The outcome of this meeting was agreement for the consultation process to be paused until all local trade union representatives had received sight of a number of key documents relating to the background and governance of the Regional Adoption Agency, enabling trade union representatives to have a more informed and considered dialogue with their members and to assist a smoother consultation process. A follow up meeting was arranged with the trade unions for 15 September 2017 and this resulted in a revised consultation pack being circulated to all affected staff across the region. The timeline was also amended to reflect re-commencement of formal consultation, to go up to mid October 2017, with a revised 'Go Live' date of Monday 6 November 2017.

Main issues raised by Tameside Council staff with regard to the proposals for Regional Adoption Agency implementation

- 12.6 Tameside Council staff affected by the Regional Adoption Agency proposals realise the proposed changes are as a consequence of Government legislation and remain very committed to the success of the Regional Adoption Agency in an effort to ensure provision of a continued and successful adoption service for Tameside children and families and adopters. However there are some practical day to day issues that are of concern to staff which are detailed below, along with proposed responses provided by management in an effort to remedy their concerns:

Details of the issue	Management response
Additional travelling costs and travelling time employees will incur as a consequence of the Regional Adoption Agency proposals	
Some staff will be expected to be based at Bolton under these proposals for either part or whole of their working week. Other requirements will include some staff undertaking regular travel across the region covering the other 5 partner authorities, due to the way the Regional Adoption Agency will operate. The question has been posed as to whether business car mileage is eligible for payment otherwise the proposed arrangements would be at an additional cost to the individual employee, through no choice of their own. In addition there is no provided car parking arrangements at the Hub base at Bolton and public car parks are the only source of parking	It is recognised that the proposed changes place an obligation on staff to transfer under the Regional Adoption Agency arrangements which will impact on everyday activity for them on an individual basis and could potentially be an additional cost to them personally with regard to fuel costs and car parking fees. Accordingly it is proposed that the wording of the secondment agreement for our staff will continue to reflect that their normal working base remains within Tameside, with the expectation that for some of their working week they may also have temporary bases within Bolton. This wording will result in staff satisfying the requirements for being able to claim business mileage in accordance with the Council's Claiming for

<p>available, at a cost. Furthermore, the travelling time to and from Bolton at the start and end of the working day is likely to extend the day for staff travelling to and from home, with employees stating this will have an impact on personal caring responsibilities, such as collecting children from local nurseries before closing times. Staff has asked whether car parking fees can be reimbursed and whether travelling time can be allocated as part of their normal working day to attend work at the beginning of the working day and leave work at the end of the working day.</p>	<p>Travel Policy, both with regard to being able to claim additional mileage undertaken in their working day and to claim for car parking fees in Bolton or elsewhere across the other five partner authorities where appropriate. These arrangements however will still require employees to seek the most cost effective method available, including assessing the availability of off road parking. Affected employees are already familiar and supportive of their ongoing requirement to work in a cost effective manner and understand these requirements would continue under the Regional Adoption Agency arrangements.</p> <p>Commitment has also been given to undertake a review of all employees' business mileage after 6 months of operation to ascertain whether any employee meets the criteria for access to essential user car allowance. This review facility is already a feature of the Council's Claiming for Travel Policy for employees who transfer post within the Council.</p> <p>With regard to providing travelling time to and from Bolton or any of the other 5 regions at the start and end of a working day, unfortunately this cannot be accommodated. Employees are required to work their normal contracted working week for which they are remunerated and this requirement will remain in place to ensure parity with all other council staff. However there is a high level of commitment from all senior managers responsible for the development and implementation of the Regional Adoption Agency that flexibility of approach will be supported with regard to agile working opportunities, suitable start and finish times for team meetings and flexibility in how duty rota arrangements would be carried out. The aim will be to minimise travelling time for staff.</p>
<p>Pay differentials across the 6 partner local authorities for undertaking similar roles</p>	
<p>Key documents provided to all staff across the region as part of the consultation process has identified the pay levels in place for the job roles across the partner authorities. This has highlighted some pay differentials, particularly across the team manager and practice manager (deputy team manager) roles, with our own employees having been disappointed to learn that</p>	<p>Council posts to be placed within the Regional Adoption Agency are generic job roles that are also in place in other teams across both Childrens and Adult Services social work teams. Consequently the Regional Adoption Agency arrangements could not result in the Council reviewing the pay level of the particular roles being seconded into the Regional Adoption Agency in isolation, as any review would impact on</p>

<p>their pay levels are lower in comparison to the majority of their partners under the Regional Adoption Agency arrangements for undertaking almost the same duties and responsibilities. Employees have requested whether this position can be reviewed.</p>	<p>all similar job roles remaining across the Council. To undertake a review solely on the roles being placed within the Regional Adoption Agency would bring risk to the Council with regard to pay inequality and potential claims for discrimination. However completely separate to these Regional Adoption Agency proposals, the Council has already undertaken a commitment to review job roles across pay grades H, I and J within the Council's pay structure as part of its recruitment and retention strategy. Any outcomes of this review would also impact on some of the job roles the Council is considering seconding to the Regional Adoption Agency. This is in addition to the recent market forces pay supplement that has been put in place for a 2 year period specifically for Children's social worker posts, of which some of these social worker posts are covered by these secondment arrangements.</p>
<p>Wording contained within the secondment agreement</p>	
<p>Staff have requested clarification around some of the wording relating to the secondment agreement, in particular where it stipulates them taking instruction from the Host management, reference to Hosts policies and procedures, and then agreeing to a variance to their existing contract of employment.</p>	<p>Clarification has been provided to staff on the relevant parts of the secondment agreement that have been questioned. The secondment agreement to be used is a standard draft that has been used by the Council for a number of years and has served a number of other secondments well. It has also been agreed as a model of good practice across the GM Local Authority region. However some tweaks of wording will occur to suit the Regional Adoption Agency working arrangements, in particular the section relating to health and safety in an effort to continue protection for staff. It is not envisaged the secondment agreement will be an issue at the time of signing, albeit staff will have to accept that the secondment arrangement in itself does form a variance to their current contract of employment with the Council and accordingly they will need to sign acceptance to a variance to their existing contract of employment with the Council.</p>

12.7 Whilst the Council has worked well with the affected staff and their local trade union representatives and continues to do so in an effort to provide clarity and reassurance on any issues raised, commitment has also been provided that should any member of staff not want to second into the Regional Adoption Agency arrangements at the outset then the Council will do all it can to seek alternative employment for them as part of the Council's at risk/ redeployment process. The majority of job roles covered by these arrangements are children social work positions and there remain a number of posts in that service area presently vacant or being undertaken by agency workers. It is envisaged therefore that suitable alternative employment could be sought, albeit it would be in another team outside of adoption services. Clearly this is an individual employee's personal choice. However

most of the affected employees are committed to continuing to work within adoption services and so the expectation is that most staff would choose to second into the Regional Adoption Agency.

- 12.8 The terms of the secondment agreement also allows opportunity for a secondee to give appropriate notice should they wish the secondment arrangements to cease for them at any time and return to their substantive employer. Therefore this option also remains available to affected staff, upon which as similar to point 11.6 above, the Council would do all it can to seek alternative employment for them under the Council's at risk/redeployment process.

13. SUMMARY AND TIMEFRAMES

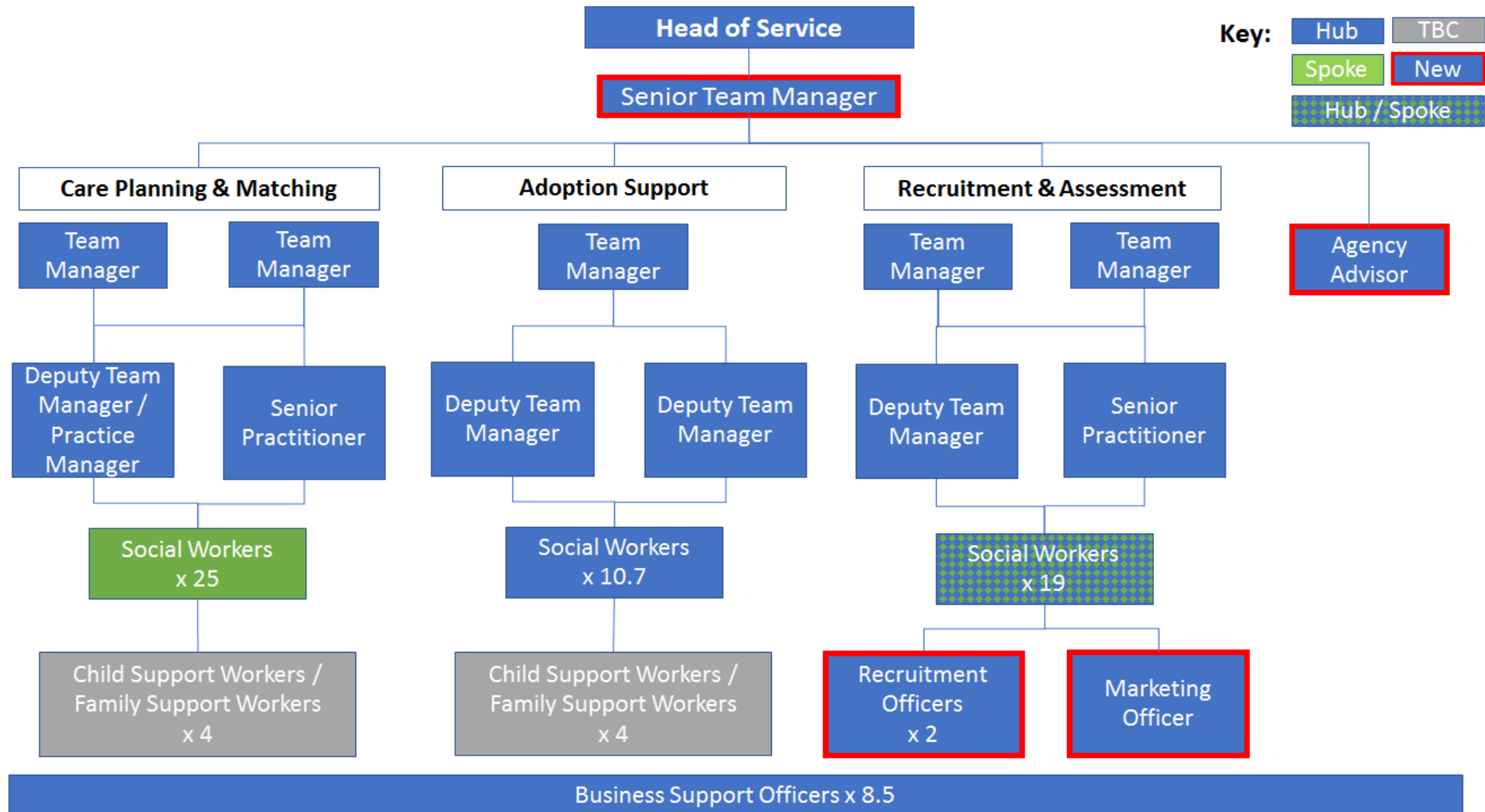
- 13.1 In January 2013 the Coalition Government outlined a vision of a new adoption system where there were fewer organisations recruiting and assessing adopters with most of these organisations operating at a much greater scale.
- 13.2 The Education and Adoption Act 2016 required local authority adoption services to regionalise where they were not making voluntary plans to do so by 2020, with the expectation that planning was to have started by 2017, with entry into a regional adoption agency being completed by 2020.
- 13.3 This resulted in a partnership emerging now branded as the Adoption NoW Regional Adoption Agency., comprising of ourselves along with five other local authorities (Blackburn with Darwen, Bolton, Bury, Rochdale, Oldham) and two Voluntary Adoption Agencies (Caritas and Adoption Matters North West). A Regional Adoption Agency bid was developed and successful, with funding provided by the DfE totalling £390,000 to promote the development of the Regional Adoption Agency, devolved over a two year period,. This is set up funding only and will cease at the point that the Regional Adoption Agency becomes operational.
- 13.4 Development work has been ongoing by the Adoption NoW Regional Adoption Agency Board members to design the overall vision, aims and principles for the Regional Adoption Agency arrangement, with Bolton Council being determined as Host for the arrangements. More recent developments have produced a Hub and Spoke preferred delivery operating model, with the proposal that existing staff across the six local authority adoption teams be placed in the Regional Adoption Agency through a secondment arrangement.
- 13.5 The initial two years of the Regional Adoption Agency arrangement will focus on improving quality and as such there is no intention to achieve savings from the formation of the Regional Adoption Agency, with each local authority committing to maintain staffing levels and operational budgets during this period of time.
- 13.6 The future governance arrangements are proposed as a Regional Adoption Agency Steering Committee being established to oversee and monitor the development and progress of the Regional Adoption Agency. The Steering Committee will comprise of one representative from each Voluntary Adoption Agency (Caritas Care and Adoption Matters) and the Lead Member for Children's Services from each Local Authority (or their designated deputy). The Steering Committee will meet quarterly and the Regional Adoption Agency Board will provide progress reports to the Committee on all aspects of the Regional Adoption Agency.
- 13.7 A legal agreement has been developed which the Council would be expected to sign up to on an individual basis should it agree to the Regional Adoption Agency arrangements and which sets out the arrangements for the provision of Tameside Council adoption services in the Regional Adoption Agency.

- 13.8 Ofsted's position is that it will not inspect Regional Adoption Agencies in their own right and that adoption services will continue to be inspected through the eyes of each local authority.
- 13.9 Staff consultation commenced on 25 July 2017 with council staff affected by the Regional Adoption Agency arrangements. This consultation process was put on pause at a regional level following feedback from trade union representatives and was recommenced on 18 September 2017. The consultation period is due to close mid October 2017.
- 13.10 The main issues identified to date during staff consultation at a local level cover the areas of increased travelling costs, car parking and pay parity. Responses have been provided to staff. Where staff remain unable to accept any secondment arrangement within the Regional Adoption Agency a commitment has been given to to seek suitable alternative employment for them as part of the Council's at risk/redeployment process.
- 13.11 It is proposed that the Regional Adoption Agency will 'Go Live' with effect from Monday 6 November 2017, on an initial two year basis, with annual reviews of both the Regional Adoption Agency outcomes and the secondment arrangements taking place.

14. RECOMMENDATIONS

- 14.1 As stated on the report cover.

PROPOSED STRUCTURE



Key:

- Hub (Blue box)
- TBC (Grey box)
- Spoke (Green box)
- New (Red border)
- Hub / Spoke (Dotted Green box)

APPENDIX 2

FINANCIAL PRINCIPLES AGREED AT THE REGIONAL ADOPTION AGENCY BOARD IN MAY 2017

Principles:	What this Means:
We will commit to a minimum amount for the budget on an annual basis to give stability.	LAs will pay a minimum amount to the Regional Adoption Agency every year to ensure the Regional Adoption Agency has enough money to run. In the first year this will be no less than the current spend.
Annual commitment to number of posts in teams and that vacancies will be filled.	LAs will commit to dedicating a specified number of posts to the Regional Adoption Agency. There will be no staffing reductions in the first two years we form the Regional Adoption Agency.
We will put transitional arrangements in place to accommodate for a part-year start to the Regional Adoption Agency	We will adopt an interim model for ease and practicality due to the Regional Adoption Agency going live in the middle of the 2017/18 financial year.
There will be no interagency fees between Local Authorities who are members of the Adoption NoW Regional Adoption Agency.	The six LAs will not pay or receive income for interagency fees for placing children with adopters with each other from October 2017 onwards.
There will be interagency fees paid to our Voluntary Sector Partners.	We will continue to pay our voluntary agency partners interagency fees for placing our children with their adopters.
Overhead costs of running the service will need to be shared amongst members of the Regional Adoption Agency on an agreed basis.	We will agree to split overhead costs (i.e. HR, ICT, accommodation, etc.) between the six LAs to ensure this is shared fairly and the host does not single headedly carry this burden.

APPENDIX 3



TAMESIDE COUNCIL YEAR ONE CORE CONTRIBUTION (PER 2016/17 EXPENDITURE)

	£
Training	5,616
Training	2,107
Specialist Staff Training / Course Fees	3,189
Conference / Training	320
Panel Costs	22,985
Courier / paperwork / postage / envelopes	931
Panel chair (fees & mileage)	11,141
Independent member costs	6,931
Panel iPads & Accessories	3,982
Other Adopter Services	22,576
DBS Checks - Services - not Staff	2,693
Medicals	
Dog assessments	11,488
Professional Child Services	
Settling in / Set Up Fees	5,195
Contact Fees	60
Court Fees	2,720
Adopter Court / Application Fees	420
Operational Budgets	8,902
Printing & Stationery	4,303
Other	140
Catering (Food)	488
ICT Equipment, Comms & Computing	3,971
Adoption Support	25,291
Adoption Support Costs	7,389
Adoption support group	239
Group refreshments	488
Adopter training / workshops	885
After Adoption	15,000
Activity Day Costs	1,290
Prep Group	500
Prep Group / catering	500
Recruitment costs	3,983
Marketing and advertisement	2,150
Adopter Training Reimbursement	73
Adopter Mileage & Accommodation	1,350
Good practice guide	410
Licences, subscriptions & memberships	12,007
Link Maker	4,580
Coram Baaf licence / memberships fee	5,880
Ofsted	1,547

Commissioning Budgets	15,668
(Tameside) Adoption 22	3,102
Adopt North West	12,049
Inter-country adoption	517
TOTAL:	117,528

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Agenda Item 5

Report To:	EXECUTIVE CABINET
Date:	18 October 2017
Executive Member/Reporting Officer:	Councillor Brenda Warrington – Executive Member for Adult Social Care and Wellbeing Sandra Whitehead – Assistant Director - Adult Services
Subject:	NOTIFICATION OF CQC RATING FOR LEARNING DISABILITY SERVICE
Report Summary:	<p>This report reflects on the recently published CQC rating for the learning Disability Service (Supported Accommodation) following the inspection in July 2017.</p> <p>The service received an overall rating of 'GOOD' with one domain, Responsive, being rated as 'outstanding'. This is a reflection of the person centred way that management and staff ensure that person centred services are delivered, ensuring positive outcomes and fulfilling lives for people who are supported by the service.</p>
Recommendations:	To note the recent CQC 'GOOD' rating for the Learning Disability Service (Supported Accommodation).
Links to Community Strategy:	<ol style="list-style-type: none">1. Supportive Tameside2. Prosperous Tameside3. Safe Tameside
Policy Implications:	In line with Council Policy
Financial Implications: (Authorised by the Section 151 Officer)	There are no direct financial implications arising from the report.
Legal Implications: (Authorised by the Borough Solicitor)	The CQC inspection in this area of service provision confirms that the Council is meeting all legal requirements set by the Health and Social Care Act 2008 and associated regulations.
Risk Management:	There are no risks identified as a result of the findings of the recent inspection of the Learning Disability Service.
Access to Information:	Background papers and information can be obtained by contacting Mark Whitehead, Head of Strategic Operations Adult Services  0161 342 3719  mark.whitehead@tameside.gov.uk

1. BACKGROUND

- 1.1 The Learning Disability Service is one of three services provided by the Council, within Adult Services, that are registered with the Care Quality Commission (CQC).
- 1.2 The Service was inspected by CQC on 4 July 2017. This involved an Inspector spending the day in the borough meeting with service users, staff and managers to understand the impact on the care and support provided on people's lives and the systems and processes in place to support and manage staff to deliver good quality services.
- 1.3 The Director of Social Services (DASS) and the Registered Manager were formally notified of the outcome of the inspection on 13 September 2017, with the report being formally published on 15 September 2017.

2. OUTCOME OF THE INSPECTION

- 2.1 The overall rating for the service is 'GOOD'. Five key domains are considered: the service was rated 'GOOD' for *Safe, Effective, Caring and Well-led*, with an 'OUTSTANDING' rating for *Responsiveness*.

	Safe	Effective	Caring	Responsive	Well-led
Key question rating	Good	Good	Good	Outstanding	Good

Overall location rating	Good
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- 2.2 There was very positive feedback and examples given in the report, attached at Appendix 1 regarding the care and support provided by and to staff. Some of examples of this are:

'People who used the service received an excellent personalised service that met their individual needs and preferences. People were at the centre of how their service was run and were fully involved in the planning and developing of the service. Staff used innovative ideas and actions to improve people's quality of life and to give them outstanding opportunities in daily life.'

'People were safeguarded from abuse as staff knew what constituted abuse and what to do if they suspected abuse had taken place. The provider followed the local safeguarding procedures as appropriate.'

'There were sufficient numbers of suitably trained staff to keep people safe. New staff were recruited through rigorous recruitment procedures to ensure they were fit to support people.'

'The systems the provider had in place to monitor and improve the service were effective and people who used the service were at the centre of how the service was run.'

- 2.3 As a result of a 'GOOD' rating it is likely that the service will not be re-inspected for up to two years.

- 2.4 As required, the service rating will be displayed '*... 'conspicuously' and 'legibly' in each and every premises where a regulated activity is being delivered, in your main place of business and on your website(s) if you have any, where people will be sure to see it...*' as legally required since 1 April 2015.

3. CONCLUSION

- 3.1 CQC has recently published the rating for the Learning Disability Service – this was 'GOOD'.
- 3.2 The service is very pleased that the hard work and focus on providing person-centred services to deliver great outcomes for people with learning disabilities has been recognised and acknowledged in the inspection findings.

4. RECOMMENDATION

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

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Tameside Metropolitan Borough Council

Tameside Learning

Disability Service

Inspection report

Dukinfield Town Hall
King Street
Dukinfield
Cheshire
SK16 4LA

Date of inspection visit:
04 July 2017

Date of publication:
15 September 2017

Tel: 01613425240

Website: www.tameside.gov.uk

Ratings

Overall rating for this service	Good ●
Is the service safe?	Good ●
Is the service effective?	Good ●
Is the service caring?	Good ●
Is the service responsive?	Outstanding ☆
Is the service well-led?	Good ●

Summary of findings

Overall summary

This announced inspection took place on 4 July 2017. This was the provider's first inspection since registration in 2015.

Tameside Learning Disability Service provided personal care to people who had a learning disability in their own homes. There were 80 people using the service at the time of the inspection.

There was a registered manager in post who was unavailable on the day of the inspection. A registered manager is a person who has registered with the Care Quality Commission to manage the service. Like registered providers, they are 'registered persons'. Registered persons have legal responsibility for meeting the requirements in the Health and Social Care Act 2008 and associated Regulations about how the service is run.

People who used the service received an excellent personalised service that met their individual needs and preferences. People were at the centre of how their service was run and were fully involved in the planning and developing of the service. Staff used innovative ideas and actions to improve people's quality of life and to give them outstanding opportunities in daily life.

People felt able to complain and their views were regularly sought through meetings and reviews of their care.

People were safeguarded from abuse as staff knew what constituted abuse and what to do if they suspected abuse had taken place. The provider followed the local safeguarding procedures as appropriate.

People were supported to take risks to enhance their independence. Staff knew people's risks and followed individual risk assessments to minimise the risk of harm.

There were sufficient numbers of suitably trained staff to keep people safe. New staff were recruited through rigorous recruitment procedures to ensure they were fit to support people.

People were supported to take their medicines by staff who were trained to support them. Staff received support and training to be able to fulfil their roles effectively.

The provider followed the principles of the Mental Capacity Act 2005 by ensuring that people were consenting to their care or where they lacked mental capacity were supported by their legal representative.

People were supported to maintain good health by staff who supported them to receive the health care support they required. People's dietary needs were met and they were supported to eat and drink to maintain a balanced diet.

People were treated with dignity and respect and were fully involved in their care planning and delivery. People's right to privacy was upheld.

The systems the provider had in place to monitor and improve the service were effective and people who used the service were at the centre of how the service was run.

The five questions we ask about services and what we found

We always ask the following five questions of services.

Is the service safe?

Good ●

The service was safe.

People were safeguarded from the risk of abuse as staff recognised and acted upon any signs of abuse.

People were supported to take risks to promote their independence and staff knew people's risks and supported them to stay safe.

There were sufficient numbers of suitably trained staff who had been employed through safe recruitment procedures.

People were supported to take their medicines in a safe way.

Is the service effective?

Good ●

The service was effective.

People were cared for by staff who were supported and trained to fulfil their roles.

The principles of the Mental Capacity Act 2005 were followed to ensure that people who lacked mental capacity to consent to their care and treatment were supported to make decisions in their best interests.

People were supported to eat and drink food of their choice dependent on their individual needs and preferences.

When people became unwell or their health needs changed they were supported to seek advice from health care professionals.

Is the service caring?

Good ●

The service was caring.

People were treated with dignity and respect and their right to privacy was upheld.

People were encouraged to be as independent as they were able and to maintain friendships and relationships.

People were involved in the decisions about their care and support.

Is the service responsive?

The service was very responsive.

People who used the service were at the centre of what staff did to support them.

Staff used innovative ideas to support people to experience an excellent quality of life dependent on their individual needs and preferences.

People felt able to complain and staff used tools to recognise when people with communication difficulties may not be receiving the care they needed.

Outstanding 

Is the service well-led?

The service was well.

The provider had systems in place to ensure that the quality of service was continually monitored and improved.

People who used the service were at the centre of the service delivery and were involved in decisions about how their service was run.

There was clear leadership and management throughout the service.

Good 

Tameside Learning Disability Service

Detailed findings

Background to this inspection

We carried out this inspection under Section 60 of the Health and Social Care Act 2008 as part of our regulatory functions. This inspection was planned to check whether the provider is meeting the legal requirements and regulations associated with the Health and Social Care Act 2008, to look at the overall quality of the service, and to provide a rating for the service under the Care Act 2014.

This inspection took place on 4 July 2017 and was announced. The provider was given 48 hours' notice because the location provides a domiciliary care service for people with a learning disability and we needed to be sure that someone would be able to facilitate the inspection.

The inspection was undertaken by an inspector and an expert by experience. An expert-by-experience is a person who has personal experience of using or caring for someone who uses this type of care service.

Before the inspection, the provider completed a Provider Information Return (PIR). This is a form that asks the provider to give some key information about the service, what the service does well and improvements they plan to make. We reviewed the information that we held about the provider and the service which included notifications that we had received from the provider about events that had happened at the service. For example, serious injuries and safeguarding concerns.

We spoke with 26 people who used the service. We spoke with 11 members of staff and two three members of the management team.

We looked at the care records for eight people who used the service. We looked at staff support and training records and two staff recruitment records. We looked at the systems the provider had in place to monitor and improve the service for people.

Is the service safe?

Our findings

People who used the service were safeguarded from the risk of abuse. One person told us: "I feel safe and if I didn't I would talk to my carer". Staff told us how they supported people to recognise any dangers or signs of abuse. One person told us: "I go out on my own and bad people are red and good people are green, I know to ring the staff and tell them 'red people', if I am worried". Staff we spoke with demonstrated an understanding of what constituted abuse and told us if they suspected abuse they would report it to a senior member of staff or a manager. The registered manager had raised safeguarding referrals appropriately in the past when they had suspected abuse.

People were able to take risks to enhance their quality of life as staff supported people in risk by assessing activities and specific care tasks. Staff spent time with people drawing up plans in relation to community activities. One person with the support from staff recognised that they became anxious at certain times during an outing and this put them at risk. Staff had drawn up a 'Planning an outing' checklist which helped the person think about how they might react at any given point whilst out. The checklist helped the person recognise when they were becoming anxious and what they needed to do if they did. Prior to receiving a service this person's community presence had been monitored and limited. This person told us: "I visit my relative and play pool, the staff look after me and I feel safe".

Some people who used the service at times became anxious and aggressive towards themselves or others. Staff had been trained to support people during these times to maintain the person's and other's safety. Staff recorded incidents of anxiety and what action had been taken to manage the incident. There were designated members of staff who trained and supported other staff in how to support people at times of heightened anxiety. A member of staff told us: "We very rarely have to hold a person as we know people and how to distract them when we see they are becoming anxious". We saw that one person's incidents of aggression had notably reduced through risk assessments and staff's consistent approach and this had a positive impact on their life.

People who used the service required different levels of staff support dependent on their individual needs. Some people required staff support 24 hours as day whilst other people only required staff support at certain points throughout the day. People we spoke with told us that staff were there when they needed them. One person told us: "I feel safe, there is always someone with me". Another person said: "The staff are always here and they listen to me". And another person said: "There is always a member of staff if I just use the intercom they will come". Staff we spoke with told us that there were sufficient numbers of staff to ensure that people received the care they required. A senior member of staff told us: "I've linked two teams of staff so that there is flexibility to share staff between services, all staff know all the people in both homes".

We saw records that confirmed the provider used safe recruitment procedures when employing new staff. Pre-employment checks would include references and the completion of disclosure and barring service (DBS) checks. DBS checks are made against the police national computer to see if there are any convictions, cautions, warnings or reprimands listed for the applicant. This meant that provider could be sure that staff were of good character and fit to work with people who used the service.

People required different amounts of support with taking their medicines. One person told us: "The staff give me my tablets as I get confused". Another person told us: "I take my own tablets the staff just have to remind me". We saw that people had individual medication care plans and risk assessments to inform staff how to support people with their medicines. All staff had received training in the safe administration of medication and we saw that senior staff undertook competency checks to ensure that staff were carrying out the task safely.

Is the service effective?

Our findings

People who used the service were being cared for by staff that were supported and trained to fulfil their roles. One person told us: "The staff work really hard and are very good", another person said: "All the staff are good workers". Staff told us that they received support from a senior member of staff and we saw there was a comprehensive training programme. Staff told us that they had received the training they required to be able to complete the tasks asked of them and in relation to the individual needs of the people they were providing care for. For example, one person required support to maintain their diet through a percutaneous endoscopic gastrostomy (PEG). Peg is a medical procedure in which a tube is passed into a person's stomach through the abdominal wall, most commonly to provide a means of feeding when oral intake is not adequate. Staff caring for the person with the PEG told us that they had received training in how to care for the PEG site and support the person with their food, fluids and medicines through it.

Other staff told us that their line managers recognised achievement and supported them to develop their skills. One staff member told us: "I've been put forward to be an assessor for other staff's national vocational qualifications; I'm really keen to learn". Three other staff we spoke with had lead roles in the delivery of training to staff in relation to moving and handling and supporting people with their anxieties and aggression. This showed that staff were supported and encouraged to better themselves and other staff through their own personal development.

The Mental Capacity Act 2005 (MCA) provides a legal framework for making particular decisions on behalf of people who may lack the mental capacity to do so for themselves. The Act requires that, as far as possible, people make their own decisions and are helped to do so when needed. When they lack mental capacity to take particular decisions, any made on their behalf must be in their best interests and as least restrictive as possible.

People can only be deprived of their liberty so that they can receive care and treatment when this is in their best interests and legally authorised under the MCA. We checked whether the provider was working within the principles of the MCA, and whether any conditions on authorisations to deprive a person of their liberty were being met. We saw people's mental capacity to consent to their care had been assessed and when people lacked the capacity to agree to specific care and support, the principles of the MCA were followed. For example, one person was not able to agree to move to a new home. We saw that a best interest meeting had been held with all the relevant care agencies and relatives who supported the person and a decision was made in the person's best interest.

We saw and we were told that some people had restrictions in place to maintain their safety. For example, one person had a camera installed in their room and this was to be used only at times of heightened anxiety for staff to monitor the person and if necessary prevent them hurting themselves. Because the person was being cared for in their own home this had been agreed through the Court of Protection. The Court of Protection in English law is a superior court of record created under the Mental Capacity Act 2005. It has jurisdiction over the property, financial affairs and personal welfare of people who lack mental capacity to make decisions for themselves. A member of staff told us and we saw that there were strict conditions to the

use of the camera and if it was used records were kept and the Court of Protection had to be informed to ensure that the person's right to privacy was being upheld. This showed that the provider was following the principles of the MCA by ensuring that people were lawfully being restricted of their liberty when deemed in their best interests.

People told us that staff supported them to eat and drink food and drink of their choice. One person told us: "I choose my food and the staff help me cook it". Another person told us: "If I want a sandwich I just have to ask and the staff cook my meals for me in the kitchen". Another person told us: "I've put on 61bs eating rubbish I know it's no good for me, the staff tell me to eat healthy but I choose what I eat myself". Some people required a special diet such as a PEG feed and soft diets and staff had received the training to be able to support these people with their diets. Staff we spoke with knew people they cared for well and were able to tell us how they supported people to eat, drink and maintain a healthy diet.

When people became unwell or their health needs changed, staff supported them to seek medical and professional advice and attend appointments. We saw a consultant's letter in relation to one person's recent appointment and it read: "The staff member supporting [Person's name] on the appointment was extremely helpful and I am glad to see [Person's name] is doing extremely well". Everyone had a healthcare action plan outlining people's health care needs which could be taken with them if they needed emergency treatment in hospital. We saw if people had specific health care needs such as epilepsy, that clear and comprehensive plans were in place to inform staff how to care for people when experiencing epileptic activity. This meant that people's health care needs were being met.

Is the service caring?

Our findings

People were respected and involved in their care and support. We had informed the provider that we would be visiting the office to ensure that someone would be available to help us with our inspection.

Arrangements had been made by the senior staff for several people who used the service to come to the office and meet us and talk with us about the care they were receiving. We were informed that some people had also been involved in the interviewing of new and prospective staff. One person told us: "I interviewed the staff and I would like to do it again". A senior member of staff showed us how people had been involved in the interview and this was to become a normal part of the process. People were involved in the reviewing of their care, through 'User Led' meetings. These meetings took place regularly with the person and their chosen representatives and people were able to talk about their likes, dislikes and hopes and aspirations. This demonstrated a respect for people who used the service as the staff were ensuring that people were involved in the processes that affected their care and that they were able to share their views.

People who used the service told us and from our observations staff treated people in a kind and caring manner. One person told us: "My carer is a good carer" and another person told us: "I love the staff they look after me really well". Staff we spoke with demonstrated a kindness and empathy towards the people they cared for. One staff member told us: "I love my job, it's so rewarding when you see progress in the people we support". Another staff member told us: "I acknowledge the person first and their disability second".

People told us that staff respected their right to privacy. One person told us: "The staff always knock before coming in". Another person told us: "The staff are very helpful especially with personal hygiene, they open the shower door for me then wait just outside in case anything happens".

People were supported to maintain friendships and relationships. One person told us: "The staff take me abroad every year to see my relative". Another person told us: "I see my relatives and they come to my flat". We saw a letter from another relative who was thanking staff for the support they were providing for their relative, they had written, 'It is the first time in our adult lives we have been able to be close'.

People were encouraged to be as independent as they were able to be. Staff supported people to pay their bills, do their shopping and manage their own finances. One person had been supported by staff to pay their rent when they visited us at the office. One person told us: "I go out on my own and I just let the staff know when I am coming back so they don't worry". Another person told us: "The staff respect me, I take myself to Manchester all the time".

Staff helped people gain support from an advocate if they required it to ensure that their voice was heard and their opinions would be respected. An advocate is independent of social services and the NHS, and who isn't part of your family or friends. An advocate's role includes arguing your case when you need them to, and making sure the correct procedures are followed by your health and social care services.

Is the service responsive?

Our findings

The service was flexible and responsive to people's individual needs and preferences, we saw that staff found creative ways to enable people to live as full a life as possible. People were supported to be involved in hobbies and activities dependent on their individual preferences. Some people had been supported to work, whilst others attended college or social activities, including swimming, shopping and eating out, to name but a few. No two people's care was the same and each person was treated as an individual. Staff we spoke with showed an exemplary value base and it was obvious that people were at the centre of the service and their preferences were understood and respected by the staff supporting them. People's care plans described their personal preferences, likes, dislikes and hopes for the future. We saw that these plans were regularly reviewed with people themselves to ensure they were relevant and reflective of people's current needs.

People's care and support was planned proactively in partnership with them. Staff used innovative and individual ways of involving people so that they felt consulted, empowered, listened to and valued. We met and spoke with several people who used the service who all told us how staff helped them have a fulfilling lifestyle that met their individual needs and preferences. We saw excellent examples of how staff had inventive ideas to support and enhance people's quality of life. We met one person who was living with autism and their carers. The person pointed to photographs of themselves on holiday at Disneyland which had been arranged and facilitated by staff. A member of staff told us that the holiday had been carefully planned with the airline company to ensure as little unsettlement for the person as possible. The airline had arranged for the person to board the plane first and to sit in a quieter area of the plane. This action had enabled this person to experience a holiday of their choice which without this support they would not have been able to achieve.

The senior member of staff told us that the home the person was living in was run specifically for people with autism and their individual needs. They showed us that they had applied for and been awarded an accredited status as an Adult Supported Living Service for people with autism and had to go through a thorough assessment process to receive the award. They told us they needed to maintain the standards at all times as they would be inspected on the standards later this year to receive accreditation again. This showed that the staff were looking at ways to ensure that people's needs in relation to their autism were being met to a high standard and ensuring the best quality of life for the people using the service.

One person historically had displayed behaviour when travelling in a vehicle that had put the driver and themselves at risk. The provider had applied for and gained a grant to purchase a purpose built vehicle which prevented the person from reaching the driver and allowed them to sit in the back alone. The windows on the vehicle had been purposely tinted to protect the person's dignity from the public. A member of staff who supported the person told us that they had also applied for a restriction through a court order to use a modified seat belt clip which the person was unable to undo themselves. The staff member told us: "[Person's name] doesn't even try to undo the seatbelt now, they sit happy and relaxed in the back, the fact they can't reach the driver I think stops the temptation and has taken the stress away. [Person's name] now just loves sitting and being driven around in their own vehicle". This innovative idea

had enhanced this person's quality of life and showed exemplary care.

We met another person with their carers. The person required a PEG for eating and drinking due to being at high risk of choking. PEG stands for percutaneous endoscopic gastrostomy, a procedure in which a flexible feeding tube is placed through the abdominal wall and into the stomach. A carer told us that the person was able to have a taste of food as long as the food was a very soft consistency. They told us that they had been for lunch at a restaurant before coming to meet us and so the person was able to experience choosing their own food and eating out, staff took with them a rechargeable hand blender. The blender was almost silent when in use and the member of staff told us that the person had chosen their lunch and staff had been able to discreetly blend it for them in the restaurant. These actions gave this person the opportunity to experience every day pleasures that they previously would not have been able to be involved in.

Staff encouraged, supported and respected people's cultural needs. One person we met and spoke with had specific cultural needs. We saw that the person was dressed in their own specific cultural style dress. They told us they ate certain foods and staff supported them in purchasing the food and ensuring the food was as they required when they ate out. The person was supported to shop for their clothes and food in the cultural part of the city that was specific to them and was able to talk to and enjoy the company of people of the same ethnicity. The person also attended a ladies group for people of the same ethnicity and staff had organised for them to have television channels available that met their cultural needs. A member of staff told us: "[Person's name] can speak English but if we think that they do not understand something or there are complicated discussions to have we arrange for an interpreter". We observed that the person and the staff member were able to hold a conversation with each other and there was a mutual respect for each other. This person had been separated from their family for some time and the staff were now supporting them to build relationships again by keeping in contact and escorting them on visits. The person told us that the visits to and from their family were very important to them. This showed that the staff were ensuring that this person's cultural needs were being met to give them a quality of life that was specific to them.

A member of staff told us that one person they supported became anxious when visiting the nurse for medical procedures. The staff had recognised that the person responded well when the nurse described what they were planning on doing using the person's own teddy bear. Staff ensured that the person took their teddy bear on health appointments so that the nurse could use the bear as a tool for communication with the person. The same person had epilepsy and experienced seizures, the staff knew the signs of when the person was going to have a seizure as they saw an imaginary animal at these times. Staff were able to support the person to a place of safety if the person began to talk about seeing the animal. These examples showed that staff knew people well and had an excellent understanding of people's needs and this was improving people's quality of life.

People were actively encouraged to give their views and raise concerns or complaints about their service. There were regular meetings with people who used the service and a service user forum and recruitment group who advocated for other people who used the service. People we spoke with told us that if they had concerns they would speak to the staff who supported them. One person told us: "I would tell [Carer's name] if I had any problems. The staff ensured that they regularly reviewed people's care so that people who had more complex needs had their actions and care plans analysed so any issues or concerns would be picked up quickly. The provider had a complaints procedure and they managed complaints accordingly.

Is the service well-led?

Our findings

There was a registered manager in post who was unavailable at the time of the inspection. The senior team facilitated the inspection in the manager's absence. We had informed the provider that we would be visiting the office and they had planned a schedule to ensure that we were able to speak with as many people who used the service as possible during our visit.

The team had developed and implemented an action plan as to how they would continue to improve the quality of the service for people. The plan included staff supporting people to hold monthly user led meetings where people were able to contribute with ideas of how to improve the service. People's care was regularly reviewed to ensure that their needs were still being met by the service and where improvements were required care plans were changed to reflect this.



The registered manager and team ensured that people who used the service were at the centre of what they did. They ensured that they sought the views and involved people as much as they were able to in the running of their service. The service was going through a period of transition and people who used the service had been involved in consultations about the planned changes to their service and were able to contribute to the process.

The provider planned to continue to support carers of people who used the service by ensuring they were kept informed of any changes through regular carer meetings, a newsletter and coffee mornings. These events gave carers the opportunity to suggest ideas for improvement and be involved in their relative's care planning.

Staff we spoke with all told us the registered manager and senior team were approachable. Staff received training, support and supervision for them to fulfil their role competently. Staff performance systems such as spot checks by a senior staff member were in place to ensure that the quality of care was maintained at a high standard at all times.

Systems were in place to ensure the health and safety of people who used the service, staff and visitors. Each service had a team leader who was responsible of ensuring that regular maintenance checks were undertaken throughout the services. Where risks were identified risk assessments were implemented and continually reviewed to ensure people's safety.

There was clear leadership and management structure throughout the service. The provider liaised with other external agencies to ensure people received the holistic support they required to live a fulfilling lifestyle.

Report To:	EXECUTIVE CABINET
Date:	18 October 2017
Executive Member/Reporting Officer:	Councillor John Taylor – Deputy Leader Emma Varnam – Head of Stronger Communities
Subject:	GUIDE TO EMPOWERING COMMUNITIES – CHRISTMAS 2017
Report Summary:	All Christmas events, apart from the Tameside lantern parade celebration, will be organised by either by a local community group, town team or town council. This report sets out the dates and plans for both local ‘switch ons’ and the corporate Tameside Lantern Parade.
Recommendations:	It is recommended that the approach set out in the report be noted and agreed including the dates and plans which will remain in place and not be subject to further change.
Links to Community Strategy:	The service makes a significant contribution to the priorities of the Council by; supporting a cultural offer that attracts people to the borough, improving the wellbeing of residents, increasing educational attainment and skills levels, bringing inwards investment and generally providing safe and welcoming venues and events for residents and visitors to the borough to enjoy.
Policy Implications:	It is essential that any proposals demonstrate value for money and make a clear contribution to Council priorities.
Financial Implications: (Authorised by the Section 151 Officer)	<p>The proposed cost to fund a single Christmas celebration in Ashton in 2017 is £28,000. A budget of £8,000 has been identified by Operations and Neighbourhoods and the remaining balance of £20,000 is proposed to be met by grant bids sponsorship and financial support from the Town Council. If this does not materialise the balance will need to be identified from existing budgets within Operations and Neighbourhoods.</p> <p>The associated costs of the Tameside Christmas Markets will be met from existing budgets within the Place Directorate.</p>
Legal Implications: (Authorised by the Borough Solicitor)	Any support provided by the council for Christmas events is discretionary and not statutory that said if such support not to expected professional standards claims could arise and there could be reputational impacts.
Risk Management:	Responsibility for all aspects of risk management at these events lies with the event organisers. The Council has provided support and guidance to event organisers throughout the year to assist them in meeting their obligations.
Access to Information:	<p>The background papers relating to this report can be inspected by contacting the report writer, Emma Varnam by:</p> <p> Telephone:0161 342 3337</p> <p> e-mail: emma.varnam@tameside.gov.uk</p>

1. INTRODUCTION

- 1.1 It has been agreed that there will be one corporate Christmas celebration; the annual lantern parade taking place in Ashton on Saturday 18 November 2017 culminating in Old Cross Street car park.
- 1.2 All Christmas events outside the main event will organised by either by a local community group, town team or charity with some support from an external event manager (Event manager) and Tameside Cultural Services.
- 1.3 The organising teams are now required to fully fund their own events through sponsorship or grant funding. Any funding shortfall will not be met by the Council. For parity across the borough, Town Councils, including Ashton will make a contribution to the funding of the lighting and installation of the Christmas Lights. Using data from the past two year, the cost is estimated to be in the region of £4,000.
- 1.4 In order to support organisers meetings have been set up to support them going through the process of setting up a Christmas event and ensuring that an Event Notification form is submitted to the Council. All local organisers have identified an event manager. This person and other key local representatives have been in conversation with the Council appointed external event manager to ensure that they fully understand what is required of them. This ensures that any issues that may inhibit the delivery of a successful and safe event can be identified.
- 1.5 This report sets out the dates, initial plans and issues of what each local 'switch on' will entail as well as an overview of the annual corporate lantern parade.

2. DATES / PLANS

- 2.1 Meetings have now been held with representatives from each of the organising groups. The dates and initial plans proposed are as follows;

Table 1

16-19 November	Denton	Christmas market and switch-on
18 November	Tameside/ Ashton	Lantern Parade, starting Katherine Street and finishing at Fletcher Square car-park with pyros, community entertainment and Father Christmas
18 November	Stalybridge	Switch-on
22 November	Audenshaw	Switch-on
24 November	Dukinfield	Switch-on
24 November	Micklehurst	Switch-on
25 November	Hyde	Christmas market and switch-on
25 November	Mossley	Christmas market, lantern parade
25 November	Hollingworth	Christmas market, switch-on
25 November	Droylsden	Switch on, lantern parade and fairground

3. SUPPORT GOING FORWARDS / ISSUES

- 3.1 Initial surgeries were set up to identify any issues and what plans were already in place for local 'switch ons'. Based on the information provided further individual surgeries have been planned for 13 September, 11 October, 1 November and 10 November. Additional flexibility for extra surgeries to support events where the external event manager deems it necessary have also been built into the plan.

Table 2

16-19 November	Denton	The switch on date coincides with the corporate event.
18 November	Tameside/ Ashton	No overarching concerns.
18 November	Stalybridge	The switch on date coincides with the corporate event, but is independently organised. No over-arching concerns.
22 November	Audenshaw	No over-arching concerns
24 November	Dukinfield	No over-arching concerns. The event does coincide with the event in Micklehurst.
24 November	Micklehurst	No over-arching concerns
25 November	Hyde	This event coincides with Mossley and Droylsden, additional security will be required.
25 November	Mossley	There is some concern about parking and crowd management. They have altered their parade route, will identify clear parking, increase stewarding. Additional security will be required.
25 November	Hollingworth	No over-arching issues and event notification already submitted.
25 November	Droylsden	No over-arching issues. The date also coincides with both Mossley and Hyde events.

- 3.2 Due to the duplication of dates for events, the external event manager will not be on site to support on individual events. It is therefore necessary that any plans made by local groups are safe and financially viable. Some support will be available through neighbourhood service staff.
- 3.3 Dates for the switch on events were set in the board report June 2017, these were planned in to avoid unnecessary duplications of dates to facilitate enough Council support based on last year's experiences. However, these dates have largely been altered resulting in numerous duplications and increased risk to events due to limited Council presence.

4. TAMESIDE LANTERN PARADE

- 4.1 The corporate Tameside Winter lantern parade is being organised by Tameside Cultural Services in partnership with Global Grooves, a carnival and parade organisation with an international reputation and based in Mossley. External funding has been successfully applied for from the Arts Council (£15,000). Additional external Culture funding from AGMA (£11,500) has also been committed to the event. It is proposed that the local Town Council for Ashton contribute to the costs of this event as do the other Town Councils. It is anticipated that the contribution cost will be broadly in line with that of Hyde and Denton.
- 4.2 The title for this year's lantern parade is 'Tameside Winter Carnival Parade' to reflect the heritage in the borough of parades such as Cotton-Queen parades, Whit walks and other

processions. This will be brought up to the present to reflect the multi-cultural world through dance, costumes and lanterns.

- 4.3 Global Grooves will be leading the artistic side with support from Tameside Cultural Services. As last year artists will work with groups across the borough to create lanterns, develop dances and costumes to be part of the parade. 3 giant lanterns will also be commissioned to ensure the parade is a spectacle of sight and sound with samba and brass bands included also. Tameside Cultural Services will lead on the logistical elements and the finale in Old Cross Street car park.
- 4.4 The route of the parade will follow the same as last year with rolling road closures including Old Cross Street. Top end of Katherine Street will have a static road closure in place between 5-7pm to ensure the parade can assemble.
- 4.5 The Tameside Christmas Market will take place in the Market Street area of Ashton (behind Ashton Market Hall) from the last weekend in November (24-26 Nov, 1-3 Dec and 8-10 Dec) opening Friday and Saturday 10am–9pm and Sunday 10am–4pm.

5. CHRISTMAS TREE PROVISION

- 5.1 Carillion has committed to funding three years' of providing nine Christmas trees to the borough's nine towns. 2017 is the final year for this commitment. One Christmas tree will be provided for the following locations: Ashton, Audenshaw (Ryecroft Hall), Denton, Droylsden, Dukinfield, Stalybridge, Mossley, Hyde, Hollingworth. Any additional trees required will need to be purchased separately. The purchase of the tree does not include installation and lights. A new provider will be sought in readiness for Christmas 2018.

6. CHRISTMAS LIGHTING

- 6.1 Quotes based on 2016 requirements have been sent to each organiser. Engineers are still waiting orders to be placed.
- 6.2 There may be significant issues with staffing 'switch ons' due to the duplication of events. Which will result in extra costs to each local 'switch on' as it will require external contractors to be booked.

7. CONCLUSION

- 7.1 The plans are now being further developed by local event managers with support from the external event manager. It is envisaged that some events will need more administrative support than others but the aim is that all local 'switch ons' are fully funded.

8. RECOMMENDATIONS

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

Organising Your Tameside Christmas Event

Contents

1. Draft Event Management Plan
2. Safety Inspection Checklist
3. A Guide to Organising Outdoor Events 2015
4. Useful Contact Numbers
5. Event Overview Document 2015
6. Draft Staff Briefing Notes 2015

Please note these documents have been merged into a single document, it is envisaged that each document will be used as a standalone document and distributed as follows:

1. Draft Event Management Plan – Event Manager, Team, Ian Saxon, Roger Greenwood, Jackie Sharpe, GMP and other Key Partnership organisations.
2. Safety Inspection Checklist – Event Manager only.
3. A Guide to Organising Outdoor Events 2015 – For information only
4. Useful Contact Numbers – For information only
5. Event Overview Document 2015 – Event Manager and Roger Greenwood
6. Draft Staff Briefing Notes 2015 – All staff at the event.



**Event Management
Health and Safety Plan**

Christmas Event 2015

Location: _____

Date: _____

Prepared by

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- 1. INTRODUCTION**
- 2. EVENT COMPOSITION**
- 3. MANAGEMENT STRUCTURE & PROCEDURES**
- 4. SECURITY & STEWARDS**
- 5. TRANSPORT MANAGEMENT**
- 6. MEDICAL PROVISION**
- 7. EMERGENCY MANAGEMENT PROCEDURES**
- 8. WELFARE**
- 9. CONTACTS**
- 10. RISK ASSESSMENTS**
- 11. FORMS**

1. INTRODUCTION

In compiling this document due regard has been taken of appropriate legislation and guidance pertaining to this event. This includes:

- The Health & Safety at Work etc. Act
- The Management Regulations
- The Event Safety Guide: A guide to health, safety & welfare at music and similar events
- Managing Crowds Safely
- Fire Safety Order 2005

In order to provide information in the simplest manner this document references but does not contain other documentation such as Structural Calculations, Method Statements, Risk Assessments and insurance which will be stored electronically and/or hard copy. Copies of these are available on request.

The aim of this plan is to ensure, so far as is reasonably practicable, the safety of the spectators, participants, staff and performers involved in the staging of this event.

1.2 Objectives

To achieve this aim the objectives of the plan are to:

- Detail the operational procedures in place for the event
- Identify roles and responsibilities of organisations involved
- Identify lines of communication and control
- Identify those areas for which contingency arrangements need to be addressed
- Advise those organisations who may be required to implement external procedures or responses

1.3 Licensing

The event contains a licensed event space. However the four licensing objectives contained in the Licensing Act 2003 have been crucial to the development of the plan:

The Prevention of Crime and Disorder

A security and stewarding plan (see section 3.2) has been developed for the Christmas Lights Switch On event and the Police have been consulted by Neighbourhood Services, TMBC into the development of the plan. Neighbourhood Services will manage event control. Channel of command is outlined below.

Public Safety

This plan and communication of all the contents to staff and external organisations is a key part in ensuring the public safety of all.

A full risk assessment has been undertaken for each part of the event to ensure that risks can be mitigated so far as is reasonably practicable.

The Prevention of Public Nuisance

(Example Only)

The event is a weekend event in a public arena and therefore will affect the normal running of the site, due to restricted access throughout the event. The event is a free event, and as such larger crowds are expected compared to recent years although Neighbourhood Services have managed large-scale projects for numerous years. Communication will be distributed prior to the event, outlining the event to local businesses, via neighbourhood Service staff and include any other partners.

Litter will be monitored and a litter pick undertaken if deemed necessary. The stewards will respond accordingly to the waste management, reporting back to event Event Managers, if additional cleaning requirements are needed.

There is a fun fair on the day of the event only on land adjacent In addition a number of local community groups performing at the event and whilst, some noise pollution is expected, this will be managed and monitored throughout the event by Event Managers. All correspondence and decisions to be recorded through event control.

The local Policing team at GMP have restricted the fun fair to finish no later than 21:00hours to further control and restrict any public nuisance. They will be deploying Special Constables on the site on the Saturday evening to assist with this.

The Protection of Children and Vulnerable Adults from Harm

A clear Lost Children & Vulnerable Adults policy with Enhanced CRB / DBS checked staff is in place.

Any workshop leaders, who are working with children, will have relevant qualifications and Enhanced CRB / DBS checks.

All child participants/performers will be there with their own designated organisers/leaders/parents/guardians. Insurance

The Event Organiser is:		Insert name of Organising group / company.
The Insurance Policy Details are:		Insert Name of policy holder, Insurance Company and Insurance Broker
The Policy Number is:		Insert Number

The Event covered by the above Public Liability Insurance. All sub-contractors will hold a minimum of £10m Employers Liability Insurance and £10m Public Liability Insurance.

1. EVENT COMPOSITION

1.1. Event Outline

This is a Christmas Lights Switch On event comprising:

- an indoor craft fair located....
- junior fun fair rides located
- food vendors on square located.....
- family entertainment in the Civic Square commencing at 14:00hrs and concluding with the Christmas Lights Switch On and firework display at 18:30hrs.

The firework display will be delivered on land (include specific location) by a local licenced pyrotechic company include name used by the Council on numerous occasions in the past. A full risk assessment has been completed for this particular activity.

The event times and detailed programme is contained within the production schedule. Overall the event is a short event and will operate: Include Date

:

- Shaws Fun fair rides arrive to set up for 12 noon
- Craft fair stall holders arrive to set up in Concord Suite (09:00hrs)
- Set-up performance area (10:00hrs)
- Briefing (13:00) in Concord Suite
- Entertainment Commences (14:00hrs)
- Christmas Light Switch On (18:30hrs)
- Firework Display (18:30hrs)
- Staff Stand Down (19:30hrs)

All Tameside MBC staff will be Stood Down by the Event Manager once the crowds have dispersed safely and the performance area has been cleared..

The production schedule takes into account the needs of existing access to general public and to facilitate the safe delivery of the event. The creation of sterile work areas at key points, serves to minimise disruption – with barriers and security in place no later than 13:00hrs De-rig will commence immediately after the event on Saturday 29 November, with barriers stored in their drop off location located.....

Production vehicles for the event will access the Event Arena via the removal bollards located on Manchester Road from 12:00hrs with no further movement of vehicles after 13:30hrs. No Vehicles will enter the main event site after that time until all public have dispersed from the Civic Square following the conclusion of the event.

The full programme of performers is attached at Appendix 1..

INSERT MAP OF EVENT SITES

2.2 Crowd numbers and profile

The estimated crowd number is an estimate based on number attending weekend Christmas Light Switch On events in the borough in recent years' participant numbers and interest shown to date. Throughout the course of the event it is anticipated that approximately 1,000 people will attend the event.

There is a low risk of public disorder, any disruption will be managed by Greater Manchester Police supported by Event Stewards. It is anticipated that this will be a family event with the majority of the crowds in family groups. (attendance from GMP would need to be confirmed).

Alcohol Management: **This is a DRY EVENT.** 'It is an offence for anyone under the age of 18 to consume alcohol' for the event. Event Managers monitor behaviour of participants, should any altercations occur, this will be referred to GMP.

Event Stewards will report any incidents to event control. Should any occurrences need any further intervention Greater Manchester Police will intervene.

MANAGEMENT STRUCTURE & PROCEDURES

3.1 Structure

Include Event Title and Location (please alter structure to reflect your event)

Include Name
Event Organiser
Include phone number

Event Manager

Event Manager

Medical

Security

Lost Children / DBS

Event Stewards

3.1 Event Control Room

There will be a single event control located (include location). The purpose of this event control is to ensure the smooth managing of the event(s) by physically locating a representative of the event organisers, so they can provide a co-ordinated response to any issues, which arise. See Section 7 for the incident protocol..

This will provide the link between all aspects of the event management and as such is at the core of the safety management of the event. All Event Stewards will be in radio contact throughout the event, reporting incidents to Event Managers.

- Channel 1: Event Management / Event Stewards
- Channel 2: Lost Children
- Channel 3: Incident / Emergency

3.2 Roles and responsibilities

Tameside Neighbourhood Services are the event producers. As such they are the event organisers and responsible for the overall co-ordination of all areas of the Christmas Lights Switch On Event. Any decisions, which need to be made, will be relayed to the Event Organiser, from the Event Managers and Stewards, who will make the final call. Tameside Neighbourhood Services Team will be responsible for the safety of the public during the build-up and event and also responsible for deploying first aid personnel. The Neighbourhood Services Team will also be responsible for the management of any incidents.

All stewards will be briefed outlining their roles and responsibilities prior to the event going live. A full mobile phone list will be available to all event personnel.

4. SECURITY & STEWARDS

Roles and responsibilities of security

The Event Stewards will be responsible for securing any equipment, and in conjunction with the police manage any crowd disturbances.

4.2 Dress & identification

All staff will be in hi-viz uniform..

4.3 This is a non-ticketed event, so no accreditation is required

4.4 Greater Manchester Police

GMP has been consulted on the event and will be using the event as an opportunity for community engagement.

5. TRANSPORT MANAGEMENT

5.1 Vehicle movement

During the operation of the event there will be no vehicle movement within the event arena, from between (13:00 – 19:00). During the set up and de-rig vehicle movement will be limited to 5mph and a banksman employed for all reversing manoeuvres and to walk vehicles through public areas, this will be co-ordinated by the Tameside Neighbourhood Services. All vehicles will access via the dropped bollards entrance located on

5.2 Parking

There are three public car parks within close proximity, which can be used during the build-up and throughout the event. It is anticipated the car parks will fill up, due to the nature of the event.

5.3 Public Transport

There are good links to all sites particularly on the GMPTE bus services and Metrolink. No additional services will be provided.

6. MEDICAL PROVISION

Manchester Medical Services will provide first aid and medical response for the event. MMS have a proven track record for similar events, and are a preferred supplier for Tameside Council. The deployment of staff will be as follows:

- x2 Paramedics (14:00 – 19:00)

Reporting & procedures

All casualties will be logged and details confirmed to Event Control. The nearest Hospital is: Tameside General Hospital (0161 331 6000)

7. EMERGENCY MANAGEMENT PROCEDURES

7.1 Definitions

Contingency Arrangements have been devised to allow a co-ordinated and effective response to unscheduled occurrences, which impinge on the safe running of the Event.

In the event of any emergency situation, the Event Manager or their representative, must contact Emergency Control on 0161 342 3999 or 0161 342 2222 in order for the on call support arrangements to be activated i.e.: Director on Call, Emergency Manager on call and Emergency Response Officer On call.

The Emergency On call rota arrangements for the date of the event are:

Emergency Manager on Call – (Insert Manager / Director)

- Event Manager must have mobile number of on call manager.

Three categories of occurrence, each requiring a specific response reflecting their severity, have been identified and are defined below.

Contingency Arrangements have been devised to allow a co-ordinated and effective response to unscheduled occurrences, which impinge on the safe running of the Event. Three categories of occurrence, each requiring a specific response reflecting their severity, have been identified and are defined below.

Untoward Incidents

An Untoward Incident is defined as ‘**a routine occurrence that impacts upon the safe running of the Event but does not require the Police to assume the co-ordination of its resolution**’.

Emergency Situations

An Emergency Situation is defined as ‘**an occurrence that poses a threat of serious injury, loss of life or a breakdown in public order and does require the Police to assume the co-ordination of its resolution**’.

Major Incidents

A Major Incident is defined as ‘any emergency that requires the implementation of special arrangements by one or more of the Emergency Services, the NHS or the Local Authority for:

The initial treatment, rescue and transport of a large number of casualties;

The involvement either directly or indirectly of large numbers of people;

The handling of a large number of enquiries likely to be generated both from the public and the news media, usually to the Police;

The need for the large scale combined resources of two or more of the Emergency Services;

The mobilisation and organisation of the Emergency Services and supporting organisations, e.g. Local Authority, to cater for the threat of death, serious injury or homelessness to a large number of people.’

Although this broadly applies to the NHS a more relevant definition is ‘**any occurrence which presents a serious threat to the health of the community, disruption to the service, or causes (or is likely to cause) such numbers or types of casualties as to require special arrangements to be implemented by Hospitals, Ambulances Services or Health Authorities**’.

Should a Major Incident be called this is behind the scope of this Event Manual and the Management Team will support the Emergency Services with all the resources at their disposal.

Whilst it is not possible to cover all eventualities specific plans have been developed to deal with fire:

If a fire breaks out the Stage Manager will undertake these simple instructions:

- GET OUT –initiate an evacuation away from the fire to a safe place using the fire extinguishers to facilitate this if necessary
- STAY OUT – Keep people a safe distance from the fire
- GET THE FIRE SERVICE OUT – advise the Safety Manager who will call the Fire Service. The Fire Service will be called for every such incident.

Key roles and responsibilities of responsible persons:

Event Manager

- Makes the decision to evacuate and where evacuated people should go be held

- Manages the incident from Event Control (the 'Silver' position using the emergency services command structure)
- Brief Fire and or Police personnel

Event Stewards

- Ensure the area is kept sterile using human resources and equipment (Bronze commander)
- Provide intelligence to the Event Manager
- Act upon instructions from the Event Manager

First Aiders

- Manage on-site First Aid resources.
- Assess casualty/casualties
- Brief Ambulance personnel

7.2 Contingency Plan

- a. Any event official becoming aware of an incident must advise The Event Manager as soon as possible. A concise location and situation report should be given.
- b. On receipt of this information the Event Manager will conduct an assessment to determine if the incident should be dealt with as an Untoward Incident. In this instance The Event Manager will determine the appropriate action required in order to respond to the prevailing circumstances and advise Event Control personnel.
- c. If assessed as a potential Emergency Situation the Event Manager will discuss the issue within Event Control personnel to determine a plan. Each Event Manager will initiate a plan using the event resources and if necessary contact the relevant emergency service and Tameside Emergency Control on 0161 342 3999 or 0161 342 2222.
- d. A decision will be taken whether to evacuate or partially evacuate the crowd to a place of safety.
- e. Radio traffic, unless essential, will be restricted to that between the initial caller and Event Manager. Any deviation from this protocol will be instigated by the Event Manager.
- f. The Action Plan will then be relayed by radio to the all event staff at the Event with specific, clear instructions.
- g. On arrival of the appropriate emergency service the Event Manager will brief the Senior Officer and place the resources of the event organiser at the disposal of the Senior Officer

- h. If an evacuation of part or the entire Event site is required, staff will prevent any re-entry without specific permission from the Event Manager/Senior Police Officer.
- i. All Emergency Communications to media will be co-ordinated by Sandra Stewart (Tameside MBC)

Evacuation plan

As this is a multi-site event, and incident which may require an evacuation will be reported through to event control and event control will respond and advise each Stage Manager. It will become the responsibility of the Event Stewards to evacuate people to a safe place whilst keeping the emergency access / egress routes clear. Security, Event Stewards and police will be deployed to manage the evacuation.

8. WELFARE

8.1 Toilets

The site is open to the public and public toilets are available (insert location).

8.2 Disabled Access

The site is accessible and doesn't prevent access due to the venue being on street level.

8.3 Lost Children

Lost children forms are attached in section 10. A Lost Children point will be located at the stage, managed by one of the Event Stewards (insert DBS staff) who has DBS approval.

Note: It is generally accepted that the Lost Children is provided for persons age 14 and under. However, discretion may be used regarding those over 14 years or those who may be particularly vulnerable.

The plan for lost & found children is as follows:

Person(s) Reporting a Lost Child – “Missing Child”

1.	If the report is made to a police officer or steward they should immediately contact Event Control to ascertain if the child is already at the Lost Children point.
2.	If the child is at the Lost Children point, take the person(s) to that location where they will be required to complete the necessary documentation and show adequate proof of identity (e.g. driving license, family allowance book etc) before the child is released to them. In the event of any uncertainty, it will be the responsibility of the police to determine if the child should be allowed to go with the person who is ‘claiming’ them and contact should then be made with the police representative in Event Control to determine what action should be taken.
3.	If the child is not at the Lost Children Point, the police officer or steward and the person(s) should stay in the location for two minutes as the child is likely to return to that place. Ascertain name, age, description, place last seen and report these details to Event Control After that time period has elapsed escort them to the Lost Children Point. On arrival they will be asked to complete the ‘Missing Child’ form with details of the child’s name, age, description.
4.	Once the form has been completed outline details of the child should be passed to Event Control via radio or mobile phone.
5.	Event Control will then issue a message to both police, stage managers, ambassadors and stewards at the earliest opportunity so that all personnel are made aware and can remain vigilant. In the event of a very young child (8 years and under) or particularly vulnerable child being missing this message should be broadcast as a matter of urgency.
6.	It should be noted that in the interests of the safety of the child, no details of any missing children should be broadcast over the public address system.
7.	Any police officer or steward finding the child should immediately contact the Lost Children Point (directly or via Event Control) to advise them that they are bringing the child in. All children found in this way must be escorted to the Lost Children Point to avoid them becoming ‘lost’ again. This escort is a priority and should be undertaken immediately – police/stewards must not retain the child any longer than is necessary.
8.	Once details of the child have been taken, any person(s) reporting a missing child should be requested to remain at the Lost Children office rather than going out to search for the child. It is unlikely that there is an any way to contact these persons once they leave the Lost Children office, and it is possible that the child could either be brought in by a police officer/steward or report there themselves. However, neither the Lost Children staff nor the police have any powers to make any adult stay at the Lost Children office if they do not wish to. In this case, the person(s) reporting the missing child should be asked to sign a disclaimer form stating that they left the area of their own accord.
9.	In the event that a child is lost, the Police will be informed from the outset as a standard course of action, this will be relayed from Event Control to The Police. A clear decision will

	be made between the Event Control room and the Police on the next course of action.
--	---

Child Reporting that they have lost their Parent(s)/Guardian(s) – “Found Children”

1.	If a child approaches, or is brought to a police officer or steward and advises them that they have lost their parent(s)/Guardian(s) the police/stewards should immediately contact Event Control to ascertain if the parent(s)/Guardian(s) is/are already there and to advise them that they are bringing a lost child in.
2.	The police officer/steward must then immediately escort the child to the Lost Children Point within their zone – this escort is a priority and must be undertaken immediately. On no account should the police/stewards retain the child any longer than is necessary.
3.	On arrival at the Lost Children Office the police officer/steward should wait whilst the ‘Found Child’ form is completed. Details of where the child was ‘found’, together with name of the police officer/steward will be recorded. They will be looked after by CRB checked staff.
4.	Once the ‘Found Child’ form has been completed, outline details of the child should be passed by to Event Control, usually via mobile phone or landline.
5.	Event Control will then ensure that these details are broadcast to both police, stage managers and stewards so that all personnel are made aware of them being approached by a distraught parent/guardian. In the event of a very young child (8 years and under) or particularly vulnerable child being found this message should be broadcast as a matter of urgency.
6.	It should be noted that, in the interests of the safety of the child, no details of any missing children should be broadcast over the public address system.
7.	On arrival of the parent(s)/guardian(s) they will be requested to show adequate proof of identity (e.g. driving license, family allowance book etc) before the child will be ‘released’ to them. In the event of any uncertainty, it will be the responsibility of the police to determine if the child should be allowed to go with the person who is ‘claiming’ them and contact should then be made with the police representative in Event Control to determine what action should be taken.

8.4 Alcohol

This is a 'Dry-Event.' The Council's By Laws prohibit the consumption of alcohol in public spaces. Any unforeseen incidences will be reported to the event managers and appropriate action taken.

8.5 Found Property

All found property would be retained by the Event Stewards and given to Event Control at the end of the event.

CONTACTS

Insert all Key Contacts Here including your referencing system to their public liability insurance

Organisation or Job Title	Name of person	Contact Number	PLI Reference

9.0 Risk Assessment (we have included a prior Risk Assessment in the next few pages as a guide, however it is essential that you replace / update this with your own unique Risk Assessment).

Tameside Neighbourhood Services has prepared this Risk Assessment. A separate Risk Assessment has been prepared in respect of the Firework Display. The risk on this particular activity is reduced by the use of a licensed and known contractor.

In compiling these assessments due regard has been taken of the recommendations of the Health & Safety Executive guidance contained within “The Event Safety Guide: A guide to health, safety & welfare at music and similar events” and “Managing Crowds Safely” and The Fire Safety Plan.

The primary purpose of this assessment is to ensure that, as far as is reasonably practicable, the staff, public and contractors are able to attend a safe and enjoyable event. All identified risks will be thoroughly monitored throughout the event, and where necessary, further action taken.

Where applicable competent contractors have been appointed and contractors risk assessments & Method Statements have been referenced from this document; contractors’ risk assessments will be retained in a separate site file.

Probable Frequency

Severity

- 1 = Improbable
- 2 = Unlikely
- 3 = Possible
- 4 = Probable
- 5 = Highly probable

- 1 = Insignificant
- 2 = Minor
- 3 = Moderate
- 4 = Significant
- 5 = Catastrophic

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Hazard	Risk	Frequency (A)	Severity (B)	Rating (AxB)	Control Measures	Revised Frequency (A)	Revised Severity (B)	Revised Rating (AxB)
Plant and machinery	Injuring Public	3	3	9	Staff to supervise the public where required. Where appropriate clearly delineated working areas to be created	1	2	2
Equipment drops	Equipment dropped in wrong place causing danger to public	2	2	4	All contractors to be sent detailed instructions as to dates, times and exact place Site managers to be in place to meet drops.	1	2	2

Hazard	Risk	Frequency (A)	Severity (B)	Rating (AxB)	Control Measures	Revised Frequency (A)	Revised Severity (B)	Revised Rating (AxB)
Entrances and Exits	Overcrowding and pushing leading to crush situations	2	4	12	All event staff to be in communication with event control – close down the site if numbers are higher than anticipated.	1	2	2
Weather	Rain/High Winds	3	3	9	In the event of high winds being recorded the Event Stewards in consultation with the Event Manager will make a judgement as to whether the event should continue.	1	2	4
Public disorder	Fighting, disorder, throwing debris	2	4	8	Event Managers to co-ordinate steward, police and event response Event Stewards to be deployed to gather additional intelligence (NB They are briefed not to respond to the incident but merely to report in.	1	3	3

Hazard	Risk	Frequency (A)	Severity (B)	Rating (AxB)	Control Measures	Revised Frequency (A)	Revised Severity (B)	Revised Rating (AxB)
					Promoted as a family event, likelihood of such occurrence is low.			
Traffic	Traffic and public mingling	3	4	12	All vehicles to be cleared half an hour before the event. 5mph limit to be imposed for all vehicles within the controlled zone and vehicles to be walked through by personnel in hi-viz clothing.	1	2	2
PA failure	Lack of information to public	2	3	6	Hand held megaphones to be used by event managers.	1	3	3
Medical Emergencies	Individuals being injured / Bringing medical	3	3	9	Response coordinated by Manchester Medical Service.	2	2	4

Hazard	Risk	Frequency (A)	Severity (B)	Rating (AxB)	Control Measures	Revised Frequency (A)	Revised Severity (B)	Revised Rating (AxB)
	problems				Number of personnel deployed according to advice and experience of MMS at similar events.			
Children	Child Protection	2	4	8	<p>Lost Children policy in place</p> <p>No activities where organisers are acting in loco parentis</p> <p>All individual groups bringing children to have their own child protection policies</p>	1	3	3
Christmas Lights	Not switched on	4	4	16	<p>Confirm street lighting staff attending switch on event (with mobile tel nos).</p> <p>Testing of lights before event by Street Lighting staff.</p> <p>Arrange for personnel to report on site to designated events manager at least 1 hr</p>	1	4	4

Hazard	Risk	Frequency (A)	Severity (B)	Rating (AxB)	Control Measures	Revised Frequency (A)	Revised Severity (B)	Revised Rating (AxB)
					before switch on. Staff and compare briefed on count down arrangements by Event Organiser			
Firework Display	Personal injury to members of public	4	4	16	Using experienced and known licensed Pyrotechnic. Full Risk Assessment carried out. Well away from event area and cordoned off/marshalled by Event Stewards.	1	4	4

Residual Risk table

Severity	Likelihood				
	Rare (1)	Unlikely (2)	Possible (3)	Probable (4)	Highly Probable (5)
Catastrophic (5)	5	10	15	20	25
Significant (4)	4	8	12	16	20

Moderate (3)	3	6	9	12	15
Minor (2)	2	4	6	8	10
Insignificant (1)	1	2	3	4	5

	High
	Medium
	Low

Other documents:

- Emergency Contacts
- Briefing Notes

FORMS

- 11.1. Lost/Found children
- 11.2. Assumption of Control
- 11.3. Completion certificates (examples)
- 11.4. Passes (vehicle & individual)
- 11.5. Site Safety Checklist

FOUND CHILD REPORT

Please complete the following (in block capitals) as far as is possible/applicable

Event/Venue: **Date:**

Name of Child:

Address:

.....

.....

Tel No:

Approx Age: **Gender: Male/Female**

Description:

.....

.....

Additional Information:

.....

.....

Found by: **Signature:**

Area Found: **Time Found:**

Completed By:

COLLECTION DETAILS

Collected by: **(print)**
..... **(sign)**

Relationship to child: **Identification shown:**

Action taken if not collected:

.....

.....

Child released by: **Time:**

LOST CHILD REPORT

Please complete the following (in block capitals) as far as is possible/applicable

Event/Venue: **Date:**

Name of Child:

Address:

.....

.....

Tel No:

Approx Age: **Gender:**

Male/Female

Description:

.....

.....

Additional Information:

.....

.....

Found by: **Signature:**

Area Found: **Time Found:**

Completed By:

REUNION DETAILS

Reunited with: **(print)**
..... **(sign)**

Relationship to child: **Identification shown:**

Action taken if not found:

.....

.....

Child released by: **Time:**

LOST CHILD - DISCLAIMER

Event/Venue: **Date:**

Name of Child:

Form Ref:

I, the parent/guardian of the above child, having reported their absence now intend to leave the Lost Child Office and search for them myself. I confirm that I do this of my own accord, having been requested to remain at the Lost Children Office to await their arrival. I fully understand that it may be difficult to contact me should this child be escorted to the Lost Children Office in the meantime and accept that this could cause delay in reuniting me with this child.

Signed:

Relationship:

Signed:

Lost Children Office

Assumption of Control

EVENT

LOCATION

DATE

Transfer of Authority – Event Manager to Senior Emergency Service/ Local Authority Officer:

At (time) ona major incident has arisen, namely (specify incident) and, as the Senior Officer Council/ Police/ Fire & Rescue Service/ Regional Ambulance Service/ other, I assume control. (Please delete as applicable and specify if other)

Signed

Name

Event Manager

Signed

Name

Position/Rank

Senior Officer

Service:

An emergency/major incident is fully defined in the Civil Contingencies Act 2004. This is summarised in the Event Safety Guide as any emergency that requires the implementation of special arrangements by one or more of the emergency services, the NHS or the local authority for:

- the initial treatment, rescue, and transport of a large number of casualties
- the involvement either directly or indirectly of large numbers of people
- the handling of a large number of enquiries likely to be generated both from the public and the news media, usually to the police
- the need for the large scale combined resources of two or more of the emergency services
- the mobilisation and organisation of the emergency services and supporting organisations, e.g. local authority, to cater for the threat of death, serious injury or homelessness to a large number of people
- The transfer of authority requires the immediate activation of the Joint Agency Emergency/Contingency plan
- The transfer of authority will transfer full responsibility for whole event area and all activity set out in each specific event plan to the authority assuming control the event organiser and its contractors will continue to support the authority assuming control
- The Authority assuming control may request the Event organiser or its agents to resume control; this will be made in writing. There is no obligation on the Event Organiser or its staff to resume control

- Any use of the transfer of authority will be required to be part of the event debrief & evaluation at the Safety Advisory Group. This does not preclude any separate referral for Review under the Licensing Act

Completion Certificate

Event _____

Company Name _____

I confirm that _____

at (Location) _____

Has been installed in accordance with the Risk Assessment & Method Statement previously submitted.*

Has not been installed in accordance with the Risk Assessment & Method Statement previously submitted.*

Reason _____

Attach revised risk assessment

Signed _____

Company Name _____

*** Delete as necessary**

Electrical Sign-Off Sheet

To be completed by a competent person on completion of temporary electrical installation or distribution

Venue Name	Date
	Time

Description of electrical installation and intended use

The Person signing off the installation on behalf of the sub-contractor
Name
Company
Position within company

Statement of Safety
<p>"I hereby certify that the above electrical installation has been carried out according to agreed procedures and complies with the <i>Electricity at Work Regulations 1989</i>, and <i>BS7909: 1998 Code of Practice for AC electrical supplies for entertainment lighting, technical services and related purposes</i>, and <i>BS7430 1991 Code of practice for earthing</i>. The system has been visually inspected throughout, and all circuit protection devices tested.</p> <p>The system is safe for normal use."</p> <p>Signature</p>

Signature of Safety Officer

**Site
Safety
Checklist**

	Date	
--	-------------	--

		Yes	No	N/A
1	The Workplace			
	Is there free and sufficient means of access and egress to the site?			
	Are emergency exit signs (maintained) operational and visible?			
	Is emergency lighting operational?			
	Are all emergency exit routes clear?			
2	Fire Safety			
	Are fire extinguishers sufficient in number?			
	Visible and easily accessible?			
3	Welfare Facilities, First Aid & Medical			
	Have first aiders arrived?			
	Are toilet, washing, rest and drinking water facilities adequate (public & workers)?			
4	Housekeeping			
	Is the venue clean and tidy?			
	Is there sufficient means of collecting and disposing of waste?			
	Is the site clear of slips, trip and fall hazards? Have paths been gritted?			
	Are all sharp edges/projections clearly visible and isolated if necessary?			
	Are stage edges, treads, drops etc clearly marked?			
	Are all cable runs routed so they will not cause a trip hazard, and so unauthorised persons cannot gain access to live connections?			
5	Equipment			
	Is all equipment safe and suitable for the purpose for which it is provided?			
	Is equipment in good repair?			
6	Vehicles			
	Is the site organised so that vehicles and pedestrians can circulate in a safe manner?			
	Are all traffic routes free from obstructions and in a good state of repair?			
7	Staff			
	Have all members of staff been briefed about any health and safety issues specific to this event or site?			
8	Signs			
	Are all signs in place?			
9	Facilities for People with Special Needs			
	Have facilities and access for those with special needs been provided?			

Action List any action necessary for all questions answered 'No' (continue overleaf if necessary)	Party Responsible	Date Action Completed

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Tameside Council Christmas Events 2015

**Safety inspection checklist
(before, during and after the event)**

Inspection for

Walk through safety inspections should be carried out to assess suitability of sites to host event and then immediately prior to, during and after the event. More than one inspection may be needed during the event. Using this form note all defects and also the remedial action taken. This is not an exhaustive list and care should be taken to identify any other hazards associated with the activities at the event.

Location:

Pre-Event Site Inspection/Assessment

Site access/egress	Prior to Event	
	Yes	No
	<input type="checkbox"/>	<input type="checkbox"/>
• Are staff/stewards in place?	<input type="checkbox"/>	<input type="checkbox"/>
• Can emergency vehicles gain access?	<input type="checkbox"/>	<input type="checkbox"/>
• Are pedestrians segregated from vehicles?	<input type="checkbox"/>	<input type="checkbox"/>
• Are security precautions in place?	<input type="checkbox"/>	<input type="checkbox"/>
• Have adequate signs been provided?	<input type="checkbox"/>	<input type="checkbox"/>
Site condition		
• Is site free from tripping hazards, e.g. cables, potholes, footpath defects,	<input type="checkbox"/>	<input type="checkbox"/>

etc?

- Are permanent fixtures in good condition, e.g. seats, fencing, signage, etc.?
- Has vegetation been cut back, debris removed and the area made safe?
- Have current weather conditions created new hazards to be addressed?

Attractions/activities/structures?

Yes No

- Have all structures been completed?
- Will all structures be inspected and approved by a competent person where required?
- Will all activities/attractions be sited correctly and checked?
- Will all activities/attractions supply evidence of insurance and health & safety requirements?
- Will all potentially hazardous activities be segregated and/or fenced as required?
- Have temporary flags/decorations been installed correctly and checked?
- Will any unanticipated hazards be introduced?

Event provisions

- Will fire-fighting equipment be in place?
- Will lighting be in place where required?
- Will electrical supplies/equipment be checked/certified?

- Will toilets be provided where required?
- Will first aid facilities be in place?
- Is control centre in place and will public address system be working?
- Are adequate waste bins in place?
- Will stewards be in place?

Defects noted:

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Remedial action taken:

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Printed Name of Inspector:

Signature:

Date and Time of Inspection:

Event / Location:

During the event

Site access/egress	Yes	No
• Are entrances/exits clear?	<input type="checkbox"/>	<input type="checkbox"/>
• Are staff/stewards in place?	<input type="checkbox"/>	<input type="checkbox"/>
• Can emergency vehicles gain access?	<input type="checkbox"/>	<input type="checkbox"/>
• Are pedestrians segregated from vehicles?	<input type="checkbox"/>	<input type="checkbox"/>
• Are security precautions in place?	<input type="checkbox"/>	<input type="checkbox"/>
• Have adequate signs been provided?	<input type="checkbox"/>	<input type="checkbox"/>

Site condition

- Is site free from tripping hazards, e.g. cables, potholes, footpath defects, etc?
- Are permanent fixtures in good condition, e.g. seats, fencing, signage, etc.?
- Has vegetation been cut back, debris removed and the area made safe?
- Have current weather conditions created new hazards to be addressed?

Attractions/activities/structures

- Have all structures been completed?
- Have all structures been inspected and approved by a competent person where required?
- Are all activities/attractions sited correctly and checked?
- Have all activities/attractions supplied evidence of insurance and health & safety requirements?
- Are all potentially hazardous activities segregated and/or fenced as required?
- Have temporary flags/decorations been installed correctly and checked?
- Have any unanticipated hazards been introduced?

Event provisions

Yes No

- Is fire fighting equipment in place?
- Is lighting in place where required?
- Have electrical supplies/equipment been checked/certified?

- Have toilets been provided where required?
- Are first aid facilities in place?
- Is control centre in place and public address system working?
- Are adequate waste bins in place?
- Are stewards in place?

Defects noted:

.....

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Remedial action taken:

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Printed Name of Inspector:

Signature:

Date and Time of Inspection:

Location:

After the event

Exhibitors/attractions	Yes	No
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- Have all attractions been dismantled and removed?
- Have all exhibitors vacated the venue?
- Have all vehicles left the venue?

Temporary facilities

- Has all equipment been dismantled and removed?
- Have all structures been dismantled and removed?
- Have temporary markers such as stakes, ropes, flags, etc. been removed?
- Have any holes/trenches, etc. been made good?
- Have all temporary electric installations been isolated and made safe?

Waste collection

- Has all waste been collected satisfactorily?
- Has all waste been removed from the site?
- Have all residue fire hazards been checked, e.g. fireworks, bonfires?

Venue condition

- Has any damage to permanent facilities, buildings or the ground been reported?
- Has any damage been found during inspection?

If the answer to either of the above is yes the describe briefly below

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Incidents/accidents

Yes No

- Were any incidents/accidents reported during the event?

If yes describe briefly below. (If there was personal injury then please complete accident report form and return to the Council.)

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Remedial action taken:

(Please advise the Council of any damage found and remedial action taken)

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Printed name of inspector:

Signature:

Date of Inspection:

A Guide to Organising Outdoor Events 2015

Outdoor events will bring communities together, whether it is for traditional celebrations, festivals or cultural shows.

Organising an event can be a daunting prospect but with careful preparation it can be very rewarding and extremely beneficial to the community of Tameside.

In this guide you will find information which you need to organise an event within the Borough. We recommend you read this guide so that you will understand what is required from you as an event organiser.

In addition to this guide we recommend that you read "The Event Safety Guide" published by the Health and Safety Executive (HSE). A free copy is available to download from the HSE website, For further information please contact Cultural Services on 0161 342 4144 events@tameside.gov.uk

Tameside has a number of parks and open spaces, which are capable of hosting a wide range of commercial and community events. If you are planning a cultural event, fete, sponsored walk or festival this guide will provide you with key information to make your event run smoothly and more importantly, safely.

As the Event Organiser, safety should be your primary responsibility, so put safety first. Good organisation is key to a safe event. Plan ahead and agree the programme of all activities well in advance. In the early stages, it is important to agree precise roles and responsibilities for all event personnel as well as specific tasks and their completion dates.

If you are planning an event, you will be required to inform us in writing of every activity to be undertaken from arrival on site to vacating the premises. We will be happy to provide advice on what type of activities are appropriate for a specific site. We reserve the right to refuse permission to conduct certain activities in a given public open space, on certain days or at certain times.

It is recommended that you develop a detailed Event Management Plan covering the entire duration and also an Emergency Plan to be put into action should things go wrong. You may be required to discuss these plans with the local emergency services to ensure a coordinated response. You will be required to provide details of an on-site Event Manager who will act as the main point of contact at all times. Please notify us of your intended event as early as possible; it may be necessary to consult with other Council departments, other agencies, emergency services and the general public.

Things to consider when planning your event:

- Is the identified site suitable and practical for your event?
- Do you have an experienced team to support you?
- Do you have the correct licenses in place for the event?
- Can the space accommodate the number of people you expect to attend?
- Is the event free or ticketed?
- Consider medical staff, security marshalling, road closures, waste management, sanitary requirements, insurance, electrical equipment and temporary structures.
- Plan your budget effectively, as events can be very expensive.

Crowd Management

Your main consideration should be for the safety of people on site throughout the duration of your event, whether they are visitors, staff, contractors, volunteers or even passers-by.

You will need to thoroughly assess the event site and determine whether you need to divert people away from certain areas. This could involve the adequate provision of professional Stewards (Licensed by the Security Industry Authority), marshals, signage and security fencing. If your event is ticketed, you will need to manage and restrict access.

Event Management

The Event Manager will need to be identified from the outset, and be responsible for the overall delivery of the event, coordination between contractors, local authority, relevant agencies and they are ultimately legally responsible for all aspects of the event.

The Event Manager will need to ensure there is plenty of space for the public to move around and have clear egress routes, to ensure public safety.

Capacity = area (minus obstructions)

0.5

There must be adequate lighting throughout the site, including emergency lighting, if the event runs through until the evening.

Event staff will need to be easily identified either through accreditation, clothing or high-visibility vests.

It is essential to brief the whole event team prior to the event going live, including emergency procedures, site layout, chains of command and any important information.

For further information, please read HSE's Managing Crowds Safely, free download.

Does your Event require a License?

If your event has any of the following, you will be required to apply for a license either a (TEN) Temporary Events Notice, for less than 499 people or a Premises Licence for anything above 500 people attending the event:

- The sale by retail of alcohol
- Musical performance (acoustic or amplified)
- Dance, plays and theatrical performances
- Film showings (except education films)
- Indoor sporting events (this includes events in marquees that have spectators)

If you undertake licensable activities without obtaining a licence, then you are liable for prosecution.

Licenses are managed by the Licensing Department within the Council and can take up to three months to process. We strongly advise that you liaise with Cultural Services, prior to promoting or selling tickets for your event.

If food is a part of your event, you will be required to contact the Environmental Health Department, as they may wish to undertake an inspection of the catering facilities.

You will require a street trading license, approved by the Licensing Department. If using Gas or Electricity, all sources will need to be signed off by a competent person, prior to the event going live. A copy of the certificate will need to be held by the Event Manager.

Public Liability Insurance is essential when organising an event, without adequate PLI you will not be able to run your event. The Council will require a copy of a valid Public Liability Insurance Certificate prior to the commencement of an event. In addition we would strongly advise the organisers to take out insurance covering damage to equipment, property, employers liability and possibly event cancellation. Public liability insurance must be no less than £10 million.

Emergency Services

Consultation with the Emergency Services is essential before all events; it is the organisers responsibility to notify the Police, Ambulance and Fire Services. Give as much notice as possible. In the majority of cases the Emergency Services will not need to be heavily involved, but they should always be informed.

Weather and Ground Conditions

One thing we can't help you with is the weather!

This will play a big part in the success of your outdoor event. The vast majority of outdoor events on Council land take place throughout the Spring and Summer. Therefore you should plan for all kinds of weather, keep an eye on the forecasts and be prepared for change.

On the day of the event, it is recommended that you use a PA system to keep people informed. If it's likely to be hot and sunny there should be plenty of shade from the sun. You must provide free drinking water on site to all visitors. This can normally be done via water mains, but please check on the site prior to the event.

If wind or rain are forecast, the ground could become slippery or inaccessible and certain temporary structures may need to be secured or removed. Ground conditions can vary a great deal from day-to-day and site-to-site. You will need to be aware of any steep slopes or undulations in the ground as well as wet or slippery surfaces. It may be necessary to divert the public around certain hazards in the ground. The best way to assess this is to hold a site meeting and 'walk-the-course'.

Welfare, Information Point, Child Protection and Waste Management

People with disabilities.

You are encouraged to provide facilities to enable people with disabilities to gain access see and take part in the activities within your event. You may need to include a temporary structure or dedicated viewing space within your site. Make sure the ground conditions are suitable for poor mobility as well as families with toddlers and pushchairs.

Information Point

It is advisable to have a location where people can ask questions and advice for the event. This location can also act as a Lost Children's Point, in addition, you will need to develop a Child Protection Policy if children are attending the event, and provide DBS checked staff, who can support children, young people and vulnerable adults.

Event Control

Have a central location, which can act as a base where you can monitor and respond to any needs during the event. This can also be a perfect location to run all communications from.

Your event may be noisy in nature and therefore you may like to consider the use of radios which can be hired in for events, this ensures you can communicate with your event staff immediately.

Managing Waste

Every event generates waste. It is your responsibility to manage waste before, during and after the event. Depending on the amount of waste you may need to hire in additional waste disposal at your own cost.

Car Parking and Vehicle Movement

You must consider the impact your event will have on car parking in the area. Provision must be made for visitors to the event to park safely and legally without causing disturbance and annoyance to local residents. Where applicable the Council will permit vehicles onto a designated area of park or open space under the control of the Event Organiser. This will require adequate planning, including risk assessment, marshalling, signage and a maximum speed limit of 5mph on grassed areas.

Any vehicles which are within the site need to adhere to a 5mph speed limit during the build-up, with a dedicated banksman to assist movement. No vehicles should be moving within the site once the event is live.

Noise – Generators and Public Address Systems

Event spaces are situated in all areas throughout the Borough. When there is an event in any public open space, you must minimise disturbance to local residents. Generators should be “silent running” and diesel; any other noise making equipment must be located as far away from neighbouring properties as possible. The location of noise making equipment should be clearly indicated on the event site plan. As a courtesy to neighbouring residents, you should inform them in writing of the time, date and nature of your event at least 14 days prior to your arrival on site. This notification should stipulate the operating time of the event and the contact details of an on-site representative who will be present on the day.

Generators should be in a safe and secure location often by use of barriers, you may wish to consider the hire of barriers to control crowds for example at the front of a performance stage to separate the performers from the crowd or where there is a busy road – egress from site must also be considered alongside the use of barriers.

Marquees and Other Temporary Structures

Should your event involve the use of a marquee or other temporary structure (e.g. staging unit), you will be required to obtain a plan and technical specification of the structure and provide a copy to the Council. It is recommended that event organisers employ the services of professional contractors in the set-up and de-rig of any temporary structures. All temporary structures are subject to a fire risk assessment by law and must also be tested to ensure they are securely anchored and safe for use.

Road Closures and Traffic Regulations

The Road Traffic (Special Events) Act came into effect in 1994. Events such as carnival processions (which stop the flow of traffic) are likely to require a Road Closure Order, including a rolling road block. If your event is likely to cause congestion and therefore require traffic regulation, you must notify the Police and other local Authorities. Advanced warning signage in the affected areas will be essential. Dedicated traffic management companies may be able to support you with your traffic management plan.

Bonfire and Firework Displays

For safety reasons, the Council may only allow certified professional pyrotechnic operators or recognised and experienced Bonfire Societies to conduct bonfire and firework displays on its land.

If you are planning a firework display at your event, you should ensure the operator is a member of the British Pyrotechnics Association (The BPA) or the CBI EIG.

Your approved contractor will provide you with the documents to support a pyrotechnic or firework display which should be submitted as part of your Event Management Plan.

Risk Assessments

Any event, big or small should be risk assessed thoroughly in order to identify potential problems in advance and develop actions to reduce or remove the potential problems. Organisers must undertake risk assessments for all activities, equipment and the site overall.

The main purpose of a risk assessment is to:

- Identify hazards, the risk they pose and who is at risk from them
- Assess the severity and likelihood of the risk
- Control the risk by preventing the risk occurring, removing the original hazard or by putting measures in place to protect the people or things at risk.

There are many formats which can be used to complete a risk assessment and you can choose whichever suits you best. Most people find that using a matrix / grid structure helps them to work through the assessment. Examples of risk assessment matrix are available from the Arts and Engagement Team.

Event Management Guide

The key to a good event is a strong event management plan. This should be a detailed, accurate and comprehensive document which sets out exactly what will happen at the event, the procedures in place to manage it safely, and what will be done to deal with expected or unexpected situations and emergencies.

This document should also be a very practical document for you and elements of it will be used during the course of your event, please ensure it is kept in a secure location.

This can sometimes be a large document, which will need to be presented to the Council, so please allow time to develop it, ensuring all aspects of safety are considered.

Contractor Risk Assessments and PLI insurance copies are an essential part of this plan and need to be included and checked by the insurance department.

If you require a template, please contact Arts and Engagement for assistance.

Useful Contacts:

Cultural Services / Arts and Engagement 0161 342 4144

Tameside Health and Safety Dept 0161 342 3671

Licensing – 0161 342 4262

Environmental Health – 0161 342 8355

Traffic Management – 0161 342 8355

Food Hygiene – 0161 342 2278

Useful weblinks:

www.hse.gov.uk/event-safety

www.thepurpleguide.co.uk

Christmas Events 2015

Useful Contact Numbers:

It is envisaged that you will have contractors who you have worked with in previous years, however in addition to these we have compiled a list of Tameside Council Approved Suppliers who can help and assist with various aspects of your Christmas Event, this is not an exhaustive list and we can help if you need support with any aspect of your event – just give us a call. 0161 342 4144.

Event Management Companies

SNS Marquees	Mike Sullivan	07733 362388
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We Are Stone Soup	Lee Brennan	07872 939188
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Fireworks and Pyrotechnics

Quicksilver Denton	Darren Wallis	0161 320 7232
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Portable Toilets

Challenger Site Services		0161 344 2581
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Radio Hire

Nine Hundred		01302 368866
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Event Stewarding / Security

Showsec	Mike Wilcock	01162 043333
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Generator Hire

SNS Marquees	Mike Sullivan	07733 362388
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PA / Lighting

SNS Marquees	Mike Sullivan	07733 362388
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Congo Design	Dan Creasey	07759 003299
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Barriers

ALBA Hire and Sales

01744 451179

Christmas 2015 – Event Overview Document

Location _____

Event Organiser _____ (this must be the organisation with overall legal responsibility for the event).

Event Manager _____

Whose PLI will cover your event?	
Will your event have a fun fair / rides?	
Will your event have pyrotechnics / fireworks?	
Will your event need an on-site generator for power? If not where will power come from?	
Will your event utilise a PA System?	
Will there be toilet facilities at your event?	
Will there be a stage or other temporary structures at your event?	
Will there be children or vulnerable adults	

performing at your event?	
Does your event need a license?	
Does your event require a road closure or other special traffic arrangements?	
Does your event need barriers to make it safe?	
Will there be food available at your event?	
How will you provide security / first aid?	
Who are the stewards for your event?	
How will you communicate during your event? (radio's / mobile phone)	
Will you require a member of street lighting to switch on Christmas Lights at the event?	

Event Stewards Briefing Notes – Christmas 2015

(Below is a draft set of briefing notes for stewards / staff supporting the event, you will want to tailor these to your own unique event and issue prior to the event you may wish to include the contacts sheet from the Risk Assessment here with the map and structure – please ask Stewards to dispose of this paperwork carefully after the event).

Event Overview and Staff Arrival Times and Location

Event Steward – Specific Roles and Responsibilities

Programme

The event is promoted as a family friendly event, the event will run on the ** November, with the following timings:

- 13:00pm Identified Staff to rig Barrier
- 15:00pm Short Briefing, inc. roles and responsibilities.
- 15:15pm Radio's Signed Out
- 15:45pm Site check,
- 16:20pm Event stewards to be in identified positions
- 17:00pm Event Commences
- Include performance running order here by item – so stewards can inform the public.
- 18.10pm Mayors Speech followed by countdown
- 18:15pm Pyros / Fireworks
- 18:17pm Event concludes / Crowd Disperse
- 18:45pm Event Staff, stand down – as directed by the Event Manager.

Management

Each Event Steward will have a point of contact Event Manager who they can report to at any time. All event stewards will be in radio contact - remote it is vital that you communicate incidents with or 'Event Management' as soon as possible – other resources cannot be deployed if you do not advise.

Radio Contact Etiquette

The event will be using UHF radio contact, during the set-up and throughout the day. It is important to keep the radio transmission as free as possible at all times. All communications will be live on Channel One, unless the event manager requests an additional channel for emergency use only (respective team members will be informed)

Please abide by the following communication rules:

- Keep your message brief and to the point
- Don't divulge any confidential information

Radio Contact Process; please use the following when making contact on the radio:

- Press the PTT Button (Press To Talk)
- Say 'Name' (e.g. John Doe) to 'Name' (e.g. Helen Smith) over
- 'Helen Smith Go Ahead'
- John Doe 'Short message' over

- Continued Conversation / Messaged received / course of action.
- Finish with 'Over and Out'

Please note, it's a two way radio, so try not to block the airways and not to interrupt until you hear 'Over / Over and Out'

Please ensure you sign put and sign in your radio, as you will be liable for up to £300 for a replacement unit.

First Aid

There will be a trained Paramedic, who will be at the event and be positioned at the Town Hall – provided by Manchester Medical Services, they will also be in Radio Contact.

Security

There are x2 SIA stewards on site throughout the event, which includes a Supervisor (they will be identifiable by their uniform and will be supplied by Showsec)

Lost Children

The Lost Children point is located at The Town Hall. If a child is reported missing this must be reported to a radio user to event control as quickly as possible and adults taken to the Lost Children area so that a search can be co-ordinated. If you find a child without any adults take them to the Lost Children point.

Vehicles

Vehicle movement is limited during the event. If you see a vehicle moving and it is safe to do so ask the driver to stop, report to Event Manager and wait for instruction.

The Public

Please be polite and courteous to the public at all times. If you see any public disorder please advise Event Control so that additional police/stewards can be deployed.

Clothing

The event is outdoor, so please wear appropriate clothing and footwear. A High-Viz waistcoat will be provided at the Briefing, this MUST be worn at all times, until told to 'Stand Down'

Security

Greater Manchester Police will be in attendance during the parade alongside Security from Showsec as detailed above.

Evacuation

If there is a need to evacuate the group you will be advised where people and staff are to be evacuated. You will also be required to ensure that people do not re-enter the area until it is agreed that it is safe to do so – in the absence of police to co-ordinate this activity please deploy staff appropriately.

Thank you for supporting this event.

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