

**EXECUTIVE CABINET**

**Day: Wednesday**  
**Date: 22 November 2023**  
**Time: 1.00 pm**  
**Place: Committee Room 2 - Tameside One**

Item No.	AGENDA	Page No
1.	<b>APOLOGIES FOR ABSENCE</b>	
	To receive any apologies for the meeting from Members of the Executive Cabinet.	
2.	<b>DECLARATIONS OF INTEREST</b>	
	To receive any declarations of interest from Members of Executive Cabinet.	
3.	<b>MINUTES</b>	
a)	<b>EXECUTIVE CABINET MINUTES</b>	1 - 12
	The Minutes of the meeting of the Executive Cabinet held on 25 October 2023 to be signed by the Chair as a correct record (Minutes attached).	
b)	<b>STRATEGIC PLANNING AND CAPITAL MONITORING PANEL MINUTES</b>	13 - 16
	To consider the Minutes of the meeting of the Strategic Planning and Capital Monitoring Panel held on 16 November 2023 and approve the recommendations arising from the meeting as follows:	
	<b>PERIOD 6 2023/24 FORECAST OUTTURN - CAPITAL</b>	
	<b>RECOMMENDED</b>	
	That Executive Cabinet NOTE:	
	(i) The reprofiling of £1.024m of capital spend outlined in table 3	
	(ii) Other capital changes of £2.316m in table 7.	
	(iii) The Capital programme position of projected spend of £46.946m, following Cabinet approval to reprofile project spend of £1.024m from 2024/25.	
4.	<b>PERIOD 6 2023/24 FORECAST OUTTURN – REVENUE AND CAPITAL.</b>	17 - 58
	To consider a report of the First Deputy (Finance, Resources & Transformation) / Director of Resources.	

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From: Democratic Services Unit – any further information may be obtained from the reporting officer or from Louis Garrick, Democratic Services Business Manager, to whom any apologies for absence should be notified.

Item No.	AGENDA	Page No
5.	<b>CORPORATE PERFORMANCE UPDATE, NOVEMBER 2023</b> To consider a report of the Executive Leader / Chief Executive.	59 - 68
6.	<b>TAMESIDE ADULTS CARERS STRATEGY</b> To consider a report of the Executive Member for Adult Social Care, Homelessness and Inclusivity / Director of Adult Services.	69 - 120
7.	<b>ADULT SOCIAL CARE STRATEGY</b> To consider a report of the Executive Member for Adult Social Care, Homelessness and Inclusivity / Director of Adult Services.	121 - 154
8.	<b>ASHTON MOSS DEVELOPMENT FRAMEWORK</b> To consider a report of the Executive Member for Inclusive Growth, Business & Employment / Director of Place / Assistant Director, Investment, Development & Housing.	155 - 264
9.	<b>HIGHWAY SAFETY PROGRAMME</b> To consider a report of the Executive Member for Planning, Transport and Connectivity / Director of Place.	265 - 268
10.	<b>LOCAL STUDIES AND ARCHIVES FORWARD PLAN 2024-2028</b> To consider a report of the Executive Member for Towns and Communities / Assistant Director for Operations and Neighbourhoods	269 - 324
11.	<b>MUSEUMS FORWARD PLAN</b> To consider a report of the Executive Member for Towns and Communities / Assistant Director of Operations and Neighbourhoods.	325 - 390
12.	<b>URGENT ITEMS</b> To consider any additional items the Chair is of the opinion shall be dealt with as a matter of urgency.	

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From: Democratic Services Unit – any further information may be obtained from the reporting officer or from Louis Garrick, Democratic Services Business Manager, to whom any apologies for absence should be notified.

## EXECUTIVE CABINET

25 October 2023

Commenced: 1pm

Terminated: 1.30pm

Present: Councillors Cooney (Chair), Choksi, Feeley, Naylor, North, Taylor, Ward and Wills

In Attendance: Sandra Stewart Chief Executive  
Gemma McNamara Assistant Director of Finance (Deputy s151)  
Allison Parkinson Interim Director of Children's Services  
Julian Jackson Director of Place  
Debbie Watson Director of Population Health  
Stephanie Butterworth Director of Adult Services  
Ben Middleton Assistant Director for Strategic Property  
Emma Varnam Assistant Director of Operations & Neighbourhoods

Apologies for Absence: Councillors Fairfoull, Kitchen and Jackson

### 59 DECLARATIONS OF INTEREST

There were no declarations of interests.

### 60 MINUTES

#### RESOLVED

That the Minutes of the meeting of Executive Cabinet held on 27 September 2023 be approved as a correct record.

### 61 PERIOD 5 2023/24 FORECAST OUTTURN – REVENUE AND CAPITAL.

Consideration was given to a report of the First Deputy (Finance, Resources & Transformation) / Director of Resources. This was the Period 5 monitoring report for the current financial year, which showed the forecast outturn position.

The report reviewed the financial position for the General Fund revenue budget, the Dedicated Schools Grant (DSG) and the Capital budget. The underlying revenue position was £13.021m at Period 5, this was an adverse movement of £1.347m from Period 4 (where it was £11.674m). The adverse movement was primarily driven by forecast increases in Adult Services care home placements. Compensatory management actions had been put in place to deliver a forecast balanced position.

There was a forecast deficit on the DSG of £5.317m, which was an adverse movement from Period 4 (where it was £2.540m). This had been driven by an unprecedented growth over the summer term of Education, Health and Care Plans (EHCP).

The Capital programme was forecasting an underspend in-year, with subsequent reprofiling of budgets to future years, of £12.909m. This was due to programme rephasing at major projects including Godley Green and Hawthorn's Special School.

#### RESOLVED

**That Executive Cabinet APPROVES:**

- (i) The proposed contingency budget virements as part of routine financial management.
  - i. Corporate buildings energy costs, £0.819m. As a result of national energy cost rises.
- (ii) The acceptance of £0.130m grant funding from the Department of Health and Social Care to support the streamlining of local authority Adult Social Care Assessments that was announced on 29 March 2023. The funding is to be allocated to the Adult Services 2023/24 revenue budget. The supporting proposals on use of the grant award will be included in a separate report for approval.
- (iii) The acceptance of £0.027m grant funding from the Department of Health and Social Care to support expenditure relating to a review and assessment of Adult Social Care functions by the Care Quality Commission that was announced on 21 September 2023. The funding is to be allocated to the Adult Services 2023/24 revenue budget. The supporting proposals on use of the grant award will be included in a separate report for approval.
- (iv) The allocation of £0.560m to the Adult Services 2023/24 revenue budget via the Council's earmarked reserve to support Adult Social Care and NHS integration initiatives. The funding is to support the forecast additional cost of the support at home model when compared to the standard home care model that is included as part of the mitigating actions figure in the Adult Services period 5 forecast.
- (v) The transfer of £0.250m from the Transformation Earmarked reserve to fund the commissioning of IMPOWER to support the development of the transformation programme to deliver the savings requirements within the MTFS.
- (vi) The acceptance of £0.150m grant funding from GMCA Local Authority Grant Programme to deliver work to alleviate barriers to work, skills and education and to promote digital inclusion for adults across the borough. This will continue to fund 3 staff in post and funded through previous grant awards in both 2021/22 and 2022/23 financial years.
- (vi) The acceptance of £0.088m Know your neighbourhood grant to deliver the project aimed at increasing volunteering and reducing loneliness In Tameside.

**That Executive Cabinet NOTES:**

- (i) The forecast General Fund revenue budget position of an underlying pressure of £13.021m, which is an adverse movement of £1.347m from Period 4 reporting.
- (ii) The management actions being taken of £12.839m, which have been monitored for delivery, are currently on track, and will be reported back to Cabinet on a regular basis.
- (iii) That there is a projected overall underspend of £0.036m, following the application of management actions, as outlined in Table 2.
- (iv) The forecast deficit on the DSG of £5.317m, which is an adverse movement of £2.777m from Period 4 reporting.
- (v) The Capital programme position of projected spend of £46.321m, following Cabinet approval to reprofile project spend of £12.909m to 2024/25.
- (vi) The indicative grant sum award to the 2023/24 Adult Services revenue budget of £0.541m from the Department of Health and Social Care to support urgent and emergency care during the 2023/24 winter period. Proposals for use of the funding are to be submitted to the Department by 29 September 2023 with approval due by 13 October 2023. A recommendation to accept the approved sum will be included in a subsequent report once confirmed

**62 MEDIUM TERM FINANCIAL STRATEGY UPDATE**

Consideration was given to a report of the First Deputy (Finance, Resources & Transformation) / Director of Resources. The report presented an update to the Council's Medium Term Financial Strategy (MTFS).

It was reported that the position had improved since the previous report in June 2023 due to the



submission of budget reduction proposals from all service areas along with a 2% reduction in the prevailing rate of Consumer Price Index (CPI) inflation. The rate of CPI released in September 2023 was 6.7%.

The MTFS was part of the financial framework for the Council. A key purpose of the MTFS was to ensure that future budgets would be balanced. It was a statutory requirement for the Council to set a legally balanced budget for the immediate financial year ahead, and it was best practice to have a medium-term view over a 3-5 year period.

The current MTFS had an imbalance of resources to expenditure of £33.819m to 2028/29, with £9.651m still required to be found for 2024/25. In the last update, the MTFS imbalance was £39.783m to 2028/29, with £12.889m required to be found for 2024/25.

The “budget gap” in the MTFS as a percentage of the 2023/24 net expenditure requirement of £221.397m is 4.4% for 2024/25 and 15.3% to 2028/29. The thinktank Localis were running events on local government finance at all political party conferences this year, with their findings suggesting many authorities in the UK were planning for budget reductions of up to 15%. This was in line with the Council’s current MTFS gap.

The Council’s budget monitoring report for Month 5 was also presented to this Executive Cabinet and it contained significant levels of risk in services with activity-driven costs such as social care, homelessness and highway maintenance. The current forecast out-turn for 2023/24 was £0.036m underspent. The underlying risk was £13.021m. The worst case scenario was that the full risk value converts to an overspend, requiring the use of reserves to balance the General Fund position. Within the MTFS position, there was an assumption of pressures requiring funding based on activity and demand in 2023/24, however there was an expectation that services proactively work on demand management and “flattening the curve”, and this was assumed within the MTFS.

It was reported that in the worst case scenario, where demand management fails and no budget reductions were delivered and the Council had to support a balanced budget through reserves use, the Council would exhaust its reserves in 2027/28. For the avoidance of doubt, that was 4 years from the date of this report to Executive Cabinet.

As reserves fall, it would become more and more difficult for the Section 151 Officer to fulfil their statutory duties and confirm that budget estimates were robust and that reserves and balances were suitable and appropriate to maintain fiscal sustainability.

It was explained that the scale of the challenge the Council was facing to set a legally balanced budget in the face of rising demand for social care and homelessness services, inflation against the backdrop of over a decade of reducing financial envelopes since 2010 (the Council has delivered over £180m of reductions in that time) was as acute as it was in the period 2010-2013.

## **RESOLVED**

### **That Executive Cabinet APPROVE:**

- (i) The recommendation to not pool Business Rates across Greater Manchester for 2024/25 and authorises the Section 151 Officer to respond to the Department for Levelling Up, Housing and Communities to that effect.**
- (ii) The updated MTFS for 2024/25 to 2028/29.**

### **That Executive Cabinet NOTE:**

- (i) The impact of additional inflationary and demand pressures on the MTFS from 2024/25 to 2028/29.**
- (ii) The impact of the proposed budget reductions on the MTFS from 2024/25 to 2028/29.**

Consideration was given to a report of the Deputy Executive Leader / First Deputy (Finance, Resources & Transformation) / Director of Children's Services. The report sought approval to accept and spend a Department for Education (DfE) Delivering Better Value (DBV) in SEND grant in the sum of up to 1m to support the implementation of change to manage and mitigate identified cost drivers within the SEND high needs system.

It was reported that over recent years, rising demand and other pressures have contributed to many local authorities accruing deficits on their Dedicated Schools Grant (DSG) and the Covid pandemic had exacerbated these issues. The overspend on Tameside's DSG High Needs Block budget had been increasing year-on-year to the point at which it had become unsustainable. The High Needs Block in-year deficit for the last three years was as follows:

- 2020-21 - £1,821,981
- 2021-22 - £1,972,933
- 2022-23 - £1,017,794

Early monitoring of the 2023-24 High Needs Block deficit position indicated that the deficit position was accelerating with the in-year deficit estimated to be £5.876m.

The DfE was running a range of intervention programmes to assist local authorities with deficits to achieve High Needs spend sustainability. Tameside was invited to participate in the DfE's Delivering Better Value in SEND support programme. The implementation of the DBV plan would look to maximise the reduction in High Needs Block costs, however, the demand and costs within the system continued to outstrip forecasts and a significant cumulative deficit of between £39.4m and £68.1m was estimated at the end of 2027-28.

In early August 2023, the DfE DBV Programme Board gave indicative approval to Tameside's Stage 1 DBV implementation plan and revenue funding request of £1m. DfE feedback on the plan stated that it demonstrated an aspiration to deliver significant improvements to services for children and young people with SEND alongside significant financial benefits over the next 5 years.

It was explained that feedback from Newton Europe to DfE on the projected High Needs Block deficits across DBV and Safety Valve local authorities, after mitigating actions had been taken, indicated that deficits remain extremely high over the coming years. In response, DfE introduced a new Stage 2 late in the DBV Programme. Stage 2 required local authorities to identify significant additional opportunities to achieve a sustainable in-year balanced position as soon as possible and had committed to the development of a robust DSG Management Plan to deliver these by the first quarterly monitoring meeting (December 2023).

Tameside's DBV application (stage 1 and 2) was assured by Tameside's DfE Monitoring Advisers and CIPFA before being presented to the DfE DBV Programme Board. Tameside's bid was given full approval on 15th September 2023. No specific conditions were applied to the approval of Tameside's DBV application and the Council awaits receipt of a Grant Offer Letter that would set out the standard grant conditions that apply to this grant award.

The Tameside Draft DBV Plan included some quick wins that could be spent within autumn 2023 term but the majority of workstreams would start to spend from either January 2024 or September 2024. DBV grant was required to be spent by 31 March 2025 and workstreams would be governed through the SEND Inclusion and Partnership Board.

## **RESOLVED**

**That Cabinet Approve subject to the Director of Children's Services reviewing the standard grant conditions in consultation with the Director of Recourses and the Head of Legal, the acceptance of £1m DBV grant from the Department for Education to fund the implementation of SEND system change.**

Consideration was given to a report of the Executive Member for Planning, Transport and Connectivity / Executive Member for Climate Emergency and Environmental Services / Director of Place. The report outlined the new mandatory net gain requirement for biodiversity introduced by the Environment Act 2021 becoming a requirement that applies from January 2024 for developments in the Town and Country Planning Act 1990, unless they were exempt, and to small sites from April 2024 applying for planning permission. It further outlined a range of activities which had been undertaken in readiness for the new requirement and details the opportunities which existed to the council as a landowner.

The report explained that the mandatory requirement for new development to provide a demonstrable net gain in biodiversity will have implications for developers and the council both as local planning authority and landowner. A range of activities have been undertaken to prepare for this new requirement as detailed in this report, and work is ongoing to take advantage of the opportunities available to the council. It is expected that as preparatory work continues, notably in regard to assessing and committing council-owned land for offsetting opportunities, that this will be updated through further reporting.

## **RESOLVED**

### **That Executive Cabinet:**

- (i) Note the impending requirement for biodiversity net gain for most new development and the consequential demand this will create for biodiversity offsetting;**
- (ii) Note the process required to bring Tameside owned sites forward to be ready to provide potential biodiversity offset locations as set out within Section 3 of this report;**
- (iii) Note the outcomes of the supply and demand work as set out in Appendix 1;**
- (iv) Endorse the approach of assessing our own land with the principal that this be used as a potential offset site, subject to further member reporting.**

## **65 OPTIONS FOR REDUCING STREET LIGHTING ENERGY CONSUMPTION.**

Consideration was given to a report of the Executive Member for Planning, Transport and connectivity / Assistant Director of Operations & Neighbourhoods. The report considered options for the council to reduce energy consumption for street lighting. The council sought to decrease its energy consumption to achieve its commitment to 'Net Zero' by 2038. Options were presented to 'dim and trim' or turn off lighting on the public highway or public realm.

It was explained that the need for street lighting varies by location. It was generally accepted that urban and residential areas should be provided with street lighting. However, the level and standard of lighting provided will be dependent upon a number of factors.

Councils did not legally have to provide street lighting, however, once provided, the local authority does have a duty to maintain the system in a safe condition. The standards for street lighting were laid down in British Standard: BS 5489 and European Standard BS EN 13201; lighting to these standards is considered best practice, and reasonable justification should be provided if not achieved. Any decisions to implement dimming, trimming or switching off of Street Lighting need to consider whether standards are being met, and any deviation from these standards will need to be justified.

In regards to energy costs, energy costs had significantly increased in the past 18 months due to a volatile electricity supply market. It was imperative that the council reduces its electricity consumption in order to reduce costs. The impact of trimming and dimming would reduce the amount of energy used to light the highway. In financial year 21/22 the council spent £1.113m (8.04300p/kWh) to provide energy to our general street lighting network. The unprecedented energy cost rise had caused significant pressure to the council's energy budget, in 22/23 the energy cost rose to £1.592m (22.40996p/kWh). An increase of £0.480m compared to the previous year, this equates to a 30.15% increase on 21/22 on energy used only). Further increases in the

electricity tariff were expected in the 2023/24 (31.5590p/kWh) financial year this will increase the energy by another 29.02% to £2.243m (estimated).

The Council had looked at a variety of options for reducing energy consumption, with the main road and side road assets separated to provide more flexibility to try and achieve affordable options within an acceptable “payback period”. Appendix 1 provided further detail on the options that had been considered. The recommended Option C2, dimming and trimming on the main roads:

<b>Main Road Lanterns</b>	<b>Savings at 22/23 prices</b>	<b>Cost to implement</b>	<b>Payback at current rate</b>
Trimming – slightly increased darkness switch on/off & dimming to 75% light output 00.00-06.00	<b>£73,614 per annum</b>	<b>£284,200</b>	<b>£284,200 ÷ £73,614 = 3.9 years</b>

<b>Energy savings</b>	<b>Current energy consumption per kWh</b>	<b>Energy savings per kWh</b>	<b>Energy savings per column</b>
<b>Main Road Lanterns</b>			
Number of columns- 8,120	2,454,805.63	<b>328,454</b>	<b>40.45 kWh</b>

## **RESOLVED**

**That Executive Cabinet APPROVES:**

**The implementation of option C2 in principle, to trim and dim the lighting provisions on the council’s main road lanterns, subject to:**

- (i) options to finance the capital investment of £0.284m required to carry out improvements to the street lighting columns to facilitate dimming and trimming, and this be delegated to the Director of Place in consultation with the Section 151 Officer.**
- (ii) Progress reporting to on the programme forming part of the regular report to Strategic Planning and Capital Monitoring Panel meetings.**

## **66 UK SHARED PROSPERITY FUND UPDATE**

Consideration was given to a report of the Executive Member for Inclusive Growth, Business & Employment / Director of Place. The report provided an update on the UK Shared Prosperity Fund (UKSPF) for all three investment priorities including Communities & Place, Local Business & People & Skills.

The report detailed the £1.979m of funding for Tameside against the UK Shared Prosperity Fund (UKSPF) Communities and Place investment priorities. The submission was designed to be an economic driver that delivers genuine levelling up opportunities across Tameside supporting national, GM and Tameside strategic policies. Progress to date on the current projects funded through the UKSPF were set out in Table 1 in Appendix A. There were 16 projects which were all considered to have low risk of non-delivery. Table 2 in Appendix A showed active projects within this investment priority including budget allocation and spend to the end of August in this financial year.

The report also detailed the progress to date on the projects within the UKSPF Support Local Business funding of £1,215m that was awarded to the Council. Progress to date on the current projects within this investment priority were detailed in Table 3 in Appendix B. Overall, there were 2 projects, all considered to have low risk of non-delivery. Table 4 in Appendix B showed proposed spend for the supporting local business investment priority and actual spend to date.

As part of the Grant Funding Agreement, the Council was required to submit a formal reporting template every quarter to support Greater Manchester Combined Authority (GMCA) reporting requirements to DLUHC.

From September 2023, GMCA would require a full contract to date reconciliation and review to be

undertaken. In the development of the GM Investment Plan, it was agreed that a number of cross-cutting themes would underpin the delivery of UKSPF in GM to demonstrate the added value of place-based programmes in the realisation of the Greater Manchester Strategy. These are;

- Environment; Contribution to GM's 2038 net zero ambitions.
- Equalities; Contribution to reducing inequalities.
- Social Value; Embedding social value.

Local Authorities were asked to set out their approach to delivering "ways of working" to these cross-cutting themes through the UKSPF interventions and were considered in the original proposals. Greater Manchester Combined Authority (GMCA) could reduce the funding allocation, overall or for a specific year if there was a failure to comply with the UKSPF performance monitoring requirements and / or if progress on project delivery is unsatisfactory.

## **RESOLVED**

**That Executive Cabinet NOTE the update on UKSPF delivery in Tameside and progress to date.**

## **67 CONTRACT FOR THE PROVISION OF AN E-CONTRACT PERFORMANCE SYSTEM**

Consideration was given to a report of the Executive Member for Adult Social Care, Homelessness & Inclusivity / Director of Adult Services. The report sought approval for the procurement of the Provider Assessment and Market Management System, as a call of contract to be procured via the Government Cloud.

It was explained that the Commissioning & Home for All Team currently uses a contracts performance process which uses electronic tools, but cannot be used to easily produce reports. This was both time consuming and can be prone to errors as data is manually transferred. Any necessary service improvement actions from each visit also needs to be identified separately and some may be overlooked when service development improvements plans are being developed. Further the existing process did not allow the provider to challenge the outcome of the performance visit and, as a result of this potential lack of transparency/approval from the provider, the outcome of the visit was not shared publicly. In addition, there was a lack of consensus across Greater Manchester as to a preferred quality assurance and market management tool, albeit three GM Councils have adopted the PAMMS system (Bolton, Oldham and Salford).

It was further explained that Tameside needed to move to an eContracts Quality Assurance/Performance process to ensure that accurate reports could be easily run, as well as to help manage risk within the sector. There were two systems in the G-Cloud that seemed to focus on the social care market (Adam & PAMMS), both of which were now owned by The Access Group, and Adam had been absorbed by PAMMS. Therefore, the report proposed a direct award to The Access Group (who own and operate PAMMS).

The implementation of PAMMS would have several benefits to the Commissioning and Homes for All Team this included:

- Provide information on the outcomes of visits in a more timely, less resource intensive manner.
- Reduce potential inaccuracies in copying data to provide reports.
- Assist to provide appropriate evidence to the Care Quality Commission that the Council had robust systems/procedures in place to ensure providers were delivering the appropriate care and support to the people who needed the service.
- Allow for the sharing of information between Commissioners, some of whom may be funding people in care homes in Tameside.
- Allow for publishing the outcomes of the Council's contracts performance process, which could be viewed alongside the CQC ratings, to give prospective residents a better understanding of the service.

## **RESOLVED**

To approve the procurement of the **Provider Assessment and Market Management System (PAMMS)**, as a call off contract, to be procured via the **Government Cloud (G-Cloud)**. G-Cloud is a UK government initiative to ease procurement of cloud services by government departments and promote government-wide adoption of cloud computing.

## **68 ADULT SERVICES HOUSING AND ACCOMMODATION WITH SUPPORT. PRIVATE RENTED SECTOR OPPORTUNITIES**

Consideration was given to a report of the Executive Member for Adult Social Care, Homelessness & Inclusivity / Director of Adult Services. The report for Adult Services to progress accommodation options through the private rented sector, to increase capacity in the borough for the provision of supported accommodation for adults with care act eligible needs to live in their own homes.

It was explained that there were currently 55 people on the waiting list held in Adult Services by its Accommodation Options Group (AOG), and there were 8 people identified for transition in the next two years from Children's Services requiring 24-hour support who needed to be planned for. In addition, the number of people with a learning disability or mental health needs living in costly out of borough places had increased recently, primarily due to the lack of supported accommodation capacity locally to meet need. There was a real concern that without increasing capacity such costly placements would very quickly become long term and the opportunity to return people to supported living in the borough at a reduced cost would be lost. The report outlined a range of accommodation schemes needed over the coming 3-5 years to meet current and future need across all adult groups.

The properties being offered by Private Sector Landlords were in line with the range of accommodation identified in the SCB report and would provide quality accommodation to meet the needs of a group of service users that are currently placed in out of borough placements realising a potential cost saving to the authority.

The properties would be for the housing of a younger adults currently supported in an out of borough placement whose care package is currently costing the Council £2.307m per annum. Once the individuals were settled after a period of transition the service was working towards the cost of support being reduced to realise a saving of £0.533m per annum.

In supporting the progression of this provisions the Council was making a strong commitment to meeting the needs of people with an eligible need by prioritising the continuation of the provision of 24 hour supported living services locally.

### **RESOLVED**

- (i) That approval is given for Adult Services to progress accommodation options through the private rented sector, to increase capacity in the borough for the provision of supported accommodation for adults with care act eligible needs to live in their own homes.**
- (ii) That authority is given to the Director of Adult Services to agree terms, in consultation with the Head of Legal to enter agreements to secure property to deliver 24 hour supported accommodation for individuals with care act eligible needs.**
- (iii) That authority is given to the Director of Adult Services to agree, in consultation with the Head of Legal and Director of Resources, the delivery of the care and support through the in house homemaker service at each property given the complex needs of the people identified for resettlement, thereby delivering best value for the Council.**

## **69 FORMER ACTIVE TAMESIDE SITES – ASHTON SWIMMING POOL AND LONGDENDALE RECREATION CENTRE**

Consideration was given to a report of the First Deputy (Finance, Resources & Transformation) / Head of Estates. The Council had agreed to accept a surrender of the lease of Ashton Swimming

Pool and Longdendale Recreation Centre from the existing lease agreement between the Council and Active Tameside. As part of that approval, the report sought approval to declare both sites surplus to Council requirements in accordance with the Council's disposal policy, and to sought approval to demolish both existing buildings. Accordingly, this report was seeking approval to progress with the surplus declaration process together and approval to demolish both existing buildings. This report also addresses the petition received 22 August 2023 to save the Active Ashton Centre.

It was reported that in regards to Ashton Swimming Pool, the current rateable value was £100,000, which would represent an annual rates payable liability to the Council of £51,200. The Council would become liable for the payment of the business rates after expiry of the initial 3 months relief. The property was transferred back to the Council on the 15 September 2023. In addition, there would be the costs of management, security and maintenance. The building had reached the end of its economic life, requiring significant levels of investment to keep it operational. A condition survey undertaken in 2021 which identified £0.610m of backlog maintenance was required and the building condition had significantly deteriorated since then.

High level estimates for demolition had now been received, with an estimated cost of demolition of £0.964m, but these costs could be capitalised and financed from a future capital receipt if demolition was considered to enhance the future value of the site.

The current rateable value of Longdendale Recreation Centre was £47,000, which represented an annual rate liability of c£23,000. When the property was surrendered from the lease, the Council would become liable for the business rates after expiry of the initial 3 months empty rates allowance, the property was transferred back to the Council on 15 September 2023. In addition, there would be the costs of management, security and maintenance. A condition survey undertaken in 2021 identified a backlog maintenance liability of £0.290m.

In terms of mitigating the empty building costs liability post-surrender, the aim was to reduce the Council's liability and maximise the value of any capital receipt, it was proposed to undertake a marketing exercise inviting offers to purchase and develop this site along with the larger adjacent council owned car park, which should prove attractive for residential development.

The demolition costs for both these buildings were a high-level estimate based upon the costs of demolishing the former Denton Baths, with an allowance for inflation and contingency, and an allowance had been made for the removal of asbestos, however, the final cost for each building was dependent upon intrusive surveys, which it has only been possible to undertake recently.

The report explained that a petition with 7,000 signatures was lodged with the Council on 22 August 2023, requesting the Council to consider keeping the Active Ashton Pool building open. Additionally, there have been numerous other similar correspondence seeking the same.

The Council had carefully considered this request as part of this report and had taken account of a number of issues before reaching its conclusion. Active Tameside's proposal to close these facilities was of course disappointing for everyone especially Active Tameside. Active are an independent, not-for-profit charity, and provide some of the best health and wellbeing services across Tameside. However, there are a number of issues, which have to be taken into account when reviewing the building's future. The Ashton leisure centre was constructed over 50 years ago, it was highly inefficient, and with rising energy costs and inflation, was being run at a considerable financial loss to Active Tameside. As highlighted earlier in this report, the building had reached the end of its economic life, requiring significant levels of investment to keep it operational. A condition survey undertaken in 2021 identified £0.610m backlog maintenance was required and the building condition has significantly deteriorated since then. The closure of this building along with the Longdendale and Etherow centres was made to enable Active Tameside to sustain their current business model and secure the future of the whole leisure offer through the remainder of their estate.

It was explained that the Council's finances means that it is not in a position to pay more for the

services and Active have not until now been able to access any government support to deal with the excessive energy costs. With the ongoing increased running costs, and the Ashton facility being past its end of life and requiring significant investment, it is no longer feasible to keep this building open.

It was further explained that in considering need, it had been confirmed that all the group activities, which took place in Ashton swimming pool, such as school swimming lessons and swimming clubs were still being delivered within the Borough and had all been successfully relocated and accommodated within the four remaining Tameside Active Swimming Pools. These are detailed in the table in Appendix 3, and the alternative locations are identified on the plan in Appendix 4. All were located within 3.6 miles from Ashton Swimming Pool. These being: Active Copley, 2.8miles; Active Hyde, 3.6miles; Active Medlock, 3.4miles and the Tameside Wellness Centre (Denton), 2.7miles from Active Ashton. The Council would continue to seek assurances and clarification from Active on the clubs and school swimming lessons to ensure that they continue to be delivered and would support Active Tameside like the council would any other organisation to ensure the best outcome possible for residents.

Consequently, the Council was unable to support the Petition received to keep Ashton Swimming Pool open as it had insufficient capital to repair and maintain in a safe condition and insufficient revenue to manage the day to day running costs.

## **RESOLVED**

### **That Executive Cabinet:**

- (i) Having considered carefully the petition to save Active Ashton and other correspondence of a similar nature, the costs required to address the condition and health and safety of the pool together with ongoing revenue costs including utility costs and declare the former Ashton Swimming Pool and Longdendale Recreation Centre sites, and adjacent Council owned car park at Longdendale, as surplus to the Councils operational requirements. This is consistent with the Cabinet decision made in 2016**
- (ii) Approve the proposed demolition of the existing buildings on each site based on the estimated costs of £1.771m in this report.**
- (iii) Approve the creation of a capital budget of £2.000m for the demolition of the existing buildings in the capital programme to cover demolitions estimates and contingency.**
- (iv) Approve the use of un-earmarked reserves, noting this will reduce the available capital reserves to support risk smoothing, transformation and other Corporate Priorities and that the costs of the demolition works will need be capitalised as part of a wider programme of works to deliver enhancements to Ashton Town Centre.**
- (v) That the Council accept the Sport England funding award and administer the payment to Active Tameside subject to the Council's S151 officer and Head of Legal Services being satisfied that the terms and conditions of the grant do not create any additional risks for the Council and noting that the grant awarded can only be used to provide revenue support towards the utility costs at Active Copley and Active Hyde and no other venue or centre.**
- (vi) Approve the submission of a bid by the 17 October 2023 for Phase 2 funding as outlined in Section 6 to reduce future revenue costs at Denton Wellness Centre and Active Copley.**

## **70 LAND AT GRAFTON STREET, HYDE - DISPOSAL**

Consideration was given to a report of the First Deputy for Finance Resources & Transformation / Assistant Director of Strategy Property. The report sought approval to declare the plots of land detailed on the plan at Appendix 1 as surplus to the requirements of the Council and available for disposal and approve the disposal on the terms provisionally agreed subject to them being in line with the independent Red Book valuation.

It was reported that the Council owns four plots of land that previously formed part of a larger area



used to support a series of highway schemes. Following completion of the schemes, the Council had retained the surplus plots, shown edged red on the attached plan at Appendix 1. These areas were now maintenance liabilities with potential costs but did not generate any revenue.

Plot 1, measured approximately 45 square metres, and had in the last few years, been landscaped by the owners of the adjoining site to form an attractive area of hard landscaping. More recently, signage had been introduced onto the land, which represents an encroachment which would be resolved by the proposed disposal.

Plots 2 and 3 were two areas of naturalised land, which wrap around the former residential properties known as 54-58 Clarendon Street that were acquired and demolished by a third party (possibly the Highways Agency) approximately 20 years ago. The Council land was largely indistinguishable from the third party owned land and the two plots measure 28 square metres and 102 square metres respectively.

Plot 4 was also an area of landscaped land that was largely naturalised, with several unmaintained trees covering the site. The land appeared to have been in this state, for a number of years although, judging from a wall that wraps around part of the property, the land was previously developed as a building or yard area, perhaps prior to the construction of the nearby M67. This site is approximately 450 square metres.

The report detailed that the Council had been approached by an agent acting on behalf of a fast food restaurant and take away provider, who had agreed terms to acquire the freehold and leasehold interests from the freehold owner of the adjacent site who was seeking to sell the site as a redevelopment opportunity. The Council's Grafton St plots are of interest to a fast food restaurant and take away provider, who are ideally seeking to develop a 'Drive Thru' restaurant on the combined sites have advised that they require the adjoining plots owned by the Council in order to develop a 'Drive Thru' restaurant.

Following this initial approach, and given the fact that, in isolation and in the absence of any comprehensive redevelopment proposals for the Council land, this report is seeking approval to declare the four plots owned by the Council surplus to requirements and seeking approval to a disposal of the freehold interests to the fast food restaurant and take away provider, which will be conditional upon planning permission being granted to construct a 'Drive Thru'.

This approach would maximise the potential for the Council to generate a capital receipt for the Council to support the Capital Programme. It was recommended that the Council's freehold interest in the 4 plots shown edged red on the plan are declared surplus, as detailed on the plan in Appendix 1, and approval is granted to sell the freeholds of the four plots on the terms detailed in Appendix 2 to a fast food restaurant and take away provider, thus generating a valuable capital receipt, for this underutilised asset. The completed development would also create new employment opportunities in the Borough. The disposal price would be supported by an independent external RICS "red book" valuation as required by valuation protocols.

## **RESOLVED**

- (i) To declare the four plots of land outlined on the plan attached (Appendix 1) surplus to the requirements of the Council and available for disposal.**
- (ii) To approve the disposal of the four plots of land detailed in Appendix 1, on the terms provisionally agreed subject to them being in line with the independent Red Book valuation.**

## **71 URGENT ITEMS**

There were no urgent items.

**CHAIR**

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## STRATEGIC PLANNING AND CAPITAL MONITORING PANEL

16 November 2023

**Commenced:** 2.00 pm

**Terminated:** 2.47 pm

**Present:** Councillors Cooney (Chair), Fairfoull (Deputy Chair), North, Feeley, McNally, Bray, L Boyle, McLaren and Dickinson

**In Attendance:**

Sandra Stewart	Chief Executive
Ashley Hughes	Director of Resources
Julian Jackson	Director of Place
Alison Parkinson	Director of Children's Services
Jane Sowerby	Assistant Director of Education
Emma Varnam	Assistant Director of Operations and Neighbourhoods
Tracey Harrison	Assistant Director of Adult Services
Thomas Austin	Senior Finance Manager

### 21 DECLARATIONS OF INTEREST

There were no declarations of interest.

### 22 MINUTES

The minutes of the Strategic Planning and Capital Monitoring Panel meeting on the 17 August 2023 was approved as a correct record.

### 23 PERIOD 6 2023/24 FORECAST OUTTURN - CAPITAL

Consideration was given to a report of the First Deputy (Finance, Resources & Transformation) / Director of Resources. The report reviewed the financial position for the Capital budget, including the forecast outturn position. The report was the second capital monitoring report for 2023/24, it summarised the forecast outturn position at 31 March 2024.

The Council's Capital Programme for 2023/24 to 2025/26 contained £118.794m of schemes, of which £113.956m were fully approved and £4.877m were earmarked. A major risk facing the programme was the ongoing inflationary and supply pressures in the construction sector, which limited the affordability of projects. This was worsened where projects were delayed into future years which meant the effects of inflation were further magnified.

Members of the Panel were presented with a breakdown of the capital programme by service area, which reflected the reprofiling requested in the period 3 capital update (£12.908m) along with other approved changes requested in the individual service area reports.

In regards to budget reprofiling, a total reprofiling of £1.024m was requested at month 6. It was noted that while the net reprofiling was £1.024m, there was movement both to and from the next financial year, with a significant reprofiling of funds into 2023/24 due to Hawthorns Primary progressing faster than previously anticipated.

Panel Members were advised that Capital reserves of £1.511m were available, of this £1.489m related to reserves held for specific schemes, Godley Green Garden Village and Stalybridge Heritage Action Zone. The remaining £0.022m was held in a general capital reserve.

Approved and earmarked schemes already in the capital programme for future years were reliant on £15.110m of capital receipts and reserves and therefore securing capital receipts would be vital to ensure the programme could be funded. Careful monitoring of progress in realising capital receipts must be undertaken to ensure that there was timely and pro-active disposal of assets and that the actual receipts were in line with projections.

The latest disposal programme forecasts £21.807m of receipts from 2023/24 to 2025/26. Disposals had been RAG rated to identify the level of risk associated with the realisation of the capital receipt. Of the total anticipated capital receipts in 2023/24, £0.045m had completed, £1.623m was rated as 'green', £3.037m was rated as 'amber' with conditions to be satisfied, and £0.945m was rated as 'red' with significant uncertainty over delivery. There was a further £4.897m of projected capital receipts in 2024/25 and £11.260m in 2025/26. Of the full three year disposal programme, £17.439m is rated amber and £2.721m is rated red.

Discussion ensued on the capital receipts received in recent years and the projected capital receipts in forthcoming years.

The Panel then considered each of the appended documents in turn. The Director of Place provided an update on the Development & Investment Capital Programme. It was highlighted that the Ashton Town Hall – Future Uses Study capital scheme was rag rated green. Additional grant funding, detailed at Capital Scheme Levelling Up Ashton would be utilised by 31 March 2025 to address immediate health and safety issues at Ashton Town Hall; works to the façade, the parapet and the interface with the roof were considered to be the current priority.

It was reported that the Stalybridge HAZ capital scheme, works started on site in August 2023 with completion of roof repair works scheduled for May 2024 and the remainder of the works to the building completing by Summer 2024. Access to the building during the restoration period will be strictly limited and the decant of existing occupants of the building to other sites in the Borough was completed in advance of the works commencing. The works to the building were progressing as per the agreed programme. Heritage Walk Public realm capital works along Market Street commenced in October 2022 and will complete in February 2024. The first stage between Melbourne Street and the bus station completed and opened to traffic in November 2023. The final stage between Melbourne Street and Trinity Street would complete by February 2024, with the delivery programme allowing of full access during the Christmas period.

The Director of Place advised that in regards to the Godley Garden Village, despite the positive outcome of the speaker's panel decision, delays to planning determination process had meant that the Council remained in breach of its Housing Infrastructure Funding (HIF) Grant Funding Agreement (GFA) with Homes England. It was now clear that the Council would not be in a position to draw down the full allocation of £10m, prior to the expenditure deadline of March 2024 and, despite best efforts, the project team had been unable to negotiate a further extension to the existing GFA. Homes England had confirmed, in principle, that the £0.720m already drawn down and expended, along with the £0.500m of revenue capacity funding, in preparation the planning application would not be subject to clawback. A remediation plan that would provide the process for termination of the GFA had now been agreed with Homes England. A report was being prepared for Executive Cabinet in December 2023.

An update was also provided on the Ashton Public Realm capital scheme, works on Stage 4 design had been completed and the scheme would now progress to the delivery stage by Spring 2024. Engagement sessions with key stakeholders, including market traders, had taken place throughout this detailed design phase and would continue in the lead up to the commencement of the delivery phase. It was proposed that the surplus LUF funding allocated against the former bus interchange site was repurposed to enable the delivery of additional key zones of the public realm that would further realise the vision for the town centre. These areas included the waste disposal facility between the Town Hall and Market Hall and associated landscaping, Warrington Street and Market Avenue. These areas were included in the recent planning permission for the site. The LUF contribution to Market Square and associated public realm in the surrounding area would therefore be increased from £11.2m to £14.1m. The proposal was to relocate the temporary market to

Fletcher Square, Market Street and Bow Street whilst the main construction works are underway to Market Square. This would enable the market to operate with minimal disruption and would ensure that progress on delivering the improvement works to Market Square can be made in line with the agreed funding timescales.

The Panel were then provided an update on the Corporate Landlord Capital Programme as set out in Appendix 2. The Director of Place advised Members that the three schemes detailed in Appendix 2 were all on track and had a green RAG rating.

The Assistant Director of Operations and Neighbourhoods delivered an update on Appendix 3 the Engineers Capital Programme. In regards to the walking and cycling programmes, it was reported that following design review by TfGM, of an active travel scheme at Crown Point Denton, the proposals were to be revised to look at improvements along the Denton to Hyde, A57 corridor, to make best use of the existing budget allocation of £1.950m. These proposals would be submitted to TfGM for their consideration and approval in due course to maintain a commitment to deliver a package of works by the March 2024 funding deadline. The timescales for this particular project were extremely challenging, however dialogue with TfGM remains positive. Design works had been completed for the Bee Network Crossings Project and the site works were scheduled to commence January 2024 by the council's delivery team, to be completed by March 2024 in order to satisfy the grant funding terms and conditions.

In regards to Bridge Structures and Inspections, it was reported that Works are complete for the scour protection works to Phantom Bridge, Ashton-under-Lyne. Three scour protection schemes have been prepared for Broadbent Hollows culvert, Mossley, Alma Bridge, Dukinfield and Caroline Street Bridge, Stalybridge. Procurement of the works was underway. Further, options for a solution at Victoria Street Embankment Hyde were being progressed following completion of the site investigation.

The Assistant Director of Operations and Neighbourhoods then provided an update on the Operations and Greenspace Capital Programme. The Panel were advised of the progress on works related to Children's Playground Facilities. It was explained that the funding was only to be used on health and safety repairs and was being split into three phases: Phase 1 was replacement of sand with wetpour and replacement play equipment. Phase 2 was the replacement of 5 timber multiplay units with new metal and plastic units. Phase 3 was replacement of play equipment and replacement of some grass matting with wetpour. Over the next 3-4 months the Council would continue to improve further play areas. The scheme was proposed to be completed by March 24.

In regards to Cemeteries and Crematoria, it was explained that now that the installation of the new cremators had been completed an essential upgrade to the interface between the chapel and the crematoria was required to accommodate bariatric coffins. Essential work to the Dias committal area required a double doorway constructing to allow for a bariatric coffin to be transferred safely into the crematory along with a new catafalque, canopy and committal curtain, lighting, decorating and acoustics. It was proposed that the cost of this, estimated to be £0.130m, would be met from the remaining cremator scheme contingency.

The Assistant Director of Operations and Neighbourhoods then delivered an update on the Fleet Replacement Scheme detailed in Appendix 5. Members were advised that Procurement had been delayed due to the need to obtain comparative quotes for lease/contract hire for some of the items, and it was therefore unlikely that any of the fleet expenditure would be incurred in the current financial year. Expenditure in excess of the scheme budget still required authorising and funding arrangements to be agreed. Fleet replacement for 23/24 had not started yet so this programme needed to be rolled forward to 24/25 and costs again are expected to be significantly higher than previous estimates.

## **RECOMMENDED**

### **That Executive Cabinet NOTE:**

- (i) **The rep profiling of £1.024m of capital spend outlined in table 3**
- (ii) **Other capital changes of £2.316m in table 7.**

- (iii) **The Capital programme position of projected spend of £46.946m, following Cabinet approval to reprofile project spend of £1.024m from 2024/25.**

**24 URGENT ITEM - HAWTHORNS SCHOOL, NEW BUILD - ADDITIONAL FUNDING REQUIRED TO INCREASE SCHOOL CAPACITY**

Consideration was given to an executive decision of the Director of Resources which was being made later that day owing to the urgency to progress the building work.

The report sought approval to allocate a sum of £46,162.38 for the amendments to the internal layout and fixings at the new Hawthorns SEND Academy to accommodate an additional 26 SEND pupil placements for pupils with additional learning and communication needs.

The Panel were advised that the average cost of a specialist independent primary place was £0.071m per year, compared to an average cost of £0.021m for a place at Hawthorns Academy. Whilst there was only 5 children placed at independent primaries, 3 of those began their placement in September 2023, as maintained specialist provision in the borough was at capacity. Increasing capacity at Hawthorn's to 26 could have a full year cost avoidance of £1.300m, and every independent placement avoided would avoid costs to the council of £0.050m per year.

It was explained that the DSG had a statutory override whereby accumulated deficits were ring-fenced in an unusable reserve and not a risk to the General Fund. This ring-fence was applicable to 2025/26. If the ring-fence was not extended, the DSG deficit would be considered to be supported by the General Fund from April 2026. As the Council was forecasting for a deficit of over £8m at the end of 2023/24, and expected this to remain broadly flat through the impact of the Delivering Better Value (DBV) programme in 2024/25, there would remain a deficit balance to mitigate of over £8m. The investment at the Academy for increased pupil places supported the Council's intentions to manage the DSG sustainably and effectively.

The £0.046m cost of the proposal could be met within the contingency budget of the Hawthorn's Academy build scheme. There was a total contingency budget of £0.500m with a remaining budget of £0.380m following prior drawdowns on contingency.

**RECOMMENDED**

**That the Director of Resources be recommended determine that:**

- (i) Approval is given to allocate the sum of £46,162.38 for the amendments to the internal layout and fixings at the new Hawthorns SEND Academy to accommodate an additional 26 SEND pupil placements for pupils with additional learning and communication needs. The sum is made up of the Academy and council jointly funding the total costs of £83,931.60 to be split equally at £41,965.80 each with a 10% contingency allowance of £4,196.58 each. The net cost of £46,162.38 to be drawn down from the new Hawthorns scheme contingency.**
- (ii) Any expenditure against the remaining budget will be monitored through the Strategic Planning and Capital Monitoring Panel (SPCMP).**
- (iii) Approval be given to enter into a Legal agreement with the Academy to reimburse the Council for their share of the costs being £46,162.38 of the uplift with both the Academy and the Council contributing equal sums.**
- (iv) That before the end of the year a further report is received by Board/Cabinet from the assistant Director of Education to address the intentions for the Audenshaw site currently occupied by Hawthorns, which as set out in paragraph 3.10 is required to be surrendered to the Council on occupation by the Academy of the new site.**

**CHAIR**

# Agenda Item 4

<b>Report To:</b>	<b>EXECUTIVE CABINET</b>
<b>Date:</b>	22 November 2023
<b>Executive Member / Reporting Officer:</b>	Cllr Jacqueline North –First Deputy (Finance, Resources & Transformation) Ashley Hughes – Director of Resources
<b>Subject:</b>	Period 6 2023/24 Forecast Outturn – Revenue and Capital.
<b>Report Summary:</b>	<p>This is the Period 6 monitoring report for the current financial year, showing the forecast outturn position. For the General Fund, this is now a <b>£7.950m overspend</b>, for which recovery planning is required urgently.</p> <p>The report reviews the financial position for the General Fund revenue budget, the Dedicated Schools Grant (DSG) and the Capital budget.</p> <p>The underlying revenue position is an overspend of £13.901m at Period 6, which is an adverse movement of £0.880m from Period 5 (where it was £13.021m). The adverse movement is primarily driven by increases in Children's care home placements.</p> <p>The projected in year management action considered to be achievable across Council departments has reduced to £5.951m. These mitigations bring the reported position to an <b>overspend of £7.950m</b>, that Directorates are not able to contain within agreed budgets. This represents an adverse movement of £7.986m on the Period 5 position.</p> <p>There is a forecast overspend on the DSG of £5.317m, which is a nil movement from the Period 5 position. This has been driven by an unprecedented growth over the summer term of Education, Health and Care Plans (EHCP) and forecast support towards the education element of Children's Social Care placement costs.</p> <p>The Capital programme is forecasting an underspend in-year, with subsequent reprofiling of budgets to future years, of £11.885m. At month 6, £1.024m has been reprofiled from 2024/25 back into 2023/24. The £11.885m of total reprofiling to 2024/25 to date is due to programme rephasing at major projects including Godley Green and Hawthorn's Special School.</p>
<b>Recommendations:</b>	<p>That Executive Cabinet APPROVES:</p> <ol style="list-style-type: none"><li>1) The Executive Cabinet to receive a financial recovery plan signed off by the Section 151 officer at the next planned meeting of Executive Cabinet, from each of the Directors of Place, Adults and Children in a form (template) approved by the Section 151 Officer.</li><li>2) The proposed contingency budget virements as part of routine financial management.<ol style="list-style-type: none"><li>i. Increased fuel costs for the Council's fleet, £0.185m. As a result of national fuel cost rises.</li><li>ii. To correct a historic imbalance between income and expenditure budgets for internal estates charges,</li></ol></li></ol>

£0.475m.

- iii. Traded services income budget deficit, £0.119m primarily as a result of schools transferring to academies.
  - iv. Health income budget deficit, £0.214m as a result of the demise of NHS Clinical Commissioning Groups (CCG) and the formation of the Greater Manchester Integrated Commissioning Board (ICB). A number of former NHS CCG locality services have been centralised within the Greater Manchester ICB arrangements and are no longer delivered or supported by the Council.
  - v. The allocation from contingency to fully fund the confirmed pay award, totalling £2.402m.
- 3) The acceptance of £0.989m grant funding for the financial year 2023-24 from the Department of Education relating to the Early Years Supplementary Grant. The funding is to be allocated to early years providers to supplement the free entitlement funding they already receive through the Early Years Block of the Dedicated Schools Grant. Information on the distribution is included at Appendix 3.
  - 4) The allocation of £0.255m of earmarked reserves to support adult social care and NHS integration initiatives. The investment is to be allocated to the 2023/24 Adult services revenue budget and will finance the hourly rate cost differential between the support at home and home care models and supporting additional in year demand.
  - 5) The acceptance of £0.022m new burdens grant via the Department For Levelling Up, Housing and Communities. The grant is awarded to support the administration of the Council Tax Support Fund and is to be allocated to the 2023/24 Resources Directorate (Exchequer Services) revenue budget to finance the related expenditure.
  - 6) The acceptance of £0.028m new burdens grant via the Department for Energy Security and Net Zero. The grant is awarded to support the administration of the Energy Bills Support Scheme Alternative Funding and the Alternative Fuel Payment Alternative Fund schemes and is to be allocated to the 2023/24 Resources Directorate (Exchequer Services) revenue budget to finance the related expenditure.
  - 7) The acceptance of £0.020m additional grant funding via the Greater Manchester Combined Authority (GMCA) awarded to the Council in May 2023 to extend the delivery of the Independent Domestic Violence Advisory service for the period 1 October 2023 to 31 March 2024. The grant is to be allocated to the 2023/24 Population Health revenue budget. The existing service is commissioned via Bridges (who are part of Jigsaw Support) and it is recommended that the existing contract is extended for a 6 month period to the funding period end date of 31 March 2024.
  - 8) The allocation of £0.030m investment via the earmarked Population Health reserve to support longer term health improvements across the borough to support the



implementation and delivery of the Greater Manchester Combined Authority (GMCA) Ageing In Place Pathfinder within the borough. The investment is to be paid to Jigsaw Support in 2023/24 via a grant agreement that will specify the outcomes to be delivered. The Ageing Well Steering Group for the borough will monitor progress and delivery of the initiative.

9) The write off of irrecoverable debts as set out in Appendix 1 (1 April 2023 to 30 June 2023, Quarter 1) and Appendix 2 (1 July 2023 to 30 September 2023, Quarter 2).

10) The reprofiling of £1.024m of capital spend outlined in table 18 and other capital changes of £3.207m in table 23.

That Executive Cabinet NOTES:

11) The forecast General Fund revenue budget position of an underlying pressure of £13.901m, which is an adverse movement of £0.880m from Period 5 reporting.

12) The management actions being taken of £5.951m, reduced from £13.937m at month 5, and that recovery plans are required to manage the financial position.

13) That there is a projected overall overspend for the Council of £7.950m, following the application of management actions, as outlined in Table 2.

14) The forecast deficit on the DSG of £5.317m, which has not changed from Period 5 reporting.

15) The Capital programme position of projected spend of £46.946m, following Cabinet approval to reprofile project spend of £1.024m from 2024/25.

**Policy Implications:**

Full Council set the approved budgets in February 2023. Budget virements from Contingency to service areas is not effecting a change to the budgets set by Full Council.

**Financial Implications:**

As contained within the report.

**(Authorised by the Section 151 Officer & Chief Finance Officer)**

**Legal Implications:**

**(Authorised by the Borough Solicitor)**

The Local Government Act 1972 (Sec 151) states that “every local authority shall make arrangements for the proper administration of their financial affairs...”

Revenue monitoring is an essential part of these arrangements to provide Members with the opportunity to understand and probe the Council’s financial position.

Members will note that the underlying outturn position is a net deficit of £13.901m on Council budgets, with £7.950m now declared. As the council has a legal duty to deliver a balanced budget by the end of each financial year Members need to be content that there is a robust Medium Term plan in place to ensure that the council’s longer term financial position will be balanced. Ultimately, failure to deliver a balanced budget can result in intervention by the Secretary of State.

The council has a statutory responsibility to ensure that it operates with sufficient reserves in place. The legislation does not stipulate

what that level should be, rather that it is the responsibility of the council's 151 officer to review the level of reserves and confirm that the level is sufficient. Reserves by their very nature are finite and so should only be drawn down after very careful consideration as the reserves are unlikely to be increased in the short to medium term.

**Risk Management:**

Associated details are specified within the report.

Failure to properly manage and monitor the Council's budgets will lead to service failure and a loss of public confidence. Expenditure in excess of budgeted resources is likely to result in a call on Council reserves, which will reduce the resources available for future investment. The use and reliance on one off measures to balance the budget is not sustainable and makes it more difficult in future years to recover the budget position.

**Background Papers:**

Background papers relating to this report can be inspected by contacting Gemma McNamara, Interim Assistant Director of Finance (Deputy 151 Officer):



e-mail: [gemma.mcnamara@tameside.gov.uk](mailto:gemma.mcnamara@tameside.gov.uk)

## 1. SUMMARY

- 1.1 This report presents the Council's forecast financial position across the General Fund revenue budget, DSG and Capital Programme as at September 2023.
- 1.2 It shows the Council's budgets, forecast outturn positions and underlying variances. The report also identifies the management actions being taken to mitigate adverse variances.
- 1.3 Overall, there are significant overspends on expenditure of £13.901m on the position within the General Fund. This represents a continuation to the worsening position, with the month 5 report also highlighting an adverse movement. This position shows the total overspend, should management action not be taken to bring the expenditure down to within budget.
- 1.4 As this position represents the midpoint of the year, this worsening position required the management actions to be fully scrutinised to determine a realistic position of reductions achievable in year with the current work under way in Directorates. Directors have reviewed progress of actions within their areas and as a result, have scaled back the value of the expected actions to be delivered in year by £7.106, from £13.057m to £5.951m.
- 1.5 As a result, the reported position of the Councils moves from an underspend of £0.036m at month 5 to an overspend of £7.950m at month 6, which could increase should the remaining management actions not take effect as expected. This represents an adverse movement of £7.986m on the month 5 position.
- 1.6 As per the Council's financial regulations, Directors have a responsibility to manage within budgeted levels of expenditure and where overspends occur, Directors are required to present a recovery plan to the Chief Finance Officer (S151 officer). As at the time of this report, no recovery plans have been presented to the Section 151 Officer.
- 1.7 A review of contingency budgets will be undertaken to identify any potential one-off underspends to offset this overspend as a temporary measure, but any pressures or undelivered savings within Directorates by the end of the financial year will need to be resolved in the next financial year, in addition to delivering MTFs proposals to meet the budget gap for 2024/25.
- 1.8 Further options including, but not limited to: recruitment freezes, service cessations and expenditure moratoria across all expenditure lines, alongside further increases to fees and charges in-year would also need to be considered if suitably appropriate and robust recovery plans are not put in place immediately by Directors.
- 1.9 A £5.317m overspend is forecast on the DSG, mainly due to unprecedented levels of growth on Education, Health and Care plans (EHCPs), at which the work on the Delivering Better Value (DBV) project is targeted. The DBV project is in the final stages of consideration with the Department for Education (DfE) for a revenue grant to support the deliverables agreed between the Council and the DfE.
- 1.10 The DSG has a deficit balance from prior years on the balance sheet of £3m. This is ringfenced from the General Fund by a statutory override until 2025/26. The forecast overspend will take the Council's deficit to £8.317m, which if not recovered, will become a call on the General Fund from April 2026 – without further legislative action.
- 1.11 The Capital budget has forecast budgets of £11.885m to be reprofiled to future years in 2023/24, representing a reduction from previous reprofiling requested, due to schemes progressing more quickly than expected. This does not affect the overall programme budget which is forecast to underspend by £2.872m.
- 1.12 At the time of drafting this report, the Consumer Price Index (CPI) measure of inflation was

running at 6.7%, the same rate as in August. The Bank of England have responded to the inflationary environment with a strong monetary policy and increased the base rate 14 consecutive times from December 2021 to August 2023 with the aim of controlling inflation. The Bank of England announced on the 21<sup>st</sup> September 2023 that the base rate of interest would remain at 5.25%. There are economic forecasts now considering, that to control inflation and return it to the Government target of 2%, the base rate of interest will rise to at least 6% in the calendar year for 2023. Although the rate of inflation has decreased, cost of living pressures remain significant and will continue to impact on both the costs of, and demand for, Council Services for the foreseeable future.

- 1.13 Members should be aware of the wider impact the macroeconomic environment is having in Local Government. Multiple local authorities have warned of pressures adversely impacting on their financial sustainability, despite the welcome increase in funding received in the Local Government Finance Settlement for this financial year. A lack of multi-year funding settlements and the sustained high level of inflation has severely impacted the level of underlying risk in the Council's financial position and made planning for the future more difficult due to the increased uncertainty around available funding.
- 1.14 Whilst the Council is not in a poor financial position in terms of its balance sheet at this point in time, and section 7 on reserves demonstrates this, it is clear that ongoing cost pressures make delivering the 2023/24 budget, and the future Medium Term Financial Strategy (MTFS), a difficult task. However, without a "One Council" approach and a clear rationale around reserves being used to support transformation, change and a sustainably lower expenditure budget, Members will be asked to make more-and-more difficult decisions over the medium-term regarding service provision and levels of income generated locally.
- 1.15 Any decision to use reserves, above those approved at Budget Council, would require Section 151 Officer approval. Reserves should not be an alternative to undelivered budget reductions. Should Service overspends remain unmitigated in year, there may need to be a drawdown from unallocated reserves to bring expenditure to within budget. This is not a sustainable approach and will take the Council closer to financial distress. Budgetary control needs to be applied to reduce current expenditure, in addition to longer term recovery plans for each Directorate, which will be required to bring Services to within budget.
- 1.16 Whilst the Council right now, is not in a position of financial distress, it is clear from the current forecasted overspend in-year, allied with the MTFS position and previous use of reserves to manage expenditure in prior years that greater grip and control must be exercised by those managing budgets and greater assurance must be given to the Cabinet Members with responsibility for their portfolios that the services are financially sustainable. Without this grip, the balance of unearmarked reserves will be exhausted by Period 6 of 2027/28.

## **2. FORECAST 2023/24 REVENUE OUTTURN POSITION AT MONTH 6**

- 2.1 The underlying Month 6 overspend is £13.901m, which represents an adverse movement on the month 5 underlying position of £0.880m.
- 2.2 Management actions were reported in previous months as a summary of activity being undertaken by Directorates, which would bring down the potential overspend on budgets. Due to being at the midpoint in the year, a full review of these actions has taken place at month, to assess the in year impact of work underway. A significant amount has been determined as being un-deliverable in year. As such, Directors must prepare and implement financial recovery plans as soon as possible.
- 2.3 The value of mitigating actions at month 6 has been revised to £5.951m (previously were £13.057m in month 5). As a result, the overall month 6 projected net overspend is £7.950m, a worsening of the position of £7.986m.

2.4 Table 1 gives a breakdown of the position for each Directorate showing both the underlying variance and management actions, leading to the reported position and shown against the month 5 position.

**Table 1: Month 6 forecast monitoring position**

Forecast Position	Revenue Budget	Month 6 Forecast	Underlying Variance	Management Action	Net Variance	Net Variance Month 5	Change in Variance
	£m	£m	£m	£m	£m	£m	£m
Adults	41.591	45.194	3.603	(0.749)	2.854	(0.000)	2.854
Children's Social Care	55.537	62.006	6.468	(3.943)	2.525	0.300	2.225
Education	8.743	9.438	0.695	(0.250)	0.445	0.245	0.199
Population Health	14.320	13.886	(0.434)	0.000	(0.434)	(0.088)	(0.346)
Place	29.546	34.606	5.060	(1.009)	4.051	0.914	3.137
Governance	13.554	13.457	(0.097)	0.000	(0.097)	0.112	(0.209)
Resources	58.105	56.711	(1.393)	0.000	(1.393)	(1.519)	0.126
<b>Totals</b>	<b>221.397</b>	<b>235.298</b>	<b>13.901</b>	<b>(5.951)</b>	<b>7.950</b>	<b>(0.036)</b>	<b>7.986</b>

2.5 To provide further detail to the table above, the following table shows the movement in the underlying position for month 6 compared to month 5, which is then described in more detail for each Directorate in sections following the table.

**Table 2: Month 6 movement in underlying position**

Forecast Position	Revenue Budget	Month 6 Forecast	Month 6 Underlying Variance	Month 5 Underlying Variance	Change in Variance
	£m	£m	£m	£m	£m
Adults	41.591	45.194	3.603	4.428	(0.825)
Children's Social Care	55.537	62.006	6.468	4.239	2.229
Education	8.743	9.438	0.695	0.795	(0.100)
Population Health	14.320	13.886	(0.434)	(0.088)	(0.346)
Place	29.546	34.606	5.060	4.904	0.156
Governance	13.554	13.457	(0.097)	0.262	(0.359)
Resources	58.105	56.711	(1.393)	(1.519)	0.126
<b>Totals</b>	<b>221.397</b>	<b>235.298</b>	<b>13.901</b>	<b>13.021</b>	<b>0.880</b>

**Adult Services – Underlying overspend of £3.603m, favourable movement of £0.825m.**

**Reported position: £2.854m overspent**

2.6 The Adults Services Directorate has a forecast overspend against budget in 2023/24 of £3.603m. At period 5 it was forecast that the net variance following identified management actions would have reduced to an adverse net variance of £1.415m, with additional management actions being progressed to address the remaining balance.

2.7 However, since period 5 there are a number of adverse movements that have impacted on the period 6 forecast equating to £2.892m, which have offset the benefit of the grants previously included within management actions. Had the £3m grants not been applied, the underlying pressure on the Group would total £6.495m.

2.8 Residential and nursing care home placements have a forecast increase of £0.375m. As reported at period 5 this includes an additional 2 care home placements per week to 31 March 2024. Permanent placements are 19% greater than the budgeted number at this period end (839 compared to 706). In addition short stay placements are currently significantly greater than the budgeted level, however, it should be noted that the review of short stay placements

and change to the hospital discharge assessment process is reducing the volume as there were 209 in April 2023.

- 2.9 The service is proactively working with the NHS to ensure that when residents are discharged from hospital that the assessed level of need and care is suitable and appropriate with regular reviews early on to ensure step downs are timely and ensuring money is spent well.
- 2.10 As reported at period 5, recruitment to 6 Assessor posts has been completed with postholders expected to commence in post in December 2023 / January 2024. The responsibility of the postholders will be to review care packages with an annual net cost in excess of £0.050m. The month 5 forecast included an assumed reduction to home care packages of £0.360m as earlier recruitment to the posts had been assumed. The delayed start date of postholders has resulted in an adverse impact on the estimated cost reduction by £0.248m.
- 2.11 There has been an increase in the forecast complex care supported accommodation costs by £0.291m due to an additional 10 placements since period 5.
- 2.12 The forecast of direct payment packages has increased by £0.384m due to an increase in packages (£0.084m) and a reduction to the previously expected return of funds not utilised by service users against their direct payment held at the 31 March 2023 (£0.300m). Further review work is underway on the level of prior year excess balances that are expected to be returned in 2023/24.
- 2.13 The period 5 report explained that the demand for accommodation with support in the borough is now outstripping supply. On 25 October 2023, the Executive Cabinet approved a report to enable the Directorate to enter into accommodation agreements with the private rented sector to support increased levels of accommodation sufficiency. However, at period 6, it is forecast that there will be a shortfall on the delivery of previously assumed in-borough service user resettlements from out of borough placements. The forecast previously assumed a saving of £0.750m. The cost saving forecast has reduced by £0.360m. The requirement to make emergency placements into previously identified service user resettlement accommodation has also impacted on this reduction. The period 5 forecast also assumed cost reductions of £0.351m via out of borough mental health placements that is now not expected to be realised until 2024/25.
- 2.14 The weekly hours delivered for home care and support at home care packages continue to increase. The weekly hours delivered are currently at 12,320 which is 16% greater than the budgeted sum. This has resulted in a net adverse forecast increase of £0.333m since period 5. For context, support at home currently equates to 54% of the weekly hours with home care at 46%. Workforce issues within the sector continue to be a concern particularly for the support at home model where alternative commercial sectors offer improved pay opportunities.
- 2.15 Previous forecasts have assumed the delivery of additional service user contributions towards home care and support at home care packages via the implementation of full cost recovery on financially assessed contributions. The forecast assumed additional income of £0.550m. It is envisaged that this will now be realised in 2024/25 as the decision report to implement full cost recovery will be presented to the Executive Cabinet in December 2023 and will be dependent on the approved recommendation and date of implementation.
- 2.16 There are however a number of favourable movements included in the forecast at period 6 equating to £3.717m.
- 2.17 The successful recruitment of permanent social workers has contributed to a favourable variance of £0.246m on staffing related expenditure across the directorate. The reduction of forecast agency related costs is a significant contributory factor.

Day services related expenditure is forecast to reduce by £0.119m due to set up costs on the new service delivery model that are no longer expected to be incurred. Work continues on reviewing the level of housing benefit income received on behalf of eligible service users with a forecast increase of £0.105m included at period 6. Additional grant funding that has been awarded to the directorate and earmarked integration reserve funding; a total sum of £3.013m, has been applied to the budget as a one-off mitigation. This will need to be addressed in the financial recovery plan as one-off funding does not resolve the underlying problems.

- 2.18 There are additional forecast favourable variances of £0.235m within the forecast. These include the release of an expected contribution towards a data system that will longer be required (£0.105m) and use of the community and autism grant to support existing forecast expenditure (compliant with the grant conditions) that is included within the budget (£0.080m).
- 2.19 The Directorate will implement the following management actions to reduce the forecast outturn variance by £0.749m. These actions include the use of private rented sector accommodation to support the resettlement of out of borough service users. It is envisaged that 6 service users will be resettled from 1 January 2024 with a part year saving on existing placement costs of £0.130m.
- 2.20 In addition the recent change to the hospital discharge assessment process should reduce the forecast short term care home placement costs whilst the care needs assessment of the service user is carried out within the hospital. This will deliver an estimated forecast cost reduction of £0.364m. It is also proposed that the residual balance (£0.255m) of the earmarked reserve to support adult social care and NHS integration initiatives will finance the hourly rate cost differential between the support at home and home care models and supporting additional in year demand. Further analysis is required on the part year cost reductions that will be realised from the review of care packages in excess of a net annual cost of £0.050m. An estimated reduction (£0.248m) to the previous forecast saving has already been included at this period end due to the delayed recruitment of the additional 6 Assessors. This will be updated once the officers have commenced in post.

**Population Health – Underlying underspend of £0.434m, favourable movement of £0.346m**

**Reported Position: £0.434m underspent**

- 2.21 The Population Health Directorate has a forecast underspend against budget in 2023/24 of £0.434m, which is a favourable movement of £0.346m on the underlying forecast from period 5.
- 2.22 Two key changes have impacted on the forecast at this period end. There have been delays to the recruitment of a number of posts across the Directorate resulting in an improvement to the pay costs forecast of £0.130m.
- 2.23 In addition there is a favourable improvement to the confirmed value of the in-year inflationary increase on the Community Services contract that is commissioned from the Tameside and Glossop Integrated Care Foundation Trust (ICFT), together with the use of prior year Covid Outbreak Management Fund (COMF) balances to finance two fixed term Infection Control Nurse posts also commissioned from the ICFT. These have resulted in an improvement to the forecast of £0.200m.
- 2.24 In May 2023 the Greater Manchester Combined Authority (GMCA) notified the Council that an additional £0.020m grant funding will be awarded to the Council to extend the delivery of the Independent Domestic Violence Advisory service for the period 1 October 2023 to 31 March 2024. The service is commissioned via Bridges (who are part of Jigsaw Support) and it is proposed that the additional grant award is accepted and the existing contract is extended for a 6 month period to the funding period end date of 31 March 2024. GMCA are carrying out a full review of victim support service provision across Greater Manchester during the

extended grant award period, the outcome of which will be reported when available.

- 2.25 The Directorate are working with Jigsaw Support to implement and deliver the Greater Manchester Combined Authority (GMCA) Ageing In Place Pathfinder within the borough. This initiative will initially support the Ridge Hill (Stalybridge) area to enhance healthy and active ageing, reduce falls & frailty, combat loneliness and improve quality of life for older adults. The programme is due to commence in 2023/24 and will be delivered over a 3 year period to 31 March 2026.
- 2.26 The programme will enable extensive community engagement in Ridge Hill to support residents in this area with adaptations in homes and with programmes to reduce isolation, and also to embed learning from this programme at other sites across the borough. A handyman will also be employed to deliver practical adaptations in people’s homes to support independent living in older age. It is expected that the initiative will lead to reduced frailty and deconditioning, which are routes to people requiring earlier and more intensive social care and residential support.
- 2.27 Investment for the 3 year programme for the initiative is proposed via the following sources of funding. It is recommended that the Council investment via the earmarked Population Health reserve to support longer term health improvements across the borough is paid to Jigsaw Support in 2023/24 via a grant agreement that will specify the outcomes to be delivered. The Ageing Well Steering Group for the borough will monitor progress and delivery outcomes of the initiative.

**Table 4: Initiative Investment**

<b>Investment</b>	<b>£'m</b>
Council via earmarked Population Health reserve – Grant Agreement with Jigsaw Support	0.030
Greater Manchester Combined Authority – Payment to Jigsaw Support	0.090
<b>Total</b>	<b>0.120</b>
Jigsaw Support – In-Kind Contribution – Staff Resource	0.060

**Children’s Social Care – Underlying overspend £6.468m, adverse movement of £2.229m**

**Reported position: £2.525m overspend**

Following an in-depth review across the whole of Children’s Social Care budgets, undertaken with the new Children’s Senior Leadership Team since period 5, the overall position on Children’s Services is reported as an underlying variance of £6.468m forecast overspend, which is an adverse movement from the position as at period 5 of £2.229m. The underlying pressure is subject to mitigation by management actions currently forecast at £3.943m, resulting in a reported net forecast variance of £2.525m.

- 2.28 The overall forecast overspend is driven significantly by the requirement for high-cost independent and residential external placements for Cared for Children, which is forecast to overspend by £6.324m. This relates both to the overall number and the increasing cost of each placement with external residential placement numbers currently at 75, compared to 67 at the start of the financial year.
- 2.29 The forecast also continues to be adversely affected due to the reliance on, and associated high cost, of agency Social Workers and other interim placements currently supporting the departmental priorities and caseload requirements. The forecast includes over £4.833m on Agency staff which is partly mitigated by savings on core staffing budgets (£3.582m) and from Children’s Services transformation reserve (£0.772m) pending formal approval.



2.30 The interim agency arrangements include the new Children’s Services Senior Leadership Team who are supporting the improvement requirements across the Directorate. They are leading the work which is actively underway to review all service structures in order to implement a revised staffing structure that will deliver a more skilled permanent workforce for Children’s Services. A dedicated Workforce Board has been established to support all the delivery requirements of the new structure.

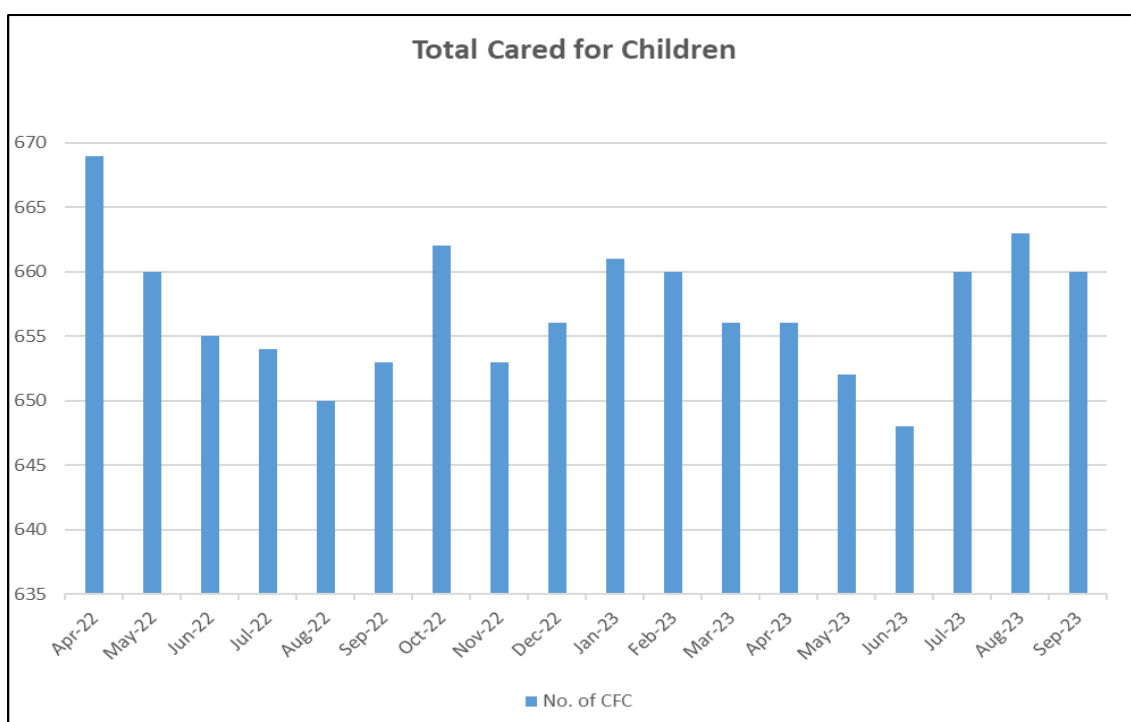
2.31 Table 5 below shows that since April 2023, 18 over 18’s have had their Semi Independent placement ceased, this has been offset by 20 additional placements in the 16-17 age range. The table also shows the growth of 13 Independent Foster Placements in 0-15 year olds, and external residential placements have risen by 9 in 5-15 year olds.

**Table 5: Age Profile of External Placements**

Age Profile	Semi Independent		Independent Foster Placement		External Residential Homes	
	Apr-23	Oct-23	Apr-23	Oct-23	Apr-23	Oct-23
0 to 2	0	0	1	3	0	0
3 to 4	0	0	3	8	0	0
5 to 10	0	0	47	54	4	6
11 to 15	0	0	64	63	40	47
16 to 17	28	48	23	24	23	22
18+	33	15	1	0	0	0
	<b>61</b>	<b>63</b>	<b>139</b>	<b>152</b>	<b>67</b>	<b>75</b>

2.32 Graph 1 shows that, whilst Cared for Children numbers fluctuate monthly, there had been an overall reduction recorded from April 2022 at 669 down to 648 at June 2023. The numbers have subsequently increased each period since June 2023 up until September 2023 where we have recorded a net reduction of 3, the current total being 660 as at the end of September 2023. This net reduction of 3 is due to 5 external residential placements stepping down offset by 2 new external residential placements. The net in-year effect is a forecast reduction of £0.240m from Period 5.

**Graph 1: Total Cared for Children**



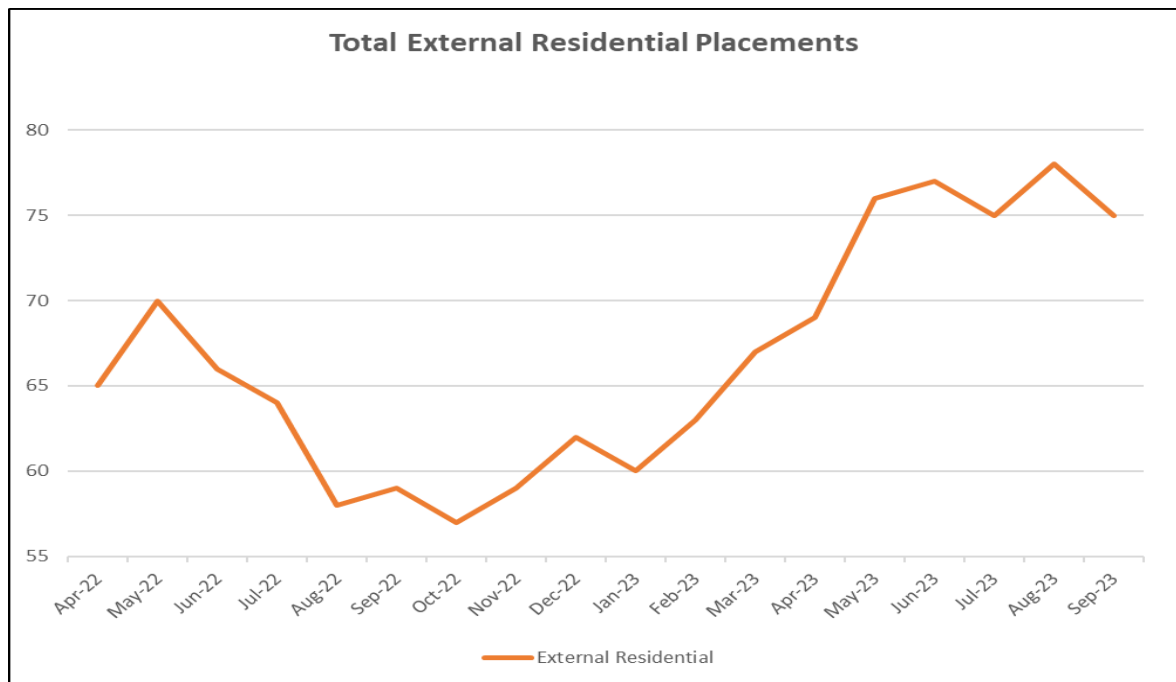
2.33 Table 6 provides a summary analysis by type of placement for the 660 Cared for Children recorded as at 30 September 2023.

**Table 6: Cared for Children Placement Types**

Cared for Children - Placement Types	Total
Foster Care Placements - External	175
Foster Care Placements - Internal	244
Other, including Secure, Prison, Young Offenders	8
Placed with Own Family or Others with Parental Responsibility Orders	103
Residential Placements - External	75
Residential Placements - Internal: Including Children's Homes, Independent Living, Supported Accommodation	55
<b>Grand Total</b>	<b>660</b>

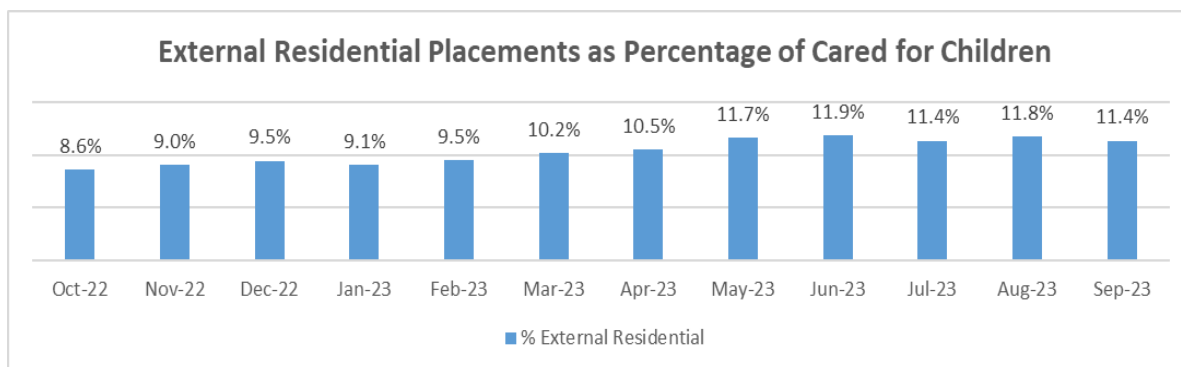
2.34 After a period of falling numbers from May 2022 (70) to October 2022 (57), the number of external residential placements has risen sharply since then to reach 78 as at August 2023, reducing by 3 to 75 at September 2023, leading to a greater proportion of the total client base being in external residential placements. Graph 2 shows the number of external residential placements recorded from April 2022 to September 2023.

**Graph 2: External Residential Placements**



2.35 Graph 3 demonstrates the overall number of external residential placements as a proportion of the total Cared for Children. This has increased from 8.6% in October 2022 to 11.8% at August 2023, reducing in line with the net reduction of 3 placements to 11.4% at September 2023.

**Graph 3: External Residential Placements as Percentage of Cared for Children**



The main reason for the increases seen in 2023-24 is due to greater numbers of high-cost placements required in 2023-24 compared to 2022-23. The rate of increase has decreased during the year due to successfully stepping down high-cost placements in-year together with Commissioning colleagues actively reviewing and negotiating lower weekly fees with providers where possible.

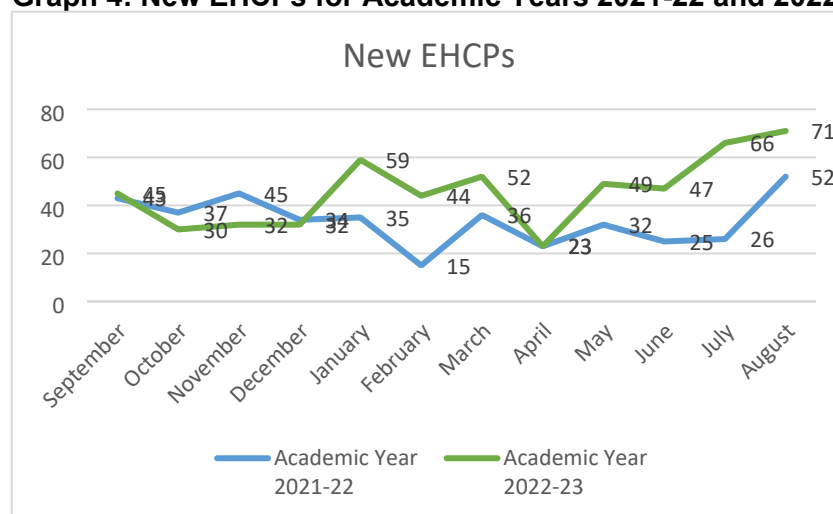
- 2.36 Management mitigations include achieving additional partner contributions towards the health and education elements of care packages of children above those already forecast, which would increase income by £2.666m based on a review of the current list of Children and Young People, whose placement would attract tripartite funding. Towards this a recent commitment has been secured in respect of one individual young person where a contribution of £0.498m is to be provided and further scrutiny of all placements is underway to ensure appropriate partner contributions are agreed.
- 2.37 Maximisation of available external funding is also being factored into the management mitigations where up to £0.500m is estimated to be able to be contributed to eligible costs related to the delivery of relevant grant requirements.
- 2.38 A project to rehouse Separated Migrant Children (previously known as UASC) from transition flats to alternate accommodation, freeing up flats for residential step downs could reduce the in-year forecast by a further £0.277m, a property has been located and agreements are currently being finalised. The original proposal sought to rehouse 6 Separated Migrant Children from October 2023 saving an estimated £0.831m and whilst this had progressed and a property had been sourced, unfortunately the landlord found alternative occupants for their property before entering a contract with the Council.
- 2.39 Based on the positive movement seen in respect to stepping down high cost placements in Period 6 a forecast reduction has been estimated for further potential step downs of £0.500m by the end of the financial year. This includes the priority consideration to stepping down as many 16-17 year olds as possible from external residential placements into lower cost semi-independent provisions. A cost reduction forecast tool has been developed and shared with commissioning and social care colleagues in order to help model the financial impact of any proposed step-downs from a given date.

**Education – Underlying overspend £0.695m, £0.100m favourable movement  
Reported position: £0.445m overspend**

- 2.40 The underlying variance is an overspend of £0.695m and after management actions of £0.250m, there is a net variance of £0.445m. There is a net £0.328m overspend on Special Education Needs and Disability (SEND) Transport in the current year due to higher than expected levels of Education Health and Care Plans including transport requirements.
- 2.41 Requests for Education, Health and Care Plans (EHCPs) have continued to increase. The average number of new EHCPs for the academic year 2021-22 was 34 per month. This

average for the academic year 2022-23 has increased to 46 per month. This increases demand on the SEND Transport budget, with an average of approximately 30% of pupils with an EHCP receiving transport. Graph 4 shows the new EHCPs per month for the academic years 2021-22 and 2022-23 which demonstrate the increasing demand.

**Graph 4: New EHCPs for Academic Years 2021-22 and 2022-23**

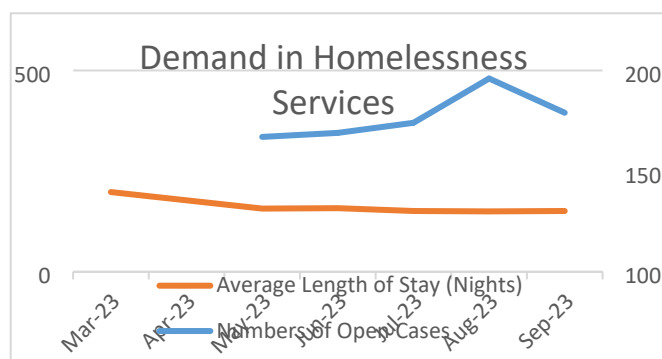


- 2.42 It had been anticipated the new SEND transport routes being implemented in the Autumn term would see an increase to route group efficiencies for additional pupils, reducing average cost per pupil and leading to a potential reduction in forecast expenditure of £0.250m. However, the additional demand for transport is likely to exceed these efficiencies and therefore it is unlikely the £0.250m will be realised. Benchmarking show that the price per pupil in 2022/23 for England is £102 per child and Tameside is £75 per child, however the Council's numbers of EHCP per capita have risen so sharply that the low unit cost is immaterial due to activity. It should be noted that unit costs have risen more sharply than other authorities, so there is a lack of grip and control over both activity and pricing that must be rectified in the financial recovery plan.
- 2.43 The application evaluation process for the Autumn term is still in progress due to the increased number of requests. A more accurate reflection of the actual pressure is anticipated in late October 2023 once the application evaluation process has concluded. A review of the use of personal budgets is currently being worked through including investigating other potential efficiency ideas such as commissioning more Yellow Buses, increasing the travel training contract, and commissioning special schools to deliver their own travel services.
- 2.44 As a result of the increased number of EHCP requests, there is an increase this year in the use of Associates (private practice EPs) on the Educational Psychology Service for the delivery of statutory assessments producing a pressure of £0.297m. The service is currently working on a strategy to meet demand now and to support future needs.
- 2.45 The £0.100m favourable movement of the underlying variation relates to a £0.057m increase in forecast penalty notice income for unauthorised absences; £0.013m reduction to forecast expenditure on the Teachers retirement pensions due to reducing demand and a forecast increase of £0.030m for traded schools income and parental income.
- 2.46 There is potential that penalty notice income for unauthorised absences could further increase but as this is not a stable income stream it is difficult to predict. £0.050m is built into the management actions as a result of this. Other mitigations within management actions include maximisation of grant income of £0.120m and reserve support for teachers' retirement pensions of £0.080m.

**Place – Underlying forecast overspend of £5.060m, £0.156m adverse movement  
Reported position: £4.051m overspend**

- 2.47 The forecast position as at period 6 is showing a net overspend of £5.060m for the Place Directorate. This is an adverse movement on the underlying position reported at period 5. Identified management actions of £1.009m reduce the overspend to £4.051m. This change is mainly due to increases in demand for nightly paid temporary accommodation, confirmation of the expected pressure from energy costs across the corporate estate and a further increase in the forecast cost of reactive maintenance and risk management within Engineers and Highways. As detailed in previous reports, the forecast is driven by cost and demand pressures continuing from 2022/23, savings not delivered in prior years and expected non-delivery of savings currently rated as 'red' for 2023/24. The net position includes some significant underspends on staffing which are helping to partially mitigate the gross overspends in pressure areas. Significant management action will be needed to reduce the potential overspend in this financial year.
- 2.48 The key areas of overspend driving this position are as follows:
- 2.49 **Corporate Landlord £2.704m** – The majority of the overspend relates to Facilities Management costs where the forecast expenditure of £4.603m exceeds the available budget of £2.829m, resulting in an overspend of £1.775m. The budget has been reduced in each of the last 3 years in respect of savings which have not been delivered, although some one off savings are expected in 2023/24. The 2023/24 savings target linked to rationalising the corporate estate of £0.920m is now expected to deliver £0.490m in year. Service capacity issues earlier in the year resulted in delays to the asset rationalisation work, however an interim Asset Rationalisation Surveyor has been in post for 3 months and this is now progressing.
- 2.50 Due to increased prices, gas and electricity costs are expected to be in excess of budget by £0.976m. This is exacerbated by prior year reductions in Council buildings not being achieved. This figure is net of the additional costs that will be recovered from external parties occupying space in the Council's buildings. Following the collapse of Wilkos, there is now an expected shortfall of rental income and additional business rates liability forecast for the retail unit at Tameside One totalling £0.293m. The situation is currently unclear and further updates will be provided when available. For additional context, the full year impact of this unit remaining empty would be a shortfall in income of £0.266m and business rates liability of £0.100m.
- 2.51 **Homelessness £1.944m** – Continuing increases in demand for services is resulting in higher forecasted costs for temporary accommodation. During this financial year, numbers of nightly paid temporary accommodation placements had increased by 7% and the average nightly rate has increased by 5%. Graph 5 shows the number of open cases have moved from 196 in Period 5 to 179 in Period 6 with the average length of stay holding flat at 151 days. However, winter pressures create seasonal spikes in demand and these are modelled into the forecast pressure.

**Graph 5: Demand in Homelessness Services**



Average length of stay is based on all cases in year, both open and closed. For those that are ongoing, an end date of 30 September has been used to calculate the length of stay.

- 2.52 At period 3, a reduction in the forecast on temporary accommodation was factored in on the basis that the service expected to secure nomination rights on 101 properties during this financial year, starting in October. This would have enabled the same number of families to move on from temporary accommodation resulting in reduction of 12,270 temporary accommodation nights. Following work undertaken with the Housing Strategy team, it is now clear that the levels of nomination rights to the Council will be lower than previously assumed, resulting in a lesser reduction to the forecasted costs of nightly paid temporary accommodation.
- 2.53 **Waste & Fleet £0.618m** – Staffing costs exceed the net budget due to the efficiency factor not being delivered as absence and annual leave must be covered to ensure service delivery using agency staff. The improvement in the Waste services forecast position is due to a forecast increase in Commercial Waste income. Vehicle repairs and maintenance continue to exceed budget due to a combination of increased prices and the aging fleet. Prior year savings in respect of three weekly collections and charging for replacement bins are not delivering the full saving originally anticipated.
- 2.54 **Engineers & Highways (£0.039m)** – Whilst the overall position for Engineers and Highways is forecast to be within budget there is a significant level of risk regarding reactive maintenance budgets. There is a £0.438m net forecast overspend on reactive maintenance to roads and footpaths (largely offset in year by forecast underspend against staffing budgets pending full implementation of a service redesign) The cost of materials associated with reactive maintenance jobs has increased by approximately 40% over the past 12 months. The Council has recently received confirmation of £0.515m pothole specific funding which has been factored into the forecast. It should be noted that the forecast also assumes use of £1.800m Highway Maintenance Capital Grant. This will mean however that the planned maintenance programme in 2023/24 will need to be scaled back significantly. A multi-year Highway Investment strategy is currently being produced which will set out investment requirements based on National toolkits and road condition surveys.
- 2.55 **Fees and Charges Income £0.418m** – Shortfalls in income from fees and charges across a number of service areas are resulting in pressures totalling £0.418m. This includes: Estates (£0.197m) due to shortfalls in rental income across the estate; Markets (£0.344m) where income from rents and services charges are not increasing at the same rate as increases in expenditure; and Planning (£0.195m) which continues to experience shortfalls in income from building regulation fees and planning fees. These pressures are partially being mitigated by additional fees and charges increases elsewhere in the Directorate.
- 2.56 Other areas of the Directorate are forecasting small under and overspends with staffing vacancies and underspends on supplies and services contributing to mitigate the total overspend position.
- 2.57 Management actions to be put in place across the Directorate total £1.009m and are as follows;

- £0.150m additional pay and display income from car parks following the increase in tariffs and installation of new machines
- £0.015m following a proposed review of the Staff Car Parking Pass scheme
- £0.015m reduction in costs from the removal of obsolete Watchman Cameras from the highway
- £0.030m reduction in nightly paid temporary accommodation costs
- £0.140m as a result of delaying recruitment to roles currently vacant within Strategic Property
- £0.159m reduction in costs at Clarence Arcade and Denton Centre once teams have moved to their new locations
- £0.500m review of earmarked reserves and further asset work

**Resources – Underlying underspend £1.393m, £0.126m adverse movement**

- 2.58 Resources has an underlying forecast underspend of £1.393m, which represents an adverse movement of £0.126m on the month 5 position.
- 2.59 There has been an increase to the forecast external audit fees by £0.137m relating to the audit of the Council's 2023/24 accounts, together with specified audits on housing benefit payments and teacher's pensions. This pressure represents an additional requirement in auditing, at a further cost of £18,000, and then an overall increase in the rater chargeable for external Audit fees of 151%, taking the costs of the main audit to £0.287m. The forecast on pay related expenditure has increased by £0.120m predominantly relating to temporary additional capacity within the service.
- 2.60 In addition there are increases to the forecast expenditure on correspondence distributed to residents and businesses within the borough of £0.068m and expenditure relating to a review of empty properties across the borough of £0.060m.
- 2.61 There has been a favourable improvement of £0.207m to the cost of the annual waste levy liability that is payable to the Greater Manchester Combined Authority when compared to the allocated budget.
- 2.62 On 9 June 2023 the Council was awarded new burdens grant of £0.022m via the Department For Levelling Up, Housing and Communities. The grant is awarded to support the administration of the Council Tax Support Fund. In addition, on 24 July 2023 the Council has been awarded new burdens grant of £0.028m via the Department for Energy Security and Net Zero. The grant is awarded to support the administration of the Energy Bills Support Scheme Alternative Funding and the Alternative Fuel Payment Alternative Fund schemes. The total of the grant allocations of £0.050m is to be allocated to the 2023/24 Resources Directorate revenue budget to support the expenditure incurred administrating the related schemes within Exchequer Services which is included in the month 6 forecast.

**Governance – Underlying underspend £0.097m, favourable movement of £0.359m**

- 2.63 Governance has an underlying forecast underspend of £0.097m, which represents a favourable movement of £0.359m on the month 5 position.
- 2.64 The favourable movement is predominantly related to the proposed virement of £0.333m contingency budget. The virement is to finance a legacy traded services income budget deficit of £0.119m primarily as a result of schools transferring to academies. In addition a virement of £0.214m is proposed to finance a health income budget deficit. This is as a result of the demise of NHS Clinical Commissioning Groups (CCG) and the formation of the Greater Manchester Integrated Commissioning Board (ICB). A number of former NHS CCG locality services have been centralised within the Greater Manchester ICB arrangements and are no longer delivered or supported by the Council.



### Write offs of irrecoverable debts over £5000

2.65 Appendix 1 and 2 lists those debts scheduled for write off as irrecoverable in the periods 1 April to 30 June (Appendix 1) and 1 July to 30 September (Appendix 2).

### Contingency budget virements to fund specific earmarked pressures

2.66 As part of the 2023/24 budget, approved at budget council, earmarked budgets were set aside in Contingency for emerging pressures. The proposal is that budget is transferred from earmarked Contingency to directorates to fund the following pressures;

- i. £0.185m to Place directorate for increased fuel costs for the Council's fleet. This is as a result of national fuel cost rises.
- ii. £0.475m to Place directorate to correct a historic imbalance between income and expenditure budgets for internal estates charges.
- iii. £0.119m to Governance directorate to correct a traded services income budget deficit. This is primarily as a result of schools transferring to academies
- iv. £0.214m to Governance directorate to correct a health income budget deficit. This is as a result of the demise of NHS Clinical Commissioning Groups (CCG) and the formation of the Greater Manchester Integrated Commissioning Board (ICB). A number of former NHS CCG locality services have been centralised within the Greater Manchester ICB arrangements and are no longer delivered or supported by the Council.

## 3. SAVINGS PROGRAMME 2023/24

3.1 The overall small projected underspend against the revenue budget, explained above, includes achieving planned 2023/24 savings. Detail of the delivery status of savings by Directorate of the 2023/24 savings programme, included within the original budget, is shown in Table 9 overleaf.

Table 9: Saving Programme in 2023/24 Budget at month 6

2023/24 Budget Reductions	Opening Target £m	Red £m	Amber £m	Green £m	Achieved £m
Adults	2.550	0.910	0.222	0.793	0.625
Children's Social Care	3.652	1.695	1.267	0.690	0.000
Education	0.318	0.050	0.212	0.056	0.000
Population Health	0.155	0.000	0.000	0.000	0.155
Place	2.103	0.641	0.713	0.275	0.474
Governance	0.000	0.000	0.000	0.000	0.000
Resources	1.776	0.000	0.000	1.085	0.691
<b>Total</b>	<b>10.554</b>	<b>3.296</b>	<b>2.414</b>	<b>2.899</b>	<b>1.945</b>
<b>%</b>		<b>31.2%</b>	<b>22.9%</b>	<b>27.5%</b>	<b>18.4%</b>

3.2 At month 6, 45.9% (47.2% at month 5) of the programme is considered to be achieved, or on track to be delivered, a total of £4.844m. A further £2.414m is classed as Amber, with some issues or delays in delivery with £3.296m or 31.2% (23.9% at month 5), with serious concerns of delivery (red rated savings are detailed in Table 11). These savings are discussed with Directors and their management teams as part of the STAR Chamber process that has been implemented to give a key focus on savings delivery. To track changes to savings delivery each month a comparison between month 5 and month 6 is shown in Table 10 below.

Table 10: Change in Savings Programme RAG rating between month 5 and 6



	Opening Target £m	Red £m	Amber £m	Green £m	Achieved £m
<b>Month 5 Total</b>	<b>10.554</b>	<b>2.523</b>	<b>3.046</b>	<b>3.283</b>	<b>1.702</b>
<b>Month 6 Total</b>	<b>10.554</b>	<b>3.296</b>	<b>2.414</b>	<b>2.899</b>	<b>1.945</b>
<b>Change from M6 to M5</b>		<b>0.773</b>	<b>(0.632)</b>	<b>(0.384)</b>	<b>0.243</b>
<b>Month 5 %</b>		<b>23.9%</b>	<b>28.9%</b>	<b>31.1%</b>	<b>16.1%</b>
<b>Month 6 %</b>		<b>31.2%</b>	<b>22.9%</b>	<b>27.5%</b>	<b>18.4%</b>

**Table 11: Red rated savings at month 6**

Directorate	Scheme	Savings Ref No.	Opening Target £m	Red £m
Adults	Non Residential Client Income – Realignment of Fees & Charges for Support at Home	AD1	0.550	0.550
Adults	Support individuals in a way that increases independence and reduces reliance on services	AD3	0.750	0.360
Children's	SEND Transport - Review transport policy and thresholds	CH3	0.050	0.050
Children's	A further reduction in the number of Children requiring Care of the Local Authority	CH10	0.450	0.450
Children's	Remodelling of Early Help Offer	CH11	0.865	0.665
Children's	Repurposing and opening St Lawrence Road	CH15	0.702	0.300
Children's	Management Review	CH20	0.280	0.280
Place	Industrial Estate Unit Rental / Change in Use - Plantation Unit 7	PL6	0.130	0.047
Place	FM / TAS Contract Review	PL7	0.320	0.090
Place	Street Lighting - reduction in energy consumption (reduce brightness)	PL10	0.108	0.034
Place	Reduction in parking enforcement contract costs based on reduced service spec (based on 5% reduction)	PL15	0.030	0.030
Place	Estates Rationalisation	PL3	0.920	0.430
Place	Corporate Building Room Hire Income Review	PL4	0.010	0.010
<b>Total</b>			<b>5.165</b>	<b>3.296</b>

#### **4. DEDICATED SCHOOLS GRANT**

- 4.1 As reported at period 5, there was a significant increase in the high needs pressure due to unprecedented levels of growth in EHC plans in the summer term. As such, the position on the DSG remains unchanged for Period 6. The in-year forecast position on the overall DSG is a deficit of £5.317m, details are included in Table 12 below. The deficit predominantly relates to the ongoing pressure on High Needs. The cumulative DSG position at the end of 2022/23 was a deficit of £3.306m. The forecast closing balance on the DSG at the end of the current financial year is £8.627m. There is currently a statutory override in place for the DSG from 2023-24 to 2025-26 which means any DSG deficits are not included in the council's main revenue budgets. Beyond this period any deficit would become recognised in the council's revenue position.
- 4.2 The DSG already contributes to education costs within the general fund for the children in cares educational needs. There is a review underway of children's social care placements where there is an educational element included. The review will look to ensure all partner

contributions, including Health, Education and Social Care are applied fairly in accordance with the specific individual placement requirements. This may identify additional contributions required from the High Needs Block within the DSG. Once the review is complete further information will be included within this report.

**Table 12: Dedicated Service Grant (DSG) 2023/24 Forecast Deficit**

DSG Funding Blocks	DSG Settlement 2023-24 at July 2023 £m	Block Transfer 2023-24 £m	Revised DSG 2023-24 £m	Forecast Distribution /Expenditure 2023-24 £m	Forecast (Surplus) / Deficit £m
Schools Block	(201.052)	0.694	(200.358)	200.349	(0.010)
Central School Services Block	(1.249)	0	(1.249)	1.249	0
High Needs Block	(36.910)	(0.694)	(37.604)	43.480	5.876
Early Years Block	(18.062)	0	(18.062)	17.511	(0.550)
<b>Total</b>	<b>(257.273)</b>	<b>0</b>	<b>(257.273)</b>	<b>262.589</b>	<b>5.317</b>

- 4.3 The service is currently completing a self-evaluation following a diagnostic review and is strengthening the SEND Improvement Plan. £1 million of grant monies from the Delivering Better Value (DBV) programme will support a range of work and innovations around inclusion and transitions. Part of this grant will be used for work on the review of plans and will mean that more appropriate, cost-effective placements can be secured including ceasing some plans. In addition, the funding will drive programmes to improve provision and the service offering in mainstream schools helping them to meet SEND needs better and reduce the pressure out high-cost placements. The review of SEND sufficiency information and strategy is also concluding and will feed into this plan. Over the next five years, verified forecasts predict that our DBV plan will reduce the High Needs Block deficit by between £5.2 and £7 million.

## 5 REVENUES AND DEBT

### Council Tax

**Table 13: Council Tax in year Collection Performance**

Period	Net Collectable debit £m	Cash collected £m	In year collection percentage %
September 2022	129,363	71,533	55.30
September 2023	136,894	74,099	54.13

- 5.1 Current year collection has been compared against the same period in 2022/23 to enable a visible comparison to be made. The in-year collection rate in September 2023 was 54.13% compared with 55.30% for the same period last year, and this reduced in year collection mirrors the Greater Manchester benchmarking position. However, the current year cash collected exceeds cash collected for the same period last year by £2.56m. This is expected as the level of Council Tax has increased from last year.
- 5.2 Council Tax arrears continues to be collected after the year in which Council Tax was due as table 14 below demonstrates:

**Table 14: Council Tax Arrears Collection Performance**

Financial Year	% Collected in year raised	Actual % collection as at 01 September 23	% Budget collection	Collection +/- to Budget %
2014/15	94.07%	98.01%	95%	3.01%
2015/16	94.17%	97.71%	95%	2.71%
2016/17	93.69%	97.34%	95%	2.34%

2017/18	93.40%	96.92%	96.5%	0.42%
2018/19	93.41%	96.59%	98.0%	-1.41%
2019/20	93.52%	96.12%	98.0%	-1.88%
2020/21	93.95%	96.27%	98.0%	-1.73%
2021/22	94.03%	95.55%	97.0%	-1.45%
2022/23	93.66%	95.02%	97.0%	-1.98%

## Business Rates

**Table 15: Business Rates Tax in year Collection Performance**

Period	Net Collectable debit £m	Cash collected £m	In year collection percentage %
September 2022	56,016	31,689	56.57
September 2023	55,245	31,094	56.28

5.3 The Business Rates collection rate in September 2023 shows a reduction of 0.29% when compared to the same period last year. In cash terms, the current collection level is £595k lower than the same period last year. The cash collection is impacted by the Net Collectible debit (NCD) in each year which is impacted for example, by the award of mandatory reliefs.

## Sundry Debts

**Table 16: Comparison of Sundry Debt Invoices Raised, Value and Collection**

Period	% Collected (includes Adults & Sundry Debt)	Value of invoices raised £m	Money Collected £m	Balance £m
August 2022	84.67%	34,345	29,079	5,266
August 2023	74.90%	27,691	20,742	6,949
September 2022	84.49%	37,286	31,502	5,784
September 2023	82.25%	32,534	26,760	5,774

5.4 Between September 2023 and September 2022, the overall sundry debt to be collected reduced by £4.724m. It should be noted that this information is a snapshot as at that date and the overall position varies as invoices are raised throughout the year. Collection is dependent on the date invoices are raised, number raised and value.

5.5 The table below gives detail of the top ten individual debts by service area and debtor totalling £2.492m.

**Table 17: Top 10 Highest Value Debt as at 17.10.23 (Includes Adults and Sundry Debt)**

SERVICE AREA	INVOICE DESCRIPTION	DEBT VALUE	DAYS OVERDUE
Executive Support	2 invoices, MH Crisis funds from NHS Greater Manchester to support mental health and ASC transformation funds from NHS Greater Manchester to support mental health.	£505,603.00	30-60 days
Adults Joint Commissioning	Cost of equipment transferred to Medequip as part of provision of community	£451,950.65	30-60 days

Financial Management/Early Education Funding/Highways & Transport Invoices	Multiple invoices for various service fees in respect of Greater Academy Ashton.	£402,007.03	Over 90 days
Estates	Multiple invoices for quarterly rent in respect of Droylsden Football Ground	£250,928.26	Over 90 days
Children's Education	Pennine Care support for neurodevelopment pathway from Tameside Specialist outreach support service.	£161,976.00	0-30 days
Adults	Residential Care Fees multiple invoices	£158,309.14	Over 90 days
Adults	Residential Care Fees multiple invoices	£152,245.05	Over 90 days
Adults	Residential Care Fees multiple invoices	£141,995.44	Over 90 days
Adults	Residential Care Fees multiple invoices	£136,151.61	Over 90 days
Adults	Residential Care Fees multiple invoices	£130,481.36	Over 90 days
<b>TOTAL</b>		<b>£2,491,647.54</b>	

## 6 CAPITAL PROGRAMME

- 6.1 A full monitoring report is produced for Capital each quarter, with the month 3 report updating on significant reprofiling of budgets into 2024/25. A full capital update is also provided to Strategic Planning and Capital Monitoring panel, with the next meeting scheduled for the end of November. In previous months, separate reports have been drafted for each Group, in addition to the overarching Corporate report. In order to streamline this, a single report has been produced, that includes highlight reports for each project as part of the appendices. As this report is also being presented to Board and to avoid duplication, this report contains only a top level summary of the Capital programme at month 6.
- 6.2 The detail of this monitoring report is focused on the budget and forecast expenditure for fully approved projects in the 2023/24 financial year. In addition to fully approved projects the Programme also includes earmarked schemes which have been added to the programme but not specifically allocated yet, for example contingency budgets.
- 6.3 The Council's Capital Programme for 2023/24 to 2025/26 contains £118.794m of schemes, of which £113.956m are fully approved and £4.877m are earmarked. A major risk facing the programme is the ongoing inflationary and supply pressures in the construction sector, which limits the affordability of projects. This is worsened where projects are delayed into future years which means the effects of inflation are further magnified.
- 6.4 Table 18 below shows the full Capital Programme by Service area.

**Table 18 – Capital Programme 2023/24 – 2025/26**

	2023/24	2024/25	2025/26	Earmarked	Total
	£m	£m	£m	£m	£m
<b>Place: Property, Development and Planning</b>					
Development & Investment	14.024	34.702	8.007	1.542	58.275
Corporate Landlord	0.993	-	-		0.993
Vision Tameside	0.073	-	-		0.073

Active Tameside	0.102	-	-		0.102
<b>Place: Operations and Neighbourhoods</b>					
Engineers, Highways & Traffic Management	4.826	-	-		4.826
Operations & Greenspace	1.925	0.116	-		2.041
Waste & Fleet Management	-	0.826	-		0.826
Estates	0.008	-	-	0.095	0.103
<b>Children</b>					
School Related Works	22.318	11.448	-		33.766
Children's Social Care Safeguarding & Quality Assurance	1.322	2.524	-		3.846
<b>Adults Social Care</b>					
Adults Commissioning Service	4.195	6.495	0.020		10.710
<b>Governance</b>					
Governance	0.032	-	-	0.440	0.472
<b>Total Approved</b>	<b>49.818</b>	<b>56.111</b>	<b>8.027</b>	<b>2.077</b>	<b>116.033</b>
Contingency	-	-	-	2.800	2.800
<b>Total</b>	<b>49.818</b>	<b>56.111</b>	<b>8.027</b>	<b>4.877</b>	<b>118.833</b>

The total approved budget for 2023/24 is £49.818m, as outlined in Table 19 overleaf.

**Table 19 – Capital Expenditure by Service Area**

	2023/24 Budget	Actual to Date	Projecte d Outturn	Projecte d Outturn Variation	Reprofiling (to) / from future years	Projected Variation after reprofiling
	£m	£m	£m	£m	£m	£m
<b>Place: Property, Development and Planning</b>						
Development & Investment	14.024	1.452	8.502	(5.522)	(1.110)	(4.412)
Corporate Landlord	0.993	0.176	0.992	(0.001)	-	(0.001)
Vision Tameside	0.073	-	0.073	0.000	-	-
Active Tameside	0.102	0.103	0.103	0.001	-	0.001
<b>Place: Operations and Neighbourhoods</b>						
Engineers	4.826	0.463	4.248	(0.578)	(0.564)	(0.014)
Ops & Greenspace	1.925	0.347	1.395	(0.530)	(0.562)	0.032
Fleet Replacement	0.000	-	-	-	-	-
Estates	0.008	0.057	0.057	0.049	-	0.049
<b>Children's Social Care</b>						
Education	22.318	8.850	26.377	4.059	3.610	0.449
Children	1.322	0.041	1.234	(0.088)	(0.088)	-
<b>Resources</b>						
Digital Tameside						
<b>Adults Social Care</b>						
Adults	4.195	0.964	3.933	(0.262)	(0.262)	-
<b>Governance</b>						
Governance	0.032	0.029	0.032	0.000	0.000	-
<b>Total</b>	<b>49.818</b>	<b>12.482</b>	<b>46.946</b>	<b>(2.872)</b>	<b>1.024</b>	<b>(3.896)</b>

6.5 Services are projecting expenditure of £2.872m less than the current capital budget for the year. Reprofiling of £1.024m has been requested.

### **Budget reprofiling of projects**

- 6.6 Total reprofiling is reported as £1.024m at month 6, as illustrated in table 19. It should be noted that while the net reprofiling is £1.024m, there is movement both to and from the next financial year, with a significant reprofiling of funds into 2023/24 due to Hawthorns Primary progressing faster than previously anticipated and monies originally reprofiled into 2024/25 are now proposed to be brought back into 2023/24. This is then offset by further reprofiling of Levelling up for Ashton and various smaller variations into 2024/25. More detailed narratives around the variations are provided within the separate report for Capital Monitoring.

### **Full Scheme Variations**

- 6.7 Along with the in-year variations above there are a number of schemes forecasting lifetime variations as follows:

#### **Education**

- 6.8 **Devolved Schools Capital - £0.448m** - Schools undertake their own capital projects which they fund from revenue (as a revenue contribution to capital). At present £0.252m of requests for revenue funded projects have been submitted which need to be added to the Capital Programme. A new funding stream for schools, Connect the Classroom, has been introduced to improve internet speed in schools. To date, Tameside maintained schools have bid and been granted £0.197m to upgrade their networks in 2023/24. This needs to be added to the Capital Programme.

#### **Development and Investment**

- 6.9 **Godley Garden Village – (£4.182m) 2023/24 and (£5.304m) 2024/25** - Delays to planning determination, mean that the Council remains in breach of its Housing Infrastructure Funding (HIF) Grant Funding Agreement (GFA) with Homes England. It is now clear that the Council will not be in a position to draw down the full allocation of £10m, prior to the expenditure deadline of March 2024 and, despite best efforts, the project team have been unable to negotiate a further extension to the existing GFA. Homes England has confirmed, in principle, that the £0.720m already drawn down and expended, along with the £0.500m of revenue capacity funding, in preparation the planning application will not be subject to clawback.

#### **Capital Financing**

- 6.10 The Council has limited resources available to fund Capital Expenditure. On 29 September 2021, Executive Cabinet approved the allocation of the remaining capital reserves to immediate priorities. No further capital projects will be approved in the short term unless the schemes are fully funded from external sources. Any additional priority schemes that are put forward for consideration and that are not fully grant funded will need to be evaluated, costed and subject to separate Member approval. There will be a revenue cost for any new capital schemes that are not fully funded from alternative sources and the implications of this will need to be carefully considered, given the on-going pressures on the revenue budget.
- 6.11 A number of schemes identified as priority for future investment include revenue generation or invest to save elements, where borrowing may be appropriate to facilitate investment. Borrowing to fund Capital Investment has revenue consequences as budget is required to fund interest and repayment of loans, and therefore any such schemes will need to be subject to full business cases. The Council will need a sustainable financial plan for the revenue budget before borrowing commitments are agreed.

**Table 20: Financing of the Full Capital Programme**

Funding Source	Approved Schemes			Earmarked Schemes	Total
	2023/24	Future Years	Total		
	£000	£000	£000	£000	£000
Grants & Contributions	43,324	57,589	100,913	-	100,913
Revenue Contributions	325	-	325	-	325
Prudential Borrowing	31	2,415	2,446	-	2,446
Receipts & Reserves	6,099	4,134	10,233	4,877	15,110
<b>Total</b>	<b>49,779</b>	<b>64,138</b>	<b>113,917</b>	<b>4,877</b>	<b>118,794</b>

**Capital Reserves and Receipts**

- 6.12 Capital reserves of £1.511m are available, of this £1.489m related to reserves held for specific schemes, Godley Green Garden Village and Stalybridge Heritage Action Zone. The remaining £0.022m is held in a general capital reserve.

**Table 21 Capital Reserves**

	Available Capital Reserves
	£000
Specific Capital Reserves	1,489
General Capital Reserve	22
<b>Total Capital Reserves</b>	<b>1,511</b>

- 6.13 The low level of capital reserves is in part consequence of the low level of capital receipts available in prior years. In the current year, capital receipts total £1.897m.
- 6.14 Approved and earmarked schemes already in the capital programme for future years are reliant on £15.110m of capital receipts and reserves and therefore securing capital receipts will be vital to ensure the programme can be funded. Careful monitoring of progress in realising capital receipts must be undertaken to ensure that there is timely and pro-active disposal of assets and that the actual receipts are in line with projections.
- 6.15 The latest disposal programme forecasts £21.807m of receipts from 2023/24 to 2025/26. Disposals have been RAG rated to identify the level of risk associated with the realisation of the capital receipt. Of the total anticipated capital receipts in 2023/24, £0.045m has completed, £1.623m is rated as 'green', £3.037m is rated as 'amber' with conditions to be satisfied, and £0.945m is rated as 'red' with significant uncertainty over delivery. There is a further £4.897m of projected capital receipts in 2024/25 and £11.260m in 2025/26. Of the full three year disposal programme, £17.439m is rated amber and £2.721m is rated red.
- 6.16 The failure to deliver these receipts would have an adverse effect on the delivery of the capital programme, meaning either schemes would have to be delayed or alternative financing, such as borrowing, would have to be sought. Borrowing incurs both interest and minimum revenue position (MRP) charges which would be additional revenue costs to the Council. Although there are currently schemes on the programme to be funded by borrowing (see table 3), these are amongst those requested to be reprofiled into 2024/25 and it is not anticipated that any new borrowing will be taken up in year.

**7. EARMARKED RESERVES**

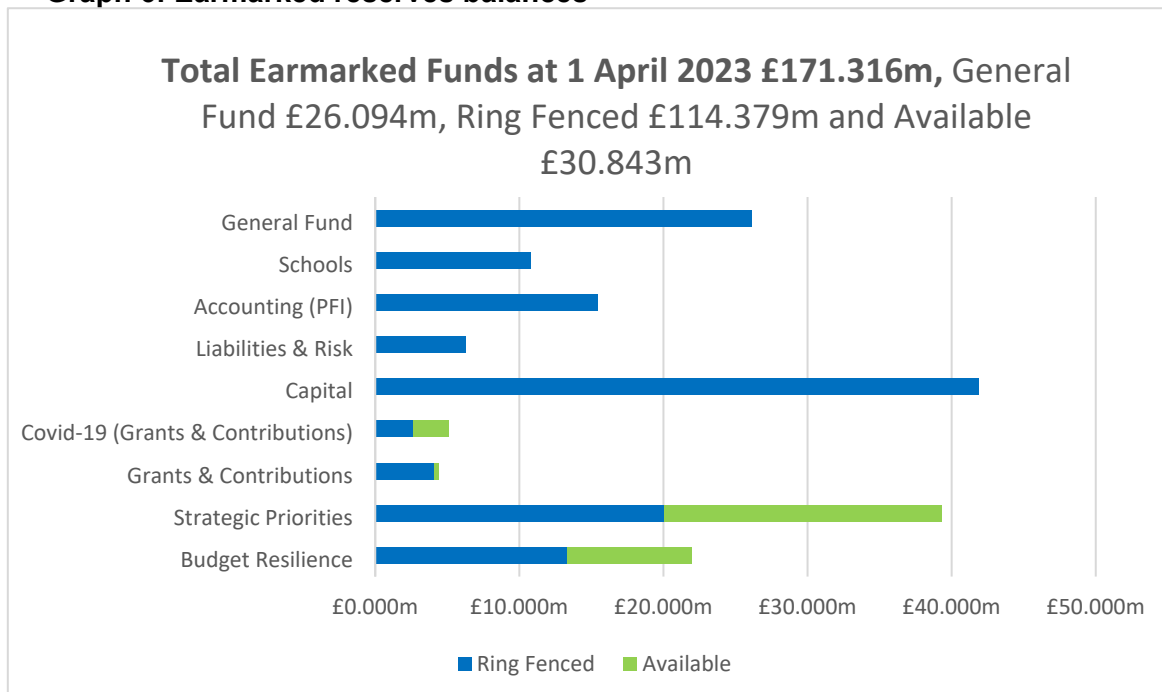
- 7.1 The value and categories of earmarked reserves as at 1 April 2023 are summarised below in Graph 6. Whilst the overall level of earmarked reserves held by the Council remains strong, most of these earmarked reserves are committed, with only £30.843m not committed outside of the general fund balance of £26.094m. No uncommitted reserves have been used in this



year to date, however, as mentioned earlier in this paper, drawdown of unallocated reserves may be required should expenditure in year continue to exceed budget.

- 7.2 Reserves balances excluding the General Fund balance and schools-related reserves are £132m. Reserves balances including the General Fund balance and schools-related reserves total £171m.

**Graph 6: Earmarked reserves balances**



## 8 TREASURY MANAGEMENT

- 8.1 Treasury Management is a critical activity to ensure Value for Money in the use of public funds. It is concerned with safely managing the working capital of an organisation, managing its cash flows, investments, money markets and banking.
- 8.2 The Council has substantial levels of both investments and borrowing, and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk remains central to the Council's treasury management strategy.
- 8.3 On 30 September 2023 the Council had investments of £139.550m and borrowing of £139.269m. The position and change over the year is shown in table 24 below:

**Table 24: Treasury Management Summary**

	31.3.23	Movement	30.9.23
	Balance		Balance
	£m	£m	£m
Long-term borrowing			
- PWLB	99.227	(0.202)	99.025
- Market Loans	40.000	-	40.000
- Other	0.244	-	0.244
<b>Total borrowing</b>	<b>139.471</b>	<b>(0.202)</b>	<b>139.269</b>
Long-term investments	-	-	-
Short-term investments	100.700	(75.700)	25.000
Cash and cash equivalents	23.910	90.640	114.550

<b>Total investments</b>	<b>124.610</b>	<b>14.940</b>	<b>139.550</b>
<b>Net Borrowing</b>	<b>14.861</b>	<b>(15.142)</b>	<b>(0.281)</b>

- 8.4 The borrowing position has remained consistent as the majority of the Council's loans are maturity loans with long durations. As it illustrated in the Prudential Indicators (Appendix 16) 93% of these loans do not mature for at least ten years. Further to this no additional borrowing has been taken up in year to date and none is planned for the remainder of the year due to the current high interest rate environment and the Council's already strong cash position. Any loans taken up would incur a cost of carry due to the interest rates on borrowing being higher than those available for investment. Further borrowing, and the resultant increase in cash balances, would also have the adverse effect of increasing the Council's exposure to credit risk.
- 8.5 Investment balances have increased over the year to date by £14,940m. This is largely as a result of the timing differences between the receipts of grants versus subsequent expenditure, as many grants are received earlier in the year whilst expenditure is spread more evenly. It is anticipated that investment levels will return to similar to the opening levels by the end of the financial year.
- 8.6 The performance of the Council's current investments is outlined in Table 25, below:

**Table 25: Treasury Investment Position**

	<b>31.3.23 Balance £m</b>	<b>Net Movement £m</b>	<b>30.6.23 Balance £m</b>	<b>30.6.23 Weighted Average Return %</b>	<b>30.6.23 Weighted Average Maturity Days</b>
Local Authorities	70.700	(55.700)	15.000	4.25	57
Banks	30.000	(20.000)	10.000	4.60	10
Money Market Funds	23.910	90.640	114.550	5.31	n/a
<b>Total Investments</b>	<b>124.610</b>	<b>14.940</b>	<b>139.550</b>		

- 8.7 Both the CIPFA Code and government guidance require the Council to invest its funds prudently, and to have regard to the security and liquidity of its treasury investments before seeking the optimum rate of return, or yield. The Council's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income.
- 8.8 The Bank of England base rate has increased by 1%, from 4.25% at the beginning of April to 5.25% by the end of September. The Council still has a small number of investments which are shown in the returns below base rate on table 26. However, as these mature they will be replaced with low risk investments with higher returns.
- 8.9 The Council's advisors, Arlingclose, are recommending only shorter duration deposits when using banks, and an increasing number of local authorities have issued Section 114 notices or suggested they are in danger of having to do so. Against this backdrop there has been a move towards using more Money Market Funds (MMFs) which are highly secure and offer daily liquidity. The Council will still look to place fixed deposits when satisfied with both the level of security and return.

#### **Prudential Indicators**

- 8.10 As required by the 2021 CIPFA Treasury Management Code, the Council monitors and measures a number of prudential indicators. These are included in Appendix 4.

**9. RECOMMENDATIONS**

9.1 As stated on the front cover of the report.

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# APPENDIX 1

## IRRECOVERABLE DEBTS OVER £5000

1 April 2023 to 30 June 2023

Note individuals are anonymised

REF:	DEBT:	FINANCIAL YEAR(S)	BALANCE	REASON
16696752	Council Tax	2014 – 2015 £117.00 2015 – 2016 £7.04 2016 – 2017 £632.12 2017 – 2018 £868.02 2018 – 2019 £911.59 2019 – 2020 £958.27 2021 – 2022 £678.87 2022 – 2023 £1077.68	£5250.59	Individual Voluntary Arrangement approved 13/12/2022
17133269	Council Tax	2018 – 2019 £1542.78 2020 – 2021 £1620.16 2021 – 2022 £1786.81 2022 – 2023 £1698.99	£6648.74	Individual Voluntary Arrangement approved 30/09/2022
17115296	Council Tax	2017 – 2018 £268.44 2018 – 2019 £657.41 2019 – 2020 £1335.03 2021 – 2022 £1304.12 2021 – 2022 £1349.55 2022 – 2023 £1408.24	£6322.79	Individual Voluntary Arrangement approved 12/10/2022
14258915	Council Tax	2015 – 2016 £378.64 2016 – 2017 £1070.26 2017 – 2018 £1129.36 2019 – 2020 £1249.03 2020 – 2021 £1304.12 2021 – 2022 £1361.60	£6493.01	Individual Voluntary Arrangement approved 12/07/2021
12388600	Council Tax	2003 – 2004 £401.02 2004 – 2005 £496.68 2015 – 2016 £211.00 2016 – 2017 £200.00 2017 – 2018 £384.00 2018 – 2019 £676.05 2019 – 2020 £999.03 2020 – 2021 £1154.12 2021 – 2022 £570.00 2022 – 2023 £464.00	£5555.90	Individual Voluntary Arrangement approved 08/12/2022
15035360	Council Tax	2016 – 2017 £1044.64 2017 – 2018 £28.65 2018 – 2019 £1187.46 2019 – 2020 £1178.00 2020 – 2021 £1154.12 2021 – 2022 £636.60 2022 – 2023 £1408.24	£6637.71	Individual Voluntary Arrangement approved 25/11/2022
<b>COUNCIL TAX</b>		<b>SUB TOTAL – Individual Voluntary Arrangement</b>	<b>£36,908.74</b>	

16945317	Council Tax	2016 – 2017 £817.79 2017 – 2018 £868.02 2018 – 2019 £909.09 2019 – 2020 £958.27 2020 – 2021 £999.59 2021 – 2022 £1042.70 2022 – 2023 £553.99	£6149.45	Debt Relief Order approved 07/11/2022
<b>COUNCIL TAX</b>		<b>SUB TOTAL – Debt Relief Order</b>	<b>£6149.45</b>	
<b>COUNCIL TAX IRRECOVERABLE BY LAW TOTAL</b>			<b>£43,058.19</b>	

## DISCRETION TO WRITE OFF OVER £5000

1 April 2023 to 30 June 2023

Note individuals are anonymised

611373728 7260005	Overpaid Housing Benefit	2010 – 2021 £8466.62	£8466.62	Deceased – no estate
620204321 7249330	Overpaid Housing Benefit	2016 – 2021 £8822.52	£8822.52	Deceased – no estate
620210318 7190337	Overpaid Housing Benefit	2017 – 2021 £10,332.39	£10,332.39	Deceased – no estate
<b>Overpaid Housing Benefit</b>		<b>SUB TOTAL – Deceased, no estate</b>	<b>£27,621.53</b>	
620295565 7302565	Overpaid Housing Benefit	2018 – 2021 £5496.35	£5496.35	Unrecoverable Housing Benefit Overpayment
60002852X 7039867	Overpaid Housing Benefit	2008 – 2017 £26,086.16	£26,086.16	Unrecoverable Housing Benefit Overpayment
<b>Overpaid Housing Benefit</b>		<b>SUB TOTAL – Unrecoverable Overpaid Housing Benefit</b>	<b>£31,582.51</b>	
<b>SUNDRY DEBTS DISCRETIONARY WRITE OFF TOTAL</b>			<b>£59,204.04</b>	

### SUMMARY OF UNRECOVERABLE DEBT OVER £5000

IRRECOVERABLE by law	Council Tax	£43,058.19
	Business Rates	NIL
	Overpaid Housing Benefit	NIL
	Sundry	NIL
	<b>TOTAL</b>	<b>£43,058.19</b>
DISCRETIONARY write off – meaning no further resources will be used to actively pursue	Council Tax	NIL
	Business Rates	NIL
	Overpaid Housing Benefit	<b>£59,204.04</b>
	Sundry	NIL
	<b>TOTAL</b>	<b>£59,204.04</b>

## APPENDIX 2

### IRRECOVERABLE DEBTS OVER £5000

1 July 2023 to 30 September 2023

Note individuals are anonymised

REF:	DEBT:	FINANCIAL YEAR(S)	BALANCE	REASON
<b>COUNCIL TAX IRRECOVERABLE BY LAW TOTAL</b>			<b>£0.00</b>	
65625383	Business Rates	Welcome Nurseries Ltd Quackers Kid's Nursery Ridge Hill Children;s Centre School Crescent Stalybridge SK15 1EA  Company in Administration 08/08/2022	2021 – 2022 £1944.00 2022 – 2023 £3479.82	£5423.82
65632176	Business Rates	Welcome Nurseries Ltd 1 Warrington Street Ashton under Lyne OL6 6XB  Company in Administration 08/08/2022	2021 – 2022 £8423.40 2022 – 2023 £6733.80	£15,157.20
<b>BUSINESS RATES</b>		<b>SUB TOTAL – Company in Administration</b>	<b>£20,581.02</b>	
<b>BUSINESS RATES IRRECOVERABLE BY LAW TOTAL</b>			<b>£20,581.02</b>	
<b>OVERPAID HOUSING BENEFIT IRRECOVERABLE BY LAW TOTAL</b>			<b>£0.00</b>	
<b>SUNDRY DEBTS IRRECOVERABLE BY LAW TOTAL</b>			<b>£0.00</b>	

### DISCRETION TO WRITE OFF OVER £5000

16823026	Council Tax	2016 – 2017 £833.80 2017 – 2018 £118.25 2018 – 2019 £1368.88 2019 – 2020 £1442.87 2020 – 2021 £1507.16 2021 – 2022 £1288.79	£6559.75	Charge Payer Absconded - unable to trace
16883548	Council Tax	2015 – 2016 £485.03 2016 – 2017 £1201.65 2017 – 2018 £1652.04 2018 – 2019 £1739.19 2019 – 2020 £2367.58	£7445.49	Charge Payer Absconded - unable to trace
14079902	Council Tax	2006 – 2007 £541.52 2007 – 2008 £891.55 2008 – 2009 £857.98 2009 – 2010 £888.70 2010 – 2011 £910.49 2011 – 2012 £910.49 2012 – 2013 £910.49 2013 – 2014 £675.32	£6586.54	Charge Payer Absconded - unable to trace

13835543	Council Tax	2013 – 2014 £319.71 2014 – 2015 £784.80 2015 – 2016 £796.29 2016 – 2017 £823.95 2017 – 2018 £868.02 2018 – 2019 £911.59 2019 – 2020 £666.59	£5159.95	Charge Payer Absconded - unable to trace
17951675	Council Tax	2014 – 2015 £438.63 2015 – 2016 £1122.02 2016 – 2017 £1165.03 2017 – 2018 £1219.58 2018 – 2019 £1287.38 2019 – 2020 £1356.87 2020 – 2021 £1607.40	£7196.91	Charge Payer Absconded - unable to trace
<b>COUNCIL TAX</b>		<b>SUB TOTAL – Absconded</b>	<b>£32,948.64</b>	
<b>COUNCIL TAX DISCRETIONARY WRITE OFF TOTAL</b>			<b>£32,948.64</b>	
65193169	Business Rates Anonymised as an individual	2014 – 2015 £6172.97 2015 – 2016 £5917.54 2016 – 2017 £7956.75 2017 – 2018 £8023.25 2018 – 2019 £6922.94	£34,993.45	Charge Payer Absconded - unable to trace
65540352	Business Rates Anonymised as an individual	2016 – 2017 £2685.90 2017 – 2018 £5743.60	£8429.50	Charge Payer Absconded - unable to trace
65571783	Business Rates Anonymised as an individual	2016 – 2017 £2244.43 2017 – 2018 £4427.00 2018 – 2019 £3209.31	£9880.74	Charge Payer Absconded - unable to trace
65105414	Business Rates Anonymised as an individual	2006 – 2007 £6574.21	£6574.21	Charge Payer Absconded - unable to trace
65487925	Business Rates Anonymised as an individual	2014 – 2015 £3654.99 2015 – 2106 £3125.28	£6780.27	Charge Payer Absconded - unable to trace
<b>BUSINESS RATES</b>		<b>SUB TOTAL – Absconded, unable to trace</b>	<b>£66,658.17</b>	
65449848	Business Rates Anonymised as an individual	2012 – 2013 £4613.05 2013 – 2014 £4656.05	£9269.10	Recovery Exhausted
<b>BUSINESS RATES</b>		<b>SUB TOTAL – Recovery Exhausted</b>	<b>£9269.10</b>	
<b>BUSINESS RATES DISCRETIONARY WRITE OFF TOTAL</b>			<b>£75,927.27</b>	
<b>SUNDRY DEBTS DISCRETIONARY WRITE OFF TOTAL</b>			<b>£0.00</b>	



611229318	Housing Benefit Overpayment	2013– 2021 £5899.30	£5899.30	Irrecoverable Housing Benefit Overpayment
600071107	Housing Benefit Overpayment	2017 – 2021 £8164.80	£8164.80	Irrecoverable Housing Benefit Overpayment
611403276	Housing Benefit Overpayment	2016 – 2021 £9723.61	£9723.61	Irrecoverable Housing Benefit Overpayment
620018359	Housing Benefit Overpayment	2015 – 2021 £10,142.20	£10,142.20	Irrecoverable Housing Benefit Overpayment
611454527	Housing Benefit Overpayment	2017 – 2021 £6827.72	£6827.72	Irrecoverable Housing Benefit Overpayment
611281819	Housing Benefit Overpayment	2013 – 2021 £13,093.16	£13,093.16	Irrecoverable Housing Benefit Overpayment
611365991	Housing Benefit Overpayment	2009 – 2018 £9424.03	£9424.03	Irrecoverable Housing Benefit Overpayment
620031346	Housing Benefit Overpayment	2017 – 2021 £9549.70	£9549.70	Irrecoverable Housing Benefit Overpayment
600033341	Housing Benefit Overpayment	2009 – 2021 £19,676.86	£19,676.86	Irrecoverable Housing Benefit Overpayment
600236169	Housing Benefit Overpayment	2013 – 2021 £16,600.41	£16,600.41	Irrecoverable Housing Benefit Overpayment
611260971	Housing Benefit Overpayment	2014 -2021 £11,866.52 2021 – 2022 £810.24	£12,676.76	Irrecoverable Housing Benefit Overpayment
620144267	Housing Benefit Overpayment	2017 – 2021 £7763.42 2021 – 2022 £1493.04	£9256.46	Irrecoverable Housing Benefit Overpayment
<b>HOUSING BENEFIT OVERPAYMENT</b>		<b>SUB TOTAL – Irrecoverable Housing Benefit Overpayment</b>	<b>£131,035.01</b>	

61086438	Housing Benefit Overpayment	2007 – 2019 £5851.20	£5851.20	Deceased, no estate
620013084	Housing Benefit Overpayment	2013 – 2016 £6980.36 2014 – 2015 £618.85	£7645.36	Deceased, no estate
610304074	Housing Benefit Overpayment	2013 – 2015 £6767.69	£6767.69	Deceased, no estate
620312289	Housing Benefit Overpayment	2020 – 2021 £5184.30	£5184.30	Deceased, no estate
<b>HOUSING BENEFIT OVERPAYMENT</b>		<b>SUB TOTAL – Deceased. No estate</b>	<b>£25,448.55</b>	
<b>HOUSING BENEFIT OVERPAYMENT DISCRETIONARY WRITE OFF TOTAL</b>			<b>£156,483.56</b>	
<b>SUNDRY DEBTS DISCRETIONARY WRITE OFF TOTAL</b>			<b>£0.00</b>	

**SUMMARY OF UNRECOVERABLE DEBT OVER £5000**

IRRECOVERABLE by law	Council Tax	NIL
	Business Rates	£20,581.02
	Overpaid Housing Benefit	NIL
	Sundry	NIL
	<b>TOTAL</b>	<b>£20,581.02</b>

DISCRETIONARY write off – meaning no further resources will be used to actively pursue	Council Tax	£32,948.64
	Business Rates	£75,927.27
	Overpaid Housing Benefit	£156,483.56
	Sundry	NIL
	<b>TOTAL</b>	<b>£265,359.47</b>

## APPENDIX 3

### Early Years Supplementary Grant

Additional funding was announced for early years providers from September 2023. This funding will be allocated via the Early Years Supplementary Grant (EYSG) and the government have been clear that Local Authorities (LAs) must increase the amounts they pay to early years providers in accordance with the EYSG conditions of grant from September 2023.

The rates on which providers will be funded in Tameside MBC, in line with the grant, will be:

- £1.70 per hour for disadvantaged 2 year olds
- £0.31 per hour for 3 and 4 year olds universal and additional entitlement
- £0.04 per funded hour for Early Years Pupil Premium
- £39.20 lump sum for the Disability Access Fund

Initial allocations for the EYSG will be paid based on PTE data from the January 2023 early years, schools and alternative provision censuses. The DfE then intend to make an adjustment to reflect the actual numbers of children taking up the entitlements from the January 2024 censuses (with the exception of DAF). This is in line with the way the DSG early years block allocations are normally calculated, that is the final funding allocations for the 2023 to 2024 financial year (to cover the period September 2023 to March 2024) will be based on PTE data from the January 2024 censuses. This is designed to support local authorities to manage year-on-year fluctuations.

The conditions of grant state: At the end of the 2023 to 2024 financial year, local authorities are permitted to:

- use any EYSG surplus funding for the purpose of the early years block of the DSG in financial year 2023 to 2024 or carry forward any EYSG underspends and use them in support of all early education funding streams as part of their schools' budget for 2024 to 2025
- if there is a shortfall in the EYSG, local authorities may use the early years block of the 2023 to 2024 DSG for the purposes of the EYSG to make up the shortfall. The DSG: conditions of grant 2023 to 2024 have been amended to allow this.

#### EYSG Allocations and Estimated Distribution

<b>EYSG Sept 23 - Mar 2024</b>	<b>Universal entitlement for 3 and 4- year-olds £m</b>	<b>Additional 15 hours entitlement for eligible working parents of 3 and 4-year- olds £m</b>	<b>2-year-old entitlement £m</b>	<b>Early years pupil premium £m</b>	<b>Disability access fund £m</b>	<b>Total</b>
Allocation	0.364	0.180	0.432	0.009	0.005	<b>0.989</b>
Estimated Distribution	0.356	0.188	0.483	0.010	0.002	<b>1.038</b>
<b>Variation</b>	<b>(0.008)</b>	<b>0.008</b>	<b>0.051</b>	<b>0.001</b>	<b>(0.003)</b>	<b>0.049</b>

The current forecast shortfall would be met from the forecast underspend on the Early Years Block DSG as reported in the DSG section of the report.

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## APPENDIX 4

### Treasury Management Prudential Indicators

As required by the 2021 CIPFA Treasury Management Code, the Council monitors and measures the following treasury management prudential indicators.

#### Ratio of Financing Costs to Net Revenue Stream

Limit/Indicator	Limit %	Estimate %
Ratio of financing costs to net revenue stream	4.5	4.5

This ratio represents the total of all financing costs e.g. interest payable and minimum revenue provision (MRP) that are charged to the revenue budget as a percentage of the amount to be met from Government grants and taxpayers (net revenue stream).

#### Capital Financing Requirement (CFR)

Limit/Indicator	Limit £m	Actual £m
Capital Financing Requirement	194.637	193.962

The Capital Financing Requirement is aimed to represent the underlying need to borrow for a capital purpose and is calculated from the aggregate of specified items on the balance sheet.

The CFR increases by the value of capital expenditure not immediately financed (i.e. borrowing) and is reduced by the annual MRP repayment.

#### Capital Expenditure

Limit/Indicator	Limit £m	Estimate £m
Capital expenditure	118.794	47.100

This is the total capital expenditure incurred (from all funding sources).

#### Incremental Impact of Capital Investment Decisions

Limit/Indicator	Limit £	Actual £
For the Band D Council Tax	0.27	0.01

This is the estimate of the net incremental impact of the capital investment decisions, based on the level of borrowing set out in the report and reflects the total cost of this additional borrowing (interest payments and minimum revenue provision), as a cost on Council Tax.

The actual cost will depend on final funding. For every £1 increase on Band D properties, approximately £0.066m would be raised.

#### Operational Boundary and Authorised Limit on External Debt and Other Long Term Liabilities

Limit/Indicator	Limit £m	Actual £m
Operational Boundary for external debt	206.110	139.269
Authorised Limit for external debt	226.110	139.269

The Authorised Limit for External Debt sets the maximum level of external borrowing on a gross basis (i.e. excluding investments) for the Council.

The operational boundary for External Debt comprises the Council's existing debt plus the most likely estimate of capital expenditure/financing for the year. It excludes any projections for cash flow

movements. Unlike the authorised limit, breaches of the operational boundary (due to cash flow movements) are allowed during the year as long as they are not sustained over a period of time. These limits include provision for borrowing in advance of the Council's requirement for future capital expenditure. This may be carried out if it is thought to be financially advantageous to the Council.

### Upper and lower limits on Interest Rate Exposures

Limit/Indicator	Limit £m	Actual £m
Upper limit for fixed interest rate exposure	194.637	84.221
Upper limit for variable interest rate exposure	64.879	(84.306)

These limits are in respect of our exposure to the effects of changes in interest rates. The limits reflect the net amounts of fixed/variable rate debt (i.e. fixed/variable loans less fixed/variable investments. A negative value represents investments being higher than loans)

### Upper Limit for Total Principal Sums Invested for Over 364 Days

Limit/Indicator	Limit £m	Actual £m
Upper limit for sums invested over 364 days	30.000	nil

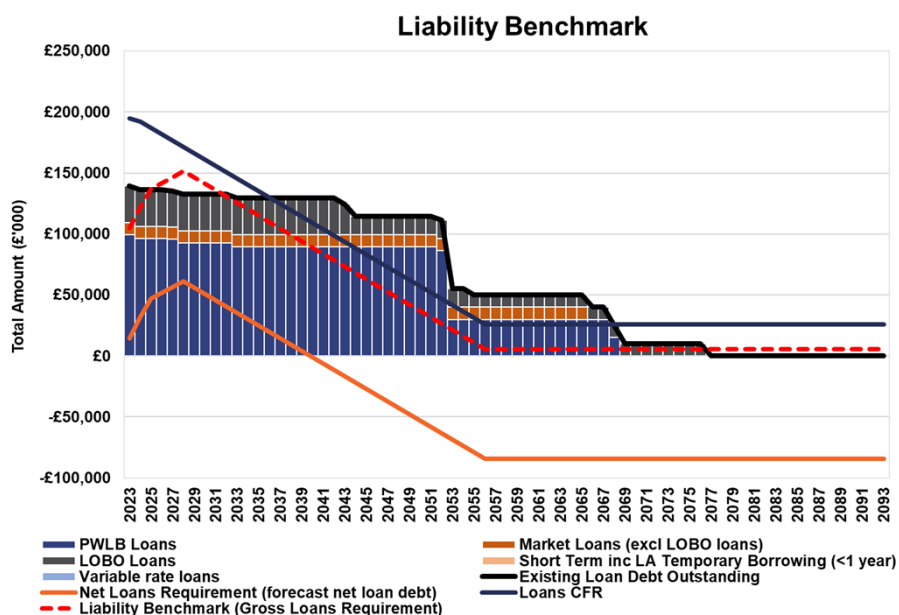
This limit is in respect of treasury investments made for a duration longer than one year.

### Maturity structure for fixed rate borrowing

Indicator	Limit	Actual
Under 12 months	0% to 15%	2.16%
12 months and within 24 months	0% to 15%	-
24 months and within 5 years	0% to 30%	2.55%
5 years and within 10 years	0% to 40%	2.16%
10 years and above	50% to 100%	93.13%

This indicator is in respect of all of the Council's fixed rate borrowing with PWLB or other market lenders.

### Liability Benchmark



The liability benchmark is a new prudential indicator introduced by CIPFA for 2023/24. This gives a long term view of the Council's borrowing needs based on current commitments. This demonstrates that there is currently no borrowing need and the Council currently has a significant level of surplus cash, which makes up its investment portfolio. If further schemes to be funded by borrowing are added to the Capital Programme in future then the benchmark will increase and more borrowing could potentially be required.

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# Agenda Item 5

<b>Report to :</b>	<b>EXECUTIVE CABINET</b>
<b>Date :</b>	22 November 2023
<b>Reporting Officers:</b>	Councillor Gerald P Cooney – Executive Leader Sandra Stewart – Chief Executive
<b>Subject :</b>	<b>CORPORATE PERFORMANCE SCORECARD</b>
<b>Report Summary :</b>	<p>The corporate plan outcomes scorecard attached provides evidence to demonstrate progress towards achievement of the Corporate Plan and improving the services provided to residents, businesses and key stakeholders within the locality. The scorecard, which contains long term outcome measures that track progress to improve the quality of life for local residents, is attached at <b>Appendix 1</b>.</p> <p>A glossary providing more information about the indicators included in the Corporate Outcomes Scorecard is attached at <b>Appendix 2</b>.</p>
<b>Recommendations :</b>	That the contents of the report, scorecard <b>Appendix 1</b> and the glossary of indicators <b>Appendix 2</b> are noted.
<b>Links to Corporate Plan:</b>	The report is relevant to all elements of the Corporate Plan as the scorecard provides data to help track progress towards achieving its aims and objectives.
<b>Policy Implications :</b>	The corporate scorecard provides the evidence for demonstrating the progress being made towards achievement of the Corporate Plan and improving the services provided to residents, businesses and key stakeholders within the locality. The thematic scorecards – which support the corporate scorecard - will enable services to monitor their own performance and their contribution to delivery of the Corporate Plan.
<b>Financial Implications :</b> <b>(Authorised by the statutory Section 151 Officer &amp; Chief Finance Officer)</b>	Whilst there are no direct financial implications arising from the recommendations in this report, the scorecard should assist Members in making decisions regarding the prioritisation of the Council's limited resources. The CIPFA Financial Management Code sets an expectation that to remain financially sustainable an authority must have timely information on both its financial and operational performance. Performance information should aid Members understanding as to whether spending decisions are achieving objectives, and enable informed decisions regarding the prioritisation of scarce resources in the face of significant financial challenges.
<b>Legal Implications :</b> <b>(Authorised by the Borough Solicitor)</b>	Although there are no direct legal implications, the scorecard is one of the council's fiscal management tools to ensure prudent financial management especially in the current challenging economic climate.
<b>Risk Management :</b>	Effective use of data, including performance management through scorecards, helps to identify areas where improvement activity is required thus avoiding the risk of service failure. Alongside this services have management information that is used to assess risk and drive improvement.
<b>Access to Information :</b>	The background papers relating to this report can be inspected by contacting Alec Milner, Policy Officer Telephone: 0161 342 3905 e-mail: <a href="mailto:alec.milner@tameside.gov.uk">alec.milner@tameside.gov.uk</a>

## 1. CORPORATE PLAN OUTCOMES SCORECARD

1.1 The Corporate Plan outcomes scorecard, **Appendix 1**, contains indicators focused on long term outcomes across the eight corporate plan priorities. The measures within this scorecard were chosen to illustrate how the Council's work directly and indirectly impacts the lives and experiences of Tameside residents.

### 1.2 Adults

1.2.1 Over the first Quarter of 2023/2024, 171.6 people per 10,000 adults aged 65+ were living in residential and nursing homes, an increase from 146.7 per 10,000 in Quarter 1 of the previous financial year. As of the end of September, 68.7% of care home beds in Tameside were in settings rated Good or Outstanding by the Care Quality Commission, a fall of 5.7 percentage points from the previous scorecard update in July.

### 1.3 Children's

1.3.1 60.1% of children in Tameside received a good level of development in 2022, 5.1 points lower than the national average of 65.2%. This data is the first update to this dataset since the Early Years Foundation Stage reforms in September 2021, meaning that it is not possible to directly compare 2021/22 assessment outcomes with earlier years. Therefore, although values are lower than the previous release in 2019 both for Tameside and England as a whole, this does not indicate a negative trend in outcomes.

1.3.2 The number of 3 and 4 year olds at Early Years settings rated Good or Outstanding was 80.3% in the Summer term this year, down significantly from 91.3% in the Summer term last year. On the other hand, progress is being made on meeting our Department for Education-set target for 2 year olds in funded early education, with 87% of our target met in the Summer term, up from 83% for the previous year's Summer.

1.3.3 The proportion of primary schools rated Good or Outstanding by Ofsted has increased since the previous scorecard update, with 94.7% of primary schools meeting this standard, which remains above the national average of 90.2%. The percentage of secondary schools rated Good or Outstanding is unchanged from the previous update at 62.5% compared to the national average of 81.8%.

1.3.4 The rate at which fixed term exclusions were given to secondary school pupils in the Autumn and Spring terms of 2022/23 was 21.12%, down from 24.34% over the same period in the previous year.

1.3.5 The rate at which children entered the youth justice system as first time entrants in the 12 months from July 2022 to June 2023 was 266 per 100,000 children aged 10 to 17, up significantly from 148 per 100,000 in the previous 12 months to June 2022.

1.3.6 1.21% of children looked after by the Authority were adopted in Quarter 2 of 2023/24, down from 1.68% in the same quarter of the previous year.

### 1.4 Place

1.4.1 The percentage of adult residents in employment in the 2022/2023 financial year was 72.7%, down 3.1 points on the previous financial year and below the national average of 75.7%.

1.4.2 The number of Tameside residents claiming Universal Credit in August was 27,755, 8.8% higher than the same month last year, when 25,515 residents were receiving UC payments. Inversely, the proportion of UC claimants in employment fell slightly, from 39.9% in July 2022 to 37.4% in July of this year.

1.4.3 The borough's business rates Total Rateable Value was £148,138,272 in September, down from

£149,005,483 in September 2022.

- 1.4.4 The percentage of employed residents in skilled employment (standard classifications 1, 2, 3, and 5) has fallen from 52.8% in 2021/2022 to 50.8% in 2022/2023, and is significantly lower than the national average rate of 60.6%.
- 1.4.5 Air pollution indicators indicate a decline in the borough's air quality; the measured concentration in fine particulate matter smaller than 2.5 micrometres (PM2.5), measured in micrograms per cubic metre of air has remained steady across 2021 and 2022 at 7.67 ug/m<sup>3</sup>; while this is significant, the concentration of particulate matter remains slightly lower than the national average of 7.79 ug/m<sup>3</sup>. The data on carbon dioxide emissions has an additional 12 months' lag-time, but the latest figures for 2021 show that the amount of carbon dioxide emitted within Tameside borders was 795.4 kilotonnes, up by 8.4% on the 733.5 kilotonnes emitted in 2020.
- 1.4.6 The percentage of Tameside residents who walk or cycle three or more times a week in 2022 (measured from November to November) was 35.2%, up slightly from 34.3% the previous year but below the national average of 45.8%.
- 1.4.7 High speed connectivity in the borough is continuing to improve; at the end of Quarter 2 this year, 86.8% on premises had gigabit-capable network infrastructure, up from 79.2% in Quarter 2 of the previous year.

## 1.5 **Population Health**

- 1.5.1 New data from the Office for Health Improvements and Disparities estimates that 20.2% of adults in Tameside were smokers in 2022, significantly higher than the national average smoking rate of 12.7%, and representing an increase of one percentage point on the previous year.
- 1.5.2 Although the prevalence of smoking in Tameside is increasing, the proportion of Tameside residents that are classed as inactive (exercising for less than 30 minutes a week) is falling. In the 12 months to November 2022, 30.6% of Tameside residents were classed as inactive, compared to 32.4% in the year to November 2021. The population of Tameside is, however, notably higher than the national average of 25.8%.

## 2 **RECOMMENDATIONS**

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

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Directorate	Portfolio	Theme	Outcome	Metric Reference	Metric	Previous Position	Current Position	National Average	Period	Progress	Targets	
											Apr 2025	Apr 2030
Adults	Adult Social Care, Homelessness, and Inclusivity	Independence & Dignity in Older Age	Increase the number of people helped to live at home	ID1	Funded Permanent 65+ in residential/nursing homes per 10k	146.7 (Q1 2021/23)	171.6	N/A	Q1 2023/24	↑	585.6	Only those in most in need access residential/nursing care at the right point for them
	Population Health and Wellbeing		Reduce hospital admissions due to falls	ID2	Emergency admissions for falls 65+ per 100k	2189	1989	2100	2021/2022	↓	1875.57	Emergency falls in the 65+ age group are low
	Adult Social Care, Homelessness, and Inclusivity		Increase levels of self-care / social prescribing	ID3	% service users who find it easy to find information	70.6% (2019/20)	57.7%	64.6%	2021/2022	↓	78.6%	Tameside and Glossop is a place where people are supported to self care
	Adult Social Care, Homelessness, and Inclusivity		Good' and 'Outstanding' social care settings	ID4	CQC Audit Results: % care home beds good or outstanding	74.4%	68.7%	N/A	Ad Hoc	↓	80%	All residential/nursing settings are rated good or outstanding
	Adult Social Care, Homelessness, and Inclusivity		Prevention support outside the care system	ID5	Number of people supported outside the social care system with prevention based services	4355 (Q2 2022/23)	4166	N/A	Q2 2023/24	↓	7500	All people are supported to remain in the community
Children's	Children and Families	Very Best Start	Improve school readiness	V2 (LUI) (GMM)	% achieving a 'good' level of development	66.9% (2019)	60.1%	65.20%	2022	↓	75%	All children start school ready to learn
	Children and Families			V3 (LUI)	% achieving expected level in Phonics decoding	78% (2019)	72%	75%	2022	↓		
	Children and Families		Children attending 'good' and 'outstanding' early years settings	V4	% 3 & 4 year olds at 'good' or 'outstanding' EY settings	91.3% (Summer 22/23)	80.3%	N/A	Summer Term 2023/24	↓	98%	All children to attend good or outstanding early years settings
	Children and Families		Take up nursery at 2 Years	V5 (GMFT)	2 year olds in funded early education- % of DfE Target	83% (Summer 22/23)	87%	N/A	Summer Term 2023/24	↑	95%	All eligible 2 year olds benefit from funded early years education
	Education, Achievement, and Equalities	Aspirations and Hope	Reading / Writing / Maths at Key Stage 2	A1	% students achieving KS2 expected standard	63% (2019)	57%	59%	2022	↓	70%	All children to be provided with the opportunity to achieve their full educational potential
	Education, Achievement, and Equalities		Key Stage 4 attainment	A2	Average attainment 8 score	45.2	43.2	46.3	2023	↓	50	
	Education, Achievement, and Equalities		% achieving Grade 4 or above in English & Maths GCSEs	A3		65.2%	61.1%	65.1%	2023	↓	70%	
	Education, Achievement, and Equalities		Young people going into higher education	A4 (LUI)	% Key Stage 4 going into/remaining in education	84.2%	86.1%	89.0%	2021	↑	90%	All young people going into/remaining in further education after KS4
	Education, Achievement, and Equalities		Children attending 'good' and 'outstanding' schools	A5 (LUI)	% Primary schools 'good' & 'outstanding'	92.1%	94.7%	90.2%	Ad Hoc	↑	95%	All children attending a good or outstanding primary school
	Education, Achievement, and Equalities		Secondary schools 'good' & 'outstanding'	A6 (LUI)		62.5%	62.5%	81.8%	Ad Hoc	↔	80%	All children attending a good or outstanding secondary school
	Education, Achievement, and Equalities		Proportion of children with good reading skills	A7 (LUI)	% Key Stage 2 achieving expected reading standard	72% (2019)	76%	75%	2022	↑	80%	All children to be provided with the opportunity to achieve their full educational potential
	Education, Achievement, and Equalities	Promote a whole system approach and Improving wellbeing and resilience	A8 (LUI) (GMM) (LGI)	Secondary Fixed Term Exclusions	24.34% (Aut + Spr 21/22)	21.12%	N/A	2022/23 Aut + Spr Terms)	↓			
	Children and Families	Resilient Families and Supportive Networks	Early Help Intervention	R1	Child and Family Assessments completed each quarter	1327 (Q2 2022/23)	866	N/A	Q2 2023/2024	↓		All vulnerable families receive the help they need
	Children and Families		Reduce the number of first time entrants into Youth Justice	R2	First Time Entrants into Youth Justice aged 10-17, rate per 100k	148 (Jul 21 - Jun 22)	266	N/A	July 2022 - June 2023	↑	212.9	No young people entering the youth justice system
	Children and Families		Increased levels of fostering and adoption	R3	% Cared for children adopted each quarter	1.68% (Q2 2022/2023)	1.21%	N/A	Q2 2023/2024	↓	18.60%	All looked after children provided with the opportunity to be adopted, where its of benefit to the young person, within the year
Children and Families	Improve the quality of social care practice		R4	Children's Services Audits Rated 'Good' & 'Outstanding', Year to Date	32% (Jul 22)	16%	N/A	Jul-23	↓	50%	All Children Social Care audits rated good or outstanding	
Children and Families	Nurturing Communities	Reduce victims of domestic abuse	N11	Domestic Abuse Incidents reported to Children's Services	347 (Sep 22)	269	N/A	Sep-23	↓			
Place	Inclusive Growth, Business, and Employment	Work, Skills, and Enterprise	Increase median resident earnings	W1 (LUI) (GMM)	Median Annual Income, Full-Time Workers	£27,706	£29,129	£33,208	2022	↑	£27,492	The median annual income to be in line with the England average
	Inclusive Growth, Business, and Employment		Percentage in Employment (Rolling 12 Month Period)	W2 (LUI) (GMM)		75.8% (2021/2022)	72.7%	75.7%	2022/2023	↑	78%	All people who can work are in work
	Inclusive Growth, Business, and Employment		Increase the working age population in employment	W3	Job Density (Ratio of Total Jobs to Residents Aged 16-64)	0.56	0.57	0.86	2021	↑		
	Inclusive Growth, Business, and Employment		Universal Credit Recipients	W4		25,515 (Aug 22)	27,755	N/A	Aug-23	↑		
	Inclusive Growth, Business, and Employment		Increase the number of people earning above the Living Wage	W5 (LUI) (GMM)	Universal Credit Recipients in Employment	39.9% (Jul 22)	37.4%	38.8%	Jul-23	↓		
	Inclusive Growth, Business, and Employment		New enterprises (percentage of total businesses)	W6 (LGI)		12.27%	13.32%	12.51%	2021	↑	18.97%	Tameside is recognised as a vibrant economy where entrepreneurs are supported to start new businesses
	Inclusive Growth, Business, and Employment		Increase number of enterprise / business start-ups	W7	Business Rate Taxbase: Total Rateable Value	£149,005,483 (Sep 22)	£148,138,272	N/A	Sep-23	↓		
	Inclusive Growth, Business, and Employment		Regional Gross Value Added Per Head (Balanced): NW Current Prices	W8 (LUI)		£15,617.50	£14,991.41	N/A	2021	↓		
	Education, Achievement, and Equalities		Working age population with at least level 3 skills	W9 (LUI) (LGI)	Percentage of population with at least level 3 skills	48.6%	48.9%	61.3%	2021	↑	54.90%	Higher proportion of Tameside's population have Level 3 skills than the national average
	Inclusive Growth, Business, and Employment		Proportion of employed residents in skilled employment (SOC 1-3, 5)	W10 (LUI)		52.8%	50.8%	60.6%	2022/2023	↓		

Directorate	Portfolio	Theme	Outcome	Metric Reference	Metric	Previous Position	Current Position	National Average	Period	Progress	Targets		
											Apr 2025	Apr 2030	
Page 64	Education, Achievement, and Equalities		Increase the number of good quality apprenticeships delivered	W11 (LUI)	Number of apprenticeships started per 10,000 residents aged 16-64	127.6 (1,800)	93.4 (1,350)	77.4 (275,630)	2022/2023 (provisional)	↓	2310	Apprenticeships are available to all that seek them	
	Education, Achievement, and Equalities			W12 (LUI)	Number of apprenticeship achievements per 10,000 residents aged 16-64	47.5 (670)	35.9 (520)	29.6 (105,600)	2022/2023 (provisional)	↓			
	Climate Emergency and Environmental Services	Infrastructure and Environment	Improve air quality	I1 (GMM)	Particulate Matter Pollution in the Air (PM2.5, ug/m^3)	7.67	7.67	7.79	2022	↔	6	Air quality to be good and at least be in line with the UK average	
	Climate Emergency and Environmental Services			I2 (GMM)	Territorial Carbon Dioxide Emissions (kilotonnes)	733.5	795.4	N/A	2021	↑			
	Climate Emergency and Environmental Services			I3	Trees Planted Annually	16095	977	N/A	2022/2023	↓			
	Planning, Transport, and Connectivity			I4 (LUI)	Net Additional Dwellings per 10,000 Residents	16.2	18.2	41.2	2021/2022	↑			
	Planning, Transport, and Connectivity			I5 (LGI)	New Affordable Homes per 10,000 Residents	2.51	4.63	10.47	2021/2022	↑			
	Planning, Transport, and Connectivity			I6	Maximum Mean Download Speed	116.4 (Q1 22/23)	114.4	124.7	Q1 2023/2024	↓			
	Planning, Transport, and Connectivity			I7 (GMFT)	Premises with Superfast-Capable (30Mbps) Network Infrastructure	99.5% (Q2 22/23)	99.5%	98.0%	Q2 2023/2024	↔			
	Planning, Transport, and Connectivity			I8 (LUI)	Premises with Gigabit-Capable Network Infrastructure	79.2% (Q2 22/23)	86.8%	78.9%	Q2 2023/2024	↑			
	Climate Emergency and Environmental Services			I9 (LGI)	Percentage of household waste recycled	47.2%	52.6%	42.5%	2021/2022	↑			
	Planning, Transport, and Connectivity			I10 (LUI)	% population walking / cycling 3+ times a week	34.3%	35.2%	45.8%	2022 (Nov to Nov)	↑			
	Towns and Communities	Nurturing Communities	Reduce victims of domestic abuse	N1	Rate of DABs (formerly PPIs) per 1000	24.4 (Q1 22/23)	23.6	N/A	Q1 2023/2024	↓	25.1	Tameside has low rates of domestic abuse	
	Towns and Communities			N2	Street counts & estimates of rough sleepers	0.48 per 10k Households	0.40 per 10k Households	1.31 per 10K Households	2022	↓	2	Nobody sleeping rough on the streets of Tameside	
	Towns and Communities			N3	Households owed a prevention or relief duty per 1,000 Chargeable Dwellings	2.81 (Jan - Mar 2022)	3.74	3.25	Jan - Mar 2023	↑			
	Towns and Communities			N6 (GMM)	Crime Rate per 1,000 residents	11.2 (Jul 2022)	10.1	N/A	Jul-23	↓		Tameside is a low crime borough	
Population Health	Population Health and Wellbeing	Very Best Start	Reduce rate of smoking at time of delivery	V1	% Smoking at time of delivery	11.0% (Q4 21/22)	12.3%	8.7%	Q4 2022/2023	↑	10.50%	All expectant mothers to be supported to be smoke free at the time of delivery	
	Population Health and Wellbeing			V6 (LUI) (GMM) (LGI)	% of children in year 6 who are overweight or obese	35.9% (2020)	39.4%	37.8%	2022	↑			34%
	Population Health and Wellbeing	Aspirations and Hope	Promote a whole system approach and Improving wellbeing and resilience	A9 (LUI)	Mean worthwhile ratings (adults 16+)	7.79	7.85	7.78	2021/2022	↑	8.5	All residents 16+ feel that the things they do in life are worthwhile	
	Population Health and Wellbeing	Nurturing Communities	Improve satisfaction with local community	N4 (LUI)	Mean life satisfaction ratings (adults 16+)	7.43	7.62	7.55	2021/2022	↑	8.5	Maintain mean life satisfaction at 8.5	
	Population Health and Wellbeing			N5 (GMFT) (GMM)	Mean GM life satisfaction score, Y10 Students	6.02	6.13	N/A	2022	↑			
	Population Health and Wellbeing			N7	Deaths due to suicide- rate per 100,000	8.3	7.2	10.4	2019-2021	↓			
	Population Health and Wellbeing	Longer & Healthier Lives	Increase access, choice, and control in emotional and mental self-care and wellbeing	N8	NHS Talking Therapies (Formerly IAPT) Referrals	2335 (Q1 22/23)	1,840	N/A	Q1 2023/2024	↓	12383.4	Everyone has access to good quality mental health services	
	Population Health and Wellbeing			L1 (LUI)	Healthy Life Expectancy at birth	M- 61.9 years, F- 58.7 years	M- 61.6 years, F- 58.2 years	M- 63.1 years, F- 63.9 years	2018-2020	↓	Male - 61.2 years, Female - 62.3 years	Healthy life expectancy to be in line with the England average	
	Population Health and Wellbeing			L2 (LUI)	Under-75 mortality rate form cardiovascular diseases considered preventable	41.6	46.0	30.2	2021	↑			
	Population Health and Wellbeing			L3 (LUI) (GMM)	Improve the wellbeing of our population	Mean happiness ratings (adults 16+)	7.13	7.48	7.45	2021/2022	↑	7.52	Maintain mean happiness ratings above 8
	Population Health and Wellbeing			L4 (LUI) (GMM) (LGI)	Smoking prevalence	Prevalence of smoking, 18+. Survey Data	19.2%	20.2%	12.7%	2022	↑	11%	Tameside and Glossop are smoke free areas
	Population Health and Wellbeing			L5 (LGI)	Increase levels of physical activity	% of population 'inactive' (<30m exercise a week)	32.4% (Nov 20 - Nov 21)	30.6%	25.8%	Nov 2021 - Nov 2022	↓	25.20%	All residents are physical active where possible
	Population Health and Wellbeing			L6 (LUI) (GMM) (LGI)	% adults (18+) classified as overweight or obese	70.3%	69.2%	63.8%	2021/2022	↓			
	Population Health and Wellbeing	L8 (LGI)	Reduce drug and alcohol related harm	Admission rate for alcohol related harm per 100k (Broad Definition)	1820	2085	1734	2021/2022	↑	2250	Alcohol harm rates are low and support is available		
	Population Health and Wellbeing	L9	Deaths from drug misuse per 100k	5.6	8.8	5	2018-2020	↑	4	Drug misuse rates and low and support is available			

Directorate	Portfolio	Theme	Outcome	Metric Reference	Metric	Details
<b>Adults</b>	<b>Adult Social Care, Homelessness, and Inclusivity</b>	<b>Independence &amp; Dignity in Older Age</b>	Increase the number of people helped to live at home	ID1	Funded Permanent 65+ in residential/nursing homes per 10k	The number of people aged 65+ in permanent residential or nursing care funded by the authority per 100,000
	<b>Population Health and Wellbeing</b>		Reduce hospital admissions due to falls	ID2	Emergency admissions for falls 65+ per 100k	The rate of emergency admissions to hospital due to falls for people aged 65+ per 100,000
	<b>Adult Social Care, Homelessness, and Inclusivity</b>		Increase levels of self-care / social prescribing	ID3	% service users who find it easy to find information	The percentage of all service users who report finding it easy to find information about services, taken from the Adult Social Care Survey, taken annually of a random selection of long-term care users
	<b>Adult Social Care, Homelessness, and Inclusivity</b>		Good' and 'Outstanding' social care settings	ID4	CQC Audit Results: % care home beds good or outstanding	Percentage of Tameside ASC beds in homes which received a 'good' or 'outstanding' rating at their last CQC inspection. This is updated with each scorecard report, whether any inspections have taken place or not.
	<b>Adult Social Care, Homelessness, and Inclusivity</b>		Prevention support outside the care system	ID5	Number of people supported outside the social care system with prevention based services	People supported by the community response team, health and wellbeing teams, and any new contacts which are signposted to voluntary agencies such as Age UK or who receive a small piece of equipment e.g. pick up stick, kettle tipper, etc.
<b>Children's</b>	<b>Children and Families</b>	<b>Very Best Start</b>	Improve school readiness	V2 (LUI) (GMM)	% achieving a 'good' level of development	Percentage of children reaching a 'good' level of development before starting school
	<b>Children and Families</b>			V3 (LUI)	% achieving expected level in Phonics decoding	Percentage of children reaching the expected standard in phonics decoding before starting school
	<b>Children and Families</b>			V4	% 3 & 4 year olds at 'good' or 'outstanding' EY settings	Percentages of three and four year old children attending early years settings rated 'good' or 'outstanding'
	<b>Children and Families</b>			V5 (GMFT)	2 year olds in funded early education- % of DfE Target	Percentage fulfillment of our Department for Education target for 2 year olds in funded early education
	<b>Education, Achievement, and Equalities</b>	<b>Aspirations and Hope</b>	Reading / Writing / Maths at Key Stage 2	A1	% students achieving KS2 expected standard	Percentage of Key Stage 2 pupils achieving the expected standard in reading, writing, and mathematics
	<b>Education, Achievement, and Equalities</b>			A2	Average attainment 8 score	Average Attainment 8 score for Tameside's GCSE pupils- Attainment 8 is a measure of overall achievement across all a pupil's GCSE subjects
	<b>Education, Achievement, and Equalities</b>			A3	% achieving Grade 4 or above in English & Maths GCSEs	Pupils achieving grades 4 or higher, i.e. passing, their English and Maths GCSEs
	<b>Education, Achievement, and Equalities</b>			A4 (LUI)	% Key Stage 4 going into/remaining in education	Percentage of Key Stage 4 pupils remaining in education or going onto further education e.g. college, sixth forms
	<b>Education, Achievement, and Equalities</b>			A5 (LUI)	% Primary schools 'good' & 'outstanding'	Percentage of Tameside primary schools rated 'good' or 'outstanding' in their most recent Ofsted inspection. This is updated with each scorecard report, whether any inspections have taken place or not.
	<b>Education, Achievement, and Equalities</b>			A6 (LUI)	% Secondary schools 'good' & 'outstanding'	Percentage of Tameside secondary schools rated 'good' or 'outstanding' in their most recent Ofsted inspection. This is updated with each scorecard report, whether any inspections have taken place or not.
	<b>Education, Achievement, and Equalities</b>			A7 (LUI)	% Key Stage 2 achieving expected reading standard	Percentage of Key Stage 2 pupils achieving the expected standard for reading ability
	<b>Education, Achievement, and Equalities</b>			A8 (LUI) (GMM) (LGI)	Promote a whole system approach and Improving wellbeing and resilience	Secondary Fixed Term Exclusions
	<b>Children and Families</b>	<b>Resilient Families and Supportive Networks</b>	Early Help Intervention	R1	Child and Family Assessments completed each quarter	Initial assessments carried out by Children's services, which may or may not lead to a service provision
	<b>Children and Families</b>			R2	First Time Entrants into Youth Justice aged 10-17, rate per 100k	The rate of young people entering the youth justice system as first time entrants, i.e. children who receive a youth caution or a court conviction for the first time, reported quarterly
	<b>Children and Families</b>			R3	% Cared for children adopted each quarter	The percentage of children who are looked after by the authority who are adopted in each quarter
	<b>Children and Families</b>			R4	Children's Services Audits Rated 'Good' & 'Outstanding', Year to Date	Audits of children's services settings that concluded with a rating of 'good' or 'outstanding'
	<b>Children and Families</b>	<b>Nurturing Communities</b>	Reduce victims of domestic abuse	N11	Domestic Abuse Incidents reported to Children's Services	The number of incidents of domestic abuse which are reported to children's services
	<b>Place</b>	<b>Inclusive Growth, Business, and Employment</b>	<b>Work, Skills, and Enterprise</b>	Increase median resident earnings	W1 (LUI) (GMM)	Median Annual Income, Full-Time Workers
<b>Inclusive Growth, Business, and Employment</b>		W2 (LUI) (GMM)			Percentage in Employment (Rolling 12 Month Period)	The percentage of Tameside residents in employment



Inclusive Growth, Business, and Employment	Increase the working age population in employment	W3	Job Density (Ratio of Total Jobs to Residents Aged 16-64)	The total number of jobs in the borough divided by the total number of working age residents. This statistical measure shows the balance in the borough between a place to live and a place to work		
Inclusive Growth, Business, and Employment		W4	Universal Credit Recipients	The number of Tameside residents in receipt of universal credit, with or without conditions to work/look for work		
Inclusive Growth, Business, and Employment		Increase the number of people earning above the Living Wage	W5 (LUI) (GMM)	Universal Credit Recipients in Employment	The proportion of universal credit-receiving Tameside residents who are in employment while in receipt of UC, serving as an indicator of residents in low wage jobs	
Inclusive Growth, Business, and Employment			W6 (LGI)	New enterprises (percentage of total businesses)	The percentage of active enterprises in Tameside which were 'born' in the last financial year	
Inclusive Growth, Business, and Employment		Increase number of enterprise / business start-ups	W7	Business Rate Taxbase: Total Rateable Value	The total monetary value of business assets in Tameside which are subject to business rates (NDR)	
Inclusive Growth, Business, and Employment			W8 (LUI)	Regional Gross Value Added Per Head (Balanced): NW Current Prices	The gross value added per head from Tameside residents in current prices. Similar to GDP on the national scale, this can be seen as the size of Tameside's economy	
Education, Achievement, and Equalities			W9 (LUI) (LGI)	Percentage of population with at least level 3 skills	Proportion of Tameside residents with qualifications at NVQ level 3 (A Level or equivalent) or above	
Inclusive Growth, Business, and Employment		Working age population with at least Level 3 skills	W10 (LUI)	Proportion of employed residents in skilled employment (SOC 1-3, 5)	Skilled employment is defined as jobs falling within standard occupational classifications 1 (managers, directors, and senior officials), 2 (professional occupations), 3 (associate professional occupations), or 5 (skilled trades occupations)	
Education, Achievement, and Equalities			W11 (LUI)	Number of apprenticeships started per 10,000 residents aged 16-64	The number of apprenticeships started by Tameside residents of working age per 10,000	
Education, Achievement, and Equalities		Increase the number of good quality apprenticeships delivered	W12 (LUI)	Number of apprenticeship achievements per 10,000 residents aged 16-64	The number of apprenticeships passed by Tameside residents of working age per 10,000	
Climate Emergency and Environmental Services			Infrastructure and Environment	I1 (GMM)	Particulate Matter Pollution in the Air (PM2.5, ug/m <sup>3</sup> )	Particulate matter smaller than 2.5 microns, which come from a range of sources including road vehicles, are a component of air pollution which impacts health. Concentrations are measured in micrograms of material per cubic metre of air
Climate Emergency and Environmental Services		I2 (GMM)		Territorial Carbon Dioxide Emissions (kilotonnes)	Carbon dioxide emissions are a component of air pollution which contribute to climate change. This is measured as the total mass of CO2 emitted from within Tameside borders in thousands of metric tonnes	
Climate Emergency and Environmental Services	I3	Trees Planted Annually		The number of trees planted by the authority each year, both in green spaces and along roads. Planting season begins in October each year.		
Planning, Transport, and Connectivity	I4 (LUI)	Net Additional Dwellings per 10,000 Residents		The net number of additional dwellings completed within Tameside boundaries		
Planning, Transport, and Connectivity	I5 (LGI)	New Affordable Homes per 10,000 Residents		The total number of new affordable homes completed within Tameside boundaries		
Planning, Transport, and Connectivity	I6	Maximum Mean Download Speed		The average maximum broadband download speed received by Tameside households. This tracks the internet speeds experienced by residents and is impacted by the speeds people pay for from their internet service provider		
Planning, Transport, and Connectivity	I7 (GMFT)	Premises with Superfast-Capable (30Mbps) Network Infrastructure		The percentage of Tameside premises with network infrastructure capable of providing Superfast broadband. Not all of these premises may see these speeds if they don't have a superfast package with their internet service provider		
Planning, Transport, and Connectivity	I8 (LUI)	Premises with Gigabit-Capable Network Infrastructure		The percentage of Tameside premises with network infrastructure capable of providing Gigabit broadband. Not all of these premises may see these speeds if they don't have a gigabit package with their internet service provider		
Climate Emergency and Environmental Services	I9 (LGI)	Percentage of household waste recycled		The percentage of waste collected from Tameside households (or dropped off at a household waste recycling centre) which is sent for reuse, recycling, or composting		
Planning, Transport, and Connectivity	I10 (LUI)	% population walking / cycling 3+ times a week		The proportion of Tameside residents who walk or cycle for any reason three or more times a week		
Towns and Communities	Nurturing Communities	N1	Rate of PPIs per 1000	Number of public protection incidents filed per 1,000 Tameside residents		
Towns and Communities		N2	Street counts & estimates of rough sleepers	An estimate of the number of people sleeping rough in Tameside		
Towns and Communities		N3	Households owed a prevention or relief duty per 1,000 Chargeable Dwellings	The number of Tameside households owed a homelessness prevention or relief duty per 1,000 households		
Towns and Communities		N6 (GMM)	Crime Rate per 1,000 residents	The monthly number of crimes committed in Tameside known to Greater Manchester Police per 1,000 residents		
Population Health	Population Health and Wellbeing	Very Best Start	Reduce rate of smoking at time of delivery	V1	% Smoking at time of delivery	Percentage of pregnant women smoking at the time of delivery of their child



Population Health and Wellbeing		Childhood Obesity	V6 (LUI) (GMM) (LGI)	% of children in year 6 who are overweight or obese	Percentage of school children in year 6 with excess weight		
Population Health and Wellbeing	Aspirations and Hope	Promote a whole system approach and Improving wellbeing and resilience	A9 (LUI)	Mean worthwhile ratings (adults 16+)	A statistical measure of how worthwhile Tameside residents feel their lives are, taken from the ONS National Wellbeing Survey		
Population Health and Wellbeing	Nurturing Communities	Improve satisfaction with local community	N4 (LUI)	Mean life satisfaction ratings (adults 16+)	A statistical measure of how satisfied Tameside residents are with their lives, taken from the ONS National Wellbeing Survey		
Population Health and Wellbeing			N5 (GMFT) (GMM)	Mean GM life satisfaction score, Y10 Students	A statistical measure of how satisfied year 10 pupils in Tameside are with their lives, taken from the GMCA BeeWell Survey		
Population Health and Wellbeing			N7	Deaths due to suicide- rate per 100,000	N8	IAPT Referrals	Referrals to mental health services through IAPT, Increasing Access to Psychological Therapies
Population Health and Wellbeing							
Population Health and Wellbeing	Longer & Healthier Lives	Increase physical and mental healthy life expectancy	L1 (LUI)	Healthy Life Expectancy at birth	The average amount of time that Tameside residents can expect to live in good health		
Population Health and Wellbeing			L2 (LUI)	Under-75 mortality rate form cardiovascular diseases considered preventable	The rate at which Tameside residents under the age of 75 died from cardiovascular diseases which were considered preventable		
Population Health and Wellbeing			L3 (LUI) (GMM)	Improve the wellbeing of our population	Mean happiness ratings (adults 16+)	A statistical measure of how happy Tameside residents are, taken from the ONS National Wellbeing Survey	
Population Health and Wellbeing			L4 (LUI) (GMM) (LGI)	Smoking prevalence	Prevalence of smoking, 18+. Survey Data	The percentage of adult Tameside residents who smoke	
Population Health and Wellbeing			L5 (LGI)	Increase levels of physical activity	% of population 'inactive' (<30m exercise a week)	The percentage of Tameside residents who do less than 30 minutes of exercise each week and are therefore classified as 'inactive'	
Population Health and Wellbeing			L6 (LUI) (GMM) (LGI)	Reduce drug and alcohol related harm	% adults (18+) classified as overweight or obese	Percentage of adults with excess weight	
Population Health and Wellbeing			L8 (LGI)		Admission rate for alcohol related harm per 100k (Broad Definition)	The rate of admissions into hospital for alcohol related harm per 100,000 people. The broad definition includes a wider range of harms and scenarios where alcohol was a contributing factor	
Population Health and Wellbeing	L9	Deaths from drug misuse per 100k	The rate at which Tameside residents died from drug misuse per 100,000				

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# Agenda Item 6

<b>Report to:</b>	<b>EXECUTIVE CABINET</b>
<b>Date:</b>	22 November 2023
<b>Executive Member:</b>	Councillor John Taylor – Executive Member (Adult Social Care, Homelessness and Inclusivity)
<b>Reporting Officer:</b>	Stephanie Butterworth – Director of Adult Services
<b>Subject:</b>	<b>TAMESIDE CARERS STRATEGY 2024-27</b>
<b>Report Summary:</b>	<p>This report seeks approval to adopt a new Tameside Carers Strategy 2024-27 following the engagement with key stakeholders and a final period of consultation.</p> <p>The Tameside Carers Strategy sets out the vision and priorities based on what people told us mattered to them. These are:</p> <ul style="list-style-type: none"><li>• Identifying and Recognising Carers</li><li>• Carers as real and expert partners</li><li>• Supporting Carers to stay healthy and well</li><li>• Getting the right help at the right time</li><li>• Younger Carers</li><li>• Carers in/into employment and training</li></ul>
<b>Recommendations:</b>	<p>That Executive Cabinet APPROVES:</p> <ul style="list-style-type: none"><li>• The adoption and publication of the Tameside Carers Strategy 2024-27</li></ul>
<b>Corporate Plan:</b>	<p>The proposals align with the Living Well, Working Well and Ageing Well programmes for action.</p> <p>The service links into the Council's priorities:</p> <ul style="list-style-type: none"><li>• Help people to live independent lifestyles supported by responsible communities.</li><li>• Improve Health and wellbeing of residents</li><li>• Protect the most vulnerable</li></ul> <p>Also links to the Public Health Plan – Building Back Fairer, Equalities Strategy, and Tackling Poverty Strategy.</p>
<b>Policy Implications:</b>	<p>People at the Heart of Care lays out a 10 year strategy to include all those who interact with social care not just those accessing direct services that have been identified as having eligible needs under the Care Act 2014 or assessed as requiring preventative services to delay eligibility and entrance to eligible services.</p> <p>This Strategy will be fundamental to local delivery against the Reform White Paper.</p> <p>In May 2023, the Carer's Leave Bill, gained Royal Assent and became the Carer's Leave Act meaning it will become law in future.</p>
<b>Financial Implications:</b> <b>(Authorised by the</b>	<p>There are no direct financial implications arising from this report. Any financial implications contained in the action plans</p>

**statutory Section 151  
Officer & Chief Finance  
Officer)**

within the strategy will be accommodated within Adult Social Care existing revenue budgets or included within the Medium Term Financial Plan. Where actions require additional investment over and above existing resources, separate decisions will be required. Any use of resources arising from decisions linked to the Tameside Adults Carers Strategy will represent good value, drive efficiency and will deliver effective outcomes for the residents of Tameside.

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

The service has undertaken a consultation process with key stakeholders as set out in the main body of the report in order to inform the final version of the Strategy.

The Strategy sets out and supports the Council's statutory duties particularly in relation to the Care Act 2014, the Equality Act 2010 and the Future Care Leavers Act 2023.

**Risk Management:**


Risks will be identified and managed by the appropriate officers through the Directorate Risk Register and Delivery Plans.

**Background Papers:**

The background papers relating to this report can be inspected by


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## 1. INTRODUCTION

- 1.1 Following a period of engagement and consultation, we have developed a new Tameside Carers Strategy (Appendix 1) to set out the vision and priorities for 2024-2027. It demonstrates our commitment to supporting carers, while they support their loved ones.
- 1.2 For the purposes of this strategy and report, a carer is somebody who cares, unpaid, for a friend or family member who, due to illness, disability, a mental health problem, or an addiction, and cannot cope without their support. They are sometimes referred to as unpaid or informal carers.
- 1.3 As a society, in the last three years we have encountered unprecedented times due to the pandemic and cost of living crisis. These issues have both had a significant impact on carers and their caring role, with a significant increase in the number of carers across the UK.
- 1.4 This has been recognised through the publication of the People at the Heart of Care<sup>1</sup> adult social 10-year strategy which places a focus on the role of carers and the expectations of local authorities to continue to recognise, value and provide the right support for carers considering the recovery from pandemic and future needs.
- 1.5 In May 2023, the Carer's Leave Bill, gained Royal Assent<sup>2</sup> and became the Carer's Leave Act meaning it will become law in future. Carers in employment is a key priority within the strategy.
- 1.6 Our Tameside Carers Strategy takes into account all the challenges and expectations above, and ensuring the voice of carers is central to this strategy, and it is co-produced by carers, for carers. The strategy provides the strategic context to drive future commissioning, care management and our role in the integration of health and social care.

## 2. BACKGROUND AND NATIONAL CONTEXT

- 2.1 There have been many national studies and reports in recent years shining a light on carers due to the pandemic, the cost-of-living crisis and forecasting future direction that we have drawn upon in the development of this strategy. The Office for National Statistics<sup>3</sup>, Carers UK, Carers Trust and the Department of Health and Social Care have been leading on providing evidence to support national action. Some of the headlines are provided below:
  - There are currently around 4.7 million Carers in England, as evidenced through the 2021 Census. This equates to 8.9% of the resident population.
  - 10.3% of females provided unpaid care compared with 7.6% of males
  - The highest percentage of unpaid carers was in individuals aged between 55 and 59 years for females and between 60 and 64 years for males.
  - Carers contribute a staggering £162 billion a year to the economy - and £193 billion during the pandemic - due to taking on the role of the Carer<sup>4</sup>.
- 2.2 An Equalities Impact Assessment (EIA) has been undertaken on the impact of carers in

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<sup>1</sup> <https://www.gov.uk/government/publications/people-at-the-heart-of-care-adult-social-care-reform-white-paper/people-at-the-heart-of-care-adult-social-care-reform>

<sup>2</sup> [Carer's Leave Act 2023 - Parliamentary Bills - UK Parliament](#)

<sup>3</sup> Office for National Statistics (ONS), released 13 February 2023, ONS website, article [Unpaid care by age, sex and deprivation, England and Wales - Office for National Statistics \(ons.gov.uk\)](#)

<sup>4</sup> [Key facts and figures | Carers UK](#)

Tameside and is attached in Appendix 2. This is key to understanding the impact on local carers in Tameside, and ensuring our strategy addresses the needs of our local population.

### **3. FUTURE CARERS LEAVE ACT 2023 – RIGHT TO CARERS LEAVE**

3.1 In May 2023, the Carer's Leave Bill, gained Royal Assent and became the Carer's Leave Act meaning it will become law in future.

3.2 The Act will help support unpaid carers to remain in work alongside their unpaid caring responsibilities – and, given the current cost-of-living crisis, there has never been a more important time to do so.

3.3 Although the ultimate goal remains up to 10 days' paid leave from work for all carers in employment, Carers UK believes unpaid leave will deliver a number of different benefits relating to increased productivity, savings from decreased unplanned absences, particularly offering support to women, improved finances for carers and allowing carers to stay in work.<sup>5</sup>

3.4 The Act will:

- Give rights to at least 2 million employees who are carers.
- Prompt employers to whom this applied to think about their employees with caring responsibilities, and for many, create carer-related policies for the first time.
- Mean that more forward-looking employers will go further than the legislation required and introduce paid Carer's Leave, to help them stay ahead with recruitment.
- Support carers' health and wellbeing. Research shows that having a supportive employer and the ability to take time off work to provide care (Carer's Leave) can help to mitigate the pressures carers face.

3.5 The Act is not yet enforced, but we will keep abreast of the emerging context and ensure that it is enacted in Tameside.

### **4. PREVIOUS CARERS STRATEGY 2019-2022**

4.1 Delivery of the previous 2019-2022 Carers Strategy was impacted by the pandemic. Carers were prioritised during this time and the focus shifted to recognising Carers as an 'essential' workforce, in terms of the JCVI Green Book definition. Adult Services did not wait on national guidance, and quickly mobilised and adapted Carers Services to prioritise the local support on offer.

4.2 The fundamental aspects of delivery were providing Carers with access to PPE, Covid-19 vaccinations, letters to enable them to have dedicated shopping time at supermarkets, support with medication, delivery of food parcels where required, and updating their contingency plans.

4.3 Supporting Carers to maintain their mental wellbeing was paramount and welfare calls, virtual drop-ins and virtual assessments were put in place, as well as signposting to mental health support in Tameside and across Greater Manchester.

4.4 In this way, our commitment to the previous strategy remained as we were able to provide the right help at the right time, recognising the role of carers and their expertise, and working

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<sup>5</sup> [Right to Carer's Leave | Carers UK](#)

with key partners to support Carers.

## 5. APPROACH TO EVIDENCE AND CO-PRODUCTION

5.1 The Carers Service engaged and consulted with Carers in a variety of ways about their experiences of their caring role and the support that was on offer to them, and the people that they care for.

5.2 The following engagement and consultation activity was undertaken to inform the development of this strategy:

- Engaged with carers on Carers Rights Day 2022, Carers Week 2022 and Carers Week 2023. 70 Carers took part in these. Carers completed feedback forms to tell us what they wanted from the service and to rate the carers 'I statements'.
- Feedback forms have been developed ask carers 'how we did' and 'what do Carers want from our service'. These are embedded in the services and carers are regularly encouraged to complete these on a day-to-day basis.
- The Corporate Policy Team was able to aid the development of this strategy by sharing support from a research company they had commissioned to develop the Tackling Poverty Strategy. DJS, a Stockport based research organisation, conducted a series of focus groups and in-depth interviews with carers to understand the impacts and priorities that carers face in their lives.

Fieldwork	Overview
<b>Four Group Discussions</b> (90minutes each in person, in Tameside)	<ul style="list-style-type: none"> <li>• Group one – 16-34 year olds</li> <li>• Group two - 34-64 year olds (with family at home)</li> <li>• Group three – 65+</li> <li>• Group four – 34-64 year olds (without family at home)</li> </ul>
<b>Eight Depth Interviews</b> (30-45 minutes each by telephone)	<ul style="list-style-type: none"> <li>• Mix of ages, from 30 to 75</li> <li>• Half with mobility issues or learning disabilities</li> <li>• Mix of pre-family, younger family, older family and empty nesters</li> </ul>

- The Big Conversation – after hearing about carer's views, we grouped the responses and distinct themes were clearly identified. We then formally consulted with people (12 June – 28 July 2023) to check back that we had captured their views accurately, whether they agreed with the vision for the future and if there was anything we missed. A total of 75 responses were received.
- Of those who responded, 81.3% agreed with the Vision and most agreed with the key priorities:

Theme	Do you agree this is the right area of focus? (Yes)
Identifying and recognising carers	96%
Supporting Carers to stay healthy and well	98%
Carers as real and expert partners	100%

Getting the right help at the right time	96%
Younger Carers	92%
Carers in/into employment	92%

- The Tameside Carers Forum was reinvigorated in 2023, empowering Carers to have a voice in the service and tell us about the priorities for Carers. The Carers Forum have met 3 times throughout 2023 to discuss the Carers Strategy and how caring impacts them. They agreed that the priorities were accurately captured.
- 5.3 In addition, we have utilised the analysis of adult social care data and information available to us:
- National Indicator sets such as ASCOF Indicators, SALT returns, Carers Surveys, and those mentioned in section 2 of this report,
  - Regional benchmarking across the GM Adult Social Care Transformation Programme and NW ADASS Programmes of work,
  - Tameside local performance data which is currently being reviewed to improve data capturing of carers.

## **6. NEXT STEPS**

- 6.1 Following the adoption of the Tameside Carers Strategy 2024 – 2027 by Executive Cabinet, it will be published on the Tameside Council Adult Social Care website pages, circulated to key partners and shared with all Adults Services staff.
- 6.2 A Strategy launch will take place in between January-March at the most appropriate time, taking into consideration winter pressures to manage capacity and demand ensuring maximum impact of the launch. The dedicated Adults Senior Information and Access to Service Communications Officer will oversee the development of media and communications to deliver this.
- 6.3 A Carers Strategy Delivery Plan and Outcomes Framework will be developed, and progress measured on a quarterly basis within the Directorate. At the end of each year, we will report back to Carers, the general public and partner agencies reporting progress and performance. We will do this using our website, social media, and our Carers newsletter the 'signpost'.
- 6.4 We will continue to check with carers how we are performing, asking about their experiences of caring and co-producing key pieces of work.
- 6.5 Updates will be provided to the Lead Executive Member and Health and Wellbeing Board as appropriate.

## **7. RECOMMENDATION**

- 7.1 As set out at the front of the report.



# Tameside Metropolitan Borough Council Equality Impact Assessment Form



<b>Subject / Title</b>	Tameside Carer’s Strategy 2024-2027
<b>Project Lead Officer (Name and Job Title)</b>	Jennifer Cocker
<b>Assistant Director / Director</b>	Tracey Harrison / Steph Butterworth
<b>Department</b>	Operations - Adults Carer’s Service
<b>Directorate</b>	Adults

<b>EIA Start Date</b>	<b>EIA Completion Date</b>
June 2022	September 2023

This Equality Impact Assessment template contains collapsible advice and instructions. **Whenever you see a triangle pictured here, ► click on it to reveal or collapse advice and instructions.**

## PURPOSE OF THE EQUALITY IMPACT ASSESSMENT

An Equality Impact Assessment (EIA) aims to examine whether a proposal will contribute to or alleviate inequalities in Tameside through assessing the potential impacts the proposal may have on people with ‘protected characteristics’. (A ‘proposal’ here includes any strategy, policy, service change, or project).

‘Protected characteristics’ are attributes that people have or experiences that people may go through which can result in marginalisation or disadvantage. Under the Equality Act 2010, there are nine legally mandated protected characteristics to consider:

- Age
- Sex
- Race (including colour, nationality, and ethnicity)
- Religion or belief
- Disability
- Sexual orientation
- Gender identity<sup>1</sup>

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<sup>1</sup> We have rearticulated ‘gender reassignment’ under the Equality Act 2010 as ‘gender identity’. An explanation for this is given in the definitions of protected characteristics in STEP FIVE.

# Tameside Metropolitan Borough Council Equality Impact Assessment Form

- Pregnancy and maternity
- Being married or in a civil partnership

Tameside Council has classified further characteristics as protected, referred to as 'extra protected characteristics'. These are below:

- Carers
- Cared for Children and Care Leavers
- Ill Mental Health
- Neurodivergence
- Socio-Economic Disadvantage

Conducting an Equality Impact Assessment based on these protected characteristics will aid compliance with the Public Sector Equality Duty (Equality Act 2010, section 149), which requires that all public bodies pay 'due regard' to the three general aims of the Public Sector Equality Duty:

- Page 75
- Eliminate unlawful discrimination, harassment, and victimisation
  - Advance equality of opportunity between people who share a protected characteristic and those who do not
  - Foster good relations between people who share a protected characteristic and those who do not

Having 'due regard' involves:

- Removing or minimising disadvantages suffered by people due to their protected characteristics
- Taking steps to meet the needs of people from protected groups where these are different from the needs of other people
- Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low

## EQUALITY IMPACT ASSESSMENT CORPORATE STANDARDS

Due to the important ethical and legal aims of the Equality Impact Assessment (EIA), there are several corporately agreed criteria which should be fulfilled when completing EIAs:

- An EIA is required for all formal decisions that involve changes to service delivery. For all other proposals, an EIA must be considered.
- The decision as to whether an EIA is undertaken rests with the Project Lead Officer in consultation with the appropriate Assistant Director / Director where necessary. Where an EIA is not completed, the reason(s) for this must be detailed within the appropriate report.

# Tameside Metropolitan Borough Council Equality Impact Assessment Form



- EIAs must be timely and completed alongside the development of any proposal. The findings of any potential detrimental or inequitable impact that may occur through the implementation of the proposal on residents, service users, or staff must be brought to the attention of the decision maker in the accompanying report. Appropriate mitigations must be integrated into the development of the proposal.
- EIAs should be carried out by at least two people. Guidance from case law indicates that judgements arrived at in isolation are not consistent with showing ‘due regard’ to the necessary equality duties.

## INITIAL SCREENING

Purpose:	To identify which proposals need to proceed to Part II of the EIA Process – the full EIA.
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## Step 1: Summarise the proposal

Page 77	1a. Proposal Title:	Tameside Carers’ Strategy 2024-27
1b.	Proposal Aims:	<p>We propose the development of a 3 year strategy from 2024 – 2027, to show our commitment to Carers across Tameside. Our Priorities over the next 3 years are:</p> <ul style="list-style-type: none"> <li>Identifying and Recognising Carers</li> <li>Supporting Carers to stay healthy and well</li> <li>Carers as real and expert partners</li> <li>Getting the right help at the right time</li> <li>Younger Carers</li> <li>Carers in/into Employment</li> </ul>

<p style="text-align: center;">1c.</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 78</p>	<p>Context:</p>	<p>This proposal is contextualised by identified needs within the borough and gaps within the current service provision, which have been identified through the engagement work as detailed below.</p> <p>National work and legislation:</p> <ul style="list-style-type: none"> <li>• The whitepaper ‘people at the heart of care’ set out a 10 year vision for adult social care. Informal carers featured heavily within this white paper and the proposal shows the commitment to Carers. .</li> <li>• The latest ONS census data (2021) relating to Carers - Office for National Statistics (ONS), released 13 February 2023, ONS website, article <a href="https://ons.gov.uk/articles/unpaid-care-by-age-sex-and-deprivation-england-and-wales">Unpaid care by age, sex and deprivation, England and Wales - Office for National Statistics (ons.gov.uk)</a></li> <li>• In May 2023, the Carer’s Leave Bill, gained Royal Assent and became the Carer’s Leave Act meaning it will become law in future. Carer's Leave Act 2023 - Parliamentary Bills - UK Parliament. Carers In Employment is a priority identified in our Strategy.</li> </ul> <p>Regional work:</p> <ul style="list-style-type: none"> <li>• GM Carers Delivery Group as part of the GM Adult Social Care Transformation Programme</li> </ul> <p>Local work:</p> <ul style="list-style-type: none"> <li>• The Council’s Corporate Plan, development of the Tameside Adult Social Care Strategy, the future Ageing Well Strategy, Tackling Poverty Strategy, Equalities Strategy and Building Back Fairer, Stronger and Together Strategy</li> </ul>
<p style="text-align: center;">1d.</p>	<p>Stakeholders:</p>	<p>The key stakeholders for this strategy are:</p> <ul style="list-style-type: none"> <li>• the carers at whom the strategy is aimed.</li> <li>• Adult Social Care – who carry out the Carers Care Act Assessment of need and support plans</li> <li>• Health colleagues across the primary care, secondary care and mental health services that we want to work with to strengthen our place based offer and recognition of carers early</li> <li>• Young Carers Project in Children’s Services</li> <li>• Third Sector organisations that support local carers</li> <li>• Employment, Economy and Skills Team as well as HR to support Carers policies in work and helping Carers in to work</li> <li>• Communications – to ensure our information is robust, accessible and meaningful and to promote services</li> </ul>

## Step 2: Impact Analysis – identify the impacts

Purpose:	To identify potential impacts the proposal may have on people with protected characteristics.
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### SEE INSTRUCTION:

Each potential impact can be classified as ‘direct’ or ‘indirect’.

A **direct impact** occurs when the proposal is targeted at a particular group. For example, if libraries closed down children’s areas, this would directly impact children under ‘Age’.

An **indirect impact** occurs when the proposal is more general or universal, but it has a knock-on effect on people with particular protected characteristics. For example, if a pelican crossing is removed due to construction or highway changes, this would indirectly impact people with disabilities (‘Disability’), the elderly (‘Age’), people with children or who are pregnant (‘Pregnancy/Maternity’).

If a detrimental direct or indirect impact is identified, an appropriate **mitigating action** should be integrated into the development of the proposal. A mitigating action is an adjustment to the proposal that will reduce or minimise the impact. This is covered in STEP SIX of the EIA Process.

The Impact Analysis is separated between two steps: STEP TWO (here) and STEP FIVE (below). In this step:

- State whether any direct or indirect impacts have been identified under each protected characteristic.
- List the impacts identified under each protected characteristic.
- Identify whether a mitigation action is required.

There is **no requirement** at this stage to provide the detailed evidence about each impact or identify specific mitigating actions.

When identifying impacts, think about:

- Information and intelligence you have access to (e.g. data that is publicly available)
- Experiences and knowledge of residents and service users
- Experiences and knowledge of colleagues, including frontline staff
- Experiences in other local boroughs, particularly Greater Manchester and statistical neighbours

# Tameside Metropolitan Borough Council Equality Impact Assessment Form

- Research reports from think tanks, academia, government organisations, and charities
- **‘Multiple marginalisation’** – how the proposal may impact people with combinations of protected characteristics (e.g. Age and Race/Ethnicity) rather than consider each protected characteristic singularly. A proposal may impact people with one combination of protected characteristics more than another combination of protected characteristics. For example, moving a service from physical to digital provision may detrimentally affect elderly people of Bangladeshi backgrounds more than elderly people of a White British background.

Protected Characteristic	Direct Impact	Indirect Impact	Mitigation Required
<i>Select yes or no from the drop-down list in each box to identify whether any direct or indirect have been identified under each protected characteristic, and also select yes or no to determine whether a mitigating action is required. Subsequently, list these impacts.</i>			
Age	Yes	Yes/No	Yes/No
Race (including colour, nationality, and ethnicity)	Children’s Centre services are aimed at the 0 to 5 age group, there is a dedicated Young Carers Project in Children’s Services supporting young carers and providing activities and respite, also a majority of carers are over 50, hence these age groups will be directly affected		
	Yes	Yes/No	Yes/No
Sex	A majority of carers identify as female, similarly evidence shows that Children’s Centre users are predominantly female		
	Yes/No	Yes	Yes/No
Religion or Belief	No	No	Yes/No
Disability	Yes/No	Yes	Yes/No
	A proportion of carers will be disabled		
Sexual Orientation	Yes/No	No	Yes/No
Gender Identity	Yes/No	No	Yes/No
Pregnancy/Maternity	Yes/No	No	Yes/No
Marriage/Civil Partnership	Yes/No	No	Yes/No
Carers	Yes	Yes/No	Yes/No

# Tameside Metropolitan Borough Council Equality Impact Assessment Form



	Cares are the core group the strategy is aiming to support.		
<b>Cared for Children and Care Leavers</b>	Yes/No	<b>Yes</b>	Yes/No
	The parents/carers are actively encouraged to attend/engage with carer support.		
<b>Ill Mental Health</b>	<b>No</b>	Yes/No	Yes/No
<b>Neurodivergence</b>	<b>No</b>	Yes/No	Yes/No
<b>Socio-Economic Disadvantage</b>	<b>Yes</b>	<b>No</b>	Yes/No
	Service users come from a range of socio-economic backgrounds – but where carers are eligible for support, they will be financially assessed and will only be asked to contribute what they can afford to pay for their care.		
<b>Multiple Marginalisation</b>	<b>Yes</b>	Yes/No	Yes/No
	Some carers will fall under multiple protected characteristics simultaneously		

## Step 3: Initial Screening Sign Off

Page 81

Purpose:

To determine whether a proposal should proceed from the Initial Screening to the Full Equality Impact Assessment.

### SEE INSTRUCTION:

A full Equality Impact Assessment should be undertaken when:

- There is a formal decision relating to changes in service delivery
- A detrimental impact against a protected group has been identified, irrespective of whether the impact is direct or indirect
- There are substantial, important gaps in knowledge that prevent proper consideration of the proposal's potential impacts



**Sign off is only required if the Initial Screening does not proceed to the Full Equality Impact Assessment.**

1e.	Does the proposal require a full EIA?	<input checked="" type="checkbox"/> <b>Yes</b>	<input type="checkbox"/> <b>No</b>
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# Tameside Metropolitan Borough Council Equality Impact Assessment Form



1f.	If you are not undertaking a full EIA, please provide justification as to why not.	
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This initial screening has been completed by the EIA Lead Officer:  Page 82	Name:	Jenny Cocker
	Signature:	
	Department:	Adults Carers Service
	Date:	29 September 2023
This Initial Screening has been checked by the Assistant Director / Director:	Name:	Tracey Harrison
	Signature:	
	Department:	Adults
	Date:	29 September 2023



## FULL EQUALITY IMPACT ASSESSMENT

### Step 4: Issues to Consider

#### SEE INSTRUCTION:

#### **Data and Intelligence**

The following types of data can potentially be accessed:

- Publicly available national data (e.g. from the Local Authority Interactive Tool, ONS, NOMIS, NHS Digital, relevant government departments)
- Local data
- Service user information

It is also worth considering how this data can be used, for example:

- Benchmarking data for Tameside against other local authorities, e.g. local authorities in Greater Manchester, statistical neighbours
- Whether national or regional data can be applied to Tameside
- Whether data at a smaller geographical scale than Tameside is required, e.g. by ward, by MSOA/LSOA

Further intelligence can be gathered from the following:

- Research reports from think tanks, academia, government organisations, and charities
- Policy briefings
- Academic papers (which can be found through search engines, e.g. Google Scholar)

#### Data and Intelligence

4a.	Census 2021 ASCOF Carers Survey 2021 GM Benchmarking Data from Adults Care Management System Engagement Data
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# Tameside Metropolitan Borough Council Equality Impact Assessment Form

**SEE INSTRUCTION:**

**Consultation and Engagement**

It is expected that you will engage with potential impacted groups on this proposal when undertaking the Equality Impact Assessment to better understand potential impacts on people with protected characteristics.

Engagement can occur through:

- A general consultation/engagement exercise on the proposal (e.g. a survey), where space is provided to discuss impacts on people with protected characteristics
- Regular channels of engagement or feedback e.g. a service user panel that you already operate
- Input from colleagues (particularly frontline staff) and partners (e.g. the VCSE sector)

Alternatively, insights can be retrieved from engagement or consultation exercises that have previously occurred.

<b>Consultation and Engagement</b>			
P 80 84	4b. Has any consultation or engagement been conducted that is relevant to this Equality Impact Assessment?	<input checked="" type="checkbox"/> YES	<input type="checkbox"/> NO
		If YES, answer 4c-4e.	If NO, answer 4f.
4c.	Engagement Undertaken:	<p>The engagement for this strategy includes:</p> <ul style="list-style-type: none"> <li>• A consultation hosted on the council’s Big Conversation webpage that was circulated via social media and the PEN newsletter, as well as specifically to carers, partners and stakeholders.</li> <li>• The market research company DJS were commissioned to undertake in-depth interviews with carers and present their qualitative findings, which helped to inform the strategy.</li> <li>• Engagement work was also undertaken at the Carers’ Forum, at Carers Rights Day in 2022, and during Carers’ Week in 2022 and 2023, in order to gain insight into the views and opinions of carers in the borough.</li> </ul>	

# Tameside Metropolitan Borough Council Equality Impact Assessment Form

		<ul style="list-style-type: none"> <li>The ASCOF Carers' Survey, and general feedback forms within the services were used to identify needs within the borough for the strategy to address.</li> </ul>
4d.	Who has been engaged with?	<p>Using the engagement efforts listed about the following groups (with associated protect characteristics in brackets) have been engaged with:</p> <ul style="list-style-type: none"> <li>Carers (Age, Disability, Neurodiversity, Ethnicity, Gender)</li> <li>Partners</li> <li>Stakeholders</li> <li>Residents</li> <li>Staff</li> </ul>
4e.	Outcomes of Engagement:	<p>Key findings from the engagement undertaken have directly informed the key goals of the new Carers' Strategy, which are:</p> <ol style="list-style-type: none"> <li>Identifying and Recognising Carers</li> <li>Supporting Carers to stay healthy and well</li> <li>Carers as real and expert partners</li> <li>Getting the right help at the right time</li> <li>Younger Carers</li> <li>Carers in/into Employment</li> </ol> <p>As a result of recent engagement, an Activities Coordinator has already been recruited. Much of the feedback has been regarding feelings of isolation, therefore the engagement strongly directs the peer support available for carers and the input of carers directly affects which activities are available. For example, carers with certain needs or of certain groups can be linked up via the Activities Coordinator.</p> <p>Similarly the input and feedback of carers is informing opportunities for things such as training, for example, if there was a group of carers who support people with dementia and specific training. The input helps to define the need and therefore the response.</p>

# Tameside Metropolitan Borough Council Equality Impact Assessment Form



4f.	If engagement has not been undertaken, please explain why.	
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**SEE INSTRUCTION:**

**Legislative Drivers**

It is worth considering any legislative drivers that may influence the Equality Impact Assessment:

- Legal duties that services have to abide by, including the Public Sector Equality Duty
- Case law and judicial review, particularly instances where similar services have been provided and challenged, and as a result, have needed to change

Legislative Drivers	
Page 86	Care Act 2014 The Equality Act 2010 Carers Leave Act 2023 ASC White Paper <i>People at the Heart of Care</i> Children and Families Act 2014 Health and Care Act 2022

**SEE INSTRUCTION:**

**Financial Considerations**

It is worth considering any financial considerations that may influence the Equality Impact Assessment, e.g. budgeting, available resources, etc.

This is particularly in relation to mitigating actions that are identified in STEP SIX, which are needed to reduce potential impacts of the proposal at hand.

It may be worth thinking about how mitigating actions can serve as opportunities for innovation.

<b>Financial Considerations</b>
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4g.	<p><i>Identify any financial considerations that have influenced the analysis and outcomes of this Equality Impact Assessment.</i></p> <p>The budget is demand led and typically the higher the eligible support need, the higher the cost. Carers who request a Care Act assessment, and are eligible for support are only charged for what they can afford following a financial assessment, no matter the cost of their care. Carers are signposted to preventative care and support through other agencies, such as the third sector, or telecare – these services may be chargeable.</p>
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## Step 5: Impact Analysis – evidence the impacts

Purpose:	To provide evidence of the potential impacts identified under each protected characteristic.
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**FOR DEFINITIONS OF PROTECTED CHARACTERISTICS, EXPAND THE INSTRUCTION BELOW.**

**AGE INSTRUCTION:**

This step constitutes the second part of the Impact Analysis. In this step, under each protected characteristic, each potential impact should be listed and categorised (e.g. Direct or Indirect), and the evidence for each potential impacts should be provided. The potential impacts that have been identified will likely be the same as those that have been identified in STEP TWO. However, these may have changed or new impacts may be identified, due to the gathering of further evidence.

Evidence can be quantitative (numerical) or qualitative (non-numerical), addressing the ‘what’, ‘who’, ‘how’, and ‘why’ of potential impacts. Refer to the guidance on Data/Intelligence and Consultation/Engagement identified in Step 4 to assist with the evidence that can be included in the Impact Analysis.

When listing the impacts, it will help to number each impact. This will help navigate the form when identifying mitigating actions under STEP SIX.

Do not feel constrained by the space provided in the table. To add a new row, right click on the bottom row, then select ‘Insert Item After’ or click the + button. Also, each box will expand downward as the information is entered. However, when entering data tables, copy and paste as pictures; if entered as tables, it will alter the layout of the Impact Analysis form.

The definitions of protected characteristics are below:

<b>Age</b>	A person’s specific age or age group. An age group can be numerical (e.g. 18-30) or descriptive (e.g. ‘the elderly’, ‘teenagers’, etc.).
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# Tameside Metropolitan Borough Council Equality Impact Assessment Form

<b>Sex</b>	A person’s biological sex, whether a person is male, female, or those who are differently sexed (e.g. intersex). This does not include sexual orientation and gender identity, which are analysed separately.
<b>Race (including colour, ethnicity, and nationality)</b>	How people identify themselves or are identified in society according to their skin colour, physical features, and national/cultural identity. This can cover: <ul style="list-style-type: none"> <li>• Racial identities (e.g. White, Black, Asian)</li> <li>• Ethnic identities (e.g. Jamaican, Arab, Persian, Jewish, Irish, Gypsy/Roma)</li> <li>• Nationalities</li> <li>• Languages spoken – whether English is the first or additional language</li> <li>• Refugee and asylum status</li> </ul>
<b>Religion or Belief</b>	Any religion or belief that a person follows or subscribes to. It includes the commonly recognised religions (such as Christianity, Islam, Hinduism, Judaism, Buddhism, and Sikhism) and the different groups within each religion (e.g. in Christianity, it can cover Catholicism, Protestantism, etc.; in Islam, it can cover Sunni Islam, Shia Islam, Sufism, etc.). It also applies to religions that are not necessarily well known (e.g. Jainism, Baha’i Faith) as well as people who do not have any religious belief (e.g. those ascribing to Humanism and Atheism).
<b>Disability</b> Page 88	Physical or mental conditions that have substantial and long-term adverse effects on people’s abilities to carry out day-to-day activities. This covers a wide range of disabilities: <ul style="list-style-type: none"> <li>• Physical and mobility impairments</li> <li>• Sensory impairments (e.g. sight, hearing)</li> <li>• Learning disabilities</li> <li>• Progressive conditions (e.g. neurodegenerative disorders, muscular dystrophies, dementia)</li> <li>• Fluctuating and recurring conditions (e.g. rheumatoid arthritis, epilepsy, myalgic encephalitis)</li> <li>• Organ-specific disorders (e.g. respiratory conditions, cardiovascular diseases)</li> <li>• Auto-immune conditions</li> </ul>
<b>Sexual Orientation</b>	The orientation that a person has toward another person of any sex or gender. Common orientations are towards people of the opposite sex/gender (e.g. heterosexual/ straight), towards people of the same sex/gender (e.g. a gay man or lesbian), or towards multiple sexes/genders (e.g. bisexual or pansexual). There are other orientations that should be considered (e.g. asexual – a person who does not experience sexual attraction). A person’s orientation can be sexual, romantic, or emotional.
<b>Gender Identity</b>	The gender that a person identifies with. People most commonly identify with the gender that matches their sex assigned at birth – i.e. as a man or woman. People who are trans identify with a gender that is different to their sex assigned at birth. Included amongst people with trans identities are people “proposing to undergo, undergoing, or having undergone a process to reassign sex”. This is the legal definition for ‘gender reassignment’ under the Equality Act 2010. However, this legal definition does not include trans people who do not choose to undertake the medical transitioning process and people with other gender identities (e.g. those who identify as non-binary, gender fluid, etc.).

# Tameside Metropolitan Borough Council Equality Impact Assessment Form

<b>Pregnancy/Maternity</b>	<p>'Pregnancy' refers to when a person is pregnant and expecting a baby. Any person who can become pregnant should be considered – e.g. women, trans men, and people with different gender identities. This should also cover all aspects of the pregnancy journey, including those who have been affected by miscarriage.</p> <p>'Maternity' refers to the period following the birth of the child. In employment, this is related to parental leave. In the non-work context, this is related to unfavourable treatment relating to being a mother or parent. Legally, for the latter, protection is applied for 26 weeks. An important aspect of maternal/parental discrimination is <i>breastfeeding</i>.</p>
<b>Marriage/Civil Partnership</b>	<p>A person's marital status in law, whether a person is married or in a civil partnership to another person of the opposite sex or same sex.</p>
<b>Carers</b>	<p>Any person who provides unpaid care for a partner, family member, or friend due to illness, disability, frailty, a mental health problem, or an addiction. The person being provided care cannot cope or finds it difficult to cope without that person's care and support. A carer can have varying caring responsibilities, such as supporting people with everyday tasks (e.g. getting out of bed, bathing, etc.) or providing emotional support. This covers people who may not see themselves as 'carers', whom do not separate their caring responsibilities from the relationship that they have with the person for whom they provide care. Importantly, this covers young carers who provide care for their parents or other relatives.</p>
<b>Cared for Children/ Care Leavers</b>	<p>'Cared for Children' (sometimes known as 'looked after children') are children and young people in the care of the local authority due to their parents being unable to take care of them in a temporary or permanent capacity. 'Care Leavers' are any adult who have previously spent time in the care of the local authority.</p>
<b>Mental Health</b>	<p>A person with a condition related to their psychological or emotional wellbeing. This includes a wide variety of conditions:</p> <ul style="list-style-type: none"> <li>• Common mental health problems, such as depression or anxiety disorders</li> <li>• Trauma (e.g. Post Traumatic Stress Disorder)</li> <li>• Severe mental illness (e.g. Psychosis/Schizophrenia or Bipolar Disorder)</li> <li>• Phobias (e.g. Agoraphobia)</li> </ul>
<b>Neurodivergence</b>	<p>A person whose mind works differently to neurocognitive styles that society regards as 'normal'. This includes a wide range of conditions and experiences: Autism, ADHD, Dyslexia, Dyscalculia, Dyspraxia, Dysgraphia, Epilepsy, Tourette's, Aphantasia/Synaesthesia, etc.</p>
<b>Socio-Economic Disadvantage</b>	<p>A wide range of experiences accruing from having a disadvantaged socio-economic status: having low or no income; living in absolute or relative poverty; unemployment or underemployment; living in substandard housing; being homeless or threatened with homelessness; food insecurity and poverty; fuel poverty; digital exclusion; etc.</p>
<b>Multiple Marginalisation</b>	<p>A wide variety of combinations of different protected characteristics that uniquely influence a person's experiences. Any combination of protected characteristics can be two or above (e.g. RACE/ETHNICITY and GENDER IDENTITY; CARE LEAVER, CARER, and SOCIO-ECONOMIC DISADVANTAGE).</p>

# Tameside Metropolitan Borough Council Equality Impact Assessment Form



Impact No.	Protected Characteristic <i>Select a protected characteristic from the drop-down list</i>	Impact <i>Identify the potential impact of the proposal</i>	Impact Type (Direct/Indirect) <i>Select 'direct' or 'indirect' from the drop-down list</i>	Evidence <i>Provide evidence regarding the proposal's potential impact (e.g. data/intelligence, findings from consultation/engagement, research reports, etc.).</i>																																				
1	Age	Impacts have been considered in section 1 of this EIA and throughout entire document	Direct	<p>In Tameside, there are 231,063 people, in total. The breakdown based on age is shown below.</p> <table border="1" data-bbox="907 518 1803 1257"> <thead> <tr> <th colspan="3" data-bbox="907 518 1803 579">Census 2021</th> </tr> <tr> <th data-bbox="907 579 1207 639">Age Group</th> <th data-bbox="1207 579 1507 639">% Tameside</th> <th data-bbox="1507 579 1803 639">% England and Wales</th> </tr> </thead> <tbody> <tr> <td data-bbox="907 639 1207 700">0-9</td> <td data-bbox="1207 639 1507 700">12.3</td> <td data-bbox="1507 639 1803 700">11.3</td> </tr> <tr> <td data-bbox="907 700 1207 761">10-19</td> <td data-bbox="1207 700 1507 761">11.8</td> <td data-bbox="1507 700 1803 761">11.6</td> </tr> <tr> <td data-bbox="907 761 1207 821">20-29</td> <td data-bbox="1207 761 1507 821">11.6</td> <td data-bbox="1507 761 1803 821">12.7</td> </tr> <tr> <td data-bbox="907 821 1207 882">30-39</td> <td data-bbox="1207 821 1507 882">14.0</td> <td data-bbox="1507 821 1803 882">13.7</td> </tr> <tr> <td data-bbox="907 882 1207 943">40-49</td> <td data-bbox="1207 882 1507 943">12.6</td> <td data-bbox="1507 882 1803 943">12.7</td> </tr> <tr> <td data-bbox="907 943 1207 1003">50-59</td> <td data-bbox="1207 943 1507 1003">14.2</td> <td data-bbox="1507 943 1803 1003">13.8</td> </tr> <tr> <td data-bbox="907 1003 1207 1064">60-69</td> <td data-bbox="1207 1003 1507 1064">10.8</td> <td data-bbox="1507 1003 1803 1064">10.7</td> </tr> <tr> <td data-bbox="907 1064 1207 1125">70-79</td> <td data-bbox="1207 1064 1507 1125">8.5</td> <td data-bbox="1507 1064 1803 1125">8.6</td> </tr> <tr> <td data-bbox="907 1125 1207 1185">80-89</td> <td data-bbox="1207 1125 1507 1185">3.6</td> <td data-bbox="1507 1125 1803 1185">4.0</td> </tr> <tr> <td data-bbox="907 1185 1207 1246">90+</td> <td data-bbox="1207 1185 1507 1246">0.6</td> <td data-bbox="1507 1185 1803 1246">0.8</td> </tr> </tbody> </table>	Census 2021			Age Group	% Tameside	% England and Wales	0-9	12.3	11.3	10-19	11.8	11.6	20-29	11.6	12.7	30-39	14.0	13.7	40-49	12.6	12.7	50-59	14.2	13.8	60-69	10.8	10.7	70-79	8.5	8.6	80-89	3.6	4.0	90+	0.6	0.8
Census 2021																																								
Age Group	% Tameside	% England and Wales																																						
0-9	12.3	11.3																																						
10-19	11.8	11.6																																						
20-29	11.6	12.7																																						
30-39	14.0	13.7																																						
40-49	12.6	12.7																																						
50-59	14.2	13.8																																						
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80-89	3.6	4.0																																						
90+	0.6	0.8																																						



# Tameside Metropolitan Borough Council Equality Impact Assessment Form



Page 91				<p>37.7% of Tameside population are over the age of 50, with a 16% increase in those aged 50+ since the 2011 census. In comparison 82% of Carers are 50+ in Tameside.</p> <p><u>Children and young people</u></p> <p>In accordance with section 105, Children Act 1989 and the UN Convention on the Rights of the Child, a child is defined as anyone under 18 years of age. In Tameside, 51,193 people in Tameside are aged 0-17, around 22.2% of the population.</p> <p><u>Older People</u></p> <p>There are approximately 40,600 residents over the age of 65 in Tameside, or around 17.6% of the population. This can be further broken down into:</p> <ul style="list-style-type: none"> <li>65-69 years: 11,300 (4.9%)</li> <li>70-74 years: 11,600 (5.0%)</li> <li>75-79 years: 8,000 (3.5%)</li> <li>80-84 years: 5,300 (2.3%)</li> <li>85-89 years: 2,900 (1.3%)</li> <li>90+ years: 1,500 (0.6%)</li> </ul>	
	2	Disability	Impacts have been considered in section 1 of this EIA and throughout entire document	Indirect	<p>Data from the 2021 Census shows that 20% of Tameside residents are considered to be disabled under the Equality Act. Of those, 10.8% find their day-to-day activities “limited a little” while 9.1% find their day-to-day activities “limited a lot”.</p> <p>42 of the 141 LSOAs in Tameside, or 29.8%, are in the lowest 10% nationally for Health Deprivation and Disability.</p> <p>This data for carers is not available, however there is data available for long-term service users who are being cared for, 59.5% of long-term service users are receiving support for a physical disability and 25.6% are receiving support for mental health/learning disability needs.</p>
	3	Choose a protected characteristic.	Impacts have been considered in section 1 of this EIA	Choose an impact type.	Data from the 2021 census shows that the demography of the borough in terms of ethnicity are as follows:

# Tameside Metropolitan Borough Council Equality Impact Assessment Form



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and throughout entire document	Ethnicity	% Tameside
	Asian, Asian British or Asian Welsh: Bangladeshi	2.5%
	Asian, Asian British or Asian Welsh: Chinese	0.6%
	Asian, Asian British or Asian Welsh: Indian	1.6%
	Asian, Asian British or Asian Welsh: Pakistani	3.9%
	Asian, Asian British or Asian Welsh: Other Asian	0.5%
	Black, Black British, Black Welsh, Caribbean or African: African	1.8%
	Black, Black British, Black Welsh, Caribbean or African: Caribbean	0.3%
	Black, Black British, Black Welsh, Caribbean or African: Other Black	0.2%
	Mixed or Multiple ethnic groups: White and Asian	0.6%
	Mixed or Multiple ethnic groups: White and Black African	0.4%
	Mixed or Multiple ethnic groups: White and Black Caribbean	0.8%:
	Mixed or Multiple ethnic groups: Other Mixed or Multiple ethnic groups	0.4%
	White: English, Welsh, Scottish, Norther Irish or British	82.4%
	White: Irish	0.7%
White: Gypsy or Irish Traveller	0.0%	

				White Roma	0.0%
				White: Other White	2.4%
				Other ethnic group: Arab	0.2%
				Other ethnic group: Any other ethnic group	0.6%
			The statistics for carers are:		
				Ethnicity	% Carers
				Asian, Asian British or Asian Welsh: Bangladeshi	1.8%
				Asian, Asian British or Asian Welsh: Chinese	0.2%
				Asian, Asian British or Asian Welsh: Indian	1%
				Asian, Asian British or Asian Welsh: Pakistani	2.5%
				Asian, Asian British or Asian Welsh: Other Asian	0.8%
				Black, Black British, Black Welsh, Caribbean or African: African	0.3%
				Black, Black British, Black Welsh, Caribbean or African: Caribbean	-
				Black, Black British, Black Welsh, Caribbean or African: Other Black	0.2%
				Mixed or Multiple ethnic groups: White and Asian	-
				Mixed or Multiple ethnic groups: White and Black African	-
				Mixed or Multiple ethnic groups: White and Black Caribbean	-

# Tameside Metropolitan Borough Council Equality Impact Assessment Form

Page 94				<table border="1"> <tr> <td>Mixed or Multiple ethnic groups: Other Mixed or Multiple ethnic groups</td> <td>0.2%</td> </tr> <tr> <td>White: English, Welsh, Scottish, Norther Irish or British</td> <td>92.1%</td> </tr> <tr> <td>White: Irish</td> <td>-</td> </tr> <tr> <td>White: Gypsy or Irish Traveller</td> <td>-</td> </tr> <tr> <td>White Roma</td> <td>-</td> </tr> <tr> <td>White: Other White</td> <td>0.7%</td> </tr> <tr> <td>Other ethnic group: Arab</td> <td>-</td> </tr> <tr> <td>Other ethnic group: Any other ethnic group</td> <td>0.2%</td> </tr> </table> <p>As of the collated data, no ethnic group is underrepresented</p>	Mixed or Multiple ethnic groups: Other Mixed or Multiple ethnic groups	0.2%	White: English, Welsh, Scottish, Norther Irish or British	92.1%	White: Irish	-	White: Gypsy or Irish Traveller	-	White Roma	-	White: Other White	0.7%	Other ethnic group: Arab	-	Other ethnic group: Any other ethnic group	0.2%
	Mixed or Multiple ethnic groups: Other Mixed or Multiple ethnic groups	0.2%																		
	White: English, Welsh, Scottish, Norther Irish or British	92.1%																		
	White: Irish	-																		
	White: Gypsy or Irish Traveller	-																		
	White Roma	-																		
	White: Other White	0.7%																		
	Other ethnic group: Arab	-																		
Other ethnic group: Any other ethnic group	0.2%																			
Gender Identity	Impacts have been considered in section 1 of this EIA and throughout entire document	Direct	Tameside has a population of 231,063, 49% of the population in Tameside identify as male, and 51% as female, which is in line with the national picture. When looking at the data for carers it is clear that carers are disproportionately female, as 70% of carers identify as female compared to 30% male.																	
5	Carers	Direct	<p>Data from the 2021 Census shows that 9.5% of residents (20,675) in Tameside have some kind of unpaid caring responsibilities, and 3.1% of residents (6,719) provided more than 50 hours of unpaid care a week.</p> <p>Residents in poverty are likely to have more care needs and are also more likely to have at least some of those care needs informally met, or unmet entirely. This can lead to significant financial pressures on carers and families. Research from the Joseph Rowntree Foundation has also shown that the number of families in receipt of Carer's Allowance and in poverty has doubled from 15% in 2005-6 to 30% in 2019-20.</p>																	

# Tameside Metropolitan Borough Council Equality Impact Assessment Form



				<p>Many carers also face significant difficulties in combining work with their caring responsibilities, an issue often exacerbated by inadequate support from existing systems. As a result many carers end up cutting back on hours or dropping out of the labour force entirely.</p> <p>This means that carers as a group are more vulnerable to falling into poverty than those without caring responsibility. Therefore our recommendations for alleviating poverty must target the particular issues carers face, meaning that the implantation of the Tackling Poverty in Tameside Strategy will disproportionately affect them.</p> <p>670 carers in 2022/23 accessed support from the carers service and were recorded on the LAS system.</p>
6	Choose a protected characteristic.		Choose an impact type.	
7 Page 8 95	Choose a protected characteristic.		Choose an impact type.	
	Choose a protected characteristic.		Choose an impact type.	
	Choose a protected characteristic.		Choose an impact type.	
9	Choose a protected characteristic.		Choose an impact type.	
10	Choose a protected characteristic.		Choose an impact type.	

## Step 6: Plan mitigating actions

Purpose:	To identify mitigating actions to minimise potential detrimental impacts of the proposal on people with protected characteristics.
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# Tameside Metropolitan Borough Council Equality Impact Assessment Form

Impact No.	Impact	Mitigating Action and Rationale	Officer Responsible	Timescale	Completed (Yes/No)	Update
<i>Impact number from Impact Analysis</i>	<i>Identify the impact being addressed</i>	<i>Describe the action required to reduce the detrimental impact identified in the Impact Analysis, and explain the rationale underneath and/or intended outcome.</i>	<i>Identify who is responsible for implementing the mitigating action (name and department).</i>	<i>Provide the timeframe for when the mitigating action should be implemented.</i>	<i>Has the mitigating action been implemented?</i>	<i>Provide any progress updates below.</i>
Page 96	Being able to have more targeted data and analysis – although it is always a choice for people to provide the information if they wish to	There are clear gaps as evidenced above in terms of data collection with regards to equalities. A mitigating action will be to modernise data collection in line with equalities duties to better ensure that the impact of future strategies can be more accurately assessed against groups with protected characteristics.	Jennifer Cocker and Anna Jenkins	March 2025 – In line with work across the wider Council and the Adult Social Care Strategy. And in line with regional/national direction		

## Step 7: Sign-off

<b>Purpose:</b>	For the EIA Lead Officer to sign that the EIA is complete, and for the Assistant (Director) to counter-sign that they agree with the content of the EIA and that it is sufficiently robust.
-----------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

This Equality Impact Assessment has been completed by the EIA Lead Officer:	Name:	Jennifer Cocker
	Signature:	
	Department:	Adults Carers Service

# Tameside Metropolitan Borough Council Equality Impact Assessment Form



This Equality Impact Assessment has been checked by the Assistant Director / Director, and signs that it is sufficiently robust and rigorous:	Date:	29 September 2023
	Name:	Tracey Harrison
	Signature:	
	Department:	Adults
	Date:	29 September 2023

POST-IMPLEMENTATION REVIEW

Step 8: Review EIA after implementation

Purpose:

To update the EIA with any new impacts and to provide a progress update on mitigating actions.

**SEE INSTRUCTION:**

This step should only be completed if the proposal has passed through the governance process where appropriate and has been implemented. It should be completed at two stages:

- Six months after implementation
- Twelve months after implementation

The evidence in the Impact Analysis should serve as the baseline against which change can be measured.

The Post-Implementation Review can find out whether:

- The proposal has had any positive impacts on people with protected characteristics
- Mitigating actions to minimise detrimental impacts have worked
- There are impacts that were not foreseen in the Impact Analysis that need to be accounted for

**Six Months After Implementation**

**Twelve Months After Implementation**

*Describe and explain the effects of the proposal on people with protected characteristics, using evidence to compare against the Impact Analysis as a baseline.*

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**'Thank you for all of your help, the Carers Centre is a useful resource. I have been offered help and information that I didn't know was there before'.**

# Forward

## We are excited to share our Carers Strategy for 2024-2027, a joint three-year plan outlining our commitment to you, our Carers.

Caring can be very rewarding, and the role carers play is one to be celebrated. But providing care often comes at great personal cost to those sacrificing their own time, energy and money to carry this out. For many, caring can have a detrimental impact on physical and mental wellbeing.

The past few years have been exceptionally difficult for Carers, and this continues with the cost-of-living crisis. It is therefore essential that we all recognise the impact of caring to support you to have a life, alongside caring selflessly for your loved ones.

It is important that the Carers Voice runs throughout our strategy and that it is written by Carers, for Carers. We gained valuable insight from many Carers who took part in a range of events and surveys throughout the last year as well as day-to-day feedback.

We look forward to continuing to work alongside you and the other organisations who also support you. We will ensure our priorities and commitments turn into actions that make a real difference to you, and in turn to those you care for.

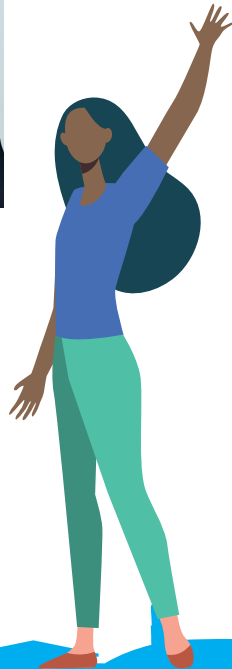
We continue to be so grateful to our community of carers, and we appreciate, recognise and value your efforts. Thank you for your crucial feedback and involvement in crafting this key strategy so we can make sure we are supporting you, while you support your loved ones.



**Cllr John Taylor**  
Executive Member (Adult Social Care, Homelessness & Inclusivity)



**Stephanie Butterworth**  
Director of Adult Services



# Who is a Carer?

A Carer is a person who provides informal and/or unpaid support to a partner, family member, friend or neighbour who is ill, struggling or disabled and could not manage without this help. This is distinct from a care worker, who is paid to support people. For this strategy, we will use 'Carer'.

You may be looking after a parent, partner, child, family member, friend or neighbour. This could be for many health reasons such as mental and/or physical health issues, frailty, long term illness or substance misuse issues.

You may help them with arranging their finances, personal and emotional support, shopping, cooking meals, getting dressed, medication and supporting them to access services and support.

We know that being a Carer may have a significant impact on your own well-being, physical health, ability to work and your finances.

At Tameside's Carers Centre, we are here to support you in your caring role. We offer a Carers Assessment, along with a tailored package of support and peer support groups.

To find out more, please contact us –

[CarersCentre@tameside.gov.uk](mailto:CarersCentre@tameside.gov.uk) or visit our webpage.

[www.tameside.gov.uk/adults/support/carers](http://www.tameside.gov.uk/adults/support/carers)

You might hear the terms '**informal carer**' or '**unpaid carer**' being used and they mean the same thing as being described in this section.



# We asked you how Caring for somebody can feel...

- 'You're stuck in a rut and you never relax.'
- 'You feel guilty when you leave them because you know they want you to stay.'
- 'I never mentally switch off or relax.'
- 'It's like you're in a lockdown situation, a parallel universe almost.'
- 'It's really stressful and mentally draining.'
- 'I can't remember the last thing I did for myself to be honest.'
- 'Everywhere I turn it's like someone wants something from me.'
- 'And finally you get to bed and shut your eyes and go to sleep... until the next day when it starts all over again.'

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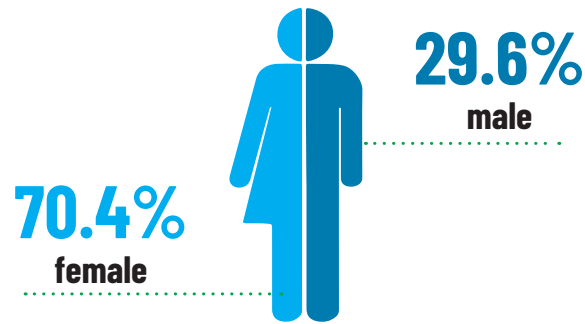
## We want you to know that you are not alone.

The Tameside Carers Strategy is here to help you and your loved one's cope with the impact caring can have on your lives. Whether that is somebody to talk to, referrals and signposting to outside agencies or meeting other carers.

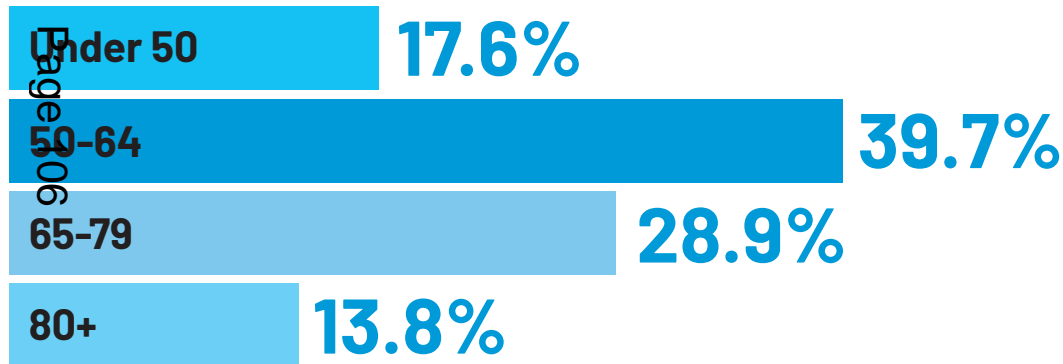


# Tameside Carers Population

Number of carers  
**670**



## How this made up by age group



**26.4%** reported that they had as much social contact as they would like

**32%** of carers said they were satisfied with the social care support they received

**58.2%** reported that they have been included or consulted in discussion about the person they care for

**49.4%** said they find it easy to find information about services

**National Carers Survey 2021/22**

Numbers of Carers assessments completed?

Separate Carers Assessments

**173**

Joint Carers Assessments

**87**





# Our Vision

We all want to live in the place we call home with the people and things that we love, in communities where we look out for one another, doing things that matter to us.

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# Our vision for Carers...

Our Vision for Carers is one we want for all people in Tameside; where people can thrive and be confident and reach their full potential.

We use a 'person centred' approach, this means the support we provide to Carers is based on what each person needs.

We know that when Carers feel supported, valued and recognised in their caring role, they are able to better support the people they love and care for.

**Person-centred care** is a way of thinking and doing things that sees the people as equal partners in planning, developing and monitoring care to make sure it meets their needs. This means putting people and their families at the centre of decisions and seeing them as experts, working alongside professionals.

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# We asked... You said... We did... Going forward...

## We asked...

you throughout 2022 and 2023 how you felt about your caring role, what impacts you and how we can support you in a more meaningful way.

## You said...

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that a Carers Strategy was important to you, but that commitment to delivering this to Carers was what was essential. You told us that Carers need to get the right support at the right time, be treated like the expert and as equal partners.



## We did...

continue to consult, involve, engage and co-produce the Tameside Carers Strategy throughout 2022/2023. We made sure that the priorities set out in the strategy meant the most to you as Carers.

**Co-production is when people with experience are involved as an equal partner in designing the support and services you receive.**

Co-production recognises that people who draw on social care services (and their families and Carers) have knowledge and experience that can be used to help make services better, not only for themselves but for other people who need care.

## Going forward...

we are committed to improving the lives of Carers across Tameside. At the end of each year that this strategy is in action, we will tell you how we have met the priorities using our website, newsletters, and social media. We will ask Carers to continue to be involved in our work and feed back to us about how we are doing!

# The 'Voice of Carers' in Tameside

Throughout 2022 – 2023, we consulted Carers across Tameside to understand what is most important to them. We did this in lots of different ways including:

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Having a voice in my support as a Carer means a lot, it's good to talk and say how I am feeling.

In your assessment we have asked you about your caring and role and how our service can support you.

We ask for feedback about our service and how we can improve what we do.

In January we started Carers Coffee Mornings, This has been a great way for us to consult with a wide range of Carers by using feedback forms, flip charts, group and 1-1 conversations. This gives us the chance to hear about your experiences and how our service can meet your needs.

The Carers Forum is a chance to come together and have a voice in the service development, priorities, and impact. We look at everything from Carers experiences to the leaflets we provide.

We worked with an independent research consultancy firm. They developed 1-1 and group interviews with Carers to talk about being a Carer in Tameside. The research talked about the priorities and the vision that Carers felt were most important to them.

Feedback forms in the Carers Centre and in Carers Packs ask you about what would help you the most and what you know about the service.

The Big Conversation is an online survey that gave you the chance to look at our proposed visions and priorities of the strategy. This gave you the chance to look back on the consultation work and confirm if the consultation work was meeting the right priorities.



# What matters to Carers?

We asked you to tell us what was important, and then we grouped all that information together into key themes. We then checked back and consulted with you on what the main priorities for the strategy should be and if we captured your views correctly. The result of that work is the six priorities that we will focus on over the next three years.

Priority	What you told us
<b>1. Identifying and Recognising Carers</b>	'I didn't realise as I was a Carer, I was just doing what I had to do to take care of my loved ones'.
<b>2. Carers as real and expert partners</b>	'It's important that Carers are listened to, we know the person we are caring for inside out and often know when there are changes in their health'.
<b>3. Supporting Carers to stay health and well</b>	'Helping Carers to have a social life access opportunities for training and education and getting them the right support and information at the right time. Helping Carers to network with each other if they wish to'.
<b>4. Getting the right help at the right time</b>	'I didn't know about Carers support, when I started Caring and I wish that I had have done as it would have really helped at the beginning'.
<b>5. Younger Carers</b>	'Supporting young carers in their educational settings. School settings to be more aware of situations that young carers face on a day-to-day basis. Reasons they could be late for school. Reasons why they might be disengaged in their learning. Taking Young Carers feelings into consideration and looking to support them to reduce their worries'.
<b>6. Carers in/into employment and training</b>	'Often carers find it difficult to be employed due to the number of appointments and inflexibility of employer's or hospitals'.

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# Priority 1 – Prioritising and recognising Carers

## WE WILL...

- We will recognise the support that you give to your loved ones and advocate for Carers Rights.
- Work with partner agencies to help Carers recognise and refer for support.
- We will develop pathways into our service, to prioritise support for you to make sure that you are recognised.

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I will feel that services understand my role as a carer and make sure I get to the right.

I feel recognised in all that I do within my Caring role and know I will be supported.

I know that I can request support and a carer's assessment at the time I need it.

A pathway is a word to describe what needs to happen for people to get the support they need.



# Priority 2 – Carers as real and expert partners

## WE WILL...

- Work with you to co-produce our services, have a voice, and feel empowered to share your experiences.
- Understand your individual caring role, tailoring support to meet your needs.
- Understand that you are the expert in both your own life and the person you care for.

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I will feel that services are respecting my role as a Carer.

I will be able to share my experiences, to help inform change.

I feel listened to and that the package of support I receive is tailored to my needs.



# Priority 3 – Supporting Carers to stay healthy and well

## WE WILL...

- Promote our services and what support is available in local communities across Tameside reaching all Carers.
- Co-produce targeted Information and advice about keeping well both mentally and physically.
- We will make your Wellbeing a priority within our service, offering 1-1 support and activities to improve wellbeing.

W  
S  
H  
14

I know I can access information and advice about my health and wellbeing.

I will be able to access support from services to support my own needs.

I can access support that is tailored to my needs, helping to improve my health and wellbeing.





# Priority 4 - Getting the right help at the right time

## WE WILL...

- Offer timely assessments and offer support when it is needed.
- Make sure our service is accessible to all and ask YOU how you would like your support to look.
- Refer Carers to the right services that will support you with your own health and wellbeing needs, including support in a crisis.

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I will be able to attend events and outreach services across Tameside.

I feel able to say when and where I want my support to take place.

I know I can access support and ask for a Carers assessment in a time that works for me.



# Priority 5 – Younger Carers

## WE WILL...

- Make sure we work with Young Carers Services to help you develop a plan for your future.
- Have a seamless transition from Young Carers to Adult Carers Services, making sure there is no gap in support.
- Co-produce and develop the offer for young adult carers.

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I will feel supported in my caring role, but able to talk about my future aspirations.

I know that I will be supported in the transition from young to adult Carers services and that I can access support.

I can access support about wellbeing. Education/ training and meet other younger Carers who have similar experiences.



# Priority 6 – Carers in/into work and education

## WE WILL

- Offer course and information sessions that will support your caring role.
- Empower you to explore your own aspirations and interests.
- Encourage employers to support Carers in the workplace.

I can look at what interests me and be supported to look at different options.

I will be able to access advice and information, helping me to talk to my employer about my caring role.



I will understand my rights as a working Carer.

I will be able to increase my knowledge supporting my caring role.

# Real lives of Carers

Hearing from people with lived experience is what brings the story of being a Carer alive. We asked some of our Carers to tell us about their lives and the impact caring has on them.

## Adult Carers Story



After my wife had a life changing accident at work, becoming a full-time carer was instant. The immediate problem aside from having no care experience, was the loss of both our incomes. Caring is hard both physically and mentally. I became a nurse overnight, administering medication alongside all other physical aspects of caring.

The worst problem I had was my own physical issues. The Carers Centre has provided much needed vital support. For me personally, being able to talk to other Carers at monthly meetings, hearing their experiences and how they cope has been very helpful.



I look after my mum because she suffers from debilitating conditions such as vascular dementia, arthritis, and cerebral palsy. I live with my mum, dad, and my dog. I help by doing most of the cooking, cleaning, and care for my dog too. I also regularly collect my mum's medication.

There have been times where I have had to cancel plans because my mum is ill or feeling down, so I can stay home and support her. To look after her mental health, I like to take her out to places she enjoys. The Carers Centre has helped me to make friends who have been through what I've been through. I've been able to connect with others who look after someone who share similar disabilities to my mum.



# Going forward...

The Carers Strategy 2024 – 2027 is our commitment to Carers across Tameside. We developed a plan on how we will deliver this and at the end of each year we will tell you what we have achieved. We will publish this on our website, let you know through newsletters and social media.

We will continue to ask Carers to co-produce our work to tell us what is important and if something is or isn't working within our services.

If you would like to help us shape our services and have a voice in what we do, please contact us!

Visiting the Carers Centre:

Carers Centre  
Ashton-under-Lyne  
Tameside  
OL14 6BH

Weekday drop-in times can be found on

[www.tameside.gov.uk/adults/support/carers](http://www.tameside.gov.uk/adults/support/carers)

By phone:

**0161 342 3344**

By email:

[carerscentre@tameside.gov.uk](mailto:carerscentre@tameside.gov.uk)

More information on Tameside's Adult Social Care services can be

found at [www.tameside.gov.uk/Adults](http://www.tameside.gov.uk/Adults)





J005663

# Agenda Item 7

<b>Report to:</b>	<b>EXECUTIVE CABINET</b>
<b>Date:</b>	14 November 2023
<b>Executive Member:</b>	Councillor John Taylor – Executive Member (Adult Social Care, Homelessness and Inclusivity)
<b>Reporting Officer:</b>	Stephanie Butterworth (DASS)
<b>Subject:</b>	<b>ADULT SOCIAL CARE STRATEGY 2024-27</b>
<b>Report Summary:</b>	This report seeks approval to adopt a new Adult Social Care Strategy following engagement with key stakeholders and a final period of consultation.

The Adult Social Care Strategy sets out the vision and priorities based on what people told us mattered to them. These are to:

- Review and update all our information so that it is accessible and up to date.
- Ensure there are services that help people to stay independent and confident in their community.
- Provide access to a range of high-quality services to meet people's needs when they draw on care on support, offering choice and control.
- Improve how we work with other services so that people experience better joined-up care and support.
- Make sure the people that provide care are well trained and understand your needs.

<b>Recommendations:</b>	That Executive Cabinet APPROVES: <ul style="list-style-type: none"><li>• The adoption and publication of the Adult Social Care Strategy 2024-27</li></ul>
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<b>Corporate Plan:</b>	The proposals align with the Living Well, Working Well and Ageing Well programmes for action.
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The service links into the Council's priorities:

- Help people to live independent lifestyles supported by responsible communities.
- Improve Health and wellbeing of residents
- Protect the most vulnerable

Also links to the Public Health Plan – Building Back Fairer, Equalities Strategy, Anti-Poverty Strategy, Corporate Housing Strategy and the Ageing Well Strategy that is being developed.

<b>Policy Implications:</b>	People at the Heart of Care lays out a 10 year strategy to include all those who interact with social care not just those accessing direct services that have been identified as having eligible needs under the Care Act 2014 or assessed as requiring preventative services to delay eligibility and entrance to eligible services.
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<b>Financial Implications:</b> <b>(Authorised by the statutory Section 151)</b>	There are no direct financial implications arising from this report. Any financial implications contained in the action plans within the strategy will be accommodated within Adult Social Care existing revenue budgets or included within the Medium Term
------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

**Officer & Chief Finance Officer)**

Financial Plan. Where actions require additional investment over and above existing resources, separate decisions will be required. Any use of resources arising from decisions linked to the Adults Social Care Strategy will represent good value, drive efficiency and will deliver effective outcomes for the residents of Tameside.

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

The strategy provides an accessible overview of the delivery of services by adult social services and also sets out how the Council is meeting its statutory obligations especially in relation to the Care Act 2014 and the Equality Act 2010.


Consultation has been undertaken to inform the strategy and an Equality Impact Assessment has been undertaken, a copy of which is appended to the report.

**Risk Management:**

Risks will be identified and managed by the appropriate officers through the Directorate Risk Register and Delivery Plans.

**Access to Information:**

The background papers relating to this report can be inspected by contacting Reyhana Khan

 Telephone: 0161 342 5190

 e-mail: [reyhana.khan@tameside.gov.uk](mailto:reyhana.khan@tameside.gov.uk)



## 1. INTRODUCTION

- 1.1 We have developed a new Adult Social Care Strategy (**Appendix 1**) to set out Tameside's vision and priorities for 2024 to 2027, called Living Well at Home. Whether people are living well at home with 24-hour support (i.e., supported living and care homes) or services are coming into people's home (home care, personal assistant using a direct payment etc.), we want that experience to be of a standard everybody can be proud of. Our focus will be to maximise people's independence so that they can live more meaningful and enjoyable lives with strong links to their local community.
- 1.2 The last few years have not been easy with the challenge of the pandemic and the recovery period following it. With the additional financial challenges of the Cost-of-Living Crisis, it is important now more than ever that we support vulnerable people to access the right services to look after their health and mental wellbeing.
- 1.3 The launch of '[People at the Heart of Care](#)' in December 2021, set out the Government's 10-year vision for adult social care. It was shaped by national and local government, care providers, care staff, the NHS, people who draw on care and support, their friends and family, charities and the voluntary sector. The paper puts people at its heart and sets out 3 main objectives:
- People have choice, control and support to live independent lives.
  - People can access outstanding quality and tailored care and support.
  - People find adult social care fair and accessible.
- 1.4 Our Adult Social Care Strategy is a response to all those challenges and outlines how we will work together to help the people of Tameside live long, healthy and fulfilled lives. It provides the strategic context to drive future commissioning, care management and our role in the integration of health and social care. An Equalities Impact Assessment (EIA) is attached in **Appendix 2**.

## 2. APPROACH TO EVIDENCE AND CO-PRODUCTION

- 2.1 Our approach to developing this strategy was to start with a blank canvas. We talked to a wide range of key stakeholders and people who draw on care, their families and carers, in a variety of different ways about their experiences of adult social care. We based the conversation on what support they were accessing, what they needed and wanted, what worked well and where we could improve. We asked people about their own care and support and of those they provide care for.
- 2.2 The following activity was undertaken to inform the development of this strategy:
- Partnership Engagement Network (PEN) - On 26 July 2022 we attended a PEN conference where we captured views of attendees about what makes them feel confident to live independent lives, what good quality support looks like and how we could offer more choice and control.
  - Big Chat – This was an engagement and information event held on 21 September 2022 for adults with a Learning Disability and autistic adults. A range of partners were invited to ask people their views, answer any questions and share information about the support they could offer. Engagement was conducted in a more meaningful way through a Big Chat Chair video diary, pass the Microphone session with Place Leaders, anonymous feedback boxes, and 1:1 conversations with the aid of their Support Workers.
  - Carers week and Carers Rights Day – June and November 2022. We asked Carers about their views, accessing The Carers Centre, and also rate how they felt about the Carers 'I Statements' outlined in People at the Heart of Care.

- Parent Carers – Survey in October 2022 with results in December 2022. As part of the SEND Inspection response, Parents were asked about their experience of when their young person transitions to adulthood and what could make it better. As a result, and to address one aspect of what Parent Carers told us, we worked with them throughout 2023 and they helped co-produce a series of Preparing for Adulthood factsheets which were approved in June 2023 and published on [The Local Offer](#).
- The Big Conversation – after hearing about people’s views, we grouped the responses and distinct themes were clearly identified. We then formally consulted with people (9 March – 15 April 2022) to check back that we had captured their views accurately, whether they agreed with the vision for the future and if there was anything we missed. We received a total of 73 responses through this process.
- Of those that responded, 92% of people agreed with the vision, and most people agreed each of the 5 themes were the right themes to focus on:

<b>Theme</b>	<b>Do you agree this is the right area of focus? (Yes)</b>
Easier Access to Information, that is up to date, and communication is improved	86%
From people who receive support for social care services, that there are a range of high quality services that meet their needs, offer choice where possible and achieve their aspirations	88%
Support people to build confidence and maintain your independence in your community	91%
Organisations and different services work well together to support people	94%
People that provide support are well trained and understand your needs	90%

- Targeted Community Groups - a dementia group in Stalybridge, Hyde Bangladesh Welfare Association and Ashton Deaf Club (all in Sept 2023) to also understand views of Older People, hearing impaired adults, Carers, and people from ethnic communities.
- Voice of the User – This is a rolling programme that the Adults Leadership Team undertakes on a quarterly basis where all members shadow and observe delivery across Adult Social Care Services in a listening and supporting role, to better understand the experiences of people with lived experiences and our front line staff. The Leadership Team draws on the themes coming through to build into future improvement, and where relevant, commits to key actions from any direct concerns through their visit.
- Partnership Boards – Tameside Learning Disabilities and Tameside Autism Partnership Boards have system wide membership and people with lived experience and meet on a quarterly basis. The Boards choose their key priorities to focus on locally, and continuously engages on key priorities, progress and updates on service delivery and how to collaboratively improve the outcomes for local people in Tameside.

2.3 In addition, analysis of adult social care data and information available to us:

- National Indicator sets such as ASCOF Indicators, SALT returns, Carers Surveys,
- Regional benchmarking across the GM Adult Social Care Transformation Programme

and NW ADASS Programmes of work,

- Tameside local data, monitored daily, weekly and monthly looking at capacity and demand of our services.

2.4 We have also taken into account learning from complaints and safeguarding work.

### **3. NEXT STEPS**

3.1 Following the adoption of the new Adult Social Care Strategy 2024 – 2027 by Executive Cabinet, it will be published on the Tameside Council Adult Social Care website pages, circulated to key partners and shared with all Adults Services staff.

3.2 A Strategy launch will take place in between January-March at the most appropriate time, taking into consideration winter pressures to manage capacity and demand ensuring maximum impact of the launch. The dedicated Adults Senior Information and Access to Service Communications Officer will oversee the development of media and communications to deliver this.

3.3 A Delivery Plan will be developed, and progress measured on a quarterly basis within the Directorate. An annual self-assessment and progress update will be published on our website through the Local Account which shows how Adults Services have performed and what has been achieved in that year.

3.4 We will continue to check with people how we are performing, asking about their experiences of care and co-producing key pieces of work.

3.5 Updates will be provided to the Lead Executive Member and Health and Wellbeing Board as appropriate.

### **4. RECOMMENDATIONS**

4.1 As set out at the front of the report.

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# Tameside Adult Social Care Strategy

## Living Well at Home 2024-27

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# Accessibility

To make our strategy accessible to all it includes blue boxes to explain words or phrases people may not be familiar with. We hope this will give everyone the opportunity to understand our strategy regardless of their understanding of Adult Social Care.

If you require an accessible version of this document which may include change of font, language or an easy read version, please contact

[communications@tameside.gov.uk](mailto:communications@tameside.gov.uk)

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# 2. Foreword

**I am pleased to introduce our Adult Social Care Strategy 2024-2027, a vision that is tailored to Tameside resident's experiences and needs for care and support.**

In Tameside it is our priority to ensure that all our residents are Living Well at Home, for as long as possible. Whether you are living well at home with 24-hour support (i.e., supported living and care home) or services are coming into your home (home care, personal assistant using a direct payment etc.), we want that experience to be of a standard everybody can be proud of.

The last few years have not been easy with the challenge of the pandemic and the recovery period following it. Not forgetting the financial challenges of the Cost-of-Living Crisis, it is important now more than ever that we support people to access the right services to look after your health and mental wellbeing. We must also ensure Health and Care services are joined-up and sustainable. Despite these challenges, our forward-thinking plan aims to ensure people always receive high quality support and care from us when they need it, helping them to live as independently as possible.

Our vision and priorities are based on listening to people's feedback and experiences. Everyone has a voice, and we want your help to shape and improve services for the future.

Thank you for taking the time to read and understand our strategy. We really value your feedback so please reach out if you have any questions or comments to help us shape our services. You can find out ways to get in touch on Page 25

**Social care** is any help that you need, such as personal care or practical assistance, to live your life as comfortably and independently as possible, because of age, illness or disability.

**When we use the terms 'people with lived experience', 'experts by experience' and 'people who draw on care and support',** we are talking about the same people. These terms describe people who have experience of using care and support services as well as carers who provide unpaid care. It shows people choose to define themselves in different ways.



**Cllr John Taylor**  
Executive Member (Adult Social Care, Homelessness & Inclusivity)



**Stephanie Butterworth**  
Director of Adult Services



# 3. How does this Strategy fit in with Tameside's overall priorities as a place?

Visit our [plans and performance page](#) to view complete versions of all current Adult Social Care related strategies and documents.

Find a list of current and upcoming council wide plans [here](#).



# 4. Tameside - Adult Social Care

Find the latest overview on people who draw on care and support in Tameside through our Local Account on [www.tameside.gov.uk/adults/ourplans](http://www.tameside.gov.uk/adults/ourplans)

## Activity 2022

### Adults 18+

**670**  
Carers  
Supported

Requests  
for support  
**10,469**

Decrease of **4.2%** on  
previous year

Long-term care provided in  
a residential/nursing home  
**946 placements**

Decrease of **6.7%** on  
previous year

Community based  
services including home  
care and direct payments  
**3,148 people  
supported**

Increase of **6.3%** on  
previous year

**1,925**  
new assessments  
of care needs  
Increase of **10%** on  
previous year

Page 1 of 2

**2,630**  
reviews of care  
packages completed  
Increase of **4%** on  
previous year

**2,089**  
safeguarding  
concerns received  
Increase of **87.3%** on  
previous year

**1,912**  
applications for  
a DoLS received  
Increase of **3.4%** on  
previous year



**2664**  
Service  
users

**151,551**  
Call received  
for assistance

**3078**  
falls attended  
avoided 2,805  
ambulances being  
called



Number of people who  
received reablement  
support during the year  
**438**

Number of hours of  
support provided  
**11,814**

Number of people who left  
without a package of care or  
a reduced package of care  
**373**

# Quality & Experience

## Quality of Provision in Tameside

As at March 2023 - there were **36** care homes:

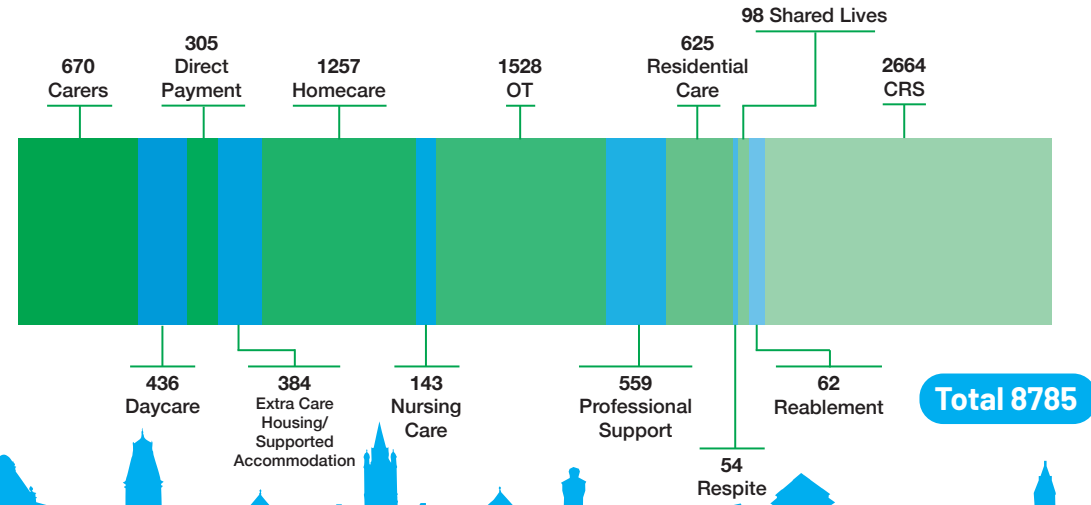


As at March 2023 - there were **25** home care providers:



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## Number of services provisions currently provided:



## Of our long-term service users:

**75.4%**  
said they have enough control over their daily life

**57.8%**  
of service users said they were satisfied with the social care support they received

**69.5%**  
said they find it easy to find information about services

# 5. The Voice of People Living Well at Home in Tameside

## Your voices are at the centre of all our work!



Everybody has a right to be involved in decisions that affect their lives. Having a voice means you feel that you are listened to and valued. Tameside prides itself on actively listening to what people need to help them to live safe, healthy, fulfilling, and independent life that supports them to live well at home for longer.

We make sure that people have choice and control over the services they receive. This means that we focus on what matters to people, including things like making sure your pets are looked after, or changing the environment in which you live, or the group activities you want to attend in your local community.

**Co-production** is when people with experience are involved as an equal partner in designing the support and services you receive. Co-production recognises that people who draw on social care services (and their families and carers) have knowledge and experience that can be used to help make services better, not only for themselves but for other people who need social care.



# We want you to 'co-produce' and participate in all aspects of our service.

We know that those who use a service are the best people to help design it. From making decisions about your own care and support, to the planning, improvement, and development of future Adult Social Care services, we want you to be involved.

By doing this together, there will be a greater emphasis on all the outcomes that people value, rather than just those that the organisation values.

## The Voice of People Living Well at Home in Tameside

# We recognise the important role of families and friends in caring for one another.

We want to enable those who provide 'unpaid' or 'informal' care to family, a friend or loved one to be supported to achieve their own life goals whilst they support others.

We know juggling a caring role can be hard work and we want to work with you to make it as easy as possible, so that you feel confident your loved one is well looked after whilst also having time to rest and achieve your own aspirations. There is a dedicated [Carers Strategy](#) which focuses on recognising the importance of Carers and developing the support available to them, this is co-produced with Tameside Carers.

**A Carer** is a person who provides unpaid support to a partner, family member, friend or neighbour who is ill, struggling or disabled and could not manage without this help. This is distinct from a care worker, who is paid to support people.

# We put people at the heart of care!

Tameside's ethos is reinforced by the government's White Paper '[People at the heart of Care](#)' which outlines the government's ambitious ten year vision for adult social care.

This vision is moving us further towards person-centred care where people are offered choice, control and support to lead an independent life. It also focuses on making sure people can fairly access an outstanding quality of Adult Social Care and experience tailored support.

This is how we want to develop Tameside's Adult Social Care services and we cannot do that without your voices!

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**Person-centred care** is a way of thinking and doing things that sees the people using health and social services as equal partners in planning, developing and monitoring care to make sure it meets their needs.

This means putting people and their families at the centre of decisions and seeing them as experts, working alongside professionals.



## 6. Our Vision

**We all want to live in the place we call home with the people and things that we love, in communities where we look out for one another, doing things that matter to us.**

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### Our vision...

for people living well at home is one where people are supported to be a part of their local communities to live long, healthy and fulfilled lives. This vision describes the social care future for Tameside and sets our intention for how we want to develop our services to make sure everybody can achieve their aspirations.



# 6. Our Outcomes

## Our outcomes...

define what we are working to achieve for the people of Tameside, helping them live well at home. They give us a clear direction and help us to prioritise and evaluate the work that we do, to keep us on track. Getting these outcomes right means we will be supporting people to live healthy and fulfilled lives at home, for longer.

## A place people call home.

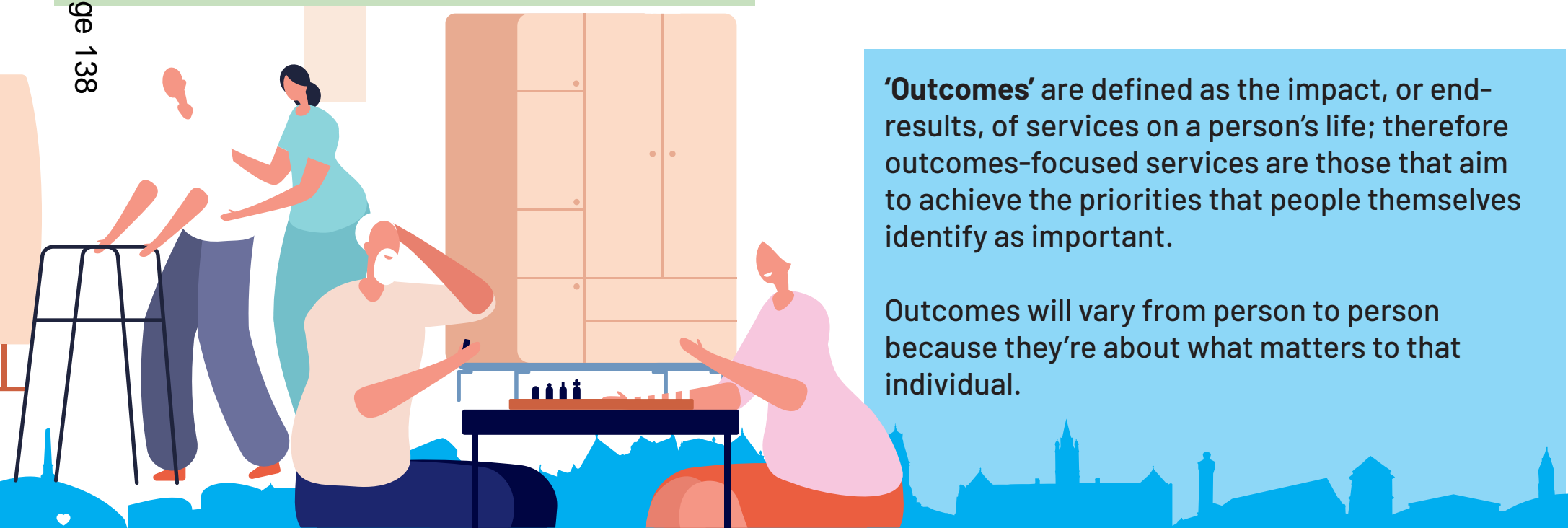
We want everyone in Tameside to be supported to live in their own homes if they choose, and we will do our best to put in the right support to allow this to happen.

But we know there will always be some people who need or want to move from their original home. If this happens, we will offer a range of good quality of homes for you to choose from. Wherever the choice of home, we want people to feel safe and protected.

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**'Outcomes'** are defined as the impact, or end-results, of services on a person's life; therefore outcomes-focused services are those that aim to achieve the priorities that people themselves identify as important.

Outcomes will vary from person to person because they're about what matters to that individual.





# People are able to live meaningful and independent lives.

Maximising Independence means supporting a person to remain living at home safely for as long as possible with the right support in place for them and their carers.

When care supports people's independence, it allows them to have real choice and control over the things that matter. This enables them to live healthier, happier and more fulfilling lives in the place that they choose.

# People feel connected to their local communities.

We want people to be able to feel connected with communities that care and support them; to feel less isolated and have meaningful relationships with people if they wish to.

We will support people to participate fully in their communities, engaging in the things that matter to them and sharing their experiences to support each other. We will make sure that carers have activities in local areas that enable them to get support for their own mental health, wellbeing, and needs. This could include taking up hobbies, building social networks, helping others, employment, education or lifelong learning and growth.

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# People experience good joined-up care and support.

Everyone should receive the right care, in the right place, at the right time.

We will put a greater emphasis on joining-up up services to support people's needs quickly and effectively so that you have a positive experience of using our services and it is clear to you what is going to happen, when, and who you can contact if you need more information.

This includes making sure people who use our services tell their story once, and not multiple times.

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# People have fair and accessible care.

We want people to be fully included in decisions about their care and support by providing people with a good choice of quality of services regardless of their background, ethnicity, disability, sex, sexual orientation, religion, or belief.

We will also work towards reducing 'health inequalities' and make sure everybody has fair access to our services. We will do this in a way that is understandable and clear to you.

**Health inequalities** are unfair and avoidable

Differences in health between different groups in society. Health inequalities can happen because of the conditions in which we are born, grow, live, work and age.

These conditions influence our opportunities for good health, and how we think, feel and act, and this shapes our mental health, physical health and wellbeing.

# People are supported by a well-trained and engaged workforce.

We want people to trust that our workforce has the knowledge, skills and confidence to deliver their care in a way which treats them with respect and dignity.

Delivering care with respect means taking the time to learn about what matters the most to a person. We can achieve this by providing a supported and well-trained workforce who work together through innovation and creativity.

It is important that our Adult Social Care workforce feel recognised and have the opportunity to develop their careers. We are working on ways for our staff to have more influence over their choices so they can progress and achieve their professional ambitions.

# 7. Our priorities - what you told us is important to you

Our Adult Social Care Strategy will ensure that people are really are at the heart of care in Tameside.

Our starting point was to ask you - the experts - what you would expect our strategy to look like. Throughout 2022, and 2023 we asked a range of people from people who draw on care and support, their carers, communities, partners, and people who work in adult health and social care.

## Here are some of the things you said...

Page 142  
Outline services to existing users not just new users.

As an old person living alone with virtually no support, it would be reassuring to receive a short phone call or text to enquire if any help was needed.

Carers were often not on time and though they were nice, the not being on time was never suitable for people with Parkinson's.



**You told us things you liked about our services and where things could be improved.**

**We are listening and are committed to making things better.**

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## **To show our commitment, we will:**

- Review and update all our information, with your help, so that it is accessible and up to date.
- Ensure there are services that help you to stay independent and confident in your community.
- Provide access to a range of high-quality services to meet your needs when you draw on care on support, offering choice and control.
- Improve how we work with other services so that you experience better joined-up care and support.
- Make sure the people that provide your care are well trained and understand your needs.

In the next section, we will break down each of these further.

# 1. Review our Information so that is up to date and accessible to everyone


## We will:

tell people about 'person-centred' approaches to planning and managing their support and make sure that they have the information, advice and support to decide what will work best for them.

provide accurate, easy to ready, and up-to-date information in formats that we tailor to a person's individual needs, and face to face if necessary.

help people to achieve what matters to them, by promoting how to improve physical and mental wellbeing, and how to participate in work, community and other meaningful activities.

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I have control over my care and support, including what services i receive and how.

I know where to find user-friendly, accurate and up to date information. I can make informed and empowered decision about my life.

## 2. Ensure there are services that help you to stay independent and confident in your community


### We will:

invest in community groups and support them with resources – not always through funding – but also with things like a place to meet or sharing learning, knowledge, and skills.

make sure people feel safe in their own home, which is accessible, with appropriate aids, adaptations, assistive technology, and equipment.

develop the offer of support and activities in local communities working with the voluntary sector and local organisations, for people to connect over shared interests, supporting them to stay independent including through education and employment, and reduce loneliness and social isolation.

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I can live as part of a community, where I am connected to people who are important to me, including friends and family.

I lead a fulfilling life in a home which is accessible and designed with access to support, aids and adaptations.

### 3. Access to a range of high-quality services to meet your needs when you draw on care on support, offering choice and control.

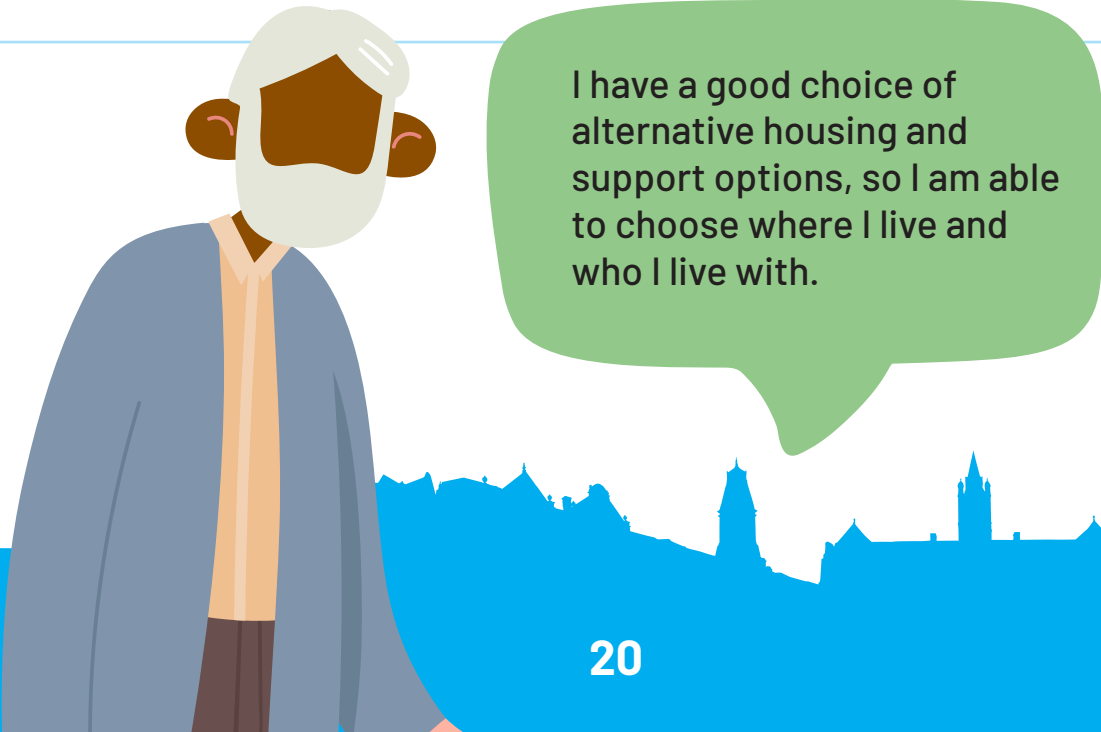
#### We will:

Continue to invest in the development of viable housing and support options, such as extra care housing and supported accommodation, to reduce and delay the need for long-term care, with a strong 'home first' approach, caring for people at home wherever possible.

Develop the respite offer to ensure that people have the ability to access the right level of support at the right time as their needs change.

Continue to support people and their families to find suitable and high quality residential and nursing care, where this level of support is needed. At the same time, work with care home providers to co-produce future homes, and the support in homes that better meet future need.

Commit to continuously learn and improve as an organisation, listening to feedback from you and holding ourselves to account; which will allow us to always check that we have high quality services.



I have a good choice of alternative housing and support options, so I am able to choose where I live and who I live with.



## 4. Organisations and services to work better together to offer joined-up support.

### We will:

work in partnership with others to make sure that all our services work seamlessly together from the perspective of the person drawing on services

explore with partners the option of a more integrated advocacy offers which ensures needs are met for people who draw on support with excellent standards of care.

ensure care and support decisions are co-designed with people, their families and carers, working with them as equal partners, and combining respective knowledge and experience to support joint decision-making.

support people, and those closest to them, so that they know what to do and who to contact if their health condition, support arrangements or housing conditions are deteriorating, and a crisis could develop. We respond quickly to anyone raising concerns.

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I have accessible care and support to ensure that my needs are met without delay.

I receive care and support that is co-ordinated, and everyone works well with me to plan my care.



# 5. The people that provide your support are well trained and understand your needs.

## We will:


Develop an adults social care targeted recruitment campaign, where jobs are easy to access and apply for, ensuring there are career development opportunities to progress in health and care.

Develop a refreshed training strategy where staff are valued as experts to influence the way they are supported to carry out their roles.


Ensure our staff see people as individuals with unique strengths, abilities, aspirations and requirements, and value people's unique backgrounds and cultures. Have a 'can do' approach which focuses on what matters to people,.

Embed the blended roles approach across all home care providers and a range of low level health care tasks.

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I receive personalised and inclusive support, where the people who care for me know me as an individual, and recognise me as having unique strengths and aspirations, and know that my background, values and requirements are unique to me.



I receive care from a workforce whose careers are valued and whose professional development and wellbeing are prioritised.

# 8. How will we deliver our priorities and achieve our outcomes?

## Put the person, their families and carers, first

People feel listened to, and are an equal partner in making decisions about their care and support, and to shape services of the future.

People at risk of harm and/or abuse are protected.

Making a positive difference to people's lives.

## Keep on striving to improve

Creativity and innovation in all that we do.

Evidence of us learning all the time and putting that into practice.

Embracing digital technology to support people's outcomes as well as the workforce.

## Measure what really matters

Regular feedback from the people we support, carers, staff, providers, and partners is a key part of improving what we do.

How well we are doing to support people compares positively with other local authorities.

There is good choice and quality of care, as well as information that can support people's lives.

**The Local Account** includes information on the achievements we have made in adult social care and how well we are performing, new and existing innovative services, and feedback from people draw on care.

# 9. Get involved in shaping our services!

We would love for you to join us in improving our services. By sharing your expertise and being an equal partner, you can help decide the future of social care services in Tameside.

If you want to be involved, or you have any questions about this strategy, please contact:

[adultsocialcarefeedback@tameside.gov.uk](mailto:adultsocialcarefeedback@tameside.gov.uk)

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# 10. Our Plan on a Page

## Vision

**We all want to live in a place we call home with the people and things we love, in communities where we look out for one another, doing things that matter to us.**

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Review and update all our information, with your help, so that it is accessible and up to date.

Ensure there are services that help you to stay independent and confident in your community.

Provide access to a range of high-quality services to meet your needs when you draw on care or support, offering choice and control.

Improve how we work with other services so that you experience better joined-up care and support.

Make sure the people that provide your care are well trained and understand your needs.

## If we get things right, these are the outcomes we will achieve

A place people call home.

People feel connected to their local communities.

People are able to live meaningful and independent lives.

People experience good joined-up care and support.

People have fair and accessible care.

People are supported by a well-trained and engaged workforce.

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I know what my rights are and can get information and advice on all the options for my health, care and housing.

I am valued for the contribution I make to my community and feel supported to achieve my goals.

I receive affordable care, and do not have to face unpredictable and unlimited care costs.

I receive personalised and inclusive support, where the people who care for me know me as an individual, and recognise me as having unique strengths and aspirations, and know that my background, values and requirements are unique to me.



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# Agenda Item 8

<b>Report to:</b>	<b>EXECUTIVE CABINET</b>
<b>Date:</b>	22 November 2023
<b>Executive Member:</b>	Councillor Jack Naylor, Executive Member (Inclusive Growth, Business & Employment)
<b>Reporting Officer:</b>	Julian Jackson, Director of Place Nicola Elsworth, Assistant Director, Investment, Development & Housing
<b>Subject:</b>	<b>ASHTON MOSS DEVELOPMENT FRAMEWORK</b>
<b>Report Summary:</b>	The report provides an update on the preparation of the Development Framework for the Ashton Moss strategic employment site and the ongoing work to facilitate its future development as Ashton Moss Innovation Park.
<b>Recommendations:</b>	That Executive Cabinet APPROVE: <ul style="list-style-type: none"><li>(i) The Ashton Moss Development Framework (<b>Appendix 1</b>) for adoption, which will facilitate the future development of Ashton Moss Innovation Park and act as a material consideration when consulting on any planning applications for the site to help ensure that proposals for development comply with the vision and objectives for Ashton Moss.</li><li>(ii) The next steps as set out in Section 5 and enable the Director of Place to manage the programme of works associated with their delivery, in consultation with the Executive Member for Inclusive Growth, Business &amp; Employment, which will be subject to the usual governance and transparency requirements.</li><li>(iii) That £0.184m of non-recurrent Council earmarked reserves previously allocated by Executive Cabinet in January 2023 to the Place Directorate to support the further development of Ashton Moss, be utilised for this purpose in 2023/24 and 2024/25 to progress the next steps in accordance with Section 5.</li></ul>
<b>Corporate Plan:</b>	Key aims of the Corporate Plan are to provide opportunities for people to fulfil their potential through work, skills and enterprise and to ensure modern infrastructure and a sustainable environment that works for all generations and future generations. Future development at Ashton Moss Innovation Park will deliver against these aims in the areas of job creation, modern infrastructure and a sustainable environment.
<b>Policy Implications:</b>	The proposed interventions to create the Ashton Moss Innovation Park will support the policy aims of the Council's Corporate Plan, the Tameside Inclusive Growth Strategy 2021, Tameside Climate Change & Environment Strategy, the Council's growth priorities agreed at Council February 2020 and Places for Everyone joint development plan document.

**Financial Implications:  
(Authorised by the  
statutory Section 151  
Officer & Chief Finance  
Officer)**

There is total Revenue budget available for the Development Framework of £0.850m, which is summarised along with expenditure to date in the table below. This budget includes use of £0.184m of Council Reserves as approved in the [Executive Cabinet Report](#) of 25 January 2023 (recommendation iii)

<b><u>Available Budget</u></b>	<b>£m</b>
Evergreen Grant Funding	0.275
Non-recurrent Council Match Funding	0.275
Other Non-recurrent Council Funding (including use of Council Reserves)	0.300
<b>Total</b>	<b>0.850</b>
<b><u>Expenditure to date</u></b>	
Project Management	0.128
Engineering Feasibility Works	0.250
Quantity Surveyor	0.050
Site Surveys (Topographical, Traffic flow, Ecology, Wildlife)	0.073
Site Masterplanning	0.076
Legal / Collateral Warranties	0.023
Commercial and Inward Investment advice	0.066
<b>Total</b>	<b>0.666</b>
<b>Remaining Balance of Funding</b>	<b>0.184</b>

This report proposes use of the £0.184m remaining balance of funding to progress the next phase of development in 2023/24 and 2024/25 as outlined in Section 5.

The use of reserves to support expenditure is only ever a one-off resource. Once expended, reserves are gone. As such, the Place Directorate must contain the costs arising from the decisions in this report within the existing resources allocated of £0.184m. The funding and macro-economic environments for Local Government are such that the Council does not have further financial resources to support cost overruns.

It is essential that all expenditure relating to this site continues to be procured in accordance with the Council's contract procedure rules with advice and guidance provided via STaR as appropriate. In addition the attainment of value for money should also be clearly evidenced on any further expenditure incurred together with

supporting details of the benefits that the development of the site will realise for the Council.

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

There are no immediate legal implications arising from this report. Legal services continue to provide support to this project on issues including subsidy control, planning and procurement.

**Risk Management:**

A risk register for the project is in place and regularly reviewed. The main risks are summarised in Section Four below.

**Access to Information:**

Not confidential

**Background Information:**

The background papers relating to this report can be inspected by contacting Mike Reed – Head of Major Programmes



Telephone: 07974 111 756



e-mail: [mike.reed@tameside.gov.uk](mailto:mike.reed@tameside.gov.uk)

## 1. INTRODUCTION

- 1.1 Ashton Moss is a strategic employment site located on the edge of Ashton-under-Lyne Town Centre in close proximity to Junction 18 of the M60 Manchester orbital motorway. Ashton Moss is split in to two definable areas, Ashton Moss East (AME) (also known as Plot 3000) and Ashton Moss West (AMW), extending to approximately 70 hectares in total.
- 1.2 All of the land at Ashton Moss is in private ownership and suffers from problematic ground conditions (underlying peat deposits) and significant level differences particularly on AMW. AME is allocated for employment uses with the Council's Unitary Development Plan as part of allocation E1(1), whereas AMW is currently within the designated Green Belt but proposed to be removed from this and allocated for development within Places for Everyone (Pfe). Places for Everyone is currently at a very advanced stage, being examined by the Planning Inspectorate.
- 1.3 Ashton Moss is the largest employment opportunity site within Tameside and provides the opportunity for higher paid and skilled jobs for residents in the Borough in line with the Tameside Inclusive Growth Strategy. The site is well located on the road, tram and bus networks and is adjacent to the Ashton Moss retail, leisure, commercial and industrial area.
- 1.4 In 2022 the Council agreed a Memorandum of Understanding (MoU) with each of the principal landowners at Ashton Moss (Muse Developments, Staley Developments and Arqiva) to help facilitate the delivery of new development and secure much needed inward investment and jobs to Tameside. The Council has worked closely with the private sector landowners via a multi-disciplinary team of specialists procured via STaR over the last 12 months to progress a Development Framework for the location, undertake desk top site investigations and complete support studies. This work has been part funded via £0.275m of external grant funding secured via the Greater Manchester Combined Authority (GMCA) from Evergreen II, matched by the Council.
- 1.5 The site forms part of the identified the Ashton Growth Corridor, comprising Ashton Moss, St Petersfield, and Ashton Town Centre, as a priority area to deliver high innovation growth and implement the objectives of the Tameside Inclusive Growth Strategy 2021-26. Proposed interventions across this area are being progressed in the context of the Ashton Mayoral Development Zone (AMDZ) currently being formally established with the GMCA. The AMDZ is comprised of the core three project areas, Ashton Moss, St Petersfield and Ashton Town Centre. These three project areas are interlinked and create a critical mass of growth that will build on the existing business base (which has strengths in manufacturing and advanced manufacturing) as well as creating and enhancing business links between existing and future digital and creative businesses in St Petersfield and future businesses at Ashton Moss. It will also better link the development opportunities of Ashton Moss and St. Petersfield to Ashton Town Centre with this wider regeneration creating a significant scale of new employment growth in Tameside. The close proximity to Manchester City Centre and the sector links with Higher Education Institutions for research, innovation and skills development will reinforce and strengthen the opportunities for the growth sites in the AMDZ.

## 2. THE DEVELOPMENT FRAMEWORK

- 2.1 The Ashton Moss Development Framework (the Framework) (**Appendix 1**) has been prepared by a multi-disciplinary team, led by LDA Design, to consider collectively the AME and AMW areas; this combined site is referred to as 'Ashton Moss Innovation Park'. To inform preparation of the Framework the multi-disciplinary team has engaged with service across the Council (including planning, highways, strategic property, greenspace, and digital), Tameside College, TfGM, other key stakeholders and land owners, Members, and the Tameside Inclusive Growth Board. The Framework has been prepared collectively with

the principal landowners at Ashton Moss (Muse Developments, Staley Developments and Arqiva) who are supportive of its content.

- 2.2 The Ashton Moss Development Framework is an investment, planning and economic tool that will assist in driving forward development of the site. It clearly outlines the infrastructure required to enable and unlock the full potential of the site, as well as the key delivery considerations and development options. The Framework considers the background, context, planning status and ownership of the site. An analysis of current commercial property market trends and potential for employment generation has informed the analysis of site constraints and identified opportunities.
- 2.3 The baseline engagement with specialist commercial property market agents has identified unprecedented demand for spaces to support a wide range of industrial, manufacturing and other industries. This informs the view that the Ashton Moss Innovation Park is optimally positioned to both provide jobs for local people and attract specialist talent from around the region.
- 2.4 The Framework sets out the potential for Ashton Moss Innovation Park to provide growth space for Tameside's manufacturing and engineering sectors and to attract inward investment, particularly in advanced materials / manufacturing and potentially health innovation and clean energy. This responds positively to the existing employment sector strengths of Tameside, which has almost double the national average of engineering and manufacturing employment, with a strength in advanced manufacturing sector employment.
- 2.5 Whilst Tameside has a strong advanced materials / manufacturing cluster the borough does not have an adequate supply of employment land. These sectors are identified in the Greater Manchester Industrial Strategy as key growth sectors and therefore there is the potential to strengthen the cluster, increase employment within Tameside, grow the local economy and generate additional business rates income.
- 2.6 Development of a well-connected site of the scale of Ashton Moss has the potential to create training and job opportunities for local residents both during the construction phase and upon completion. The proximity of the site to areas in Ashton-under-Lyne and Droylsden (which are in the top 10% of most deprived wards nationally) will create opportunities to positively address the barriers to employment experienced by residents in these areas.

### ***Vision and Objectives***

- 2.7 The baseline research and analysis has informed the strategic vision and objectives for Ashton Moss Innovation Park which will guide its growth over the coming years.
- 2.8 The vision for the site is to create a dynamic, attractive and thriving innovation park, embedded in and contributing to a greener, cleaner society for Tameside. Its highly accessible location and position adjacent to a large number of existing facilities makes it ideally positioned to generate inward investment, jobs and deliver positive green infrastructure and enhance active travel networks.
- 2.9 The strategic objectives for the Ashton Moss Innovation Park are as follows:
  - A Connected Employment Hub that maximises its strategic location and accommodates a multitude of potential future uses.
  - An Outward Facing Offer that responds positively to the landscape setting of the site
  - An Active Environment that connects into the local pedestrian and cycle movement networks promoting movement within and around the site.
  - A Good Neighbour with development that appreciates sensitive green edges, residential amenity, and the industrial and commercial settings.

- A Natural Place that understands its existing environmental assets and minimise its impacts and its footprint overall.
- Forward Looking maximising the potential to offer employment for existing and future populations and creating opportunities for businesses of various scales to build in flexibility.

2.10 A potential future requirement has been identified for a maintenance and stabling depot on the Ashton Metrolink line. Ashton Moss has been identified as a possible location for this and therefore the Framework has been prepared in this context with part of the site identified to accommodate either a depot or alternative employment uses.

### ***The Structural Framework***

2.11 The Structural Framework for the site sets the underlying strategic components from which development at Ashton Moss Innovation Park should respond. It consists of the following elements:

- Landscape Framework
- Pedestrian and Cycle Movement Framework
- Infrastructure Framework

2.12 These components set the structure for the development and defines a development envelope in the form of three development areas as set out in the Framework (EMP.01, EMP.02, EMP.03). These development areas could be delivered individually or as part of a site-wide development proposal.

2.13 The Framework has identified four different technical solutions to delivering various quanta of development.

- Framework Option 1 - Country Park and Development
  - EMP\_01 - Development parcel divided into two plots and accessed via Rayner Lane. Existing drainage ditch accommodated within plot landscape. Frontage to Rayner Lane/Garden Centre.
  - EMP\_02 - Development provided adjacent to M60. Employment plots accessed existing signalised junction. Central Country Park.
  - EMP\_03 - Development plot served by existing junction arrangements.
- Framework Option 2 - Full Development
  - EMP\_01 - Development parcel divided into two plots and accessed via Rayner Lane. Existing drainage ditch accommodated within plot landscape. Frontage to Rayner Lane/Garden Centre.
  - EMP\_02 - A large development platform created to accommodate a number of development plots. Autonomous bus loop connecting to new station at Littlemoss.
  - EMP\_03 - Development plot served by existing junction arrangements.
- Framework Option 3 - Development and Metrolink Depot
  - EMP\_01 - Development parcel divided into two plots and accessed via Rayner Lane. Existing drainage ditch accommodated within plot landscape. Frontage to Rayner Lane/Garden Centre.
  - EMP\_02 - Metrolink Depot provided adjacent to M60. Park and Ride relocated. Employment plots accessed existing signalised junction. Development plot platforms to be confirmed, but will sit at a higher level to the depot site. Existing Right of Way diverted and re-provided.
  - EMP\_03 - Development plot served by existing junction arrangements.

- Framework Option 4 - Country Park and Metrolink Depot
  - EMP\_01 - Development parcel divided into two plots and accessed via Rayner Lane. Existing drainage ditch accommodated within plot landscape. Frontage to Rayner Lane/Garden Centre.
  - EMP\_02 - Metrolink Depot provided adjacent to M60. Park and Ride relocated. Central Country Park.
  - EMP\_03 - Development plot served by existing junction arrangements.

2.14 The Framework options provide flexibility both in terms of accommodating either the Metrolink depot or employment on one of the plots in the short to long term, and further technical work to inform the Biodiversity Net Gain requirements and potential costs associated with creating development platforms across the whole site.

### **3. DELIVERY STRATEGY AND BUSINESS CASE**

3.1 The Framework is intended to be flexible, to allow the evolution of the design process to respond to market changes in delivering the Ashton Moss Innovation Park and allow the development to support a variety of potential occupiers who may require different scale and types of units. Commercial property market analysis has demonstrated that the preference for logistics and/or advanced manufacturing occupiers is likely to range from 9,000sqft to 500,000sqft. A mix of unit types is likely to be appropriate, which will broaden the appeal of the site to potential occupiers.

3.2 The delivery strategy work to date has considered the challenges faced to create site which is able to attract investment and occupiers. Critical to achieving this will be the need for the Council to continue to engage with the landowners across the site and formulate an approach to delivery of the major infrastructure enabling works. This will require further detailed assessments and investigations relating to ground conditions, traffic and transport, ecology, and utilities being delivered via the multi-disciplinary team.

3.3 Further work is now required to establish in more detail the ground conditions, infrastructure design, site levels, drainage and the remediation requirements to determine the technical delivery of the site. This in turn will help to refine the understanding of viability constraints and the level of public sector infrastructure intervention that may be required to unlock areas of the site and create viable development platforms.

3.4 This work will inform the preparation of business cases/submissions to future external funding opportunities, as they become available, to assist in delivering the enabling infrastructure needed to unlock the full potential of the site and deliver Tameside and Greater Manchester's wider growth and development aspirations. This will be progressed within the context of the AMDZ. As specific proposals and opportunities at Ashton Moss Innovation Park start to emerge these will be subject to a formal consultation process alongside further Member engagement.

#### 4. RISK MANAGEMENT

4.1 The main risks associated with the Framework and Ashton Moss Innovation Park are identified in the table below.

Risk Area	Detail	RAG Rating	Mitigation	RAG Rating
<b>Delivery</b>	Lack of interest in the market to demonstrate deliverability of the scheme in the masterplan.		Early market appraisal work has been undertaken by CBRE which has demonstrated sufficient interest from the property market to deliver development at Ashton Moss.	
<b>Delivery</b>	Site is in a number of private ownerships.		The Council is working proactively with the private landowners to agree shared objectives and opportunities for future development	
<b>Delivery</b>	Private land owners progress development opportunities that are inconsistent with the Council's objectives.		The Council will continue to engage proactively and seek to influence outcomes on the site within the confines of planning (as Local Planning Authority) where necessary.	
<b>Delivery</b>	AMW is not removed from the Green Belt and allocated for development through Places for Everyone		Any application prepared would be contrary to the adopted development plan and would therefore need to demonstrate that Very Special Circumstances exist.	
<b>Financial</b>	Lack of external funding available for enabling infrastructure.		Opportunities for funding will be actively monitored. The work completed to date will inform future submissions seeking external funding.	
<b>Financial</b>	Development of the site is not viable.		The main viability challenges are identified in the Framework alongside the approach to seek to address these.	
<b>Programme</b>	Part of the site may be required to a Metrolink depot.		Flexibility has been built in the Framework to ensure the potential Metrolink depot can be accommodated if required.	
<b>Programme</b>	Lack of resource capacity to undertake workstreams in line with expectations.		Internal resource has been identified to meet expectations.	



## **5. NEXT STEPS**

- 5.1 The Council remains committed to working with the various land owners to bring forward Ashton Moss as an exemplar Advanced Manufacturing location in the North of England to create the Ashton Moss Innovation Park. The AMDZ will further support delivery of the Council's growth ambitions at Ashton Moss and help to maximise the full potential of this area.
- 5.2 The Council's ongoing work in relation to this strategic employment site provides a proactive and positive response for the delivery of inclusive growth within Tameside. It is therefore recommended that over the next 18 months the Council progresses the following activity:
- Continue to support the progression of Places of Everyone through to adoption in order to secure removal from the Green Belt the AMW site allocation, and to make any non-material amendments to the Framework as required.
  - Further viability analysis, based on the updated development cost plans, commercial property market review and site investigation works.
  - Proactively promote the development opportunity at Ashton Moss Innovation Park as part of a Prospectus of the AMDZ which showcases all development opportunities in the Ashton area and better promotes its existing offer.
  - Continue to work collaboratively with the private sector site owners to support their site promotion.
  - Continue engagement to assess the demand from local business in Tameside for future site requirements related to expansion and/or relocation.
  - Continue engagement with the Manchester Inward Investment agency, MIDAS, to understand the most up to date requirements for inward investors and large scale occupiers, such as digital centres
  - Continue engagement with local educational providers about large scale land requirements and universities and research institutions to determine if there are requirements for employment linked to research.
  - Preparation of business cases/submissions to future external funding opportunities as they become available.

## **6. RECOMMENDATIONS**

- 6.1 As set out at the front of the report.

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# **Ashton Moss** **Innovation Park**

Development Framework

# FOREWORD



Councillor Jack Naylor,  
Tameside Council Executive  
Member for Inclusive Growth,  
Business and Employment

Ashton Moss presents us with a fantastic opportunity to build on our strengths and heritage in the manufacturing industry and develop an employment site that would bring unprecedented benefits to the local economy by creating jobs and attracting talent, cutting straight to the heart of our ambition for inclusive growth across the borough.

We need to find new ways to gain higher skilled jobs for our existing and future residents and provide growth space for the manufacturing and engineering sectors. Allowing the borough to compete for inward investments by advanced manufacturers in sectors such as electric vehicles, green energy infrastructure and advanced materials. It will join up our plans to regenerate our town centres with mixed use sites and create more homes and places for people to visit to help attract new residents to Tameside as well retain existing ones.

The development framework will put us on the right page for a sustainable and inclusive development which will fit into the context of Places for Everyone and the GM Strategy which emphasise and recognise the importance of advanced manufacturing.

Placed within both the Ashton Mayoral Development Zone and the Eastern Growth Cluster it is high on the list of growth priorities for Tameside and Greater Manchester and the current demand for space to support manufacturing industries offers a unique opening to provide a base for growing innovative businesses.

Ashton Moss' location brings abundant advantages, on the edge of Ashton Town Centre it is well connected with excellent local transport links and in close proximity to the M60 and M62, giving industrial hubs easy access across the region. By rail, it's just a train ride to nearby cities and the Northern Powerhouse with Manchester Airport just a twenty-minute drive away.

This means that it can reap the benefits of being close to the North West's advanced manufacturing, research and sectoral focus on advanced materials, alongside health/life sciences and technology. Future investment in transport will also only add to the infrastructure and network access boosting current connectivity further.

Additionally, the site is not just situated next to the current Ashton Moss employment area but it is closely linked to St Petersfield, another regionally significant site primed to provide high quality office space alongside new homes. It is also perfectly placed to reap the benefits of being in one of the most digitally connected boroughs in GM, an advantage of being surrounded by the dark fibre network as well as blue and green infrastructure.

The development framework is a step in the right direction and I am really excited to see the story of Ashton Moss unfold over the next months and years and move forward a new chapter for Tameside.

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Comment: Final Report

This document has been prepared and checked in accordance with ISO 9001:2000.







# 1.0

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# INTRODUCTION





# 1.0 Introduction

## 1.1 The Site and Project Background

This document has been prepared on behalf of Tameside Metropolitan Borough Council (TMBC) and sets an ambitious comprehensive approach to employment growth in Tameside. It considers the sites known as Ashton Moss East (AME) (formerly 'Plot 3000') and Ashton Moss West (AMW) (see figure 1.1), which have been identified collectively as a strategically important employment site (now referred to as "The Site"), with the potential to generate high-value jobs and support the local economy.

This Development Framework considers the two parcels, located to the west and east of the M60 respectively, to deliver a comprehensive approach to development on these sites in order to achieve employment growth for Tameside.

TMBC secured Evergreen II funding from the Greater Manchester Combined Authority (GMCA) to further the ambitions of adopted and emerging employment allocations for the sites and to develop the vision to the next level of detail (i.e. through this Framework). The combined site is referred to as Ashton Moss Innovation Park.

Ashton Moss Innovation Park is envisioned to provide employment uses focusing on advanced manufacturing and innovation. Tameside has a strong Advanced Manufacturing cluster and the immediate and wider area has demonstrated a need for business and innovation opportunities to support 'move-on space' for business incubators and draw on those links to higher education and research.

This ambition is supported by the Greater Manchester (GM) Strategy which frames the approach to building on core economic strengths of the city region including a globally competitive manufacturing sector, a vibrant digital sector, excellent air connectivity and a dynamic regional centre driving growth. The GM Strategy seeks to heighten the importance of town and district centres by generating jobs and building on the existing GM workforce, including one of the largest graduate pools in Europe. Opportunities for job creation are focused on strong employment locations, well associated with residential areas in order to support sustainable and inclusive development. The Strategic Plan of nine Greater Manchester Authorities, Places for Everyone Joint Development Plan (PfE), has considered the need for employment land in both quantitative and qualitative terms considering employment forecasting.

The site is well positioned in close proximity to Ashton town centre, the Metrolink and the M60, and can provide job opportunities with easy access to existing nearby residential areas and amenities in order to realise the ambition for sustainable employment development in Tameside.

The baseline analysis has identified unprecedented demand for spaces to support a wide range of industrial, manufacturing and other industries. This site is optimally positioned to both provide jobs for local people and attract specialist talent from around the region.

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We are seeing unprecedented demand for spaces to support a wide range of industrial, manufacturing, assembly and other industries. Ashton Moss Innovation Park is optimally positioned to both provide jobs for local people and attract specialist talent from around the region.

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## 1.2 Purpose of the Document

This Development Framework is an investment, planning and economic tool to guide and drive forward development on the site. It provides a flexible strategy, identifying scenarios available to potential occupiers, investors and developers.

The document clearly identifies and outlines the constraints and opportunities for development, as well as the key delivery considerations and options for the site. It furthers earlier conceptual work undertaken to establish the site's potential and sets the basis for more detailed work.

It should be noted that this document provides a Framework for development, and does not seek to identify or resolve a strategy for development of the site. Much more detailed baseline assessment work and mitigation strategies would be needed to inform development proposals for the site.

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Further detailed design work to establish the ground conditions, infrastructure design, site levels, drainage and the remediation of the site will be required to determine its delivery. It identifies the potential next steps and further due diligence required as well as a strategy for delivery of an employment focused development.

The intention is for this Framework to be taken forward to detailed design and deliver significant economic growth for Tameside, along with social, environmental and infrastructure enhancement for the area.

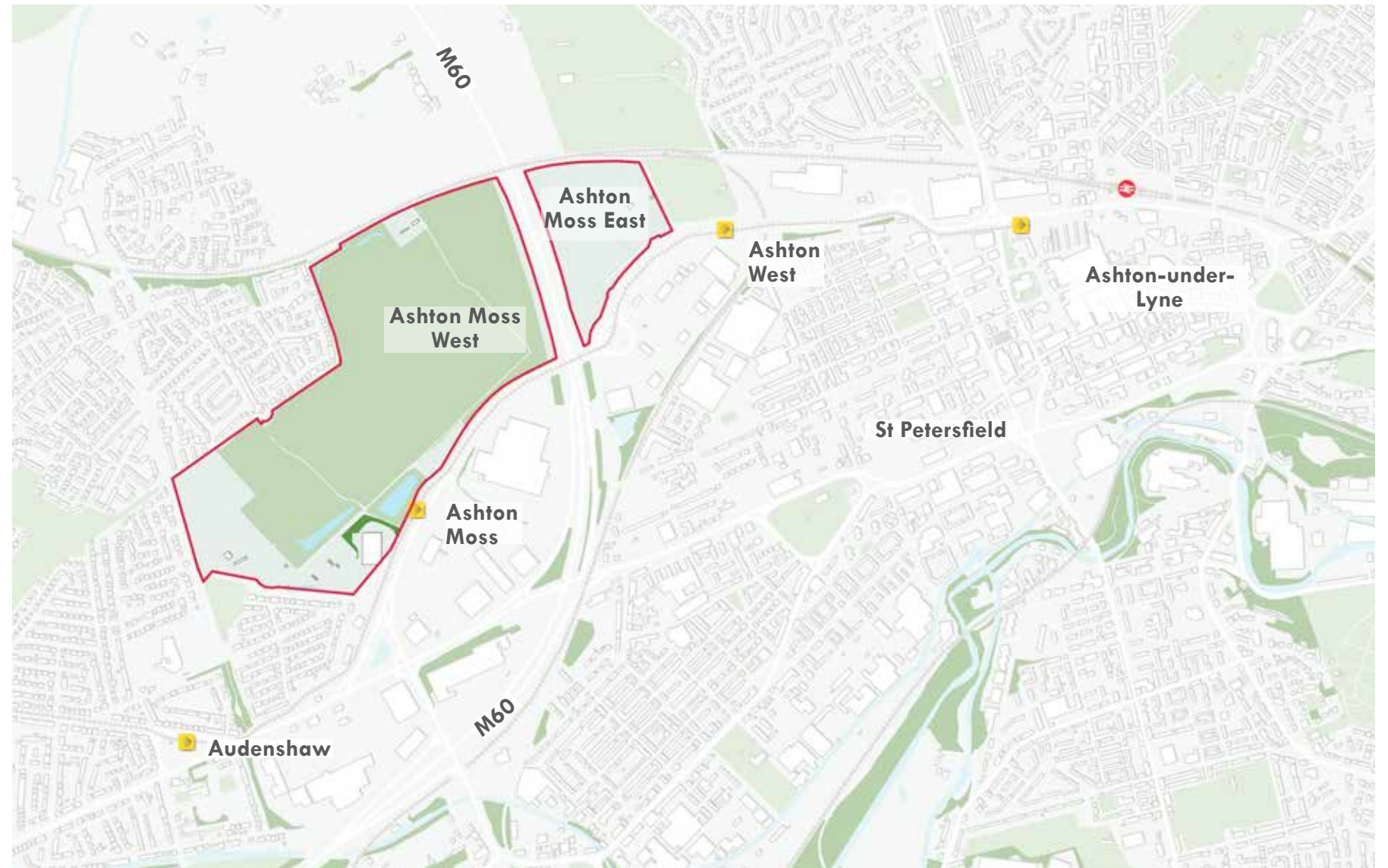


Figure 1.1: Location of the site within Ashton-under-Lyne context

### 1.3 Shaping the Framework

In order to structure and inform this Development Framework, a series of steps have been taken to ensure a rigorous understanding of the site. Due diligence has included a review of previous work (including baseline in support of the PfE proposed allocation) and the existing and proposed planning allocations. Additional studies and surveys undertaken in spring/summer 2022 have underpinned this Development Framework, which have included:

- townscape and movement analysis
- topographical survey
- arboricultural condition survey
- ecological baseline walkover
- biodiversity net gain feasibility assessment
- utilities searches
- title survey
- engineering studies

The site is within private ownership, with three major landowners. We have sought to engage these land owners and understand their views and aspirations for the development of the site. We have also engaged extensively with the Council's officers, including highways, planning and environmental services.

TMBC have a crucial role in driving the opportunities that the site presents for job creation and economic growth, including considering land assembly, infrastructure delivery and site priorities. Input from GMCA, Transport for Greater Manchester (TfGM) and MIDAS has also been sought to understand the policy implications, investor trends, regional business opportunities and emerging infrastructure plans.

### 1.4 Structure of the Document

This Development Framework considers the site's background and context, including the site's status in terms of history, planning, process and ownership. An analysis of the site's context is presented considering the planning status and risk, market forces, and opportunities for employment generation. This has informed the site's constraints and key opportunities.

Our baseline research and analysis has informed the Vision and Objectives for the Site, which in turn inform the development scenario testing and framework options presented within this document. The final sections provide delivery and phasing strategy recommendations including infrastructure investment required to support delivery of the options.



#### The Context

An assessment of the strategic, regional, city region and local context of Ashton Moss to understand how the location is structured and existing opportunities and constraints.



#### The Vision

Defining a strategic vision and objectives for Ashton Moss which to inform its growth over the coming years



#### The Framework

An illustrative Spatial Framework is presented for the site which defines key scenarios for growth and sets out options for delivery of access, landscape, development and infrastructure requirements.



#### The Delivery Strategy

An overview of planning, delivery and phasing considerations for the site.





Figure 2.1: The site

The two sites known as Ashton Moss East and Ashton Moss West are considered cumulatively within this Development Framework. Situated in a prominent edge-of-centre location adjacent to Ashton-under-Lyne town centre and on the outskirts of Greater Manchester, the site benefits from its **proximity to major employment, retail and leisure parks** and benefits from excellent **public transport links**. The Metrolink runs along the southern border of the site, with two stops available adjacent, while **Ashton Railway Station is less than 1km** to the East and **Guide Bridge Station 600m** to the South. Several bus services run from the A6140 and the site has easy road access to Junction 23 of the M60 which dissects the site itself.

The site is well served by a **dark fibre network** and surrounding **blue and green infrastructure**, presenting itself as a **logical extension** of the current Ashton Moss **employment area**.







# 2.0

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# STRATEGIC CONTEXT





## 2.0 Strategic Context

Ashton Moss Innovation Park has the potential to contribute employment floorspace and create high-value jobs in Tameside. In order to position the site within the wider employment and advanced manufacturing context, the national, regional and local picture have been reviewed. This helps to define the wider successes and forecast the market opportunities for the site. It also confirms that the site is strategically well placed within Greater Manchester (GM) and the wider North West (NW) region to benefit from a diverse talent pool.

The industrial sector is a segment of the economy made up of businesses that aid other businesses in manufacturing, shipping or producing their products. The industrial sector makes up what is often called the secondary sector. Each of the sectors is made up of distinct industries, all of which perform a common role in the manufacturing process.

The industrial and logistics sector in real estate terms relates to all industrial sub-sectors, of which advanced manufacturing and warehousing & logistics come under, as well as automotive, aerospace, retail and wholesale.

When analysing the occupier blend of industrial parks, there is often a mix of various industrial sub-sectors that cluster together to benefit from the concentration of resource, energy and skills.

Rather than clusters being comprised of a singular use, they are in fact made up of diverse but complimentary set of companies, suppliers, distributors, service providers, educational, research and specialised training institutions. Collectively they fuel the regional economy, generate payrolls that can sustain families and create strong innovation.

### 2.1 The UK Industrial Sector

The Industrial and Logistics<sup>1</sup> (I&L) sector is a key component of the UK economy, creating 3.8 million jobs and generating £232 billion in GVA.

This sector has wider benefits given the supply chain links. For every 10 warehousing jobs created, 7 additional jobs are created across supply chains. In terms of manufacturing, this is even greater, as 12 supply chain jobs are generated for every 10 jobs (Potter Space, 2022<sup>2</sup>).

Over the last 10 years, jobs within the industrial and logistics sector have grown by 26% as opposed to only 14% for the economy as a whole, in part supported by Covid and Brexit. 2021 was a record-breaking year for the I&L sector, with take up nationally at 78 million square foot, surpassing the previous record set in 2020 by 29%. Occupational activity was led by the retail and wholesale sector with Amazon being the most active single player, accounting for 12.5 million sq ft of space across 32 deals.

Alongside this, there was a fall in demand for second-hand stock, with take-up at its lowest proportion ever recorded (21%); evidence that occupiers are increasingly focusing on Environmental, Social and Governance (ESG) credentials, and looking for modern units that help them achieve a move to low carbon and negate rising energy costs.

There are various growth drivers for the I&L Sector, including growth in online sales, and the drive to greater on-shoring with a preference for UK-focused warehousing and manufacturing space to be more resilient to supply concerns overseas. Whilst this is all positive, the current economic climate is challenging and with inflationary pressures, some investors and developers are struggling to make development sites work, given the viability gap.

Both investors and occupiers are now waiting for the market to stabilise, while company insolvencies are expected to increase. Data from 2022 Q3 suggests occupier demand has fallen by 28% compared to the previous quarter, with take up reducing from 16.2m sqft to 11.6m sqft in the North West. Investment yields have moved outwards in a short-space of time to reflect falling land values and increased risk. This market shift will impact the supply of new sites over the shorter-term, until the current recessionary cycle is over.

Positively, the market fundamentals are strong and there remains an under supply of good quality space. 90% of occupiers expect to require the same or more warehouse space in the next three years<sup>3</sup>. The demand for industrial space will continue, and this pause in development will only exacerbate the current imbalance, suggesting the current market turbulence may have a limited impact on development at Ashton Moss given the expected delivery timescale.

<sup>1</sup> The industrial and logistics sector in real estate terms relates to all industrial sub-sectors, of which advanced manufacturing and warehousing and logistics come under, as well as automotive, aerospace, retail and wholesale, etc

<sup>2</sup> Potter Space 2022. Big Things in Small Spaces: Lifting the lid on the strength and opportunity in England's sub-100k sq. Available at: <https://www.potterspace.co.uk/storage/app/media/BIG%20things%20in%20small%20boxes%20report%20FINAL.pdf> (ft. logistics property sector)

<sup>3</sup> Spotlight: European Real Estate Logistics Census – Autumn 2022 (Savills, 20th September 2022) Available at: [https://www.savills.co.uk/research\\_articles/229130/333187-0](https://www.savills.co.uk/research_articles/229130/333187-0)



## 2.2 National Innovation Policy Context

Advanced Manufacturing is an important focus for Government, given its potential to promote innovation, research and development and generate high-value jobs. Greater emphasis has been placed on the importance of innovation with the announcement in the Autumn Statement (November 2022) of greater investment for research and development.

Public spending on Research and Development (R&D) is set to increase to £20bn a year by 2024-25, an increase of a third compared to 2021-22. The UK's most innovative programmes will be supported directly through an increase of £2.6bn in innovative UK programmes during this period. Funding for the catapult projects, where the application of research is accelerated and new technologies are further developed, will increase by 35%.

The Made Smarter programme, which helps SME manufacturers to innovate and create new opportunities and technologies in the process will continue to be supported and rolled out to the East Midlands following its success in the North West, North East, West Midlands and Yorkshire and the Humber.

Government will continue to increase the availability of the Seed Enterprise Investment Scheme which helps to generate funding for new businesses and has indicated that it may also do the same for the Enterprise Investment Scheme. There may be changes to encourage greater institutional investment into innovation which could mean pension funds being encouraged to support advanced technology firms.

Whilst the general principle of Investment Zones survives, these will now be focused in developing a limited number of high potential clusters for new growth industries and leveraging research strengths to do so.

This focus on developing high quality clusters is emphasised by the proposed changes to EU regulations in five growth industries namely digital technology, life sciences, green industries, financial services and advanced manufacturing. The UK's Chief Scientific Adviser is to review changes to regulations to better support the safe and fast introduction of new emerging technologies.



Regatta Building, Trafford, Manchester



# 2.0 Strategic Context

## 2.3 Employment in the North

There is a well established and growing manufacturing and logistics cluster in the North of England and Greater Manchester (GM). This forms the fulcrum of a number of innovation, advanced manufacturing, industrial and logistics corridors reaching to Liverpool and out through Cheshire. Liverpool Freeport has unlocked a significant trade route with the Humber Freeport creating an east-west corridor, known as the Atlantic Gateway.

The Northern Powerhouse has established a regional focus around national and international trade. A key economic focus of the region is manufacturing, innovation and logistics. This maximises the established and emerging skills base, as well as supporting an improving strategic transport network, including Transport for the North.

The site is positioned within a high-performing sub-region in the North West, which benefits from sectoral clustering of advanced manufacturing (circa 4,000 companies), research and a focus on advanced materials, alongside health/life sciences and technology.

Despite the city-region's manufacturing industry employing 110,000 people and generating £8bn of economic output each year, there is a recognition that in recent years the balance of employment has shifted to lower productivity sectors and therefore a greater emphasis is needed to create higher-skilled, innovation-led jobs.

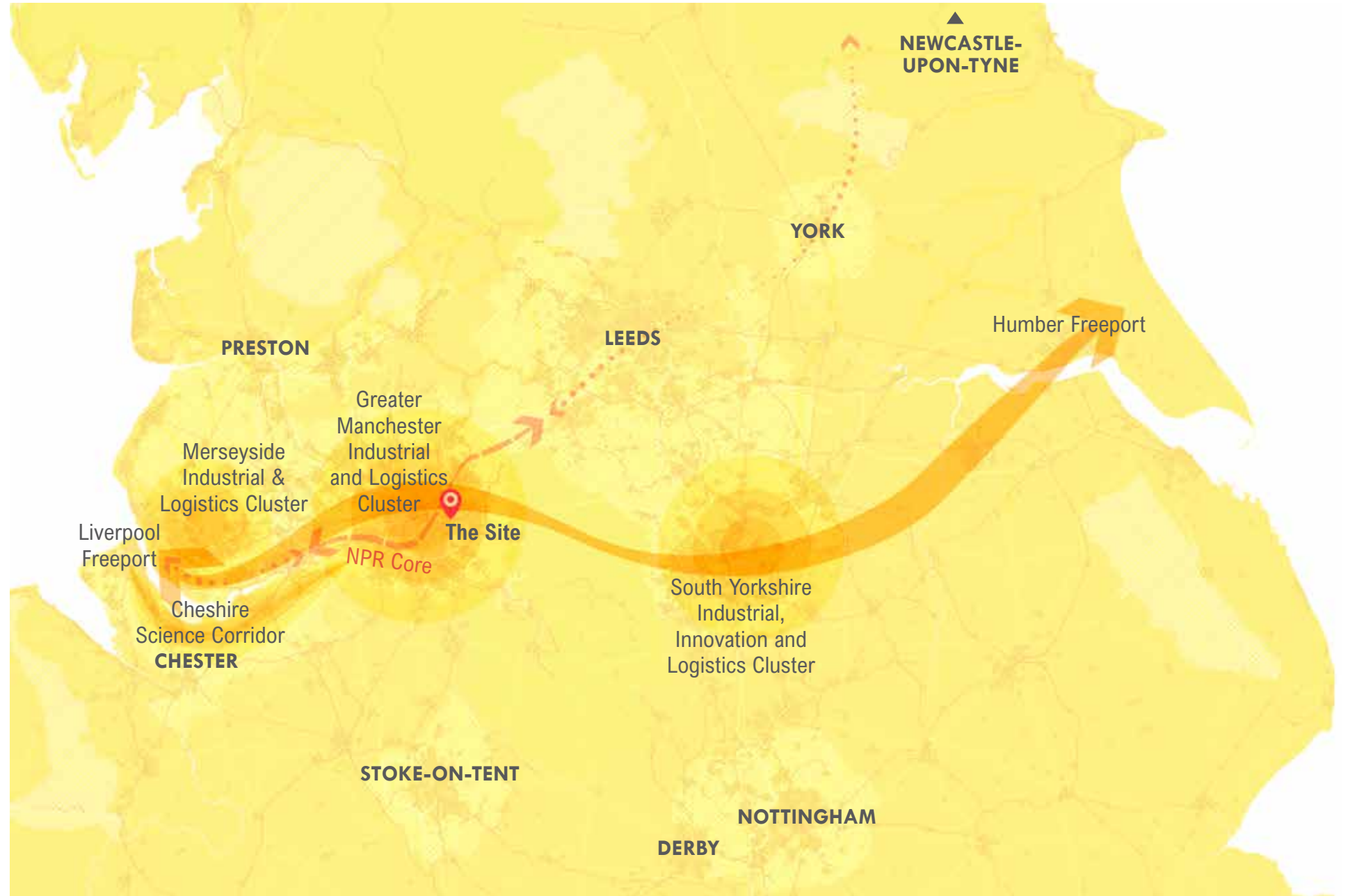


Figure 2.1: A network of innovation in the north of England



## 2.4 The North West

The North West is the UK's second-largest region in terms of gross value add (GVA). The entire region makes up almost a tenth of the UK economy. The manufacturing sector here accounts for 14.3% of the region's total output, above the UK average of 9.6%. The three sub sectors that dominate North West manufacturing include Transport Equipment (15.8%), Chemicals (15.3%), and Pharmaceuticals (14.8%). There were 335,000 manufacturing jobs in the North West in 2021, accounting for 9% of the region's total workforce and 1% of the UK's total workforce.

Manufacturing productivity is at 109.8%, above the UK average, ranking third across all regions. The North West region has seen significant increases in those employed in manufacturing jobs (16,000 2021-2022), amongst a climate of employment decline in most regions. Business confidence in the North West is joint second highest of all regions (BDO, 2022)<sup>1</sup>.

## Greater Manchester

A Local Innovation Plan is in place for Greater Manchester which acknowledges the potential for Greater Manchester to be a 'national innovation-led growth pole', given its connectivity to key talent (7 million people live within 1 hour of the city region), existing innovation corridors (such as Oxford Road and Salford Innovation Triangle) and key innovation-led projects which are in the pipeline (such as ID Manchester). The Greater Manchester Local Industrial Strategy (June 2019) seeks to position Greater Manchester as a world-leading city-region for innovative firms to experiment with, develop and adopt advanced materials in manufacturing.

A key priority for Greater Manchester is to focus on growth and innovation in sustainable advanced materials and manufacturing, health innovation and life sciences, digital and creative and net zero.

These industries will be delivered across six growth locations, including Atom Valley, the North West's largest development site focused on high-value manufacturing and Research and Development (R&D), and the Eastern Growth Corridor which includes the Ashton Moss site.

Greater Manchester is looking to capitalise on devolved health powers (£6bn) and its' recognised research capabilities in health innovation to improve the population's health, whilst also creating new industries and new jobs.

Graphene and other 2D advanced materials will be commercialised and supported by a complementary advanced manufacturing base with strengths in materials and textiles, chemicals, and food and drink. The University of Manchester is delivering a Graphene City in the centre and an Advanced Materials City in the North East Growth Corridor.

It is important to recognise that these sectors do not exist in isolation; there are key synergies between them that need to be exploited; a key benefit for the Ashton Moss site is its' location and connectivity within the wider Greater Manchester sub-region.

<sup>1</sup> BDO, 2022. Manufacturing Outlook Report: Q3 2022

# 2.0 Strategic Context

## 2.5 Northern and Greater Manchester Connections

The Greater Manchester Strategy sets out a collective ambition and strategy to harness the strengths of Greater Manchester's (GM) people and place to create a more inclusive and productive city region. This also sets the framework for the local Industrial Strategy to build on core strengths including a concentration of science, research and innovation assets driven by the universities; a competitive manufacturing sector with a niche in advanced materials, textiles, chemicals and food and drink. There is a vibrant digital sector and a strong cultural and sporting economy. These opportunities are able to build on local and strategic transport networks including air, road, rail and water connectivity.

There are a number of key documents which support this strategy including:

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- The Greater Manchester Spatial Framework
- The Greater Manchester Investment Strategy
- Greater Manchester's Digital Strategy
- Greater Manchester 2040 Transport Strategy
- Climate Change and Low Emissions Implementation Plan
- Greater Manchester Work and Skills Strategy
- Northern Powerhouse Independent Economic Review and Strategy
- The emerging Places for Everyone Joint Development Plan

The site benefits from its position at the centre of the Northern Powerhouse region, in proximity to the urban hub of the city and to the local national parks.

There are also a wide range of other regional employment, logistics and business hubs around the GM region. Although these are in some respects competition for the Ashton Moss Innovation Park site, they also provide a complementary offer around the region which can be seen as a positive attribute.



Figure 2.2: The site within the Greater Manchester context

## 2.6 Infrastructure Growth

Ashton Moss benefits from being well-connected to the existing strategic road network (Junction 23 M60), as well as excellent connections via public transport (buses, and Metrolink and associated Park and Ride, Ashton railway station), and the potential for a future railway station in proximity to the site (proposed within Places for Everyone). This local connectivity and access to a key talent pool within an hour's commute of the site solidifies its attractiveness as a key employment location.

### Dark Fibre Network GM

Tameside offers secure and world class digital infrastructure. Swift Wi-Fi provides free community wi-fi. Tameside Digital Infrastructure Cooperative Dark Fibre offers high upload and download speeds and reliability for commercial ISPs. The area is at the forefront of the 5G rollout. Openreach will provide Fibre to the Premises (FTTP) connectivity.

Virgin Media (Business) has invested £23.8m into the deployment of a 2,700km long 'full fibre' network in Greater Manchester, designed to connect 1,700 public sector sites which is estimated to have already delivered an £11.8m economic boost to the local economy. Ashton is home to a powerful data centre, located at the nearby Ashton Old Baths, which provides secure and high-speed connectivity to the whole of Tameside. This makes Tameside the best digitally connected borough in Greater Manchester and within the top 15 within the UK.

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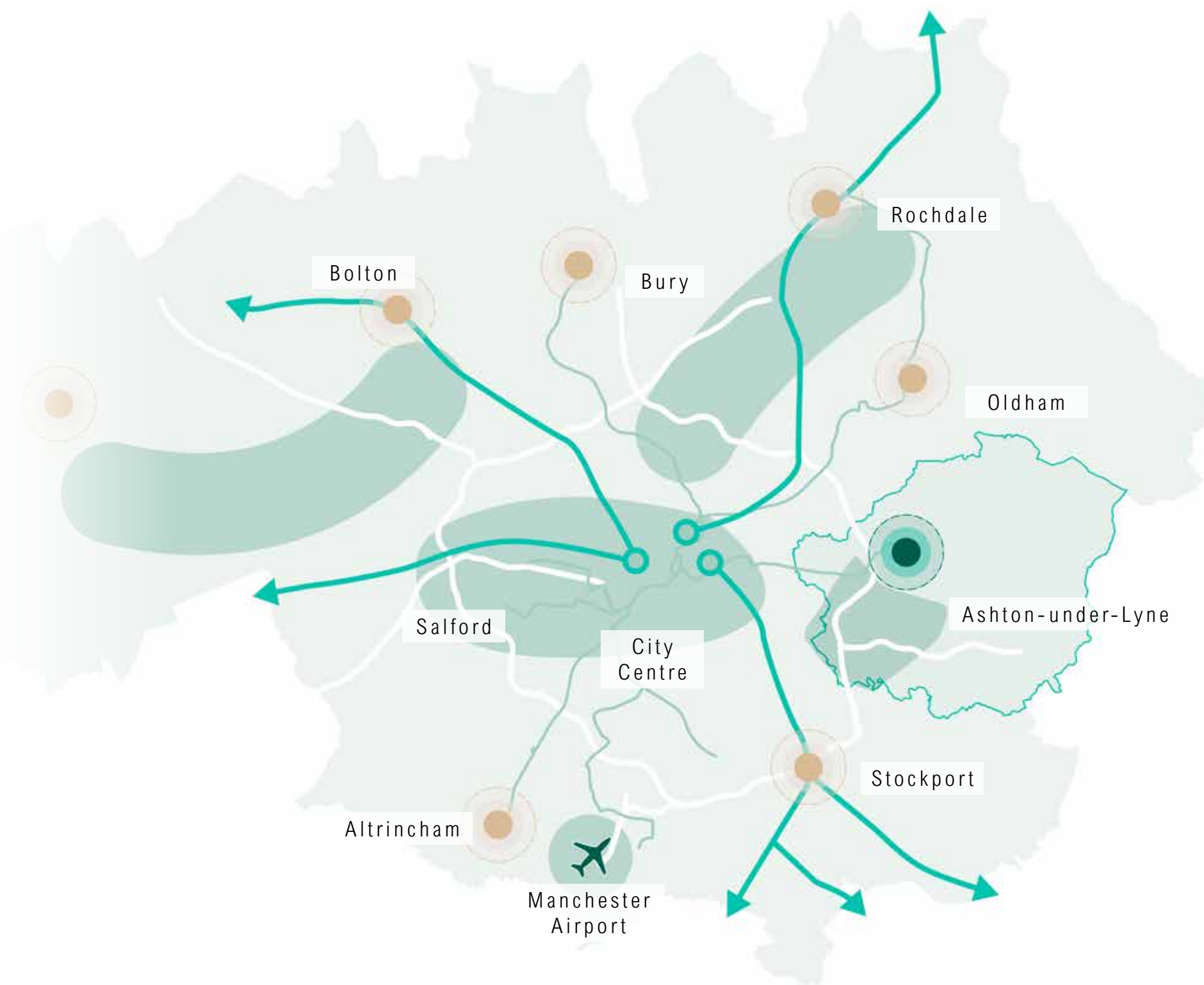


Figure 2.3: Transport and economic connectivity around Greater Manchester



# 2.0 Strategic Context

## 2.7 Places for Everyone

The site is allocated in the Places for Everyone Joint Development Plan (PfE) which sets out a long-term plan, up to 2037, for nine Greater Manchester districts (Bolton, Bury, Manchester, Oldham, Rochdale, Salford, Tameside, Trafford and Wigan) for jobs, new homes, and sustainable growth.

The submitted PfE plan recognises the importance of industrial and warehousing accommodation to advanced manufacturing and logistics, and its importance to other parts of the economy and efforts to reduce inequalities.

The supporting text notes that advanced manufacturing is a particular strength, supported by the city-region's high concentration of research assets. Greater Manchester is recognised as an internationally important test-bed for new products and services, renowned for its ability to drive adoption of approved innovations at pace and scale. Enabling the success of this sector will be important for the wider prosperity of the North of England.

Greater Manchester's (GM) long-term economic success will partly depend on the ability to continually renew and enhance the supply of accessible industrial and warehousing premises, responding to changing business practices and demands. Rising levels of automation and digitisation, increased customisation, greater integration of product services, and demands for more functionally and energy efficient premises are all leading to the need to increase the supply of new high quality floorspace, often with larger floorplates (PfE).

The PfE policy (Policy JP-J4) notes the need to provide for 'at least 3,330,000 sqm (35,843,821.69 sqft) of new, accessible, industrial and warehousing floorspace will be provided in the Plan area over the period 2021-2037'. The draft policy recognises the need to ensure choice and flexibility, offering a range of opportunities, making the most of key locations and increasing the supply of high-quality sites to bolster competitiveness.

The Policy sets out the potential for employment sites delivering more than 100,000sqm (1,076,391 sqft) to provide (inter alia) opportunities for advanced manufacturing.

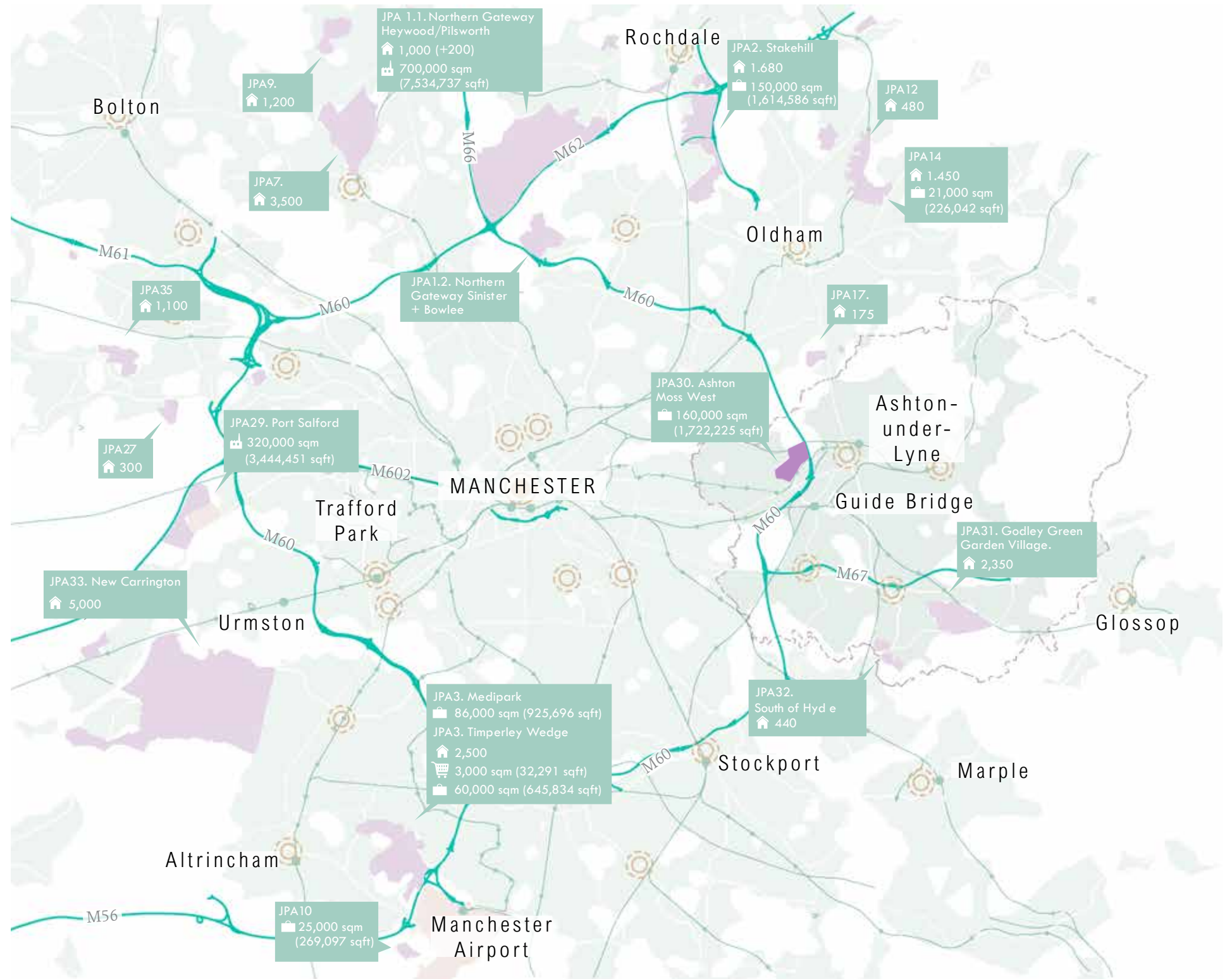


Figure 2.4: Places for Everyone proposed employment allocations

## 2.8 Tameside and the Local Context

### Industrial Market Review

Tameside’s industrial/employment land pipeline comprises 59 sites, capable of delivering 155,786 sqm (1,6786,866 sqft) industrial floorspace. Seven of these sites are larger than 1 hectare in size, the largest being Ashton Moss East, although the majority comprise smaller site opportunities. A full breakdown is provided in Table 2.1

Some of the industrial sites are identified as they have extant planning permission for an extension to existing employment premises, for example, proposed delivery of additional units to support existing employment uses.

Site Name	Brownfield/ Greenfield	Construction Status	Planning Status	Developable Area (Ha)	Additional Information
Ashton Moss Plot 3000 (Ashton Moss East) Lord Sheldon Way, Ashton-under-Lyne	Greenfield	Not started	Permitted	8.75ha	Development has not commenced. Awaiting reserved matters application.
Shepley Industrial Estate Extension Shepley Road, Audenshaw	Greenfield	Not started	Full planning application (21/01348/FUL) approved in November 2022 for the erection of five mixed employment units and a timber manufacturing facility.	2.12ha	Development has not commenced, but permission now granted for 5 no industrial units and timber manufacturing facility.
Oxford Street Mills Oxford Street East, Ashton-under-Lyne	Brownfield	Not started	Pending decision for full planning application (ref. 21/01080/FUL) for the erection of 3 no. B8 units.	1.43ha	Permission currently pending for a scheme consisting of 3no industrial units. Assume multiple units built out in phases over a number of years.
Ashton Street / Gate Street, Dukinfield	Brownfield	Not started	Not permitted	1.13ha	Development has not commenced. No employment planning permission in place. Assume multiple units built out in phases over a number of years.
Off Hattersley Road West, Hattersley, Hyde	Greenfield	Not started	Not permissioned (for employment use) but full planning (12/00813/FUL) secured for a new access road in November 2012. The permission has since been implemented.	3.62ha	Hattersley and Mottram SPG (March 2004) confirms site has been constrained by market demand and requirement for improved road access (now implemented). No employment planning permission in place. Assume multiple units built out in phases over a number of years.
Former Total Petrochemicals Globe House, Bayley Street, Stalybridge	Brownfield	Not started	Previous consents for demolition of previous operational buildings (12/00897/NDM) (13/00389/NDM), and consent granted for new office (16/00716/FUL) on part of the site.	3.8ha	Development has not commenced. No employment planning permission in place. Assume multiple units built out in phases over a number of years.
Moss Way / Audenshaw Road DOA	Brownfield	Not started	No planning permission (previous applications for mixed use development were withdrawn – reference: 07/00767/OUT). Proportion of site seeking change of use for waste transfer station (21/00071/FUL) awaiting determination.	4.87ha	Portion of site has been developed for a waste transfer station (seeking retrospective approval).

Table 2.1: Allocated Employment Sites over 1ha in size (Strategic Housing and Economic Land Availability Assessment (2022))



# 2.0 Strategic Context

## 2.9 Tameside Socio-Demographics

Tameside (OL7 Postcode area straddling Ashton and Droylsden) has a greater proportion of 0-24 year olds than Tameside Borough and the wider North West Region, and comparatively fewer people aged 55 and over. The local area also presents a greater proportion of 25-34 year olds.

In terms of population forecasting, over the next five years there is expected to be a 14% increase in 5-19 years olds and a 16.5% 35-44 year olds (for OL7 postcode area). This is positive as the area immediately surrounding the site has a growing working age population.

This also highlights the importance of bringing Ashton Moss Innovation Park forward, and creating high-value employment opportunities, and to help to reduce commuting by creating new jobs.

Tameside is ranked 23rd most deprived Local Authorities in the Index of Multiple Deprivation (2019). Its position has worsened since 2015 when it was ranked 34th.

The area immediately surrounding the site is characterised as a deprived catchment, with many of the Lower Super Output Ares (LSOAs) being within the top 10% most deprived, particularly for health and life expectancy.

A PROMIS report suggests Ashton contains a significantly above average proportion of adults of working age categorised within the least affluent D and E social groups (which includes those in skilled and unskilled manual employment, the unemployed and those on state benefits); social group C2 (which includes those in skilled manual employment) is also over-represented. In contrast, the most affluent AB social group (which includes those in managerial and professional occupations) is particularly under-represented within the Ashton area and social group C1 (which includes junior non manual employees) is moderately under-represented.

The level of car ownership in the locality is significantly below regional average overall, although a key benefit is the connectivity of the site via public transport modes, which should support in attracting more local workers to the site once a development comes forward.

Tameside's proportion of residents with no qualifications is in line with the North West and slightly above the GB average. The disparity in education begins to emerge at GCSE level, and increases to almost 9% points below Northwest at A-level qualifications, and 11.6% at university degree level, which provides a challenge to prospective businesses in Tameside, particularly businesses within the knowledge economy. This indicates that there needs to be a programme of upskilling to go alongside the proposed development, forging links with existing local educational institutions such as Tameside College.

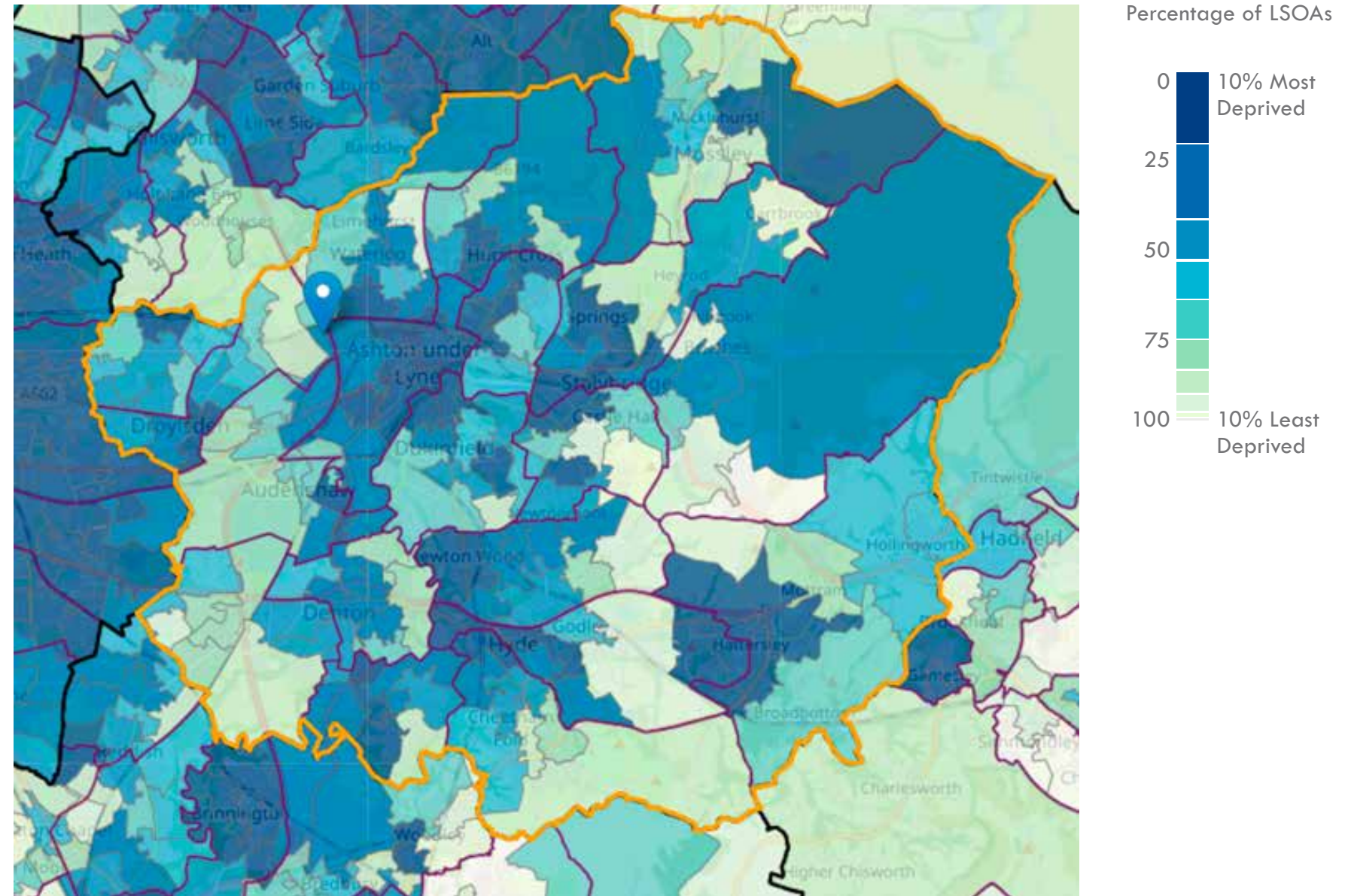


Figure 2.5: Index of Multiple Deprivation (2019) in Tameside (Source Department for Communities and Local Government, 2019)

Tameside (Local Authority area) has a relatively weak local economy, having grown by 8% between 1999 and 2016, compared to 24% in Rochdale and 54% in Salford. Since 2014, productivity growth has been -0.8%, although there is a growing business base in the Borough.

Unemployment is lower than the North West (NW) and Great Britain (GB) average, although there are a higher proportion of workless households (17.4%) compared to 15.5% for the NW as a whole.

Tameside residents are employed primarily in skilled trades, associate professional and professional occupations, and have relatively high proportions of residents working in skilled trades, sales and plant and machine operation, relative to NW and GB. The low number of residents in professional occupations is shown in the graph adjacent, demonstrating that businesses in Tameside may currently find it difficult to recruit highly skilled labour from within the borough, with neighbouring boroughs gaining preference.

The most prevalent industries in Tameside are retail, health and social care and manufacturing.

There has been a decrease in the proportion of jobs within knowledge economy sectors which include digital and creative, health, clean growth, and advanced manufacturing. An 8% decrease was evident between 2013 and 2018, compared to a 14% growth in England and GM. This presents a significant challenge and at the same time an opportunity to increase the share of knowledge economy jobs in Tameside, including in advanced manufacturing.

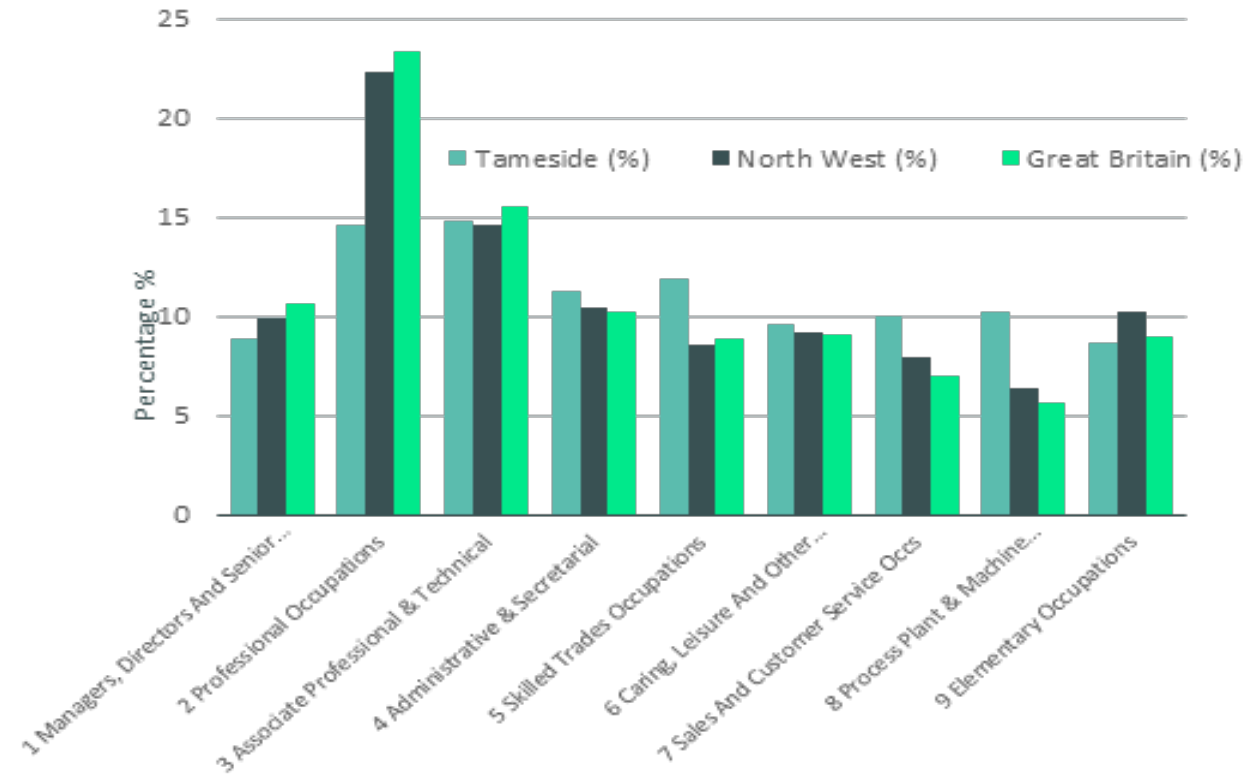


Figure 2.6: Employment by Occupation (Source: Experian, 2021)

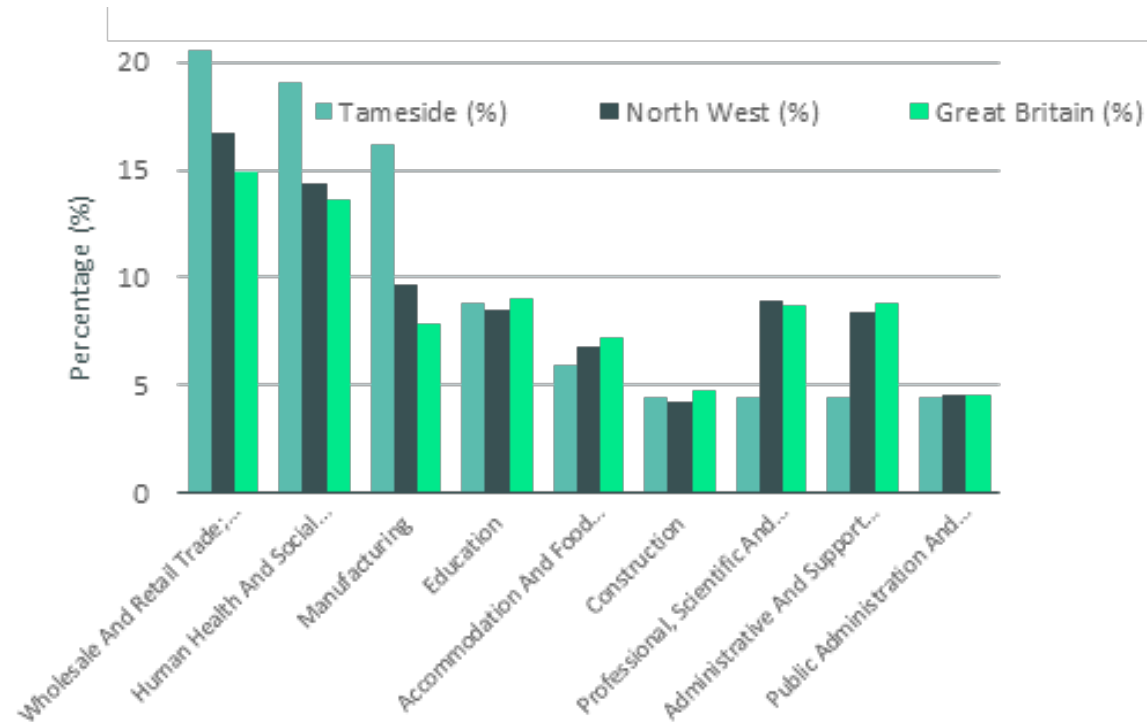


Figure 2.7: Employee jobs by industry (Source: Experian, 2021)



# 2.0 Strategic Context

## 2.10 Tameside Growth Strategies

### Eastern Growth Cluster

The site falls within the Eastern Growth Cluster identified by the Tameside Inclusive Growth Strategy (2021). This cluster comprises Ashton Moss, St Petersfield and Ashton Town Centre. This strategy identifies the strengths of Ashton Moss as it's location and quality of life; connectivity - digital and strategic infrastructure; and the diverse manufacturing and engineering sector. St Petersfield is also identified, for its primary quality office development associated with the Ashton Old Baths Innovation Centre, and the wider town centre which offers a range of opportunities for residential, retail, health, cultural and leisure development.

Combined, this cluster is envisaged to create a significant new employment engine and to take advantage of the borough's city region leading digital connectivity. The Eastern Growth Cluster also lies in proximity to Hyde Triangle, where there is an outline planning permission sought for up to 2,350 new homes at Godley Green Garden Village. This would further bring a wider employment pool to the area. The build out rate is anticipated to be 132 dwellings per annum commencing in 2028/29 and completing in 2045/46.

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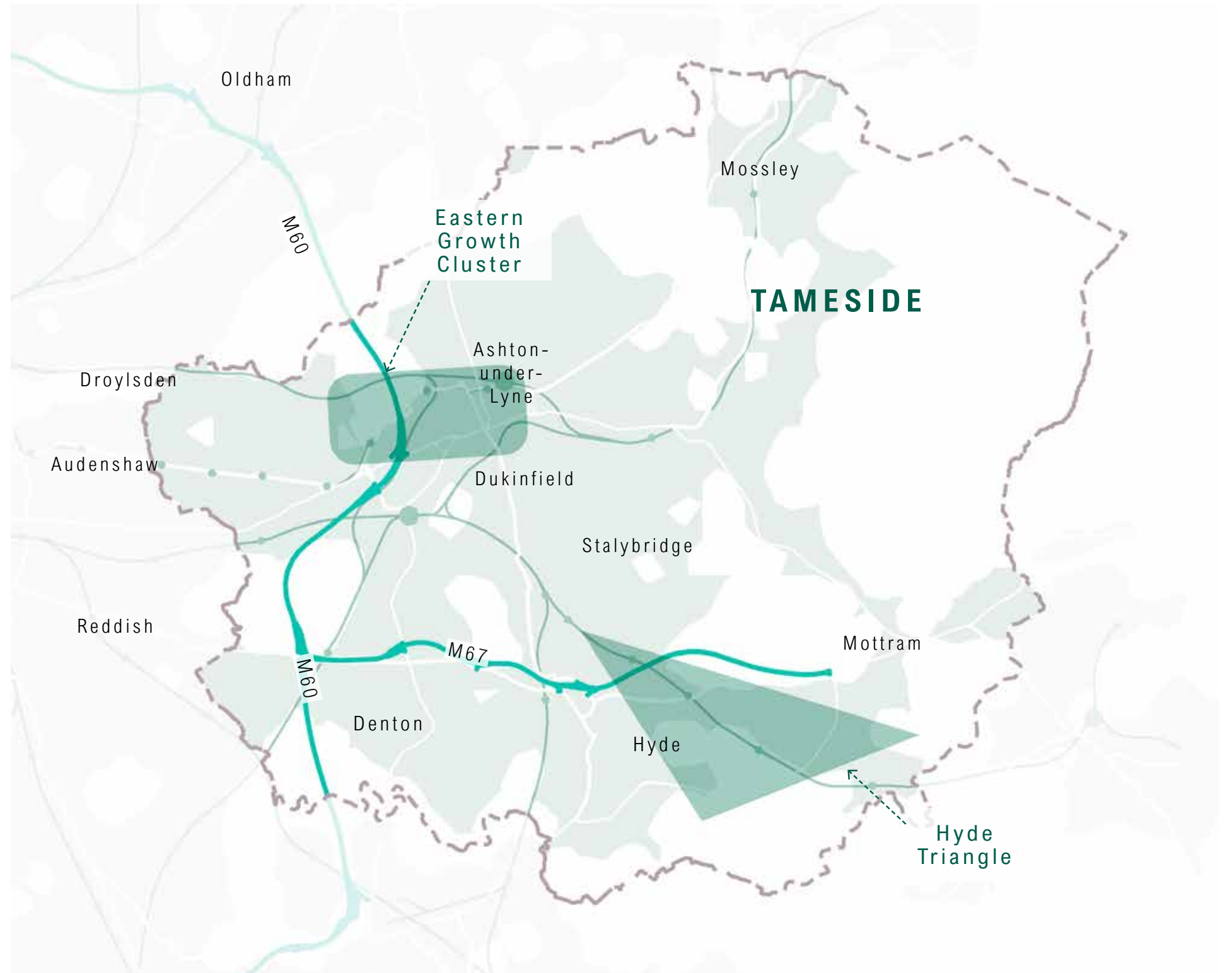


Figure 2.8: Tameside Eastern Growth Cluster



## 2.11 Ashton Mayoral Development Zone

The locations within the Eastern Growth Cluster form an 'innovation corridor' which has been approved by Tameside Council's Executive Cabinet as Ashton Mayoral Development Zone (AMDZ) which will boost the profile of Ashton and Tameside in general, helping to secure future funding and investment for the area. This is intended to be brought forward in partnership with the Greater Manchester Mayor's office. This Development Framework is being prepared as part of that Development Zone strategy and funding to scope the future potential of the site in more detail and its relationship to the wider area.

The AMDZ encompasses St Petersfield, a strategic mixed-use commercial destination, Ashton Town Centre and Ashton Moss. The works within Ashton Town Centre include significant public realm enhancement, Levelling-Up Funded works, as well as works to the Market Hall, Town Hall and the town's two shopping centres.

This highlights the strategic importance of the site at Ashton Moss Innovation Park as a regeneration opportunity and focus for investment and growth with the synergy that can be created by viewing the sites as part of a wider growth corridor.



Figure 2.9: Ashton Mayoral Development Zone







# 3.0 LOCAL CONTEXT





## 3.0 Local Context

### 3.1 Strategic Context

Ashton Moss Innovation Park lies in close proximity to the west of Ashton-under-Lyne town centre and 8.4km to the east of Manchester city centre.

The site and the town are well connected via road, rail, bus and tram making it a highly connected location. The proximity of the site to the Peak District to the east and nearby country parks to the north and south provides easy access to the surrounding countryside.

Ashton-under-Lyne is a key town within Greater Manchester and Quality Bus Transit between Rochdale-Oldham-Ashton is proposed to provide greater integration at the outer core of the Greater Manchester area.

The Site's positioning as part of the Eastern Growth Cluster and Ashton Mayoral Development Zone, alongside investment in other sites such as Ashton Town Centre, Ashton Old Baths and St Petersfield will support the delivery of high innovation growth.

### 3.2 Strategic Connectivity

The site straddles the M60, Greater Manchester's outer ring road, connecting a large number of the key boroughs within the city region. The site links directly into J23 of M60 motorway to the south on the strategic road network. Road connectivity along Ashton Old Road (A635) into Manchester City Centre also feeds from the A6140 directly to the south of the site. To the east this road leads into Stalybridge towards Glossop and the Peak District.

The railway line to the north of the site connects Ashton-under-Lyne railway station directly into Manchester Piccadilly with connections to the wider city region as well as other areas of the Northern Powerhouse, south to London and north to Glasgow and Edinburgh. The local station at Guide Bridge also serves stations to Manchester Piccadilly to the west and Glossop to the east.

The TfGM Metrolink network runs directly to the south of the site, with two stops serving the site itself. Eastbound services serve Ashton-under-Lyne and westbound services run into Manchester city centre and continue to terminate at MediaCityUK and Eccles. Stations within the city centre provide connections onto East Didsbury, Altrincham, Bury and Rochdale with a planned extension north to Middleton.

Manchester Airport is located to the south of Greater Manchester, accessible along the M60 & M56 or via rail and tram links.

The site also sits in proximity to green infrastructure networks including the Beeline cycle network and Ashton Canal providing connectivity around the Greater Manchester region and into Manchester city centre.



The site has several strategic advantages; offering significant levels of sustainable travel access options, proximity to the town centre and surrounding amenities, easy access to the M60 and high quality green infrastructure.



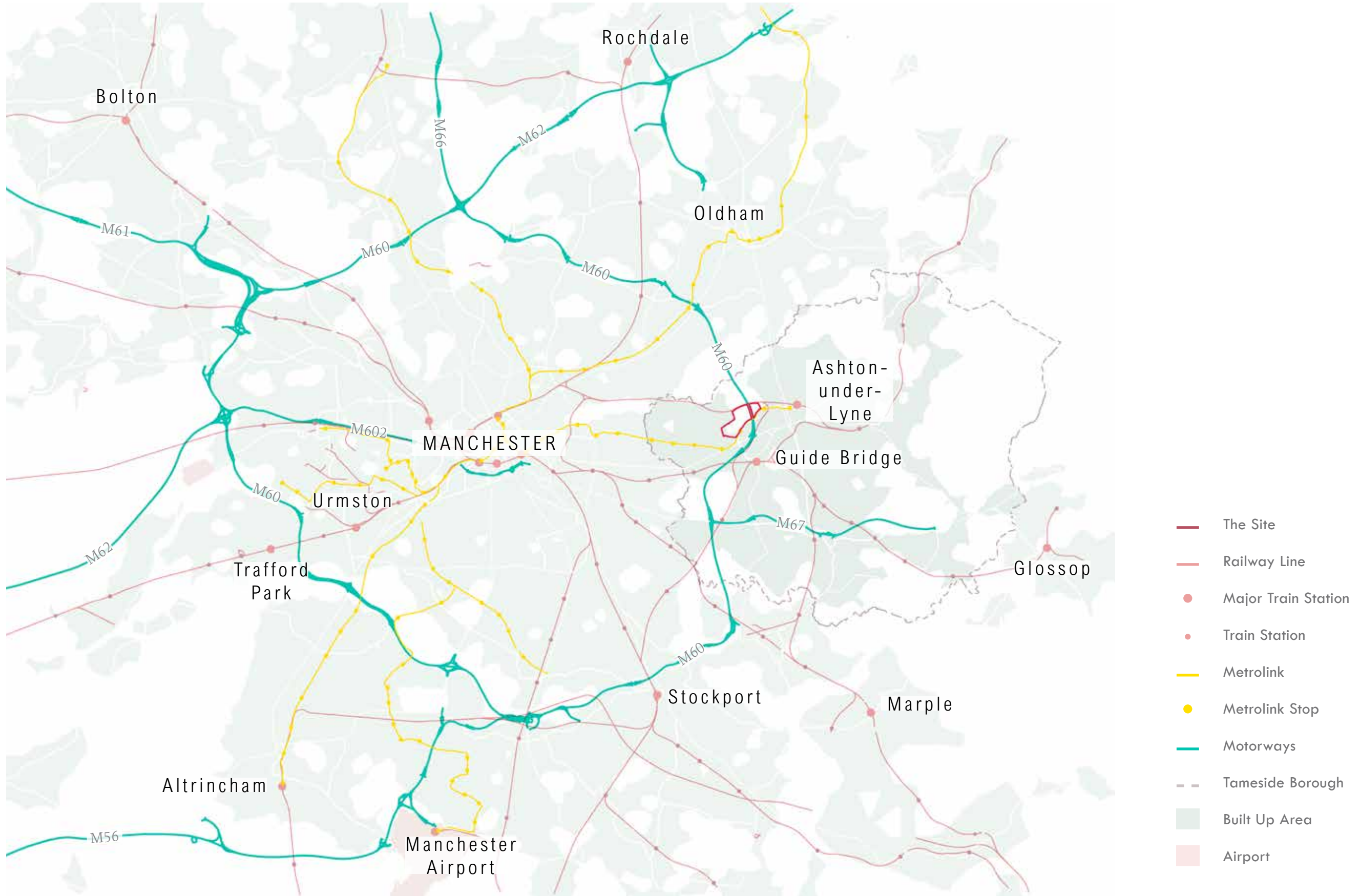


Figure 3.1: Strategic Connectivity in Greater Manchester (road, rail and metrolink)



### 3.3 Landscape Setting

The site is located at the urban fringe, nestled between developed areas to the east, west and south, and swathes of undeveloped farmland to the north. The western site is currently designated Green Belt with the area to the north also falling within this designation. Although the site itself is greenfield land, it was used as a depository for the arisings from the construction of the M60 motorway, and it is a logical site between Droydsden and Ashton-under-Lyne which lends itself to delivering a complementary use to its surrounds.

To the north of the site lies the River Medlock valley and Daisy Nook Country Park. To the south is the River Tame. The site is elevated above the surrounding area, creating a highly visible area of open landscape and also offering long distance views from the site to the surrounding rural and urban context. Stalybridge Country Park and the Peak District beyond lie to the east of the site, encompassing Tameside and marking the edge of Greater Manchester.

The Greater Manchester Landscape Character and Sensitivity Report (LUC, 2018) identified the site as having a moderate-high sensitivity for commercial/industrial development.

The elevation of the site is due in part to the inherent landscape of the area, but has been artificially raised due to spoil deposition creating a more pronounced elevated platform within the site.

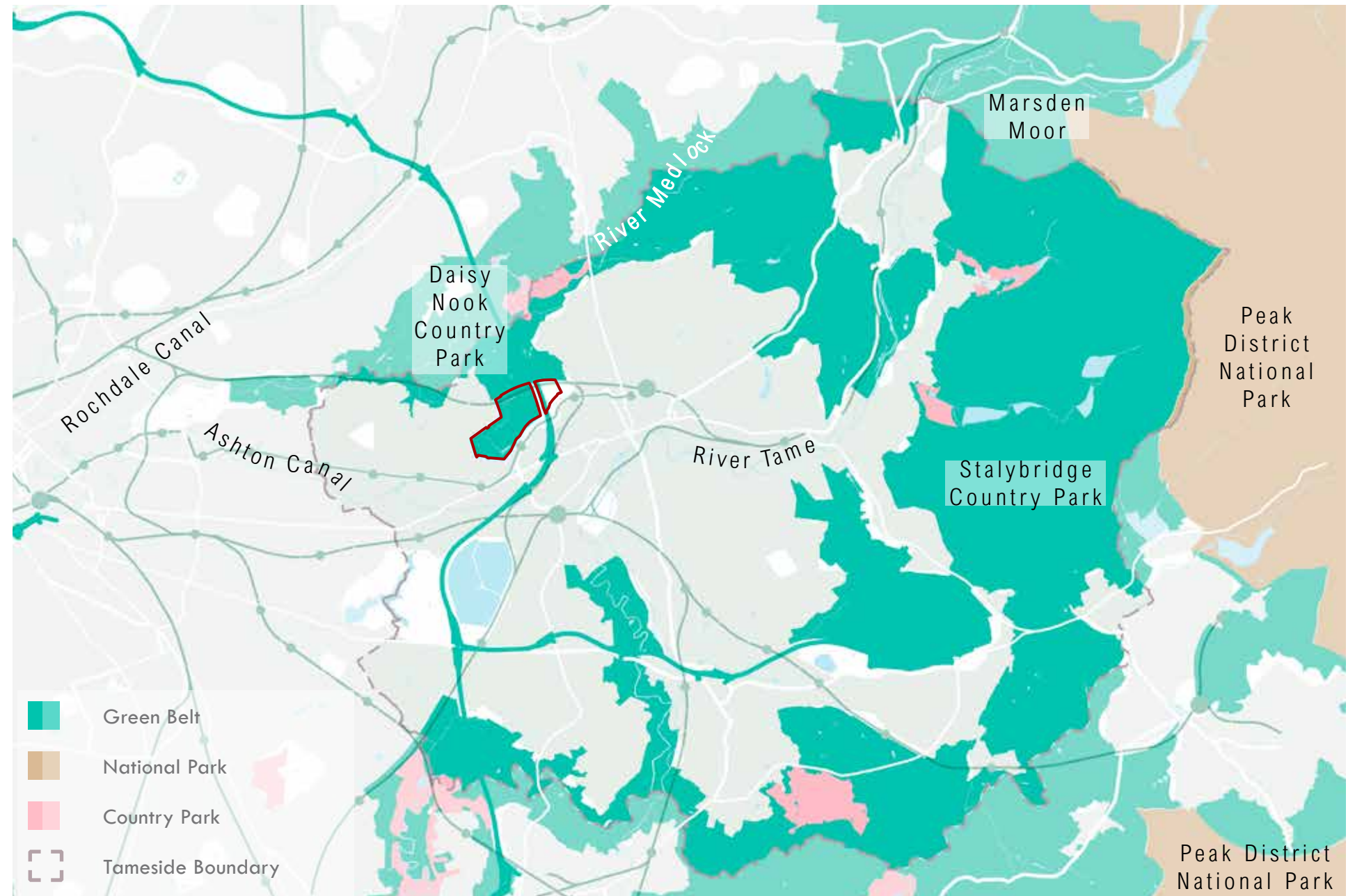


Figure 3.2: Landscape setting



### 3.4 Green and Blue Infrastructure

The site is currently well used by local residents for walking and recreation, however it does not have any formal designation as open space or otherwise, and although footpaths are found across the site, these are generally informal created through fences. There are a number of Public Rights of Way (PRoW) across the site. A north/south off road route runs to the west of the site from Little Moss in the north to the A6140. The nearest park to the site is Lees Park, just to the west serving the residential area.

To the east and north east of the site lie a number of playing fields including Ashton Cricket Club, East Cheshire Athletic Club and Tameside Cycle Circuit.

Blue/Green networks in the form of the Ashton Canal and River Tame are found to the south of the site which provide linear recreational and active travel links.

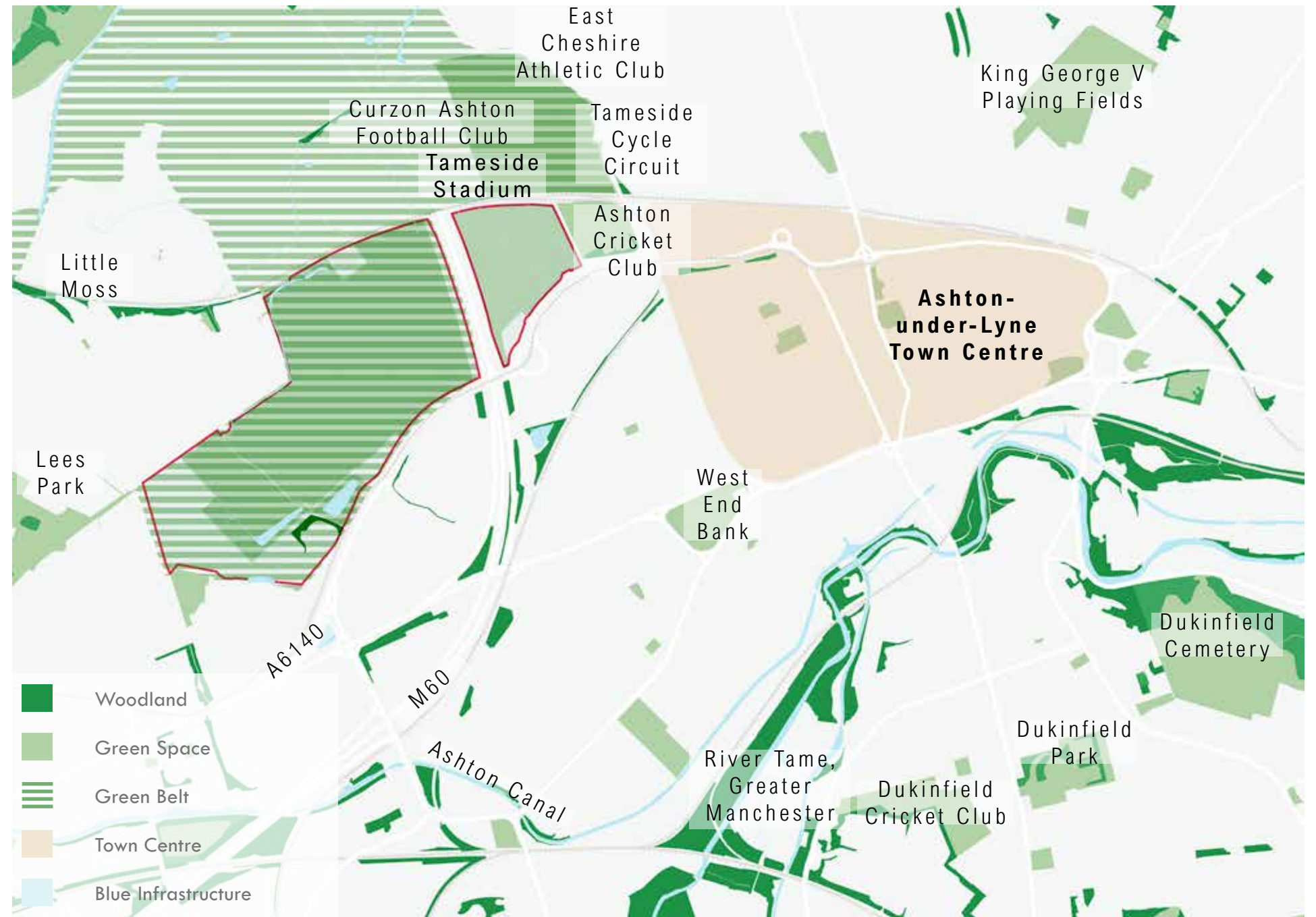


Figure 3.3: Green and Blue Infrastructure



### 3.5 Leisure and Amenities

The site is well situated with a strong local and regional scale leisure and retail offer as well as a range of other amenities. In close proximity to the east and north east of the site there are a football and athletics club, a cricket club, and a cycle circuit.

Located to the south of Lord Sheldon Way (A6140) are two retail and leisure complexes. The Ashton Leisure Park offers bowling and a cinema, and a range of F&B options. This is complemented by a hotel and a gym. The local area is home to a number of large box retail and light industry, including car sales and trading sites. The site also includes office buildings, including Nexus House.

Further to the south of the site is Snipe Retail Park, home to a series of large box retail and fast food. The Notcutts Garden Centre and Mockridge Nurseries (garden centre) are within the south west corner of the site.

The Sheldon Arms pub and a Travelodge hotel are located outside of the site to the south, on Lord Sheldon Way. A small row of local convenience stores are located to the west, adjacent to Audenshaw tram stop, which form a local centre. To the east, there are two large supermarkets, beyond which is Ashton town centre and IKEA within walking distance of the site.

These facilities already in situ provide an ideal environment for new businesses and employment uses, complementing the existing offer and generating further support for the facilities.

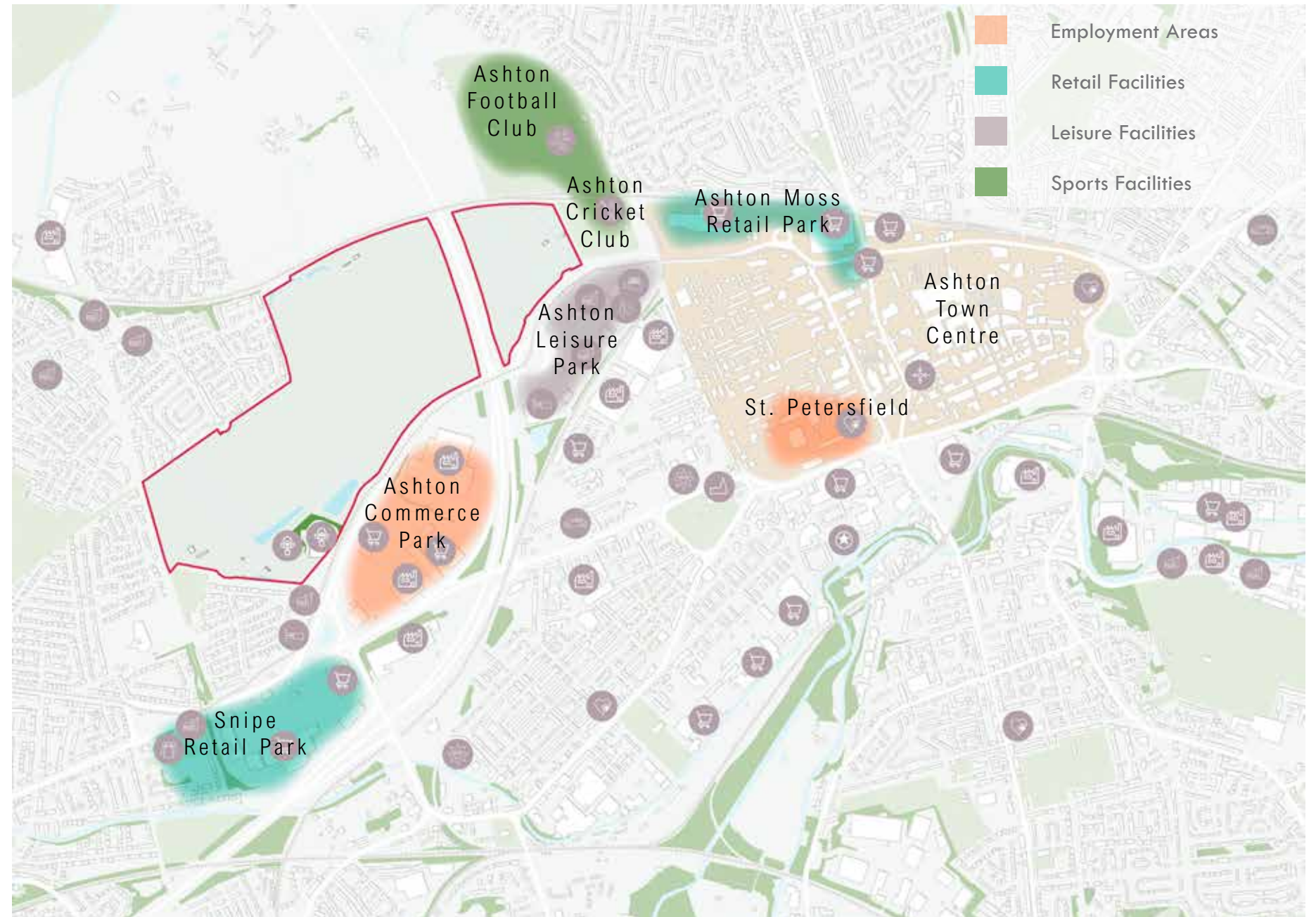


Figure 3.4: Leisure and Amenities



### 3.6 Educational Facilities and Employment Hubs

There are a number of schools within 2km of the site including Laurus Ryecroft High School, Ashton West End Primary School, Moorside Primary School and Hawthorns Primary Special School. Buses running past the site also service St Damian's RC Science College to the north of Ashton.

Tameside College is located to the east of Ashton town centre providing educational and higher education opportunities for school leavers and adults as well as a range of apprenticeships and university level course. Clarendon Sixth Form College, located in Ashton town centre provides a range of courses including 'A' Levels and Vocational training, such as engineering and applied science.

St Petersfield is designated as an established employment area and sits within Ashton town centre. Redevelopment, supported by its position as part of the Ashton Mayoral Development Zone is envisaged to develop employment floorspace, hinged on the recent regeneration of Ashton Old Baths. The local retail and leisure parks also form substantial employment offerings.

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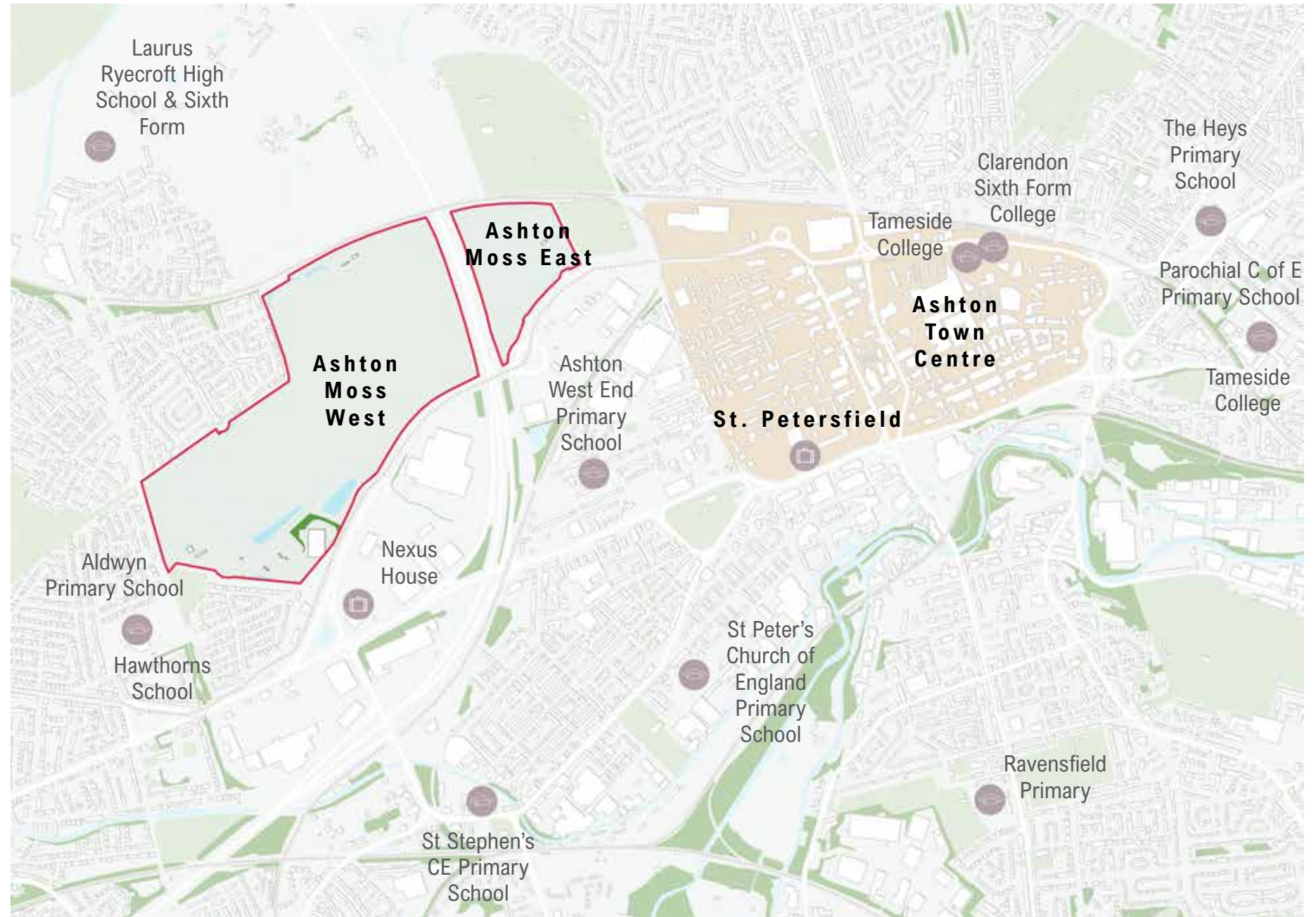


Figure 3.5: Education and Employment

### 3.7 Planning Status

#### Existing Planning Allocation

The eastern part of the site (Ashton Moss East) is allocated as a Regional Investment Site/ Strategic Regional Site for employment use (Policy E1) within the adopted Tameside Unitary Development Plan (UDP) (2004). This confirms that high quality employment development is to be encouraged, with careful consideration of design, external areas and landscaping, with a focus on environmental quality.

The allocation relates to a wider area than solely Ashton Moss East (as identified in figure 3.1). Much of the allocation has already been developed, with the creation of Ashton Leisure Park, completed in 2017, leaving only Ashton Moss East undeveloped.

The policy notes that the following uses will be acceptable:

*B1b research and development, B1c light industry, B2 general industry, B8 storage and distribution and sui generis employment uses similar in character to industry warehousing, including car showrooms and C1 hotel uses.*

The western parcel is currently within the Green Belt (Policy OL1) and as such inappropriate development is not permitted unless very special circumstances apply. Notwithstanding this, the western site is being promoted for employment uses within the emerging Places for Everyone Joint Development Plan, which is going through Examination (see below).

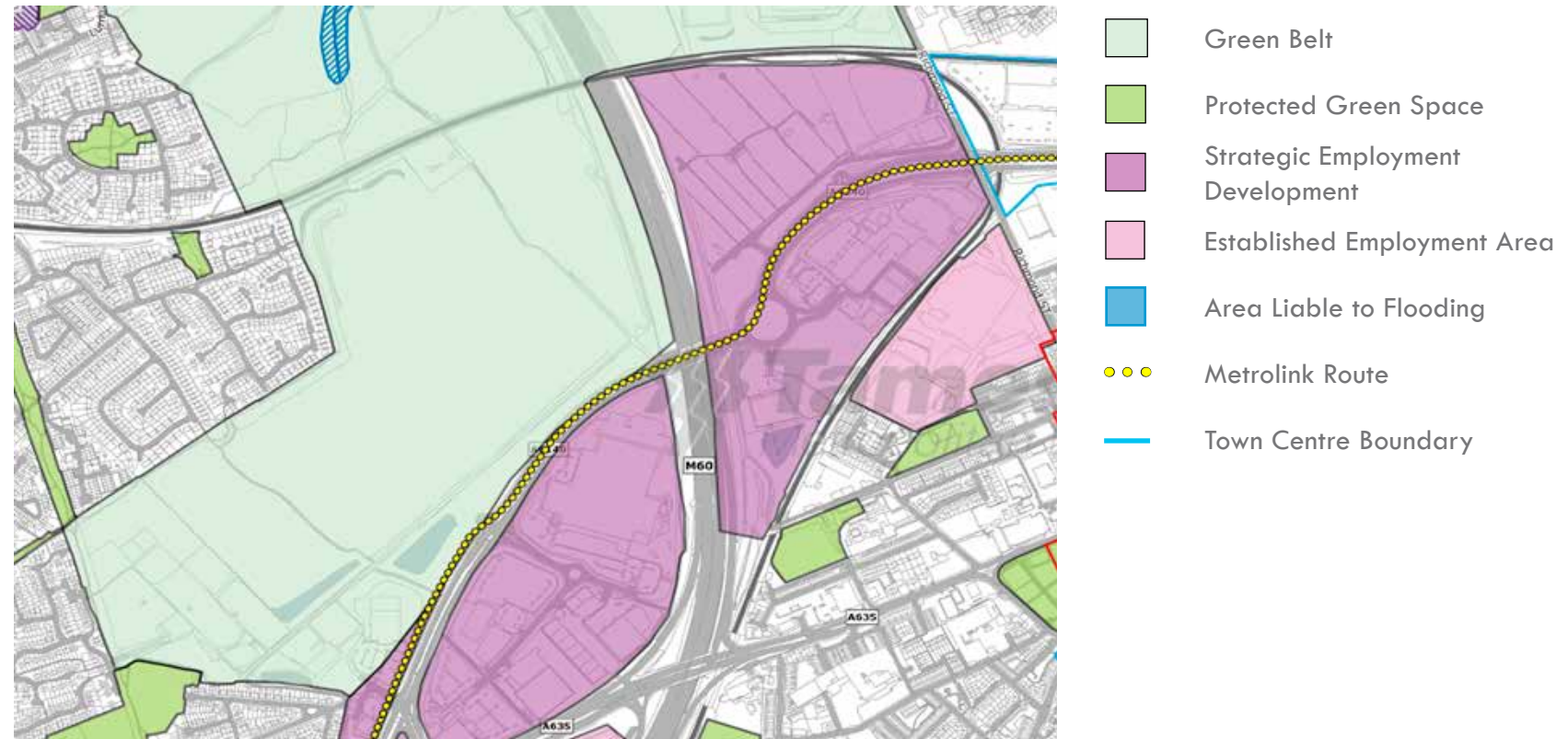


Figure 3.6: Extract from Tameside UDP (2004) adopted Policies Plan

#### Proposed Planning Allocation

Places for Everyone Joint Development Plan (PfE) sets out a long-term plan, up to 2037, for nine Greater Manchester districts (Bolton, Bury, Manchester, Oldham, Rochdale, Salford, Tameside, Trafford and Wigan) for jobs, new homes, and sustainable growth.

PfE puts forward a proposed employment allocation for the western parcel (Policy JPA 30- Ashton Moss West), noting the 'development site will be required to deliver around 160,000 sqm of employment floorspace, primarily within the E(g)(ii) - Research and Development, E(g)(iii) - Light and Industrial and B2 - General Industrial use classes' and will be 'aimed at delivering facilities suitable for identified areas of economic strength and key growth sectors within Tameside and Greater Manchester: life sciences; health technologies, advanced manufacturing and materials science/fabrication'

As part of emerging Policy JPA 30, there is a requirement for the following:

- Developer contributions – towards transport and other infrastructure as deemed appropriate.
- Masterplanning – A comprehensive masterplan, phasing strategy and design code which is approved by the Local Planning Authority will be required for the whole site, developed through engagement with the local community, Council and other appropriate stakeholders.
- Public realm will need to be high quality, incorporating street tree planting and public open space, aligning with the Council's Open Space Review.
- Access will need to be provided from the A6140 (Lord Sheldon Way).



- Innovative and creative architecture is encouraged which respects and integrates into the surrounding landscape. A key consideration is the interface between proposed and existing development, including neighbouring heritage assets and protecting the amenity of nearby residential properties.
- Heritage assets – consideration of heritage assets beyond the site boundary as potential sensitive receptors to the proposed development.
- Ecology – Key landscape and ecological features will need to be protected and enhanced, including trees and woodlands, watercourses and ponds;
- Connectivity – Active travel including clear footpaths and cycle ways will need to be provided as part of proposed development. The plan proposes a potential train station to the north east of the site, however this has not been tested or designed as part of the PfE proposal.
- Remediation – a detailed earthworks and remediation strategy will be required to underpin the masterplan/ proposed development on the site.

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PfE is in the process of undergoing Examination, with hearings having commenced in November 2022 and completed in Spring 2023. Matters, issues and questions have been raised by the Inspector as part of this process. Tameside Council has confirmed their support to the release of the site from the Green Belt and concurs with the conclusions drawn in the site allocation topic paper. Specific landowners however have noted the potential for mixed use development on the site and scope for logistics-based employment, in amongst broad support for the allocation.

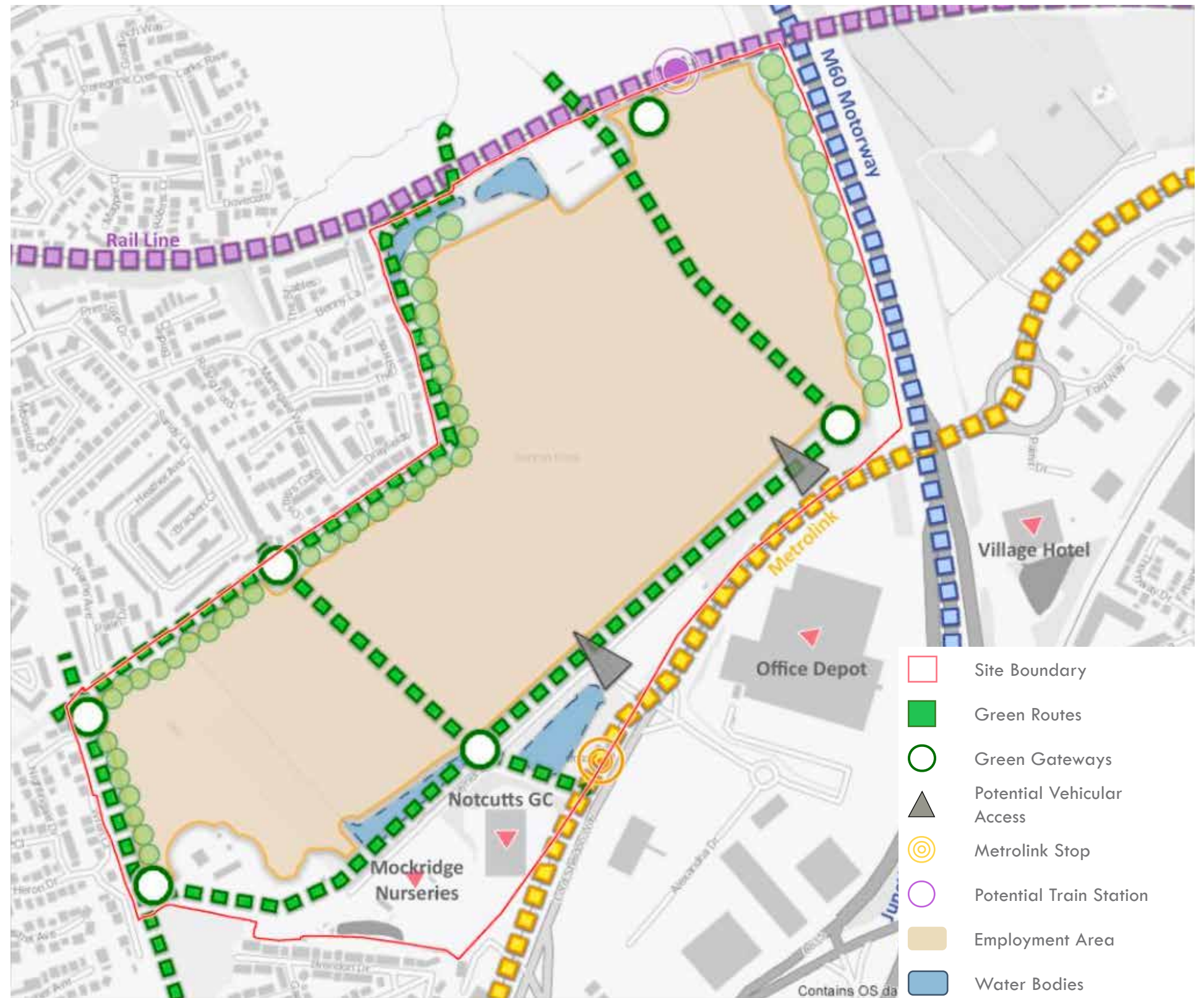


Figure 3.7: Places for Everyone draft allocation JPA30 concept plan

### 3.8 Planning History

A review of the planning history of the site has been undertaken as well as the immediate vicinity within the site. This confirms that the site has previously secured planning permission for a new 9-hole golf course and associated football facility (planning reference 09/00821/FUL), which was granted in December 2009. This application was never implemented, for reasons unknown.

Other recent developments on the site relate to the property at Moss Lane Farm and various planning applications associated with the Metrolink Park and Ride, which was approved in April 2012 (planning reference: 04/04/2012) and provides 192 car parking spaces to the south of Rayner Lane.

The eastern part of the site has benefitted from historic planning permissions and the retail and leisure elements have been constructed as part of the Ashton Leisure Park which is located to the south of Ashton Moss East (planning reference: 90/00141/09/00821/FUL). There have also been previous proposals mooted for a hotel although this application was subsequently withdrawn.

A full breakdown of the planning history for the site is provided in Table 3.1.

Reference	Site Address	Description	Status
<b>21/00746/FUL</b>	Land Off Lord Sheldon Way Ashton-under-Lyne Tameside	The proposed development is for an industrial unit with B8 & B2 use class with hard and soft landscaping	Approved 15/11/2021
<b>20/00461/FUL</b>	Detailed planning application for the construction of 1no. Self-Storage Facility (Use Class B8) with ancillary B1 uses	Detailed planning application for the construction of 1no. Self-Storage Facility (Use Class B8) with ancillary B1 uses	Approved 04/06/2020
<b>09/00821/FUL</b>	Vacant Land Off Gardeners Way Ashton-Under-Lyne Tameside	Proposed Golf Driving Range, Par 3, 9 Hole Golf Course, Training and Members Area, Five-a-Side and Eleven-a-Side Football Facility. Golf Club Complex Building, Football Changing facility and Greenkeeper's compound.	Approved 11/12/2009
<b>09/00693/FUL</b>	Ashton Moss Metrolink Station Gardeners Way Ashton-Under-Lyne Tameside	Proposed Ashton Moss Metrolink Station and Park and Ride Facility (Resubmission of 04/00671/FUL)	Approved 11/11/2009

Table 3.1: Planning application history on and around the site



### 3.9 Other Planning Designations and Considerations

The site is within an Air Quality Management Area (eastern parcel and adjacent to M60 and A6140). Mitigation measures may be required within development proposals to ensure air quality will not be worsened as a result of the development (Figure 3.8).

The site is within a Mineral Safeguarding Area of Brick Clay and Coal (Greater Manchester Joint Minerals DPD). Whilst this should not constrain development on the site, regard would need to be had to this policy within any future planning applications and potential need to extract minerals in accordance with the policies within the plan.

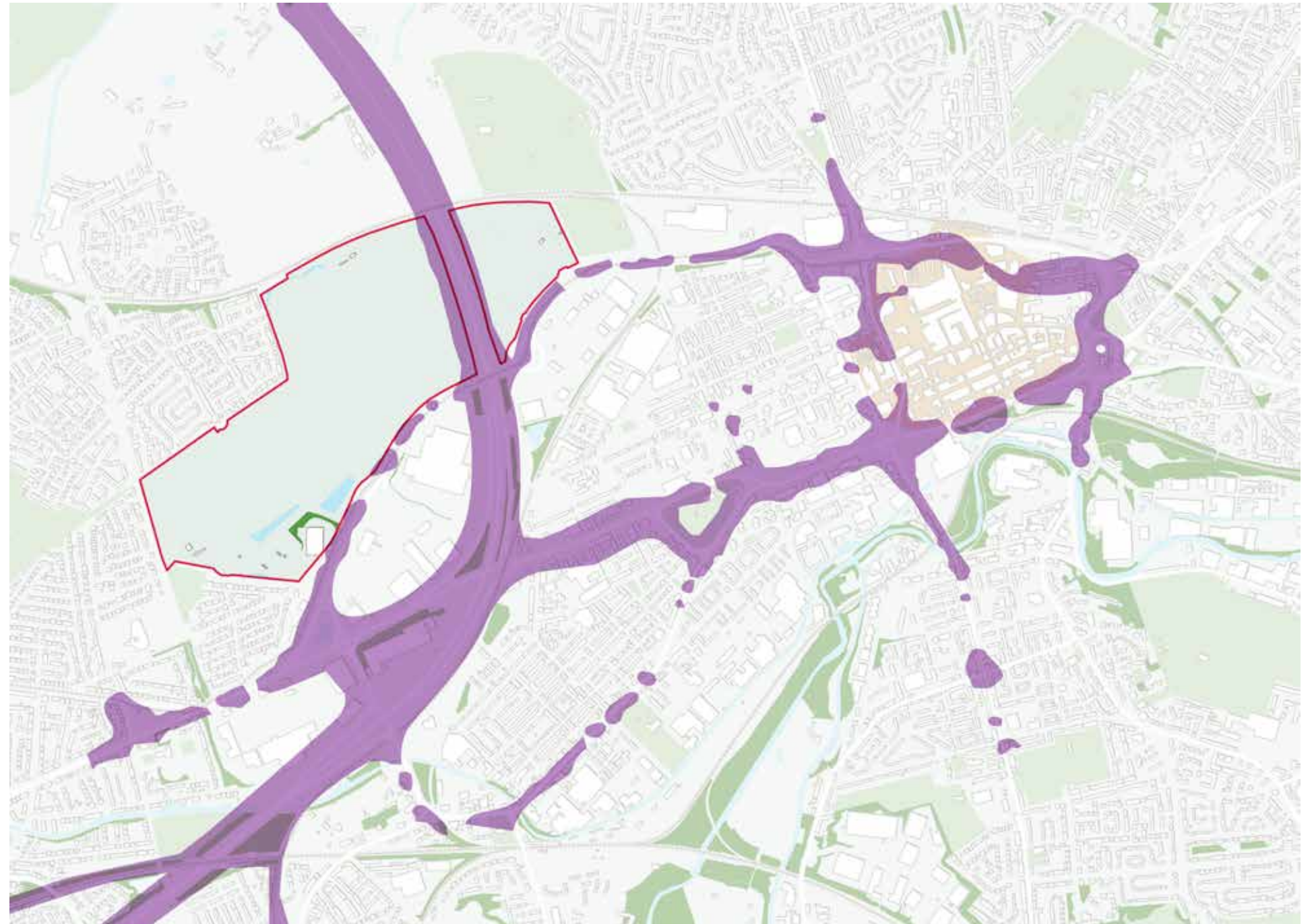


Figure 3.8: Ashton Air Quality Management Area (AQMA) shown in purple



### 3.10 Site Access and Transport

The site benefits from its proximity to major employment and leisure parks as well as retail offering, with excellent pedestrian and public transport links. The site is within the acceptable walking distances (800m) of the Ashton Moss Metrolink and Ashton West Metrolink stops. A large number of other facilities are within walking or cycling distance of the site, including Ashton town centre. The infrastructure which connects the site is generally good and there are well lit, wide footways with a number of controlled pedestrian and cycle crossing points. Pedestrian crossing points across the A6140, however, are limited.

The Greater Manchester Transport Strategy 2040 sets out work to identify potential to provide rapid transit between Oldham/Ashton and Stockport. The opportunity for a passenger station has also been considered at Little Moss to the north of the site along the Manchester to Ashton line.

The tram network currently operates at a 12 minute frequency. The local bus stops provide access to services 7, 7A, 7B, 217 and 731. These provide services between Ashton and Stockport, Ashton-under-Lyne Interchange - Piccadilly Gardens, and Droylsden - Lily Lanes (College Service to Damian's RC Science College).

The site has excellent access to the M60 (J23), via Manchester Road (A635) and Lord Sheldon Way (A6140). The junction has good capacity, however upgrades to junctions between A635 and A6140, as well as signalling review, may be needed.

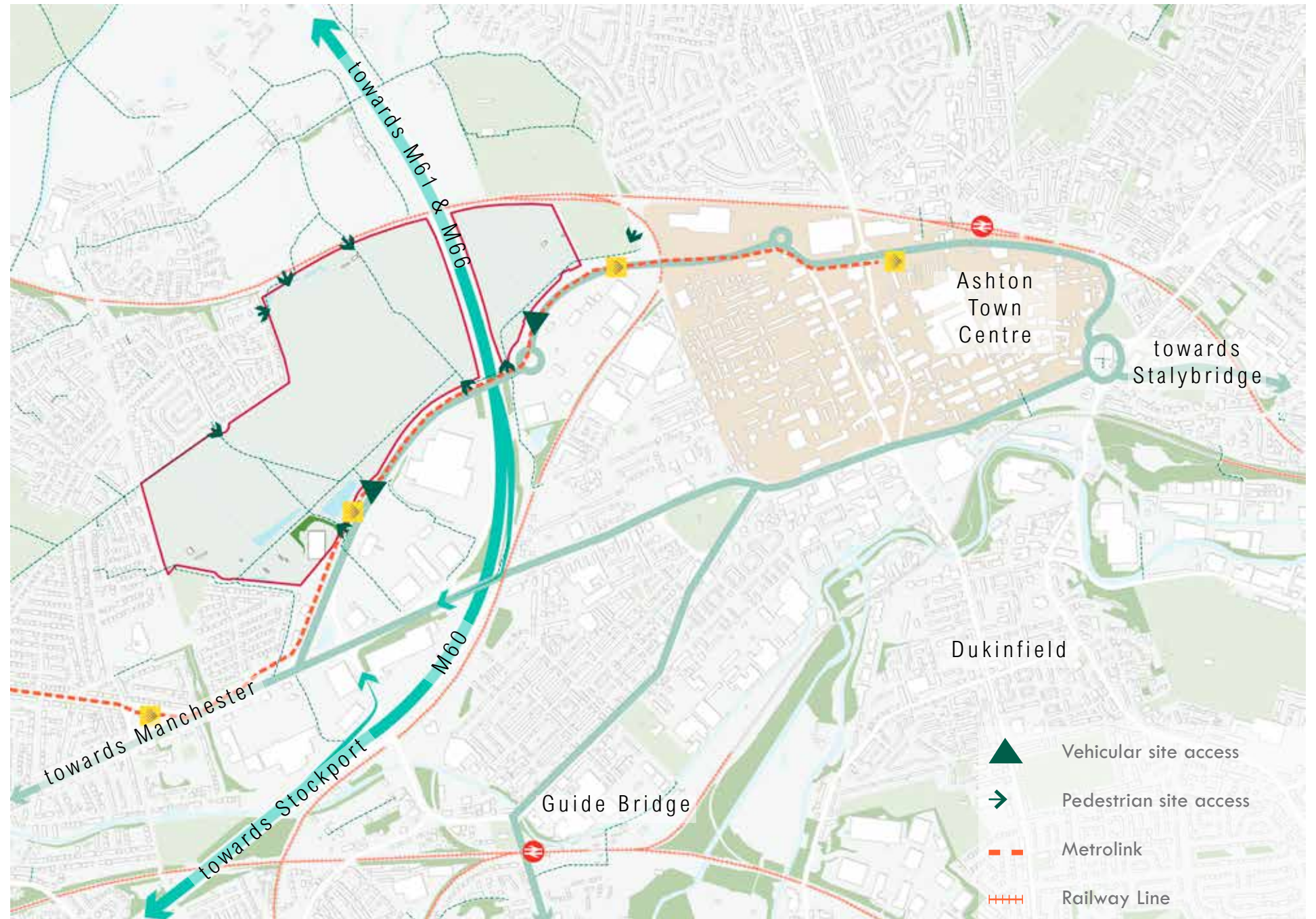


Figure 3.9: Local access and connectivity (existing)



### 3.11 Site History and Heritage

The Site was historically a peat bog which is believed to have begun forming around 5000 BC and has been continually reclaimed and exploited meaning the peat source has been truncated and diminished. There is a building on the western site called Moss Side Farm which is likely to have been constructed in at least the mid-18th century. Rayner Lane which runs along the southern boundary of the site is believed to have been formally laid out in 1831 as part of the reclamation of the Moss which has since been truncated by the construction of the M60. Moss Lane could be Medieval in date and is believed to have evolved as a routeway across the mossland.

In the modern industrial era, the area of Ashton Moss became the chief market gardening area which is thought to have been intimately linked with the development and redesign of Ashton town centre from the later 18th century. The Moss continued to be used for market gardening until the 1990s. The nearest Conservation Area to the site is Ashton town centre (see figure 3.10).

Ashton Moss West has more recently been used for extensive soil deposition to the west of Moss Lane. The site has some potential for archaeological remains and recommendations from the Historic Environment Assessment (prepared by University of Salford in support of the PfE evidence base, September 2020) set out the need for archaeological field investigations which should feed into the next stage of design to ensure any archaeological remains are appropriately addressed. The archaeological potential of the remaining peat is unknown at this stage.

There are two designated built heritage assets located to the north of the site at Buckley Hill Farmhouse (Grade II\*) and the barn to the west (Grade II). Cinderland Hall Farmhouse (Grade II) is further to the north west. Emerging development is unlikely to impact on the setting of these assets, however key views should be considered. Development should consider the setting and significance of these structures and seek to minimise impact. There is a listed Grade II mile stone on Manchester Road, moved to its current location in 2000 meaning the setting does not make a positive contribution to its significance.

The history of the site is important in terms of the industrial heritage and connection with Ashton town centre, which should be considered in order to create a sense of place and maintain links to the site's past.

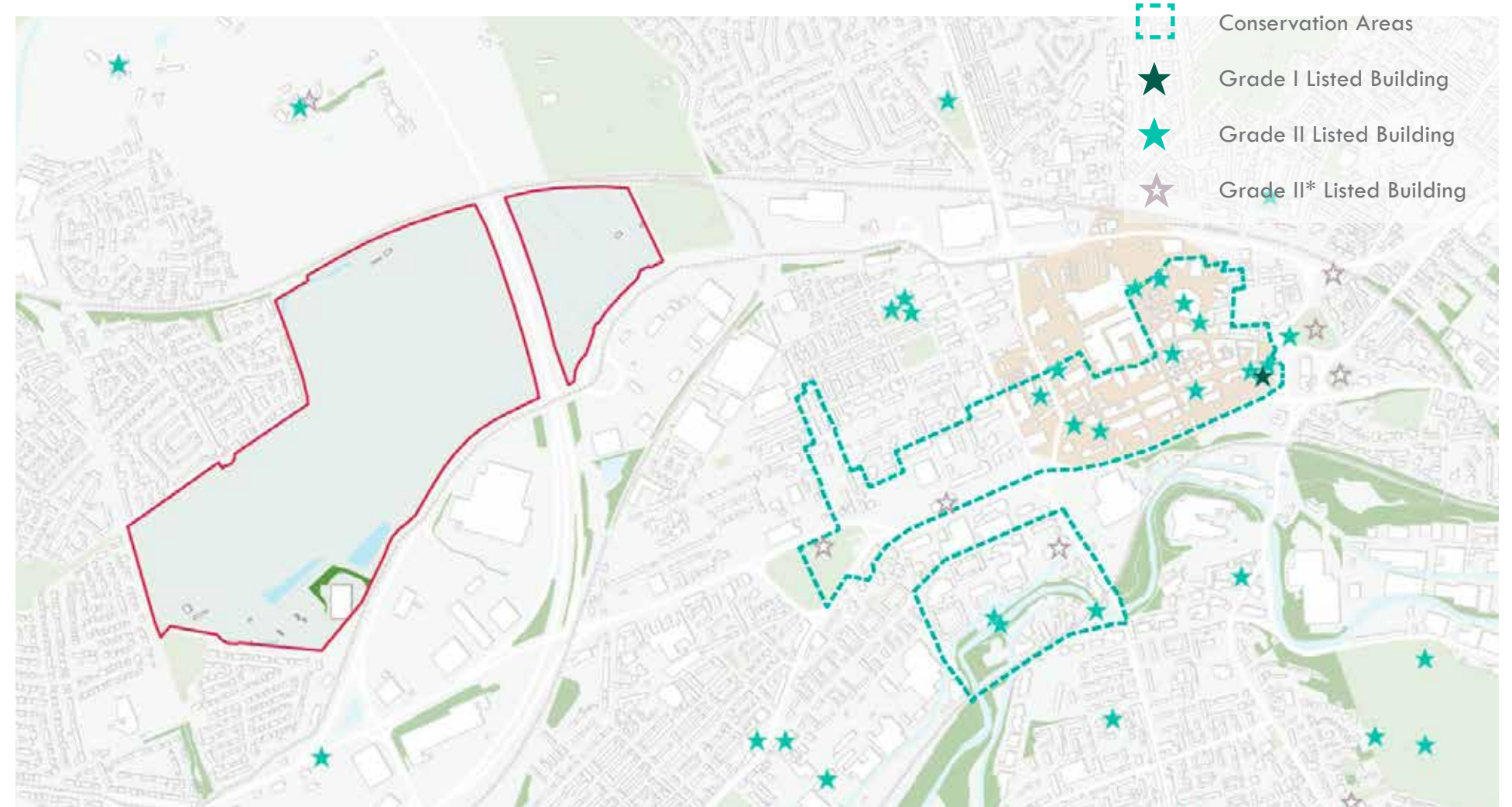
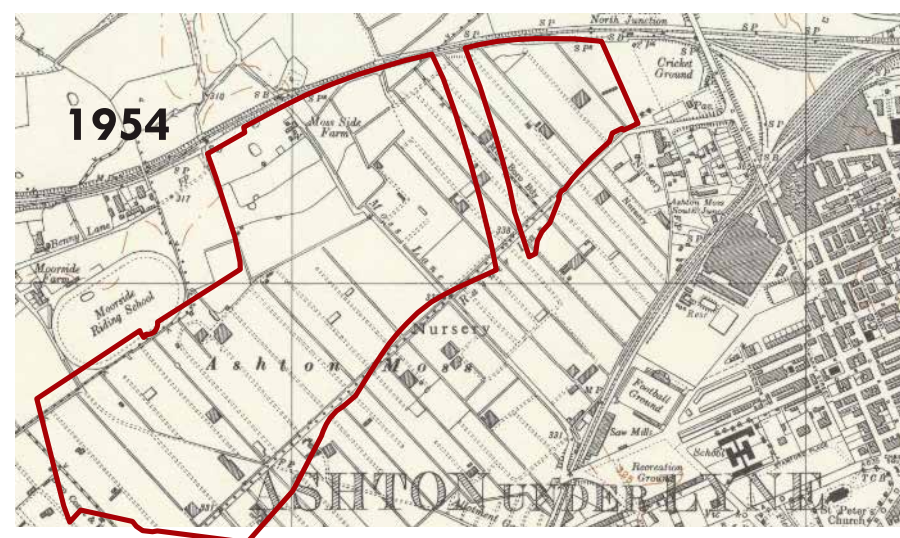


Figure 3.10: Heritage Designations

### Strategic Advantages for Ashton Moss West

- In proximity to research and innovation hubs at Universities in Manchester, Salford, Huddersfield, Sheffield, as well as connected hubs at Sheffield Advanced Manufacturing Park and Rochdale's Advanced Machinery and Productivity Institute.
- Direct access to the Metrolink network and adjoining the railway line.
- Within the Eastern Growth Cluster and Ashton Mayoral Development Zone
- Existing employment base and anticipated future population increase provided by Godley Green Garden Village, for example.
- Access to skilled employment base within Tameside and Greater Manchester Within walking distance of Ashton-under-Lyne town centre and leisure/ retail/ F&B offerings.
- Direct access to M60 and wider strategic road network.
- Strategic connectivity along green infrastructure corridors of the Ashton Canal.
- Beeline networks and alignment with strategic cycle network
- Access to educational facilities, especially Tameside and Clarendon Colleges providing higher education and apprenticeships in advanced manufacturing-related courses
- In proximity to retail, leisure and sports facilities to support an employment base
- Strategic views and connections to the wider landscape of the Peak District and country parks at Daisy Nook and Stalybridge

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# 4.0

## SITE CONTEXT



# 4.0 Site Context

## 4.1 Site Context and Considerations

The site of Ashton Moss Innovation Park comprises two parcels of land straddling the M60 motorway (Manchester Outer Ring Road). The area to the west of the M60 is approximately 60ha and the area to the east of the M60 is approximately 6ha.

To the south runs the A6140 (Lord Sheldon Way), to the north runs a railway line providing freight and passenger services between Manchester and Ashton-under-Lyne. The closest station is Ashton Railway Station to the east. Residential properties lie to the north west and west of the site, forming the residential area of Droylsden. To the south of the site is Notcutts Garden Centre Mockridge Nurseries.

A large pond referred to as 'Ashton Moss Nature Reserve' (known as Looba's Lake, and not formally designated) and a Park and Ride associated with the adjacent Metrolink station (Ashton Moss) form part of the site to the south west. Other structures within the site include active transmission masts (undergoing decommission) and their associated infrastructure, within the most western and eastern portions of the site. A series of smaller farm buildings in private ownership are located within the western parcel to the north.

The Lord Sheldon Way corridor is home to a large number of big box retail, light industry and storage units, including CarShop Manchester, Office Depot, Selco Builders Warehouse and Screwfix. The Ashton Moss Leisure and Retail Park, to the east of the site, is home to a mix of retail, leisure, food & beverage and hospitality, including Frankie & Benny's, McDonalds, Village Hotel, Hollywood Bowl and Cineworld Cinema. Further to the east is the Ashton West Metrolink Park & Ride.

Ashton Cricket Club lies to the east of the site, accessed via Rayners Lane. The railway line to the north separates the site from the adjacent Tameside Stadium, Football Club and Cycle Circuit. To the east, Richmond Street and the railway line separate the site from a large Marks and Spencer and Sainsbury's complex, and Ikea beyond. Richmond Street is at a higher level than the site. To the south west of the Ashton Moss East site, a SureStore Self Storage building has recently been completed with associated access improvements.



View from Ashton Moss Metrolink station looking north along Lord Sheldon Way



View of Moss Lane Farm looking south from the railway bridge



View along footpath at Ostlers Gate



View of Looba's Lake



## 4.2 Land Ownership

The entire site ownership is split between 10 parties, with the vast majority of western plot owned by Stayley Development, and Arqiva as the second most substantial landowner within the western plot and the most substantial at Ashton Moss East. Muse Developments also have a large interest in Ashton Moss East including shared ownership with Stayley.

Ownership and the subdivision of the site will need to be considered for delivery of development, and cooperation between the various landowners is likely to be a prerequisite for a successful outcome.



Figure 4.1: Land ownership

# 4.0 Site Context

## 4.3 Technical Constraints

### Topography and Ground Conditions

There is a large volume of poor quality Made Ground, which was placed on the site from the construction of the M60, and underlying soft compressible natural Peat soils. The underlying natural Peat and soft organic soils within the Made Ground are also expected to be producing ground gases although further testing is required.

The western site has substantial changes in levels across it, largely as a result of Made Ground deposition. The perimeter of the western site is relatively flat with an overall fall of circa 5m, while the centre of the site is mounded up to a level of 115m AOD (approx 15m higher than the periphery) with steep slopes.

The eastern site (Ashton Moss East) is relatively flat with a gentle fall from east to west, suggested by the extent and orientation of the existing site drainage. The opportunity to create development platforms will require sensitive ground improvement options for the soft peat layer present at the surface of this site.

Natural Peat is present underlying the Made Ground, with a thickness of up to 2.5m on the western site. Extensive volumes of geotechnically poor quality Made Ground up to 18m thick with steep side slopes overlie the natural Peat on the western site. Appropriate ground improvement measures and piled foundations to take any structural loads through the Made Ground and underlying soft Peat are possible for the Ashton Moss West site, which will avoid the removal of the natural Peat soils. In addition, slope stability modelling is being undertaken to understand the possibility to create stable slopes for cuttings within the Made Ground which currently forms the central mound area in the western site.

A preliminary cut and fill review has been undertaken to assess the framework options presented in this Development Framework and the degree to which the existing Made Ground can be reused and relocated within the site.

The existing topography and ground condition is a key constraint when designing suitable development plateaus and access to them.



Figure 4.2: Existing general site wide levels



**Utilities and Infrastructure**

A high pressure gas main runs along Rayner Lane within the western site. Easements will be required for access and maintenance to the below ground pipeline, and there can be no built structures within this zone. The existing utilities located within Moss Lane are subject to further discussions and should not be treated as a constraint for the forthcoming development.

There are masts within Ashton Moss East and to the west of Ashton Moss West. These are part of operations by Arqiva who have indicated the masts will be decommissioned. These masts have not been treated as a constraint to development.

Based on the available information, it is assumed that there currently isn't an adopted sewer network that Ashton Moss East could connect into via gravity and therefore a pumping station would be required. The ability to drain foul water from the western site via gravity would be subject to proposed development levels, re-use of the mounded materials, and verifying the depths of the existing sewers via CCTV survey. The western site may also require a pumping station, which could be in the form of a single large station with a deep rising main, or a number of smaller, shallower pumping stations to serve different plots.

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Figure 4.3: Utilities



## 4.0 Site Context

### Environmental Constraints

The site is rich in landscape features, including key priority habitats such as ponds, drains and ditches, hedgerows and wet woodlands. A Preliminary Ecological Appraisal of the site was undertaken in summer 2022 to understand the ecological potential of the site and obtain initial advice for mitigation and enhancement of biodiversity. This identified three nationally/locally designated sites within 2km of the site with the closest found 900m to the northwest. The site contains several Habitats of Principal Importance including wet woodland, hedgerows and ponds and Local Biodiversity Action Plan (BAP). Habitats including native woodland, marshy grassland and reed bed. Further surveys will be required to understand the presence of priority species on site.

A Biodiversity Metric 3.1 habitat condition assessment was carried out (Ecology Services Ltd). No statutory designated sites or irreplaceable habitats would be directly impacted by development on the site. Enhancements for species would also be recommended in line with the requirements, following completion of further species surveys on the site.

The site is host to wet woodland, reed bed and ponds (priority habitat) and their loss would need to be compensated with the same habitat. The loss of other woodland, and other habitats would require compensation with the same broad habitat or a higher distinctiveness habitat. More habitat units would be achieved by retaining and enhancing existing habitat where possible.

A tree survey was also carried out in summer 2022. This identified the location and spread of trees and tree groups on the site (as illustrated by figure 4.4). There are a large number of trees and tree groups within the site, however, none of them have Tree Preservation Order (TPO) status or are 'A' category (high quality). Ashton Moss East is heavily wooded with wet woodland across most of the site. The western site has groups of trees dotted around, and the area between Moss Lane and the M60 is also very wooded.



Figure 4.4: Site habitats



**Highways and Movement**

The site is crossed by a number of existing Public Rights of Way following Rayner Lane and Moss Lane, as well as crossing north/south from Sandy Lane to Rayner Lane. Informal footpaths used by local residents also cross the site. A segregated walking and cycling route along Rayner Lane is being promoted by TMBC.

The site is well connected to the surrounding highways network with direct access from Lord Sheldon Way and in close proximity to M60 junction 23. However, indicative assessments undertaken to inform the Locality Assessment (Tameside Transport Locality Assessments, November 2020) shows employment development of up to 165,000sqm has the potential to increase congestion on the local highway network.

It is likely that mitigation would be needed to ensure that these impacts would not be severe. The key off-site junction which has been identified as a specific area for potential mitigation is the A635 Manchester Road / A6140 Lord Sheldon Way / A635 signalised crossroads. Additional technical analysis will be required as part of any future more detailed proposals and Transport Assessment to verify and refine the existing assessment.

The highways network also represents a barrier to pedestrian movement in particular to the south, where additional pedestrian crossings would be beneficial. The internal routes will require upgrading to support all types of movement, at present they are fairly informal routes, with minimal maintenance.

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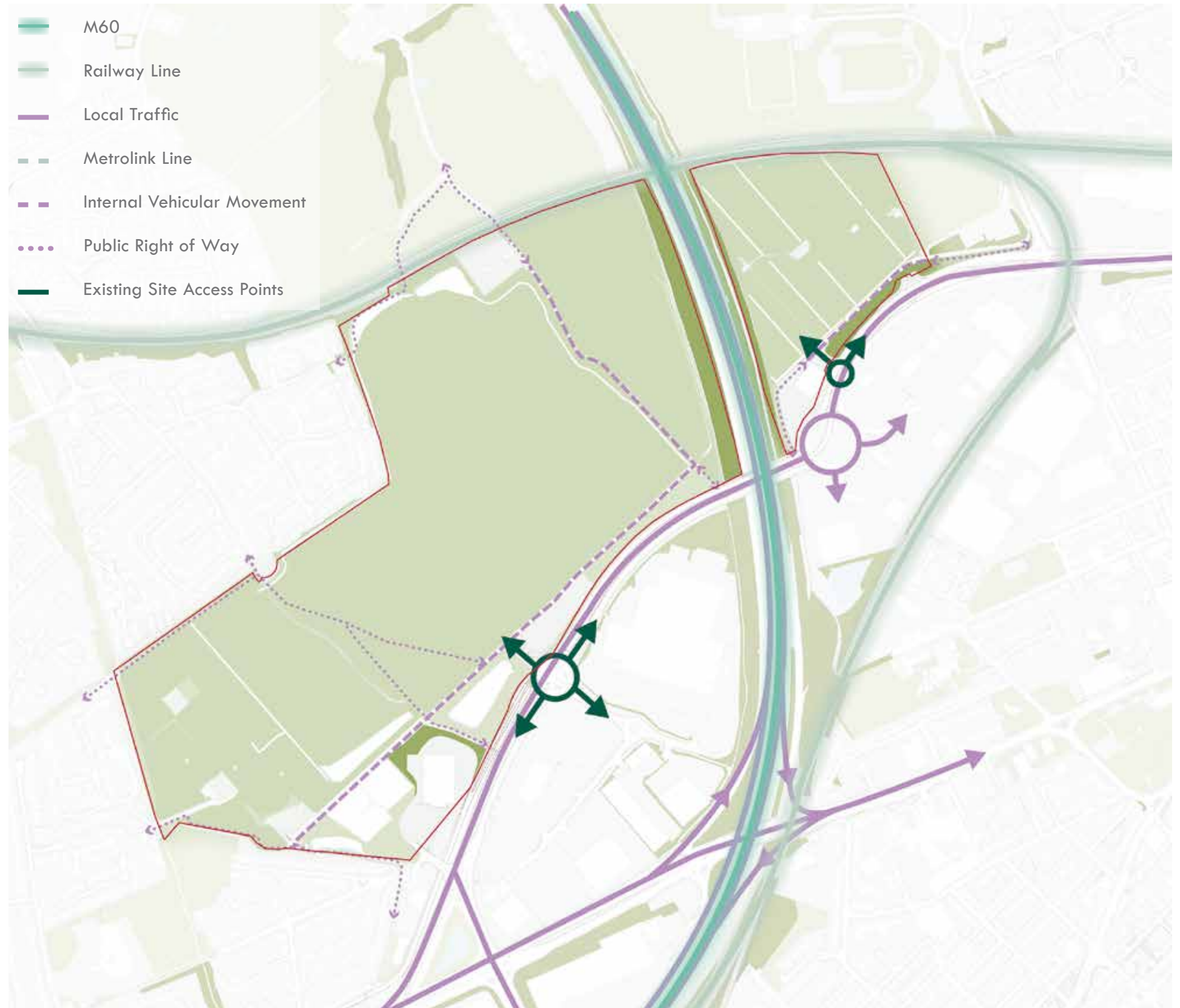


Figure 4.5: Site movement and highways context



# 4.0 Site Context

## Flooding and Drainage

The site is within Flood Zone 1 (low risk of flooding), however there are some areas of medium and high risk of pluvial flooding. This is likely due to the low spots shown on the lidar level data and can be mitigated as part of a scheme through levels design and surface water drainage.

There are a number of ditches present within the boundary of both sites providing surface water drainage connections. On the eastern site, there is understood to be a series of interconnected ditches that act to drain the site. The new development of the Sure Self storage unit incorporated a soak away for disposal of surface water.

On the western site, there are also a number of interconnected drainage ponds which were believed to have been installed to drain the mound created as part of the development of the motorway. It is assumed these ditches connect into the wider drainage network.

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The site is not located within a Critical Drainage Area and is not considered to be at risk from groundwater flooding, flooding from reservoirs or having shallow ground water.

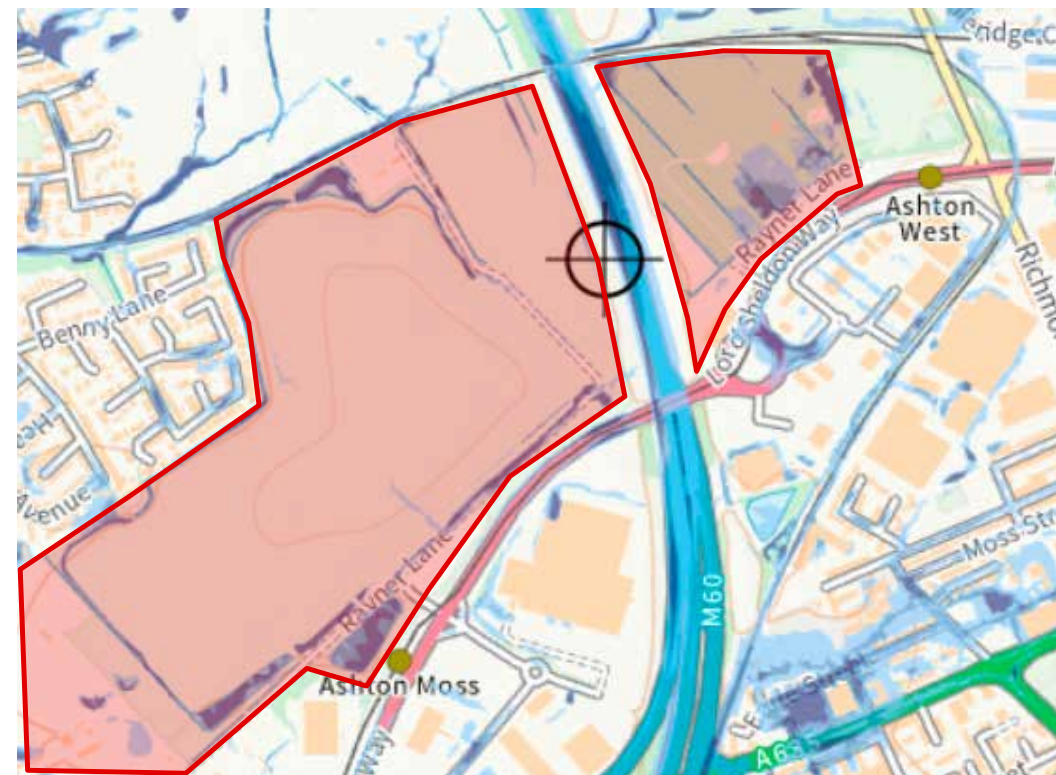
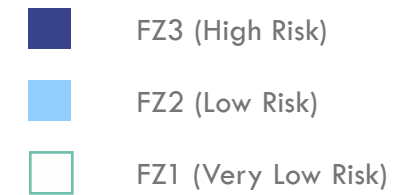
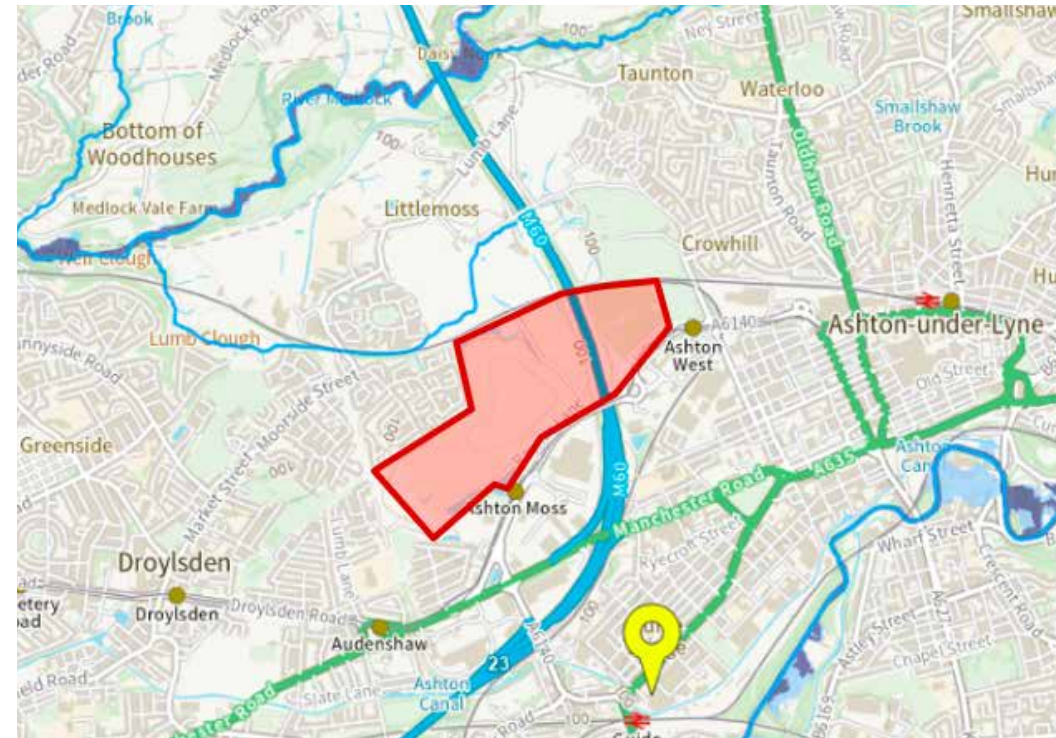


Figure 4.6: Fluvial flooding (top) and surface water flooding (bottom) context



## 4.5 Site Opportunities

### Existing Access Infrastructure

Both the east and western sites benefit from existing highway infrastructure that can be utilised for future development with little intervention, subject to detailed traffic modelling and assessment of capacity.

The eastern site can be developed with the existing junction arrangement where there is an opportunity to formalise the existing bell mouth which provides left turn access and two way egress. Implementing this junction to the east of the site would be required to allow for higher levels of movement subject to assessment. There is a significant (c4m) level change to facilitate this access into the site.

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Subject to future demand, the possibility of creating an all movement signal controlled junction can be explored, which would need to consider the interface with the tram network. This would be subject to further engagement with Transport for Greater Manchester (TfGM) and Metrolink.

The western site is accessed off one signalised “all movement” junction to the centre of the site. Further access junctions may need to be considered to meet future demand and the need for emergency access. A Metrolink Park & Ride car park is located at the entrance and will need to be considered within the development.



Figure 4.7: Access opportunities and constraints



# 4.0 Site Context

## Sustainable Travel

Both the eastern and western sites benefit from sustainable public transport options, being located adjacent to the Ashton Moss Metrolink stop and Park and Ride, and the Ashton West Metrolink stop in addition to local bus stops along both the A6140 and A635. This overall accessibility of the site to conventional public transport options is reflected in the site's above average scoring against the Greater Manchester Accessibility Levels model (GMAL). This site is the only proposed PfE allocation (employment) which meets site selection criteria for public transport accessibility.

Heavy rail connections are also available at Guide Bridge (1.5km) and Ashton-under-Lyne (2.3km) stations.

A potential option for locating a new station on the northern boundary of Ashton Moss West has been explored through the GM New Stations Feasibility Study. It was confirmed, however, that the opportunity has not been explored in detail. It is also unclear whether the feasibility study extended to include local conditions and constraints such as land ownership, topography, rail line capacity and ground conditions.

Dedicated off-carriageway cycle lanes including Beeline routes, and multiple Public Rights of Way (PRoWs) currently provide existing walking and cycling infrastructure around Ashton Moss West. Improvements to existing walking and cycling routes are proposed through the Mayor's Challenge Fund, including works along Rayner Lane within the site to improve accessibility through the neighbourhood area. This would involve resurfacing of paths and widening, lighting and access control to extend the facilities completed in 2019.

In addition to the existing and proposed pedestrian/cycle infrastructure, the Ashton Moss West site benefits from being located on a proposed section of the Bee Network. This includes a section along Rayner Lane and the proposed construction of a cycle/pedestrian bridge over the A635 Manchester Road and the Ashton Metrolink Line. These proposals are supported in GM's Five Year Transport Delivery Plan 2021-2026.



View south west past Ashton Moss Metrolink station



View of railway line to the north of the site, looking east from pedestrian railway bridge



View north crossing the tram lines from Lord Sheldon Way



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## 4.0 Site Context

### Light Rail Network (Metrolink)

The proximity of the sites to the Metrolink network presents a significant opportunity in terms of sustainability and promoting travel by non-car modes of transport. The tram provides access across Manchester with a 12 minute frequency in each direction towards Manchester city centre and Ashton town centre.

The tram line itself, however, provides a constraint in terms of vehicular access into the sites. Whilst there is existing highway infrastructure which can be utilised in order to gain access into the sites from the A6140 Lord Sheldon Way, engineering works would be required in order to deliver infrastructure to cross the existing tram lines and provide new all-movement signal controlled junctions.

Any proposal to deliver significant highway works along Lord Sheldon Way will require further engagement with Tameside Council, TfGM and Metrolink.

### Public Rights of Way

As noted previously, there is an existing network of Public Rights of Ways/ Bridleways that cross the site and provide connections between the residential areas to the north and Rayner Lane/Lord Sheldon Way.

The existing network provides a clear function, however, there is an opportunity to rationalise the routes across the site whilst maintaining the same level of connectivity and positively improving the infrastructure currently provided.

The alignment of the Public Right of Way between Sandy Lane and Rayner Lane will need to be broadly retained which will dictate the extent of development plots and provide opportunity for a characterful greenway within the site.

The proposal should build on the opportunities of the existing on-site and surrounding infrastructure to deliver a development framework focused around sustainable travel.



View looking along Moss Lane



View looking north along PROW within site.



**Townscape and Landscape setting**

Due to the site's topography, parts of the site are visible in short and longer range views from the surrounding area. The elevation within the site also provides significant long views from its plateau, reaching as far as Oldham to the north, Manchester to the west, and the Peak District to the south and east. Although the site itself is greenfield land, it has been subject to ground works through its use for placed material deposition resulting in its current landform. The elevation of the site means that the site will be highly visible from the surrounding urban and rural context.

A large amount of residential properties are located to the north of the site and, therefore, there are sensitive receptors with views into the site. This is compounded by the increase in level on the site. The site is also popular with walkers and horse riders, offering an amenity value to residents. Local views to the south of the site are less sensitive and offer opportunities for a "commercial front door" to Lord Sheldon Way.

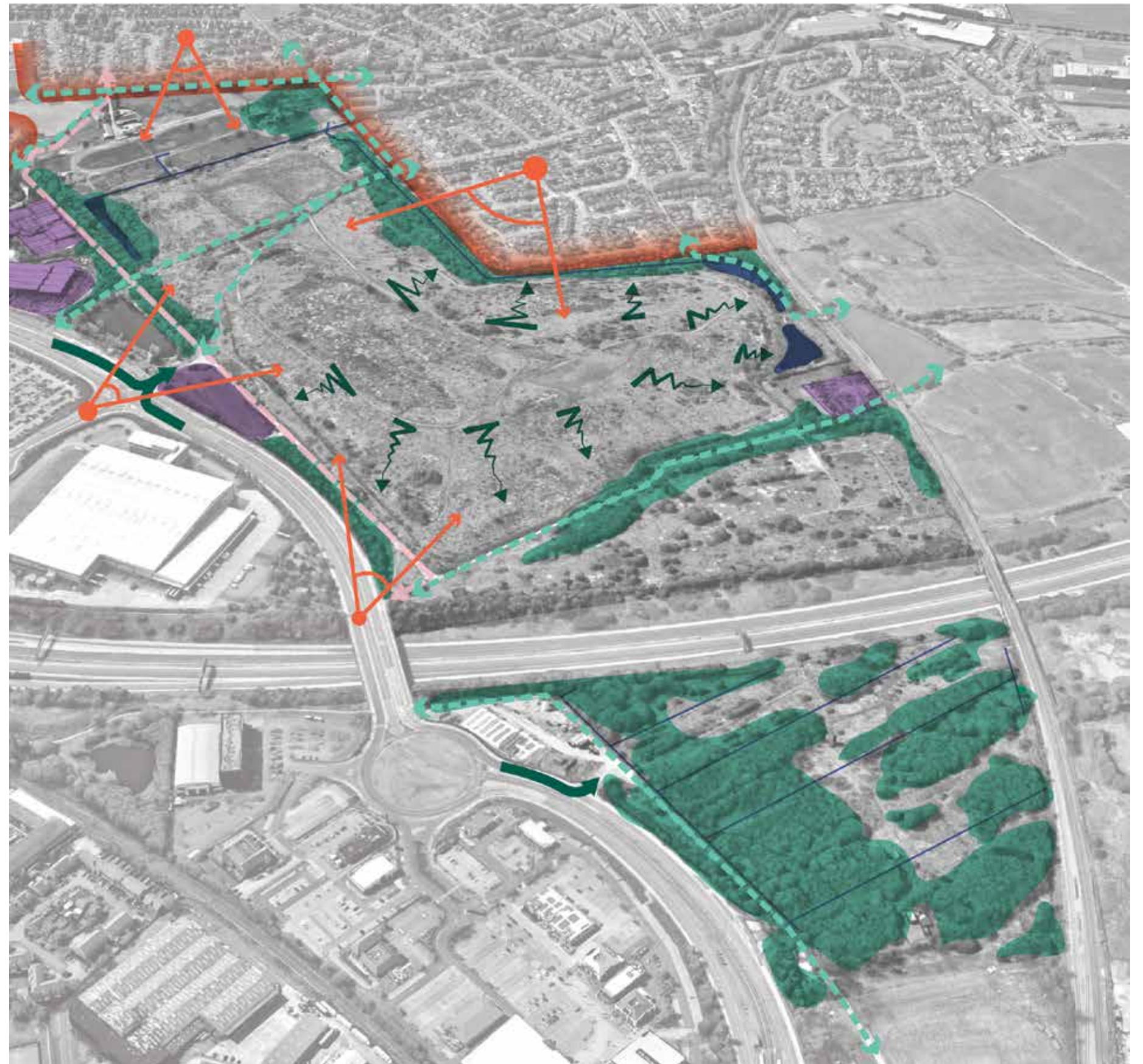
The site is located at the urban fringe, nestled between developed areas to the east, west and south, and undeveloped farmland to the north. Development to the west and north west is low density residential housing arranged around streets and cul-de-sacs primarily constructed in the 1970s and 1980s. To the south lies predominantly large floorplate commercial and retail development and surface car parking.





**Key Constraints to be addressed:**

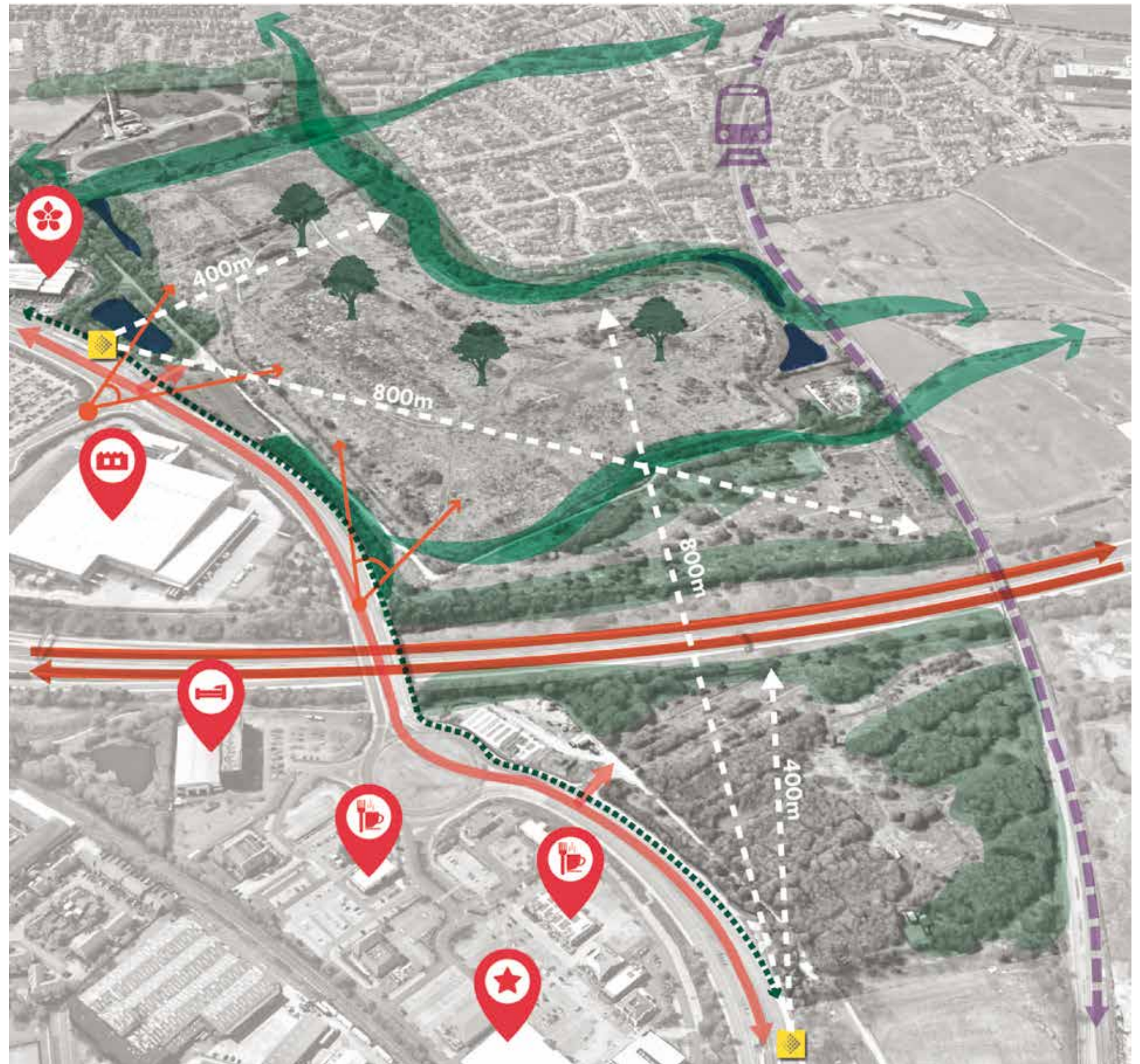
- Topography - the existing condition is one of dramatic changes in levels across the site which need to be addressed to create plateaus or development platforms.
- Ground Conditions and Peat - the site is underlain with peat of varying thicknesses. More detailed site investigations are required to understand the full extent, location and condition of the ground including peat.
- Habitats and Ecology - an early walkover survey has established the potential presence of a range of biodiversity. The extent, condition and mitigation of impacts to minimise harm needs to be understood.
- Land ownership - the land is within multiple ownerships.
- Access - existing arrangements provide a starting point but may not be sufficient to support the intended quantum of development on the site and may require upgrades, or additional access points.
- Views - due to sensitive edge towards the west and significant elevation gain within the site above the surrounding context the proposal needs to consider the visual impact on the local area.
- Amenity - relationship of development within the site to the surrounding residential uses needs to be considered and sensitively addressed.
- Public Rights of Way - consideration for access rights across the site.
- Existing utilities and easements - consideration for utilities corridors and impacts on development parcels.





**Key Opportunities to build on:**

- Location - the site is well situated in proximity to existing amenity, leisure, retail and existing hotels; educational institutions; skilled and labour workforce
- Well connected - access to the site via Metrolink, local and strategic road network, rail network, green infrastructure corridors for active travel routes.
- Great vehicular connectivity into the local and regional/national traffic thanks to existing site access points and close proximity of M60.
- Excellent public transport connectivity with Metrolink and bus services running along the southern edge of the site.
- Potential for a future railway station at Little Moss or within site to be explored.
- Strategic positioning - the site is within the Ashton Mayoral Development Zone and has strategic links to St Petersfield and Ashton town centre regeneration.
- Green Infrastructure - opportunities to strengthen existing green infrastructure networks and create offline cycle and pedestrian networks tying into existing.
- Landscape - existing landscape features which can drive the landscape proposal within the development proposal.
- Amenity - surrounding facilities which would support employment development on the site, providing amenities for workers.











# 5.0 THE VISION



**A PLACE FOR PEOPLE AND BUSINESSES TO THRIVE IN THE FOURTH INDUSTRIAL REVOLUTION**

Ashton Moss Innovation Park will deliver a strategic advanced manufacturing park at the gateway between Manchester and Tameside, offering excellent strategic connectivity and significant growth potential within a town centre context. Ashton Moss will offer a benchmark in modern industry at one of greater Manchester's most connected locations, within the most digitally connected borough in the north of England. A beacon of digital and health manufacturing, Ashton Moss will be a place where things are made with a diverse range of employment opportunities set within an accessible and beautiful landscape.

**INNOVATION - INDUSTRY - MANUFACTURING - PLACE - LANDSCAPE - LEARNING**



## 5.1 Strategic Objectives for Ashton Moss

Ashton Moss Innovation Park is one of the key opportunities in Tameside for delivering jobs on a sustainable site, well located with easy access to existing facilities, Ashton town centre and the local talent pool, as well as to further afield by bike, rail, road and tram. The site's design objectives respond to the existing ecological value, topography, and utilities and drainage networks.

### A Connected Employment Hub

Drawing on its strategic location, benefitting from its links to the M60, rail and tram network with clearly defined access that accommodates a multitude of potential future uses.

### An Outward Facing Offer

Understanding the landscape setting of the site and its prominent, highly visible location is important in shaping how the site will develop, and defining a productive heart.

### An Active Environment

Connecting into the local pedestrian and cycle movement networks and understanding the positioning of the site within the wider green and blue infrastructure networks as well as the opportunities they present for active travel. Promoting movement within and around the site.

### A Natural Place

Creating a place that understands its existing assets of biodiversity, water, woodland and is able to minimise its impacts and its footprint overall. Utilising and enhancing existing values for the benefit of the environment and for the people who currently enjoy the site's spaces and those who will in the future.

### A Good Neighbour

Development will need to appreciate sensitive green edges to the north, the residential amenity setting to the north and west, and the industrial and commercial setting to the south and east. Tying into this range of uses and settings should enhance and not detract from the existing townscape.

### Forward Looking

The site has huge potential to offer employment for existing and future populations, drawing on local and regional innovation. The site should be developed to create opportunities for businesses of various scales to build in flexibility. Any development should be socially, environmentally and economically sustainable.



Figure 5.1: The emerging place









# 6.0 THE FRAMEWORK



# 6.0 The Framework

## 6.1 Overview

This Development Framework supports the creation of a dynamic, attractive and thriving Innovation Park at Ashton Moss West and Ashton Moss East – combined to deliver Ashton Moss Innovation Park. Tameside is driving for a greener, cleaner society and to create a place for businesses and people to prosper for generations. Importantly, this Framework will offer the opportunity to attract high quality employment for the people who live here and significant inward investment in the borough. The town of Ashton-under-Lyne enjoys a strong identity, tied to its industrial heritage which lives on today and our proposals to deliver an innovative and creative employment offer echoes the site's historic use as a market garden which provided sustenance and livelihoods for the people of Ashton.

This Framework offers flexibility to respond to ever changing market demands in order to secure the best possible outcome, whether providing space for a local business to expand, or supporting incoming businesses seeking to locate in the North West. The ease of access to road, rail, town and country, as well as fibre optic networks means it is well positioned for a variety of opportunities.

The ambition of the Vision is to unlock the strategic site at Ashton Moss and to deliver uses which drive the creation of jobs for local people, boosted by incoming specialist talent to the area and strategic connections to industry and education.

The key to the site's success will be to embed the employment uses within the fabric of the town and maximise the unique context of the site (particularly access to the Metrolink), respecting nearby homes, panoramic views and the landscape setting whilst tapping into the opportunities that arise in established commercial locations, such as St Petersfield. All this will be framed by a high quality natural landscape, respecting the ecology and biodiversity that the site supports to deliver high quality amenity space for employees and the local population.

The below outlines the approach to shaping the plan for the site set out in this section.

### 1. Key Performance Indicators

These provide a set of tests which have informed the Framework options and which will be used to test them against.

### 2. The Design Principles

These provide strategic design principles for delivering the aspirations of the vision and shape the framework, established to work with the site and implement the KPIs. These principles set out a holistic response to the placemaking opportunities and drive the Structural Framework for future development at Ashton Moss Innovation Park.

### 3. The Structural Framework

This sets out the structural framework that all development options should follow in order to achieve the design principles.

### 4. Development Scenarios Toolkit

A flexible toolkit of design outcomes which can come together to deliver development options for the site.

### 5. Framework Options

This provides outline development options for the site, bringing together the toolkit components and based on the structural framework and scenarios toolkit.

## 6.2 Key Performance Indicators

The aspirations for the site and its context as well as identified opportunities and constraints have informed the development of a series of Framework Options. These are established based on a set of Key Performance Indicators to test the site's potential against success factors:

### 1. Maximises Development Potential:

Seeks to deliver the maximum potential employment land and floorspace to facilitate job creation and an attractive site for a range of possible occupiers.

### 2. Maximises Biodiversity and Landscape Potential:

Maximises opportunities for landscape enhancement across the site, delivering quality placemaking, and ensuring opportunities for Biodiversity Net Gain are grasped.

### 3. Sensitive to Neighbours:

Delivers appropriate set back and buffer to residential neighbours to the north and an appropriate addition to the existing townscape.

### 4. Enables Connectivity:

Supports sustainable and active connectivity into and through the site.

### 5. A Flexible Approach:

Offers opportunities for a range of unit types and scales and flexibility in phasing approach.

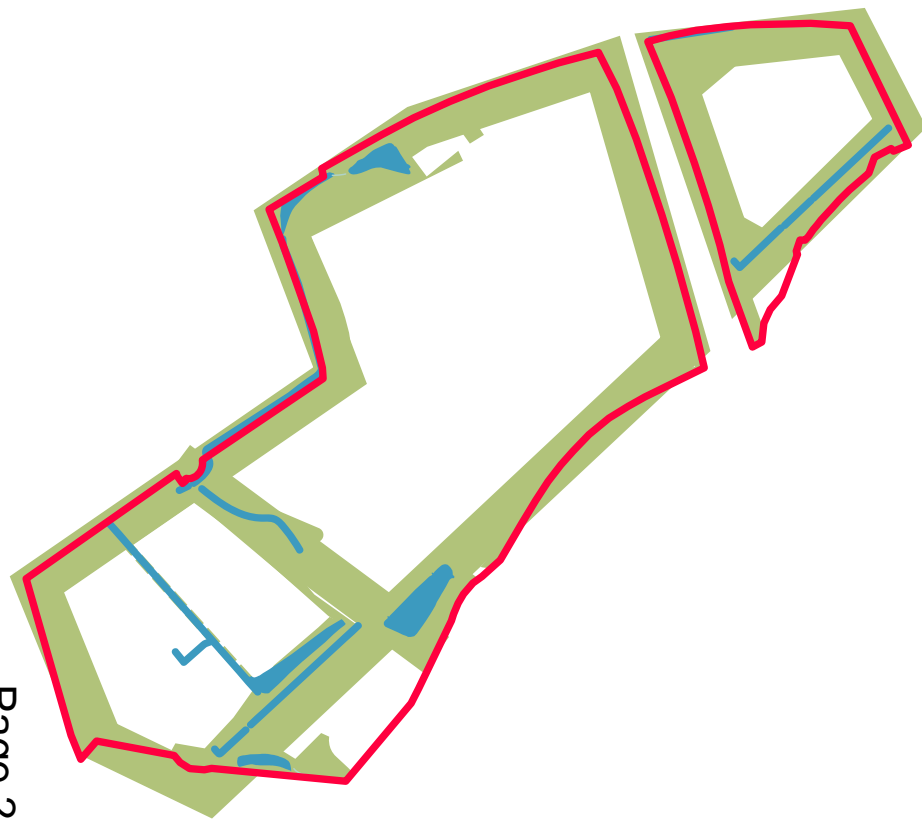
### 6. Works with the site conditions:

Efficiency of infrastructure to reduce the level of investment required to unlock the sites (access, topography/ground conditions, utilities).

The Framework options have been developed with cognisance of these indicators, and will be tested against them to establish the opportunities associated with implementing each one.

### 6.3 Design Principles

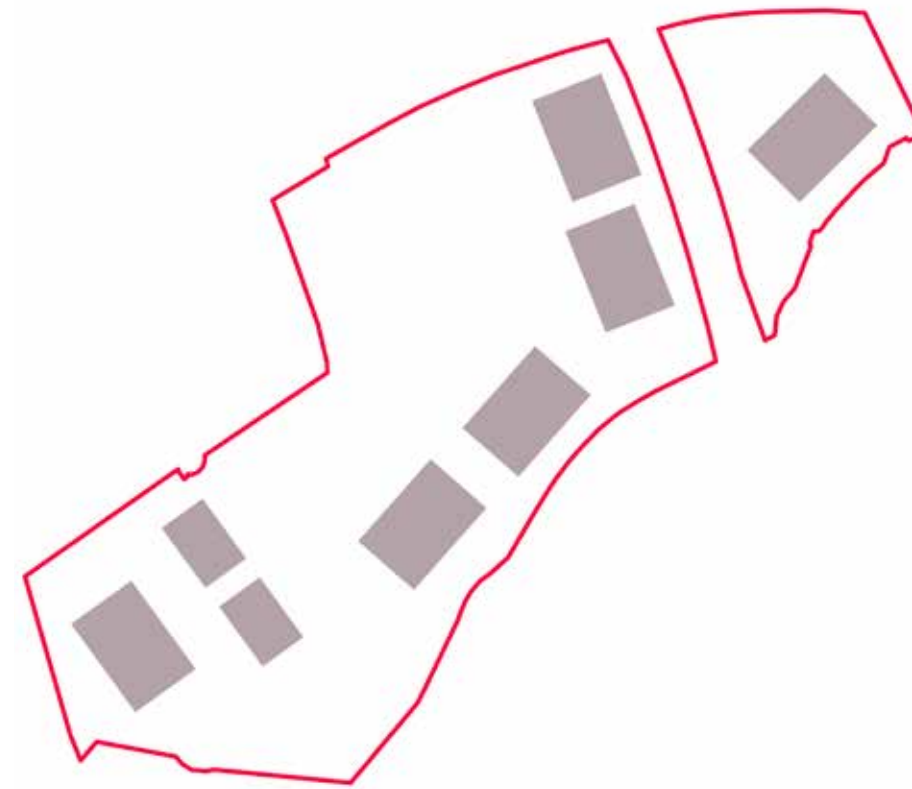
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#### A green employment park

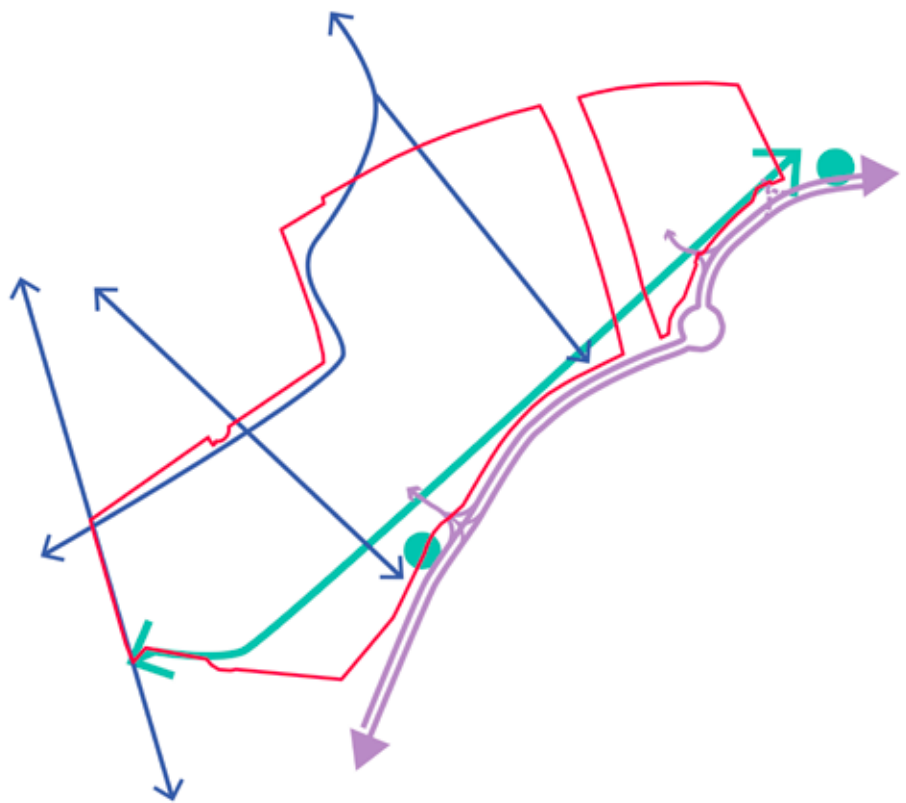
The development should seek to retain and protect landscape features of value, such as watercourses, basins and important tree groups in order to assimilate the innovation park into its setting.

Ashton Moss will be a desirable place to work, the employment park set within a framework of green corridors, and provide amenity for future innovation.



#### Development form focused to the south

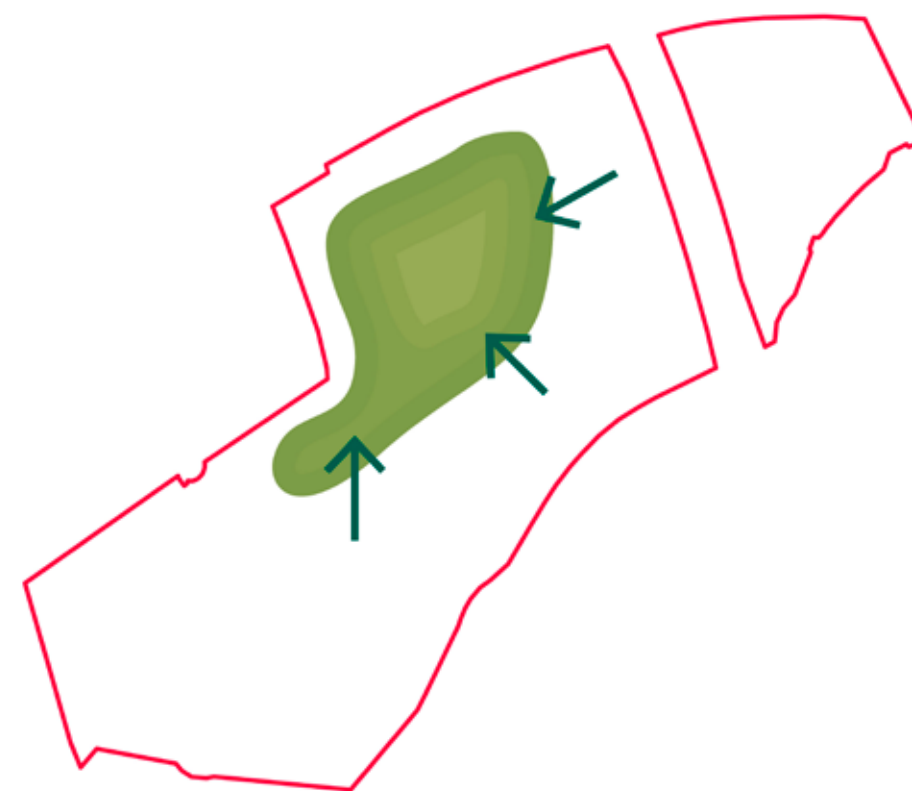
Development form should, where possible, be focused to the south of the site, providing a visual connection to Lord Sheldon Way, and focussing the building mass away from the sensitive boundaries to the north, adjoining residential properties and the Green Belt.



#### Maximising connectivity through the site

Ashton Moss should seek to maximise connectivity, retaining and enhancing key pedestrian and cycle routes which form local connections to the public transport network, and for existing local residents.

Rayner Lane is to become an important cycleway connecting into the wider Bee Network of Greater Manchester.



#### Creating an ecology park

Due to the existing landform, it may be possible to create a contoured landscaped parkland from the redistribution of placed material when creating flat development platforms.

Should this be the case, a landscaped landmark feature should be formed to provide a place for recreation for the existing community and future employees. It would also provide a buffer between the existing residential neighbourhood and new employment buildings.

The park also provides the opportunity to mitigate habitat loss within the site.



# 6.0 The Framework

## 6.4 The Structural Framework

The Structural Framework for the site sets the underlying strategic components from which development at Ashton Moss should respond. These are effectively the strategic 'fixes' which all options for the site should consider. The framework builds on the guiding design principles and sets out a structure to provide maximum flexibility for future development.

It consists of the following elements which in combination define the resultant development parcels.

- Landscape Framework
- Pedestrian and Cycle Movement Framework
- Infrastructure Framework

These frameworks set the structure for the development and defines a development envelope in the form of three development areas (Plot 1, Plot 2 and Plot 3).

These development areas could be delivered individually or as part of a site-wide development proposal. The following pages set out how each could come forward and the key requirements of each parcel.

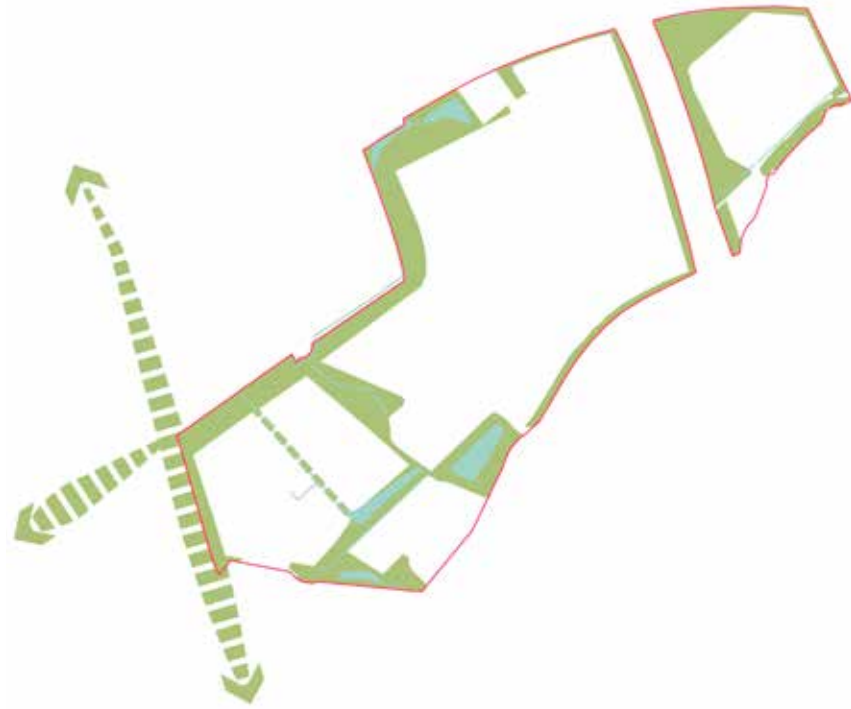
There are several different technical solutions which could be brought forward to deliver the development. These are set out in the next section of this document under 'toolkit'.

Phasing and delivery considerations are set out in section 7.0 of this document.



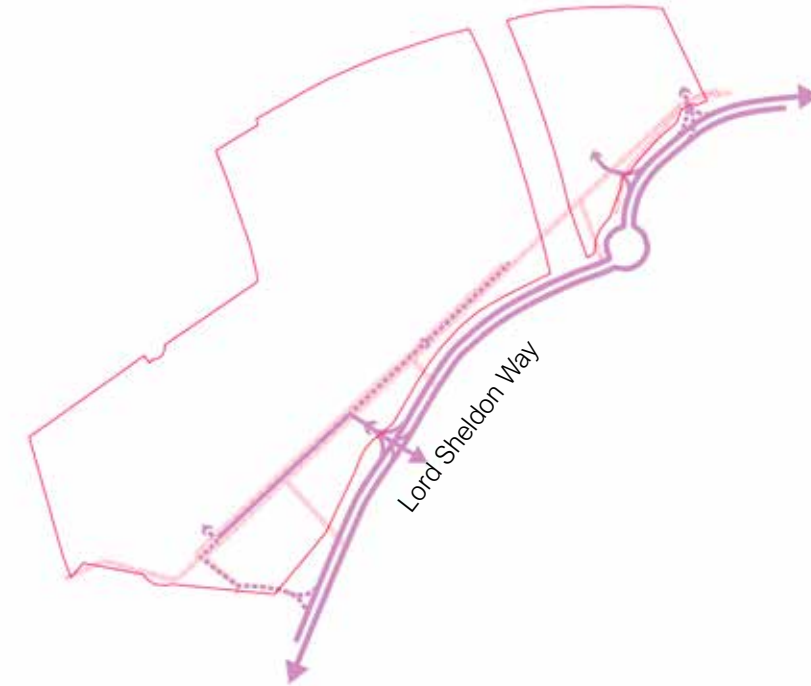
Figure 6.1: Strategic framework plan

### Landscape Framework



- Retention of existing key landscape features - landscape edge, ponds, wet ditches and drains.
- Landscaper buffer to north/western edge to protect visual amenity.
- Extend green links to connect the site to the existing landscape network, connecting to Little Moss
- Provide buffer to M60
- General principle to retain and enhance biodiversity where possible

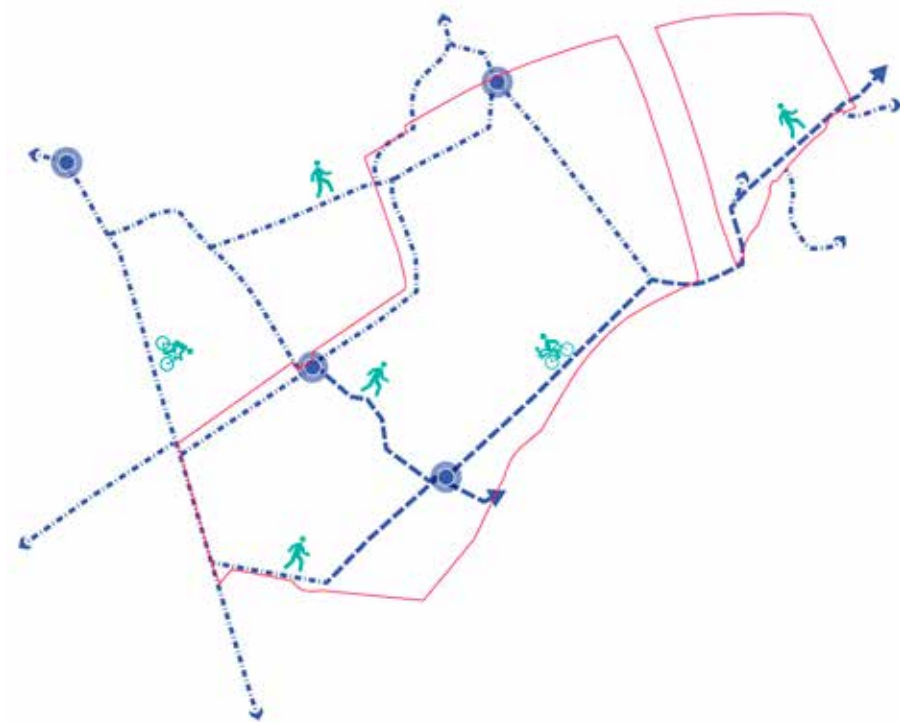
### Infrastructure Framework



- Utilise existing road infrastructure to serve the new development from Lord Sheldon Way.
- Easements protected for utilities
- Utilise Rayners Lane as the primary access corridor for the site(s)
- Seek to utilise existing infrastructure but also identify new infrastructure opportunities for energy, waste and drainage

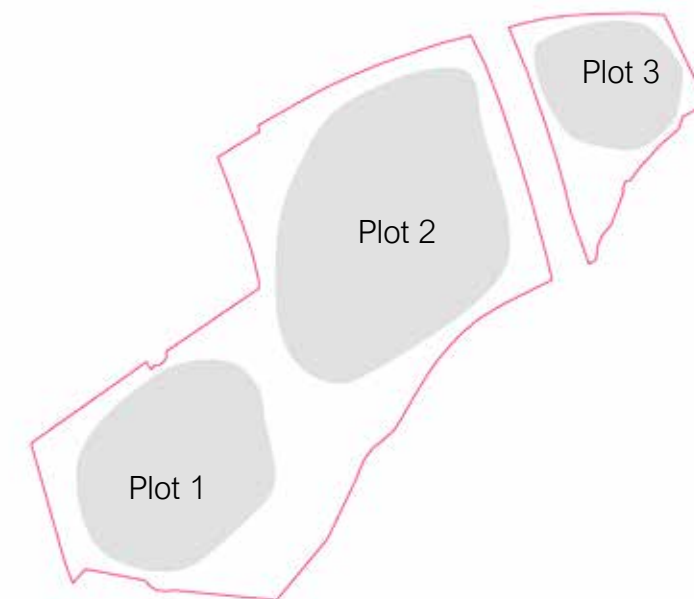
Page 229

### Pedestrian and Cycle Framework



- Retain or re-provide existing Public Rights of Way that cross the site
- Extend connections from west into the site connecting it with the existing community and landscape
- Maintain key pedestrian desire line cutting through the site, connecting Sandy Lane with the Metrolink stop
- Facilitate access between the two sites (i.e. over M60)
- Improve connections to Ashton Moss Retail & Leisure Park
- Improve access across the railway to the north

### Development Parcels



- Delivery of three development areas for employment
- Create logical approaches to the delivery of the development areas collectively and/ or in a phased manner

# 6.0 The Framework

## 6.5 Development Scenarios Toolkit

The Structural Framework has defined 3 areas for development. The framework has been designed to be flexible and accommodate a range of different development approaches and forms which could be delivered in several different ways. These are explored on the following pages through a number of scenarios.

The adjacent reference plan outlines the potential development scenarios which could come forward on each development area. The scenarios are then developed further on the following pages before outlining the potential emerging framework options for the site.

Page 230

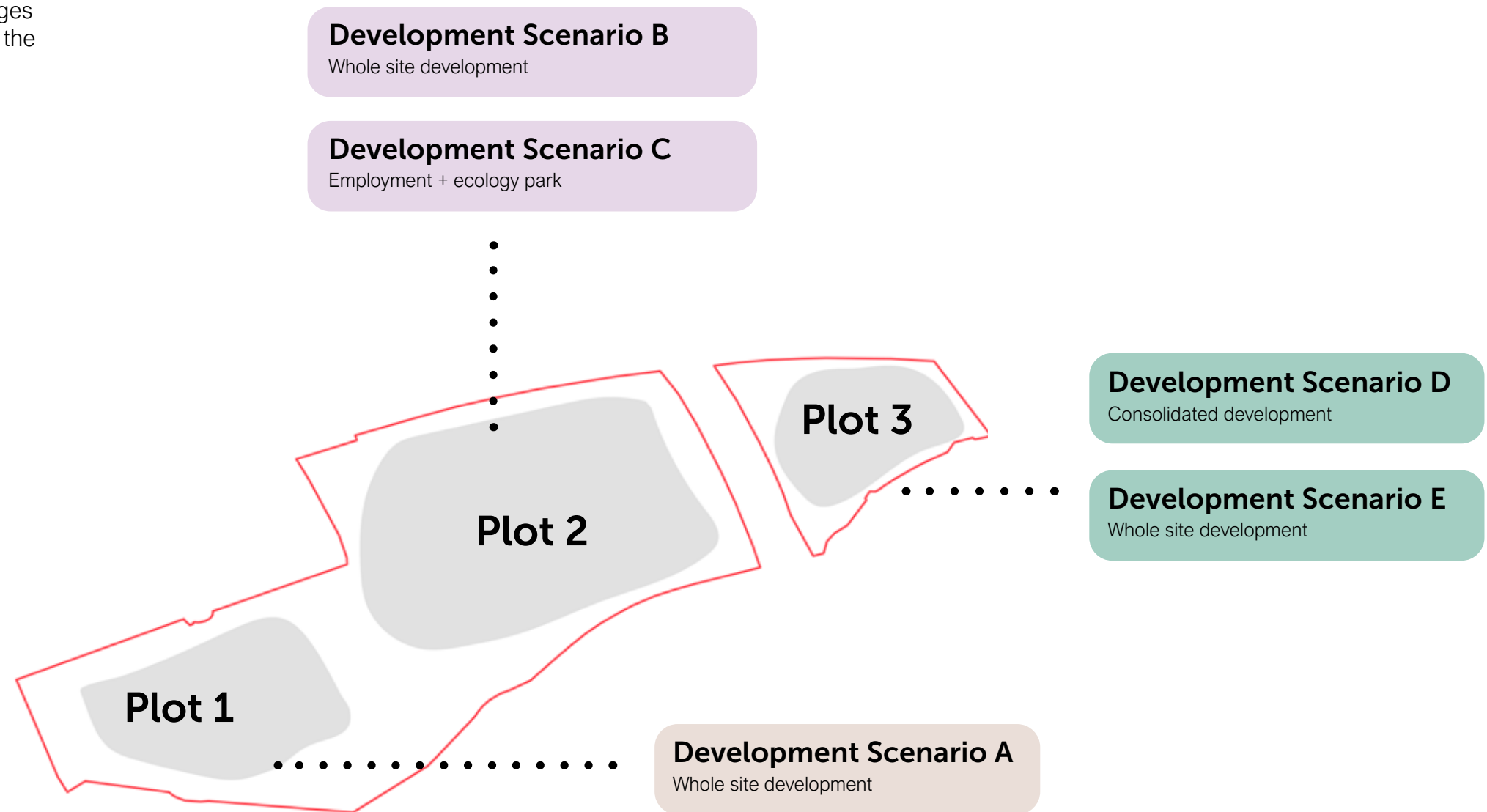


Figure 6.2: Development scenario reference plan



**How to read these pages**

This page explains how to read the Solutions Toolkit matrix. An annotated example is provided on this page explaining how each page in the Solutions Toolkit is set out.


The headline development and landscape considerations are set out for each development scenario on the following pages. These are important issues relating to each individual area and should be considered across all development scenarios.

For each scenario a range of delivery and design solutions are set out. Each solution has its own positive and negatives (environmental impact/cost etc.) which will need to be weighed up in the balance of development.

Page 231

Key things you need to know about when developing this plot

Key plan defining the plot which this page refers to

PLOT NO. 

Development Scenario X

Potential access, drainage and landscape solutions

KEY CONSIDERATIONS	ACCESS SOLUTIONS	DRAINAGE SOLUTIONS	LANDSCAPE SOLUTIONS
<p><b>Access</b></p> <ul style="list-style-type: none"> <li>Retain or re-provide access to Moss Side Farm</li> <li>Retain or divert existing public right of ways</li> </ul>	<p><b>Utilise existing junction</b></p> <p>Proposed development is served from existing priority junction on Lord Sheldon Way via Rayner Lane.</p>	<p><b>Individual plot - surface water storage tank system</b></p> <p>Each development plot is served by an underground storage tank. Minimal land take.</p>	<p><b>Structural landscape</b></p> <p>Minimal landscape response. Structural landscape (as per framework) and plot landscape only.</p>
<p><b>Utilities</b></p> <ul style="list-style-type: none"> <li>Utilities easement to be accommodated.</li> </ul>	<p><b>Utilise existing junction and provide an emergency or secondary access</b></p> <p>Proposed development is served from existing priority junction on Lord Sheldon Way and via Rayner Lane and an alternative access onto Lord Sheldon Way.</p>	<p><b>Individual plot - SuDS system, basins and swales</b></p> <p>Each development plot is served by its own SuDs system.</p>	<p><b>Enhanced structural landscape</b></p> <p>Structural landscape (as per framework) and enhanced plot landscape.</p>
<p><b>Levels</b></p> <ul style="list-style-type: none"> <li>Significant amounts of re-modelling to create development platforms</li> </ul>	<p><b>Site wide strategy- SuDS system, basins and swales</b></p> <p>Holistic site wide strategy. Basins can be consolidated in several locations.</p>	<p><b>Ecology park</b></p> <p>Central landscaped park for amenity, biodiversity and to accommodate landform.</p>	<p><b>Unsuitable solution</b></p> <p>(Faded out with a red X)</p>
<p><b>Biodiversity</b></p> <ul style="list-style-type: none"> <li>High value habitats.</li> </ul>			

Unsuitable solutions in this scenario are faded out and defined with a cross



# 6.0 The Framework

## Plot 1

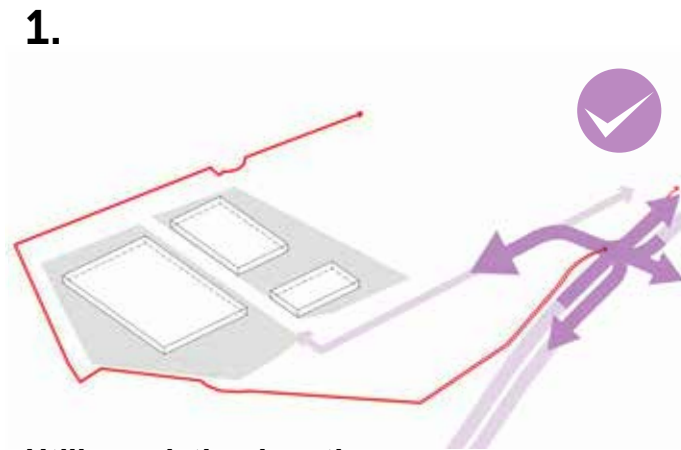


### KEY CONSIDERATIONS

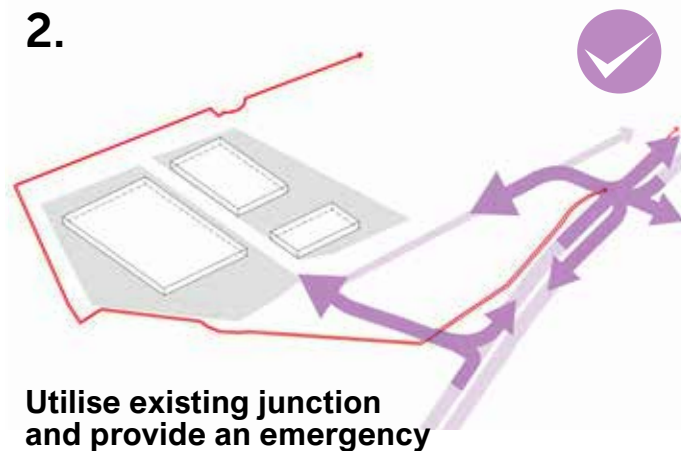
- Access**
  - Existing rights of way to be retained
- Visual Impact**
  - Sensitive receptors in surrounding residential community
- Biodiversity**
  - Retention of water drain and pond

## Development Scenario A (whole site development)

### ACCESS OPTIONS

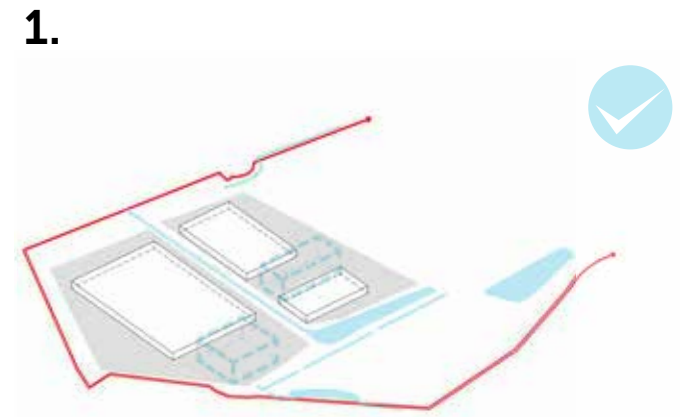


**Utilise existing junction**  
Proposed development is served from existing priority junction on Lord Sheldon Way via Rayner Lane.

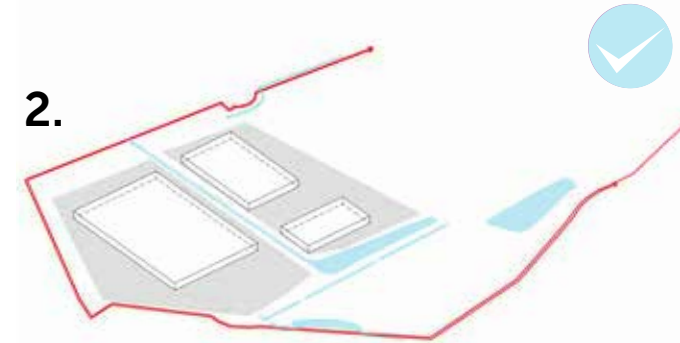


**Utilise existing junction and provide an emergency or secondary access**  
Proposed development is served from existing priority junction on Lord Sheldon Way and via Rayner Lane and a new access via garden centre/ nursery access off Lord Sheldon Way, offering straight ahead route from M60. Junction enhancements and signalling review required.

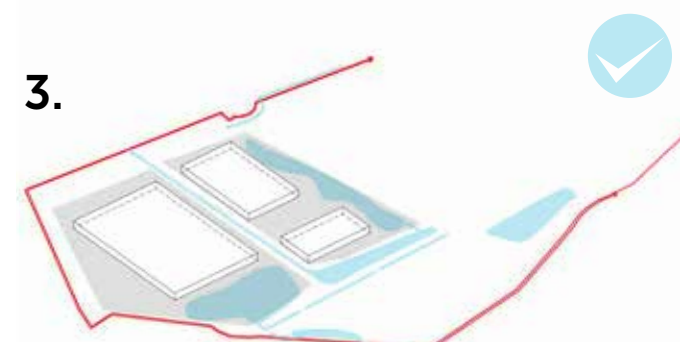
### DRAINAGE OPTIONS



**Individual plot - surface water storage tank system**  
Each development plot is served by an underground storage tank. Minimal land take.

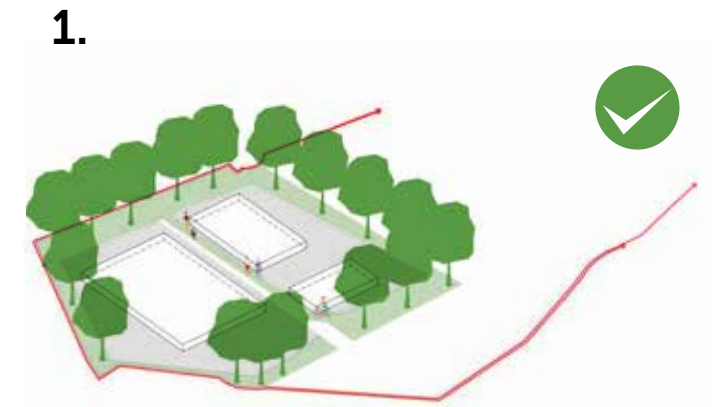


**Individual plot - SuDS system, basins and swales**  
Each development plot is served by its own SuDs system.



**Site Wide Strategy- SuDS system, basins and swales**  
Holistic Site wide strategy. Basins can be consolidated in several locations.

### LANDSCAPE OPTIONS



**Structural landscape**  
Minimal landscape response. Structural edge landscape, central boulevard (as per framework) and plot landscape only.

Plot 2



KEY CONSIDERATIONS



Access

- Retain or re-provide access to Moss Side Farm
- Retain or divert existing public right of ways



Utilities

- Utilities easement to be accommodated along Rayners Lane



Levels

- Significant amounts of re modelling to create development platforms

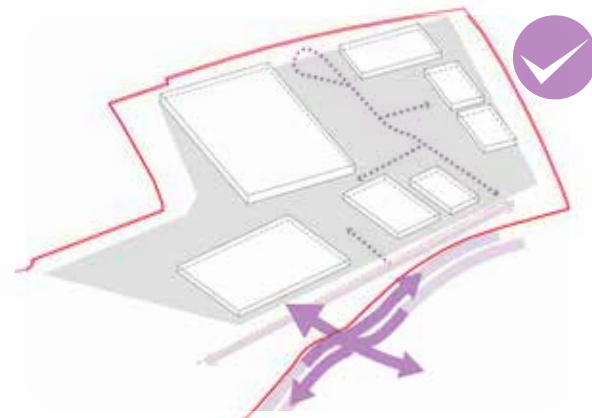


Biodiversity

- High value habitats retained to north and south

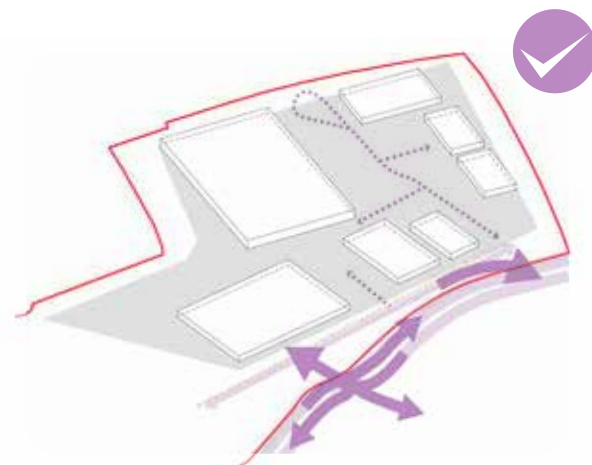
Development Scenario B (whole site development)

ACCESS OPTIONS



Utilise existing junction

Proposed development is served from existing priority junction on Lord Sheldon Way via Rayner Lane.

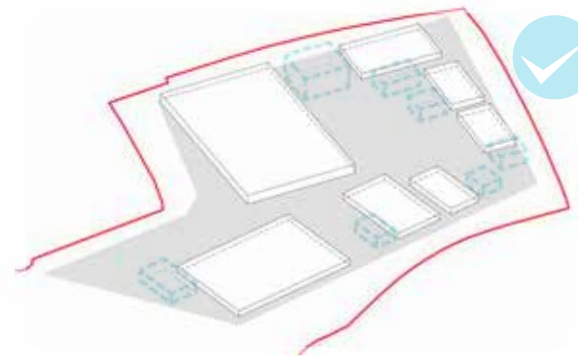


Utilise existing junction and provide an emergency or secondary access

Proposed development is served from existing priority junction on Lord Sheldon Way and via Rayner Lane and an alternative access onto Lord Sheldon Way.

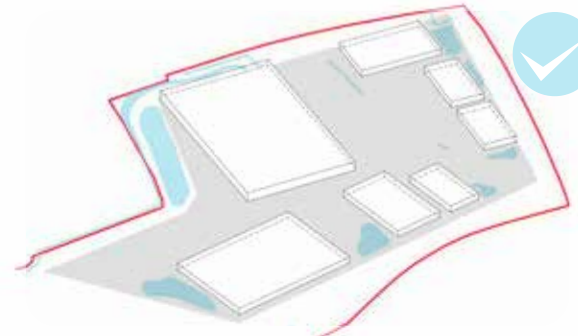
Solution unlikely to be required if access option 2 is taken within Development Scenario A.

DRAINAGE OPTIONS



Individual plot - surface water storage tank system

Each development plot is served by an underground storage tank. Minimal land take.



Individual plot - SuDS system, basins and swales

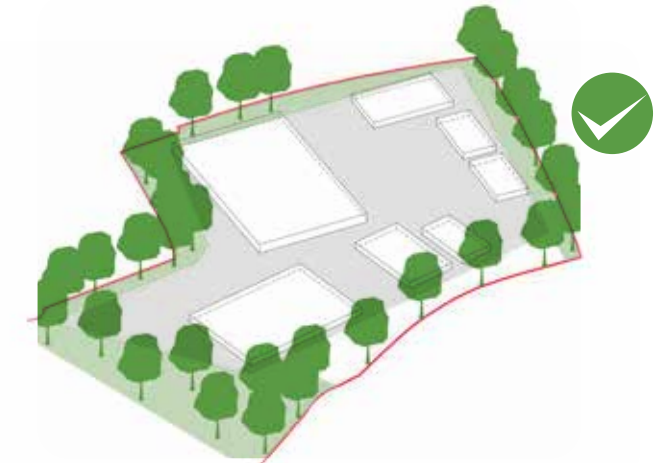
Each development plot is served by its own SuDS system.



Site wide strategy- SuDS system, basins and swales

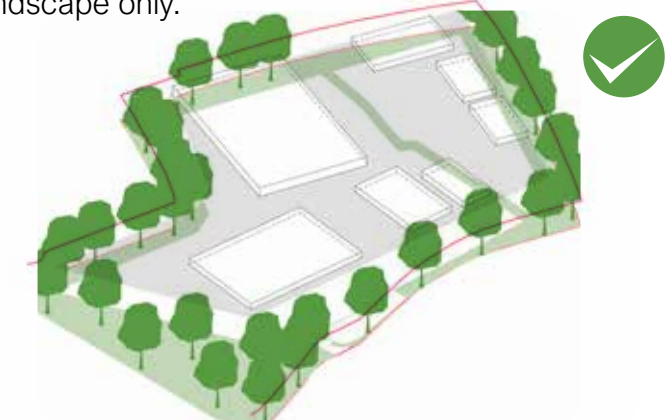
Holistic site wide strategy. Basins can be consolidated in several locations.

LANDSCAPE OPTIONS



Structural landscape

Minimal landscape response. Structural landscape (as per framework) and plot landscape only.



Enhanced structural landscape

Structural landscape (as per framework), including central boulevard public route, and enhanced plot landscape.



Ecology Park

Central landscaped park for amenity, biodiversity and to accommodate landform.



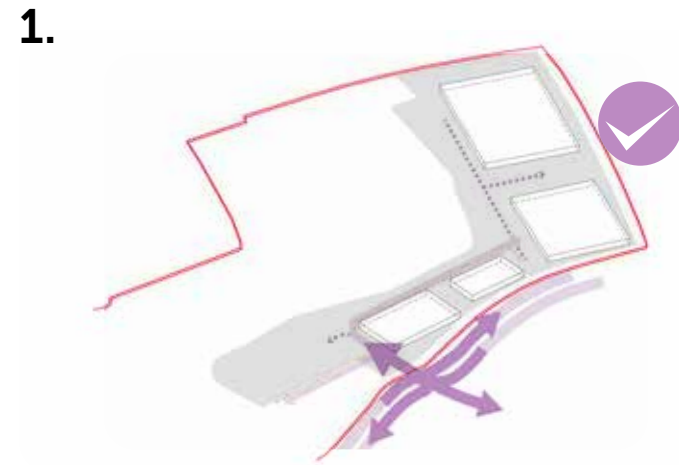
# 6.0 The Framework

## Plot 2

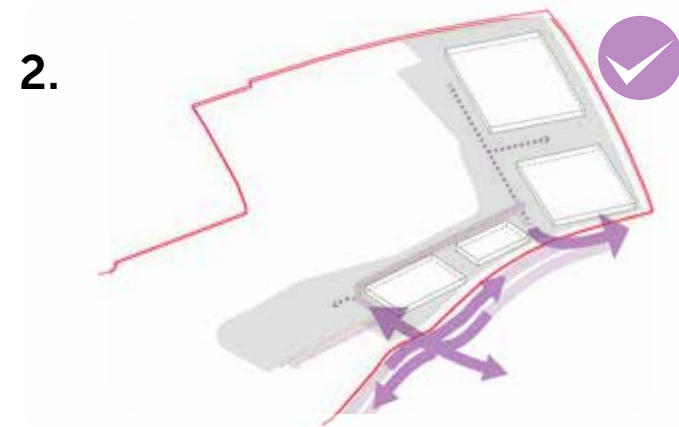
### Development Scenario C (employment + ecology park)



#### ACCESS OPTIONS

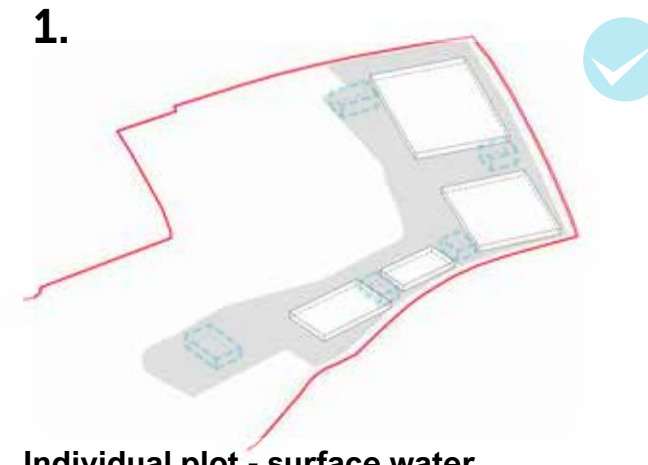


**1. Utilise existing junction**  
Proposed development is served from existing priority junction on Lord Sheldon Way.

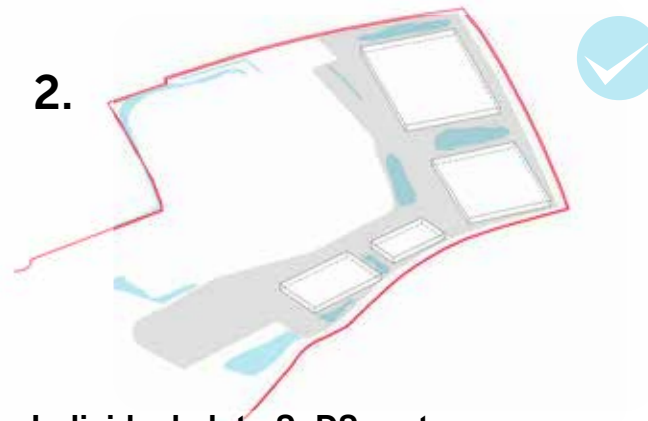


**2. Utilise existing junction and provide an emergency or secondary access**  
Proposed development is served from existing priority junction on Lord Sheldon Way and via Rayner Lane and an alternative access onto Lord Sheldon Way.

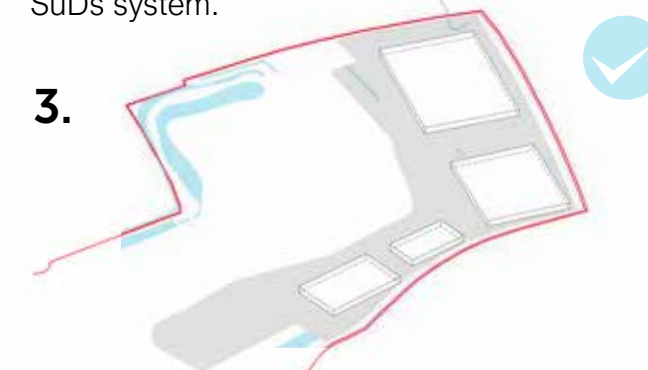
#### DRAINAGE OPTIONS



**1. Individual plot - surface water storage tank system**  
Each development plot is served by an underground storage tank. Minimal land take.

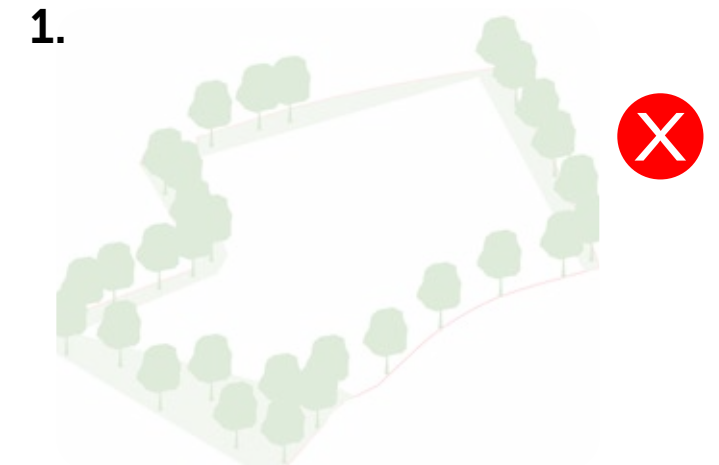


**2. Individual plot - SuDS system, basins and swales**  
Each development plot is served by its own SuDs system.



**3. Site wide strategy- SuDS system, basins and swales**  
Holistic site wide strategy. Basins can be consolidated in several locations.

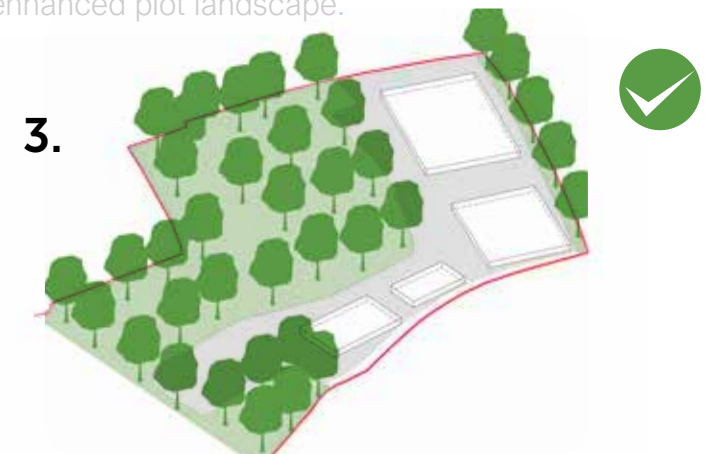
#### LANDSCAPE OPTIONS



**1. Structural landscape**  
Minimal landscape response. Structural landscape (as per framework) and plot landscape only.



**2. Enhanced structural landscape**  
Structural landscape (as per framework) and enhanced plot landscape.



**3. Ecology Park**  
Central landscaped park for amenity, biodiversity and to accommodate landform.

# 6.0 The Framework

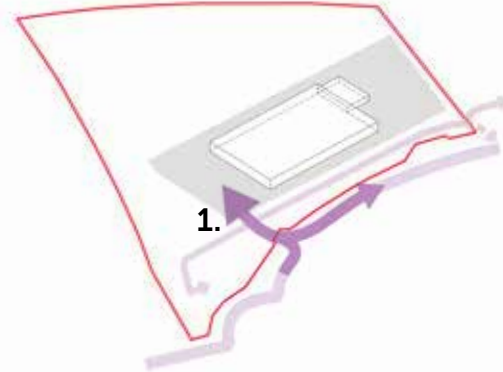
## Plot 3

### Development Scenario D (consolidated development)



#### ACCESS OPTIONS

1.



##### Utilise existing junction 1

Proposed development is unlikely to be served by the existing left in left out arrangements

2.



##### Utilise existing junctions 1&2

Proposed development is served by the existing left in left out at 1 and 2.

3.

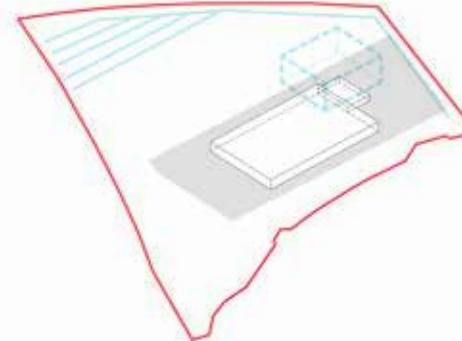


##### Upgrade junction 2

Proposed development is served by an updated junction - to a 'no right turn' access

#### DRAINAGE OPTIONS

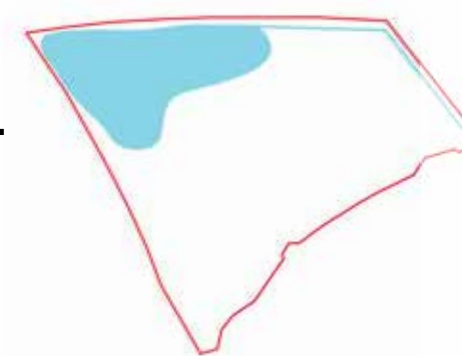
1.



##### Surface water storage tank system

Existing drainage channels to be diverted/reprovided. Surface water underground storage tank.

2.



##### SuDS system, basins and swales

Re provide/divert existing channels and provide an attenuation basin SuDs network for surface water drainage,

#### LANDSCAPE OPTIONS

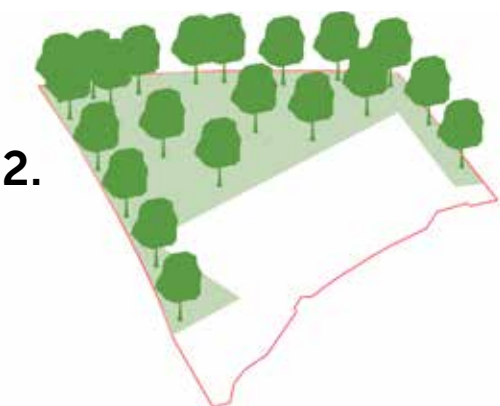
1.



##### Structural landscape

Minimal landscape response. Structural landscape (as per framework) and plot landscape only.

2.



##### Enhanced landscape/habitats

Some habitats retained and enhanced alongside development.



# 6.0 The Framework

## Plot 3



### KEY CONSIDERATIONS



#### Access

- Access to Cricket club to be retained at all times.
- Co-ordination needed with TFGM on junction capacity and tram movements



#### Drainage

- Existing surface water drains to be reprovided.



#### Biodiversity

- High value existing habitats.



#### Visual Impact

- Sensitive receptors to the north.

## Development Scenario E (whole site development)

### ACCESS OPTIONS

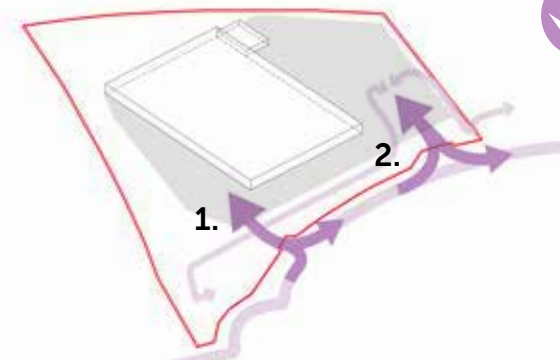
1.



#### Utilise existing junction 1

Proposed development is unlikely to be served by the existing left in left out arrangements

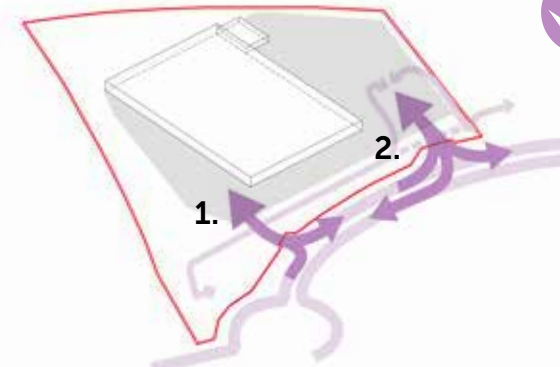
2.



#### Utilise existing junctions 1&2

Proposed development is served by the existing left in left out at 1 and 2.

3.

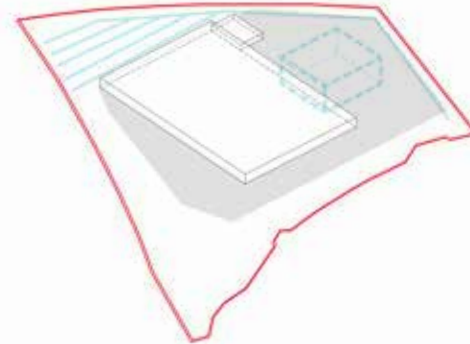


#### Upgrade junction 2

Proposed development is served by an updated junction - to an all move ('no right turn') access crossing tram line

### DRAINAGE OPTIONS

1.



#### Surface water storage tank system

Existing drainage channels to be diverted/reprovided. Surface water underground storage tank.

2.

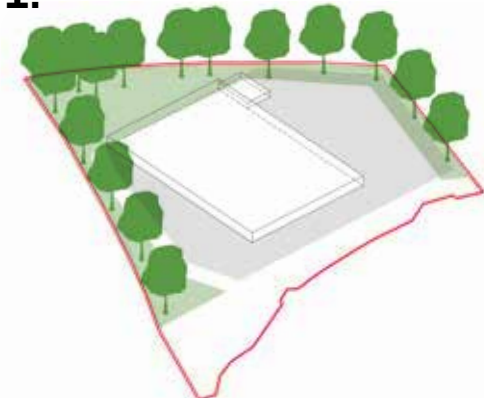


#### SuDS system, basins and swales

Re provide/divert existing channels and provide an attenuation basin SuDs network for surface water drainage,

### LANDSCAPE OPTIONS

1.



#### Structural landscape

Minimal landscape response. Structural landscape (as per framework) and plot landscape only.

2.



#### Enhanced landscape/habitats

Some habitats retained and enhanced alongside development.

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# 6.0 The Framework

## 6.6 Framework Options

The Solutions toolkit has identified a number of different technical solutions to delivering various quantum of development. The following pages set out different framework options where a combination of design and technical solutions are tested.

### Framework Option 1

#### Toolkit Options Selected:

	EMP 1 A&B	EMP 2	EMP 3
Access	A1	C1	E2
Drainage	A2	C2	E1
Landscape	A1	C3	E1

**PLOT 1 A & B** - Development parcel divided into two plots and accessed via Rayner Lane. Existing drainage ditch accommodated within plot landscape. Frontage to Rayner Lane/Garden Centre.

**PLOT 2** - Employment plot accessed existing signalised junction.

**PLOT 3** - Development plot served by existing junction arrangements.

**ACCESS** - Rayner Lane retained, on current alignment, to provide access to plots 1a, b and 2.

**LANDSCAPE** - Major destination ecology park sitting at heart of scheme.

#### Pros

- Maximised development potential.
- Ecology Park provides a local amenity for community, provides opportunities for biodiversity enhancement, reduces the amount of cut and fill on site and provides a buffer to development in terms of visual impact.

#### Cons

- Diversion of existing public right of way



Figure 6.3: Development Framework Option 1

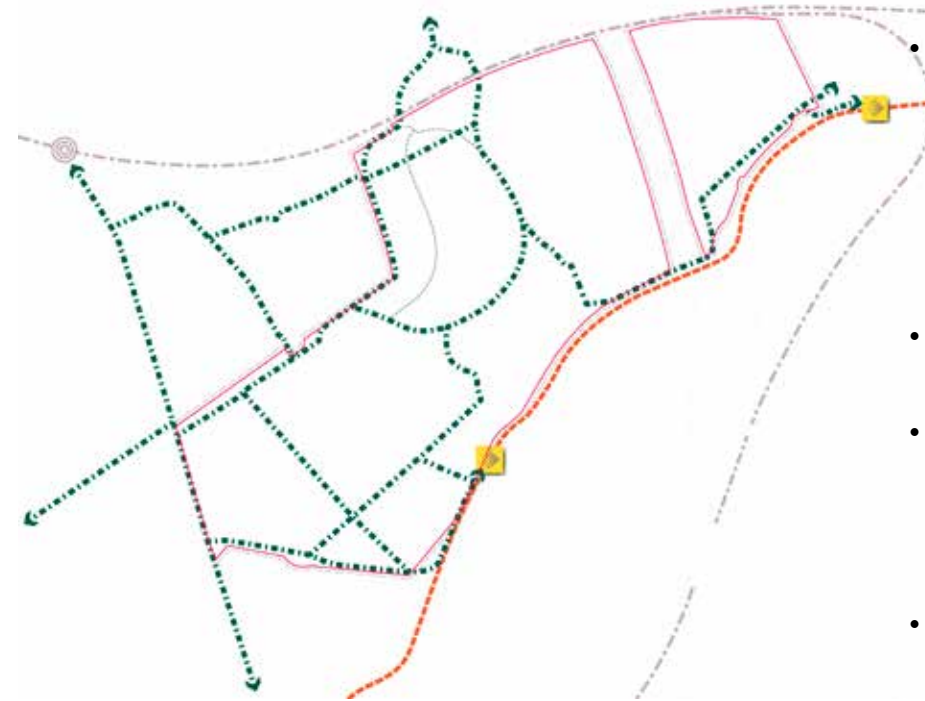


**Access & Movement Framework**



- Potential train station at Little Moss
- Access to serve development via Lord Sheldon Way on existing junction
- New junction off Lord Sheldon Way to east
- Rayner Lane retained on existing route, expanded to offer access to new development plots
- Access to Little Moss Farm altered.

**Active Travel Framework**



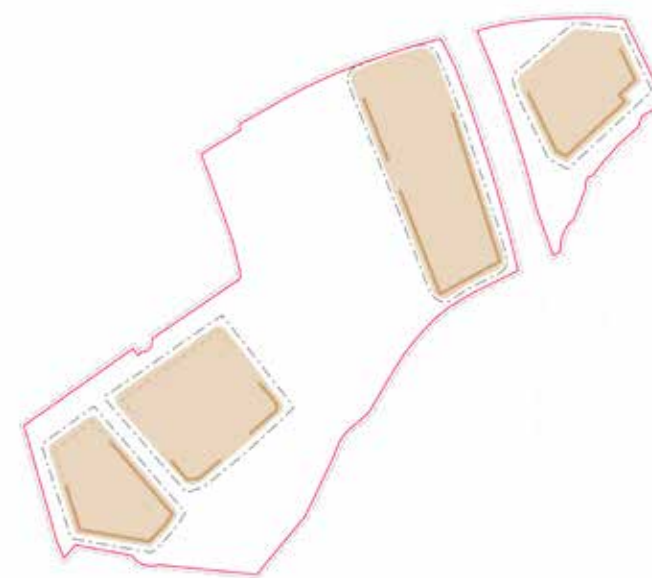
- Existing Rights of Way retained but diverted to link Martingale Way and Lord Sheldon Way (Ashton Moss Metrolink)
- Bridleway along Moss Lane rerouted to accommodate pedestrian and cycle connections made through the employment site to retain connectivity with Lord Sheldon Way.
- New Beeline along Rayner Lane
- Enhanced cycle and pedestrian connections to west linking Moorside Street and Lord Sheldon Way
- Improved pedestrian connections over Lord Sheldon Way to east

**Landscape Framework**



- Green links through the development and connecting into wider biodiversity network
- Existing features retained where possible- inc. ponds, ditches.
- Green links through employment area at all possible locations
- High quality ecology park destination to centre of the site for local residents and workers, as well as nature/ biodiversity learning potential (inc. learning/ research centre)

**Development Area Framework**



- Active and commercial frontage to Lord Sheldon Way
- Positive and green edge to Park from north and west of employment area
- Concentrate larger units to south of all sites
- Four distinct development areas.



# 6.0 The Framework

## Framework Option 2

### Toolkit Options Selected:

	EMP 1 A&B	EMP 2	EMP 3
Access	A1	B1	E2
Drainage	A2	B2	E1
Landscape	A1	B1	E1

**PLOT 1 A&B** - Development parcel divided into two plots and accessed via Rayner Lane. Existing drainage ditch accommodated within plot landscape. Frontage to Rayner Lane/Garden Centre.

**PLOT 2** - A large development platform created to accommodate a number of development plots.

**PLOT 3** - Development plot served by existing junction arrangements.

**ACCESS** - Rayner Lane retained, on current alignment, to provide access to plots 1a, b and 2.

**LANDSCAPE** - Landscape retained on edge with central spine aligned with existing rights of way.

### Pros

- High quantum of development
- Investment in infrastructure

### Cons

- Unlikely to be able to meet Biodiversity Net Gain requirements
- Cost and feasibility associated with high quantum of cut and fill required to create development platforms
- Visual impacts



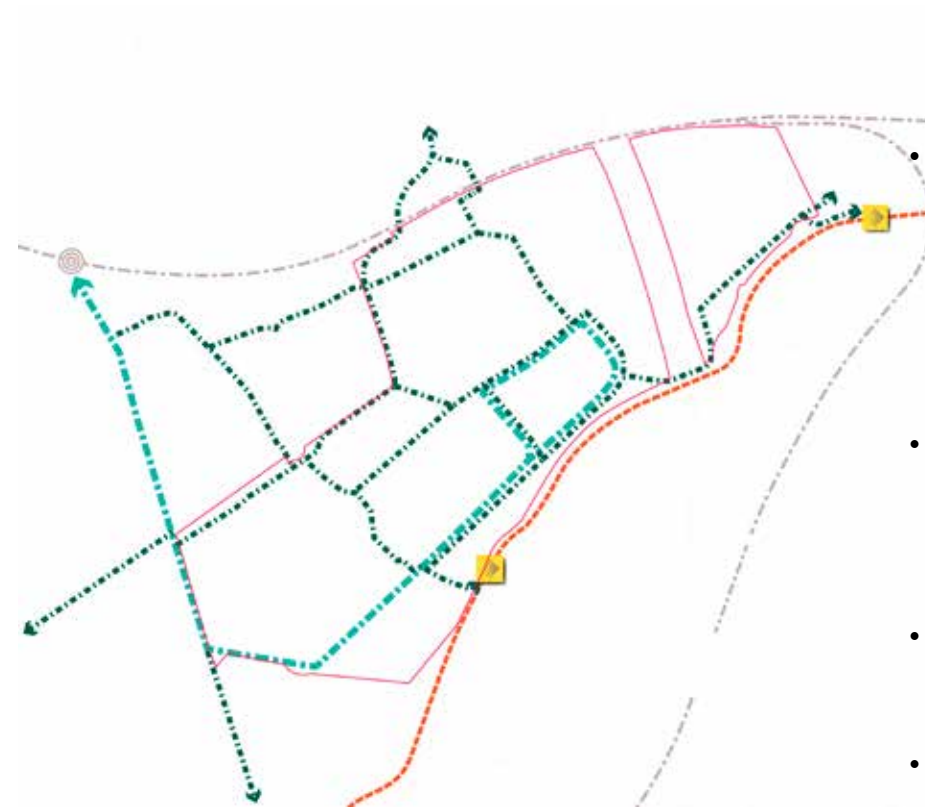
Figure 6.4: Development Framework Option 2

**Access & Movement Framework**



- Train station at Little Moss - with future movement loop into the site (blue line) for sustainable and autonomous links
- Access to serve development via Lord Sheldon Way on existing junction
- New access to west off Lord Sheldon Way through land to west of garden centre
- Park and ride retained in current location
- New junction off Lord Sheldon Way to east

**Active Travel Framework**



- Existing Rights of Way retained linking Martingale Way and Lord Sheldon Way (Ashton Moss Metrolink)
- Bridleway along Moss Lane rerouted to accommodate pedestrian and cycle connections made through the employment site to retain connectivity with Lord Sheldon Way.
- Enhanced cycle and pedestrian connections to west linking Moorside Street and Lord Sheldon Way
- Improved pedestrian connections over Lord Sheldon Way to east
- Cycle loop aligned with Future Movement route

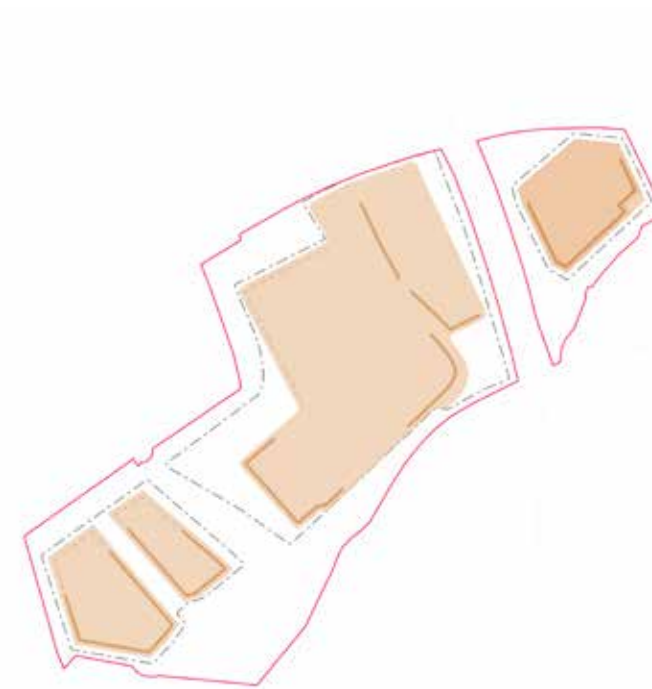
Page 241

**Landscape Framework**



- Green links through the development and connecting into wider biodiversity network
- Existing features retained where possible- inc. ponds, ditches
- Green links through employment area at all possible locations
- Wide central green spine dissecting the site at location of current PRoW
- Strong green access to west

**Development Area Framework**



- Building frontages and entrances to Lord Sheldon Way
- Maximised development approach to deliver high employment growth.



# 6.0 The Framework

## Framework Option 3

### Toolkit Options Selected:

	EMP_01	EMP_02	EMP_03
Access	A1	D1	F2
Drainage	A2	D2	F1
Landscape	A1	D3	F1

**EMP\_01** - Development parcel divided into two plots and accessed via Rayner Lane. Existing drainage ditch accommodated within plot landscape. Frontage to Rayner Lane/Garden Centre.

**EMP\_02** - Metrolink Depot provided adjacent to M60. Park and ride relocated. Central Ecology Park.

**EMP\_03** - Development plot served by existing junction arrangements.

### Pros

- Ecology Park provides a local amenity for community, provides opportunities for biodiversity enhancement, reduces the amount of cut and fill on site and provides a buffer to development in terms of visual impact.
- Limited infrastructure need/ highways intervention

### Cons

- Reduced development potential
- Existing Rights of Way diverted to facilitate Metrolink Depot.
- Depot provides poor 'front door' to the site discouraging use of Ecology Park
- Isolated EMP\_01 area and limited commercial frontage to Lord Sheldon Way

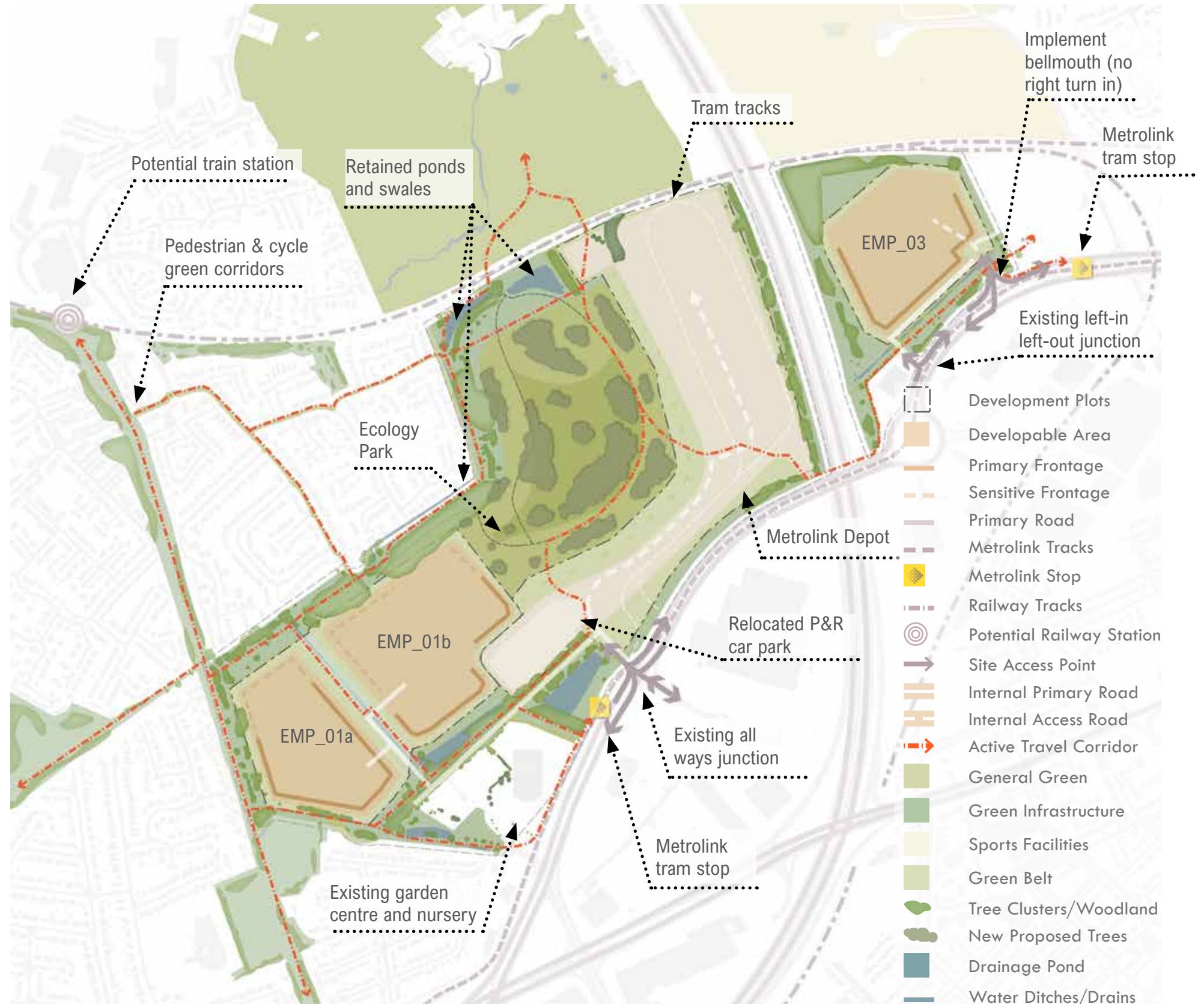


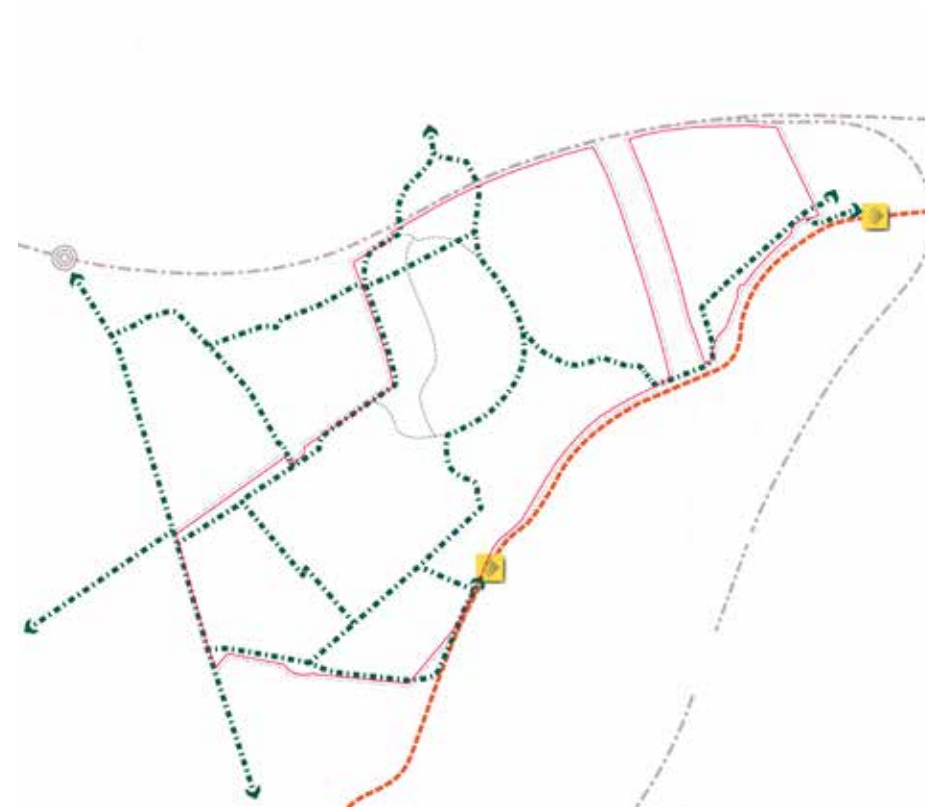
Figure 6.5: Development Framework Option 3

**Access & Movement Framework**



- Train station at Little Moss
- Access to serve development via Lord Sheldon Way on existing junction
- Metrolink Depot - Park and Ride relocated within the site
- New junction off Lord Sheldon Way to east
- Rayners Lane and Little Moss Lane re-routed

**Active Travel Framework**



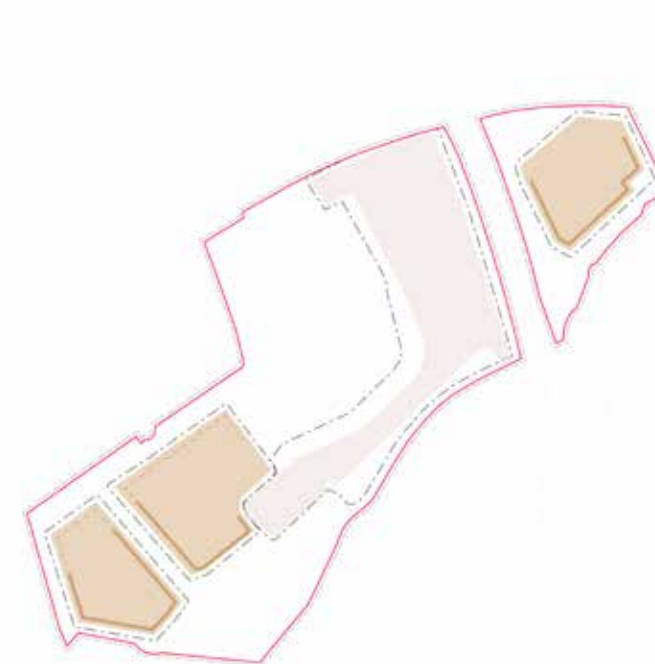
- Existing Rights of Way retained linking Martingale Way and Lord Sheldon Way (Ashton Moss Metrolink)
- Bridleway along Moss Lane rerouted to accommodate pedestrian and cycle connections made through the depot site to retain connectivity with Lord Sheldon Way
- Strong connection to Ecology Park in all directions
- Enhanced cycle and pedestrian connections to west linking Moorside Street and Lord Sheldon Way
- Improved pedestrian connections over Lord Sheldon Way to east

**Landscape Framework**



- Green links through the development and connecting into wider biodiversity network
- Existing features retained where possible- ponds, ditches
- Opportunity for green infrastructure around depot to accommodate level changes and reduce impact of depot
- High quality ecology park destination to north of the site for local residents and workers, as well as nature/ biodiversity learning potential (inc. learning/ research centre)

**Development Area Framework**



- Active and commercial frontage to Lord Sheldon Way
- Sensitive edge and 'softer' edge to residents to north
- Concentrate larger units to south of all sites
- Indicative capacity: 660,522 sqft (c.61,400 sqm) to 1.3m sqft (120,800sqm) employment space, plus Metrolink Depot



# 6.0 The Framework

## 6.7 Options Appraisal

The framework options set out above have been prepared in the context of the structural framework and the design principles. This section provides an appraisal of each option against the Key Performance Indicators (KPIs) to establish the pros and cons of each strategy and identify further work required to lead to the development of a preferred masterplan for the site.

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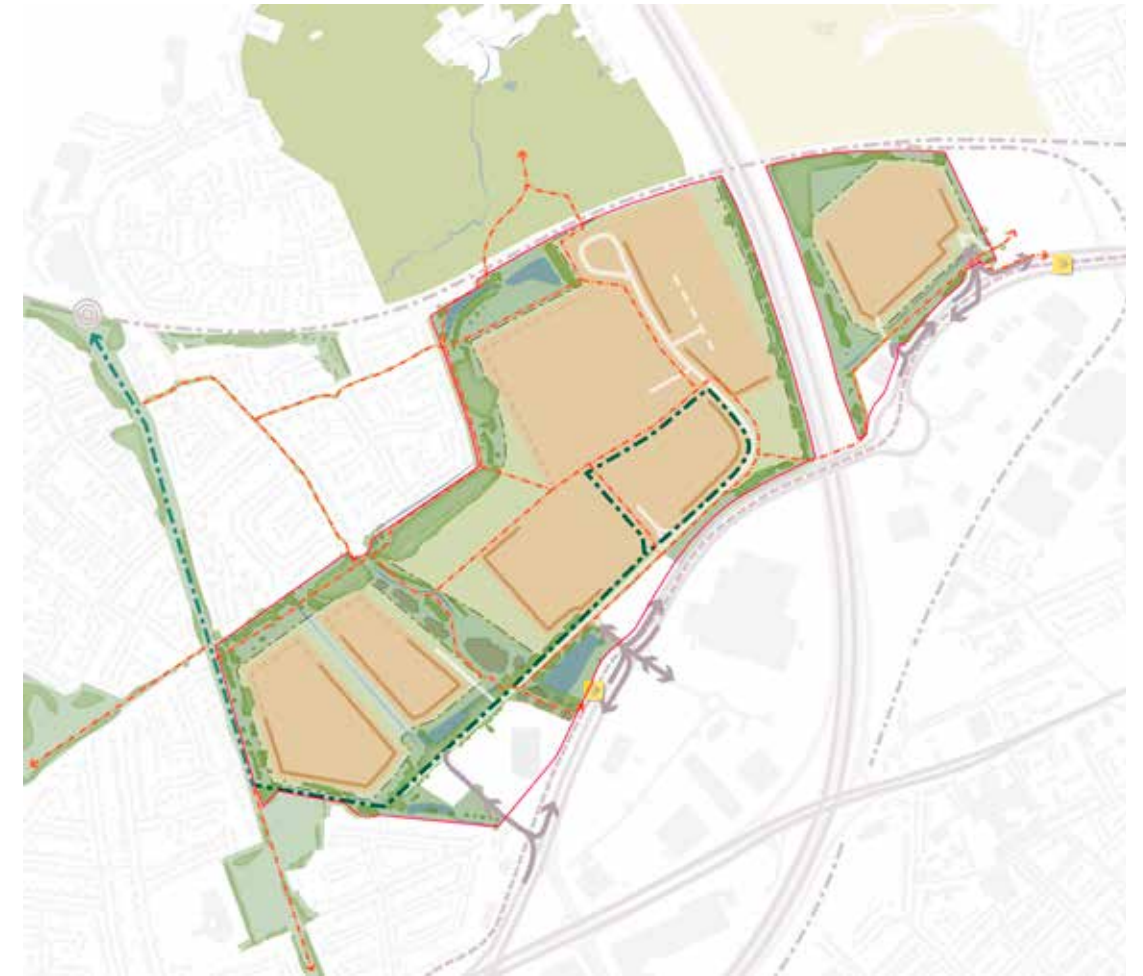


### Framework Option 1

KPI	Option 1 Commentary	Key Risks	Status
Maximises Development Potential	<ul style="list-style-type: none"> <li>Development focused to the south of plot 2 and existing plateaus</li> <li>Moderate level of development</li> </ul>	<ul style="list-style-type: none"> <li>Interface between Ecology Park and development area</li> <li>Phasing of Plot1 A&amp;B</li> </ul>	
Maximises Biodiversity and Landscape Potential	<ul style="list-style-type: none"> <li>Retains and enhances large parkland area and opportunity for biodiversity and habitat enhancement</li> <li>Retain and enhance water bodies on site</li> <li>Retain landscape edge to sites</li> </ul>	<ul style="list-style-type: none"> <li>Ashton Moss East wet woodland is reduced</li> <li>Removal and/ or rerouting of land drains</li> </ul>	
Sensitive to Neighbours	<ul style="list-style-type: none"> <li>Provides clear landscaped buffers including Ecology Park to buffer with neighbours to north west</li> <li>Ecology Park provides local amenity for residents</li> <li>Strong, continuous commercial frontage to south</li> </ul>	<ul style="list-style-type: none"> <li>Development up to the rail line may appear in views from the north</li> <li>Rear interface between park and employment area to be considered</li> </ul>	
Enables Connectivity	<ul style="list-style-type: none"> <li>Key linkages retained with minor diversions to PROW</li> <li>Informal footpaths within Ecology Park provided</li> </ul>	<ul style="list-style-type: none"> <li>Minor diversions to PROWs</li> <li>Connectivity between park and employment area</li> <li>Connection to east along Lord Sheldon Way</li> </ul>	
A Flexible Approach	<ul style="list-style-type: none"> <li>The distinct parcels allow phased development over three areas</li> </ul>	<ul style="list-style-type: none"> <li>Reprofiling of land will be required to create a plateau and Ecology Park which would need to be dealt with through phasing</li> <li>Difficult to bring Employment Area 1 early with access approach</li> </ul>	
Works with Site Conditions	<ul style="list-style-type: none"> <li>Utilises existing junctions and infrastructure</li> <li>Allows for on site reprofiling and distribution of spoil, as well as potentially retaining peat in situ</li> <li>Retains swales and ponds and allows for high levels of natural drainage</li> </ul>	<ul style="list-style-type: none"> <li>Requires new left out egress to Plot 2 and new access to Plot 3</li> </ul>	

Framework Option 2

KPI	Option 2 Commentary	Key Risks	Status
Maximises Development Potential	<ul style="list-style-type: none"> <li>Utilises all available land for development</li> </ul>	<ul style="list-style-type: none"> <li>Deliverability of land for development within Plot 1 A&amp;B</li> </ul>	
Maximises Biodiversity and Landscape Potential	<ul style="list-style-type: none"> <li>Development area limits opportunity for landscape and biodiversity enhancements on site</li> </ul>	<ul style="list-style-type: none"> <li>Off site compensation would likely be required to meet biodiversity net gain requirements</li> <li>Ashton Moss East wet woodland is reduced</li> </ul>	
Sensitive to Neighbours	<ul style="list-style-type: none"> <li>Development stretches closer to residential neighbours and to the north of the site adjoining the Green Belt</li> <li>Buffer with neighbours provided but minimised</li> </ul>	<ul style="list-style-type: none"> <li>Noise and visual impacts would need to be assessed and mitigated</li> </ul>	
Enables Connectivity	<ul style="list-style-type: none"> <li>Key linkages retained</li> <li>Higher quantum of development potentially supports an autonomous bus loop and railway station at Little Moss providing enhanced public transport connectivity</li> <li>Limited connectivity through to East</li> </ul>	<ul style="list-style-type: none"> <li>Minimised opportunity for informal footpaths in a parkland setting.</li> <li>PROWs diverted</li> </ul>	
A Flexible Approach	<ul style="list-style-type: none"> <li>A greater developable area provides more opportunities for flexible development scales and phasing</li> <li>Opportunity for a large land take anchor occupier</li> </ul>	<ul style="list-style-type: none"> <li>Delivery of large amount of enabling infrastructure and access</li> </ul>	
Works with Site Conditions	<ul style="list-style-type: none"> <li>Utilises existing junctions and infrastructure</li> <li>Large scale infrastructure enhancement (energy, highways, drainage) required</li> </ul>	<ul style="list-style-type: none"> <li>Higher quantum of placed material likely to be removed off site and limited opportunity to retain peat</li> <li>Reduced opportunity for sustainable drainage systems</li> <li>Requires likely new access on third party land to Plot 1 A&amp;B</li> </ul>	





# 6.0 The Framework

## Framework Option 3

KPI	Option 3 Commentary	Key Risks	Status
Maximises Development Potential	<ul style="list-style-type: none"> <li>Development focused to the south of the site and existing plateaus</li> <li>Minimised amounts of employment development due to Metrolink depot</li> </ul>	<ul style="list-style-type: none"> <li>Retains large undeveloped area to provide a country park</li> </ul>	
Maximises Biodiversity and Landscape Potential	<ul style="list-style-type: none"> <li>Retains large parkland area and opportunity for biodiversity and habitat enhancement</li> </ul>	<ul style="list-style-type: none"> <li>Ashton Moss East wet woodland is reduced</li> <li>Metrolink depot likely to have noise and lighting impacts which could reduce habitat success</li> </ul>	
Sensitive to Neighbours	<ul style="list-style-type: none"> <li>Provides clear landscaped buffers including country park to buffer with neighbours to north west</li> <li>Ecology Park provides local amenity for residents</li> </ul>	<ul style="list-style-type: none"> <li>Development of Metrolink depot up to the rail line may appear in views from the north</li> <li>Metrolink depot provides a poor 'front door' discouraging use of the Ecology Park</li> </ul>	
Enables Connectivity	<ul style="list-style-type: none"> <li>Key linkages retained with minor diversions to PROW</li> <li>Informal footpaths within country park retained</li> <li>Metrolink depot unlocks potential new railway station on site</li> </ul>	<ul style="list-style-type: none"> <li>Existing Rights of Way diverted to facilitate Metrolink Depot.</li> </ul>	
A Flexible Approach	<ul style="list-style-type: none"> <li>The distinct parcels allow phased development</li> </ul>	<ul style="list-style-type: none"> <li>Reprofiling of land will be required to create a plateau and Ecology Park which would need to be dealt with through phasing</li> <li>Construction of the Metrolink depot would dictate phasing and timing of EMP_02 construction</li> </ul>	
Works with Site Conditions	<ul style="list-style-type: none"> <li>Utilises existing junctions and infrastructure</li> <li>Allows for on site reprofiling and distribution of placed material, as well as potentially retaining peat in situ</li> <li>Retains swales and ponds and allows for high levels of natural drainage</li> </ul>	<ul style="list-style-type: none"> <li>Requires likely new access on third party land to allow use of EMP_01 due to Metrolink</li> </ul>	

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# 7.0 DELIVERY STRATEGY



# 7.0 Delivery Strategy

## 7.1 Overview

The development will need to create the right ecosystem for investment, and offer design solutions that enable a flexible site delivery with 'oven-ready' plots for investors and businesses to understand the potential of the site, and benefit from clear timescales within which they are able to locate there.

A site which creates a unique and natural environment, with high quality social spaces, workspaces and public space is critical in establishing a strong identity and positioning the site within a highly competitive national and regional investment landscape.

Plot sizes that can be flexibly arranged to allow firms to grow and develop and transfer between different spaces within the site and off-site. For example, industrial processes on site linked to office accommodation in Manchester city centre or St Petersfield.

Providing a degree of flexibility on the size for secondary, non-advanced manufacturing uses, as well as plot size and configuration could ensure long term prosperity for the Ashton Moss Innovation Park with an anchor tenant or institution. This creates a more desirable prospect for other small/medium enterprises (SMEs) seeking space in the area or Greater Manchester.

### Lessons from elsewhere

To inform the study, a comprehensive analysis of case studies was undertaken to ground the Development Framework against what has been achieved elsewhere, and to understand local competitors or complementary advanced manufacturing parks. Case studies were chosen based on location, industry and scale (full details in Appendix 1):

1. Cambridge Science Park
2. Wellcome Genome Campus
3. Innovation Centre Medway
4. Britishvolt Blyth
5. Sheffield Advanced Manufacturing Park
6. Rochdale's Advanced Machinery and Productivity Institute (AMPI)

This exercise has illustrated the key points that need to be considered to create a successful employment park, with industry focused on Advanced Manufacturing.

- Support from academic or further educational institutions. Examples of institutions in the North West linked to innovation parks include University of Manchester, Manchester Metropolitan University, Salford, Sheffield, Huddersfield.
- Funding and support from regional or national authorities such as GMCA, Yorkshire Forward, Government's Innovation

Strategy or Town's Fund and formerly the European Regional Development Fund and Levelling Up Fund

- Access to skilled workers and a labour base
- Network of firms with activity outside the site that can benefit from the park's research (e.g. Sheffield Advanced Manufacturing Park)
- Easy access to strategic networks (road, rail, water etc)
- Site features are important to support the realisation of the development including infrastructure and utilities provision especially water, energy, renewables etc.



## 7.2 Risk Assessment

The project context and site appraisal has identified a number of risks to the delivery of development on the site.

### Land assembly

Given the multiple landowners on site, collaboration and partnership will be key to ensure the successful delivery of this opportunity. A comprehensive approach should be undertaken, building on this initial Development Framework, to refine and agree a site-wide infrastructure strategy for the development. Tameside Council has the opportunity to act in a supporting capacity, enabling the landowners to bring forward the site collectively.

### Access and Transport

Access to the cricket club and public rights of way should be maintained and legal access rights will need to be addressed. The amount and type of junctions and likely upgrades will also need to be informed by a more detailed understanding of the movements any development is likely to generate.

Public rights of way cross the site and will need to be respected. Diversion may be possible but the cost and convenience of this will need addressed.

### Technical Risks

The key technical risks are related to ground conditions, drainage and ecology. There are level changes across the site and peat on the site which retains water. In order to create development platforms, ground works will be required likely involving the movement of placed material around the site. More detailed surveys will inform the extent and type of works necessary to support development and the likely associated costs.

There are also a number of drainage features and ponds within the site and a detailed understanding of existing and proposed surface water regimes and infrastructure will be needed to inform a detailed design solution.

The site also has a number of habitats and high potential for priority species which need to be carefully considered. Development will be required to achieve Biodiversity Net Gain in accordance with the Environment Act and Places for Everyone (once adopted). Developing a BNG strategy is an iterative process which will need repeated as further detail is worked up.

### Timescales and Phasing

Whilst there continues to be interest from potential advanced manufacturing occupiers for sites across Greater Manchester, enquiries are generally seeking a site which allows for development and occupation in the short term, without the need for substantial lead-in infrastructure investment to support delivery. Further detailed design work is needed to unlock the site and appeal to potential occupiers.

### Planning

The western parcel of the site is currently designated Green Belt, and release is dependent on successful allocation of the site by the Places for Everyone Joint Development Plan (PfE) which is undergoing Examination until March 2023. The outcome is likely to be known towards the end of 2023. The area immediately to the north of the site is within the Green Belt and not proposed for release.

Planning permission will be required to allow development to be delivered. Planning strategy and land compilation will have a bearing on approach and requirements associated with this.

### Funding

Public/Private partnerships can be used to tap into funding mechanisms, building on the opportunity of the Growth Zone/ Mayoral Development Zone as part of the strategic case.

### Potential Occupiers

MIDAS, Manchester's inward investment promotion agency, consider the site to be advantageously positioned in Greater Manchester, noting that few sites in the sub-region are able

to accommodate units of significant scale. However, they recognise the potential competition from Rochdale for advanced manufacturing occupiers, particularly in the short-term. Ashton Moss could attract overseas companies, such as Chinese firms seeking to set up manufacturing hubs closer to the UK market to negate supply chain issues, as well as existing businesses closer to home. There are supply issues in neighbouring Stockport for example, where businesses are seeking move-on / expansion space and a lack of suitable employment sites.

### Amenity

The site is in close proximity to a residential areas, to the north and west of Ashton Moss West, and the amenity of local residents from the perspective of noise and visual impacts as well as recreational opportunities need to be considered. The relationship between the site and adjacent railway line and motorway also needs to be addressed in terms of proposed development.

The following pages provide further consideration of these risks and options for addressing and overcoming the hurdles to achieving employment development on the site.



# 7.0 Delivery Strategy

## 7.3 Infrastructure Delivery Options

Building on the identified infrastructure delivery needs, this section outlines the key considerations for achieving development at the site, and offers a range of mitigation measures or delivery solutions that should be considered by the development partners for taking the site forward.

### Ground Conditions

Based on the due diligence undertaken to date, a key requirement will be to address the topography of the site through undertaking a comprehensive cut and fill strategy, alongside a remediation strategy for the site, and to deliver a site-wide drainage strategy. Detailed ground investigation works will be required to provide further development specific environmental and geotechnical information to inform detailed enabling works designs.

The additional investigation may comprise machine excavated trial pits and window sample boreholes to inform shallow ground conditions and cable percussive boreholes to confirm the deeper ground conditions. A piled foundation solution is likely given the depth of made ground however, a shallow foundation solution should not yet be ruled out if peat and soft organic materials are excavated and removed and replaced by engineering fill.

Installation of boreholes will be required to further assess the ground gas regime of the site as previous investigation has classified a CS3 scenario and the only other ground gas monitoring was incomplete due to borehole inundation. It is likely ground gas protection measures will be required.

Initial studies indicate that cut and fill could be contained on site, with spoil redistributed to form the Ecology Park (framework options 1 and 4) and to support development platforms within the site. This has informed the framework masterplan options and phasing approach in order to accommodate level changes at a site-wide scale.

Future rounds of Levelling Up and GMCA funding may be available to support upgraded infrastructure.

### Surface Water Drainage

Delivery and phasing is likely to inform the drainage strategy, as it would depend on the detailed design on a plot by plot basis of built form and design.

Infiltration is not expected to be compatible with the prevailing ground conditions, although this is subject to testing. Connection to the existing drainage ditches should be considered subject to developed area and confirmation of the wider drainage network. Preference should be given to sustainable drainage systems (SUDS) although tanked solutions have also been considered in the framework options to manage surface water on site and avoid increases in off site flows either overland or via the sewer network.

### Foul Water Drainage Strategy

A development of this mass will require a positive outfall to the adopted United Utilities Sewer Network. For the eastern site (Ashton Moss East), it is assumed that there isn't currently an adopted sewer network that could be connected. It is likely that a Pumping Station solution would be required to convey the flows to the assumed discharge point in Richmond Street.

For a single development only one pumping station with its associated rising main would be required.

For the western site, the ability to drain foul water from the site via gravity would be subject to an assessment of proposed development levels and verification of existing sewers via a CCTV survey would be needed.

The opportunity for gravity flows would depend on the changes to levels across the site. If a pumped solution was required, this could be via a single large pumping station or a number of smaller shallower pumping stations that would serve each development plot depending on phasing and build out strategy.

### Super fast fibre network connectivity

This will be required to support industry on the site, and can connect to existing networks.

### Energy

A primary electricity sub-station will be required (approx. 40m x 40m) as a minimum for the western parcel with provision for access. This has been based on industry assumptions. Smaller secondary substations may also be required, and could support a phased approach although a primary substation would be needed on site at some point in the delivery of the scheme in its entirety.

There is an existing gas supply to the western site via a high pressure gas main which is expected to be used to feed the site. New connections are likely to be needed for the eastern site. However, to achieve a net zero strategy, the use of gas should be limited to requirements for manufacturing purposes.

The development is likely to be able to accommodate a valuable quantum of on-site energy generation. Opportunities for solar, wind, energy recovery and district heating as a minimum should be explored.

### Highways Access

In terms of capacity on the highway network, the Locality Assessment (Transport Locality Assessment, GMSF 2020) presents robust traffic generations. An initial assumed average trip generation for Industrial Estate employment (B1, B2 and B8 uses) demonstrates this would result in traffic volumes within the thresholds of the assessment.

The detail of the required site access points would be defined by the quantum of development. Two access points have been identified for EMP\_03 in all options, however this may not be necessary, subject to quantum of development and further analysis.

Upgrades to existing junctions are likely to be required to support employment uses, accommodating HGV movements and emergency vehicles. The framework options seek to maximise the use of existing highway infrastructure, but implementation of the bellmouth junction to EMP\_03 would be needed, enabling left in, left out and right turn out in all options. Multiple crossings of the tramway (to support a right turn in from the west) should be implemented only if necessary and level of investment is justified, as vehicles are more likely to arrive from the strategic road network to the west.

Levelling Up and GMCA funding may be available to support upgraded infrastructure.

**Active Travel**

Although the site has existing strong pedestrian and cycle accessibility, there is a clear opportunity to enhance this to support development of the site. This can serve the existing residential population as well as creating an attractive and welcoming site for potential employers and staff.

The Mayor's Challenge Fund is already investing in pedestrian and cycle infrastructure connections through the site along Rayner Lane, which has been incorporated into the masterplan framework (without Metrolink options).

Internal connectivity will also be important, incorporating the existing Public Rights of Way. Enhancements should be delivered early on to encourage use and establishment and assist in reducing traffic demand on the local highway network. Sustrans and Active Travel England funding should be explored to support these options.

**Green Infrastructure**

The initial work undertaken to inform this Development Framework has also identified the opportunities for Biodiversity Net Gain (BNG), although further analysis will need to take place to confirm the BNG strategy alongside implications for viability.

An Ecology Park is proposed to support the delivery of BNG, as well as reprovide recreational space for existing residents and future staff. This would support an attractive environment and provide space for structural landscape planting around the periphery of the site to act as a buffer between residential and employment development.

Habitat enhancement of the existing ponds and woodlands and other scrub habitat should be explored to improve the biodiversity value of the site.

Landscaping is likely to be undertaken on a plot by plot basis, although a comprehensive strategy for the Ecology Park would be needed. This is likely to be delivered as part of phase 2 to accommodate spoil deposition within the site and unlock further development parcels. Opportunities for funding such as the GMCA Green Spaces fund should be explored to unlock the Green Infrastructure at a site-wide level.

**Acoustics**

Potential impacts on adjacent residential areas from a proposed development would need to be assessed and a noise mitigation strategy may be required. This should be focused on a green infrastructure first approach, utilising vegetated and earthwork buffers to minimise impacts in the first instance.

**Off Site Works**

There is the potential for enhanced offsite connectivity with existing tram stops, park and ride and nearby leisure and retail facilities across Lord Sheldon Way, supporting pedestrian and cycle infrastructure. Improved access across the railway to the north where existing PRoW routes exist can also enhance accessibility to the site. A new train station at Little Moss is also required to be considered under the draft PfE allocation. Network Rail funding would be needed to unlock this opportunity.

# 7.0 Delivery Strategy

## 7.4 Capacity

The Development Framework for Ashton Moss Innovation Park is intended to be flexible, to allow the evolution of the design process to respond to market changes. Notwithstanding this, it is helpful to identify the potential capacity of the proposed development options, reflecting the known constraints and opportunities of the site.

Based on feedback from the market analysis work, the preference for logistics and/or advanced manufacturing occupiers is likely to range from 9,000sqft to 500,000sqft. A mix of unit types is likely

to be appropriate, which will broaden the appeal of the site to potential occupiers. Therefore including big box units on the site alongside smaller multi-lets is advantageous.

This approach also enables the site to appeal to logistics and advanced manufacturing occupiers, which have the potential to co-locate dependent on market demands. The following sets out the capacity options for the site based on the options proposed. These are indicative and based on broad assumptions and, therefore, will need to be assessed as more technical detail and delivery options are finalised.

### Framework Option 1

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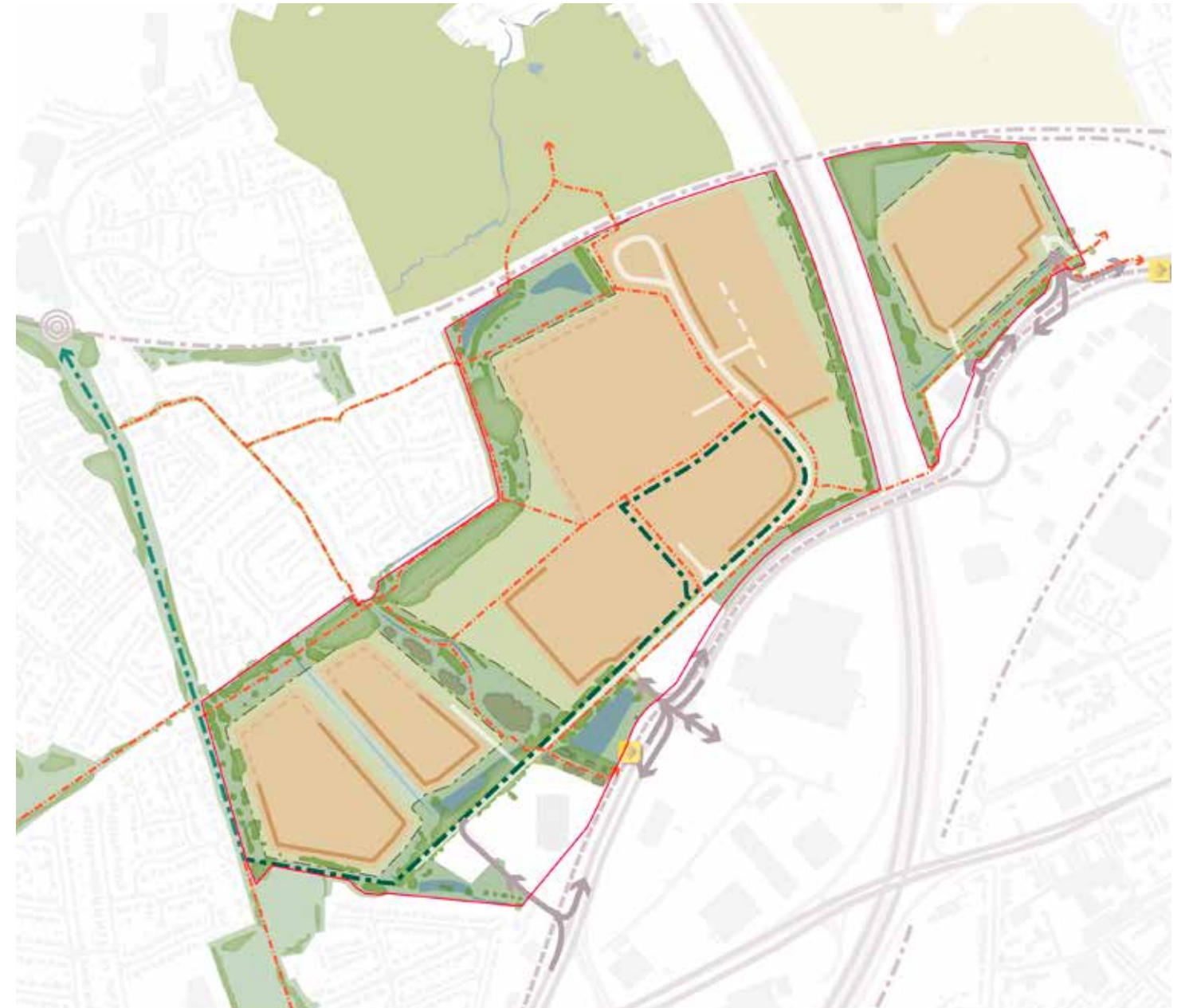
	Plot 1 A&B	Plot 2	Plot 3	Total	
<b>Developable area (ha)</b>	12.62	6.56	5.64	24.82	
<b>Developable area (sqm)</b>	126,126	65,635	56,421	248,182	
<b>Assumed coverage (%)</b>	40	40	40		
<b>Indicative capacity</b>	<b>1 storey (sqm)</b>	50,450	26,254	22,568	99,272
	<b>1 storey (sqft)</b>	543,039	282,595	242,926	1,068,560
	<b>1.5 storey (sqm)</b>	75,675	39,381	33,853	148,909
	<b>1.5 storey (sqft)</b>	814,558	423,893	364,389	1,602,840
	<b>2 storey (sqm)</b>	100,901	52,508	45,137	299,446
	<b>2 storey (sqft)</b>	1,086,096	565,196	485,853	3,223,241





Framework Option 2

	Plot 1 A&B	Plot 2	Plot 3	Total
<b>Developable area (ha)</b>	9.27	24.25	5.64	39.16
<b>Developable area (sqm)</b>	92,724	242,547	56,421	391,692
<b>Assumed coverage (%)</b>	40	40	40	
<b>Indicative capacity</b>				
<b>1 storey (sqm)</b>	37,090	97,019	22,568	156,677
<b>1 storey (sqft)</b>	399,232	1,044,310	242,926	1,686,469
<b>1.5 storey (sqm)</b>	55,634	145,528	33,853	235,015
<b>1.5 storey (sqft)</b>	598,849	1,566,466	364,389	2,529,704
<b>2 storey (sqm)</b>	74,179	194,038	45,137	387,533
<b>2 storey (sqft)</b>	798,465	2,088,621	485,853	4,171,403





# 7.0 Delivery Strategy

## Framework Option 3 - Ecology Park and Metrolink Depot

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	EMP_01	EMP_02	EMP_03	Total
Developable area (ha)	12.62		5.6	18.22
Developable area (sqm)	126,126		56,421	182,547
Assumed coverage (%)	40		40	
1 storey (sqm)	50,450	Metrolink Depot - to be confirmed	22,568	73,018
1 storey (sqft)	543,039		242,926	785,965
1.5 storey (sqm)	75,675		33,853	109,528
1.5 storey (sqft)	814,558		364,389	1,178,947
2 storey (sqm)	100,900		45,137	146,037
2 storey (sqft)	1,086,078		485,853	1,571,931



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# 7.0 Delivery Strategy

## 7.5 Phasing

A development of this scale will take time to construct, but delivering positive place-making outcomes on the ground too slowly will not help build the identity and environment required to attract market interest and create a place of distinction.

The suggested approach to phasing focuses on delivery of key infrastructure as part of Phase 1.

This will build momentum for the identity of the location and, from the outset, start to address the challenges of creating a flourishing park with a strong community.

The options appraisal provides a robust fundamental structure. The plots remain very flexible and this also lends itself to a very agile phasing strategy that can naturally flow on from the first phase and be served off extensions to phase 1 infrastructure.

Each subsequent phase of development will not only continue to build a critical mass of accommodation and community but also focus on delivery of key pieces of public open space to complete the network envisaged to create a place of distinction that attracts and retains businesses. A number of phases are subject to working in collaboration with third parties to bring these phases forward.



### Phase I

- Vehicular access to Plot 3
- Development area 5.64ha
- Potential employment area approx. 250,000 sqft

- Phase 1
- Phase 2
- Phase 3



### Phase II

- Vehicular access to Plot 1 A & B via existing junction off Lord Sheldon Way and Rayner Lane
- Improved pedestrian link from Ashton Moss tram stop into the site
- Total development area 12.62ha
- Potential employment area approx. 500,000 sqft



### Phase III

- Realigning Moss Lane to provide access via Rayner Lane
- Total development area 6.56ha
- Potential employment area approx. 300,000 sqft

## 7.6 Planning Strategy

The planning strategy for the site will be determined by the principal landowners, land compilation or partnerships set up for site delivery.

The preferred approach is for both Ashton Moss sites (Ashton Moss East and Ashton Moss West) to be considered as a single planning application to allow for infrastructure requirements such as access, utilities and green infrastructure to be planned as a whole. Any offsets needed, for example for biodiversity loss on Ashton Moss East could then be accommodated by enhancements on the western site. An allocation for the site through the PfE and/ or Local Plan will obviously be beneficial. Based on the latest PfE programme, the expectation is for adoption of the Plan in late 2023/early 2024. Once the allocation is secured, there are the following options for securing planning permission on the site.

The sites could also be brought forward independently allowing Ashton Moss East, which already benefits from an existing employment allocation, to come forward in advance of Ashton Moss West.

### Outline planning application

An outline planning application could be prepared to secure the principle of employment uses on the site and agree key parameters with the Local Planning Authority, for example, primary access, maximum heights, and landscaping needed as well as the approach to achieving Biodiversity Net Gain (BNG). Reserved Matters would then need to be secured to formally commence on site.

### Hybrid planning application

A hybrid approach enables the principle of employment development and key parameters to be established, whilst allowing detailed elements of the site to be agreed and approved. This could include the cut and fill and remediation strategy, key infrastructure (for example, delivery of new primary sub-station and drainage) and access roads to be constructed. This approach would allow key infrastructure to be implemented to create a more 'oven-ready' site, ahead of occupiers being identified, and to help de-risk the development, thus making it more attractive to the market.

### Detailed planning application

Full details for site delivery would be needed, including consideration of phasing and detailed design of proposed buildings in order to secure full planning permission. This requires a high level of investment to reach the required level of detail. It would also likely require known occupiers to inform the scheme.

### Recommendation

Given the cost of preparing detailed technical reports and the lack of an occupier/s for the site, it is unlikely that a full planning application would come forward for the site as a whole. A hybrid or outline approach provides more flexibility to respond to changing occupier requirements as and when these have been established. In addition, a hybrid approach would enable enabling works or de-risking operations to be accelerated.









# 8.0 SUMMARY AND NEXT STEPS



# 8.0 Summary and Next Steps

## 8.1 Summary

This Development Framework considers the development potential of the site at Ashton Moss, comprising Ashton Moss East (formerly Plot 3000) and Ashton Moss West for employment focused uses.

The sites are currently split, being Green Belt and allocated employment respectively, however the Ashton Moss West site is proposed for removal from the Green Belt in the Places for Everyone Joint Development Plan.

The baseline analysis considers the market and planning framework within which the site sits to understand the national, regional and local scale of opportunity, considering innovation and manufacturing clusters and strategic connectivity.

The vision for the site is to create a dynamic, attractive and thriving innovation park, embedded in and contributing to a greener, cleaner society for Tameside. The sites highly accessible location and position adjacent to a large number of facilities makes it ideally positioned to generate inward investment, jobs and deliver positive green infrastructure and active travel networks.

A range of development options have been considered, to provide flexibility for the site to be brought forward under various future scenarios. These options are informed by an understand of the site, as well as lessons learned from elsewhere for creating a successful advanced manufacturing and innovation park.

Flexible site delivery allows the development to support a variety of potential occupiers who may require different scale and types of units.

## 8.2 Next Steps

A series of options and scenarios for delivering the site have been presented in this Framework. These have been formulated from an understanding of the site and its context based on the detail and technical information available including an analysis of the site's context, constraints and opportunities, baseline research and scenario testing. A set of Key Performance Indicators were generated from the site context and analysis to test the options against. The options provide flexibility for how the site could be delivered against a series of scenarios which has informed the recommended delivery and phasing strategy.

The Delivery Strategy has considered the challenges faced to create an 'oven-ready' site which is able to attract investment and occupiers and sets out a number of opportunities and mitigation measures in order to overcome those challenges.

Engagement with and between landowners will be essential to formulate an approach to delivery of major infrastructure enabling works and the ultimate success of the site as an Innovation Park. This should be established from further detailed assessments and investigations relating to ground conditions, traffic and transport, ecology, and utilities amongst others.

Funding streams and opportunities have been set out, which would assist in delivering the enabling infrastructure needed to unlock the site as a sustainable contributor to economic growth in Tameside and Greater Manchester as well as an environmentally sensitive proposal which delivers for the local community.

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# Agenda Item 9

**Report to:** EXECUTIVE CABINET

**Date:** 22 November 2023

**Executive Member:** Councillor Jan Jackson, Executive Member for Planning, Transport and Connectivity

**Reporting Officer:** Julian Jackson, Director of Place

**Subject:** HIGHWAY SAFETY PROGRAMME

**Report Summary:** The report provides details of a proposed approach to allocate funding in order to develop and deliver a highway safety programme in Tameside. It also lists a proposed criteria against which potential schemes should be measured.

It suggests no actual schemes but states that top ranking schemes against the criteria, will have separate, detailed reports that will require approval, as and when funding allows.

**Recommendations:** That it be DETERMINED that:

1. Approve the proposed approach, set out in this report, to develop a highway safety programme for Tameside.
2. Approve the allocation of Integrated Transport Block funding, to allow the development and delivery of a highway safety programme as set out in section 2 of the report.
3. Approve the proposed evaluation criteria which will allow a prioritised highway safety programme to be developed as set out in section 3 of the report.
4. Approve the principle of engaging with key stakeholders to support the highway safety development process as set out in section 3 of the report.
5. Approve, in principle, the procurement of external highway consultancy services, via STAR procurement as set out in section 2 of the report.

**Corporate Plan:** The proposal set out in this report supports the aims and objectives of the Corporate Plan, with a particular focus on 'Modern Infrastructure and a Sustainable Environment' and 'Longer and Healthier Lives'.

**Policy Implications:** In line with Council policy.

**Financial Implications:** (Authorised by the statutory Section 151 Officer & Chief Finance Officer) In 2022, the Greater Manchester Combined Authority (GMCA) announced a 5 year City Region Sustainable Transport Settlement (CRSTS). The CRSTS is a consolidation of a number of Capital funding components which are set out in the table below (along with values for the initial 2 years of the settlement).

	£M		
	2022/23	2023/24	Total
Highway Maintenance Block	2.905	2.905	5.810
Integrated Transport Block	0.631	0.631	1.262
Additional Pothole Funding	0	0.515	0.515

<b>Total</b>	<b>3.536</b>	<b>4.051</b>	<b>7.587</b>
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The values for the remaining three years from April 2024 to March 2027 are yet to be confirmed but are likely to be broadly similar dependent on regional priorities.

In line with the Department of Transport's recommendation, this report proposes utilising the Integrated Transport Block (ITB) element of funding to develop and deliver a prioritised highways safety programme for the borough as outlined in Section 3.

Expenditure against the 2022/23 ITB allocation was £7,000 with the remaining £0.624m budget carried forward to 2023/24. This, together with the 2023/24 grant allocation in the above table results in available budget for the Highway Safety Programme of £1.255m.

It is essential that the programme is delivered within the available Capital budget and consideration should be given to schemes that reduce revenue investment requirements over future years as part of the prioritisation process. Further updates of cost estimates will be reported following the initial development of the prioritised programme of works.

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

As set out in the main body of the report the funding is to be used to support a range of road safety schemes. The project officers will ensure that these schemes remain within the remit of the funding and will ensure that all relevant report and management conditions connected to the funding are complied with to avoid any clawback provisions.

The project officers will also be relying on advice from STaR to ensure that complaint procurement processes are undertaken.

**Risk Management:**

As outlined in section 4.

**Access to Information:**

Not confidential

**Background Information:**

The background papers relating to this report can be inspected by contacting Jody Hawkins Highways Manager, (Traffic Utility and Control) by:



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## **1. INTRODUCTION**

- 1.1 Each of the ten districts in Greater Manchester previously made annual bids to receive funding for substantial road safety schemes that were unable to be funded by other means.
- 1.2 Previously, this funding allowed the council to deliver a range of road safety schemes including:
- i. Introduction of traffic signals at Curzon Road and Whiteacre Road in 2016.  
The scheme reduced incidents at that location from 15 recorded casualties (2008 to 2012 prior to the scheme being introduced) to 0 recorded casualties (2014 to 2022).
  - ii. Clarence Street, Whitelands Road and Bayley Street, Stalybridge in 2017.  
The scheme reduced incidents at that location from 24 serious and slight recorded casualties (2014 to mid-2017, before the scheme started) to 3 slight casualties (2017 from start of scheme to 2022).
- 1.3 However, funding for these type of schemes stopped the following year and has not been made available since.
- 1.4 Throughout Greater Manchester, incident rates and severity of injuries have increased. The police, as enforcers, have limited resources when it comes to preventing bad driving and engineering measures are seen as an important contribution to highway safety.

## **2. FUNDING - INTEGRATED TRANSPORT BLOCK (ITB)**

- 2.1 In 2022, Greater Manchester Combined Authority (GMCA) announced a funding stream, the Integrated Transport Block, would be divided between the 10 Highway Authorities of Greater Manchester and Transport for Greater Manchester (TfGM) over a period of two years, 2022/2023 – 2023/2024. The remaining three years 2024/2025 – 2026/2027 is yet to be determined.
- 2.2 Currently Tameside's confirmed budget, which is ring fenced for the development and delivery of highway safety initiatives, is £0.624m carried forward from 2022/2023 and £0.631m for 2023/2024. This gives a confirmed budget to date of £1.255m to commit to the development and delivery of a highway safety programme for Tameside.
- 2.3 The overall objective of the funding is to encourage safe and long term driving practices on our roads, whether that is by introducing physical engineering schemes on the roads or via training for groups of people that are deemed more in need e.g. older drivers and cyclists.
- 2.4 Having had no funding available to deliver highway safety works since 2017 it is essential that the council now identifies and prioritises schemes for development and delivery to improve safety on the borough's highway.
- 2.5 The number of requests that have been documented over the years is considerable and additional resources will be required to develop a programme and then design potential highway safety schemes for approval.
- 2.6 TfGM have recognised that a lack of available staffing resources is a potential obstacle for successful delivery and so have stated that part of the funding may be used to source external specialised support if required.
- 2.7 A review of current available staffing resources will be undertaken and if required, the procurement of external specialist support, will be undertaken via STAR procurement.



### **3. SCHEME IDENTIFICATION AND PRIORITISATION**

- 3.1 Requests for traffic calming or speed reduction measures have been compiled over many years from ward members, residents and other stakeholders. Each request will now be examined and applied to the proposed evaluation criteria to identify priority schemes which are deliverable and affordable from the current available ITB budget. Careful consideration will be given to the development and delivery of sustainable schemes which offer best value and will have minimal impact on future maintenance costs.
- 3.2 The Active Travel Commissioner of Greater Manchester, Dame Sarah Storey has announced Greater Manchester's commitment to achieve 'Vision Zero', a comprehensive plan to eliminate road deaths and serious injuries on our roads by 2040. As a consequence of incident reductions, Vision Zero will help tackle the impact on the emergency services and the cost to public finances, with the potential to save the city-region's economy more than £4.5billion over the next 20 years. It is with this in mind that the criteria below have been developed.
- 3.3 The proposed evaluation criteria are set out below:
- i. Safety, particularly for vulnerable road users (based on Police recorded incident data, officer observations and knowledge),
  - ii. Accommodating walking and cycling or other vulnerable road users,
  - iii. Excessive or inappropriate traffic speeds,
  - iv. Congestion, thereby improving air quality,
  - v. Consultation with and support from stakeholders, such as the Emergency Services, ward members etc.
- 3.4 Consultation with emergency services and other key stakeholders will be a key part of the evaluation process to support the development of a highway safety programme for the borough.
- 3.5 Once a programme has been produced, further reports will be presented detailing the priority schemes and associated costs.
- 3.6 Consultation with ward members, residents and businesses will take place in the usual manner and will meet or exceed that requirement laid down in legislation.

### **4. RISK MANAGEMENT**

- 4.1 A risk register will be maintained throughout the development and delivery of the highway safety programme.

### **5. CONCLUSION**

- 5.1 The council intends to utilise the ITB funding to develop and deliver a prioritised highways safety programme for the borough which is deliverable and affordable from the allocated ITB budget of £1.255m available for 2022/2023 and 2023/2024.
- 5.2 Further reports will present the detail of the proposed schemes once a prioritised programme has been developed.
- 5.3 The ITB funding is administered by TfGM and the £1.255m grant funding for 2022/2023 and 2023/2024 has been secured to date.

### **6. RECOMMENDATIONS**

- 6.1 As set out at the front of the report.

<b>Report to:</b>	<b>EXECUTIVE CABINET</b>
<b>Date:</b>	22 November 2023
<b>Executive Member:</b>	Councillor Vimal Choksi (Towns and Communities)
<b>Reporting Officer:</b>	Emma Varnam (Assistant Director, Operations & Neighbourhoods)
<b>Subject:</b>	<b>LOCAL STUDIES AND ARCHIVES FORWARD PLAN 2024-2028</b>
<b>Report Summary:</b>	<p>Tameside Local Studies and Archives Centre is located in a purpose-built environmentally controlled building adjacent to the former Ashton Library on Old Street.</p> <p>The National Archives (TNA) is the National body with ministerial governance in place that oversees Archives across the UK. TNA act as the professional body for Archive Services and set the standards for best collections care and best practice public access to records through their Accreditation Scheme.</p> <p>Tameside Local Studies and Archives Centre is an approved Place of Deposit, meaning the Service holds certain public records of local interest such as the Council's records. Holding Accredited status (which the Service obtained in 2018) is required to maintain Places of Deposit status.</p> <p>As TNA's Accreditation scheme is re-iterative, it means the Service will be going through its full accreditation process again in 2024. A strong forward plan is important in helping it maintain its high standards. It is also essential in demonstrating to the Accreditation Panel how the Service will achieve its aims and ambitions and is required for submitting an accreditation application.</p> <p>This report sets out the key priorities of the proposed Forward Plan 2024-2028 and seeks formal approval of the plan.</p>
<b>Recommendations:</b>	<p>It is recommended that:</p> <ol style="list-style-type: none"><li>1. That the contents of the report are noted and</li><li>2. the Local Studies and Archives Forward Plan covering 2024-2028 is formally approved.</li></ol>
<b>Corporate Plan:</b>	<p>Tameside Local Studies and Archives firmly adds to the borough's communities' shared sense of pride, our place and shared heritage. The centre supports the very best start in life through its school programme, it increases aspiration and hope through life-learning, and are seen as a safe space which welcomes all residents a place to learn, share and develop skills. The centre has a long track-record for providing volunteer opportunities often acting as social prescription for its participants.</p>
<b>Policy Implications:</b>	<p>It is essential that any proposals demonstrate value for money and make a clear contribution to Council priorities.</p>

**Financial Implications:  
(Authorised by the  
statutory Section 151  
Officer & Chief Finance  
Officer)**

There are no direct financial implications arising from this report which sets out the requirement of Accreditation and seek approval for the Forward Plan to comply with The National Archives Accreditation guidelines. There are no additional cost implications for achieving Accreditation, over and above the Service's core budget. For context, the current financial position of the service is shown in the table below:

	<b>23/24 Budget £m</b>	<b>23/24 Forecast £m</b>	<b>23/24 Variation £m</b>
Expenditure	0.125	0.129	0.004
Income	(0.002)	(0.001)	0.001
<b>Net</b>	<b>0.123</b>	<b>0.128</b>	<b>0.005</b>

The forecast overspend is as a result of a slight expected shortfall in income and only part delivery of the vacancy factor, offset by reductions in spend.

The service should continue to explore and pursue external funding opportunities to support the operating costs.

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

The main body of the report sets out the benefits of achieving accreditation and the forward plan is an integral part of retaining that accreditation.

Failure of the Service to meet Archive Accreditation standards could mean a failed re-Accreditation. As such the Service risks having its Place of Deposit status revoked. This would mean that public records currently held by the service such as Electoral Rolls would need to be sited out of borough and with this comes reputational damage. Having a forward plan in place as set out in the report mitigates this risk.

**Access to Information:  
Background Information:**

Not Confidential

The background papers relating to this report can be inspected by contacting Marie Holland, Arts, Engagement and Archives Manager for Cultural and Customer Services, Operations and Neighbourhoods.



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## **1. INTRODUCTION**

- 1.1 The Tameside Local Studies and Archives Centre was established in 1976 after the local government reorganisation in 1974. It is located in a purpose-built environmentally controlled building adjacent to the former Ashton Library on Old Street and was awarded full Archive Accreditation status in 2018 as one of the first Greater Manchester Archives.
- 1.2 The Service makes a strong contribution to the priorities of the Council by supporting a cultural offer that is relevant and important to Tameside residents; it improves the wellbeing of residents, increases skills development and offers a welcoming place in which to learn, share, and participate in heritage. The Service ensures access to records where legally possible and together with staff and volunteers undertake research and ensure that our past and present is preserved and accessible now and for future generations.
- 1.3 The National Archives (TNA) is the National body with ministerial governance in place that oversees Archives across the UK. TNA act as the professional body for Archive Services and set out its accreditation process in 2013, and which is required for Archive Services to act as Places of Deposit.
- 1.4 Tameside Local Studies and Archives is an approved Place of Deposit, meaning the Service is permitted to hold public records of local interest on behalf of TNA. These records include amongst others Council's records such as electoral rolls and minutes to Court records and other governmental bodies' records.
- 1.5 In order to remain a Place of Deposit the Service must comply with TNA's Accreditation Scheme. This also means the Service is eligible for national funding administered by TNA and can fully participate in bids to national grant organisations and through the Greater Manchester Local Studies and Archives Partnership (GMALSP). Crucial for the Service to be accredited is the forward plan.
- 1.6 This report sets out the requirement of Accreditation and seek approval for the Forward Plan to comply with TNA's Accreditation guidelines.

## **2. TAMESIDE LOCAL STUDIES AND ARCHIVES SERVICE**

- 2.1 Tameside Local Studies and Archives Centre form part of the cultural sector both nationally, regionally and locally. The cultural sector has been identified as a significant partner in regeneration linked to areas such as employment, health, social change and neighbourhood renewal. In Tameside the Archives form a central part of the cultural activity within the borough. They support key Council priorities especially in enhancing a sense of civic pride by promoting the local heritage of the area.
- 2.2 The Service care for approximately 3.5 kilometres of shelved items which beyond other local government records include:
  - Tameside Reporter Archive
  - Tameside Oral History Collection
  - Tameside Image Archive
  - The Manchester Regimental Archive
  - School records
  - Hospital records
  - The archives of local churches and religions establishments
  - Archives of important local businesses, groups and individuals.
  - The Stamford Estate
  - Manchester Studies Oral History Collection



- 2.3 In 2022/2023 36,899 people visited the Centre or used the online search facilities provided by the Service.
- 2.4 A key feature of the Service is its strong volunteer base. Volunteers carry out essential tasks such as cleaning maps, digitising records, writing blogs, transcribing hand-written documents and generally support the service through research. During the Covid lockdown the volunteer base for Local Studies grew significantly and the National Lottery Funded Smile! Project enabled 70 remote volunteers at risk of social isolation to continue to digitise and document the Reporter Newspaper's full photographic archive. In 2022/23 the Service benefitted from over 943 in person volunteer hours.
- 2.5 The Service also benefits from the partnership within GMALSP which together apply for external funding to deliver key strategic projects. The most recent of this being a project to ensure that all Greater Manchester Newspaper archives can be digitised and made available for all to see locally.

### **3. GREATER MANCHESTER LOCAL STUDIES AND ARCHIVES PARTNERSHIP (GMALSP)**

- 3.1 The Service works closely with the other 10 Greater Manchester authorities and formed GMALSP in 2012.
- 3.2 The partnership was formed in order for the archive services to be able to formally work together and create joint policies and share best practices. It was recognised that this would form the best foundation for attracting external funding and the collaborative approach would ensure best value for money and better negotiation power when dealing with TNA and other external funders.
- 3.3 The chair of GMALSP reports directly to GCMA's Cultural Steering group and its Executive Members representing all 10 districts sign off the group's plans and policies. This role was previously performed by the Section 48 AGMA Statutory Functions Committee group.
- 3.4 The policies developed and approved through GMALSP's formal system formed the foundation of the previous successful Accreditation and will be submitted again if and when required by the TNA's UK Archive Service Accreditation Scheme.

### **4. ACCREDITATION**

- 4.1 The Archive Service Accreditation is awarded by the UK Archive Service Accreditation Committee working on behalf of The National Archives. The Scheme also enables the National Archives to fulfil its statutory functions relation to Places of Deposit.
- 4.2 The Places of Deposit is a formal relationship between TNA and its partner organisations, in this case Tameside Local Studies and Archives Centre.
- 4.3 Tameside Local Studies and Archives Centre is appointed to hold specific public records in agreement with National Archives and TMBC under Section 4 (1) of the Public Records Act (1958).
- 4.4 The Service gained full accreditation on 4 October 2018. This was based on relevant GMALSP policies being submitted as well as the following Tameside specific policies and procedures developed in line with Accreditation standards and expectations:
- **The Tameside Collections Information Plan.** This sets out the Service's information process for archives; from the point of their deposit at the Centre, through accessioning to

cataloguing (**Appendix 1**).

- **The Tameside Preservation and Security Policy.** This outlines how the Service keeps its holdings secure, and ensures that they are not subject to conditions or actions which may harm them. It also outlines the environmental conditions in which the holdings should be stored as well as the Service's preservation procedures (**Appendix 2**).
- **The Tameside Policy and Access Restrictions policy.** This outlines the necessary access restrictions and the legislation behind these. The policy sets out the closure periods, exceptions and the reasons behind them (**Appendix 3**)

## 5. CONSULTATION

- 5.1 The Service undertakes consultation in various ways, all of which have informed the content of the Forward Plan and of the other policies and plans. Feedback is gained through visitor surveys, event evaluations and other online consultation, user comments and from key stakeholders such as TNA and GMALSP.
- 5.2 To contribute to the development of the Forward Plan, the Service worked together with Museums and Galleries to undertake an online public consultation which received 163 responses. People felt the priorities for the Service over the next 3-5 years should be to increase events and activities and to improve marketing of the Service and its associated events and activities. Respondents were keen to take up opportunities to explore the borough's identity, health & wellbeing and their heritage either through visits or through dedicated talks.
- 5.3 The Service was also successful in its application to Heritage Compass and gained access to valuable external consultation to ensure the Service meets its obligations and plays an active role in the diverse communities of Tameside. The advice and training offered to the Service through Heritage Compass and its national training programme has provided the Service with additional insight into ensuring it remains relevant and reflects the borough's culturally, socially and economically diverse communities. This information has also influenced the Forward Plan and its aims.

## 6. DEVELOPMENT OF THE FORWARD PLAN

- 6.1 The Forward Plan has been developed by staff, informed by the public consultation and stakeholder consultation mentioned above (point 5.1 to point 5.3), service requirements and the requirements of the Accreditation.
- 6.2 The Service aims, set out in the Forward Plan, are as follows:
1. **Access to Services:** Ensure our Services are accessible, expand and reach beyond our current visiting audiences, and maintain the highest possible standards of customer service.
  2. **Access to Learning:** Providing opportunities for education to users of all ages, which are relevant, informative, engaging and inspiring.
  3. **Access to Collections:** Collect, care for, document and develop the borough's archival collections and provide access to them in imaginative, informative and interesting ways.
- 6.3 The full Forward Plan 2024-2028 can be found in **Appendix 4**.

## 7. FINANCE

- 7.1 There are no additional cost implications for achieving Accreditation, over and above the Service's core budget.

7.2 The Service continues to collaborate closely with GMALSP so that opportunities for future funding and income streams can be identified and maximised by the Service.

## **8. RISKS**

8.1 The risks associated with the Accreditation process are:

- Reputational damage if the Forward Plan is not delivered throughout its life. The Forward Plan will be carefully monitored and managed to ensure its delivery throughout its term.
- The Forward Plan and associated policies are not accepted as sufficient for Accreditation purposes. To mitigate this the policies and Forward Plan have been developed with Accreditation in mind and are of an approved standard and output.
- Not gaining Accreditation risks the service losing its Place of Deposit status. This would mean the Service isn't compliant and its local public records such as electoral rolls, court records, schools records being stored out of borough at a location identified by TNA. The Tameside Policy on Access Restrictions. This outlines necessary access restrictions and the legislation behind them. The policy sets out the closure periods, exceptions and the reasons behind these (**Appendix 3**).

## **9. CONCLUSION**

9.1 Tameside Local Studies and Archives Service works closely with GMALSP partners to contribute to the Council's core priorities. It provides access to residents wanting to explore the borough's heritage, found out more about their ancestry, research military records and forms part of the Council's cultural programme. The Service continues to strive for better inclusion and diversity in its collections whilst also adhering to the National Accreditation Standards set out by TNA.

9.2 In 2019 the Service gained full Accreditation awarded by the National Archives Accreditation Scheme. Accreditation ensures that Services designated as Places of Deposit for public records continue to meet appropriate standards as set out by TNA.

9.3 This report has set out the key elements of the Forward Plan and the local Tameside policies required for the continued Accreditation of the Service.

9.4 The Forward Plan has been written in consultation with TNA, GMALSP, staff and members of the public. It reflects the requirements of TNA, the work of its partners and the needs of its users and non-users.

9.5 The risk in the Service not having a fully agreed Forward Plan in place could result in the removal of Accreditation which could ultimately result in the Service having its status as Place of Deposit revoked.

9.6 If the Forward Plan is agreed and formally accepted by the Council and the associated policies noted the Service will remain fully compliant with the Accreditation standards set out by the TNA.

## **10. RECOMMENDATIONS**

10.1 As set out at the front of the report.

## **Tameside Collections Information Plan 2023**

This plan documents the information obtained, maintained and made publicly accessible about our archive collections and specifies what archival standards will be followed.

Since 2004 CALM has been used for all accessioning, cataloguing and indexing. Staff use a cataloguing manual produced by the GMALSP to ensure consistency in data entry.

### **Deposit Agreement**

Ownership and intellectual property rights are recorded in the deposit agreement. No collection will be accepted without a fully completed, signed deposit agreement which lays out terms around ownership, access restrictions and intellectual property.

### **Accessioning**

We will accession all collections immediately upon receipt to ensure recording of provenance of material within our custody to preserve the integrity of the collection. During the accessioning process, a collection level description at full ISAD(G) will be created, and a box list of the collection will be completed so that a finding aid will be immediately available.

The accession record will give a preliminary indication of the scope, content and creation dates of the collection, record its legal status, any restrictions on access, its size, as well as the contact details of its source and date of accession. Details relating to the source of the material are retained in the Depositors database in CALM.

The unique number assigned to each accession will subsequently be linked to the catalogue record.

### **Cataloguing**

When additional resources can be found, further cataloguing with more detailed cataloguing will take place as current resources are limited. All new cataloguing is undertaken in CALM and conforms to the principles and mandatory elements of the General International Standard of Archival Description (ISAD(G)).

Any restrictions on access, copyright and reproduction rights can be publicly viewed.

Catalogues are made available online through the Tameside Local Studies and Archives website.

This process and procedure will ensure that we manage collections effectively and limit the impact of uncatalogued and inaccessible collections.



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# Tameside Local Studies and Archives Security and Preservation Policy

## Security

### Aims of the policy

- To keep our holdings secure for current and future users.
- To ensure high standards of security are maintained.
- To provide and maintain documentation systems designed to keep holdings secure.
- To raise security awareness among staff and users.

### Fire and Crime

The Local Studies and Archives Centre (LSAC) was designed to comply with the British Standard on storage and exhibition of documents (BS5454). In order to remain prepared against potential danger or loss arising from fire or crime, we ensure that:

- Equipment is regularly maintained and electrical equipment is regularly tested.
- The building and contents are kept secure by the Vesda fire detection system, intruder alarms, panic alarms (linked to emergency services) and CCTV monitoring (inside and out); this equipment is regularly tested and maintained.
- We have regular fire drills.
- The search room is designed for easy supervision and external CCTV is installed.
- Lockers are provided so that users do not bring large bags into the search room.
- We have a separate loading bay to allow secure deliveries.

### Operational Procedures

- Search room and storerooms are kept clean and tidy.
- Access to storerooms is controlled.
- Risk assessments are done and regularly updated.

## Tameside Local Studies and Archives Security and Preservation Policy

- We have created and will maintain procedures for the secure production and use of documents including users signing in to use archive materials
- All returned material is checked
- We have created and will maintain finding aids which promote security of documents
- Food and drink and other harmful substances are banned in the search room
- Procedures for the safe loan and use of documents in exhibitions are developed and maintained.
- Documents are assessed on arrival to prevent the importation of mould and pests
- Procedures to monitor workmen in the building are in place.
- We comply with Tameside MBC's ICT security policy.
- We comply with Tameside MBC procedures for choosing contractors for building and other work.
- Keys are held by nominated key holders or in a key safe.
- Private functions in the LSAC are always supervised.
- We have an incident reporting procedure in place.
- We have lone working procedures.

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### Staff

So that staff are protected from harm, and best-placed to keep our collections safe, we ensure:

- The vital role of staff in keeping the collection secure is recognised.
- Recruitment procedures are designed to vet new staff.
- We have procedures for the vetting and supervision of volunteers.
- Staff are trained in security awareness and to monitor the search room and the security of the stores.
- Staff are trained in opening and locking up procedures. The building is usually locked by two members of staff.

## Tameside Local Studies and Archives Security and Preservation Policy

- Staff are aware of relevant standards such as BS5454, *Standard for Repositories, Local Studies Guidelines* and *Resource Security in Museums, Archives and Libraries*.
- Staff network with other repositories and exchange information about threats.

### Emergencies

- A disaster plan and business continuity plan have been developed and will be regularly updated.
- We have a contract with Harwell Drying and Restoration Service.
- A disaster store is maintained at Stalybridge Library where duplicate books, negative microfilms and other materials are held.
- “Disaster bins” have been developed and maintained at LSAC and in our disaster store.
- We have a call out system for emergencies outside opening hours.

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### Preservation

#### Aims of the policy

- To preserve our holdings for current and future use.



## Tameside Local Studies and Archives Security and Preservation Policy

- To ensure high standards of conservation are maintained.
- To provide and maintain documentation systems designed for conservation and preservation.
- To raise preservation awareness among staff and readers.

### Storage

The Local Studies and Archives Centre (LSAC) was designed to comply with the British Standard on storage and exhibition of documents (BS5454).

- Air conditioning, other equipment and the building, will be monitored and maintained.
- Temperature and humidity levels are monitored and controlled.
- Storerooms are kept clean and tidy.
- Lighting in the storerooms is kept to a minimum and there are UV filters in the search room.
- Access to store rooms is controlled.
- The building and contents are kept secure by the Vesda fire detection system, intruder alarms, panic alarms (linked to emergency services) and CCTV monitoring. All this equipment is regularly maintained.

A conservation survey of the whole collection was carried out in December 2009.

### Public Use

- Staff are trained in document handling and transportation.
- Users will be given verbal and written guidance for handling documents.

## Tameside Local Studies and Archives Security and Preservation Policy

- The search room has been designed for easy supervision and CCTV is installed.
- Document supports, gloves, weights and other equipment are made available.
- We have created and will maintain procedures for the secure production and use of documents.
- Staff may not be able to produce very fragile documents when requested, but efforts will be made to have the documents repaired or a copy provided.
- We will provide finding aids which will encourage efficient use of documents and prevent unnecessary production (and consequent exposure to fluctuating temperatures).
- Where surrogates exist we expect users to consult them in place of originals unless there is a positive reason for not doing so (e.g. visual impairment, need to see original colour, need study matter only visible on originals such as watermarks).
- Documents may be too fragile to be copied though we will make every effort to allow copies including allowing digital photographic copying (subject to copyright). When documents cannot be produced or copied full explanations will be given to users.
- Staff are trained in document packaging, storage and handling techniques and to recognise fragile documents.
- Staff keep up to date with new developments in the field and look for opportunities and resources to allow larger scale conservation and surrogate production.
- Staff are trained to monitor the reading room and security of the stores.
- Staff are trained in basic document cleaning techniques and to protect fragile documents with folders, melanex etc.
- Appropriate trolleys, lifts etc are provided to allow proper transport of documents.
- Documents will be assessed by staff on accession, mould and similar problems will be dealt with immediately, other conservation problems will be noted for future repair.

## Tameside Local Studies and Archives Security and Preservation Policy

- Fragile documents discovered in the existing collection will be brought to the attention of the Archivist who will decide on appropriate action.
- Documents are kept in appropriate acid free storage and checked for metal pins etc. on cataloguing.
- Documents will be sent for repair based on condition and stability, expected levels of use, existence of copies, intrinsic historical value and budgetary considerations.
- Conservation will be carried out by qualified staff at Greater Manchester County Records Office (GMCRO) or by commercial conservators).
- Procedures for the sending away and safe return of documents are developed and maintained.
- Conservation treatments will be sympathetic to documents, will not remove, diminish, falsify or obscure the evidential value of the document and will be reversible.
- Surrogates will be made available and used when documents are particularly fragile and in heavy demand.
- The conservation of digital and electronic records is dealt with in our Digital Preservation Policy.

## Risk Register for: Tameside Local Studies and Archives (Security and Preservation)

**Risk Score = L (Likelihood) x I (Impact) then RAG rated in accordance with the 5x5 risk matrix**

ID	Category	Status & Date	Risk Description	Existing Controls	L	I	Risk Score	Response Actions	Outcome	Updated	Risk Owner
1	Security	6/6/2023	Risk of theft by public in search room	CCTV, improved staff supervision, signing in procedure, security policy, request slips procedure/audit	3	5	15	Staff/volunteer training and awareness  Ensure there is proper sightlines in search room  Possibly reposition CCTV			
2	Preservation	6/6/2023	Risk of damage through handling by staff and public	Supervision in search room, equipment, customer guidance, produce surrogates, digitisation of images / family history resources.	4	2	8	Staff / volunteers / casual staff – handling video training  Increase visibility of guidance			
3	Preservation	6/6/2023	Damage to collections through poor RH/temperature	Air conditioning maintenance, RH/Temp recording	3	4	12	Get RH/temp data for one year to understand implications.  Consider whether Air conditioning system is adequate.  Staff / caretaker training by Archives+ Conservator on			

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## Tameside Local Studies and Archives Security and Preservation Policy

ID	Category	Status & Date	Risk Description	Existing Controls	L	I	Risk Score	Response Actions	Outcome	Updated	Risk Owner
								identifying risks e.g. mould / insects  Spot checking for mould			
4	Security	1/12/2021	Theft by staff and volunteers from Strong Room	Security Policy, limited staff have access to strong rooms, caretaker permanent member of staff, locations system now known to caretaker, external staff sign in to office	3	5	15	Fire exit – investigate way of keeping it locked eg fire release Understand this a security issue and have staff in the back with volunteers.		20/03/2017	
5	Preservation	6/6/2023	Fire	Fire detection / alarms, Fire Strategy for Building, 4 hour fire resistance, Fire Brigade inspections, Disaster Plan, Preservation Policy, external CCTV, fire extinguishers	2	5	10	Understand SLA with Building Services.  Possibly corporate fire safety training for staff on whole complex.			
6	Preservation	6/6/2023	Pest infestation	Strong room is subject to visual inspection three days a week. Caretaker sweeps the strong rooms once a week (alternating between upstairs and downstairs) and does a visual check, use of pest traps to visually inspect if specific	2	4	8				

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## Tameside Local Studies and Archives Security and Preservation Policy

ID	Category	Status & Date	Risk Description	Existing Controls	L	I	Risk Score	Response Actions	Outcome	Updated	Risk Owner
				creatures are present in significant numbers.							
7	Security	1/12/2020	Security of collections at outreach events	Very few items are taken to events and they are signed out by the member of staff. They are subject to constant supervision. Most outreach events happen in the search room where there is CCTV.	3	4	12	Further training on handling for staff so they have confidence dealing with the public.			
8	Preservation	1/12/2020	Flood or water damage	No material is stored on the floor; as many items as possible are boxed or wrapped; no water pipes in strong room; disaster plan with actions lodged with local fire brigade, visual checks of ceiling.	2	5	10	Visual checks to roof.			
9	Security Preservation	6/6/2023	Security and preservation of collections in exhibitions (within TMBC sites)	Risk assessment completed for each exhibition, use of lockable or secure exhibition cabinets, items exhibited in spaces with CCTV / a member of staff on duty.	2	5	10				
10	Security Preservation	6/6/2023	Temporary loans: security and preservation	Risk assessment completed for each loan, agreement in place outlining duty of	3	5	15				

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## Tameside Local Studies and Archives Security and Preservation Policy

ID	Category	Status & Date	Risk Description	Existing Controls	L	I	Risk Score	Response Actions	Outcome	Updated	Risk Owner
				care required by the recipient							
11	Preservation	6/6/2023	Packaging of collections	Use of acid free packaging, as many items boxed or wrapped as possible	1	4	4				
12	Preservation	6/6/2023	Suitable shelving	Shelves are adjustable / reinforce-able to ensure height and weight bearing is appropriate; wooden shelving used for magnetic tapes; shelving provided by reputable company	1	3	3				
13	Preservation	6/6/2023	Pollution / dust	As many items as possible are boxed or wrapped; strong room is swept regularly (alternate upstairs and downstairs); strong rooms have no windows; no chemicals used in strong rooms	1	2	2				

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# Tameside Local Studies and Archives Policy on Access Restrictions

## 1. Introduction

1.1 Tameside Local Studies and Archives is committed to making the archives in our care accessible to as wide an audience as possible. We recognise, however, that in some cases we are prohibited from making records available for research due to restrictions set out in legislation (particularly legislation relating to the privacy of personal data).

1.2 This statement of policy is intended to regulate the access by researchers to records held by Tameside Local Studies and Archives where restrictions on access apply. This policy statement supersedes all existing policies.

1.3 This Policy sets out the reasons for restricting access to records in our care, the closure periods, during which access is restricted, and ways in which researchers can obtain information from such records.

1.4 This policy will be reviewed at least once every twelve months, and more frequently if there are significant changes, to keep abreast of legal developments in the area.

## 2. Definitions

### *Closure period*

The number of years during which access to the record is restricted. During the closure period, the record will not be available to the public for research, although information may be extracted on request.

### *Personal data*

Information about any living individual who can be identified from the data itself, or from other information in possession of the data controller.

### *Sensitive personal data*

As defined by the Data Protection Act 1998 this constitutes racial or ethnic origin, political opinions, religious belief, trade union membership, physical or mental health, sexual life, offences committed or alleged to have been committed.

### *Data Controller*

The person who determines the purposes for, and the manner in which personal data is processed.

### *Subject Access Request*

A request by an individual for personal data held about them.

### *Absolute exemption*

An exemption under the Freedom of Information Act 2000 for which there is no duty to disclose the information nor to confirm or deny that it is held, nor is there any need to consider whether there might be a stronger public interest in making the disclosure despite the existence of an exemption.

Adopted: April 2010, reviewed July 2012, Feb 2013, Mar 2018, February 2023

Policy review date: April 2024



## **Tameside Local Studies and Archives Policy on Access Restrictions**

### **3. Statutory Position and Obligations**

3.1 Tameside Local Studies and Archives endeavours to abide by all current legislation impacting on the administration of Archives. It adheres to *The National Archives Standard for Record Repositories*. As far as is currently possible it aims to store its holdings in accordance with *British Standard 5454 Standard for the Storage and Exhibition of Archival Material*.

3.2 *Public Records Acts, 1958 and 1967*: Section 4.1 of the Act of 1958 provides for the storage of public records over 30 years in an appointed place of deposit outside the Public Record Office. Tameside Local Studies and Archives is appointed such a place of deposit by the Lord Chancellor.

Places of Deposit must be approved by The National Archives (TNA), which has a scheme of accreditation for places of deposit, indicating not only that they are broadly satisfied that the repository meets the required Standard, but also that it has in place a satisfactory long-term strategy to care for, and make available, the archives in its charge.

3.3 *Local Government Act 1972 (ss.224-229)*: Section 224 states “A principal council shall make proper arrangements with respect to any documents that belong to or are in the custody of the council or any of their officers”

3.3.1 *Law of Property Act, 1922 and Law of Property (Amendment) Act 1924, sch. 2, s. 2*: the Master of the Rolls may direct the transfer of manorial documents to a record repository willing to receive them.

3.3.2 *Manorial Documents Rules 1959 (S1 1959/1399) as amended by the Manorial Documents (Amendment) Rules 1963 (S1 1963/976) and 1967 (S1 1967/963)*: Section 6 of the 1959 rules requires the controlling authority to provide the Historical Manuscripts Commission with details of the manorial documents in its custody

3.4 *Data Protection Acts 1984, 1998, 2018* Section 28 of the Data Protection Act 2018 permits personal data to be processed for research purposes, including statistical or historical purposes, in compliance with the relevant conditions, and to be kept indefinitely. This is provided that not doing so would prevent or seriously impair the achievement of those purposes.

3.5 *Freedom of Information Act 2000*: the Freedom of Information Act 2000 applies to all information held by or on behalf of a public authority, and includes all records held by Tameside Local Studies and Archives. Requests for information from archive collections which are open for research in the public searchroom can generally be refused using the exemption under section 21 of the Act (information already reasonably accessible). This exemption does not apply to records which have closure periods applied.

### **4. Access restrictions for uncatalogued collections**

4.1 Some archive services do not allow access to archive collections until they have been catalogued. Tameside Local Studies and Archives do not allow access to uncatalogued collections without special arrangement with the Archivist.

Adopted: April 2010, reviewed July 2012, Feb 2013, Mar 2018, February 2023

Policy review date: April 2024

## **Tameside Local Studies and Archives Policy on Access Restrictions**

### **5. Access restrictions for specific records**

5.1 Listed below are details of access restrictions for many types of records held at Tameside Local Studies and Archives. This list does not cover every type of record, but deals with those most commonly requested.

#### 5.2 Public Records: Court Records

Court records less than 20 years old are subject to an absolute exemption under section 32 of the Freedom of Information Act 2000; no access to records less than 20 years old will be given. Once adult court registers are 20 years old, they are considered to be open, as the personal data they contain is not subject to data protection restrictions because the information was provided in open court.

Where a court register identifies victims of sexual offences, however, access will be restricted for 100 years. This is because releasing information about victims of sexual offences is prohibited under the Sexual Offences (Amendment) Act 2003. Juvenile court registers, and any other registers recording cases relating to juveniles will also be closed. This is because they contain sensitive information about children, including information about adoptions. Access to such records will be restricted for 100 years.

Other court records, such as case files, calendars of prisoners, and recorders' notebooks, are not automatically open after 20 years as they contain sensitive personal data additional to what was heard in open court. Access to such records will be assessed on a case by case basis and restricted for a maximum of 100 years.

#### 5.3 Public Records: Health and Hospital Records

Access to patient information in health and hospital records is restricted as the information includes sensitive personal data which has been given in confidence. A recent ruling (*Bluck v ICO and Epsom & St Helier University NHS Trust [EA/2006/0090]*) by the Information Tribunal has confirmed that the duty of confidentiality continues after death. For this reason access to hospital records containing clinical patient information will be restricted for 100 years. The Health Archives & Records Group are currently developing guidelines for release of personal data from hospital records. Tameside Local Studies and Archives' policy on access to patient information will be reviewed once the guidelines have been published.

#### 5.4 Public Records: The Duty to Consult

Under Freedom of Information legislation, for public records Tameside Local Studies and Archives is required to consult with the depositing body or relevant authority on requests for information in restricted records. Experience has shown that the consultation process can significantly delay the release of information when the depositing body is requested to make the decision as to whether the material should be released. The problem chiefly arises in the depositing body failing to identify an individual to make the decision, and this problem becomes more difficult where there is no obvious successor to a defunct body. In such cases it can take a long time to find an individual willing to take institutional responsibility for access requests. Accordingly, Tameside Local Studies and Archives will make every effort to come to an arrangement with the relevant authority on how consultation will be handled. Tameside Local Studies and Archives' default approach will be to make the decision

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## **Tameside Local Studies and Archives Policy on Access Restrictions**

regarding access, and write to the relevant authority informing them of the decision and giving them the opportunity to comment within a set time period. If no reply is received within the timescale, Tameside Local Studies and Archives will abide by the original decision and release the information or send a notice of refusal.

### 5.5 General Access to Local Authority Records

In general, the only restriction on access to the records of Tameside Metropolitan Borough Council and its predecessor authorities applies where they contain personal data and / or sensitive personal data about individuals. Records containing personal data are many and varied, and include Council and Committee minutes (particularly committees relating to the care or education of children or adults), and registers of all types, such as staff registers.

- Committee minutes for Education, Childrens' Homes, Social Services, Personnel, Adult Social Care or similar committees: Restricted for 75 years (if the committee relates to, and the minutes name, adults) or 100 years (if the committee relates to, and the minutes name, children) under Data Protection Act 1998 (if living) and FOI s40 – personal information
- Other committee minutes: No restriction unless volume of minutes contains sensitive personal data

### 5.6 Local Authority Records: School Records

Following the issue of a decision notice, dated 5 April 2011, from the Information Commissioner's Office, the Greater Manchester Archivist Group (GMAG) produced an access to school records policy and risk assessment in April 2012. This has been applied to the school records held by Tameside Local Studies and Archives. A copy of this is appended to this policy (Appendix D).

School registers, such as admission registers, punishment registers and school log books contain personal data, such as names, addresses and dates of birth, and sensitive personal data, such as transfer to approved schools, misdemeanours, punishments received, and health problems.

The following closure periods and restrictions apply to school records:

- No access restrictions will apply to any school records over 100 years old.
- Admission registers: Restricted for 30 years for reasons of Child Protection, while a child may reasonably still reside at the specified address
- Log books: Restricted for 30 years for reasons of Child Protection. Note that log books containing sensitive personal data about staff or pupils will be subject to longer restrictions (restricted for 97 years if Primary school [infants 97 years, juniors 93 years], 90 years if Secondary school, or 75 years, if only staff, not pupils, are identified by name).
- Punishment books, pupil records/cards, accident books, contagious illness records: Primary school - restricted for 97 years [infants 97 years, juniors 93

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## **Tameside Local Studies and Archives Policy on Access Restrictions**

years]; Secondary school - restricted for 90 years under the Data Protection Act 1998 (if living) and Freedom Of Information Act s40 – personal information

- Staff records: Restricted for 75 years under the Data Protection Act 1998 (if living) and Freedom Of Information Act s40 – personal information
- Industrial school records: Restricted for 100 years under Data Protection Act 1998 (if living) and FOI s40 – personal information

### 5.7 Local Authority Records: Records of Adoptions and Children in Care

Access to records of adoptions and children in care is restricted for 100 years. No records of adoption are held at Tameside Local Studies and Archives. All requests for information are referred to the Children's Social Care as appropriate, who manage access to the records along with the relevant counselling for people tracing birth parents.

### 5.8 Local Authority Records: Poor Law Union Records

Many of these records contain sensitive personal data relating to children and adults, including information about health or religion. Access may therefore be restricted.

- Guardian's minutes: No restriction unless sensitive personal data about named children or adults (including staff) is included. If such data is contained, the records are restricted for 100 years under Data Protection Act 1998 and FOI s40 – information provided in confidence.

### 5.9 Access restrictions to privately deposited records

Before the enactment of the Freedom of Information Act 2000, depositors of private collections could choose to close their records for a limited period, usually 30 or 50 years. Since the Freedom of Information Act came into force, privately deposited records are considered to be 'held by or on behalf of' a public authority, and therefore come under the Act. This means that access to the records is generally open. Most of the privately deposited records at Tameside Local Studies and Archives do not have closure periods. Where a depositor has expressed (in a stipulation within the original terms and conditions of the deposit) the wish that records be closed, Tameside Local Studies and Archives is reviewing whether the closure period stands in the light of Freedom of Information.

- Club / Society Membership records: restricted for 30 years unless otherwise stipulated by the depositing organisation under the Data Protection Act 1998
- Business records: restrictions of between 30-100 years may apply to employee records where they contain personal information, such as National Insurance numbers, records relating to dismissal, personal injury claims etc. Where a 75 year access restriction is applied, it has been assumed that the individual to whom the record relates was at least 15 years old at the time the record was created.

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# **Tameside Local Studies and Archives Policy on Access Restrictions**

## **6. Applying for access to restricted records**

### 6.1 Record searches

If you are the person named in a restricted record, the Data Protection Act recognises you as the 'Data Subject' and you have legal rights to the information held about you. Many of the access restrictions that apply to records are due to the fact that in searching for information to which a customer has a right of access (as the 'Data Subject') they will necessarily become privy to information which should remain confidential - examples would be hospital, school and court registers, which contain personal data relating to many individuals on the same page. Tameside Local Studies and Archives will be required to provide relevant information to the Data Subject, but is not required to allow access to the original record. In order to comply with the legislation, therefore, Tameside Local Studies and Archives may withhold access to the original records, but instead must extract information on behalf of a legitimate data subject seeking information relating to themselves.

Freedom of Information legislation permits Tameside Local Studies and Archives to charge for carrying out searches in closed records on behalf of enquirers. There is no time limit on the length of search carried out for this service.

By law Tameside Local Studies and Archives may charge a £10 fee for carrying out a record search for a Subject Access Request under the Data Protection Act. In practice, Tameside Local Studies and Archives usually waives this fee if it feels that the nature of the case would make charging a fee inappropriate.

### 6.2 Historical or statistical research

Section 33 of the Data Protection Act permits use of personal data for research purposes, including statistical or historical purposes, providing that the data is not used to support decisions with respect to particular individuals and will not cause substantial damage or distress to any data subject.

A researcher may request access to closed records for the purpose of historical research using one of the application forms shown in the Appendices to this policy:

Appendix A: Third Party Data Subject Access Request Form

Appendix B: Researcher Access Request Form  
(An undertaking concerning access archives that would otherwise be closed)

Appendix C: Data Subject Access Request Form

Appendix D: Greater Manchester Archivist Group – Access to School Records Policy and Risk Assessment

The final decision as to whether to allow permission to use the records will be made by the Data Controller, who will usually be the Tameside Local Studies and Archives department, public or private body that deposited the records concerned.

Permission to use the records for academic research will normally be granted, providing that Tameside Local Studies and Archives and the Data Controller are

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satisfied with the research methodology and ethics, and the researcher undertakes to anonymise all personal data.

Use of records for non-academic research encompasses a broader range of potential uses and granting permission may be more complex. Tameside Local Studies and Archives and the Data Controller must be satisfied that the purpose and outcomes of the research will not breach any of the data protection principles before granting permission.

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**Tameside Local Studies and Archives  
Policy on Access Restrictions**

**Appendix A**

# **Third Party Data Subject Access Request Form**

**Tameside Local Studies and Archives**

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**1. Details of the person requesting the information:**

Full Name:

Address:

Telephone Number:

Fax Number:

Email Address:

---

**2. Name and details of the data subject? (Please include, where possible, a date of death and proof of death.)**

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**3. Please describe the information that you seek together with any other relevant information. (Including reference numbers of relevant archives will help to speed up this process but is not compulsory.)**

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## Tameside Local Studies and Archives Policy on Access Restrictions

### DECLARATION

To be completed by all applicants.  
Please note that any attempt to mislead may result in prosecution.

I.....  
certify that the information given on this application form to Tameside Local Studies and Archives is correct and that the data subject is deceased. I understand that it may be necessary for Tameside Local Studies and Archives to confirm that the data subject is deceased.

Signature.....Date.....

Note: The period of 20 days in which Tameside Local Studies and Archives must respond to the request will not begin until it is satisfied on these matters.

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Please return completed form to:  
Tameside Local Studies and Archives Centre, Cotton Street East,  
Ashton-under-Lyne, OL6 7BY



**Tameside Local Studies and Archives  
Policy on Access Restrictions**

**Appendix B**

# Researcher Access Request Form

(An undertaking concerning access archives that would otherwise be closed)

## Tameside Local Studies and Archives

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**DECLARATION**

To be completed by all applicants.

Please note that any attempt to mislead may result in prosecution.

I.....of.....

.....

.....

request permission to consult (please give archive reference Number).....

.....

and agree to make use of any personal data contained their in compliance with the Data Protection Act 2018. My research will not be used to support measures or decisions with respect to particular individuals and will not cause or be likely to cause substantial damage or distress to any person who is the subject of the data while he or she is alive or likely to be alive (assuming a life span of 100 years).

I will not make the results of my research available in a form that identifies any data subject without consent in writing of the data subject or the data controller.

I understand that I shall become responsible for compliance with the Data protection Act 1998 in relation to any processing by me of personal data obtained from the above records.

Signature.....Date.....

Please return completed form to:  
Tameside Local Studies and Archives Centre, Cotton Street East,  
Ashton-under-Lyne, OL6 7BY

**Tameside Local Studies and Archives  
Policy on Access Restrictions**

**Appendix C**

# **Data Subject Access Request Form Tameside Local Studies and Archives**

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**1. Details of the person requesting the information:**

Full Name:

Address:

Telephone Number:

Fax Number:

Email Address:

---

**2. Are you the data subject?**

Yes: Please supply evidence of your identity i.e. copy of birth certificate, current driving licence or passport (Proceed to question 4)

No: Are you acting on behalf of the data subject with their written authority? If so that authority must be enclosed. If not what other legal justification have you for obtaining access to the data? (Note that appropriate identification as above must be provided) (Proceed to question 3)

---

**3 Details of the data subject (if different from question 1)**

Full Name:

Address:

Telephone Number:

Fax Number:

Email Address:

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**4. Please describe the information that you seek together with any other relevant information. (Including reference numbers of relevant archives will help to speed up this process but is not compulsory.) Additional space provided overleaf**

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## Tameside Local Studies and Archives Policy on Access Restrictions

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Currently Tameside Local Studies and Archives carry out this service for free, please note that in the future there may be a charge.

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### **DECLARATION**

To be completed by all applicants.

Please note that any attempt to mislead may result in prosecution.

I.....  
certify that the information given on this application form to Tameside Local Studies and Archives is true. I understand that it is necessary for Tameside Local Studies and Archives to confirm my/the data subject's identity and it may be necessary to obtain more detailed information in order to locate the correct personal data

Signature.....Date.....

Note: The period of 40 days in which Tameside Local Studies and Archives must respond to the request will not begin until it is satisfied on these matters

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Please return completed form to:

Tameside Local Studies and Archives Centre, Cotton Street East,  
Ashton-under-Lyne, OL6 7BY

Documents which must accompany this application:

Evidence of your identity (copies will suffice)

Evidence of the data subjects identity (if different from above)

Authorisation from the data subject to act on their behalf (if applicable)

## **TAMESIDE LOCAL STUDIES AND ARCHIVES CENTRE**

### **Forward Plan (2024-2028)**

#### **1. CONTEXT**

- 1.1 This Forward Plan reflects the changes in the way the Council provides its services to meet the needs of its residents and visitors. As well as addressing how the Archives and Heritage sector is changing to cope with the increasing numbers of digital records and changes in the way that users interact with archives.
- 1.2 The Tameside Local Studies and Archives Unit was established in 1976 after the local government reorganisation two years earlier. It began in the old reference section of Stalybridge Library. Many of the local history books in Tameside's libraries were brought together here, and the records of Tameside Council's various predecessor organisations forming the nucleus of its archival collection. In 2005, a new purpose-built facility was opened to the public, in order to provide extra capacity for the ever-expanding collections, as well as the appropriate controlled conditions for such material. The service is an approved Place of Deposit, meaning we are allowed to accrue and hold public records and make them available.
- 1.3 As a Place of Deposit, Tameside Local Studies and Archives Centre has been appointed by The National Archives to hold specific record classes in agreement with their parent authority under Section 4 (1) of the Public Records Act (1958). This ensures that records pertaining to the area remain within Tameside, and that the council and Tameside citizens have access to their historic records.
- 1.4 This includes not only council records, but records relating to courts, the NHS, and other governmental bodies and their related agencies specified in the legislation.
- 1.5 The 3.5 kilometres of shelving now hosts a wide variety of material beyond just local government records, including:
  - Tameside Reporter Archive
  - Tameside Oral History Collection
  - Tameside Image Archive
  - Manchester Regiment Archive
  - School records
  - Hospital records
  - The archives of local Churches and religious establishments
  - Various archives of important local businesses, groups and individuals
  - The Stamford Estate papers
  - Manchester Studies Oral History Collection

#### **2. AIM OF THE FORWARD PLAN**

- 2.1 The aim of this Forward Plan is to provide a policy context for the work of Tameside Local Studies and Archives Centre for the period 2024-2028. It outlines the main work areas proposed during this time and how the service will be delivered.
- 2.2 The proposals in the Forward Plan will help to:
  - Ensure everyone has the opportunity for people to visit, enjoy, contribute to, and engage with the collections held at the Local Studies and Archives Centre



- Increase the profile of the Borough's history among residents and beyond.
- Make the most of Tameside's collections in the present, and preserve them into future.
- Create improvements to the service, and allow for necessary changes to be made.
- Continue to support and benefit from the work of the Greater Manchester Archives and Local Studies Partnership (GMALSP), of which Tameside Local Studies & Archives is a part.
- Support the statutory obligation of Archive services to care for and store public records.

### **3. STATEMENT OF PURPOSE**

- 3.1 Tameside Local Studies and Archives' mission is to preserve Tameside's written, oral and pictorial heritage for present and future users, and to fulfil Tameside Metropolitan Borough Council's legal obligation to preserve its own records. The Service does this by:

*Providing a dynamic, engaging and supportive Archives Service that celebrates the people and places of Tameside, ensuring a meaningful, informative and enjoyable experience for all, whilst continuing to fulfil our statutory obligations as a Place of Deposit for public records.*

### **4. BOROUGH DEMOGRAPHICS**

- 4.1 The borough of Tameside consists of nine towns in a mainly urban area east of Manchester. It stretches from the city of Manchester to the Peak District and shares borders with Stockport, Oldham, Manchester and the borough of High Peak. Tameside is well connected to the region and beyond by the M60 and M67 motorways and by rail links to Manchester and Yorkshire.
- 4.2 The 2021 census puts the population of Tameside at 231,073, increasing from 219,300 in the previous census 10 years prior. As in many areas, the population is aging, with those with individuals between 50 and 64 being the largest growing proportionately. 20.8% of the population class themselves as having a disability. Across the borough, 85.5% of the population identify as white, 9.2% Asian/Asian British/Asian Welsh, 2.1% mixed or multiple ethnic groups, 2.3% Black/Black British/Black Welsh/Caribbean/African, and 0.8% other. 78% of people have good or very good health, 15.1% have fair health and 8.1% have bad or very bad health.
- 4.3 The service aims to cater for all residents of Tameside, and so this information is taken into account in the creation of this plan, as well as the rest of our planning and policy.

### **5. THE COUNCIL: POLITICAL AND MANAGEMENT STRUCTURES**

- 5.1 The council has an Executive Cabinet as part of its constitution. Each member of the Cabinet has a portfolio setting out their role and responsibilities. There are eleven members of the Cabinet, which is chaired by the Executive Leader. Museums and Galleries come under the portfolio of the Executive Member for Towns and Communities.

5.2 Tameside Council is led by a Chief Executive. The Chief Executive and nine Directors make up the Single Leadership Team. The Directors are supported by fifteen Assistant Directors/Consultants, who together form the Senior Management Team.

5.3 The Museum and Galleries Service sits within Cultural and Customer Services, which is under Operations and Neighbourhoods Service Area within the Place directorate.

## **6. DESCRIPTION OF TAMESIDE LOCAL STUDIES AND ARCHIVES SERVICE**

6.1 Tameside Local Studies and Archives Service is located on Cotton Street East, along with the service's car park, beside the former Central Library. The service has a second entrance located on Oldham Road, which is used as the main entrance. The Service is open from 10am-5pm on Tuesday, Wednesday and Thursday, and from 10am-1pm on Saturday, with the exception of the Christmas period and Bank Holidays. The Service cares for the Council owned collections as well as public records on behalf of the National Archives, alongside a variety of deposited collections, such as the Manchester Regiment and Tameside Reporter archives. The Service falls within Tameside MBC Cultural and Customer Services, which forms part of the Operations and Neighbourhoods Directorate.

6.2 The Arts and Engagement Manager has responsibility for the day-to-day management of the service, drafting policy, budgets, marketing and exhibitions/events management.

6.3 The Archivist supports the Manager and is in charge of collections management and ensuring the Service meets National Archives standards for care, access and usage of the archival collections. The current Archivist has been in post since October 2018.

6.4 The service employs three part-time staff (a Senior Library Assistant, Assistant Librarian, and a Library Assistant), and has also employed (jointly with the Library service) a part-time Library Assistant. Together, these staff deal with the day-to-day running of the service, such as front-of-house duties, organising and running events, taking enquiries, looking after the service's library stock and computers, maintaining the search room, and coordinating volunteers.

6.6 The service regularly works with colleagues from across Cultural Services in collaboration, for example for exhibitions or in educational provision.

6.7 Fifteen volunteers take on various non-core roles, which helps the Tameside Local Studies & Archives to offer services it wouldn't otherwise be able to resource. The roles are intended to be fulfilling and meaningful to volunteers, either by engaging them in their interests, facilitating socialising through working together, or where appropriate to build specific skills and experience.

## **7. THE NATIONAL AND REGIONAL CONTEXT**

7.1 The National Archives holds the power to appoint Places of Deposit for public records and ensure that Places of Deposit maintain core standards.

7.2 Alongside this, The National Archives also run the Archive Accreditation Scheme, which provides a more detailed framework of standards that all Places of Deposit should be adhering to, or actively working towards implementing.

7.3 The National Archives is a non-ministerial government department, reporting to the Secretary of State for Digital, Culture, Media and Sport. They fulfil a leadership role in the archive sector. Its roles include ensuring the Public Records Act is adhered to, providing

guidance and advice to other archives as well as to public sector organisations that create records.

- 7.4 The Public Records Act requires certain public bodies to transfer records of historical value to places of deposit. Legislation requires this to be done by the time the records are 20 years old, although due to this change being relatively recent (previously the time allowed was 30 years) we are currently still in a transition window until 2025. The changes affect specific public sector organisations such as magistrates' courts, prisons, coroners' courts, NHS bodies and some arms-length bodies including the Environment Agency.
- 7.5 Archives and local record offices across the UK are dealing with an increase in the volume of born-digital and digitised material. This presents new challenges, not only in terms of transfer and storage, but also in preservation and accessibility.
- 7.6 Archive services are increasingly aware of the need for their collections and services to better reflect the populations they are intended to serve, and as a result a major focus across the UK is on providing services that are more adaptable to differing needs, and diversifying collections to include material that is relevant to all residents regardless of their background or identity.
- 7.7 The Archives form part of the cultural sector both nationally, regionally and locally. The cultural sector has been identified as a significant partner in regeneration linking to areas such as employment, health, social change and neighbourhood renewal. In Tameside the Archives form a central part of the cultural activity within the borough. They engender a sense of civic pride and express the local distinctiveness of the area. However we must ensure that the facilities and services provided reflect the cultural background of all citizens. The Archives must ensure that the product and service on offer remains of a high standard and continues to reflect the changes of the 21<sup>st</sup> century both in terms of our residents but also in terms of technological and digital innovations.

## **8. THE LOCAL CONTEXT**

### **8.1 Greater Manchester Archives and Local Studies Partnership**

8.1.1 Tameside Local Studies and Archives is an active participant of the Greater Manchester Archives & Local Studies Partnership (GMALSP), made up of the various local government record offices and archives in the Greater Manchester (GM) area. These are:

- Bolton Archives and Local Studies
- Bury Archives and Local & Family History Service
- Manchester Libraries, Information and Archives
- Oldham Local Studies and Archives
- Stockport Local Heritage Library
- Tameside Local Studies and Archives
- Trafford Local Studies
- Rochdale Local Studies and Archives
- Salford City Archives and Local History Library
- Wigan Archives and Local Studies

8.1.2 GMALSP was formed in 2012 with Sector Sustainability Fund support from The National Archives, following the recommendation of a feasibility study. The members of GMALSP work together to build and implement an overarching strategy and development plan for archives in Greater Manchester.

- 8.1.3 GMALSP holds practitioners' meetings every two months, where progress is against the action plan is monitored. As necessary the group holds training sessions, visits, talks from organisations and individuals working with the Partnership on various projects.
- 8.1.4 GMALSP reports to a board made up of Senior Officers, which in turn reported to the Association of Greater Manchester Authorities Statutory Functions Committee.
- 8.1.5 With the changes to local government and AGMA transferring to GMCA, the Senior Officers now report to the Greater Manchester Culture & Social Impact Fund Committee and form part of the GMCA portfolio.
- 8.1.6 The projects that GMALSP take on include monitoring and updating standards and policies, working together to achieve Archive Accreditation, negotiating jointly with genealogy companies such as FindMyPast when undertaking digitisation projects, commissioning work, and joint provision of products and services.
- 8.1.7 GMALSP are currently working to improve provisions for digital records throughout Greater Manchester, as well as looking to make new newspaper collections available online.
- 8.2 Tameside MBC
- 8.2.1 There are various local programmes and Tameside Council priorities and strategies that link to the work in Tameside Local Studies and Archives Service which help to provide a policy context. We work to support these plans and strategies including:
- Greater Manchester Cultural Strategy (2019-2024). *Grown in Greater Manchester. Known Around The World* – identifies areas of strategic opportunity across the city-region. It also sets out a clear plan of how all 10 Greater Manchester districts will work together to target resources that will develop, celebrate, protect and promote the significant culture and heritage assets of Greater Manchester.
  - Tameside Cultural Strategy. Having successfully obtained government funding, Tameside is developing a Cultural Strategy of its own. This currently exists in draft form, but is likely to become available towards the end of 2023.
  - The Archives Service actively participates in further Council wide plans and strategies that are developed within and across departments, and are aimed at meeting the goals identified in the One Corporate Plan



8.2.2 Tameside council's current forward plan has been created to reflect the council's current priorities and guiding principles, which should underpin the work of each department within Tameside. It describes aspirations for the area and population, which are grouped under five major headings. Our Forward plan aims to contribute towards achieving the objects set out in the One Corporate Plan as follows:

One Corporate Plan	Archives key contributions
Excellent Health & care	<ul style="list-style-type: none"> <li>• Ensure we support activities and projects that support wellbeing.</li> <li>• Training staff to signpost our users to appropriate services where they may be required.</li> <li>• Collaborating with groups and organisations that contribute to the mental and physical wellbeing of their members and support independence in old age.</li> <li>• Provide a safe, welcoming and accessible space for people to meet and share their interests.</li> <li>• Provide lifelong learning experiences for volunteers and users.</li> <li>• Provide volunteering experiences enabling people to feel valued.</li> </ul>
Successful lives	<ul style="list-style-type: none"> <li>• Provide engaging facilities, workshops and activities for young people.</li> <li>• Work with other Council departments to support school readiness and encourage a love of learning.</li> <li>• Expand our school workshops programme, providing a varied set of opportunities for children to engage with local heritage.</li> <li>• Provide formal and informal educational opportunities for lifelong learning.</li> <li>• Ensure that our school workshop offerings contribute to important curriculum goals.</li> <li>• Use the 'Arts Mark' and 'Arts Award' initiative to create exciting and enjoyable learning experiences within the Archives.</li> <li>• Offer outreach and loan material for schools and community groups based on the collections.</li> <li>• Engendering a sense of ownership of the local heritage.</li> </ul>

Vibrant Economy	<ul style="list-style-type: none"> <li>• Providing opportunities for volunteers to develop skills to help them both in their personal and professional lives.</li> <li>• Developing the sense of public ownership of the Archives.</li> <li>• Offer opportunities for people to work and volunteer.</li> <li>• Provide opportunities for lifelong learning.</li> <li>• Work with community and voluntary groups, as well as businesses and organisations that contribute to Tameside's economy.</li> <li>• Ensuring accessibility is considered in every decision we make, and taking an adaptable approach that allows for changes to be made where needed.</li> <li>• Ensure that the Archives building and resources meet high health and safety standards and are well maintained.</li> <li>• Ensure that all visitors feel happy, welcome and safe within our service.</li> <li>• Carry out exhibitions and activities in an environmentally sustainable way.</li> <li>• Ensuring high quality customer service, attracting research into the borough, which in turn will attract new business investment and residents.</li> </ul>
Stronger Communities	<ul style="list-style-type: none"> <li>• Encourage participation in heritage events through ensuring the highest quality and the range of talks, displays and activities within the Archives Centre and out in the communities.</li> <li>• Actively collecting and documenting the heritage of the whole community.</li> <li>• Embrace health and wellbeing strategies in our work.</li> <li>• Offer heritage inspired opportunities that facilitate improved health and wellbeing for visitors.</li> <li>• Developing a sense of pride and ownership of the Archives Service and encourage communities to value the places they live.</li> <li>• Working with other services to provide events and facilities that promote understanding and good relations between different communities.</li> </ul>
Digital Future	<ul style="list-style-type: none"> <li>• Adapting our service to allow for the preservation of and access to digital records, which are increasingly part of everyone's lives.</li> <li>• Provide volunteering opportunities that enable volunteers to build digital skills.</li> <li>• Provide resources and guidance that allow users to increase their confidence using digital resources.</li> <li>• Improve the online presence of our service, both through social media and elsewhere.</li> <li>• Consider ways in which technology can be used to improve our service.</li> </ul>

## 9. THE CURRENT SITUATION

9.1 We asked Local Studies & Archives staff to contribute to a SWOT analysis of our current offer:

<p style="text-align: center;"><b><u>Strengths</u></b></p> <ul style="list-style-type: none"> <li>• Committed, dedicated and enthusiastic staff.</li> <li>• Resourceful approaches to challenges faced by the service.</li> <li>• A wide and varied set of collections that cover a range of topics of both local and national relevance.</li> <li>• Close relationships with a number of local organisations and businesses.</li> <li>• Collaborative relationship with other council colleagues.</li> <li>• Impressive schedule of events, compared to larger and better resourced services</li> <li>• Growing schools programme.</li> <li>• Excellent team of dedicated volunteers, both new and long-standing.</li> </ul>	<p style="text-align: center;"><b><u>Weaknesses</u></b></p> <ul style="list-style-type: none"> <li>• Lack of suitable spaces for education and outreach means schools and groups can only attend on Mondays and Fridays.</li> <li>• Lack of spare space capacity means the service would struggle to house any sizeable new collections if the opportunity arose.</li> <li>• Current lack of provision for access to digital records.</li> <li>• Web presence could be stronger.</li> </ul>
<p style="text-align: center;"><b><u>Opportunities</u></b></p> <ul style="list-style-type: none"> <li>• Additions to staff and volunteers in our team could contribute to new opportunities and ideas.</li> <li>• Opportunity to use exhibition space in the market hall.</li> <li>• Growing schools programme provides scope for increasing interaction with a younger audience</li> <li>• Working with GMALSP provides scope for us to take on opportunities potentially too large for individual services.</li> <li>• Increasing interest from companies in acquiring copies of records for online services.</li> <li>• The collections being made available by the SMILE Project and its legacy.</li> </ul>	<p style="text-align: center;"><b><u>Threats</u></b></p> <ul style="list-style-type: none"> <li>• Increasing quantity of digital records.</li> <li>• Difficulty in collecting council records as they increasingly become digital, and as staff are more likely to work remotely.</li> <li>• New large accessions that may exceed our immediate storage capacity.</li> <li>• Funding reductions</li> <li>• Any future reduction in staffing.</li> <li>• Reduction in opening hours.</li> <li>• Loss of institutional knowledge through staff turnover.</li> <li>• Capacity limits on volunteers may lead to missed opportunities.</li> </ul>

9.2 The core Local Studies & Archives statistics for the last full financial year are as follows:

	2022/23
Participants (in-person visitors + online users)	36,899
Enquiries	14,988
Volunteer hours	943.5
Event attendees	651

### 9.2.1 COVID-19

Like many services, engagement was drastically affected during and in the aftermath of the COVID-19 pandemic. The service remained closed for several months during each major lockdown, although we continued to answer enquiries and seek to make material available in other ways. We also worked hard to alter the way we worked with volunteers, so that our SMILE! Project could continue, despite initially intending to undertake the majority of the project in-person. Despite the fact that the 23 project volunteers were only able to meet in-person on a handful of occasions during the project, they still logged 2,382 hours during the length of the project.

### 9.2.2 Participants

In-person visitors had been strongly affected by the COVID-19 pandemic, as well as being affected by changes in how we count visitors due to changes to our entrances. However, since the end of the pandemic they have begun to increase again. A number of our regular visitors have, for a variety of reasons, not been able to return since the end of the pandemic unfortunately. This must therefore be used as an added impetus to expand our users beyond the traditional audiences. However, things have begun to pick up further, so there is cause for optimism, as well as further work needed.

### 9.2.3 Enquiries

Our enquiry numbers had previously faced a relatively steady decline throughout the previous Forward Plan period. This may reflect the relative decline of popularity of family history as a hobby, which was very much in fashion at the start of this decade due to shows such as *Who Do You Think You Are?*, as well as increased access to records at home. These have however stabilised since around 2018, with only the brief decrease during COVID being quickly reversed as the service and users adapted to new ways to engage with each other.

### 9.2.4 Volunteer hours

The work of our volunteers is immeasurably important. Whilst of course all core activities are carried out by staff, having volunteers enables us to offer services that we would be otherwise unable to resource. Our volunteer programme is relatively expansive for a service of our size, and gives opportunities to those with an interest in Local History to become involved, share their passions, and learn new skills. Similarly to visitor numbers, these had been affected by the pandemic. Several volunteers have not been able to return to their pre-pandemic activities, and engagement with local history groups has decreased. Numbers remain strong however, boosted by the Smile! Project, which allowed us to record significant volunteer hours during the difficult pandemic. Since the low of 2020/2021, and despite the end of the Smile! project, numbers have remained strong, and we have in the current financial year seen increased interest.

### 9.2.5 Events attended

Event attendances have bounced back to exceed pre-pandemic numbers, perhaps reflecting a change in how the population engages with our service. Some of these were in-person, and a smaller number of them remote. We have found that broadly our attendees have resumed in-person attendance, but we still provide a remote option for those unable or unwilling to visit and have found it to be popular.



## 9.2.6 Website and online catalogue

Both online figures have been affected by the introduction of the new InTameside website, which allows us to share information about our service and events in a more effective way. As a result, in future it will be necessary to find a new way to measure online performance.

Our catalogue is not currently available from the new website, but we are working to ensure it becomes so, in order that users are better able to find it.

## 9.3 Archives Accreditation

9.3.1 The service was successful in obtaining full Archive Accreditation in autumn 2018, ensuring that it met the appropriate standards as a Place of Deposit (PoD), and is taking active steps to address any shortcomings. The interim Archive Accreditation review carried out in 2021 was successfully completed, with the review team satisfied by our progress.

9.3.2 Archives Accreditation is both a tool for The National Archives to fulfil their statutory obligations regarding PoDs, by ensuring that standards are met and that records are safe and secure, and is also a tool designed to help Archive Services understand their strengths and weaknesses better, and to enable them to better advocate for further help or resources where needed.

9.3.3 As a designated PoD, Archive Accreditation is therefore crucial to us to ensure we keep our PoD status and to ensure that the records we hold are being kept appropriately, and not put at risk by our processes.

9.3.4 The feedback from the Accreditation process included specific action points that will be embedded into this forward plan going forward, to ensure that they are met by the time the service needs to undergo reaccreditation. Much work has been done to meet these, such as work to mitigate the effect of the library relocation on our service, and obtaining storage space and guidelines for the storage of digital materials.

9.3.5 This forward plan is extremely important, given that we are due to fully renew Archive Accreditation in 2024, and as such this is our opportunity to implement any further work needed to fully realise our goals in time.

## 9.4 Audience Development

9.4.1 A survey was carried out in collaboration with the Museums and Galleries team to gather information about our audiences, as well as about those who do not use our service.

9.4.2 Tameside Local Studies & Archives is working on a plan for Audience Development going forward, that will separately lay out a set of aims that we hope to fulfil and a plan for achieving these. This will especially aim to lay out a plan for increasing our engagement with global majority audiences, as well as younger members of the population, both of which are underserved by the archives currently.

9.4.3 The service has continued to develop its school offer since the previous Forward Plan, with an increased range of workshops available and a more flexible approach to how these can be delivered. This ensures we are able to help teachers fulfil key aspects of the curriculum around local history and geography, as well as other areas that tie in to these.

9.4.4 A longstanding issue arising in feedback from non-visitors to the Archives is that they either do not know the Archives existed or what the Archives has to offer. We have done work in this area by increasing the visibility of our building, improving our online presence, and increasing engagements undertaken outside of our building. However it is clear that more

must be done in this area, which will there also feature in our upcoming Audience Development plan.

## 9.5 Tameside Local Studies and Archives storage and collection management

- 9.5.1 Collections are held in trust for public enjoyment, research, inspiration and learning. The records are stored on-site in our purpose-built strong rooms, with environmental controls in place. Environmental monitoring is in place in the form of quarterly TinyTag monitoring, as well as regular spot-checks carried out day to day by the Archivist. Monitoring for pests is also carried out using sticky traps. Staff are aware of the conditions recommended in archival standards such as *BS 4971:2017; Conservation and Care of Archive and Library Collections*.
- 9.5.2 The service uses the GMALSP Collections Policy, which lays out the remit of every service within Greater Manchester. Beyond the requirement to collect public records, and the records of our local authorities, the policy references other specific items that services take. In the case of Tameside, this includes other items of local interest such as those of businesses, groups, families or individuals, as well as the records of the Manchester Regiment.
- 9.5.3 The archive collection acts as a repository for the heritage of the region and plays a key part in long-term preservation of our heritage and history both at a local studies level but also as a nationally recognised Place of Deposit for key public records.
- 9.5.4 The Local Studies and Archives Centre in Ashton-under-Lyne stores, cares for and makes accessible the borough's recorded heritage. The Museums and Galleries care for objects and artworks. There is much cross over between our collections, and the collecting priorities of the Galleries and Museums Service.
- 9.5.5 Born-digital records form an increasingly significant proportion of archival collections nationally, our collection included. At the time of our previous forward plan, we were not able to store digital records in a secure way, and could only accept and retain portable media. This is a highly risky storage solution, especially for long term usage, and so in 2021 we obtained server space through Tameside's IT team that is exclusively for the storage of archive material. Whilst not a completely perfect solution, this means we do at last have storage space that is secure, backed up regularly, and accessible only to key staff within the service.
- 9.5.6 As part of these changes regarding digital records, we will need to further consider how these records can be made available. A solution is currently being worked on to ensure that records are both accessible and safely preserved. Work within GMALSP will form part of the solution.

## 9.6 Conservation

- 9.6.1 Where conservation is required, our service has access to a certain number of hours from the Greater Manchester Archive's conservator team, who work across GMALSP.
- 9.6.2 Where previously a single general conservator role existed at Manchester Central Library, the role is now split between a part-time Digital Preservation Archivist, and a part-time Conservation Officer.
- 9.6.3 In 2018, GMALSP commissioned a piece of work that would help archive services across GM begin to be able to get ahead of the digital records issue. The outcome of the work includes the creation of revised policies, which now include specific provisions and procedures for digital records. These will be finalised and implemented shortly. The work of

the Digital Preservation Archivist includes assisting archive services in implementing and improving the revised GMALSP policies, as well as assisting with other issues that arise.

## 9.7 Documentation

- 9.7.1 Our documentation procedures are based on the Local Studies and Archive Accessioning and Cataloguing Standards produced by GMALSP. These in turn align with and are used in conjunction with *ISAD(G): General International Standard Archival Description (2<sup>nd</sup> edition)*, and the *International Standard Archival Authority Record for Corporate Bodies, Persons and Families (ISAAR(CPF))*, which are both nationally and internationally recognised standards for archival description.
- 9.7.2 Items are accessioned upon arrival, with details of the item as well as the donator/depositor taken and recorded, and all donations/deposits receive an accession number. After that they are catalogued, usually by box-listing, and items receive a catalogue reference number, after which they are listed on the public catalogue, and are publically available to view by users. Both the accession and catalogue databases are maintained on Axiell CALM software.
- 9.7.3 Like many archives across the country, we have a sizable backlog of items to be catalogued. We will continue to use both listing by staff and box-listing (the practice of producing overviews of what a box contains rather than listing every item in explicit detail) by volunteers to attempt to reduce this backlog. This will allow us to make items available that are currently not accessible to the public.

## 9.8 Environmental Sustainability

- 9.8.1 We are committed to working towards environmental sustainability, as set out in the Council's corporate plan. As an organisation concerned in large part with heritage, we are interested in preserving our collections for the benefit of future generations. As part of this, it is our responsibility to reduce our impact on the environment and to use any opportunities we have to influence suppliers, contractors and visitors, and we recognise the contribution we can make towards the regeneration and sustainability of our local communities.
- 9.8.2 Crucially, we also have a role in this by helping to promote Tameside's natural areas and green spaces, and raise awareness of how these have changed over time. This helps to give the community a sense of understanding and ownership over their Borough, which in turn emphasises the importance of protecting it.
- 9.8.3 We will look to improve our commitment by:
- Seeking to achieve sustainability targets set by government and the Council.
  - Consider better promoting Tameside current and historic green spaces, to ensure everyone is aware of what the Borough has to offer and why it must be cherished.
  - Working with partners in the implementation of energy saving measures.
  - Minimising waste through the reduction, re-use and recycling of materials and by using reconditioned and recycled products where such alternatives are available.
  - Encourage staff awareness through communication and training and recognise that staff engagement is an important and key factor for success. All staff to work in an environmentally and socially responsible manner.
  - Engage with visitors and partners to share our vision and to raise awareness of sustainability issues.

- Introduce green workplace initiatives to lead to reductions in energy usage.
- Ensure consideration is given to the impact on the environment and sustainability before committing expenditure or beginning any new projects.
- Conserve energy, water, fuel and products from natural resources whenever possible.
- To commit to involvement and support for the green initiatives undertaken by the wider council.

## **10 CONSULTATION AND ANALYSIS OF VIEWS**

10.1 We listen to the comments made by our visitors and service users and try to respond to their needs. Our offer and service is on the whole informed by informal conversations and visitor feedback. Topics raised in this manner include a greater focus on schools and young people, a greater range of events, and increased collaboration with local groups and organisations, all of which will form aspects of this forward plan.

### **10.2 Our consultation survey**

10.2.1 Prior to the creation of this forward plan, the service has (in collaboration with our colleagues at Museums & Galleries) undertaken consultation with the public. This was done via a survey available both on-line on the Council's website and off-line in printed format at Tameside Local Studies and Archives Centre and Portland Basin Museum. It was also publicised via social media.

10.2.2 The survey had 163 responses in total. Of these, 82 had visited the Tameside Local Studies & Archive Service, making the survey almost half and half between users and non-users.

10.2.3 The vast majority of those who had not visited the service cited either "I didn't know they existed", or "I know about them but haven't got round to visiting yet". This is positive, as it suggests a potentially responsive non-audience. Very few (5) cited non-interest in the service as a reason, although a small but important number (7) also cited not being able to access the service. This suggests two tasks for us. Firstly, ensuring those not currently aware of our service are made aware of it, and given a positive impression. Secondly, working to ensure that those who wish to visit but have not had the opportunity, can be either encouraged to visit if already able, and that those who may face access issues or barriers can be assisted in using the service.

10.2.4 Of the respondents who had never visited, some of those who cited reasons mentioned that they either "didn't know it existed" or saw "no obvious or simple means of accessing". This reaffirms the need for us to expand our marketing efforts, and continue to reach out to individuals who aren't regular service users currently. One of these respondents mentioned in answer to a question about what would persuade them to use the service, that better marketing in conjunction with the library would help the service's profile. This links in to our objective in the action plan for better wayfinding between our service and other parts of culture.

10.2.5 Amongst the answers most popular in "What would attract you to visit Tameside Local Studies & Archives" were "Talks on Topics of Interest" and "Events and celebrations around historic anniversaries". Both of these are already aims we attempt to cater to strongly, and our events receive good audience numbers and positive feedback. The next question in the survey, asking respondents what they felt priorities for the service should be, also had "Increase number of events and activities at the centre" as the highest scoring answer,



suggesting these are an incredibly popular part of our offer and something we must continue to work on. However, to better cater to a greater proportion of the community, there is more work to do to broaden the topics covered, and the historic anniversaries celebrated, to ensure that these relate to as many people as possible. This issue will be covered further in our Audience Development Plan.

- 10.2.6 Amongst service priorities, “Working more closely with the community” also scored highly, suggesting we need to consider how we may be able to work with the community in different ways beyond what we do currently. “Improve marketing of the service” scored highly, further supporting our findings regarding non-users reasoning for not having attended the service.
- 10.2.7 When asked how they would most like to engage with the service, “In-person events” was the highest scorer by a large margin (119, almost twice as many compared to the next highest answer “Online, through social media”, which scored 69). This suggests that whilst there may be an increasing move to offer services remotely where possible in some areas, and we wish to be flexible in providing access to services for those unable to reach us physically, the demand for a physical service delivered on the premises remains as high as ever.
- 10.2.8 Other aspects that were focused on heavily in open-ended responses, were the importance of volunteering, and a greater focus on Tameside’s civic pride, communities, and borough identity. As such, all of these will be considered when decisions are made regarding future, events, projects, and exhibitions.

## **11 RESOURCE PLAN**

- 11.1 The Local Studies budget funds a full-time Archivist, part-time Senior Local History Librarian, one part-time Senior Library Assistant and one full-time equivalent Library Assistant. The funding covers all aspects of the Service but the Service does seek additional external funding where appropriate to undertake specific projects.
- 11.2 In June 2019 the Service has submitted a bid for £49,900 to the National Lottery Heritage Fund (NLHF) to digitise the Reporter photographic archive in partnership with Jigsaw Housing residents. Jigsaw housing has already committed £10,000 towards the project and the Service is awaiting the outcome from NLHF.
- 11.3 The Service will continue to be subject to the risk of budgetary pressures, which may come in the form of wider Council budgetary pressures, or due to sudden costs such as a large unexpected deposit or donation of significant importance, or maintenance required for the service’s building and resources.
- 11.4 We will continue to actively see out opportunities for projects and funding that tie in with our goals, and the aims of this Forward Plan.

## **12 SERVICE AIMS, OBJECTIVES AND ACTION PLANS FOR 2024-2028**

- 12.1 Our key aims are to provide:
1. **Access to Services:** Ensure that our Services are accessible, sustainable and friendly, reaching beyond our visiting audiences, and all with the highest standards of customer care.
  2. **Access to Learning:** Offering visitors engaging, inspirational and informative experiences, as well as creating a compelling offer for school groups.

3. **Access to Collections:** Collect, care for, document and develop the borough's archives and provide access to them in imaginative, informative and engaging ways.

## 12.2 **Key issues.**

12.2.1 Our key objectives fall under the themes of our key aims, and several key issues that we must face throughout the coming 5 years run through several of our objectives. These issues are headline priorities for the service over the life of this Forward Plan, and also encompass the recommendations made in our previous Accreditation findings:

- To maintain and develop our service offer by ensuring high quality events and activities continue to take place, the continued collaboration with internal and external partners, good media presence, and a need to further expand the Service's user base via school workshops and targeted work with underrepresented groups in Tameside.
- Ensure digital content is stored and collected in line with TNA best practice and in conjunction with GMALSP to achieve best value and best practice across Greater Manchester. This will include the procurement of server space to store records securely.
- Ensure the Archive is representative of all Tameside communities and remains representative of the borough's demographics. This means the continued support and active encouragement of non-users to engage with the Archives through targeted work and projects.

## 12.3 **Action Plan**

12.3.1 Certain assumptions have been made in costing the following activities; that the Local Studies & Archives revenue budget will be maintained at current levels and that the staffing structure will be unchanged. Work will be funded using revenue funding unless otherwise specified, for example i capital funding has been requested or grant funding sought.

12.3.2 **Access to Services:** Ensure that our Services are accessible, sustainable and friendly, with the highest standards of customer care.

Objective	Lead staff	Task(s) required	Timescale
1.1 Continuing to maintain and expand interest in our regular events programmes.	Local Studies Librarian/Senior Library Assistant	<ol style="list-style-type: none"> <li>1. Continue programming our History Club and Masterclass sessions.</li> <li>2. Increase marketing for these sessions through the new InTameside website, as well as through physical leaflets and posters.</li> </ol>	<ol style="list-style-type: none"> <li>1. The service's 2024 event programme will be finalised before the end of 2023. Programming for 2024 ongoing throughout the year.</li> <li>2. Ongoing throughout the year, with the events leaflet to be published as soon as programme finalised.</li> </ol>
1.2 Consider how we can best use the exhibition spaces and resources available to us throughout Tameside.	All staff	<ol style="list-style-type: none"> <li>1. Reconsider the layout and contents of the Atrium, and continue to use the exhibition board there.</li> <li>2. Seek out further opportunities for collaboration around exhibitions, and bring exciting new programming to Tameside.</li> </ol>	<ol style="list-style-type: none"> <li>1. Ongoing, with exhibitions changing frequently – often every month, sometimes more if events are held.</li> <li>2. We are currently discussing opportunities with one artist group with whom we hope to collaborate by mid-2024, and are seeking out more opportunities to discuss. We intend to build long-term relationships which can create repeated value for Tameside.</li> </ol>

<p>1.3 Improve wayfinding from library and other cultural venues to and from archives</p>	<p>All staff</p>	<ol style="list-style-type: none"> <li>1. Create a plan for wayfinding that includes Ashton Library and Portland Basin Museum.</li> <li>2. Continue to review how we can improve the visibility of our building.</li>   <li>3. Consider how we can have a presence in other areas of Tameside that are sustainable with our current resources.</li> </ol>	<ol style="list-style-type: none"> <li>1. Already working on a wayfinding project with UKSPF allocation for Ashton Creative Improvement District.</li> <li>2. Much work has been done already, with improved signage and banners, and an improved appearance now that our trees are continuing to grow. Work is being done to try and unblock the windows, to make it possible to see into the Archive centre from outside. This will hopefully be completed by the mid-2024, assuming that the searchroom can accommodate books elsewhere.</li> <li>3. This forms part of the consideration for planning and attending events in 2024, and should continue each year.</li> </ol>
<p>1.4 Ensure our website is easy to use and accessible for users.</p>	<p>Archivist/Senior Library Assistant</p>	<ol style="list-style-type: none"> <li>1. Consider the relationship between InTameside and our own pages on the council website.</li>   <li>2. Increase our presence on the InTameside website.</li> </ol>	<ol style="list-style-type: none"> <li>1. Currently work is being done on the website of the council more widely, so we plan to use this opportunity to improve both the organisation of our pages, as well as more clearly define what is featured on each website. This is hoped to be done by mid-2024</li> <li>2. Thanks to a vacancy having recently been filled, with a renewed focus on our online presence being an essential part of the new staff member's role, we hope that this can be ongoing once they have been trained appropriately.</li> </ol>



1.5 Continue to ensure we operate in the most environmentally sustainable way possible.	All staff	<ol style="list-style-type: none"> <li>1. Reduce waste paper in the search room.</li> <li>2. Continue to use, encourage amongst users, the use of scrap paper, as well as unrequired packaging materials that comes from our repackaging of archival items. Non-archival materials can use these rather than new material.</li> <li>3. Avoid use of disposable crockery at events etc.</li> <li>4. Target use of physical promotional materials carefully, to avoid wastage.</li> </ol>	1. All items already implemented, improvement where possible is ongoing.
1.6 Thoroughly review existing marketing, to create a marketing strategy that will enable us to better reach our target audiences	All staff	1. Review our social media (mainly Twitter) practices to increase the quantity and quality of our posts and of public engagement with them.	1. Undertaken as part of the training of the new staff member.
1.7 Continue to develop events that inspire pride in Tameside's heritage, and foster a sense of community	All staff	<ol style="list-style-type: none"> <li>1. Attend a greater variety of local cultural events</li> <li>2. Use council social media channels to spread local heritage beyond just our visitors.</li> </ol>	<ol style="list-style-type: none"> <li>1. After a period of being relatively understaffed, we are now in a position to attend more events, and have already used the opportunity to increase our presence. This will remain ongoing.</li> <li>2. Ongoing, in conjunction with our reviewing of social media usage which is to be completed by the end of 2023.</li> </ol>

<p>1.8 Increase engagement with Global Majority audiences to the point that accessions from diverse communities are being received at an appreciably higher level.</p>	<p>All staff</p>	<ol style="list-style-type: none"> <li>1. Ensure that new projects undertaken not only place an emphasis on this issue, but are built around it.</li> <li>2. Increase efforts to build relationships with local communities and community groups.</li> </ol>	<ol style="list-style-type: none"> <li>1. Work has been done to learn from previous projects in order to ensure that future work, especially funding applications, are better able to contribute to this goal.</li> <li>2. This is ongoing through speaking with local businesses and organisations, but more must be done. This is being made a priority in the coming year especially.</li> </ol>
<p>1.9 Continuing to work with genealogy partners to digitise key records, to make them more widely accessible</p>	<p>Archivist</p>	<ol style="list-style-type: none"> <li>1. Obtain our copies of digitised rate book/electoral register material from FindMyPast, and fill any gaps in their scanning work.</li> <li>2. Seek opportunities, in conjunction with GMALSP, for further such projects in the future.</li> </ol>	<ol style="list-style-type: none"> <li>1. Discussions are underway to obtain these, and to fill in gaps.</li> <li>2. As opportunities arise/offers from genealogy websites are presented. Currently work is being done around some specific collections which we hope will lead to a project in the coming year.</li> </ol>

12.3.4 **Access to Learning:** Offer visitors engaging, inspirational and informative experiences.

Action	Lead staff	Task(s) required	Timescale
2.1 Further expand our offer for schools	Archivist/all staff	<ol style="list-style-type: none"> <li>1. Create different versions of Victorian Tameside In The Archives workshop, to reflect different towns.</li> <li>2. Promote our newly created offers for school workshops relating to canals and hatting, as well as our flexible Lost Words kit.</li> </ol>	<ol style="list-style-type: none"> <li>1. Dukinfield, Ashton, and Hyde currently created. Versions for other towns will be created to promote the offering in those areas.</li> <li>2. Complete by early 2024.</li> </ol>
2.2 Reach out to schools in areas we have not previously interacted with	Archivist/all staff	<ol style="list-style-type: none"> <li>1. Begin to advertise actively, as so far interest has been via word-of-mouth, or where a school has directly contacted us.</li> </ol>	<ol style="list-style-type: none"> <li>1. Ongoing, and will be a crucial part of the promotion of our new sessions.</li> </ol>
2.3 Create a plan to explore the development of more heritage based arts opportunities.	All staff	<ol style="list-style-type: none"> <li>1. Look at what was learnt from previous art projects we've run/hosted (Ashton Munitions Explosion collage, History Forum's Peterloo Banners, and ongoing Artist Project).</li> <li>2. Look for opportunities to plan similar projects.</li> </ol>	<ol style="list-style-type: none"> <li>1. Plans for evaluation of Artist project already in place, pending progress of the project.</li> <li>2. Remains ongoing, individually as well as part of GMALSP, in order to identify important upcoming commemorations/anniversaries.</li> </ol>

<p>2.4 Continue to maintain and improve our volunteer programme</p>	<p>All staff</p>	<ol style="list-style-type: none"> <li>1. Identify and prepare tasks that could be best performed by volunteers.</li> <li>2. Where possible, assign tasks to appropriate volunteers.</li> <li>3. Implement GMALSP-produced documentation regarding volunteers.</li> <li>4. Continue to improve and amend a clear guide that states which volunteers are undertaking which role, and what resources are required, to ensure continuity when different staff are present.</li> </ol>	<ol style="list-style-type: none"> <li>1. Ongoing as tasks become available. A new document has been produced that is shared by staff, to identify and document such opportunities.</li> <li>2. As we are limited by space and resources, tasks can only be assigned to existing volunteers who have completed a previous task, unless an opportunity to take on further volunteers arises.</li> <li>3. Constantly ongoing, with new procedures implemented as new volunteers are taken on.</li> <li>4. This is ongoing, and work is being done to improve the usability of the document with the assistance of all staff.</li> </ol>
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12.3.5 **Access to Collections:** Collect, care for, document and develop the borough’s collections and provide access to them in imaginative, informative and engaging ways.

Action	Lead staff	Task(s) required	Timescale
3.1 To meet the changing requirements of archives due to the increase in born-digital records	Archivist	<ol style="list-style-type: none"> <li>1. Increase server space to accommodate further records.</li> <li>2. Moving all current born-digital and digital surrogate records from portable media.</li> <li>3. Creating a suitable process for access to digital items that protects records.</li> <li>4. Implementing a system whereby new digital records can be transferred straight to directly to our server.</li> <li>5. Implementing new tools to monitor digital records appropriately.</li> </ol>	<ol style="list-style-type: none"> <li>1. This will be a priority for the remainder of 2023, to ensure that records are properly stored.</li> <li>2. Ongoing, but also dependent on above task.</li> <li>3. To be done in accordance with moving records also, and in collaboration with GMALSP. Early 2023.</li> <li>4. This is ongoing, and dependent on the obtaining of specific software items. Collaboration with GMALSP will be essential.</li> <li>5. As per above item. Fixity check software obtained, to be implemented on new material once server space is increased.</li> </ol>

3.2 Continue to make previously inaccessible items available, and improve accessibility generally.	All staff	<ol style="list-style-type: none"> <li>1. By box-listing, begin to make inroads into the listing backlog.</li> <li>2. Continue to work on the legacy of the Smile! Project, making more material available online. This is both through social media and our collections pages.</li> <li>3. Making a greater proportion of our oral history and film collections available.</li> </ol>	<ol style="list-style-type: none"> <li>1. Already underway, with a certain amount of time put aside each week by the Archivist for listing. Volunteers with suitable experience and desire to do so are also working on box-listing.</li> <li>2. Ongoing since the end of the project. Many volunteers were maintained afterwards and continue their work.</li> <li>3. Ongoing, in collaboration with the Unlocking Our Sound Heritage Project (now complete) and the North West Film Archive.</li> </ol>
3.3 Continue to review our document ordering notice period as recommended by the Archives Accreditation Panel	All staff	<ol style="list-style-type: none"> <li>1. Analyse whether there is any scope for reducing or removing document order notice period.</li> </ol>	<ol style="list-style-type: none"> <li>1. Ongoing, to be reviewed as now that staff levels are back to full. We increasingly try to be as flexible as possible, and often retrieve items without prior notice if possible. However this is so far not our policy.</li> </ol>

3.4 Ensuring we are able to cope with future accruals and accessions, including through storage firms such as Deepstore	All staff	<ol style="list-style-type: none"> <li>1. Ensure frameworks to acquire extra storage space where necessary, set up through GMALSP, are renewed appropriately.</li> <li>2. Reorganising collections, in order to increase capacity.</li> <li>3. Transferring items that do not belong in Tameside to the appropriate authorities.</li> <li>4. Assessing and sorting our framed items, including transferring items if appropriate, and removal of frames where not relevant to provenance of item.</li> </ol>	<ol style="list-style-type: none"> <li>1. Ongoing by GMALSP members.</li> <li>2. Ongoing, through the removal of non-archival material, and deaccessioning of duplicate items, or those which do not fall within our collecting policy.</li> <li>3. Ongoing as such items are found.</li> <li>4. Begin by end of 2024 – the above items will make a bigger difference to space in less time.</li> </ol>
3.5 Work with NHS to begin process of transferring public records	Archivist	<ol style="list-style-type: none"> <li>1. Identify relevant contacts in record-creating organisations, especially the NHS.</li> <li>2. Working with these organisations, decide which records should come to us.</li> <li>3. Begin to transfer these records.</li> </ol>	<ol style="list-style-type: none"> <li>1. Work is being done at a national level through the National Archives on NHS records, as well as a Greater Manchester level regarding public records more generally. NHS records particularly remain an unresolved issue.</li> <li>2. Underway, through work with Tameside's Records Manager.</li> <li>3. Pending completion of above tasks.</li> </ol>

3.7 Working in conjunction with Records Manager to ensure that relevant records are transferred as soon and as smoothly as possible from other council departments.	Archivist	1. Ensure that council policies inform employees and departments of the archive and its role, as well as their role in transferring records.	1. Ongoing through cooperation with Records Manager.
3.8 Working towards the retention of Archive Accreditation, completing the Reaccreditation Stage (6 years after initial award).	Archivist	1. Ensuring we are continuing to meet Accreditation standards, and have acted upon recommendations from our Accreditation feedback.	1. Ongoing, with a view to being called for the Reaccreditation stage in 2024.
3.9 Review and update Risk Assessments and Emergency plans.	All staff	1. Ensure that all documents are updated in accordance with changes to the service or to staff.	1. Ongoing, with annual review of Risk Assessments and Emergency Plans, with possibility of training to be provided through GMALSP later.
3.10 Test disaster plan	All staff	1. Create a plan for testing our disaster plan, ensuring all necessary features are covered, and undertake test.	1. Complete a plan for a test by end of 2023.



## **13 MONITORING AND REVIEW**

- 13.1 The Forward Plan will be the basis for the next five years for developing new programmes for work and for bidding for new sources of income. The proposals in the strategy will be monitored annually, and the full strategy reviewed in 2028.

**Report to:** EXECUTIVE CABINET

**Date:** 22 November 2023

**Executive Member/Reporting Officer:** Councillor Vimal Choksi (Towns and Communities)  
Emma Varnam (Assistant Director, Operations and Neighbourhoods)

**Subject:** MUSEUMS FORWARD PLAN

**Report Summary:** The Council’s Museums and Galleries consist of Portland Basin Museum, Astley Cheetham Art Gallery and the Manchester Regiment collection. The Museums and Galleries are part of Arts Council England’s Museum Accreditation scheme, which is the industry standard for museums and galleries. Tameside Museums have been invited to reapply for Accreditation and in order to achieve it the service needs to have approved plans and policies in place. This report sets out the Museums Forward Plan, Collections Development Policy, Documentation Policy, Care and Conservation Policy and Access Policy for formal consideration and adoption.

**Recommendations:** It is recommended that:  
The contents of this report and associated policies are approved.

**Corporate Plan:** Tameside Museums and Galleries significantly add to the borough’s communities’ sense of pride, our place and shared heritage. They support the very best start in life through activities for children, increase aspiration and hope through life-learning, and are seen as safe, welcoming places to support activity in older age. Museums and galleries can support levels of self-care through a social prescription of cultural participation.

**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 statutory Section 151 Officer & Chief Finance Officer)** There are no direct financial implications arising from this report which sets out the requirements for Tameside Museums to reapply for Accreditation by the Arts Council England to maintain external funding and develop the Museums and Galleries. There are no additional cost implications for achieving Accreditation.  
The current financial position for the Museums service is shown in the table below:

	<b>23/24 Budget £m</b>	<b>23/24 Forecast £m</b>	<b>23/24 Variation £m</b>
Expenditure	0.386	0.417	<b>0.030</b>
Income	(0.039)	(0.039)	0.000
<b>Net</b>	<b>0.348</b>	<b>0.378</b>	<b>0.030</b>

The forecasted overspend is due to non-delivery of the vacancy factor.

The Museums service has been successful in a number of funding bids, including from Museums Development North West and Arts Council England and Stalybridge Capital Regeneration Funding

has been allocated for maintenance works and redevelopment of Astley Cheetham Art Gallery. The service should continue to explore and pursue external funding options to both support existing expenditure and any new projects. The service should ensure that all activities are delivered within the budget available.

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

As set out in the main body of the report in order to maintain the current funding provisions the council is required to reapply for its accreditation under The Museum Accreditation scheme. The proposals as set out in the report ensure that the necessary steps are taken to meet the accreditation requirements.

**Risk Management:**

The risks are that the Forward Plan and other policies do not achieve Accreditation – the plans and policies have been devised to ensure they are fit for purpose. There is also reputational damage if the Forward Plan is not delivered throughout its lifetime – the plan will be carefully managed and monitored to ensure its delivery.

**Access to Information:**

Not confidential

**Background Information:**

The background papers relating to this report can be inspected by contacting the report writer, Rachel Cornes – Museums Manager for Cultural and Customer Services, Operations and Neighbourhoods.



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## **1. INTRODUCTION**

- 1.1 The Council's Museums and Galleries service, part of Cultural and Customer Services, comprises:
- Portland Basin Museum (Ashton-under-Lyne)
  - Astley Cheetham Art Gallery (Stalybridge)
  - The Manchester Regiment collection
  - Off-site storage space (Ashton-under-Lyne)
- 1.2 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; and generally providing safe and welcoming venues for residents and visitors to the borough to enjoy.
- 1.3 To attract the necessary external funding to maintain and develop the Museums and Galleries offer, the service must be formally Accredited by Arts Council England. This report sets out the requirements of Accreditation and seeks approval of the required policies.

## **2. MUSEUMS AND GALLERIES SERVICE**

- 2.1 Tameside Museums and Galleries cares for and collect objects which tell the history of the nine towns of Tameside. These include objects relating to social and domestic life, industrial history, natural history and archaeology.
- 2.2 The Manchester Regiment collection belongs to the Duke of Lancaster's Regiment and is on loan to the Council. Tameside Museums and Galleries continue to care for and develop the collection and to use the collection in exhibitions and education projects.
- 2.3 The borough's art collection was bequeathed by J.F Cheetham in the 1930s and is predominantly displayed at Astley Cheetham Art Gallery. The art collection has been added to since the original bequest and includes a large collection of works by Harry Rutherford.
- 2.4 Portland Basin Museum is open 6 days per week. Astley Cheetham Art Gallery is open 17 hours per week. In 2022-23 the service attracted 97,151 visitors across the sites.
- 2.5 A programme of events and activities are programmed at each site throughout the year. A range of school workshops attract school visits from inside and outside the borough. In 2022-23 there were visits from 2,660 school pupils across the sites.

## **3. ACCREDITATION**

- 3.1 The Museum Accreditation scheme is the UK industry standard for museums and galleries. It affirms to those involved with a museum that they are doing the right things to help people engage with collections and protect them for the future. The Museum Accreditation scheme achieves this by making sure museums manage their collections properly, engage with visitors and are governed appropriately. Accreditation covers all types and sizes of museums and galleries and there are currently more than 1700 museums participating in the scheme across the UK.
- 3.2 In February 2015 Tameside Museums and Galleries achieved full Accreditation status for all of its sites. All museums are invited to reapply for Accreditation every 5 years. Tameside was due to be invited in 2020 but the scheme was paused during the Covid-19 pandemic.



- 3.3 The Accreditation process involves the development of an approved Forward Plan for the service. The Forward Plan outlines the main work proposed during 2023-2028 and how the service will be delivered.
- 3.4 Museum Accreditation also requires the Museums and Galleries to have approved policies in place relating to collections care and access to the collections. These policies are Collections Development Policy; Documentation Policy; Collections Care and Conservation Policy; Access Policy.

#### **4. CONSULTATION**

- 4.1 The Museum Service undertakes consultation in various ways, all of which have informed the content of the Forward Plan and of the other policies and plans. Feedback is gained through visitor surveys, comments books, online consultation, websites such as Trip Advisor plus Visit England's Visitor Attraction Quality Assurance Scheme.
- 4.2 To contribute to the development of the Forward Plan, Museums and Galleries undertook an online public consultation, which received 163 responses. People felt the priorities for the service for the next 3-5 years should be to increase events and activities and to improve marketing of the venues and events. People want to see exhibitions that focus on local history and that are based on the borough's museum and art collections. People are interested in seeing more of a focus on the borough's identity, as well as environmental sustainability and health and wellbeing.

#### **5. DEVELOPMENT OF THE FORWARD PLAN**

- 5.1 The Forward Plan has been developed by staff at the Museums and Galleries and has been informed by public consultation, service requirements and the requirements of Accreditation.
- 5.2 The service aims, set out in the Forward Plan, are as follows:
- *Access to services*: ensure that all of our sites are accessible, friendly and have the highest standards of customer care.
  - *Access to the community*: respond to the needs and demands of the local community and to participate fully in the life of Tameside, contributing to the cultural, social and economic activity of the borough.
  - *Access to learning*: offer visitors enjoyable, inspirational and educational experiences.
  - *Access to collections*: ensure that the borough's museums, galleries and collections are cared for and added to, for future generations.
- 5.3 The full Forward Plan 2023-28 can be found at **appendix 1**.

#### **6. DEVELOPMENT OF OTHER MUSEUMS AND GALLERIES POLICIES**

- 6.1 Under the Accreditation Scheme, museums are required to show that they maintain high levels of collections care, have accountability for their collections, develop their collections in a responsible manner and provide suitable public access to the collections. The following policies, which require approval, have been developed by Tameside Museums and Galleries to meet the requirements set out in Accreditation.
- 6.2 The Collections Development Policy provides an overview to the collections and sets the themes and priorities for collecting. It also provides information about the legal and ethical framework for acquiring and disposing of objects. The policy can be found at **appendix 2**.

- 6.3 The Documentation Policy sets out how the museum accounts for the collections it holds. It shows that we follow standard procedures for documenting the objects in our care. The policy can be found at **appendix 3**.
- 6.4 The Care and Conservation Policy outlines how the museum cares for its collections and how ethical and legal requirements are met. It is designed to ensure the long term preservation of the collection and takes into account recognised museum frameworks and standards. The policy can be found at **appendix 4**.
- 6.5 The Access Policy sets out how people can see, use and reference the collections and the buildings they are housed in. It shows that a variety of interpretive methods to exhibit the collections are used and that information is provided to the public as to how they can access the collections. The policy can be found at **appendix 5**.

## **7. FINANCE**

- 7.1 There are no additional cost implications for achieving Accreditation, over and above the museum's core budget.
- 7.2 Stalybridge Capital Regeneration Funding has been allocated for maintenance works and redevelopment of Astley Cheetham Art Gallery.
- 7.3 The museum's activities have been supported through successful funding bids to Museum Development North West, Arts Council England and Army Museums Ogilby Trust. The service will continue to seek new funding to enable it to deliver exciting and innovative projects at all sites and in the local community.

## **8. RISKS**

- 8.1 The risks associated with the Accreditation process are:
- Reputational damage if the Forward Plan is not delivered throughout its life. The Forward Plan will be carefully managed and monitored to ensure its delivery throughout its term.
  - The Forward Plan and other policies do not achieve Accreditation. The plan and policies have been developed with partners to ensure they are fit for purpose and meet current expectations.

## **9. CONCLUSION**

- 9.1 The Museums and Galleries service continues to improve its offer, which contributes to Council priorities around starting well, living well and ageing well. Service improvements have been delivered in partnership with external funders such as Arts Council England and Museum Development North West.
- 9.2 In order to attract funding the service must be Accredited by Arts Council England. The Accreditation process involves the development of a Forward Plan for the service and policies around its collections that must be adopted by the Council.
- 9.3 Public consultation has been undertaken to inform the Forward Plan.
- 9.4 In order to fully deliver on the Forward Plan, financial support will be required from partners and for this to be possible Accreditation must be achieved.

**10. RECOMMENDATIONS**

10.1 As set out at the front of the report.

## **Tameside Museums Forward Plan (2023-2028)**

### **1. CONTEXT**

- 1.1 This Forward Plan reflects the changes in the way the Council provides its services to meet the needs of its residents and visitors as well as Government policies influencing the Museums and Galleries sector.
- 1.2 The Museum Service was established in 1975. Prior to that date there was only one art gallery in the Borough, the Astley Cheetham Art Gallery. All services are operated directly by Tameside MBC. The council is also custodian of the Manchester Regiment collection.
- 1.3 The Service includes:
- Portland Basin Museum (Ashton-under-Lyne)
  - Astley Cheetham Art Gallery (Stalybridge)
  - The Manchester Regiment collection

### **2. AIM OF THE FORWARD PLAN**

- 2.1 The aim of this Forward Plan is to provide a policy context for the work of Tameside Museums and Galleries Service for the period 2023-2028. It outlines the main work areas proposed during this time and how the service will be delivered.
- 2.2 The proposals in the Forward Plan will help to:
- Increase awareness, understanding and enjoyment of the Borough's museums and galleries and their collections.
  - Ensure equality of opportunity for people to visit, enjoy and engage with the museums, galleries and collections managed by Tameside Museums and Galleries Service.
  - Safeguard and preserve the collections for future generations of Tameside residents and visitors.
  - Drive improvement within the service and enable development.

### **3. STATEMENT OF PURPOSE**

- 3.1 Tameside Museums and Galleries aim to be:

*A dynamic, engaging and responsive Museum Service that celebrates the people and places of Tameside, ensuring a meaningful and enjoyable experience for all.*

### **4. BOROUGH DEMOGRAPHICS**

- 4.1 The borough of Tameside consists of nine towns in a mainly urban area east of Manchester. It stretches from the city of Manchester to the Peak District and shares borders with Stockport, Oldham, Manchester and the borough of High Peak. Tameside is well connected to the region and beyond by the M60 and M67 motorways and by rail links to Manchester and Yorkshire.



- 4.2 The population of Tameside is around 231,100 and the population is anticipated to grow in coming years. In the 2021 census, Tameside saw the North West's third largest percentage-point rise in the share of lone parent households (from 12.8% in 2011 to 13.8% in 2021). The median age is 40. Of the 316 Local Authority areas in England, Tameside is the 37<sup>th</sup> most income-deprived. 17.5% of Tameside residents live in income-deprived households. Of the 141 neighbourhoods in Tameside, 54 were among the 20 percent most income-deprived in England. Conversely, 8 neighbourhoods were in the 20 percent least income-deprived in England. Ethnicity across the borough is 85.5% white, 9.2% Asian, 2.3% black, 2.1% mixed and 0.8% other. By religion, 47.8% are Christian, 38% have no religion, 7.3% are Muslim, 1.3% are Hindu and 0.8% are another religion.
- 4.3 The implications for the Museums and Galleries Service are to ensure that we continue to provide services that are enjoyable and accessible to our changing communities in addition to providing a family friendly environment at our sites. We must ensure that the service caters for the cultural heritage of diverse communities and all ages, and offer value for money.

## **5. THE COUNCIL: POLITICAL AND MANAGEMENT STRUCTURES**

- 5.1 The council has an Executive Cabinet as part of its constitution. Each member of the Cabinet has a portfolio setting out their role and responsibilities. There are eleven members of the Cabinet, which is chaired by the Executive Leader. Museums and Galleries come under the portfolio of the Executive Member for Towns and Communities.
- 5.2 Tameside Council is led by a Chief Executive. The Chief Executive and nine Directors make up the Single Leadership Team. The Directors are supported by fifteen Assistant Directors/Consultants, who together form the Senior Management Team.
- 5.3 The Museum and Galleries Service sits within Cultural and Customer Services, which is under Operations and Neighbourhoods service area within the Place directorate.

## **6. DESCRIPTION OF THE MUSEUMS AND GALLERIES SERVICE**

- 6.1 The Museums Manager has responsibility for the day-to-day management of the service, drafting policy, budgets, marketing and exhibitions/events management.
- 6.2 The Curator and Assistant Curator support the Museums Manager and are in charge of collections management and interpreting the collections across the Museums and Galleries sites.
- 6.3 The Operations and Business Manager manages the day-to-day financial running and health and safety of the Museums and Galleries, as well as other services within Cultural and Customer Services. The Visitor Services Manager oversees the day-to-day running of the Museums and Galleries and manages the Front of House staff. The Technician maintains the sites, assists with collections care and supports the exhibitions programme.
- 6.4 There are nine part time front-of-house posts (equivalent to four full time posts) responsible for visitor services across the museums and galleries. Front-of-house staff also deal with some visitor enquiries, shop management and some workshop activity.
- 6.5 Colleagues from across Cultural Services also assist the Museum Service in a range of discrete areas such as events management and educational provision.

## 7. THE NATIONAL AND REGIONAL CONTEXT

- 7.1 Arts Council England supports and develops museums as part of their functions. Arts Council England champions, develops and invests in artistic and cultural experiences that enrich people's lives. They support a range of activities across the arts, museums and libraries - from theatre to digital art, reading to dance, music to literature, and crafts to collections.
- 7.2 The Accreditation Scheme, managed by ACE, sets nationally agreed standards for museums in the UK. The Standard supports museums in identifying opportunities for further improvement and development. There are currently over 1,700 museums participating in the Scheme, demonstrating their commitment to managing collections effectively for the enjoyment of our communities.
- 7.3 Arts Council England has published its strategy for 2020-30, Let's Create, setting out its funding priorities and areas for development. It supports outcomes that develop creative people, cultural communities and a creative and cultural country. It also places emphasis on ambition and quality, inclusivity and relevance, and dynamism and environmental sustainability. The Museums Service will seek to link into these priorities where appropriate and these will help steer funding bids and future projects.
- 7.4 Arts Council England also supports a programme of museum development support for non-National museums. Tameside Museums and Galleries work closely with Museum Development North and benefit greatly from their support. Staff have attended many free training days on a variety of subjects including marketing, social media, collections care, and subject specialist events. The Museum Service has also participated in several funded projects including the Family Friendly Programme (2018-19), Collections Care and Management (2018-19), Banish the Backlog (2018-2020), Covid Recovery (2020) and Audience Champions (2020-2022).
- 7.5 The Museums Association is a membership organisation for everyone working in museums, galleries and heritage. Established in 1889 they are the oldest museums association in the world. Their mission is "Inspiring museums to change lives". Their vision is "Inclusive, participatory and socially engaged museums at the heart of their communities." Tameside Museums Service is a member of the Museums Association. In 2019 the Museums Association published their latest collections report *Empowering Collections*, based on findings from their Collections 2030 project. The report sets out the Museums Associations strategic aims for collections, stating that over the next decade museums need their collections to be Empowering, Relevant and Dynamic. The ideas expressed in this report have a direct impact on the strategic decisions we make within the museum service to ensure that in future years we are fit for purpose.
- 7.6 Tameside Museums and Galleries Service is an active participant in the wider museum sector within the region. The service is part of or engaged with several organisations:
- Greater Manchester Museums Group (GMMG)
  - North West Federation of Museums and Art Galleries (NWFED)
  - Northern Military Curators Group
  - Northern Art Forum

Each of these bodies enables us to contribute to the development of the wider museum sector within the region and nationally. Moreover, involvement within each group brings specific and measurable benefits to the Museum Service via its staff, visitors, collections and organisational reputation.

7.7 The cultural sector has been identified as a significant partner in regeneration linking to areas such as employment, health, social change and neighbourhood renewal. In Tameside the Museums and Galleries form a central part of the cultural activity within the borough. They engender a sense of civic pride and express the local distinctiveness of the area. However we must ensure that the facilities and services provided at our sites reflect the cultural background of all citizens. The service must ensure that the product and service we offer is of a standard that can realistically compete with other leisure and tourism attractions in the region.

## 8. THE LOCAL CONTEXT

8.1 There are various local programmes, priorities and strategies that link to our work in Museums and Galleries and help to provide a policy context. We work to support these plans and strategies including:

- Greater Manchester Cultural Strategy (2019-2024). *Grown in Greater Manchester. Known Around The World* – identifies areas of strategic opportunity across the city-region. It also sets out a clear plan of how all 10 Greater Manchester districts will work together to target resources that will develop, celebrate, protect and promote the significant culture and heritage assets of Greater Manchester.
- Tameside Cultural Services are currently working on a Cultural Strategy, funded by Arts Council England and the UK Shared Prosperity Fund. This will set out the vision for Culture in Tameside and how both external and internal partners can work collaboratively to support the cultural sector in Tameside. The Strategy will focus on skills development and seek to ensure Tameside residents have access to participate and create high quality cultural experiences and opportunities on their doorstep. It is expected that the strategy will be live by March 2024.
- The Museum Service actively participates in further Council wide plans and strategies that are developed within and across departments, and are aimed at meeting the goals identified in the Corporate Plan.
- ‘Our People Our Place Our Plan’: The Corporate Plan for Tameside Council (2019). Tameside Council’s corporate plan outlines the aims and aspirations for the borough and its people, and the commitment to work for everyone, every day. This Museum Forward Plan aims to ensure the Museum Service contributes towards achieving the objectives set out in the Corporate Plan:

<b>Tameside Council’s Corporate Plan</b>	<b>Museums and Galleries key contributions</b>
Very best start in life where children are ready to learn and encouraged to thrive and develop	<ul style="list-style-type: none"> <li>• Provide engaging facilities and activities for young people.</li> <li>• Work with other Council departments to support school readiness and encourage a love of learning.</li> <li>• Working with external organisations to support the best start in life and to reach other groups within Borough.</li> </ul>
Aspiration and hope through learning and moving with confidence from childhood to adulthood	<ul style="list-style-type: none"> <li>• Provide formal and informal educational opportunities for lifelong learning.</li> <li>• Develop and improve education provision for Tameside schools.</li> <li>• Use the ‘Arts Mark’ and ‘Arts Award’ initiative to create exciting and enjoyable learning experiences within all</li> </ul>

	<p>Museum and Gallery sites.</p> <ul style="list-style-type: none"> <li>• Offer outreach and loan material for schools and community groups based on the collections.</li> <li>• Engendering a sense of ownership of the local heritage.</li> <li>• Ensuring high quality visitor services, attracting tourism into the borough, which in turn will attract new business investment and residents.</li> </ul>
Resilient families and supportive networks to protect and grow our young people	<ul style="list-style-type: none"> <li>• Providing a welcoming and inspiring environment for all visitors.</li> <li>• Ensure that all sites are well maintained and sign posted.</li> <li>• Hosting a variety of network and hub events within our sites, from our SEND school arts hub to our Creative Arts teacher network</li> </ul>
Opportunities for people to fulfil their potential through work, skills and enterprise	<ul style="list-style-type: none"> <li>• Ensure a high profile within the borough, developing the sense of public ownership of the museums and galleries.</li> <li>• Offer opportunities for people to work and volunteer.</li> <li>• Provide opportunities for lifelong learning.</li> <li>• Work with community and voluntary groups.</li> <li>• Having a joined up approach within TMBC to work across service areas where possible and suitable.</li> </ul>
Modern infrastructure and a sustainable environment that works for all generations and future generations	<ul style="list-style-type: none"> <li>• Ensure that all sites meet high health and safety standards and are well maintained.</li> <li>• Ensure that all visitors feel happy, welcome and safe within Museums and Galleries.</li> <li>• Review and address access requirements both intellectual and physical to ensure all visitors can enjoy facilities provided by the service.</li> <li>• Carry out exhibitions and activities in an environmentally sustainable way.</li> <li>• Museums and Galleries bring tourism into the borough and help support the local economy.</li> </ul>
Nurturing our communities and having pride in our people, our place and our shared heritage	<ul style="list-style-type: none"> <li>• Encourage participation in cultural events through ensuring the highest quality and the range of exhibitions and activities within all sites.</li> <li>• Actively collecting and documenting the heritage of the whole community.</li> <li>• Embrace health and wellbeing strategies in work we undertake.</li> <li>• Offer culturally inspired opportunities that facilitate improved health and wellbeing for visitors.</li> <li>• Developing a sense of pride and ownership of the Museums and Galleries and encourage communities to value the places they live.</li> <li>• Working with other services to provide events and facilities that promote understanding and good relations between different communities.</li> </ul>
Longer and healthier lives with good mental health through better choices and reducing inequalities.	<ul style="list-style-type: none"> <li>• Support projects that enhance wellbeing and also promote cultural activities as having a positive effect on wellbeing.</li> <li>• Allowing staff to point visitors in the right direction for additional services that could improve their health and</li> </ul>



	<p>wellbeing.</p> <ul style="list-style-type: none"> <li>• Promote physical activity within and around our venues.</li> <li>• Working with a range of local groups.</li> <li>• Having an outdoor education offer available to schools from our sites.</li> </ul>
Independence and activity in older age, and dignity and choice at the end of life.	<ul style="list-style-type: none"> <li>• Provide safe, welcoming and accessible spaces for people to meet.</li> <li>• Provide lifelong learning experiences.</li> <li>• Museum loan boxes and reminiscing sessions both on site and as outreach.</li> <li>• Support groups, networks and initiatives that foster independence in old age.</li> </ul>

8.2 As well as providing great cultural benefits for local residents, Tameside’s museums and galleries bring significant economic benefits to the local area. As part of an annual nationwide survey of museums, the economic impact of museums has been calculated using the [Association of Independent Museums calculator](#). During 2021/22 visitors to Portland Basin Museum in Ashton and Astley Cheetham Art Gallery in Stalybridge contributed £715,254 to the local Tameside economy, through people visiting the venues and then spending their money in our local shops and cafés. This impact is especially good given that Covid restrictions were still in place at the time and visitor numbers were a fraction of what they are in an average year. This demonstrates the positive financial return our cultural attractions have on the Tameside economy, which continues to increase as visitor numbers bounce back after the pandemic.

## 9. THE CURRENT SITUATION

9.1 The Museums and Galleries visitor figures for 2017 - 2023 are as follows:

2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
131,390	119,962	114,250	1,563	41,478	97,151

Visitor figures are recorded through electronic door counters at Portland Basin Museum and through a head count at Astley Cheetham Art Gallery.

9.2 Visitor numbers are lower in 2020/21 onwards due to the Covid pandemic.

9.3 The Covid-19 pandemic had a huge impact on the museum service as a whole during 2020-22. Sites were closed in March 2020 due to government guidance, and local restrictions remained in place in Greater Manchester once national restrictions had been lifted. Staff switched to working from home during the first lockdown, which was easier for office based staff than for front of house staff. Staff helped across other council departments, such as Covid testing centres, the crematorium, greenspace sites and litter picking. Some front of house staff took early retirement as we came out of the pandemic, which led to several rounds of recruitment. School visits were unable to take place, no activities or events could be held, and more activity took place online. We created online exhibitions, online craft activities, held Zoom workshops, and engaged people with our collections via social media. Many of the plans and priorities from our previous Forward Plan were put on hold while new priorities took over. The pandemic meant we had to be flexible, adapt to new circumstances and continually rethink our audiences’ needs.

9.4 In March 2021, the council secured £96,156 of government Culture Recovery Fund money, which primarily focused on museum education and online activity. With this funding we worked with our regular freelancers to revamp our education offer and developed new Museum in a Box loan boxes. We worked with consultants to create a new website for cultural activity in Tameside [www.intameside.co.uk](http://www.intameside.co.uk) which also showcases our venues and our education offer and is supported by new branding. We also commissioned local makers to create a range of products to sell in our museum shop. All of this work is reflected in the review of our previous Forward Plan.

## 9.5 **Portland Basin Museum**

9.5.1 Portland Basin Museum has the highest profile within the Museums and Galleries Service and attracts the highest proportion of visitors, averaging around 110,000 visitors per year.

9.5.2 The museum was redeveloped and opened to the public in 1999. It is located in a former canal warehouse and celebrates Tameside's social and industrial history. The attractive location of the museum, combined with its unique ambience, makes this a very popular amenity within the region. It is exciting and family friendly and is fully accessible to the public. The Ground Floor consists of a temporary exhibition area, the 1920's street, the Tales of Tameside gallery and museum shop. The Lower Ground Floor explores the local industries of the area with many interactive exhibits appealing to all ages, including a play area for pre-school aged children. School workshops are held within the street sets and in the industrial history gallery.

9.5.3 Portland Basin Museum is well loved in the community. Customer feedback has revealed that visitors particularly enjoy exploring the 1920's street and the various interactives on the ground floor. The many interactives and the ability to touch things within the museum ensure that there are plenty of fun things to do. The displays and changing exhibitions generate plenty of local interest and the museum encourages self-directed learning. School holiday craft activities, a changing programme of events and activities, plus free entry ensure a high number of repeat visits. The museum is the number one attraction in Tameside on Trip Advisor and has achieved their 'Certificate of Excellence' each year since 2012.

9.5.4 The museum is recognised as a prime site for families learning together and has the added appeal of free parking, a free picnic area and a reasonably priced gift shop. During the summer holidays and on Bank Holidays visitors can enjoy a canal boat trip from the museum wharf, organised by voluntary groups such as Tameside Canal Boat Trust. The museum is completely accessible and an Access Audit is available for the public to view on the website.

9.5.5 The museum is part of Visit England's Visitor Assurance Quality Assessment Scheme. This scheme involves an annual assessment and allows the museum to display the Visit England logo, showing that it provides a quality visitor experience. Between 2018 and 2023 the museum achieved scores of 79% (2018), 80% (2019), 80% (2021), 78% (2022) and 79% (2023) following the annual mystery shop. The quality of the attraction and its displays, the high level of customer care and the overall cleanliness are highlighted as strengths.

9.5.6 The museum's collection includes a large collection of domestic items, items of local history, archaeology, industrial history, civic silverware and natural history.

9.5.7 Exhibitions often have a focus on community involvement, with visitors encouraged to contribute their memories and ephemera to the exhibition. This approach creates a sense of ownership and interest for the duration of the show. Exhibitions change twice-yearly at Portland Basin Museum and over the past few years have included 'Toy Box Tales', 'Step

Back in Time' and 'Natures Wonders', 'Exhibitions draw on the strengths of the reserve collection and often have a family-friendly focus. Other exhibitions, such as 'If You Go Down to the Woods Today' were made up entirely of objects loaned in from the public, in this instance, teddy bears, and this has proved a very popular way of engaging with audiences. Exhibitions have also been created with local schools, for example 'Unravelled' showcased industrial townscape artworks created by three local schools as part of a long-term project between Tameside Cultural Services and Z-arts. During the closure of the museum due to the Covid-19 pandemic, the museum's curators created several online exhibitions on a range of topics such as natural history, Florence Nightingale and D-Day.

- 9.5.8 Over the past few years we have broadened our circle of community partnerships and built relationships with the broader arts sector. Supported by the Council's Arts and Engagement team, we have hosted a far wider range of events and activities at the museum and have been part of long term projects with community partners. Events have been created with Scallywags Theatre Company, 2 Boards and a Passion theatre company, Z-arts, Mad Science and Safari Phil, amongst many others. For example, to celebrate the museum's 20<sup>th</sup> birthday in March 2019, we worked with Z-arts to create the 'Big Birthday Bash'. This event was attended by 1,300 people and saw the museum filled with costumed characters, musicians and a magician who interacted with visitors and the museum's displays as part of a big birthday party. We partnered with London-based Sainsbury Archive on their Food for Talk veterans project and with Peoplescape Theatre on an immersive education project with our local SEND schools.
- 9.5.9 The building in which Portland Basin Museum is housed is not owned by the council, but by an independent landlord, Sanctuary Housing. The museum is maintained by Robertson on behalf of Tameside Council. Bridge View Café is owned and run by a private contractor who lease the café space directly from Sanctuary Housing, meaning the café is completely independent of the museum. We maintain a good working relationship with the café operators, which helps to support the whole visitor experience. We also have no control over the boats which are moored and operated from the wharf. Tameside Canal Boat Trust, The Wooden Canal Boat Society and East Manchester Community Boat Project all operate from Portland Basin. We maintain good relationships with these organisations and support the promotion of their work and services to museum visitors where feasible, and welcome opportunities to work with them.
- 9.5.10 The Covid-19 pandemic had a significant impact in the museum and staff. Due to national and local restrictions, the museum remained closed for most of 2020/21. When the museum reopened in July 2021 it was with restricted visitor numbers, online pre-booking, a one way system that required extra staff to invigilate, reduced opening hours to allow the extra staffing on open days, hand sanitizer and compulsory face masks. No activities or events were held at the museum until spring 2022. Visitor numbers were affected and there were no school visits.

## **9.6 Astley Cheetham Art Gallery**

- 9.6.1 Astley Cheetham Art Gallery is located on Trinity Street in Stalybridge, above Stalybridge library.
- 9.6.2 Astley Cheetham Art Gallery opened in 1932, following a donation of money for the building of a library and art gallery in 1889 by the Cheetham family of Stalybridge and the subsequent receipt of the Cheetham family bequest of paintings. The original collection has since been added to and now comprises over 500 paintings and illustrations. It is widely acknowledged as being one of the finest small regional collections.
- 9.6.3 Between 2013 and February 2019, the gallery was open for two Saturdays per month and every Saturday in August. Following the closure of Central Art Gallery in Ashton-under-

Lyne in February 2019, the opening hours of Astley Cheetham Art Gallery increased to 17 hours per week.

- 9.6.4 Exhibitions are changed at the gallery around three or four times a year and have mainly showcased the Astley Cheetham art collection. Exhibitions have tied in with national anniversaries, for example 'Art Treasures' in 2018 celebrated 250 years of the Royal Academy with a display of artworks from the collection. In 2019, the 'Open Art' exhibition returned to the gallery following the closure of Central Art Gallery, giving members of the public the chance to have their artworks on display. Following the Covid-19 pandemic, a special 'ApArt' exhibition showcased artwork created by the local community during the lockdowns. The gallery has also hosted local artists' exhibitions in a range of media, including in 2021 a textile exhibition called 'Stitchworks'. In 2022, collaboration with Glossop-based organization, Local, and a photography exchange between artists in Stalybridge and Sweden resulted in a photography exhibition, 'Local//Lokal'.
- 9.6.5 A display case on the first landing of the staircase is used as a changing display space. Over the past few years there have been displays of objects from the social history collection, quilts made by Stalybridge Patchwork and Quilters Group, artworks by local artists and textiles by the local branch of the Embroiderers' Guild.
- 9.6.6 The gallery also displays some other items from the Museums and Galleries collection, including a small collection of Ancient Egypt artefacts and items of natural history, all of which were originally donated to the gallery in the 1930s.
- 9.6.7 There is always a craft activity available for family visitors and there is a selection of children's art books for children to read and be inspired by. There is often a trail to accompany an exhibition, such as an I-Spy trail of things to spot in the artworks. The Arts and Engagement team regularly programme children's theatre performances at the gallery during the school holidays.
- 9.6.8 The gallery is part of Visit England's Visitor Assurance Quality Assessment Scheme. This includes an annual assessment and allows the gallery to display the Visit England logo, showing that it provides a quality visitor experience. Between 2019 and 2023 the museum achieved scores of 73% (2019), 70% (2021), 71% (2022) and 74% (2023). The quality of the exhibitions, the impressiveness of the art collection and the high level of customer care were highlighted as strengths.
- 9.6.9 It is proposed to redevelop the art gallery and make it an attractive, engaging, must-see destination which attracts both a local audience and tourists to the town. There are a number of improvements which will need to be implemented to the fabric of the building to achieve this aim, some of which will require Listed Building Consent as the building is Grade II listed. These repairs are included in the council's Stalybridge Capital Regeneration Funding awarded by central government.
- 9.6.10 The gallery is accessible only via a staircase from the library. Plans have been drawn up and costed to install a lift up to the gallery from the library, which will be funded as part of the Stalybridge Capital Investment Funding. Works are due to take place in 2024 meaning the gallery will be closed for a period of time. Funding bids had previously been submitted unsuccessfully to MEND, MEND2 and LIF. An Accessibility Audit of the gallery is available for the public to view on the website.
- 9.6.10 In January 2023, repair works to the damaged plasterwork on the staircase took place.

## **9.7 Manchester Regiment collection**



- 9.7.1 The collection is managed by the Museum Service. The collection belongs to the Duke of Lancasters' Regiment and is on long term loan to Tameside Council, who manage it on behalf of the regiment.
- 9.7.2 The regimental collection covers the history of the Regiment from the foundation of the 63<sup>rd</sup> Regiment in 1758 to the eventual amalgamation with the King's Regiment in 1958, and up to today as part of the Duke of Lancaster's Regiment. The Manchester Regiment was formed in 1881 and had its headquarters in Ladysmith Barracks in Ashton-under-Lyne and as a result the majority of its recruits came from the surrounding towns that now make up Tameside. The Manchester Regiment saw active service in the First World War and the famous war poet Wilfred Owen was serving with the regiment when he was killed in action in 1918.
- 9.7.3 The collection consists of medals (including six Victoria Crosses), uniforms, weapons, equipment, silverware, memorials and personal souvenirs.
- 9.7.4 The Museum Service continues to care for the collection and accept offers of objects. The Curators have responded to many requests from family members to view relatives' medals and other items, which we have assisted with where possible. We also continue to respond to family history enquiries relating to soldiers who served in the Manchester Regiment and the Local Studies and Archives Centre continue to accept offers of paper items.
- 9.7.5 We continue to promote Tameside Local Studies and Archives Centre as the depository for paper items related to the Manchester Regiment and as the first point of call for family research.
- 9.7.6 There have been several displays of Manchester Regiment objects at Portland Basin Museum, including for the centenary of the Somme, the centenary of the battle of Manchester Hill, the anniversary of the start of the Boer War. In 2022, the main temporary exhibition at Portland Basin Museum was 'Soldiers' Stories: The Men of the Manchesters' which showcased highlights from the collection alongside new acquisitions. During the Covid-19 pandemic online exhibitions about D-Day, the Crimean War and Wilfred Owen were created to mark anniversaries.
- 9.7.7 The 'Meet Tommy Atkins' sessions, where visitors can meet a costumed First World War character, have been held at Portland Basin Museum. Outreach sessions using the Tommy Atkins character continue to be offered and taken up by schools. The Manchester Regiment 1914-18 group have hosted two larger events at the museum, giving visitors opportunity to handle kit and equipment.
- 9.7.8 In 2013 we completed a major project, The Men Behind the Medals, funded by Esme Fairbairn. Over 800 men were comprehensively researched and a 9 volume compendium of their life and times published alongside a new website. This work has been widely celebrated among other UK Regimental and Corps Museums and the wider museum sector. The project has provided a lasting legacy to deal with future donations and a wealth of personal soldiers' stories that can be interpreted in the new museum. In 2021, with funding from Army Museums Ogilby Trust, the histories behind new medals acquired since 2013 have been researched and added to the website.
- 9.7.9 Another small pot of funding was secured from Army Museums Ogilby Trust in 2021 to create educational resources using the Manchester Regiment collection. These are available on the new *In Tameside* website for teachers to use. The funding also enabled us to photograph key objects from the collection to use in the resources and on social media.

## **9.8 Education and Learning**

Number of pupils (aged 4 to 16 years) visiting all sites in organised school groups. (2018-2023)

<b>Year</b>	<b>All Sites Total</b>
2017/2018	<b>3,521</b>
2018/2019	<b>3,606</b>
2019/2020	<b>2,744</b>
2020/2021	<b>0*</b>
2021/2022	<b>1,301</b>
2022/2023	<b>2,660</b>

\*All sites were closed during the Covid-19 pandemic 2020/21 and school visits were restricted 2020-2022.

- 9.8.1 A museum or gallery is a unique resource as it is based on first hand experience of ‘real’ objects. The service is in the valuable position of bringing history and the visual arts to life, with the museums providing access to the past and the galleries offering an insight into the artistic processes, giving greater understanding of the social and economic place of art within the community.
- 9.8.2 For a long time the service has believed that the learning experiences within the museums and galleries extend far beyond formal education. We aim to create special moments of inspiration and excitement for all our visitors no matter what their age.
- 9.8.3 All facilitated art and history sessions are delivered by freelance facilitators, booked as and when needed.
- 9.8.4 History workshops offered by the service include ‘Home and Hearth’, ‘Victorian Toys’, ‘Upstairs Downstairs’ and ‘Tameside Transport’. Art workshops offered include ‘Local Artists’, ‘Tameside Architecture’ and printing workshops linked to Tameside’s industries. Opportunities for linked visits with the Outdoor Learning sessions offered by the Arts and Engagement service are also promoted to schools and some outdoor workshops are delivered from Portland Basin Museum.
- 9.8.5 Workshops are marketed via the *In Tameside* website, regular e-newsletters to schools and also a promotional leaflet. The marketing resources were reviewed and rebranded in 2022 and given a consistent look and feel across Museums and Galleries, Tameside Local Studies and Archives and the Outdoor Learning offer. Evaluation forms are filled in by teachers following their visits and help inform improvements to the service.
- 9.8.6 Tameside Cultural Services embeds Arts Award in our working practices and as a result has been awarded the status of good practice centre for Arts Award delivery by Trinity College. Arts Award is a national qualification and arts programme for children and young people aged 5 to 25 and is supported by Arts Council England and managed by Trinity College. It provides a learning pathway in arts and culture and has become a major success for Tameside as a whole. The Cultural Services team support the programme in schools, colleges, community settings and with harder-to-reach groups through training and development days for leaders and advisers, and also by providing bespoke learning logs. We plan to continue to support Arts Award in our schools offer.

- 9.8.7 In addition to formal schools education we also provide a series of adult 'I Made It' masterclass workshops where participants can learn a range of skills such as crochet, screen printing, painting and willow weaving. An out of schools workshop programme, museum trails and worksheets are also offered.
- 9.8.8 The Museum Service offers a comprehensive loan box service, with boxes on a wide range of topics, including First World War, National Service, Domestic Life, Toys, Victorian Schoolroom, Local Artists and Seaside Holidays. The boxes provide income for the service. Several of the boxes were redeveloped in 2022 and continue to be well used. A new 'Wellbeing' themed box was launched in 2023.
- 9.8.9 The provision of family friendly events across all sites is now seen as an established part of our work. In 2018 the service successfully applied to be part of Museum Development North West's Family Friendly programme. This included support and advice from organisations including *Kids in Museum* and *Family Arts Standard*, feedback from family visitors and a small grant to develop new trail sheets for Portland Basin Museum. The Covid-19 pandemic led to this work going on hold, but we plan to build on this work over the next few years and add more resources for families at our sites and online.
- 9.8.10 Education and learning provision is at the heart of our aims and ambitions. Learning is considered in the planning of all displays, exhibitions and interpretation. We consider how exhibitions and permanent displays relate to the school curriculum and the general interest of the visiting public.
- 9.8.11 The Covid-19 pandemic had a significant impact on our education work. Like museums and galleries, schools also closed during the first and second lockdowns and school visits were restricted until 2022. Outreach into schools was affected and Arts Award delivery put on hold. The pause gave us time to revamp our education offer, and thanks to Culture Recovery Fund money we revamped all our history and art offer. We worked with Interference Art, 2 Boards and a Passion, Jack Doyle and Born and Bread Theatre as well as local schools to review and refresh our workshop content and marketing. To help support our schools during the lockdowns we also created online resources (films, worksheets, craft activities) connected to the curriculum.

## **9.9 Audience Development**

- 9.9.1 From observation and audience feedback via surveys, comments books, conversations and social media, we know that the key audiences at Portland Basin Museum are families, schools, older visitors often visiting on a coach tour, special needs groups, and local history / industrial history enthusiasts. Our programme of events, exhibitions, interpretation and the permanent displays aim to cater for the needs of these different audiences. An electronic visitor survey has been in place since 2022.
- 9.9.2 Less information has been collected about the motivations behind visitors to Astley Cheetham Art Gallery and this is an area for development during this Forward Plan.
- 9.9.3 There has been a strong focus on developing the family offer at Portland Basin Museum over the past few years and families will continue to be a key target audience. Encouraging more families to visit Astley Cheetham Art Gallery will follow on from this, as well as encouraging more schools to visit the gallery. Pandemic recovery remains a priority as visitors to museums nationally remain below pre-pandemic levels. Audiences are returning to our venues and this is what we intend to build on.
- 9.9.4 Feedback from non-visitors to our sites shows that one of the reasons people have not visited is that they did not know the museums and galleries existed. An important part of our audience development plans is to create six-monthly marketing plans that will enable us

to best use our resources to reach our target audiences, both within Tameside and further afield.

- 9.9.5 We were part of Museum Development North West's Audience Champions programme 2020-2022. In partnership with Audience Agency this programme gave us insight into audience development, audience segmentation and electronic visitor surveys and gave us access to the Audience Agency's many online tools. Unfortunately the Covid-19 pandemic meant this programme could not run as initially intended. Building on the learning from this programme will be key for the museum service as we rebuild our audiences post-pandemic.
- 9.9.6 The museum service also benefited from mentoring from marketing expert Marge Ainsley (funded by Museum Development North West). Held online during 2021, the sessions focused on pandemic recovery and tips for reconnecting with our audiences.

## **9.10 Museum and Gallery Storage and Collections Management**

- 9.10.1 Collections are held in trust for public enjoyment, inspiration and learning. We support and strive to achieve national standards in collections care, set out in the Museum Accreditation scheme, to ensure the preservation and appropriate acquisition of collections for the benefit of future generations.
- 9.10.2 The reserve collection of any museum is a vitally important part of the service offered to the public. It acts as a repository for the heritage of the region and plays a key part in long-term preservation of collections.
- 9.10.3 The Local Studies and Archives Centre in Ashton-under-Lyne stores, cares for and makes accessible the borough's paper-based heritage. The Museums and Galleries care for objects and artworks. There is much cross over between our collections, and the collecting priorities of the Local Studies and Archives Centre are referenced in our Collections Development Plan.
- 9.10.4 When not on display, the museum and art collections are stored off site, where they are catalogued and cared for by the Curator and Assistant Curator. Environmental monitoring at the off-site stores is carried out quarterly.
- 9.10.5 The stores were subject to flooding in 2018 when lead was stolen off part of the roof. Vulnerable parts of the collection were moved to safety and there was no damage to the collection. However a large number of archival boxes in which the collection is stored have needed replacement and the stores remained inaccessible for several months, which delayed work on the actions of the Documentation Plan.
- 9.10.6 The stores were inaccessible for several months in 2020 due to the restrictions of the Covid-19 pandemic. This has impacted on the work to tackle the documentation back-log. In 2022, a six month Kickstart post was funded for a young person to focus on inventory work in the stores. The post-holder checked, photographed and repacked over 60 boxes of objects. Since reopening our venues other priorities for our curators have meant the collections work has taken a back seat but it is planned to restart regular stores work with the help of a volunteer.
- 9.10.7 A Sustainable Improvement Fund grant from Museum Development North West in 2018 has helped fund more archival boxes, acid free tissue, object marking equipment, accession registers and other items related to collections management and storage. This material continues to be utilized.



## **9.11 Conservation**

9.11.1 The Museum Service's Care and Conservation Policy sets out the approach taken to collections care and conservation, including environmental monitoring and adherence to museum sector standards.

9.11.2 The Museum Service's Care and Conservation Plan details the artefacts that have been treated in recent years and the sources of funding acquired. It also prioritises areas for conservation treatment moving forward.

## **9.12 Documentation**

9.12.1 In the past few years a great deal of work has gone into rectifying our documentation backlog. The collection is catalogued on MODES, which was upgraded to the most up-to-date version, MODES Complete, in 2014. Our Documentation Policy and Collections Development Policy set out in detail what we collect, why we collect and areas for collection development.

9.12.2 In 2018, we successfully applied to be part of Museum Development North West's Banish the Backlog programme. There is a small backlog in the social history collection and military history collection and this programme is aimed at helping tackle these backlogs in an achievable and sustainable way. Under the mentorship of the Collections Trust, the Curator and Assistant Curator have created a schedule of work over the next few years to address the outstanding issues. This plan is outlined in detail in our Documentation Plan and forms an objective of this Forward Plan.

## **9.13 Environmental Sustainability**

9.13.1 We are committed to working towards the goals of environmental sustainability. We recognise our responsibility in trying to reduce our impact on the environment and the opportunities we have to influence suppliers, contractors and visitors, and we recognise the contribution we can make towards the regeneration and sustainability of our local communities.

9.13.2 We will look to improve our commitment by:

- Seeking to achieve sustainability targets set by government and the Council.
- Working with partners in the implementation of energy saving measures.
- Minimising waste through the reduction, re-use and recycling of materials and by using reconditioned and recycled products where such alternatives are available.
- Encourage staff awareness through communication and training and recognise that staff engagement is an important and key factor for success. All staff to work in an environmentally and socially responsible manner.
- Engage with visitors and partners to share our vision and to raise awareness of sustainability issues.
- Introduce green workplace initiatives to lead to reductions in energy usage.
- Ensure consideration is given to the impact on the environment and sustainability before committing expenditure or beginning any new projects.

- Conserve energy, water, fuel and products from natural resources whenever possible.
- To commit to involvement and support for green initiatives set by the Council.
- Supporting sustainable and ethical suppliers in our museum shop and reducing use of single use plastic.

#### 9.14 SWOT analysis

We asked museum staff to contribute to a SWOT analysis of our current offer:

Portland Basin Museum:

<p style="text-align: center;"><b><u>Strengths</u></b></p> <ul style="list-style-type: none"> <li>• Broad range of audiences</li> <li>• Friendly welcome</li> <li>• Creative/Committed Staff</li> <li>• Varied collections</li> <li>• Venue is well maintained</li> <li>• Free venue and free car park – good in cost of living crisis</li> <li>• Good range of exhibitions, events and workshops</li> <li>• Strong reputation with visitors and internally in the council</li> <li>• Café and shop are added attractions</li> <li>• Flexibility and adaptability to last minute changes</li> <li>• Good for school visits</li> <li>• Increasingly seen as a venue for others to hold events and launches</li> </ul>	<p style="text-align: center;"><b><u>Weaknesses</u></b></p> <ul style="list-style-type: none"> <li>• Lack of learning staff based at museum</li> <li>• Lack of staff capacity</li> <li>• Lack of control over aspects of Portland Basin site eg café, boat trips, canal boats moored, building maintenance from landlord</li> <li>• Not as much for older children to do</li> <li>• Some maintenance of displays needed – new sounds, new film,</li> <li>• Displays not inclusive of all Tameside communities</li> </ul>
<p style="text-align: center;"><b><u>Opportunities</u></b></p> <ul style="list-style-type: none"> <li>• Partnership working across the Council</li> <li>• Marketing opportunities to explore across all sites</li> <li>• More community involvement</li> <li>• Make better use of waterwheel and wharf space</li> <li>• Make more of 'selfie' opportunities around the museum for promotion</li> <li>• Maximise In Tameside website</li> <li>• Better use of social media</li> </ul>	<p style="text-align: center;"><b><u>Threats</u></b></p> <ul style="list-style-type: none"> <li>• Council funding reductions could impact us</li> <li>• Failure to be relevant to wider socio-economic agendas</li> <li>• Any loss of café facility at Portland Basin would impact on museum</li> <li>• Reduction in site maintenance levels</li> <li>• Landlord maintenance issues</li> </ul>

Astley Cheetham Art Gallery:

<p style="text-align: center;"><b><u>Strengths</u></b></p> <ul style="list-style-type: none"> <li>• High quality art collection</li> <li>• Free venue</li> <li>• Creative/Committed Staff</li> <li>• Amazing space - people say 'wow' when they walk in for the first time</li> <li>• Children's theatre events are popular</li> <li>• High quality exhibitions</li> <li>• Visit England score is improving</li> <li>• Good relationship with library staff</li> </ul>	<p style="text-align: center;"><b><u>Weaknesses</u></b></p> <ul style="list-style-type: none"> <li>• Low visitor numbers</li> <li>• Lack of learning staff based at gallery</li> <li>• Poor capacity (lack of staff/time)</li> <li>• Low school visits</li> <li>• No parking</li> <li>• No advertising on building exterior</li> <li>• Maintenance of building – roof and brickwork need repair</li> <li>• People don't know about gallery or exhibitions</li> <li>• Lack of signage in library entrance</li> </ul>
<p style="text-align: center;"><b><u>Opportunities</u></b></p> <ul style="list-style-type: none"> <li>• Redevelopment of the gallery – new lighting track, flooring, redecoration - to exhibit more collection and attract new audiences</li> <li>• Moveable walls would mean more display space</li> <li>• Capitalise on Town of Culture legacy</li> <li>• Potential for shop space in the gallery to sell local makers' work</li> <li>• Partnership working to create exhibitions and events</li> <li>• Marketing opportunities to explore across all sites</li> <li>• More link up for events with library</li> <li>• Links with colleges and universities for exhibitions</li> </ul>	<p style="text-align: center;"><b><u>Threats</u></b></p> <ul style="list-style-type: none"> <li>• Potential for council funding reductions</li> <li>• Lack of lift means some people cannot access gallery</li> <li>• Failure to be relevant to wider socio-economic agendas</li> <li>• Maintenance issues could cause problems if not addressed</li> </ul>

Manchester Regiment collection:

<p style="text-align: center;"><b><u>Strengths</u></b></p> <ul style="list-style-type: none"> <li>• Strong collection</li> <li>• Creative staff who are committed to keeping the profile of the collection up</li> <li>• Success with small funding pots to keep working with collection</li> <li>• Good links with Archive centre for answering enquiries etc</li> <li>• Building up good photography of the collection for marketing use</li> <li>• Enquiries remain high</li> <li>• Good relationship with the</li> </ul>	<p style="text-align: center;"><b><u>Weaknesses</u></b></p> <ul style="list-style-type: none"> <li>• No permanent display of the collection currently</li> <li>• Lack of public awareness as to what is happening with the collection</li> </ul>
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regiment and other museums	
<p style="text-align: center;"><b><u>Opportunities</u></b></p> <ul style="list-style-type: none"> <li>• More displays at Portland Basin Museum</li> <li>• More online exhibitions</li> <li>• Promote collections on social media</li> </ul>	<p style="text-align: center;"><b><u>Threats</u></b></p> <ul style="list-style-type: none"> <li>• No funding currently available for a new museum or permanent display</li> </ul>

## 9.15 Review of the previous Forward Plan

9.15.1 The following table sets out how we have met the aims and objectives set out in the previous Forward Plan 2019-24.

*Objective 1: Ensure physical and intellectual access for all visitors to museums and galleries sites and services.*

Action	Activity completed
1.1 Create permanent display of the Manchester Regiment collection	Not completed - action rolled over to new Forward Plan to continue use of the collection.
1.2 Increase capacity to display artworks at Astley Cheetham Art Gallery	Not completed – action rolled over to new Forward Plan.
1.3 Complete health and safety audits for each site and risk assessments for all activities and events	Completed. Audit of museums by TMBC's Health & Safety team completed April 2023.
1.4 Maintain access audits online for each site	Completed and checked annually. These are available on our websites.
1.5 Maintain VAQAS (Visit England Quality Assurance Scheme) for all sites	Completed. Action plans for improvements are created from the feedback from the assessments.

*Objective 2: Ensure that all sites demonstrate the highest levels of customer care.*

Action	Activity completed
2.1 Ensure all Council-wide online training is completed by all staff	Completed as required.
2.2 Complete annual development reviews and	Completed. Annual Development Reviews are completed annually and training needs are reported to TMBC's



progress agreed training	Workforce Development.
2.3 Ensure Casual register is maintained in relation service needs	Completed. Recruitment to the Casual register took place in 2021 to support programming across Cultural Services.
2.4 Monitor absence levels	Completed. Absence levels are monitored and reported to HR monthly. TMBC's Managing Attendance procedure is adhered to.
2.5 Monitor feedback from visitors and VAQAS regarding the visitor welcome	Completed. Feedback from visitors via comments cards, Trip Advisor, Google reviews, conversations and the VAQAS reports are monitored and action taken through team briefings.
2.6 Respond to comments on Trip Advisor	Completed. Comments are monitored and responded to.
2.7 Ensure all Front of House staff have a tour of the museums stores and the Local Studies and Archives Centre to be able to promote the service	Completed. Staff have commented on how helpful this has been to their work and the service they provide to our visitors.

*Objective 3: Embed learning from the Family Friendly Programme across all sites*

<b>Action</b>	<b>Activity completed</b>
3.1 Create a families page on the website outlining what is on offer across the sites for families	Not completed – action rolled over to new Forward Plan.
3.2 Create an 'Introduction' wall at Portland Basin Museum highlighting what is on today, children's trails, maps of the museum, etc	Not completed – action rolled over to new Forward Plan.
3.3 Work with the Council's autism lead to create online pre-visit resources for families with autistic children	Part completed. A 'social story' for Portland Basin Museum was created with input from the council's autism lead. A social story for Astley Cheetham Art Gallery is an action for the new Forward Plan.
3.4 Create a Family Friendly manifesto using <i>Kids in Museums</i> resources	Not fully completed. Family Friendly activities and trails have been created.
3.5 Include family friendly activities and interactives at Astley Cheetham Art Gallery	Completed. There is a permanent family craft table at the gallery with activities changed to suit the theme of the exhibition. Family theatre events are programmed at the gallery most school holidays.
3.6 Include family friendly activities and interactives at the Museum of the Manchester Regiment	Not completed – redevelopment on hold.
3.7 Programme a range of exhibitions, events and activities to appeal to family	Completed. A wide range of events have taken place at Portland Basin Museum and Astley Cheetham Art Gallery, including artist-led craft activities, free storytelling

audiences	sessions, trails, 'Meet Father Christmas' events, family theatre. Exhibitions at both venues always include some hands-on or craft elements for families. We created online craft activities for families during the lockdowns.
3.8 Create activity backpacks for families	Part completed. Craft bags for families were created post lockdown for when we reopened but could not deliver activities. 100 craft bags were also distributed to the community for free via food banks. Creating sensory backpacks is rolled forward as an action for the new Forward Plan.

*Objective 4: Ensure the sustainability of the Museums and Galleries through improving opportunities for income generation.*

Action	Activity completed
4.1 Improve the display space in the shop at Portland Basin Museum	Completed. The new welcome desk was installed 2019, along with a new point of sale unit for pocket money and branded toys. A retail review of the shop took place in summer 2021 funded by a £1000 grant from Museum Development North West. New stockists and lines of stock have been added based on the review.
4.2 Include a retail offer at the new Museum of the Manchester Regiment	Not completed.
4.3 Increase loan boxes bookings through prominent display at Portland Basin Museum and the creation of a leaflet to promote them	Completed. Loan boxes are now displayed behind the reception desk. A promotional leaflet with a QR code linking to the 'Museum in a Box' pages on the In Tameside website has been produced. Several loan boxes have been revamped. Bookings to schools have increased.
4.4 Review marketing of the reminiscence sessions available and link them with marketing of the museum loan boxes	Completed. Covid impacted on our delivery of reminiscence sessions as we were unable to go into care homes. Focusing is now on our reminiscence loan boxes instead and an action of our new Forward Plan is to develop and promote these to care homes and groups.
4.5 Review schools marketing to schools both inside and outside the borough	Completed. Our new In Tameside website includes all the information in one place, in an easy to view format. Flyers have been produced with QR codes linking to the website. E-newsletter to schools has been revamped. Marketing to schools out of borough is an action on the new Forward Plan.
4.6 Maintain existing school offer, making sure links to both national curriculum and local heritage are clear to understand	Completed. School offer reviewed and revamped using Culture Recovery Funding, in consultation with schools and with local education practitioners. Our new In Tameside website features curriculum links and how the sessions link to local heritage.
4.7 Through marketing encourage more cross site visits within Cultural Services, for example a school visit to Local Studies and Archives Centre and to Portland Basin Museum –	Completed. This is promoted on the In Tameside website and in marketing literature. The difficulties in scheduling and coach travel still make this logistically hard for schools.

giving a full day experience with linked activities at both sites	
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*Objective 5: Support a sustainable environment*

<b>Action</b>	<b>Activity completed</b>
5.1 Investigate opportunities to recycle waste, such as school packed lunches	Part completed. Waste is sorted by museum staff and recycled where possible.
5.2 Reduce the use of single-use plastic in the shop and stock sustainable products	Completed. We are using several sustainable suppliers suggested in our 2021 retail review. Paper bags are used in the shop.
5.3 Promote environmental sustainability through the Natural History Adventures (Dippy the Dinosaur) exhibitions and fringe events	This was impacted by the Covid pandemic. We created a Natures Wonders exhibition online and also a physical exhibition when we reopened in late 2020.
5.4 Maintain cycling and walking leaflets to promote exercise around Portland Basin Museum	Completed. Leaflets have been available for visitors to the museum. The information is also available online and promoted on the In Tameside website.
5.5 Use the wharf at Portland Basin Museum to encourage environmental awareness through new signage, planting more bee friendly plants and investigating the feasibility of growing vegetables with community partners	<p>Meetings with a mentor from the RHS (funded by Museum Development North West) took place 2019 and plans were started for a wharf garden project, subject to funding.</p> <p>Museum Manager attended Carbon Literacy Training by Manchester Museum in 2019. Online Carbon Literacy training is mandatory for all council staff in 2023.</p> <p>Plants to Dye For school workshop run by Arts and Engagement team takes place on the wharf space.</p> <p>Plans to reinvigorate the wharf area were put on hold due to the pandemic and other priorities taking over, but this will be carried over to our new Forward Plan.</p>

*Objective 6: Improve marketing of the Museums and Galleries*

<b>Action</b>	<b>Activity completed</b>
6.1 Create a marketing Strategy	Completed. Mentoring sessions with marketing expert Marge Ainsley took place 2021 (funded by Museum Development North West). A template for 6 monthly market plan was devised and is updated every 6 months. The museum was part of Museum Development North West's Audience Champions programme, which focussed on audiences, marketing and creating an audience development plan.
6.2 Create a new electronic	An electronic visitor survey with Audience Agency has

survey for use across all sites	been in place at Portland Basin Museum for the past year, as part of the Audience Champions project which covered the museum only.
6.3 Work with the Council's communication team to ensure high visibility for exhibitions and events through press releases and social media posts	Completed. The communications team continue to support us with press releases for exhibitions and events, and with regular meetings to promote and develop the In Tameside website and social media channels.
6.4 Improve signage across the sites, including banners on the front of buildings	Not completed. A meeting with TMBC planners in 2019 highlighted issues with placing banners on either Portland Basin Museum (due to being in a conservation area) or Astley Cheetham Art Gallery (due to being a listed building).
6.5 Ensure we have posters/flyers for all events and activities across sites that are distributed and displayed widely within the borough	Completed. We have made a deliberate move away from printed material and now promote activities on our In Tameside website instead of a printed Events booklet – this makes it easier to keep it up-to-date and reduces costs and paper usage. Posters continue to be produced to promote exhibitions and some activities. Promotional material, including printed and social media, aims to drive traffic to the In Tameside website.

*Objective 7: Reach non-visiting audiences*

<b>Action</b>	<b>Activity completed</b>
7.1 Create an audience development plan, to link to a marketing strategy	Completed. As part of the Audience Champions project, this has been created and will continue to be worked on and updated.
7.2 Work with colleagues across Cultural Services to develop and promote a programme of exhibitions in the Market Gallery in Ashton Market	Completed. The first exhibitions were installed October 2019 and new exhibitions continue to be displayed every 2-3 months. There is a waiting list of artists wanting to exhibit and the gallery is popular with market visitors and stall holders.
7.3 Work with colleagues across the council to engage communities with the Museums and Galleries, such as the Youth Service through co-creating exhibitions	<p>Completed. Tandem Theatre, working with the Youth Service held a music themed event day at Portland Basin Museum in 2022. Other co-created activities at the museum include: hosting a calendar launch with TMBC Communications team; working with Peoplescape Theatre on two projects with SEND schools; hosting the Tameside Reporter's 120th birthday event; hosting a Greenspace volunteers' thank you day; Car SOS filmed a TV show in January 2021 which aired on National Geographic – this was filmed during a Covid lockdown so required close work with the H&amp;S team.</p> <p>Co-created activities at Astley Cheetham Art Gallery include: library activities held in gallery; Arts and Engagement events held in gallery, school art workshops as part of the Town of Culture programme and Heritage Action Zone projects; dancing, knitting and theatre events held as part of Town of Culture.</p>



7.4 Investigate creating a focus group of users and non-users	Part completed. As part of our school workshop and loan boxes revamps we set up a focus group of teachers. This remains an action for non-schools audiences. A bid was submitted to Museum Development in March 2023 to work with a marketing professional to understand more about our non-users.
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*Objective 8: Increase visitors to Astley Cheetham Art Gallery.*

<b>Action</b>	<b>Activity completed</b>
8.1 Redevelop Astley Cheetham Art Gallery, subject to Listed Building Consent, to improve the visitor experience	Some work completed - repair work and redecoration to the staircase walls completed in 2023, creating a lighter, brighter welcome.  Several unsuccessful bids submitted to Arts Council England for building maintenance and to install a lift. In 2023 funding was awarded by Stalybridge Capital Regeneration Fund for maintenance work and the lift.
8.2 Improve signage at the gallery, both outside the building and in the library entrance	Part completed. New opening hours signage was installed November 2022. New internal signage still required and will be an action in the new Forward Plan.
8.3 Work more closely with colleagues in the library to cross promote activities and visitor information	Completed. Library events held in the gallery and closer links with staff there have been developed.
8.4 Make contacts with local / regional artists and college / university art course tutors to create a changing programme of exhibitions	Part completed. Several regional artists have exhibited at the gallery (including Swedish artists, textile artist Nikki Parmenter), plus local artists as part of Open Art. Contact with college and universities will be an action in the new Forward Plan, with an exhibition planned with Tameside College students for early 2024.
8.5 Change exhibitions every 4 months instead of every 6 months	Completed. Aside from Covid closures, exhibitions are now every 3-4 months.
8.6 Link to council initiatives in the town, such as Christmas lantern parade and town improvements	Completed. Lantern making workshops were held at the gallery in the lead up to the 2019 lantern parade in Stalybridge. Several activities were held at the gallery during the Town of Culture year 2022. Activities and exhibitions have been co-created with the Bridge consortium in Stalybridge.
8.7 Engage with local media and venues in the town to promote the gallery and encourage visitors to the town	In Tameside website promotes activities at the gallery. The gallery was part of Town of Culture initiatives. There is more potential to link up with the library downstairs to co-host events.
8.8 Create more self-guided elements to the space to encourage free visits	Completed. A permanent family craft table includes prompts for activities children can do in the gallery. We have created trails linked to some exhibitions eg things to

	spot in the Stitchworks exhibition.
8.8 Through our varied marketing channels increase awareness to local schools that they can visit for either a facilitated or self-guided visit	Part completed. Education art offer was revamped in 2021. Freelancer practitioners Interference-art engaged with teachers in Stalybridge on our behalf to understand the barriers to visiting. There is still more work to do on this action.

*Objective 9: Nurture our communities so that Museums and Galleries are seen as safe and welcoming places*

<b>Action</b>	<b>Activity completed</b>
9.1 Ensure the sites are Dementia Friendly and new staff have attended Dementia Friendly sessions	Ongoing. Staff turnover means we need to renew Dementia Friendly training, so this will be an action in the new Forward Plan.
9.2 Work with the Council's autism lead to promote the site as autism friendly	Part completed. A site visit to Portland Basin Museum took place from the council's autism lead and a social story created. He also delivered training to staff in 2019. Training for new staff and a creating a social story for Astley Cheetham Art Gallery will be actions on the new Forward Plan.
9.3 Support existing groups and networks (eg Quilting Bee, Young Carers, Tameside Local History Forum) and develop links with new groups	Completed. Young Carers continue to be supported by us through art workshops on a weekly basis. Tameside Local History Forum exhibitions and events have been held at Portland Basin Museum in 2021 and 2022. Staff have advised Hyde War Memorial Trust in how to catalogue their artefacts in 2022. Tameside Archaeological Society have run finds days at the museum and a display of finds in 2022.
9.4 Link with Age Friendly initiatives to support activity in older age	Part completed. Work began in 2019 on an Older Person's toolkit with the Population Health Team. The pandemic impacted the completion of this. In 2022 Museums supported Population Health on a photography display in Ashton Market showcasing of older people participating in sports.
9.5 Investigate opportunities to support health and wellbeing through externally funded projects or with local partners	Completed. We created a Wellbeing 'Museum in a Box' loan box for schools to aid pandemic recovery. We support Tameside Canal Boat Trust and East Manchester Community Boat Project to promote their boat trips from Portland Basin. We got funding from Museum Development North West for a mindfulness practitioner to deliver a mindfulness session to staff in 2022. We incorporated learning from this into a nature-themed exhibition at Astley Cheetham Art Gallery. We commissioned Interference-art to create social media posts promoting the 5 Ways to Wellbeing during the first pandemic lockdown.
9.6 Create exhibitions that appeal to diverse audiences and celebrate diversity	Part completed. We created a wide range of exhibitions at both venues to appeal to broad audiences. We created a pilot project, Common Strands, at Portland Basin Museum,

	exploring black history, slavery and the cotton industry with a local school – this is something we intend to building in our new Forward Plan.
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*Objective 10: Provide opportunities for early years learning across the sites to support the best start in life*

<b>Action</b>	<b>Activity completed</b>
10.1 Continue the weekly term-time Little Hands sessions at Portland Basin Museum	Part completed. Little Hands continued until March 2020 but the closure of the museum due to the Covid pandemic meant we had to pause it. Budget and the logistics of running the sessions whilst also delivering schools workshops meant we took the decision to discontinue the sessions.
10.2 Redevelop the under 5s play area at Portland Basin Museum	Completed. A new sit-in model train and a dedicated reading corner was added in 2019. The space is continually reviewed and resources replenished when required.
10.3 Programme events for pre-schoolers at Astley Cheetham Art Gallery	Completed. Family theatre events are programmed at the gallery during school holidays and occasional one off events held.
10.4 Incorporate hands on activities to engage young people with art across the galleries	Part completed. A permanent craft table of activities is in place, prompts for activities, a child's easel, art books for children and trails for some exhibitions are available. We are always looking to add more hands-on activities.
10.5 Increase targeted marketing of our offer to early years audiences eg distribute Little Hands flyers to nurseries, soft play centres.	Not completed. This will be an action in the new Forward Plan.
10.6 Support visits to sites for vulnerable groups	Completed. Portland Basin Museum has worked with Peoplescape Theatre on two theatre projects to bring SEND schools to the museum. The schools have since visited independently of the projects taking place.  Portland Basin Museum regularly records exhibition tours with the National Talking Express website for people who are blind or visual impaired.
10.7 Develop activity sheets for early years across all sites	Completed. 3 trail sheets were created at Portland Basin Museum, funded by MDNW Family Friendly Programme – one aimed at early years, one at primary age and one is drawing based.
10.8 Have a selection of books focused on early years and an area for storytelling and reading. Where possible have puppets and objects linked to the books	Completed. Portland Basin Museum's play area has a selection of early year's books available in a dedicated reading corner. A selection of art books aimed at different ages of children are available at Astley Cheetham Art Gallery.

*Objective 11: Increase school bookings across all sites*

<b>Action</b>	<b>Activity completed</b>
11.1 Ensure the Manchester Regiment collection is used to suit the needs of schools, through liaising with teachers and continuing the Mini Museum Makers project	We have successfully applied for several small pots of funding from the Army Museums Ogilby Trust which have enabled us to create learning resources and films available to teachers via our In Tameside website.
11.2 Promote Arts Award participation alongside school bookings	Completed. Arts Award uptake is high and continues to be supported by colleagues.
11.3 Maintain database of schools and head teachers inside and outside the borough for marketing our offer	Part completed, ongoing.
11.4 Continue to update our education workshop outlines in line with the national curriculum, develop new workshops and share this information with local schools	Completed. School workshop were revamped in 2021-22. A brand new history workshop, Tameside Time Travellers launched and others were refreshed based on the curriculum. New art workshops were created by two creative practitioners. These are all shared on the In Tameside website and communicated to schools through half termly e-newsletters and flyers.  During the pandemic we created online resources, including films, lesson plans and art activity ideas, which now feature on our In Tameside website.
11.5 Host or support termly teacher network events and SEND networking events to promote our service and encourage collaborative approach to learning	Completed. Creative Arts Network meetings in conjunction with Tameside Music Service are held regularly at Portland Basin Museum (and held online during the pandemic).
11.6 Encourage cross site visits within Cultural Services through schools booking process and marketing to schools	Completed. The new In Tameside website encourages cross promotion – for the first time our offer is all in one place across museums, galleries, outdoors and archives.
11.7 Develop a new workshop to sit across various sites: linked to literacy, the outdoors, visual arts and environmental issues	Part completed. We consulted with teachers as part of our education revamp. Outdoor sessions are now offered from Portland Basin Museum and can be combined with any history or art workshop.

*Objective 12: Provide opportunities for people to fulfil their potential*

<b>Action</b>	<b>Activity completed</b>
12.1 Offer adult <i>I Made It</i> masterclasses, supporting a range of creative skills	Completed. These were paused due to Covid and restarted May 2022. Bookings have been hit and miss so a shorter format is being devised.
12.2 Provide opportunities for volunteering	Completed. Volunteers have helped with Men Behind the Medals research, exhibitions research, collections work,



	trails, cataloguing archaeology collections.
12.3 Continue to provide the annual Open Art exhibition to provide Tameside residents with a platform to showcase their art work	Completed. Open Art was paused in 2020 and 2021 due to the pandemic. In 2021 the gallery held two community exhibitions; ApArt, which enabled people showcase artwork they had created during the lockdowns, and Isolation, which featured art work by 5 local people who had been affected by cancer.
12.4 Provide opportunities for local schools to display their work at our sites	Part completed. Open Art is open to all ages. The Unravalled exhibition at Portland Basin Museum featured artwork by 3 local schools. The Common Strands pilot project resulted in a piece of artwork created in collaboration with pupils from Great Ashton Academy.
12.5 Continue to offer Arts Award for people aged 5-25 alongside our school workshops and as part of special projects	Completed. Arts Award continues to be offered and supported as part of projects across the service.

*Objective 13: Maintain and improve facilities at Portland Basin Museum*

<b>Action</b>	<b>Activity completed</b>
13.1 Revise the use of the wall space in the Learning Space and improve the appearance and functionality of the space	Part completed. The space was repainted during the Covid closure period, but there is still work to do to improve the space.
13.2 Improve facilities for recycling for school groups	Part completed. Staff sort recycling and take home due to having no black recycling bin onsite.
13.3 Change the film in the cinema area	Not completed. This will be carried forward to the new Forward Plan
13.4 Investigate funding opportunities to redevelop the Learning Space and surrounding agriculture and coal mining displays to better support education and events	Part completed. Plans have been drawn up by 24 Design as to how we could reuse the whole space. The next step is to explore funding options.
13.5 Investigate funding to conserve the waterwheel and improve the appearance of the wharf space	Not completed due to having to prioritise other tasks during the pandemic. It is a project that remains a priority for us and we plan to progress this and explore funding options over the next 3 years.

*Objective 14: Maintain Accreditation for all sites*

<b>Action</b>	<b>Activity completed</b>
14.1 Review this Forward Plan	Completed. The Forward Plan covered the period 2019-24. The Covid-19 pandemic had a significant impact on our plans and priorities. In addition the Accreditation scheme was paused, delaying our invitation to reapply by 3 years. The new plan covers 2024-28.
14.2 Review all policies by	Completed and ongoing. The process of reviewing all

their specified review dates and gain appropriate approval	policies and achieving governance for all policies is being followed.
14.3 Ensure the Documentation Procedures Manual and other working plans are kept up to date	Completed and ongoing
14.4 Process all new acquisitions within 28 days	Completed.

*Objective 15: Progress the work of Banish the Backlog*

<b>Action</b>	<b>Activity completed</b>
15.1 Progress the actions set out in the Documentation Plan	Part completed. The impact of the pandemic closures and working from home has meant we have been able to complete as much collections work as planned. Work is ongoing on this and curators spend approximately one day per week in stores.
15.2 Seek additional funding to conserve objects identified in the Care and Conservation Plan	Not completed – this will be an action in the new Forward Plan.
15.3 Recruit volunteers to assist with documentation work	Completed (and ongoing). As part of the Kickstart scheme, we had a funded Museum Assistant for 6 months whose main focus was assisting with documentation. The contents of around 70 boxes in stores were checked, photographed and objects re-boxed, as well as many other tasks. We also have a regular weekly volunteer who is helping with documentation tasks, among other things.

*Objective 16: Use the museum's collections in engaging ways.*

<b>Action</b>	<b>Activity completed</b>
16.1 Create a programme of exhibitions across all sites, projecting 18 months ahead	<p>Completed. Exhibitions have been delivered at both Portland Basin Museum and Astley Cheetham Art Gallery to appeal to a range of audiences. Exhibitions are planned for 12 -18 months ahead.</p> <p>Portland Basin Museum exhibitions mainly utilise the reserve collection with the aim of getting more objects out on public view, including the Manchester Regiment collection. Exhibitions have included Food Glorious Food; Soldiers' Stories; Toybox Tales and Step Back in Time.</p> <p>Astley Cheetham Art Gallery has settled into a cycle of 3-4 exhibitions a year; one collections-based; one Open Art and one or two local artists.</p> <p>We have also delivered outreach exhibitions. A display of Austin Hopkinson objects is at Ryecroft Hall in Audenshaw. The Cap and Dove project saw Chartist's House by Harry Rutherford displayed in Ashton town centre for a day.</p>
16.2 Use the natural history collections in exhibitions and	Completed. The collection features in an online exhibition on our TMBC website.

events as part of the Natural History Adventures fringe events	<p>Nature's Wonders exhibition opened at Portland Basin Museum in October 2020 to coincide with our reopening after Covid and remained on display for much of the following year due to subsequent regional restrictions and closures.</p> <p>The 'At One With Nature' exhibition at Astley Cheetham Art Gallery includes items from the natural history collection.</p>
16.3 Maximise the number of artworks on display at Astley Cheetham Art Gallery through use of moveable walls and investigate the feasibility of displaying artworks on the stairs	Part completed. A temporary wall was installed for the Local//Lokal photography exhibition. This wall was not moveable however and demonstrated the need for flexibility in future installations.
16.4 Investigate funding opportunities to work with partners / artists to use the museum and art collections to engage audiences	Part completed. Makers' commissions as part of our 2022 retail project were inspired by collections and the landscapes of the borough.
16.5 Ensure the continued use of the collections within our access and learning programme	<p>Completed.</p> <p>The Common Strands project drew inspiration from our ABC Wax collections.</p> <p>Peoplescape Theatre used museum objects as part of their workshops and performances with SEND schools.</p> <p>History workshops are set within the museum displays and make use of handling collections. A new 'History Mystery' box containing objects from the museum collections is available for schools to explore on site visits.</p> <p>Recipe book project with celebrity chef Adam Reed – our collection of recipe books were used as research for his local dish.</p> <p>School workshops link directly to artworks and objects in our collections where possible eg Harry Rutherford, Simeon Stafford, ABC Wax fabrics.</p>

*Objective 17: Ensure the safety of the collections*

<b>Action</b>	<b>Activity completed</b>
17.1 Implement recommendations from the security reviews	Part completed. There are still some
17.2 Investigate funding for more display cases at Portland Basin Museum	Part completed. A new large Click Netherfield case was installed in 2019. Display cases would be included as part of a potential funding bid to revamp the agriculture displays.
17.3 Review emergency plans for each site annually	Completed. These have been reviewed and continue to be reviewed periodically. Several staff have attended training sessions by Harwell both online and in person.
17.4 Monitor environmental	Completed and carried out quarterly.

conditions across all sites and stores	
17.5 Undertake collections reviews of the social history collection	Ongoing
17.6 Undertake valuations for the required parts of the collection every 5 years	Not completed. This has been delayed due to the pandemic and difficulties of getting companies onsite to quote. This will be an action on the new Forward Plan.

## 10 CONSULTATION AND ANALYSIS OF VIEWS

- 10.1 Our main consultation tool at Portland Basin Museum is an Audience Agency visitor survey. At Astley Cheetham Art Gallery there is a paper survey. Both are designed to find out who visits our sites and what they think of their visit, as well as understanding our audience demographics.
- 10.2 We listen to the comments made by our visitors about our sites and the services we offer, both through informal conversations with visitors and through visitor comments books.
- 10.3 Portland Basin Museum in particular attracts much positive feedback via Trip Advisor and we respond to these comments. We have received their Certificate of Excellence each year since 2012, meaning visitors have rated us an average of 4.5 out of 5. For this consistent achievement, we are in Trip Advisor's Hall of Fame. The museum is also consistently rated 'excellent' on Google reviews. We aim to raise the profile of Astley Cheetham Art Gallery on Trip Advisor and encourage more visitor reviews.
- 10.4 We make use of social media as a way of interacting with the public and promoting our activities. We regularly appear on the council's Facebook page and in 2022 we launched our 'In Tameside' Facebook and Instagram accounts. We regularly check mentions about our sites on-line through Google alerts.
- 10.5 The Council has undertaken consultation with the public to inform this Forward Plan via a survey available both on-line on the Council's website and off-line in printed format at Portland Basin Museum, Astley Cheetham Art Gallery, Tameside Local Studies Centre and posted out on request. We publicised this via social media, on the website, and via our In Tameside blog. The survey included questions asking respondents to say whether they had visited the museum, gallery and archive sites, what kind of activities and exhibitions they would like to see in the sites, and their priorities for our future work. There were 163 responses.
- 10.6 The table below summarises the consultation results:

Question	Responses
1. Have you visited the following museums or galleries?	Portland Basin Museum (91%) Astley Cheetham Art Gallery (45%) Tameside Local Studies and Archives (50%) None of the above (4%)
2. If you have never visited the museums or galleries, what is the reason for this?	I didn't know they existed (40%) I'm not interested in them (5%) I know about them but haven't got round to visiting yet (17%) I can't get there easily (7%)



	Other (17%)
3. What motivates you to visit a museum or art gallery?	<p>A place to learn about my local heritage (70%)</p> <p>Finding out about my family history (31%)</p> <p>A fun trip out (58%)</p> <p>A social place to meet with friends / family (38%)</p> <p>Education and learning (64%)</p> <p>To be inspired creatively (18%)</p> <p>Passing the time (21%)</p> <p>Researching my house or local area (25%)</p> <p>To find out more about the past generally (59%)</p> <p>Other (11%)</p>
4. What do you think the priorities should be for the next 3-5 years?	<p>Create a new Museum of the Manchester Regiment (40%)</p> <p>Make improvements to Astley Cheetham Art Gallery (25%)</p> <p>Make improvements to Portland Basin Museum (43%)</p> <p>Work more closely with communities (38%)</p> <p>Improve marketing of Tameside Museums and Galleries (48%)</p> <p>Increase events and activities at Tameside Museums and Galleries (58%)</p> <p>Other (18%)</p>
5. What would attract you to visit museums and galleries in the future?	<p>Changing exhibitions (60%)</p> <p>Local people's stories and community involvement (50%)</p> <p>Special events (50%)</p> <p>Activities for children (35%)</p> <p>Social space to meet (23%)</p> <p>Workshops for adults (38%)</p> <p>Other (15%)</p>
6. What exhibitions would you be interested in visiting?	<p>More exhibitions based on the borough's museum and art collections (58%)</p> <p>Local artists' work (46%)</p> <p>Manchester Regiment exhibitions (40%)</p> <p>Community-led exhibitions (39%)</p> <p>Exhibitions focussing on local history (70%)</p> <p>Exhibitions that tie in with national events (36%)</p> <p>Other (11%)</p>
7. What events would you be interested in attending?	<p>Local history themed events (67%)</p> <p>Learning a skill eg painting, crochet, screen printing (37%)</p> <p>Events aimed at children (35%)</p> <p>Drama events eg theatre performances, costumed characters (44%)</p> <p>Events linked to learning about the museum collections or artworks (52%)</p> <p>Other (9%)</p>
8. Would you like to see the following issues reflected in the work of Tameside Museums and Galleries?	<p>Environmental sustainability (44%)</p> <p>Community cohesion (42%)</p> <p>Celebrating diversity (29%)</p> <p>Health and wellbeing (44%)</p> <p>Armed forces and veterans (34%)</p> <p>The borough's identity (64%)</p>

9. How do you find out about exhibitions and events in Tameside's Museums and Galleries?	Tameside Council's website (23%) In Tameside website (15%) Social media (60%) Leaflets / posters (31%) E-news (6%) Local newspapers (26%) Word of mouth (46%) Other (11%)
Any other comments?	There were a variety of comments, some praising the current offer and others offering suggestions for improvements. Comments included: "Tameside's museums are a joy, wonderful places for our residents to visit." "Portland basin and Local Studies and Archives are services Tameside can be proud of- keep up the good work." "It feels to me that Tameside doesn't really prioritise culture, which is a real shame as it makes a big difference as to how residents feel about the council and their community." "I don't think exhibitions and events are advertised well enough". "Local museums are a great source of history and education for children" "Why do we visit an area? It's usually for its culture, more money needs putting into this department to bring people here, cos they're not coming for the shops anymore."

10.8 People felt the priorities for the service for the next 3-5 years should be to increase events and activities and to improve the marketing of the venues and events. People want to see exhibitions that focus on local history and that are based on the borough's museum and art collections. They are interested in seeing more of a focus on the borough's identity, as well as environmental and health and wellbeing. The most popular way people find out about our museums and galleries is via social media, followed by word of mouth, and leaflets and posters.

10.9 The Forward Plan has also been developed with staff across the service. A Front of House training day included asking staff about the strengths, weaknesses, opportunities and threats to the service and what they would like to see happen across the sites. These views have informed the SWOT analysis and have fed into the action plans. The ideas and inputs of other staff across the service have also been included following staff meetings and planning sessions.

## 11 RESOURCE PLAN

### 11.1 Financial resources

11.1.1 We draw in funding from various external sources to deliver programmes of work while the core budget from Tameside Council covers staffing and other costs. It is anticipated that this trend will increase in the future.

11.1.2 Since 2019, we have successfully obtained over £122,000 of external funding. Funders have included Arts Council England, Museum Development North West and AMOT. We plan to build on this and continue to seek new funding to enable us to deliver exciting and innovative projects at all of our sites and in the local community.

11.1.3 We have partnered with several external organisations since 2019, such as Peoplescape Theatre and interference-art, and we have benefitted from being named partners on their funding bids. These have enabled us to further our own audience development aims at no financial cost to the council.

11.1.4 As part of Tameside Cultural Services, we work closely with the Arts and Engagement team who work extensively on generating income through external grant applications and commissioning works. We benefit from this connection in many ways, such as the programming of events and children’s theatre in museum and gallery venues.

11.1.5 The table below shows the Museums and Galleries revenue budget for 2023/24.

Staffing Costs	£340,850
Exhibitions, interpretation and marketing	£14,870
Events, activities and education facilitators	£13,500
Maintenance costs, travel, telephones, licences, subscriptions (NB heating, lighting, improvement works come from a different council department budget)	£6,970
Income target from education, activities and donations	-£17,220
<b>Total</b>	<b>£358,970</b>

11.1.6 The table below shows the Museum Trading Account (museum shop) budget for 2023/24

Budget	£10,000
Income target	-£21,330
<b>Total</b>	<b>-£11,330</b>

## 11.2 Staffing resources

11.2.1 The table below summarises the staff working at across the Museums and Galleries as at August 2023.

Staffing Resource	Hours per week
Museums Manager	29 hours
Operations and Business Manager	36 hours (works across Cultural Services)
Curator	36 hours
Assistant Curator	36 hours
Technician	36 hours
Visitor Services Manager	36 hours
Front of House attendants x 9	Part time hours totalling 4 full time equivalents
Education Manager (part of Arts and	30 hours (allocating approx. 7 hours per week

Engagement service)	for Museums and Galleries work)
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## 12 SERVICE AIMS, OBJECTIVES AND ACTION PLANS FOR 2023-2028

12.1 Our key aims are to provide:

- a) **Access to Services:** Ensure that all our sites are accessible, sustainable and friendly, with the highest standards of customer care.
- b) **Access to the Community:** Respond to the needs and demands of the local community and to participate in the life of Tameside, contributing to the cultural, social and economic activity of the borough.
- c) **Access to Learning:** Offer visitors enjoyable, inspirational and educational experiences.
- d) **Access to Collections:** Care for, document and develop the borough's collections and interpret them in imaginative and engaging ways.

### 12.2 Key Objectives

12.2.1 We have sixteen objectives that fall under the themes of our key aims. These objectives and the actions to achieve them are set out in our Action Plans – **see Appendix 1**.

### 12.3 Action Plans

12.3.1 Certain assumptions have been made in costing the following activities; that the museums revenue budget will be maintained at 2023/24 levels, that staffing will remain at 2023/24 levels and that the staffing structure will be unchanged. Work will be funded using revenue funding unless otherwise specified ie capital funding has been requested or grant funding will be sought.

12.3.2 We are also required to meet actions set out in the Operations and Neighbourhoods Business Plan and annual KPIs, which are reported to the Council quarterly and reviewed annually. These actions are included in the action plans below.

12.3.3 Several of the actions are carried over from the previous Forward Plan, as they could not be completed in the timeframe due to the Covid-19 pandemic.

## 13 MONITORING AND REVIEW

13.1 The Forward Plan will be the basis for the next five years for developing new programmes for work and for bidding for new sources of income. The proposals in the plan will be monitored annually, and the full plan reviewed in 2028.





## Appendix 1: Tameside Museum Service: Forward Plan action plans

**Key Aim 1: Access to Services: Ensure that all our sites are accessible, sustainable and friendly, with the highest standards of customer care**

Objectives	Actions	Lead Person	Estimated Cost	Source of Funding	Timescale	Performance Measurement
1. Ensure access for all visitors to museums and galleries sites and services	Continue to support the Manchester Regiment collection	Museums Manager	£	Museum budget and external funding bids	Ongoing	Collection is accessible
	Support the installation of a lift at Astley Cheetham Art Gallery	Museums Manager	£	Stalybridge Capital Regeneration funding	By 2025	A lift is installed
	Maximise opportunities to work with external and internal partners to bring additional activity into the museums and galleries	Museums Manager	£	Museum budget or external funding as opportunities arise	Ongoing	New events and activities are programmed
	Increase accessibility for diverse audiences as set out in our Access Action Plan	Museums Manager, Curators	£	Museum budget or external funding	By end 2025	Access Action Plan is completed
	Maintain VAQAS for all sites	Museums Manager	£500	Museum budget	Annually	Both sites pass VAQAS assessments
2. Ensure that all sites demonstrate the highest levels of customer care	Ensure council-wide online training is completed by all staff	Museums Manager	£0	Staff time	By deadlines set	Online learning is all completed
	Complete annual development reviews and	All managers	£0	Staff time	Annually	ADRs are completed for all

	progress agreed training					staff
	Ensure Casual register is maintained in relation to service needs	Museums Manager	£	Museum budget	As required	Museum have sufficient Casual staff to call upon
	Monitor absence levels	Operations and Business Manager	£0	Staff time	Weekly	Absence levels are at a minimum
	Respond to comments on Trip Advisor	Visitor Services Manager	£0	Staff time	Weekly	All comments are responded to and action taken as required
	Monitor feedback from visitors and VAQAS regarding the visitor welcome	Museums Manager	£0	Staff time	Ongoing	Action taken as required
	Provide training for staff to support a wide range of visitors (including Dementia Friends training, I'm a Teenager, Autism and neurodiversity awareness training)	All managers	£500	Museum budget	By end 2024	Staff are trained and feel confident interacting with visitors
3. Create opportunities for income generation	Continue to seek new suppliers and review stock at Portland Basin Museum to ensure retail income targets are met	Operations and Business Manager	£10,000	Museum Trading account budget	Ongoing	Museum shop sells a popular range of stock and our income target is met
	Explore options for income generation through events, activities and venue hire	Museums Manager	£	Staff time	Ongoing	Museums and galleries are financially

	Create a retail space with new till at ACAG as part of redevelopment	Museums Manager	£3000 – fit out, till system, stock	External funding / museum budget	End 2025	sustainable The gallery is a destination to buy unique art
	Increase revenue generated through Art UK shop sales by increased marketing, blog posts on ArtUK and look into copyright of more works	Curators	£0	Staff time	End 2024	More income is generated via ArtUK
	Increase targeted marketing of loan boxes to schools, care homes and groups	Museums Manager	£100 – printing of leaflet	Museum budget	Mid 2024	Increase in bookings
	Add podcast recordings to loan boxes to act as guides to the objects to increase bookings to care homes	Curators	£3000 – freelancer costs	External funding	End 2025	Podcasts are recorded, edited and part of boxes
	Research the options for card and contactless donations boxes at PB and ACAG	Museums Manager	£500 per year contract fee	Museum budget	End 2025	Sites have contactless donation points and donations increase
	Quarterly budget monitoring meetings with finance to make sure on track with income and expenditure	Museums Manager	£0	Staff time	Ongoing	Museum income and expenditure is within budget

**Key Aim 2: Access for the Community: Respond to the needs and demands of the local community and to participate in the life of Tameside, contributing to the cultural, social and economic activity of the borough.**

Objectives	Actions	Lead Person	Estimated Cost	Source of Funding	Timescale	Performance Measurement
4. Support a sustainable environment	Develop the Wharf Garden to create a community nature and wellbeing space	Curators	£10,000	External funding	End 2027	Wharf space is turned into a useable space
	Provide opportunities for recycling around the museum	Museums Manager	£200	Council departments	End 2023	Waste material is recycled
	Promote cycling and walking routes around Portland Basin – promote via QR codes on posters	Museums Manager	£0	Staff time	End 2023 and ongoing	Visitors are aware of cycling and walking routes
	Continue to be a litter hub at Portland Basin and support local tidy up initiatives	Museums Manager	£50	Staff time	Ongoing	Portland Basin vicinity is cleaner and more welcoming
	Reduce plastic items for sale in the museum shop	Business and Operations Manager	£0	Museum trading account	Ongoing	There are less plastic items in the shop and stock is from sustainable suppliers
	Reuse and repurpose materials around the museum and gallery where possible	Technician	£0	Staff time	Ongoing	There is less waste produced in exhibitions and displays
	Keep repainting of gallery walls to a minimum	Technician	£0	Staff time	Ongoing	Walls are only painted where necessary so less toxins from paint



						plus cost saving
5. Improve marketing of the Museums and Galleries	Continue to create and deliver a six-monthly marketing plan	Museums Manager	£0	Staff time	Every 6 months	Marketing plan actions are completed
	Install publicity for our venues on our building exteriors, subject to planning consent	Museums Manager	£2,000	Museum budget	End 2027	Banners or A boards are installed
	Build on In Tameside website including improving event search function	All staff	£5,000	External funding	End 2026	Website is expanded
	Review TMBC website pages and integrate better with In Tameside website	Museums Manager	£0	Staff time	End 2023	Visitor experience of finding out information is enhanced
	Create selfie opportunities around the museum using In Tameside branding to promote web and social media channels	Curators	£200	Museum budget	Summer 2024	More web visits and social media followers
	Increase social media followers by reviewing and implementing our social media planner	Curators	£0	Staff time	Quarterly and ongoing	More social media followers on Facebook and Instagram
6. Reach non-visiting audiences	Progress actions set out in our Audience Development Plan	Museums Manager	£various projects	Museum budget / external funding	Ongoing	Action plans are completed and reviewed
	Use results from audience surveys to highlight non-	Museums Manager	£	Staff time	Annually	Non-visitors are identified and

	visiting audiences					used to inform Audience Development Plan updates
	Create heritage trail from Ashton centre to Portland Basin and Local Studies based on museum collections	Curators	£9,000	UKSPF	By end March 2024	Increase in visitors to museum from town centre
	Create promotional museum and gallery leaflet to direct-mail to schools, care homes and other settings out of borough	Museums Manager	£800 – leaflets	Museum budget or part of a funded project	By end 2024	Increase in new visitors to sites
	Create pop-up displays in non-museum venues in the borough	Museums Manager	£1,500	Part of a funded project	By end 2026	Pop-up exhibitions have been created
	Continue to support on Ashton Market Gallery exhibitions with Arts and Engagement team	Curators	£0	Staff time	Ongoing	Market Gallery exhibitions are installed
	Create a focus group of visitors and non-visitors	Museums Manager	£1,000 - £5,000 depending on parameters	Funded project / museum budget	By end 2026	Feedback is obtained to help inform Audience Development Plan
7. Increase visitors to Astley Cheetham Art Gallery	Refurbish the gallery, improve lighting and increase display space	Museums Manager	£costed by FM	Stalybridge Capital Regeneration funding	By end 2026	Gallery refurbished and visitor numbers increase

	Support the development of a cultural quarter in Stalybridge including the library and gallery with new lift installed	Museums Manager	£	Stalybridge Capital Regeneration funding	By end 2026	Gallery is at the heart of marketing and signage
	Maximise opportunities for events and activities at the gallery with Arts and Engagement team and other council initiatives in the town	Museums Manager	£0 – 1,000	Internal budgets / external funding	Ongoing	A varied programme of activities are held attracting new audiences
	Build up the Trip Advisor page and encourage reviews	Visitor Services Manager	£0	Staff time	By 2025 (depending on gallery refurb)	The gallery becomes top place to visit in the town
	Create a programme of exhibitions including collections, local and regional artists and local students	Curators	£500 - 1000 annually	Museum budget	Ongoing	Visitor numbers increase
8. Ensure that our Museums and Galleries are seen as safe, inclusive and welcoming places for all	Complete Health and Safety audits for each site and risk assessments for all activities and events	Operations and Business Manager	£0	Staff time	Ongoing	Risk assessments and audits are up to date
	Make improvements to accessibility information on our websites using the Vocal Eyes guidance	Museums Manager	£0	Staff time	By summer 2024	Websites contain information to aid visitors
	Apply for funding to develop Common Strands project	Curators	£20,000	External funding	By mid 2024	Project continues and toolkit is

	around black history to create toolkit of resources for schools to use and add interpretation around Portland Basin Museum					produced for schools
	Review interpretation relating to the industrial gallery to reflect the impact and legacy of the slave trade and empire	Curators	£1000 new text panels	Museum budget	By mid 2024	New text panels are created for the cotton displays
	Create a visual story for Astley Cheetham Art Gallery and publish online	Education Manager	£0	Staff time	By 2026 (following refurbishment)	A visual story is published online
	Create trails for adults, highlighting objects around Portland Basin Museum	Education Manager	£500 design and print	Museum budget	By end 2024	Trails are produced
	Create a welcome wall at Portland Basin Museum	Museums Manager	£800	Museum budget	By end 2024	Welcome wall is created

**Key Aim 3: Access to Learning: offer visitors enjoyable, inspirational and educational experiences.**

Objectives	Actions	Lead Person	Estimated Cost	Source of Funding	Timescale	Performance Measurement
9. Provide opportunities for early years and children across the sites to support the best start in life	Increase hand-on opportunities for visitors to engage with collections on display through interactives eg objects to handle, smells, etc	Curators	£1,000	Museum budget	By end 2024	Feedback from visitors that museum is engaging for children
	Maintain under 5s play area	Technician	£200 paint and	Museum budget	Ongoing	Area is well

	at Portland Basin Museum		new toys			maintained and well used
	Support Young Carers by organising an artist for their weekly sessions	Education Manager	Income generating	Museum budget	Ongoing	An artist delivers regular workshops to Young Carers
	Increase targeting marketing of our offer to early years audiences eg nurseries, soft play centres	Museums Manager	£100 posters	Museum budget	By mid 2024	Increase in visitor numbers
	Build links with local colleges to deliver joint projects to raise profile of cultural services	Museums Manager	£0	Staff time / museum budget / external funding	Ongoing	Projects with colleges are completed
10. Support school visits across all sites	Add pre- and post-visit ideas to the schools workshop outlines on the In Tameside website	Education Manager	£0	Staff time	By mid 2024	Resources are available for schools online
	Create a SEND education webpage – liaise with schools to find out what they need from us	Education Manager / Museums Manager	£0	Staff time	By end 2024	A webpage is created
	Create sensory, tactile, hands-on resources for SEND schools	Education Manager	£500	External funding	By end 2024	Resources are available
	Seek funding to redevelop agriculture and coal mine area at Portland Basin Museum to create a bigger more flexible learning space	Museums Manager	£100,000	External funding	By end 2027	The learning space area is redeveloped



	for schools and events					
	Host teacher network meetings and events	Education Manager	£0	Staff time	Ongoing	Teacher network events are held and well attended
	Continue termly e-newsletter to schools in Tameside and extend to non-Tameside schools	Education Manager	£0	Staff time	Ongoing	Newsletters are sent out termly
	Create self-led gallery resources to support self-led school visits	Education Manager	£500	Museum budget	By end 2027 (gallery revamp)	Increase in visitor numbers
11. Provide opportunities for people to fulfil their potential and for supporting activity in older age	Programme I Made It adult art classes throughout the year	Education Manager	£1,200	Museum budget	Ongoing	Classes are programmed and generate income
	Offer Open Art exhibition each year and other artist opportunities to display works	Curators	£500	Museum budget	Annually	A range of exhibitions are held
	Create reminiscence 'backpack' style resources to help support people with dementia on museum visits	Museums Manager	£5000 (including artist time and resources)	External funding	End 2025	Backpacks are created
	Support volunteers and placements where possible	Museums Manager	£0	Staff time	Ongoing	The museum supports a regular volunteer and has 1-2 placements per year
12. Maintain and improve facilities	Work with Tameside College students to create a	Curators	£1000 (cost of new projector)	External funding	End 2023	A new film is produced

at Portland Basin Museum	new film in the cinema area					
	Create new sounds and voiceovers on the 1920s street	Museums Manager	£6000 (including artist time and resources)	External funding	End 2025	New audio is available on the 1920s street
	Add more sensory additions to the displays eg smells and interactives	Museums Manager	£5000	External funding	End 2025	The displays are more interactive for all ages
	Upgrade the toilet sanitary ware, taps and flooring	Museums Manager	£££	Sanctuary Housing	End 2028	Facilities are modernised

**Key Aim 4: Access to Collections: Care for, document and develop the borough's collections and interpret them in imaginative and engaging ways.**

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Objectives	Actions	Lead Person	Estimated Cost	Source of Funding	Timescale	Performance Measurement
13. Maintain Museum Accreditation for all sites	Review the Forward Plan and other policies by their review dates and gain appropriate approval	Museums Manager	£0	Staff time	Ongoing	Governance for policies is on place
	Ensure the Documentation Procedures Manual and other working plans are kept up to date	Museums Manager	£0	Staff time	Ongoing	Policies and plans are reviewed by their review dates
	Process new acquisitions within 28 days	Curators	£0	Staff time	Ongoing	Collections are well managed and no new backlogs are built up

14. Progress collections development work	Progress the actions set out in the Documentation Plan	Curators	£0	Staff time	Ongoing	Collections are well managed
	Seek additional funding to conserve objects identified in the Care and Conservation Plan	Curators	Cost varies per object	External funding	Ongoing	Condition of the collection is improved and more items are able to be displayed
15. Use the museum's collections in engaging ways	Create a programme of exhibitions across all sites, projecting 18 months ahead	Curators	£2000	Museum budget	Ongoing	Exhibitions are planned and delivered
	Get the Portland Basin waterwheel working again as part of wharf garden plans	Curators, Museums Manager	£25,000	External funding	End 2027	Waterwheel is working again
	Add more collections information to the website, with QR codes links displayed on the 1920s street eg for objects in the pawnbroker's window	Curators	£200	Museum budget, staff time	End 2024	Visitors can find out more information about objects on 1920s street
	Seek funding for more display cases at Portland Basin Museum to enable safe access to more collections	Museums Manager	£80,000	External funding	End 2027	More and varied collections are on display eg natural history, military
	Start object handling sessions led by Front of House	Visitor Services Manager, Curators	£0	Staff time	Summer 2024	Object handling sessions take place

	Apply for funding to conserve Sidley painting as part of arts project and exhibition at Astley Cheetham Art Gallery	Curators	£15,000	External funding	End 2027- after gallery building work complete	Sidley portrait is conserved and hung in gallery and arts project done
	Create displays of the Manchester Regiment collection at Portland Basin Museum and online	Curators	£0	Staff time	Ongoing	Manchester Regiment collection remains visible
	Apply for funding for a new 'Men behind the Medals' website with more modern design, better search facilities and the ability to edit it ourselves	Curators	£15,000	External funding	By end 2027	New website launches with better search facility and updated information
16. Ensure the safety of the collections	Implement findings from the security reviews	Museums Manager	£to be costed	Museum budget	Depends on other council departments	Action plan is completed
	Undertake updates to the valuations of the collection	Museums Manager	£8,000	Museum budget	By end 2025	Collection valuations are up to date
	Review emergency plans for each site annually and test out emergency plans	Museums Manager	£600 for Harwell training day	Museum budget	By end 2023 and review annually	Emergency plans are up to date and staff are trained
	Monitor environmental conditions across all sites and stores	Technician	£0	Staff time	Quarterly, ongoing	Environmental conditions are monitored and stable
	Monitor pests in sites and	Curators	£200	Museum budget	Monthly,	Collections are

	stores			and staff time	ongoing	kept free from harmful pests
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# Accreditation

## Collections Development Policy

### Tameside Museums and Galleries

## 1. Relationship to other relevant policies/plans of the organisation:

1.1. The museum's statement of purpose:

*“A dynamic, engaging and responsive Museum Service that celebrates the people and places of Tameside, ensuring a meaningful and enjoyable experience for all.”*

Tameside Museums and Galleries are owned and governed by the local authority, Tameside Metropolitan Borough Council. The Museum Service was established in 1974. Prior to that date there was only one art gallery in the Borough, the Astley Cheetham Art Gallery. All services are operated directly by Tameside MBC. The Council are also custodians of the collection held in trust by the Trustees of the Manchester Regiment in relation to the loan agreement established in 1987.

Tameside Museums and Galleries Service comprises the following sites:

- Portland Basin Museum (Ashton-under-Lyne)
- Astley Cheetham Art Gallery (Stalybridge)
- The Manchester Regiment collection

The Museums Manager is the Chief Officer of the Museums and Galleries Service and reports to the head of Cultural and Customer Services who in turn reports to the Assistant Director for Operations and Neighbourhoods who in turn reports to the Director for Operations and Neighbourhoods who in turn reports to the Leader and Chief Executive of the Council.

This reporting structure also includes a range of elected members who sit within the Executive Cabinet and are responsible for areas such as Economic Growth, Employment and Housing, Lifelong Learning, and Neighbourhood Services. Finally, this structure includes reporting to third parties such as the Manchester Regiment Advisory Committee and other bodies as deemed appropriate.

This policy sets out the collecting policy of Tameside Museums and Galleries, including an overview of what is already held in the collection and areas for future collecting. It sits alongside the Museum's Forward Plan, the Documentation Plan, the Documentation Procedural Manual and the Care and Conservation Policy.

1.2. The governing body will ensure that both acquisition and disposal are carried out openly and with transparency.

1.3. By definition, the museum has a long-term purpose and holds collections in trust for the benefit of the public in relation to its stated objectives. The governing body therefore accepts the principle that sound curatorial reasons must be established before consideration is given to any acquisition to the collection, or the disposal of any items in the museum's collection.

1.4. Acquisitions outside the current stated policy will only be made in exceptional circumstances.

1.5. The museum recognises its responsibility, when acquiring additions to its collections, to ensure that care of collections, documentation arrangements and use of collections will meet the requirements of the Museum Accreditation Standard. This includes using Spectrum 5.0 primary procedures for collections management. It will take into account limitations on collecting imposed by such factors as staffing, storage and care of collection arrangements.

- 1.6. The museum will undertake due diligence and make every effort not to acquire, whether by purchase, gift, bequest or exchange, any object or specimen unless the governing body or responsible officer is satisfied that the museum can acquire a valid title to the item in question.
- 1.7. In exceptional cases, disposal may be motivated principally by financial reasons. The method of disposal will therefore be by sale and the procedures outlined below will be followed. In cases where disposal is motivated by financial reasons, the governing body will not undertake disposal unless it can be demonstrated that all the following exceptional circumstances are met in full:
- the disposal will significantly improve the long-term public benefit derived from the remaining collection
  - the disposal will not be undertaken to generate short-term revenue (for example to meet a budget deficit)
  - the disposal will be undertaken as a last resort after other sources of funding have been thoroughly explored
  - extensive prior consultation with sector bodies has been undertaken
  - the item under consideration lies outside the museum's established core collection

## 2. History of the collections

The collections of Tameside Museums and Galleries Service fall into several categories:

### **2.1 Astley Cheetham Collection:**

Astley Cheetham Art Gallery opened in 1932, following a donation of money for the building of a library and art gallery in 1910 by the Cheetham family of Stalybridge. The gallery displayed the art collection bequeathed to the Stalybridge Corporation by J.F Cheetham and his wife Beatrice Emma Astley. The collection was bequeathed with certain conditions attached, preventing any artworks being sold. The collection consists of many well-known Victorian artists and also a number of works by early European masters. The collection has since been added to and now comprises over 1000 paintings, drawings and sculptures. The collection continues to be displayed at Astley Cheetham Art Gallery in a changing programme of exhibitions.

### **2.2 Harry Rutherford Collection:**

Alongside the Astley Cheetham Collection, Tameside also cares for 150 paintings and sketches by Harry Rutherford. Rutherford was a local artist and a contemporary and friend of LS Lowry. The collection has been acquired through donations from family members and also a local collector, who has loaned and donated several paintings from his collection.

The collection was displayed as part of temporary exhibitions at Central Art Gallery throughout the 1990s and 2000s before being housed in its own gallery inside Hyde Library between 2008 and 2012. Following the relocation of Hyde Library in 2012, one of the exhibition rooms at Central Art Gallery was given over to a permanent display of Rutherford works. Central Art Gallery closed in February 2019 and the Rutherford collection is currently in storage. The plan is for a new permanent Rutherford Gallery to be established as part of the new Museum of the Manchester Regiment when it reopens.

### **2.3 Social and Industrial History Collection:**

The social history collection began life at Astley Cheetham Art Gallery during the 1930s. The gallery took in donations of collections from local collectors, such as the Radcliffe collection of around 140 Ancient Egyptian, Roman and Greek items. These had been purchased at auctions by a local mill manager, Norman Bramley Radcliffe, and donated to the gallery by his widow in the 1930s.

Another notable donation was a set of six Chippendale chairs which came via the Art Fund in the 1950s following the dispersal of items from the home of Mr Ernest Edward Cook, grandson of travel agent founder Thomas Cook. The contents of his home were shared among galleries around the country as part of his bequest.

The borough's collection of civic silver is included in this collection. It consists of candelabra, historic mayoral chains, cups and trophies, ceremonial trowels and other items brought together from the nine towns of Tameside when the borough was formed in 1974.

The majority of items in the social history collection have 1978 accession numbers, meaning that a bulk accessioning of existing items took place during this year. The provenance and date of donation for some of the objects is unknown.

The collection was expanded in the 1970s when the idea to create Portland Basin Museum was conceived, and again in the 1990s when the museum was redeveloped. Large items of machinery from local companies were actively collected, as were items to fill the museum's 1920s street.

#### **2.4 *Natural History Collection:***

This collection also started life at Astley Cheetham Art Gallery, with a donation of 3,300 shells from the family of local collector Charles Moore. Added to the collection in 1951 were 2,680 pressed plants collected by W. Whitehead and J.E. Sutherland. A geology collection of around 500 locally found rocks and fossils was donated to the gallery by the family of collector Robert Jackson in 1933. 180 mosses collected by Jethro Tinker in the mid-1800s were originally stored at a museum that used to be situated in Eastwood Park but documentation shows that these were found in a poor condition and were transferred to the council's collection at an unknown date. There is also a small collection of birds' eggs and butterflies.

#### **2.5 *Manchester Regiment Collection:***

The collection was brought together from Regimental property (chattels) and donations in 1934 in Ladysmith Barracks, Ashton-under-Lyne, which was a serving Army Barracks and the Regimental Headquarters and Depot of the Manchester Regiment. The original purpose of the collection was to instil a sense of 'esprit-de-corps' or 'sense of identity' in the Regiment's new recruits. When the barracks were closed in the 1960s, the museum's collection was loaned to Manchester City Art Galleries and displayed /stored in Queen Park, Harpurhey, Manchester.

The Regiment's archive collection was deposited with Manchester Central Library. In 1987 both collections came back to Tameside and the museum opened in Ashton-under-Lyne. The Archive was then held in Stalybridge Library and in 2005 it was moved to a purpose built Local Studies and Archives Centre in Ashton-under-Lyne. Captain Bob Bonner, Chairman of the Regimental Advisory Committee, was instrumental in bringing the collections to Tameside and he remained a key figure in the museum until his retirement in 2015. The museum staff now report to Colonel Chris Owen who meet regularly with the Museum Manager for updates on the collection, its management and development.

The Manchester Regiment collection has been on loan to Tameside Council since 1987 from the Duke of Lancaster's Regiment and so any new donation forms part of this loan.

### **3. An overview of current collections**

The current collections fit within the statement of purpose of collecting the cultural heritage and visual arts of the borough.

#### **3.1 *Astley Cheetham collection:***

This is an area of strength within Tameside's collections and it is widely acknowledged as being one of the finest collections in the Northwest. Collection highlights include very early paintings of Italian, Flemish and Spanish schools from the thirteenth, fourteenth and fifteenth century. There are also important paintings by David Cox, J. Danby, William Collins, G.F. Watts and J.M.W. Turner and watercolours by Edward Burne-Jones, Samuel Prout, Edward Duncan and Richard Bonnington.

### **3.2 *Harry Rutherford collection:***

There are 150 works by Rutherford in the collection, including paintings, drawing and sketches. Rutherford painted everyday life in his hometown of Hyde and the majority of his works depict local people, places and industries. The key artworks from this collection (Mill Girls and Northern Saturday) have been on public display between 2008 and 2018.

### **3.3 *Social and Industrial collection:***

The collection consists of objects that reflect the life and work of people living in Tameside, mostly from the past 200 years. Domestic items include costume, sport related objects, childhood toys, furniture, religious items, commemorative items and kitchenware. There are also objects related to local building plus archaeological finds. The industrial collection includes items such as locally made Jones sewing machines, items from cotton mills and coal mines, memorabilia connected to Robertsons Jam, bottles from local breweries, and printing machinery, to name but a few. Several large items of machinery are on display at Portland Basin Museum, including a National Gas engine, nail making machines and machines used in the hatting industry. There is also an important collection of donkey stone making equipment from Ashton based company Eli Whalley, which was the last manufacturer of donkey stones in the country. Two key items in the collection are the Chartist Bell, which was rung in Hyde in 1848 to bring together a meeting of local Chartists, and the Cotton Queen dress, which was worn by the North West's first Cotton Queen in 1930.

It is worth noting here the museum's small but interesting collection of Native American artefacts that unfortunately has little provenance. This consists largely of clothing and accessories such as a Sioux jacket, moccasins, bags and beaded gauntlet style gloves. This collection merits further research and its care, management and any display interpretation would be done sensitively and in accordance with guidelines established by organisations such as the Museum Ethnographers Group.

The collection totals around 18,000 objects including natural history. There are approximately 1700 items with temporary numbers still to be processed. In addition to this there are some archaeological collections that have been bulk accessioned, including finds from Denton Hall, Dukinfield Hall, Haughton Green glassworks and Buckton Castle. In 2018-19, the Museum Service received support from Museum Development North West's 'Banish the Backlog' programme in devising a plan of action to tackle the backlog. Between February and August 2022 the museum service had a 'Kickstart' placement largely working in the museum stores on the inventory of the social and industrial collections.

### **3.4 *Natural History collection:***

The collection consists of 3,300 shells, 2680 plants and mosses, 150 birds' eggs, 120 butterflies and 500 rocks and fossils. The only addition to this collection has been a collection of shells donated in 2003. Offers of natural history with a local connection would be considered, within the parameters of this collecting policy.

### **3.5 *Manchester Regiment collection:***

The collection has over 12,800 objects, including 400 items of uniform and over 800 medal groups, including six Victoria Crosses. Additionally, the collection incorporates silverware, paintings, firearms, edged weapons, musical instruments and other items of military equipment such as personal carrying equipment and campaign furniture. Of the 12,800 objects, 4,000 have temporary numbers listed on an Access database. In 2018-19, the



Museum Service has received support from Museum Development North West's 'Banish the Backlog' programme in devising a plan of action to tackle the documentation backlog.

#### **4. Themes and priorities for future collecting**

4.1. Three collecting themes have been prioritised:

- *Celebrating Tameside and its people* - collecting material representing Tameside's history, achievements and encouraging pride in the borough and by acquiring works of art from local contemporary artists to recognise creativity in the borough.
- *Celebrating cultural diversity and increasing cultural representation* – acquiring material that is representative of, relevant and/or of interest to the diverse communities living within the borough, including from black and minority ethnic groups, to ensure that their contribution to the heritage within the borough is recorded.
- *Develop the depth, breadth and significance of the collections* -
  1. Acquiring important examples of fine art which relate to the current fine art collections.
  2. Acquiring items for the social history collection that cover geographical areas currently under-represented in the collection specifically Audenshaw, Mottram-in-Longdendale, Mossley and Droylsden.
  3. Acquiring items relating to contemporary local industry.
  4. Contemporary collecting of social history.
  5. Acquiring items which relate to the history of the Manchester Regiment in areas that are currently under-represented (pre 1881 and post 1945 items; materials relating to Service Battalions and Territorial Battalions during the course of their history; material relating to Home Guard Units affiliated to the Manchester Regiment; material that portrays the experiences of women and children associated with the Manchester Regiment; material that portrays the experiences of Tameside personnel associated with the King's Regiment and the Duke of Lancaster's Regiment.)

4.2. Objects continue to be offered on a regular basis, in particular social history items and items for the Manchester Regiment collection. For the past decade, collecting has been passive and almost entirely in response to items offered. The ambition is to take a more active approach to collecting, especially with regards to the industrial history collection, There are many local companies, historical and contemporary, that are unrepresented in the collection.

#### **5. Themes and priorities for rationalisation and disposal**

- 5.1 The museum recognises that the principles on which priorities for rationalisation and disposal are determined will be through a formal review process that identifies which collections are included and excluded from the review. The outcome of review and any subsequent rationalisation will not reduce the quality or significance of the collection and will result in a more useable, well managed collection.
- 5.2 The procedures used will meet professional standards. The process will be documented, open and transparent. There will be clear communication with key stakeholders about the outcomes and the process.
- 5.3 Over the next five years, the Museum Service wishes to undertake a collections review of the social and industrial history collections. For example, there are 50 boxes of bottles, many of which are duplicated or have no provenance. The aims are to reduce the number of duplicate items without provenance, identify items with no local connection and identify

areas to develop through active collecting. This process will also help identify items for conservation. The museum will be looking for funding and advice to support this aim.

5.4 As part of the 'Banish The Backlog' documentation work an inventory is being carried out of two particular off-site storage areas containing social and industrial history items. This also includes highlighting potential items for disposal.

5.5 The recommendations of a furniture review carried out in 2013 remain to be acted upon so this will be a priority for action.

## **6 Legal and ethical framework for acquisition and disposal of items**

6.1 The museum recognises its responsibility to work within the parameters of the Museum Association Code of Ethics when considering acquisition and disposal.

## **7 Collecting policies of other museums**

7.1 The museum will take account of the collecting policies of other museums and other organisations collecting in the same or related areas or subject fields. It will consult with these organisations where conflicts of interest may arise or to define areas of specialism, in order to avoid unnecessary duplication and waste of resources.

7.2 Specific reference is made to the following museum(s)/organisation(s):

- Members of the Greater Manchester Museums Group (GMMG)
- Members of the Manchester Museums consortium
- Members of the Army Museums Ogilby Trust

7.3 Museum staff will not accept material for transfer to other collections. Where material is deemed more relevant to another collection the donor will be informed of the most appropriate museum or other repository by curatorial staff.

## **8 Archival holdings**

8.1 The museum does not hold or collect any archival items relating to local history. Archival items relating to local history and to the Manchester Regiment are collected and cared for by Tameside Local Studies and Archives Centre, also run by Tameside MBC, and offers of new donations are directed there.

## **9 Acquisition**

### **9.1 The policy for agreeing acquisitions is:**

Offers of objects are directed to the Curator or Assistant Curator and are discussed within the museum team. A decision is made whether to accept the items or decline them, in line with Section 4 of this policy. Items offered for sale are generally declined, unless funding can be sought to cover the cost of the purchase. Donations with conditions attached would be considered on a case by case basis and, if necessary, legal advice would be sought. The museum recognises its responsibility, in acquiring additions to its collections, to ensure that care of collections, documentation arrangements and use of collections will meet the requirements of the Accreditation Standard. It will take into account limitations on collecting imposed by such factors as staffing, storage and care of collection arrangements.

- 9.2 The museum will not acquire any object or specimen unless it is satisfied that the object or specimen has not been acquired in, or exported from, its country of origin (or any intermediate country in which it may have been legally owned) in violation of that country's laws. (For the purposes of this paragraph 'country of origin' includes the United Kingdom).
- 9.3 In accordance with the provisions of the UNESCO 1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property, which the UK ratified with effect from November 1 2002, and the Dealing in Cultural Objects (Offences) Act 2003, the museum will reject any items that have been illicitly traded. The governing body will be guided by the national guidance on the responsible acquisition of cultural property issued by the Department for Culture, Media and Sport in 2005.

## **10 Human remains**

- 10.1 The museum does not hold or intend to acquire any human remains.

## **11 Biological and geological material**

- 11.1 So far as biological and geological material is concerned, the museum will not acquire by any direct or indirect means any specimen that has been collected, sold or otherwise transferred in contravention of any national or international wildlife protection or natural history conservation law or treaty of the United Kingdom or any other country, except with the express consent of an appropriate outside authority.

## **12 Archaeological material**

- 12.1 The museum will not acquire archaeological material (including excavated ceramics) in any case where the governing body or responsible officer has any suspicion that the circumstances of their recovery involved a failure to follow the appropriate legal procedures.
- 12.2 In England, Wales and Northern Ireland the procedures include reporting finds to the landowner or occupier of the land and to the proper authorities in the case of possible treasure (i.e. the Coroner for Treasure) as set out in the Treasure Act 1996 (as amended by the Coroners & Justice Act 2009).

## **13 Exceptions**

- 13.1 Any exceptions to the above clauses will only be because the museum is:
- acting as an externally approved repository of last resort for material of local (UK) origin
  - acting with the permission of authorities with the requisite jurisdiction in the country of origin

In these cases the museum will be open and transparent in the way it makes decisions and will act only with the express consent of an appropriate outside authority. The museum will document when these exceptions occur.

## **14 Spoliation**

- 14.1 The museum will use the statement of principles 'Spoliation of Works of Art during the Nazi, Holocaust and World War II period', issued for non-national museums in 1999 by the Museums and Galleries Commission.

## **15 The Repatriation and Restitution of objects and human remains**

- 15.1 The museum's governing body, acting on the advice of the museum's professional staff, if any, may take a decision to return human remains (unless covered by the 'Guidance for the care of human remains in museums' issued by DCMS in 2005), objects or specimens to a country or people of origin. The museum will take such decisions on a case by case basis; within its legal position and taking into account all ethical implications and available guidance. This will mean that the procedures described in 16.1-5 will be followed but the remaining procedures are not appropriate.
- 15.2 The disposal of human remains from museums in England, Northern Ireland and Wales will follow the procedures in the 'Guidance for the care of human remains in museums'.

## **16 Disposal procedures**

- 16.1 All disposals will be undertaken with reference to the Spectrum 5.0 primary procedures on disposal.
- 16.2 The governing body will confirm that it is legally free to dispose of an item. Agreements on disposal made with donors will also be taken into account.
- 16.3 When disposal of a museum object is being considered, the museum will establish if it was acquired with the aid of an external funding organisation. In such cases, any conditions attached to the original grant will be followed. This may include repayment of the original grant and a proportion of the proceeds if the item is disposed of by sale.
- 16.4 When disposal is motivated by curatorial reasons the procedures outlined below will be followed and the method of disposal may be by gift, sale, exchange or as a last resort - destruction.
- 16.5 The decision to dispose of material from the collections will be taken by the governing body only after full consideration of the reasons for disposal. Other factors including public benefit, the implications for the museum's collections and collections held by museums and other organisations collecting the same material or in related fields will be considered. Expert advice will be obtained and the views of stakeholders such as donors, researchers, local and source communities and others served by the museum will also be sought.
- 16.6 A decision to dispose of a specimen or object, whether by gift, exchange, sale or destruction (in the case of an item too badly damaged or deteriorated to be of any use for the purposes of the collections or for reasons of health and safety), will be the responsibility of the governing body of the museum acting on the advice of professional curatorial staff, if any, and not of the curator or manager of the collection acting alone.
- 16.7 Once a decision to dispose of material in the collection has been taken, priority will be given to retaining it within the public domain. It will therefore be offered in the first instance, by gift or sale, directly to other Accredited Museums likely to be interested in its acquisition.

- 16.8 If the material is not acquired by any Accredited museum to which it was offered as a gift or for sale, then the museum community at large will be advised of the intention to dispose of the material normally through a notice on the MA's Find an Object web listing service, an announcement in the Museums Association's Museums Journal or in other specialist publications and websites (if appropriate).
- 16.9 The announcement relating to gift or sale will indicate the number and nature of specimens or objects involved, and the basis on which the material will be transferred to another institution. Preference will be given to expressions of interest from other Accredited Museums. A period of at least two months will be allowed for an interest in acquiring the material to be expressed. At the end of this period, if no expressions of interest have been received, the museum may consider disposing of the material to other interested individuals and organisations giving priority to organisations in the public domain.
- 16.10 Any monies received by the museum governing body from the disposal of items will be applied solely and directly for the benefit of the collections. This normally means the purchase of further acquisitions. In exceptional cases, improvements relating to the care of collections in order to meet or exceed Accreditation requirements relating to the risk of damage to and deterioration of the collections may be justifiable. Any monies received in compensation for the damage, loss or destruction of items will be applied in the same way. Advice on those cases where the monies are intended to be used for the care of collections will be sought from the Arts Council England.
- 16.11 The proceeds of a sale will be allocated so it can be demonstrated that they are spent in a manner compatible with the requirements of the Accreditation standard. Money must be restricted to the long-term sustainability, use and development of the collection.
- 16.12 Full records will be kept of all decisions on disposals and the items involved and proper arrangements made for the preservation and/or transfer, as appropriate, of the documentation relating to the items concerned, including photographic records where practicable in accordance with Spectrum 5.0 procedures on deaccession and disposal.

### ***Disposal by exchange***

- 16.13 The nature of disposal by exchange means that the museum will not necessarily be in a position to exchange the material with another Accredited museum. The governing body will therefore ensure that issues relating to accountability and impartiality are carefully considered to avoid undue influence on its decision-making process.
- 16.13.1 In cases where the governing body wishes for sound curatorial reasons to exchange material directly with Accredited or non-Accredited museums, with other organisations or with individuals, the procedures in paragraphs 16.1-5 will apply.
- 16.13.2 If the exchange is proposed to be made with a specific Accredited museum, other Accredited museums which collect in the same or related areas will be directly notified of the proposal and their comments will be requested.
- 16.13.3 If the exchange is proposed with a non-Accredited museum, with another type of organisation or with an individual, the museum will



place a notice on the MA's Find an Object web listing service, or make an announcement in the Museums Association's Museums Journal or in other specialist publications and websites (if appropriate).

- 16.13.4 Both the notification and announcement must provide information on the number and nature of the specimens or objects involved both in the museum's collection and those intended to be acquired in exchange. A period of at least two months must be allowed for comments to be received. At the end of this period, the governing body must consider the comments before a final decision on the exchange is made.

### ***Disposal by destruction***

- 16.14 If it is not possible to dispose of an object through transfer or sale, the governing body may decide to destroy it.
- 16.15 It is acceptable to destroy material of low intrinsic significance (duplicate mass-produced articles or common specimens which lack significant provenance) where no alternative method of disposal can be found.
- 16.16 Destruction is also an acceptable method of disposal in cases where an object is in extremely poor condition, has high associated health and safety risks or is part of an approved destructive testing request identified in an organisation's research policy.
- 16.17 Where necessary, specialist advice will be sought to establish the appropriate method of destruction. Health and safety risk assessments will be carried out by trained staff where required.
- 16.18 The destruction of objects should be witnessed by an appropriate member of the museum workforce. In circumstances where this is not possible, eg the destruction of controlled substances, a police certificate should be obtained and kept in the relevant object history file.

**Name of governing body:** *Tameside MBC*

**Date on which this policy was approved by governing body:** **Insert date**

**Policy review procedure:** *This Policy will be published and reviewed from time to time, at least once every five years. The date when the policy is next due for review is noted below. Arts Council England will be notified of any changes to the collections development policy, and the implications of any such changes for the future of existing collections.*

The collections development policy will be published and reviewed from time to time, at least once every five years.

**Date at which this policy is due for review:** June 2028

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